

FY 2020

City and County of Denver

Community Corrections Annual Report

July 1, 2019 through June 30, 2020

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INTRODUCTION

The Denver Division of Community Corrections is an agency within the Department of Safety. There are three components to the Division: Community Corrections Administration (Community Corrections Board and Residential Program Oversight.), Pretrial Services Program and Electronic Monitoring Program. The Division has a diverse and dedicated staff committed to enhancing public safety. The Division is committed to working with the community and criminal justice agencies to alleviate system backlogs and inefficiencies.

Information contained within this report is specifically related to the activities of the Denver Community Corrections Board and community correction programs for the period of July 1, 2019 to June 30, 2020 (FY20) which corresponds to the state fiscal year. This report contains statistical information collected from both internal and external sources, including the Division of Criminal Justice “Community Corrections Information and Billing” system. Further information relating to Pretrial services or Electronic Monitoring programs can be viewed under alternative corrections at www.denvergov.org

PROGRAM OVERVIEW

Community Corrections is defined in Colorado Revised Statutes 17-27-102 (1) as follows: “Community Corrections program means a community-based or community-oriented program that provides supervision of offenders pursuant to this article: which is operated either by a unit of local government, the Department of Corrections, or any individual, Corporation, or association; which may provide residential or non-residential services for offenders; which monitors activities for offenders; which oversee victim restitution and community services, and which provides programs and services to aid offenders in obtaining and holding regular employment, enrolling and maintaining academic courses, participating in vocational training programs, utilizing the resources of the community to meet their personal and family needs, and providing treatment, participating in specialized programs that exist within the community, and such other services as may be appropriate to aid in offender rehabilitation and public safety.”

Community corrections provides services for: persons convicted of offenses who are diverted from prison, persons in transition between prison and parole, parolees released by the Colorado Board of Parole, short term stabilization services for persons on probation and parole, specialized treatment for persons with a history of substance use and mental illness

Colorado statutes authorize units of local government to enter into a contract with the State of Colorado to administer a community corrections program within their jurisdiction. As part of administering a program, the local government may create a community corrections board that is responsible for placement decisions of offenders in any community correctional facility operating within that jurisdiction. Denver’s twenty-one (21) member board is appointed by the Mayor and confirmed by City Council.

Community corrections funding is provided by the Colorado Department of Public Safety-Division of Criminal Justice and the Colorado Department of Corrections. The Colorado community corrections model is based upon local support and decision making, and represents a collaborative partnership between local government, communities, state agencies, and the private sector.

Significant Events

A New Vision for Community Corrections Contracts

Policy decisions made by the City and County of Denver in FY19-20 established a desire to transition away from larger for-profit private prison organizations as community corrections providers. These decisions emphasized the importance of identifying qualified local service providers to fill this need. The City desired innovative approaches to traditional community corrections programs. Its desired services which de-emphasize those practices which reinforce institutionalization and instead focused on normalization.

Denver Community Corrections is committed to providing person-centered services delivered to individuals returning to their communities. New requests for services in FY2021 will seek services which are individualized, research-based, culturally relevant, and based on a continuum of care model. The environment and services that are provided should be trauma informed and gender responsive. Programs awarded contracts are expected to address community safety through both risk reduction and effective supervision while also preserving the welfare of the general public. Program services will also be expected to cooperatively engage staff, volunteers, and community with a variety of lived experience and professional expertise.

Advisory Committee

A Community Corrections Advisory Group was formed and met from September-December 2019. The full group and subcommittee meetings were open to the public. This group was Co-Chaired by Greg Mauro, Director of Denver Community Corrections and Hassan Latif, Director of Second Chance Center. Other members included (in alphabetical order) Mike Anderson, Citizen Member, Denver Community Corrections Board; Honorable Karen Brody, 2nd Judicial District Court Judge; Honorable Candi CdeBaca, Denver City Council, District 9; David Johnson, Director CO Department of Corrections' Division of Adult Parole/Community Corrections; Jane Prancan, Chair & Citizen Member, Denver Community Corrections; Mannie Rodriguez, Service Provider; Michelle Sykes, Community Member; Dianne Tramutola-Lawson, Citizen Member, Denver Community Corrections Board; Joe Thome, Director Colorado Division of Criminal Justice; Honorable Jamie Torres, Denver City Council District 3.

The committee developed 10 recommendations and provided two additional concepts for exploration. These are available in Appendix A.

Transitions in Denver Community Corrections

Denver Community Corrections commenced a transition away from GEO in late summer and fall of 2019. GEO, the Denver Community Corrections Board, the Colorado Division of Criminal Justice-Office of Community Corrections, Denver Probation, and the Department of Corrections worked together to assure a smooth transition. Williams Street Center closed in October 2019 and Tooley Hall closed in December 2019. CoreCivic continued to operate through FY 19-20, although at reduced capacity. The CoreCivic-Columbine facility was closed in June 2020. CoreCivic has been approved to continue to provide residential community corrections services through June 2021.

The City purchased Tooley Hall in order to support the restoration of women's community corrections programming. Women's programming is anticipated to resume in Denver in 2021.

Tooley Hall had been home to the EMBARC (Enhancing Motivation By Achieving Reshaped Cognition) program. This collaborative pilot between CEC (GEO), Denver Community Corrections and the Division of Criminal Justice, was designed to address the needs of high risk, high need community corrections clients through highly structured cognitive behavioral interventions. The City assumed full responsibility for this program following Tooley Hall's closure. The Denver Sheriff Department began a partnership with Denver Community Corrections Division to institute a program inside Building 19 at the Denver County Jail. Denver Community Corrections provides staffing for the program, while the Denver Sheriff's Department provides general supervision and security.

COVID-19

Governor Polis announced the first confirmed Colorado COVID-19 case on March 5, 2020. For the remainder of FY 19-20 and continuing on into FY 20-21, COVID-19 has affected the daily lives of clients, staff and administrators working in Community Corrections. The effects of the pandemic were and continue to be far reaching.

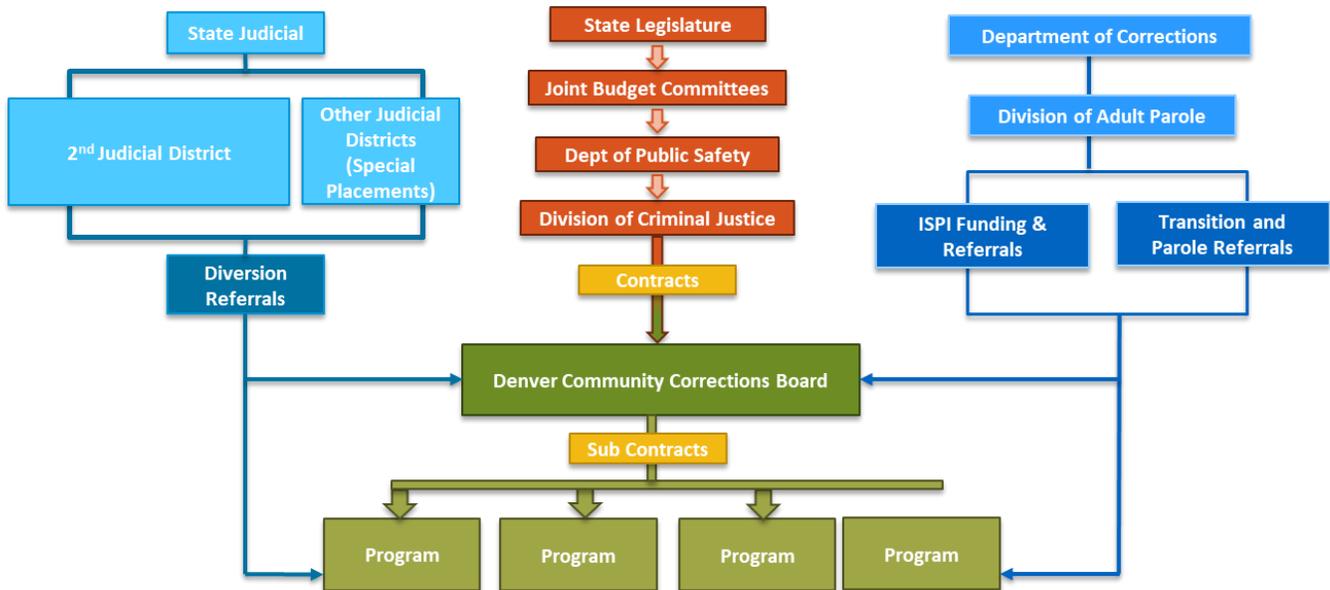
Denver Community Corrections recognized the unique situations experienced by each of its' facilities and worked throughout the remainder of the fiscal year to support programs in these needs. An expedited waiver process was created to nimbly allow for reasonable accommodation as public health information and direction became available.

Denver Community Corrections monitored procedures implemented by facilities to address safety and security. New placements in community corrections facilities in Denver were suspended from April through June. Independence House, CoreCivic, ARTS, Denver Community Corrections Board Staff, had weekly contact with the Department of Public Health and Environment to determine best practices given the layouts of the facilities and populations served. One result of these modified practices has been a reduction of census in most facilities to support social distancing efforts.

Moving into FY 20-21, facilities continue to operate at reduced capacity in order to maintain safety.

Community Corrections Model & Agency Involvement

Figure 1: Community Corrections Model



Denver Community Corrections Board

The Denver Community Corrections Board consists of 21 members appointed by the Mayor and confirmed by City Council. The Department of Public Safety is the city agency responsible to coordinate the work of the Denver Community Corrections Board. The Board is charged with the following responsibilities:

1. Review all matters relating to Community Corrections, and when appropriate, advise the city government on actions to be taken.
2. Act for the citizens of Denver to:
 - a. Ensure the protection of the community.
 - b. Safeguard the rights of Denver residents.
 - c. Provide for the needs of offenders who will be supervised in our programs.
3. Act as liaison for the City with other city agencies, state agencies, and private citizens with interests in Community Corrections.
4. Establish policies and procedures governing the administration of the Denver Community Corrections programs.
5. Establish and enforce criteria for the review, acceptance or rejection of offenders selected for placement in Denver Community Corrections programs.

Denver Community Corrections Board Decision Making

The Denver Community Corrections Board has established criteria that assist with case processing. Cases will follow one of three tracks for review: administrative acceptance, screening and full board. Generally speaking, more serious cases require full board review. The Denver Community Corrections Board Decision Making Tool and the list of criteria can be viewed by visiting the [Denver Community Corrections website](#).

Figure 2: Denver Community Corrections Board Members

Denver Community Corrections Board Members¹	
Jane Prancan, Chair, Citizen Member	
Jim Martinez, Vice-Chair, Citizen Member	
Jason Anderson	Victim Advocate
Mike Anderson	Citizen Member
Jorge Aleman	CO Dept of Human Services-Division of Youth Services
Sarah Chaikin	Criminal Justice Experience
Shawn Cohn	Denver Juvenile Probation
Julie Gonzales	Locally Elected Official
David Johnson	Division of Adult Parole, Department of Corrections
Frances Gomez	Denver Sheriff
Deanna Maes	Citizen Member
Paul Rosenthal	Citizen Member
Sherry Jackson	Representative of Department of Safety
Dana Niemela	Denver Department of Human Services
Jason Romportl	Denver Adult Probation
Sylvia Sich	Denver Police Department
Steven Abraham	Denver District Attorney's office
Dianne Tramutola-Lawson	Citizen Member
Demetria Trujillo	Denver Public Defender's office

*As of 06/30/2020

¹ Denver Community Corrections Board Members as of 06/30/2020

Denver Community Corrections Board Decision Summary

These numbers reflect the accept and rejection rates of the board. Persons whose request for placement was deferred or withdrawn are not included in this count. Sex Offenders are reviewed at the program level first and are only reviewed by the board if accepted. These individuals represent the most common withdrawal type.

Figure 3: Board Decision Summary

Referral Type	Referral Source	Board Decision	N	%
Transition	Department of Corrections	Accepted	689	77%
	Department of Corrections	Rejected	208	23%
		Total	897	
Condition of Parole	Department of Corrections	Accepted	27	90%
	Department of Corrections	Rejected	3	10%
		Total	30	
ISP-Inmate	Department of Corrections	Accepted	21	84%
	Department of Corrections	Rejected	4	16%
		Total	25	
Diversion	Probation	Accepted	264	90%
	Probation	Rejected	28	10%
		Total	292	
Out of County	Probation	Accepted	60	100%
	Probation	Rejected	0	
		Total	60	
Juvenile	Division of Youth Corrections	Accepted	22	96%
	Division of Youth Corrections	Rejected	1	4%
		Total	23	
Total Clients Reviewed		Accepted	1083	82%
		Rejected	244	18%
		Total	1327	

Denver Community Corrections Board Oversight and Support

In addition to placement decisions, the board and the division have the responsibility to monitor program compliance and support program development. This includes site visits to review work within each individual program as it relates to Colorado Community Corrections Standards, contractual obligations, and advancement of evidence-based approaches to offender management. Monitoring includes assisting the Division of Criminal Justice with audits completed at the Denver community corrections programs.

Denver Community Corrections believes it is vital to support local community corrections programs by providing on-going technical assistance, staff development, training and coaching, as well as, informing local communities of the benefits offered by community corrections. In FY 19-20, the Denver Community Corrections Board Staff also provided COVID related supports such as fostering communication between programs, addressing client concerns, addressing community concerns, and supporting healthy placements for community corrections clients.

Denver Community Corrections Fiscal Information

Figure 4: Fiscal Information

	Independence House	GEO	CoreCivic	ARTS	ICCS-West	Denver EMBARC
Residential Diversion & Transition	1,186,274.18	521,104.06	4,027,091.63	1,635,393.90	71,830.91	5,910.91
Residential Parole	17,974.95	20,881.95	197,845.68	0.00	0.00	0.00
Subsistence Forgiveness Pilot	1,153,034.71	0.00	252,270.00	103,050.00	0.00	0.00
Non-Residential	43,652.80	13,174.75	89,493.85	162,939.80	0.00	0.00
Special Population Programs	1,107,007.21	472,431.46	857,322.94	1,431,196.84	4,360.50	6,843.79
Correctional Treatment Funds	166,618.64	38,460.00	198,126.10	75,462.50	0.00	0.00
Facility Payment	242,128.80	100,887.00	484,259.60	242,128.80	0.00	60,532.00
TOTAL	2,912,974.08	1,166,939.22	6,106,409.80	3,650,171.84	76,191.41	73,286.70

Denver Residential Community Corrections Programs

The purpose of the residential phase of community corrections is to provide clients with the knowledge and skills necessary to be emotionally, cognitively, behaviorally, and financially prepared for reintegration. Denver Community Corrections provides comprehensive program options including core services, dual diagnosis treatment, gender specific, cognitive behavioral, intensive residential treatment, and therapeutic communities.

Programs match client risk and need with the most appropriate treatment modality through assessment-driven individual treatment plans. Clients are assisted in obtaining employment and encouraged to participate in educational and vocational services. Programs monitor the payment of restitution, court fines, child support, and useful public service requirements. Program staff monitor offenders in the community to enhance client accountability and to address public safety concerns.

Denver programs continue to work toward implementation and application of the eight (8) guiding principles for reducing risk and recidivism set forth by the National Institute of Corrections (“NIC”) in their daily operations, with offenders. The eight (8) guiding principles that Denver Community Corrections programs are striving to implement and apply include:

- | | |
|---------------------------------------|--|
| 1. Assess Actuarial risk/needs | 6. Engage in On-Going Support in Natural Communities |
| 2. Enhance Intrinsic Motivation | 7. Measure Relevant Processes & Practices |
| 3. Target Intervention | 8. Provide Measurement Feedback |
| 4. Skill Train with Directed Practice | |
| 5. Increase Positive Reinforcement | |

Privately owned residential facilities

GEO Reentry Services CoreCivic Independence House Family

Publicly operated facilities

University of Colorado Health Sciences Center - Peer I and The Haven Denver EMBARC

Client Types Served in Denver Community Corrections Programs

Community Corrections serves adult offenders who have been convicted of felony offenses. There are two major groups of community corrections offenders: Diversion and Transition.

Diversion offenders are sentenced directly to community corrections by the courts, as a diversion from a prison sentence. In some instances, offenders have been sentenced, as a condition of probation.

Transition clients are returning to the community after serving a Department of Corrections (DOC) prison sentence. Transition clients are referred to community corrections boards and programs from the Department of Corrections based upon their release destination. Condition of Parole clients are referred from the parole board, as a condition of their parole. Intensive Supervision Program (ISP) clients are referred to community corrections as a condition of their ISP placement. For the purposes of this report, all DOC clients are referred to as “Transition” clients.

Client Demographics

In FY20, Denver residential community corrections programs discharged 1608 clients. These numbers include unique clients which entered the following programs: regular residential placement, Cognitive Behavioral Treatment (CBT), Intensive Residential Treatment (IRT), Residential Dual Diagnosis Treatment (RDDT), Therapeutic Community (TC) and Sex Offender (SXO) Clients. Duplicate placements (such as movement from treatment to a regular program or movement between programs) have been counted only once.

Figure 5: Client Demographics

Denver County Client Demographics FY20		%
Gender		
Male		91.49%
Female		8.51%
Age		
18-20		1.12%
21-25		11.12%
26-30		17.71%
31-35		19.83%
36-40		17.78%
41-45		11.19%
46-50		8.70%
51+		12.55%
Ethnicity		
Caucasian		41.64%
Hispanic		30.02%
African American		23.43%
Native American / Alaskan Native		2.49%
Asian American / Pacific Islander		1.37%
Other / Unknown		1.06%
Education Level at Entry		
8 th Grade or Less		2.62%
9 th through 11 th Grade		17.29%
12 th Grade or GED		63.93%
Vocational / Some College		9.85%
College or Above		2.83%
Unknown		3.47%

Denver County Client Demographics FY20		%
Current Crime Felony Class		
DF1-DF2		2.05%
DF3-DF4		8.71%
F1-F3		21.95%
F4-F6		67.29%
Prior Adult Felony Convictions		
Zero		6.37%
One or Two		26.70%
Three or More		66.93%
Client Legal Status		
DOC Transition		59.73%
Direct Sentence		32.88%
DOC Parole		7.33%
Condition of Probation		0.06%

Current Offense

Most Denver community corrections offenders in FY20 were serving sentences for non-violent, mid-level felony offenses. Figure 6 depicts the most frequent convictions for which diversion and transition offenders housed in Denver were serving sentences in FY20.

Figure 6: Current Offense

Current Felony Offenses Amongst Community Corrections Clients FY 20		
Offense Type	N	%
Controlled Substance	298	18.52%
Burglary/Criminal Trespass	272	16.90%
Assault/Menacing	251	15.60%
Robbery	121	7.52%
Motor Vehicle	106	6.59%
Other	105	6.53%
Theft	94	5.84%
Escape	73	4.54%
Weapons	57	3.54%
Identity Theft/Crim Impersonation	49	3.05%
Driving/HTO/DUR/Eluding	48	2.98%
Forgery/Forged Instrument	29	1.80%
Child Abuse/Delinquency Minor	21	1.31%
Homicide	21	1.31%
Organized Crime	12	0.75%
Kidnapping	10	0.62%
Sex Assault	9	0.56%
Habitual Criminal	8	0.50%
Criminal Mischief	7	0.44%
Fraud/False Info to Pawnbroker	7	0.44%
Intimidation	5	0.31%
Arson	4	0.25%

Community Corrections Programs

Independence House

Pecos

Location: 4101 Pecos St., Denver, CO 80211

Population Types: Adult male offenders transitioning from the Department of Corrections or offenders sentenced through Denver District Courts.

Zoned Bed Capacity: 75

Program Description: The Pecos facility has been in operation since 1976, located in North Denver, Pecos is one of the oldest community correction programs in the state of Colorado. The program has a mixture of Diversion, Department of Corrections Inmates, including some Condition of Parole Clients. Pecos is a dormitory style setting for general population clients. It is our mission to promote the virtues of productive work, respect for others, self-discovery, responsibility and accountability. The Pecos program encourages re-connection with family and community, and the development of healthy, realistic, and productive habits of living. Independence House provides an off-site treatment program for mental health, substance abuse individual and group therapy, as well as, mental health and drug/alcohol assessment. Clinical treatment is provided by licensed and/or certified therapists.

Special Programs: Vocational Heavy Construction Technology Program (VHCTP) VHCT students are from the Sterling Correctional Facility and the Buena Vista Correctional Facility. Each VHCT student goes through a selection including interviewing before moving to the Pecos facility. Once students have fulfilled their program obligations and are eligible for community placement, they will begin their transition back into the community at the Independence House Pecos Facility. Once in community, students are qualified and accept jobs in the ever growing and demanding field of construction. At the time of their successful discharge from the Independence House Pecos Facility, most students have earned their way in to a supervisory position or a position with more responsibility. Students are expected to continue to mentor new VHCT students well beyond their completion of their community placement. VHCT students continue to have the highest success rates at the Independence House and carry their success over to their lives without supervision.

Independence House Cont.

Fillmore

Location: 1479 Fillmore Street, Denver, Colorado, 80206

Population Types: IHF is a Residential Dual Diagnosis program that targets clients involved in Therapeutic Community programs within the Department of Corrections. Fillmore also serves clients who are Condition of Parole and Direct Sentence (Diversion) placements with a co-occurring disorder.

Zoned Bed Capacity: 40

Program Description: The IHF RDDT Program offers therapeutic services provided on site. The IHF philosophy and practice is strength-based utilizing evidence-based practices such as Cognitive Behavior Therapy, Dialectic Behavior Therapy and Motivational Interviewing to meet the clients where they are. IHF helps clients learn new skills to help effectively manage their mental health and sobriety while becoming productive members of the community. Evidence based groups' focus on cognitive restructuring to help clients understand their thought processes, core beliefs and maladaptive behaviors. All clients meet with an in-house clinical therapist at least twice per month for individual therapy and receive on-site psychiatric medication monitoring. Beyond staff-initiated treatment, there is an active peer community component. The RDDT Peer Liaison Committee (PLC) consists of 14 clients. They meet once a week to help promote positive self-esteem, teach positive attitudes towards authority, provide guidance through the house, and broaden the personal outlook about themselves and others. PLC gives the clients a code of conduct to follow that allows them to collaborate between the staff and clients of IHF. Clients are empowered to advocate for their needs regarding their treatment and disciplinary actions by utilizing the peer community model within IHF. Our staff includes a Clinical Director, who is a Licensed Clinical Social Worker and a Certified Addiction Counselor level III (CAC III) that oversees clinical services at IHF. In addition, IHF has a Licensed Social Worker, Licensed Professional Counselor and PhD therapist, case managers, addiction counselors, a licensed psychiatrist, and a specialized nurse practitioner. We have an extensive intern program in conjunction with the University of Denver and Metropolitan State University of Denver to help educate and give hands-on experience to the future providers of service. All of the IHF security staff are trained in mental health first aid and trauma informed care. IHF staff participate in monthly Communities of Practice, to practice their motivational interviewing skills, skill training, and program plan building in house. IHF has staff who are identified as "Change Agents" through the EPIC program and have achieved proficiency as both coaches and trainers.

CoreCivic

CoreCivic programs have been providing community correctional services since 1984 and currently contract with State of Colorado and Counties along the Front Range. CoreCivic's philosophy is simple; we better the public good. In April 2016, acquired by Corrections Corporation of America (CCA), the largest owner of partnership correctional, detention, and community corrections facilities. CoreCivic currently operates four programs located in the City and County of Denver. CoreCivic provides additional opportunities to further the mission for residents, employees and government partners. CoreCivic has a vision and mission to providing quality community corrections programming and treatment. The community corrections mission represents a central effort in reducing recidivism.

CoreCivic is licensed by the Office of Behavioral Health and is an Approved Treatment Provider for the Department of Corrections. CoreCivic provides comprehensive intensive residential treatment (IRT) and outpatient treatment services to offenders and residential community corrections programming. Each client is assessed by professional staff, utilizing instruments designed to elicit criminogenic needs and offender risks. A clearly defined, individualized treatment plan is developed with the client focusing on their identified top assessed needs. Our goal is to release clients with skill appropriate employment, cash savings, suitable housing, an addiction-free lifestyle, enhanced impulse control, and improved problem-solving skills.

Residential service elements available at each facility include, but are not limited to:

- Case Management
- Cognitive Behavioral Training
- Outpatient Substance Abuse Treatment
- Mental Health Counseling
- Employment Assistance
- Life Skills
- Offense-Specific Treatment
- Financial Planning

CoreCivic – Columbine (Closed June 2020)

Location: 4280 Columbine St, Denver, CO 80216

Population Types: Adult male offenders either transitioning from the Department of Corrections or offenders sentenced through Denver District Courts.

Zoned Bed Capacity: 60

Program Description: Columbine has been in operation by Correctional Management Inc since 2000 and was acquired by CoreCivic in April 2016. Columbine accepts DOC, DIV, Condition of Parole and Condition of Probation.

CoreCivic - Dahlia

Location: 4511 E. 46th Ave, Denver, CO 80216

Population Types: Adult male offenders either transitioning from the Department of Corrections or offenders sentenced through Denver District Courts.

Zoned Bed Capacity: 120

Program Description: The Dahlia program has been in operation by Correctional Management, Inc since 2003, and was acquired by CoreCivic in April 2016.

CoreCivic - Fox

Location: 570 W. 44th Ave, Denver, CO 80216

Population Types: Adult male offenders either transitioning from the Department of Corrections or offenders sentenced through Denver District Courts.

Zoned Bed Capacity: 90

Program Description: In July 2011, Fox began operating a 90-day IRT program for community corrections clients with severe substance abuse issues. Each week IRT clients complete 20 hours of therapy and 20 hours of education (cognitive behavioral, employment training, parenting, financial planning, etc.) In addition, they have partnered with many outside agencies to provide supportive services.

CoreCivic - Ulster

Location: 3955 Ulster St, Denver, CO 80207

Population Types: Adult male offenders either transitioning from the Department of Corrections or offenders sentenced through Denver District Courts.

Zoned Bed Capacity: 84

Program Description: Ulster has been in operation since 2003. Ulster currently operates as an 84-bed facility for DOC, DIV and Condition of Parole clients.

Addiction Research and Treatment Services (ARTS)

Addiction Research and Treatment Services (ARTS) is the clinical program of the Division of Substance Dependence, Department of Psychiatry at the University of Colorado, School of Medicine. ARTS has provided residential and outpatient empirically supported substance abuse treatment services in Colorado for over 40 years, with an emphasis on psychosocial and pharmacological treatments for adolescents, women, men, families and those involved in the criminal justice system. ARTS is on the cutting edge of scientific research, medical education and clinical care for the purpose of reducing death and dying from addictive disorders.

Peer I

Location: 3712 W. Princeton Circle, Denver, CO 80236

Population Types: Adult male offenders who are referred from District Courts (Diversion), Department of Corrections, Probation, and Parole.

Bed Capacity: 126

Program Description: Peer I treats adult males with chronic histories of substance dependence. Peer I provides an intensive therapeutic experience for individuals who have the most debilitating and unrelenting substance abuse/dependence problems. The average length of stay in residential is 9 to 12 months followed by a transfer to its non-residential Outpatient Therapeutic Community. In an attempt to confront the complex problem of drug and alcohol abuse, dependence and addiction, Peer I treats the “whole person.” Peer I utilizes evidenced based practices that are both based on behavior modification principles and cognitive interventions. Examples of specific empirically based treatments include cognitive-behavioral strategies, contingency management, motivational interviewing and cognitive skills training, all applied within a therapeutic milieu based on self-help principles and the notion of “community as method.” Therapeutic Communities view recovery as a self-help process of incremental learning toward a stable change in behavior, attitudes and values of right living that are associated with maintaining substance use abstinence. The goal of the Peer I program is to promote a complete change in lifestyle that includes drug abstinence, elimination of anti-social criminal behavior, acquisition of positive values and attitudes that reflect honesty, responsibility, non-violence and self-reliance, family reunification and financial responsibility.

The Haven and Haven Mother's House

Location: 3732 W. Princeton Circle, Denver, CO 80236

Population Types: The Haven programs serve adult females, including pregnant women and women with infant children who are referred by various counties from Diversion, Department of Corrections, Probation, Parole, and the Department of Human Services.

Bed Capacity: 36 with 16 beds dedicated to pregnant women and/or women with infant children at the Haven Mother's House.

Program Description: The Haven, is a Modified Therapeutic Community (MTC) providing treatment for women with chronic substance use disorders and co-occurring mental health. The Haven Mother's House is unique in that it allows pregnant women and women with infant children to reside in treatment together. While in treatment, clients receive services that not only focus on recovery from substances and maintenance of mental health, but treatment that focuses on social functioning, education/vocational skills, and positive community and family ties. Participants learn to be accountable to the TC community through a hierarchical model of treatment stages that reflect increased levels of personal and social responsibility. The TC model is based on "community as method" or mutual self-help where all individuals within the TC assume responsibility for not only their own recovery, but that of their peers, and hold each other responsible for making meaningful changes. Clients receive evidenced based, on-site structured programming that includes: drug and alcohol treatment groups, cognitive behavioral therapy, specialized parenting groups, Dialectical Behavioral Therapy, trauma informed groups, GED classes, vocational services, and individual counseling. Psychiatric, medical and dental care on site.

The Baby Haven Child Care Center is located on campus and is a licensed and Quality rated center which specializes in the care of drug exposed infants. The center also provides care to community families allowing children to engage in interactive services. Clients who have their children in residence with them at the Haven Mother's receive services for their children at the Baby Haven M-F from 8 am to 4 pm while they are participating in program activities.

Discharges

Clients are discharged from community corrections residential programs for a variety of reasons. These reasons are entered into the Community Corrections Information and Billing System. Discharges may be successful, neutral or negative. Successful Discharges include completion of sentence, or for Department of Corrections Clients, a positive change in status such as achieving Parole. Neutral discharges include a change in status which does not result in a move from residential community corrections, transfer to higher level of treatment intensity, transfer to another residential program. Negative terminations include escape or prolonged unauthorize absence from a facility, house rule violation or technical violation resulting in regression to prison or jail. Reject after accept is considered a negative termination by Denver Community Corrections, but is reported as neutral by the Division of Criminal Justice in their reporting.

Figure 7: Division of Criminal Justice FY19 State of Colorado Community Corrections Discharges

Division of Criminal Justice FY19 Discharges ^{2, 3}	N	FY19
Successful Completion	3232	50.8%
Neutral Termination	864	13.6%
Escape	864	13.6%
Committed New Crime	68	1.1%
House/Technical Violation	1299	20.4%
Other	31	0.5%

There were 1,608 terminations of offenders from regular residential, sex offender, residential dual diagnosis, and therapeutic community Denver Community Corrections Programs in FY20.

Figure 8: Denver Community Corrections FY20 Termination Data

Denver Community Corrections Termination Data ⁴ ,	N	FY20
Successful Completion	717	59.80%
Escape	246	20.52%
Committed New Crime	8	0.67%
Outstanding Warrant	4	0.33%
Technical Violation	204	17.01%
Reject After Accept	17	1.42%
Other	3	0.25%

² These data are published with a statement indicating the exclusion of IRT and RDDT program types.

³ At the time of this report FY20 statewide outcomes were not available.

⁴ These data exclude termination types that are considered “neutral”, such as change in legal status, transfer to other community corrections, transfer to IRT. These terminations are not reported due to the offender remaining in a Community Corrections program. IRT and CBT Populations are excluded from these statistics.

Standardized Client Assessments and Treatment

In 1991, the Colorado General Assembly established substance use as a major issue in the criminal justice system, a significant factor in the commission of crime, and an impediment to rehabilitation. As a result, a standardized assessment procedure was developed to assess an individual’s level of risk for recidivism and relapse, identify their criminogenic needs associated with their criminality and substance use, and to match individuals with the appropriate level of substance use treatment based on the recommendations of the assessment. As of July 1, 1992, all adult felony clients, and more recently misdemeanor clients, are required to participate in standardized assessment. When clients arrive in community corrections, they participate in the Standardized Offender Assessment Revised (SOA-R) process. The screening instruments in the SOA-R include the Level of Supervision Inventory, Simple Screening Instrument – Revised, Adult Substance Abuse Survey – Revised, and the Service and Treatment Recommendation Worksheet. The purpose of the SOA-R process is to measure a client’s recidivism risk and criminogenic needs. The assessment process also identifies severity of substance use (if detected) and provides a treatment recommendation based on a client’s level of risk and severity of substance use. The **Level of Supervision Inventory (LSI)** is a 54-item assessment instrument that is administered by a trained professional, using a semi-structured interview. The LSI provides a measure of **risk** for recidivism and profiles a client’s area of **need** that contributes to his/her level of risk. Clients score higher on the LSI as their risk of recidivism increases. The LSI is administered at intake and again at 6-month intervals to measure the degree of change in recidivism risk.

Figure 9: Initial LSI Score for All Denver Community Corrections Clients

	Initial LSI (Mean)
Diversion	32.52
Transition	31.31

In Denver, clients who participate in Denver Community Corrections are able to reduce their assessed level of risk and needs throughout their stay. The data indicates an overall reduction in recidivism risk after six months of residential supervision.

Figure 10: Initial & 6 Month Average LSI for Clients with Both Scores, by Referral Source

	Initial LSI (Mean)	Update LSI (Mean)	% Reduction in LSI Scores
Diversion	31.31	25.36	19.00%
Transition	29.02	24.35	16.09%

Figure 11: Initial & 6 Month Average LSI for Clients with Both Scores, by Gender

	Initial LSI (Mean)	Update LSI (Mean)	% Reduction in LSI Scores
Male	29.86	24.66	17.41%
Female	30.98	25.98	16.14%

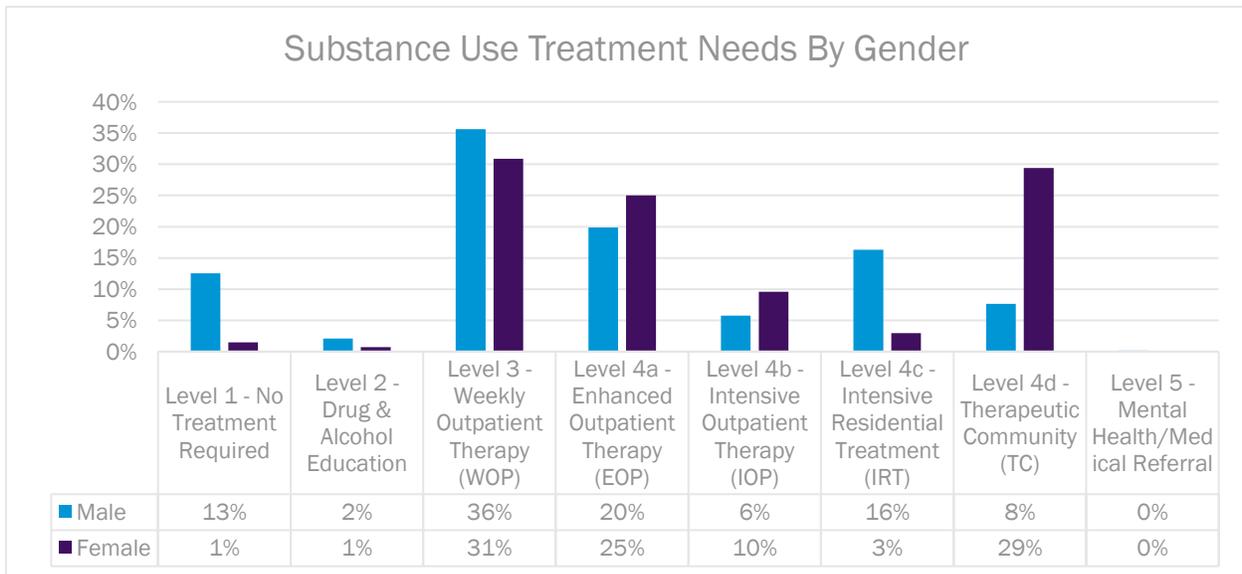
Substance Use Treatment

In conjunction with the SOA-R, a standardized treatment system for offenders is used in community corrections. The treatment system consists of eight categorical levels. Scores on the SOA-R, drive placement into an appropriate treatment level. The treatment system, comprised of eight treatment levels, provides substance use education and treatment services of varying intensity. Generally, the number of hours in treatment increases as the treatment level increases. The lower end of the continuum emphasized didactic education and the higher end of the continuum involves process-oriented therapy.

Substance Use Treatment Needs by Gender

The figure below reports the percentage of male and female offenders in community corrections in Denver County in FY20 and their assessed level of substance use treatment need. Generally, a higher proportion of female offenders are assessed as needing more intensive levels of substance use treatment. This corresponds with the higher levels of assessed risk and need reported above in the section detailing Standardized Client Assessments & Treatment.

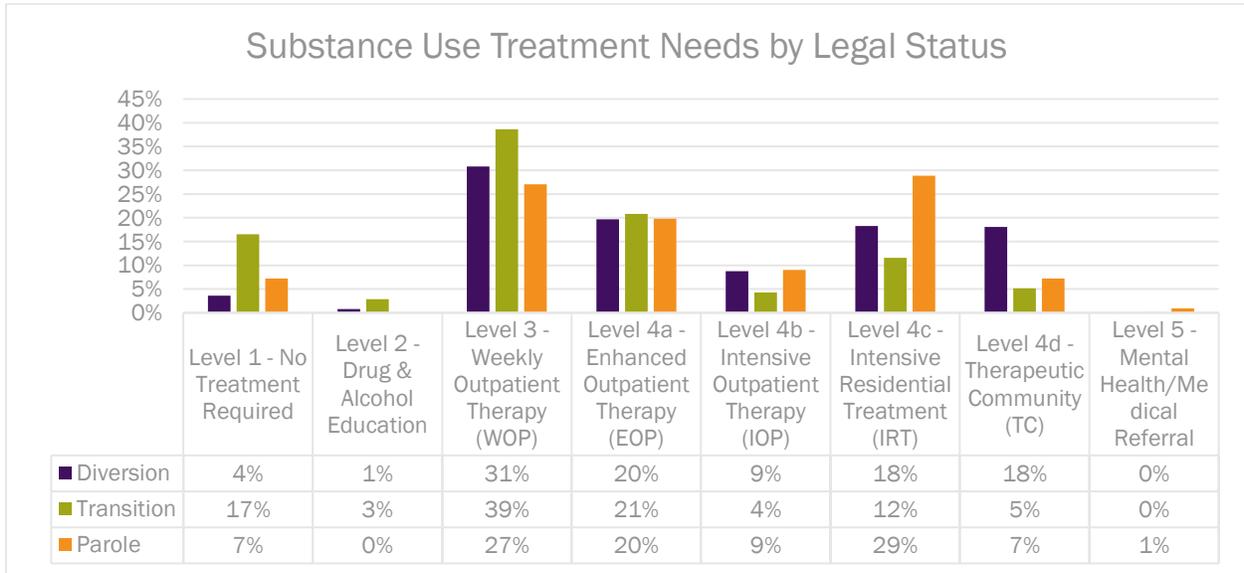
Figure 12: FY20 Substance Use Treatment Needs by Gender



Substance Use Treatment Needs by Legal Status

The figure below demonstrates the rates of diversion and transition clients in community corrections assessed at each level of substance use treatment. Generally, a higher proportion of diversion clients assess as needing more intensive levels of substance use treatment (level 4b, 4c & 4d) than their transition counterparts need.

Figure 13: Substance Use Treatment Needs by Legal Status



Correctional Treatment Funds

In FY20, Community Corrections programs were eligible to use funds for client treatment needs. Programs submitted bills for treatment fees and the funds used for substance abuse or dually diagnosed offenders. The treatment funds were used for clients for outpatient substance abuse treatment, mental health evaluations, psychiatric care, mental health treatment, dual diagnosis treatment, psychotropic and addiction medications for high-risk clients, in residential and non-residential placement. Denver Community Corrections programs accessed \$529,860.74 of Correctional Treatment Funds during FY20. The figure below demonstrates the percentage each treatment service type provided clients; to include any dual diagnosis, medication or mental health needs, via Correctional Treatment Funds.

Figure 14: Percentage of Treatment Funds Used by Service Type

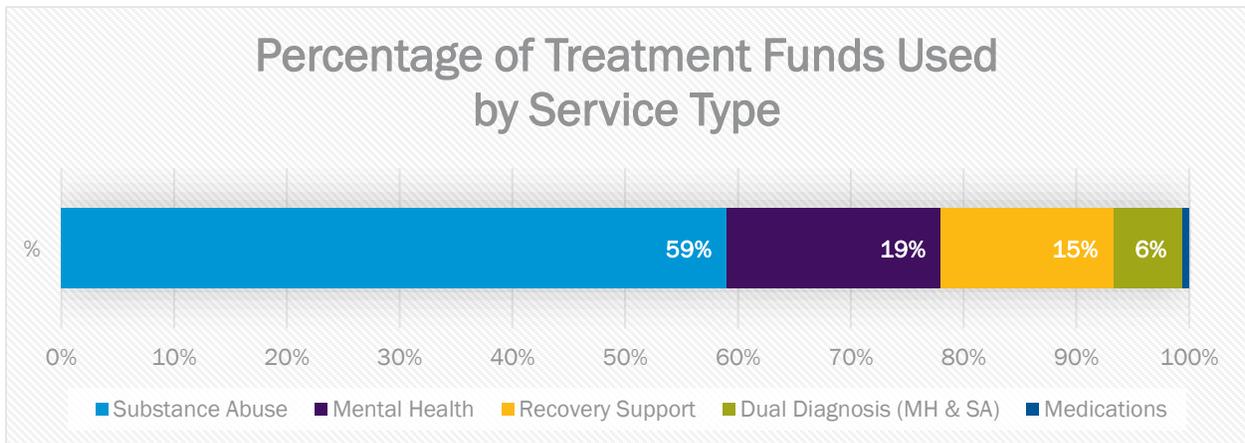


Figure 15: CTF Dollars Billed

	Independence House	GEO	CoreCivic	ARTS	Second Chance Center
Correctional Treatment Funds	\$166,618.64	\$38,460.00	\$198,126.10	\$75,462.50	\$49,238.38

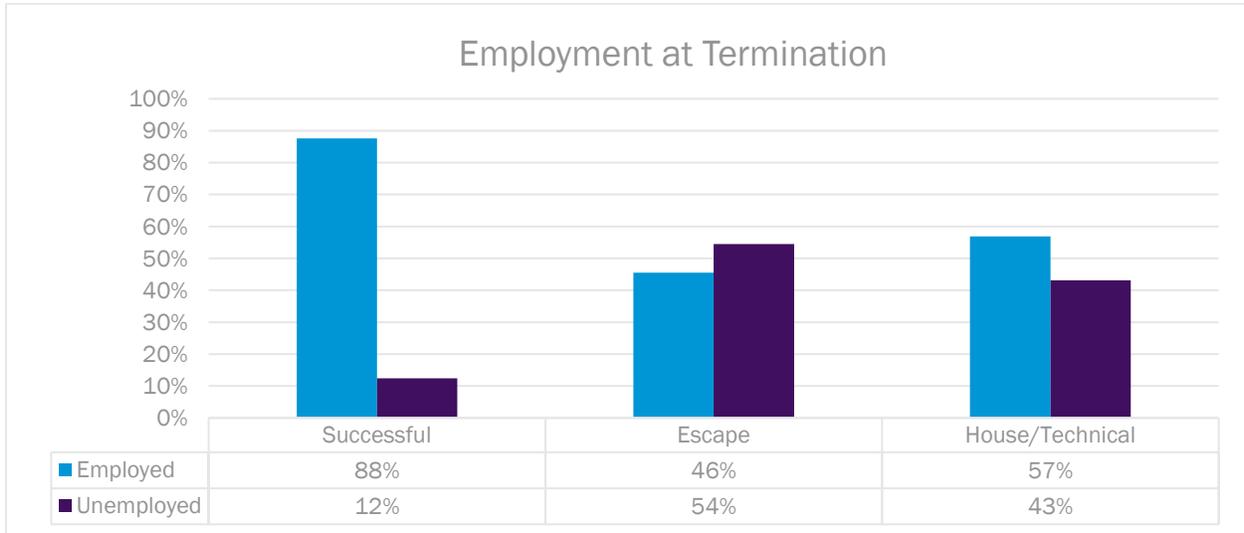
Figure 16: Correctional Treatment Fund Sub-Type Detail

Detail Within Each Service Type	
Substance Abuse	
Assessment / Evaluation	4.26%
Enhanced Outpatient	38.92%
Intensive Outpatient	0.01%
Weekly Outpatient	56.80%
Mental Health	
Assessment / Evaluation	2.63%
Group Therapy	12.68%
Individual / Psychotherapy	40.85%
Psychiatric Appt / RX	43.84%
Recovery Support	
Case Management-Non-Clinical	10.59%
Clinical Case Management	3.60%
Cognitive Restructuring	24.33%
Documentation ID Birth Certificate	0.50%
Educational/Job Training/Vocational Assist	34.87%
Family Counseling	0.11%
Peer to Peer Services	13.64%
Support Circles	0.55%
Transportation	10.42%
Treatment Materials	1.39%
Dual Diagnosis (MH & SA)	
Assessment / Evaluation	0.14%
Group Therapy	36.63%
Individual / Psychotherapy	63.23%
Medications	
Addiction Medication	15.28%
Psychiatric Medication	84.72%

Employment at Termination

The figure below outlines client employment status and termination type in FY20. The category of “Employed” includes clients who were employed full time or part time at their time of discharge. “Unemployed” includes clients who were either unemployed or who were unable to work due to disability.

Figure 17: Employment at Termination



Non-Residential Community Corrections

In FY 20, Denver Community Corrections had four diversion non-residential programs providers though GEO, CoreCivic, ARTS and Independence House. The non-residential programs are designed to assist in the final stabilization period of an offender's placement in community corrections. This occurs through a gradual decrease in supervision. These offenders have conducted themselves well, in a highly structured residential setting and have been approved due to their compliance to transition, with a suitable transition plan. Their overall compliance is gauged by their ability to obtain a suitable independent living arrangement, manage their finances appropriately, and have progressed in treatment.

While in non-residential placement, offenders are required to meet with case management staff, retain employment, participate in mandatory treatment, honor their financial responsibilities, and remain drug and alcohol free.

Figure 18: Non-Residential Termination Data

Non-Residential Termination Data ⁵	%
Successful Completion	74.03%
Outstanding Warrant	1.95%
Technical Violation	5.84%
Abscond	14.94%
New Crime	1.95%
Other	1.30%

⁵ These data exclude termination types that are considered "neutral", such as change in legal status, transfer to other community corrections facility, or transfer to IRT. These terminations are not reported due to the client remaining in a Denver Community Corrections Program.

Specialized Programs

Within Denver County Community Corrections, there are four (4) programs that are considered “Specialized Programs.” These Specialized Programs house clients that have more identified criminogenic needs and/or higher rates of mental illness. These programs include 90 Day Cognitive Behavioral Treatment (EMBARC), Intensive Residential Treatment (IRT), Residential Dual Diagnosis (RDDT), Therapeutic Community (TC).

EMBARC - Cognitive Behavioral Treatment (CBT) Pilot Program Implementation

The Enhancing Motivation by Achieving Reshaped Cognitions (EMBARC) program is a 90-day research-informed treatment program that uses strategies and techniques to work with clients who have high recidivism risk. Emphasis is placed on treatment that specifically addresses social learning using skill-building activities to assist with cognitive, social, emotional and coping skill development.

Intensive Residential Treatment (IRT)

Intensive Residential Treatment (IRT) is a 90-day program for high risk/high need clients with serious substance use problems. Additionally, IRT programs treat individuals who lack a positive support system, experience denial, and exhibit an inability to sustain independent functioning outside of a controlled environment. Clients participate in forty hours of therapeutic interventions per week. The purpose of IRT is to provide a brief, intense treatment intervention. Treatment increases positive coping, relapse prevention skills, addresses some mental health issues, and helps clients identify thinking errors that have resulted in prior substance use and criminal behavior. Due to the intensive nature of IRT, clients do not leave the facility, seek employment, or address other community needs while in the program. Their focus is primarily on substance use and any mental health concerns that must be addressed in order for them to be successful in future community placements.

Residential Dual Diagnosis Treatment (RDDT)

Residential Dual Diagnosis Treatment supports the needs of clients with co-occurring substance use and mental health disorders. RDDT clients participate in extensive psychiatric and mental health services as well as community-based substance use treatment. RDDT designed to build positive support systems and increase overall ability to function and reintegrate in the community. These programs are structured to accommodate persons in need of additional supervision and treatment services in order to successfully reintegrate into the community. RDDT programs are professionally supervised therapeutic environments geared toward drug and alcohol abstinence, improved mental health and desistance from continued criminal conduct.

Therapeutic Community Treatment (TC)

Therapeutic Communities are designed to work with high risk / high need clients with extensive criminal histories, anti-social behavior, and multiple unsuccessful treatment attempts. TC’s typically have a 9-month, minimum, length of stay and use confrontational techniques, placing high levels of responsibility on the individual participants for their treatment. The highly structured, nurturing environment typically utilize an array of treatment approaches to help individuals eliminate drug use and related anti-social behavior.

Intensive Residential Treatment

In July 2011, CoreCivic– Fox, facility was approved and began operating an Intensive Residential Treatment (IRT) program. IRT is a 90-day intensive program for community corrections clients with severe substance abuse issues. Each week, IRT clients complete 20 hours of therapy and 20 hours of education (cognitive behavioral, employment training, parenting, financial planning, etc.). In addition, they have partnered with many outside agencies, and bring in guest speakers from the community to enhance what services Fox IRT staff members already provide. IRT clients are not approved to sign out of the facility for the 90-day period. Upon completion of the IRT program, clients that complete the program will transition to another residential community corrections program, return to Parole status, return to Probation status, or complete their sentence.

Figure 19: IRT Drug of Choice

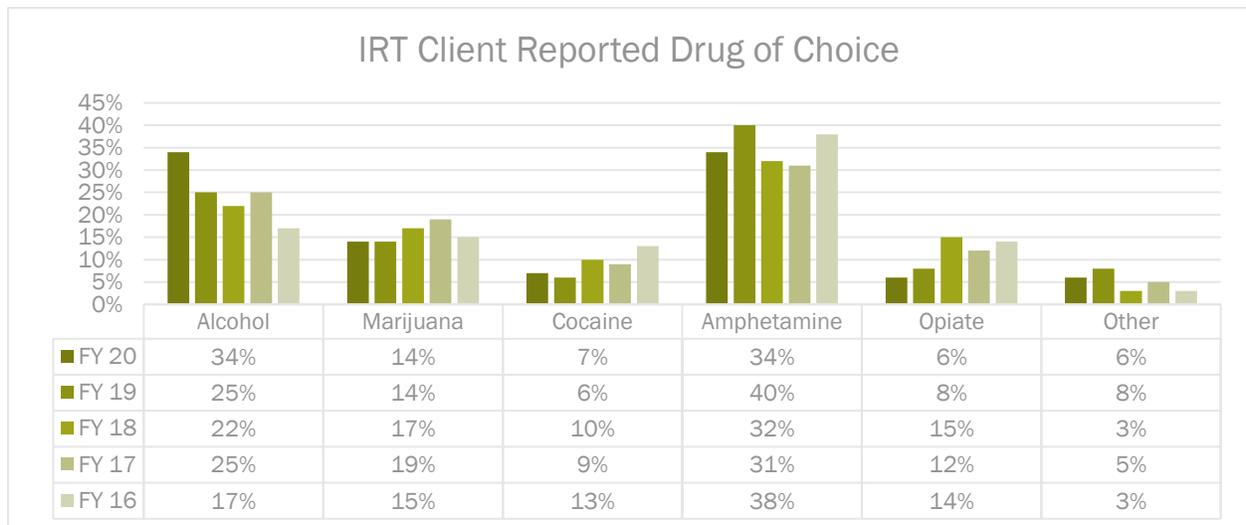


Figure 20: IRT Average Risk Score by Client Population

IRT Average Risk Score by Client Population	Average Score
Condition of Probation	44
Diversion	37
Parole	39
Transition	35

Figure 21: IRT Termination Reasons

IRT Term Reason ⁶	Successful	Escape	New Crime	Outstanding Warrant	Technical Violation	Reject After Accept	Other
%	78.24%	9.33%	0.00%	0.52%	11.92%	0.00%	0.00%

⁶ These data exclude termination types that are considered “neutral”, such as, change in legal status, transfer to other community corrections, transfer to IRT. These terminations are not reported due to the offender remaining in a Denver Community Corrections program

Residential Dual Diagnosis Treatment

Independence House Fillmore (IHF) is the home of Residential Dual Diagnosis Treatment (RDDT) in Denver. RDDT is designed for individuals to address co-occurring substance use and mental health disorders, while building positive support systems and increasing overall ability to function in the community. IHF treatment programming is aimed at clients with both significant substance abuse and mental illness, including those whose previous treatment failures necessitate more intensive measures. All clients placed at IHF must have a substance use disorder assessed as requiring one of the following treatment levels: Enhanced Outpatient (4a), Intensive Outpatient(4b), Intensive Residential Treatment (4c), or Therapeutic Community (4d).

The program helps clients reduce their risk to public safety and successfully re-integrate into their own natural communities. Therapeutic services provided on site to all clients and form the foundation of the program. The IHF philosophy and practice is strength based as evidenced by using motivational interviewing to meet the clients where they are in their recovery. All clients are required to attend eight hours of therapeutic activities per week. Evidence based groups focus on cognitive restructuring to help clients understand their thought processes, core beliefs and maladaptive behaviors. All group therapy curriculums are approved by the Office of Behavioral Health. In addition to groups, all clients meet with an in-house clinical therapist twice per month for individual therapeutic needs. A life skills class offering healthy leisure and recreation activities, budgeting, and communication techniques is offered in house by the case management staff.

Figure 22: RDDT Average Risk Score by Client Population

RDDT Average Risk Score by Client Population	Average Score
Diversion	37
Parole	37
Transition	31

Figure 23: RDDT Termination Reasons

RDDT Term Reason ⁷	Successful	Escape	New Crime	Outstanding Warrant	Technical Violation	Reject After Accept	Other
%	46.05%	27.63%	0.00%	0.00%	23.68%	1.32%	0.00%

⁷ These data exclude termination types that are considered “neutral”, such as, change in legal status, transfer to other community corrections, transfer to IRT. These terminations are not reported due to the offender remaining in a Denver Community Corrections program

Therapeutic Community Programs

Peer I (for men) and The Haven (for women) are Therapeutic Communities (TCs). TCs are highly structured, nurturing, programs that utilize an array of treatment approaches to help individuals eliminate drug use and related anti-social behavior. Examples of specific empirically based treatments include cognitive-behavioral, contingency management, and cognitive skills training, applied with therapeutic milieu. Clients move through a privilege system, or hierarchy, which provides incentives to achieve tangible benefits and privileges, as they move from one stage of treatment to another. Peer I and The Haven provide a protective environment where the client is taught and practices new values, behaviors, and ways of interacting with others. Peer pressure, mutual self-help and confrontation/sensitivity groups are important tools that aid clients in becoming more aware, expressive, responsible and self-reliant. Program members define themselves as a “family” because they work closely together as a team to achieve group and individual goals, providing support to one another, much as a healthy family would.

Following the residential stay, a client progresses to an outpatient treatment component (non-residential), where he/she lives in the community and continues treatment at the Peer I Outpatient Therapeutic Community. When a client has completed their treatment plan and achieved their individual goals, in addition to being drug-free, stable and productive, they are eligible for graduation. Graduation is a major accomplishment that is celebrated by the offender’s peers, friends and family. Graduates who have completed their legal sentence may continue in aftercare at the Peer I non-residential program, as a voluntary client and are always welcome to use the support of Peer I/Haven residential program. Those graduates, still serving a community corrections sentence after graduation, continue to receive services for the duration of their criminal justice sentence.

Figure 24: TC Average Risk Score by Client Population

TC Average Risk Score by Client Population	Average Score
Diversion	36
Parole	39
Transition	37

Figure 25: TC Termination Reasons

TC Term Reason ⁸	Successful	Escape	New Crime	Outstanding Warrant	Technical Violation	Reject After Accept	Other
Peer I %	58.16%	24.49%	0.00%	0.00%	14.29%	1.02%	1.02%
Haven %	40.00%	42.50%	0.00%	0.00%	12.50%	5.00%	0.00%

⁸ These data exclude termination types that are considered “neutral”, such as, change in legal status, transfer to other community corrections, transfer to IRT. These terminations are not reported due to the offender remaining in a Denver Community Corrections program

Cognitive Behavioral Intervention Program

The Enhancing Motivation by Achieving Reshaped Cognitions (EMBARC) program, was created as an equal partnership with the Division of Criminal Justice, Office of Community Corrections, and Denver Community Corrections. Formerly operated at Tooley Hall, a GEO facility, the EMBARC program is now housed in Building 19 at the Denver County Jail. Denver Community Corrections Staff (civilian staff) provide the EMBARC program services, while the Denver Sheriff Department attends to safety and security needs.

The EMBARC program utilizes evidenced-based Cognitive Behavior Intervention (CBI) to provide clients with programming and treatment to address the top four intrinsic criminogenic needs. The evidenced based approach has been demonstrated to reduce risk and recidivism. Onsite programming of the EMBARC program includes the CBI-CA (Cognitive Behavioral Interventions-Curriculum Adult) treatment model developed by Dr. Latessa, University of Cincinnati. The EMBARC program is designed as a 90-day program that uses strategies and techniques to work with high risk clients. Emphasis is placed on treatment that specifically addresses social learning using skill-building activities to assist with cognitive, social, emotional and coping skill development.

Each client participates in a comprehensive assessment to determine risks, needs, and criminal thinking patterns. EMBARC assists clients in exploring their thoughts, feelings and behaviors and develop skills in order to overcome anti-social patterns of thoughts that are causing or contributing to criminal behaviors. EMBARC targets the top four criminogenic needs of antisocial thoughts and beliefs, antisocial personality, low impulse control, and antisocial companions. Clients are required to participate in the program for approximately 90 days and are required to participate in a minimum of 250 hours of CBT prior to being discharged from the program with continuing aftercare. After successful completion of the EMBARC program, clients transition to community correction facilities in the community for continued aftercare. This aftercare facilitates ongoing behavior change and receive assistance with reentry.

Figure 26: EMBARC Average Risk Score by Client Population

EMBARC Average Risk Score by Client Population	Average Score
Diversion	34
Transition	31

Figure 27: EMBARC Termination Reasons

EMBARC Term Reason	Successful	Escape	New Crime	Outstanding Warrant	Technical Violation	Reject After Accept	Other
FY20	74.44%	12.22%	0.00%	1.11%	4.44%	0.00%	2.22%
FY19	73.72%	10.26%	0.00%	0.00%	12.82%	2.56%	0.00%
FY18	57.46%	26.12%	0.00%	1.49%	11.94%	2.24%	0.75%
FY17	48.79%	19.51%	0.00%	0%	14.63%	17.07%	0.00%

Contact Information

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Division of Community Corrections
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Denver, CO 80204

WWW.DENVERGOV.ORG/COMMUNITYCORRECTIONS

Additional Websites & Information

Division of Criminal Justice	www.dcj.state.co.us
Department of Corrections	www.doc.state.co.us
CO Association of Com. Corr. Boards	www.coaccb.org
Independence House Family	www.ind-house.com
CoreCivic	www.corecivic.com
ARTS-Peer I and The Haven	www.artstreatment.com

Appendix A - Denver Community Corrections Advisory Group

The Community Corrections Advisory Group (CCAG) commends the City for moving forward with the purchase of Tooley-Hall to restore a women's program in Denver and for collaborating with community providers in the design and potential delivery of more effective programming for women. Further, the CCAG moves the following recommendations to the Executive Director of Denver Public Safety for consideration.

CCAG Recommendations

#01 Request extension of CoreCivic contract.

Propose to Denver City Council an extension through June 2021 with CoreCivic to operate no more than 250 residential beds. The advisory group supports an extension to provide re-entry services to returning citizens. The advisory group recognizes the need to improve outcomes and the service delivery model. The advisory group believes an extension past the June 2020 contract term is necessary to provide short-term system stabilization and opportunity for new programming ideas to implement for community corrections services in Denver. The contract terms should support the policy decision of ending the relationship with CoreCivic as a service provider. The City's Division of Community Corrections must be committed to exploration and implementation of the additional recommendations. The contract terms should take into consideration any reductions in community corrections bed needs resulting from additional recommendations and make corresponding reductions in the second year of the contract allocations.

#02. Status reporting of Community Corrections Advisory Group Recommendations

The Denver Division of Community Corrections will provide a report detailing progress and status of the CCAG recommendations to the City Council and the Denver Community Corrections Board no later than June 2020 and every six months thereafter through June 2021. DCC should continue to seek participation of community stakeholders to help develop new models/program options for community corrections and collaborate with other state Department stakeholders.

#03. Feasibility of lease or purchase

The City should explore the possibility of leasing or purchasing one or more CoreCivic community corrections zoned properties. This possibility of lease or purchase of community corrections zoned properties shall be inclusive of existing operators as well as promising or emerging operators expressing an interest in the provision of community corrections services.

#04. Explore expanded use of the Intensive Supervision Program (ISP-I)

The Denver Community Corrections Board should work collaboratively with the Department of Corrections to expand the use of ISP-I as part of the Department's new reentry programming at Colorado Correctional Center and the Denver Women's Correctional Facility.

#05. Improve community corrections complaint reporting and monitoring

The Denver Division of Community Corrections should develop a better and confidential process to allow community corrections clients or family members to raise issues, concerns, and complaints and a thorough process for responding to clients in a timely manner.

#06. Analysis of direct sentence outcomes

The Denver Division of Community Corrections and the 2nd JD Court/ Probation Department should analyze the successful completion rate for diversion clients and make recommendations for residential program and supervision changes to improve outcomes.

#07. Review the Length of Stay in residential programming

The Denver Division of Community Corrections should work with the Division of Criminal Justice- Office of Community Corrections and referring agencies to determine the feasibility of reducing the length of stay in residential programs and the development of a shorter-term stabilization program.

#08. Review of zoning code and city ordinances

City ordinances and zoning regulations should be reviewed and modified to permit expansion of smaller, community-based residential options for community corrections clients. This should include reviewing the definition of a community corrections facility in the zoning code.

#09. Community Corrections Standards review

The Denver Division of Community Corrections should continue efforts to work with the Division of Criminal Justice- Office of Community Corrections and other interested stakeholders to continue to review and waive any standards that do not pose a public safety concern or limit innovative programming. Additionally, institute a clear waiver process with specific criteria and reasonable decision-making timelines.

#10. On-going analysis and evaluation of community corrections programs

The Denver Division of Community Corrections should evaluate whether there is adequate funding for and, if necessary, receive adequate additional funding to strengthen their research capacity to better analyze outcome trends and evaluate community corrections programs for effectiveness.