



# 2015 Annual Report

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

2015 proved to be a busy year at Larimer County Community Corrections. This report contains information gathered from numerous sections which make up the overall organization that is Community Corrections.

It is an honor to work with so many dedicated and talented staff who are committed to public safety in conjunction with successful outcomes for the offender population we serve. The everyday operations and success of the department could not be possible without the collaboration of numerous stakeholders involved in Larimer County's criminal justice system.

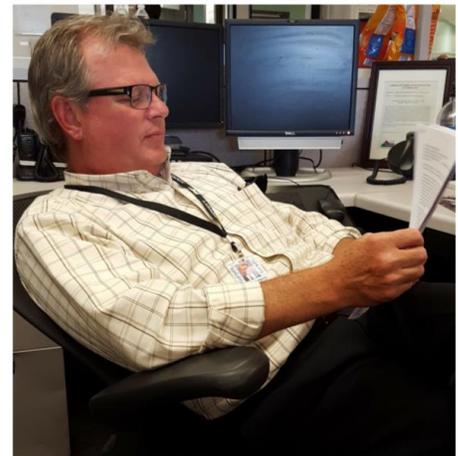
A special thanks goes to the Larimer County Commissioners and the Community Corrections Board for their continued support and belief in our purpose.

Together, we make a difference.

Sincerely,



Tim Hand



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

## Larimer County Community Corrections

2255 Midpoint Drive  
Fort Collins, CO 80525  
970-498-7530



<http://www.larimer.org/comcor>  
Questions or Comments? Contact [lmurr@larimer.org](mailto:lmurr@larimer.org)

# Who's In Community Corrections?



Diversion 120
  Transition 92
  Parole 30
  CRCF 11
  SOISP 4
  Federal 11
  Probation 15

Average Daily Population by Type

**1,148** *Number of residential offenders served in 2015*

**283** *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 - 75.3% of Offender Population**



**Average Age: 35.6**  
 American Indian/Alaskan Native: .5%  
 Asian: 0.4%  
 Black/African American: 4.1%  
 Hispanic/Latino: 17.9%  
 Caucasian: 59.6%  
 Other: 17.6%

**Female Offenders - 24.7% of Offender Population**



**Average Age: 34.6**  
 American Indian/Alaskan Native: 1.9%  
 Black/African American: 1.5%  
 Hispanic/Latino: 18.9%  
 Caucasian: 61.5%  
 Other: 16.2%

**\$287,007.42\***

Total restitution paid by Community Corrections offenders in 2015

**\$161,762.23**

Total restitution paid by Community Corrections offenders in 2014

\*Total restitution paid in previous years did not include payments to Department of Corrections

# 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, Probation, and Federal 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.

## 2015 Evaluations Acceptance Rates

	Accepted	Screened	Accept Rate
Diversion	346	475	73%
Parole/Probation/SOISP	89	124	72%
Diversion - Out of County	42	78	54%
Transition – Primary	124	250	50%
Transition – Alternate	52	199	26%
Federal	28	28	100%

# AIIM & Wellness Court

*Alternatives to Incarceration for Individuals with Mental Health Needs*

*92 total AIIM/Wellness Court referrals*

*19 accepted by AIIM*

*23 accepted by Wellness Court*

*27 total clients served by AIIM*

*8 successful completions*

*8 unsuccessful terminations*

*Wellness Court completion information not yet available. The program is designed to last 18 months to 2 years in duration*

Alternatives to Incarceration for Individuals with Mental health needs (AIIM) was developed as a joint venture between Larimer County Community Corrections, SummitStone Health Partners, Larimer County Sheriff's Office, and The Probation Department. Currently the active partners in the AIIM program include Larimer County Community Corrections, SummitStone 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.

In 2015 the AIIM Program redefined itself as serving individuals with high mental health concerns but lower risk for recidivism. The AIIM Program also started the process of formalizing its relationship with Drug Court's Co-Occurring track and this partnership should be formalized in 2016. The AIIM Program had several successes this year with housing difficult clients, including helping a man gain stability in the areas of substance use and mental health, working with his family in the process so that they felt comfortable in allowing him access to money that he inherited to purchase a home. AIIM staff helped educate him and his family in navigating the purchase process.

## 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. 2015 was the first full year of Wellness Court in Larimer County, during which we served 29 clients. During this year the Wellness Court team including a dedicated District Court Judge, the Coordinator, the District Attorney's Office, the Public Defender's Office, and LCCC did many presentations on Wellness Court in the community to raise awareness of the program and the resource in the community.

# Residential Program

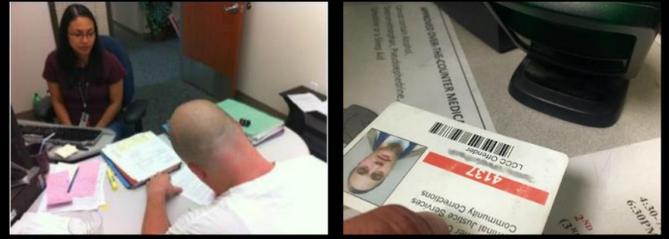
**\$59/Day**

Savings per offender vs Department of Corrections

**\$46/Day**

Savings per offender vs jail incarceration

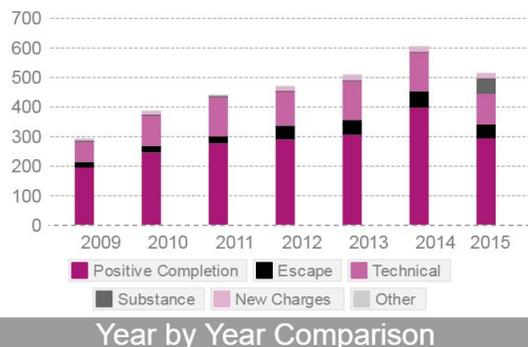
Housing offenders in Community Corrections provides a cost-effective alternative to the Department of Corrections or jail incarceration. Offenders pay a daily fee to help cover costs, resulting in a savings of over \$46 per day.



The Residential Program is designed to provide structure and stability for the resident and 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 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 offenders from Parole, Condition of Probation, and Federal Bureau of Prisons.

Upon entering the Residential Program, each resident is assigned a case manager. Together the case manager and the resident develop a case 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 case plan.

## 2015 Residential Program Outcomes



**292 Positive Terminations**

**221 Negative Terminations**

47 Escape

53 Substance Abuse

104 Technical Violations

17 New Criminal Charges

**1 Other Termination**

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

**56.9% 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*

## Knowledge Is Power

Knowledge is Power (KIP) is a program which gives educational opportunities to our residents. It was created and implemented by security staff in 2015 to give residents life skill learning opportunities and has received positive feedback from staff and residents alike. The KIP program has collaborated with numerous outside agencies and internal staff to offer classes in a variety of topics including: Respecting Personality Differences, Positive Thinking, Personal Accountability and Personal Forgiveness, Preventing Self Sabotage and many others.

## Pro-Social Activities

While security's main responsibility is ensuring community and facility safety by managing resident employment, community time and behavior within the facility, they also sponsored or assisted in many pro-social activities throughout the year to encourage residents to make healthy lifestyle choices. Some highlights included: a collaborative hike to Horsetooth Rock with treatment residents and staff, the community garden that sold fresh produce to benefit the United Way, a facility wide barbecue where staff cooked for the residents, a summer carnival and Toys for Tots project designed to give female residents and their children a positive family activity.

## Resident & Family Guidebooks

*A collaborative team worked on a complete revision of the resident program guidebook to better outline expectations and responsibilities for our residents. It reorganized and consolidated information to make it easier and more useful for residents and staff. A family guidebook was also created and added to the website to educate and assist the family and friends of our residents in knowing what our rules are and how they can help their resident be successful in the program.*

## Trustee Program

Security staff developed a program by which residents can gain incentives and develop additional job skills while making the Community Corrections campus a much cleaner and better maintained facility. Residents apply for and are chosen as a trustee with a specific set of facility and grounds responsibilities. Larimer County Custodial and Community Corrections staff collaborated to train the residents on specific tasks, provide supplies and support and have made this a successful project.

## Reducing Waste

With a facility of close to 300 residents, security staff realized that a substantial amount of landfill waste was being produced by the residential program with the use of disposable items such as styrofoam cups and plastic silverware, as well as a significant monthly cost to order those supplies.

A successful program was piloted to replace disposable items with sturdy reusable plastic cups and cutlery and a system for cleaning, sanitizing, and redistributing them. This has resulted in a cost savings of over \$5,000 and prevented 146,000 styrofoam cups and plastic utensils from ending up at the landfill - per year.

## 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. 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.
- 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 292 individuals in 2015.



The Division of Criminal Justice initiated a change to Standard 6-130 Employment Services. As a result, the Employment Specialist now administers a job readiness assessment tool on each new client prior to approving their job search status. A job readiness class is conducted twice per week which includes: resume writing, job searching guidelines, sexual harassment, interviewing techniques and effective communication. Employment Specialists provide approximately 70 individual client coaching meetings per month, these meetings generally focus on job search techniques and interviewing skills. When there are concerns related to a client's employment performance and/or behavior they are reassessed and re-referred to the job readiness class to focus on issues such as conflict resolution, integrity in the work place and communication.

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. This year the Employment Specialists' coordinated efforts with five snow removal companies. This service provides the opportunity for clients to earn additional income.

## Employment Services

"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 men's and women's 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.

*"I have 6 months sober today! I owe it all to all of you on the IRT staff. Thank you guys for giving me my life back."  
- IRT Program Participant*

## 2015 Highlights

Men's IRT program has developed and implemented a mentorship program to assist in developing healthy peer support in the facility.

Clinical staff added a trauma-informed curriculum and character first recognition into the men's treatment model.

The treatment team added a dedicated evaluator to manage all treatment referrals, as well as coordinate bed management and movement of offenders in collaboration with other Community Corrections Programs, Department of Corrections, Parole, and Probation.

## 2016 Goals

Women's IRT program will develop a mentorship program.

All treatment programs will be evaluating and adapting curricula to best meet the criminogenic, addiction, and mental health related needs of the program participants.

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

**163** Number of male offenders served in the 12-bed, 14-day Short-Term Intensive Residential Remediation Treatment in 2015

**151 Successful Completions**

**12 Unsuccessful Completions**

**4 Other Terminations**

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

**92.6% Successful Completion Rate**

## Intensive Residential Treatment (IRT)

**217** Number of male and female offenders served in the 48-bed, 90-day Intensive Residential Treatment in 2015

**164 Successful Completions**

**53 Unsuccessful Completions**

15 Escape or Walk-Away  
15 Technical Violations  
6 Behavioral Issues  
16 Substance Abuse  
1 New Criminal Charges

**12 Other Terminations**

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

**75.6% Successful Completion Rate**

## Residential Dual Diagnosis Treatment (RDDT)

**47** Number of offenders served in Residential Dual Diagnosis Treatment in 2015

**22 Successful Completions**

**25 Unsuccessful Completions**

3 Escape or Walk-Away  
16 Technical/Mixed Violations  
3 New Criminal Charges  
2 Substance Abuse  
1 Behavioral Issues

**46.8% Successful Completion Rate**



# Day Reporting Center



The Day Reporting Center (DRC) provides testing services for clients from a variety of referral sources including criminal justice and government agencies, as well as individuals requesting tests. Testing consists primarily of monitored urinalysis tests (UAs) and breathalyzer tests (BAs).

The DRC provides both a male and a female staff member at all times and is open 7 days a week. In response to client requests, business hours from 9:30am – 7:15pm were piloted in 2015 and became permanent in 2016 thus giving clients additional time to test.

In order to better serve agency requests for expanded testing, DRC researched and made available many additional substance tests.

**Breathalyzer (BA):**  
A breath-based test for evidence of alcohol consumption. 35,500 BA tests were performed in 2015.

**Urinalysis (UA):**  
A urine-based test for recent drug use. Multiple drugs can be detected with a single sample. 27,597 UA tests were performed in 2015.

**DRC provided 63,694 total substance tests to 7,288 unique customers in 2015. That's an average of 5,308 tests per month and 175 tests per day!**

## Transportation Unit

The Community Corrections Transport Unit (CCTU) provides secure emergency and court transportation services for juveniles detained by local law enforcement agencies and the 8th Judicial District (JD); coupled with security standby during screening and court directed furloughs. The unit also conducts transports of LCCC adult offenders with the continued growth of residential and treatment programs. These trips include incoming DOC offenders, facility transfers upon treatment completion or termination, and numerous medical related trips in the local area. CCTU provides internal security support to LCCC staff in accordance with DCJ standards.

The 8th JD adopted procedural changes for juveniles with regard to restraint removal in court hearings. With the increased workload, LCCC requested and was granted an additional full time position to meet the objectives and improve efficiency of department resources. At year's end, planning began to create an internal promotional opportunity for a Team Lead position and scheduled for action in Jan 2016.

### By the Numbers...

1,935 total emergency/court trips  
- Emergency trips - 323 (434 screened)  
- Court trips - 1,614  
- Furloughs - 23

2,402.75 total standby hours  
- Hub screens - 1,062.75  
- Court standby - 1,307.75  
- Furloughs - 62.25

702 Adult offender trips  
- Incoming DOC - 170  
- Jail transport - 99  
- Medical/miscellaneous - 374  
- Treatment transfer - 49  
- Alternative Sentencing - 10

Residential Security Assistance  
- 241 events - searches, UA/BA

*2015 resulted in a 10% increase of juvenile trips and 11% in standby hours over the previous year. Total staff hours expended were 4,309.25.*

# 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 and/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.

In 2015, the Community Supervision team reached full fidelity on the progression matrix, and successfully completed the first audit by the Division of Criminal Justice since the outset of the program.

**68**  
**Number of offenders supervised in the community in 2015**

**55**  
**Number of successful community program completions in 2015**

**89%**  
**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/1251617151523>

**Larimer County Community Corrections  
2255 Midpoint Drive  
Fort Collins, CO 80525  
970-498-7530**