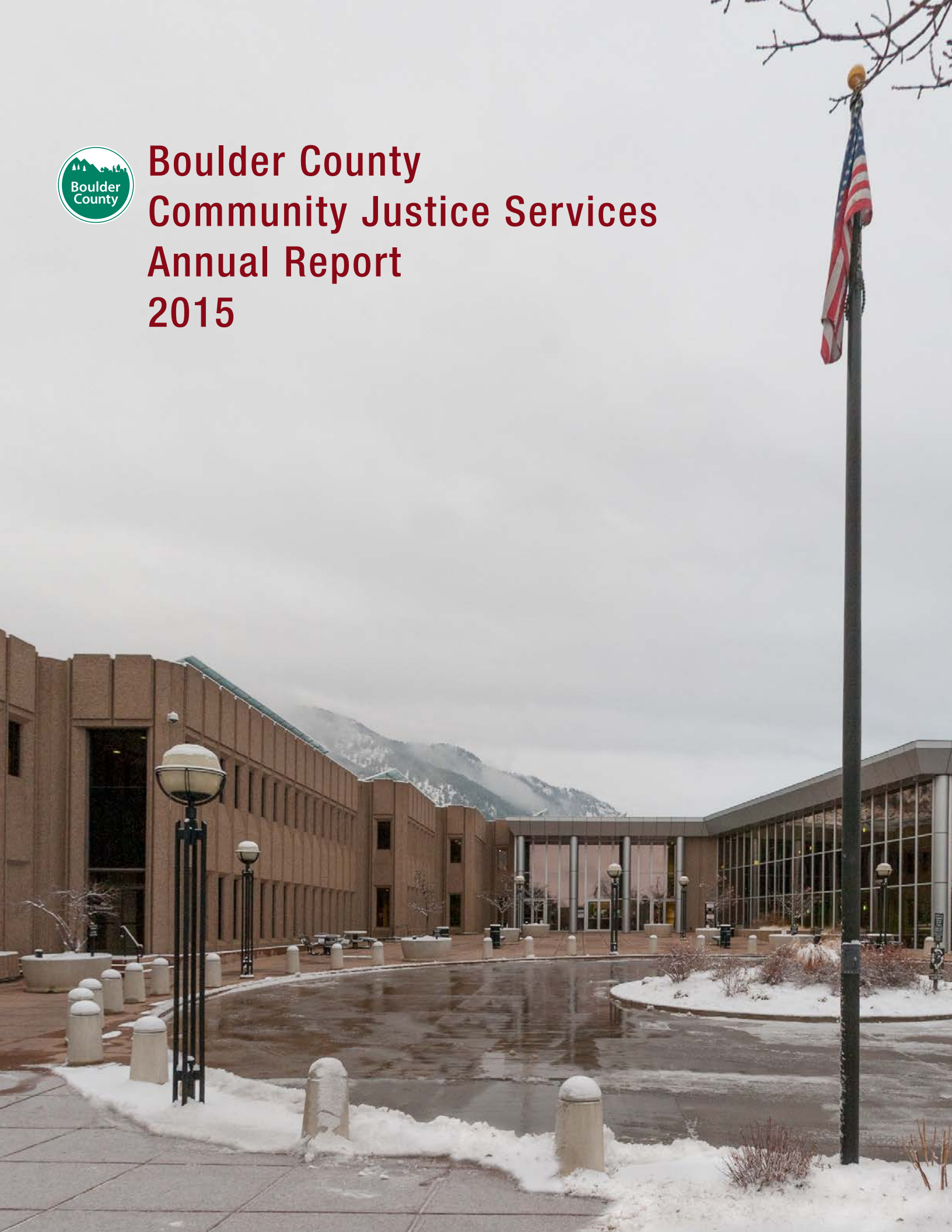




# Boulder County Community Justice Services Annual Report 2015





## Community Justice Services Programs:

- BEST – Boulder Enhanced Supervision Team
- Bond Commissioners Unit
- Caring Crafts
- Community Corrections SB IV
- Community Services Youth Mentoring Program
- Community Service Unit
- Detention Therapist
- Family Navigator
- Fast Track Program
- JAC – Juvenile Assessment Center
- JET – Jail Education & Transition Program
- JSVP – Justice System Volunteer Program
- Juvenile Community Service & Restitution
- OS – Operational Services Team
- PTS – Pretrial Supervision Unit
- Research & Planning Unit
- ROC – Restoring Our Communities
- School-Work Release/Weekend Sentence Program
- Technical Business Services
- Transport

## Mission Statement

The mission of Boulder County Community Justice Services is to provide humane and constructive community-based interventions, education, alternatives to incarceration, and reparation to the community for criminal behavior. Our commitment is to assist individuals in functioning lawfully and constructively in the community while ensuring public safety.



From our Division Manager

As I come to the end of my fifth year as Community Justice Services Division Manager and we release our 2015 annual report, I would like to again extend my appreciation to the Boulder County Commissioners, our community partners and stakeholders, our tremendous staff, and the community members who walk through our doors as they navigate through the criminal justice system -- be they defendants, parents, victims or a support person.

Community Justice Services has been working diligently over the last year to continue to increase our connections with the people we serve, along with the Community Services Department and Boulder County as a whole. We call this the Red Thread, a useful metaphor that shows how we are bringing together many different parts of our society including local communities, businesses and government organizations. We put the Red Thread to use by asking relevant questions of all levels of the community -- everyone from staff to leaders, clients to partners -- to help us find innovative and effective ways to serve the public.

Working with our court-mandated clients, Community Justice Services has a unique opportunity to provide information and access to a variety of programs that enhance the Social Determinants of Health for this often underserved population. As a result, both individuals and communities experience not only a better quality of life, but increased community safety as well. In this report you will see that much of our work efforts promote the Social Determinants of Health and the associated Pillars of Stability (see graphic on next page). Some examples include:

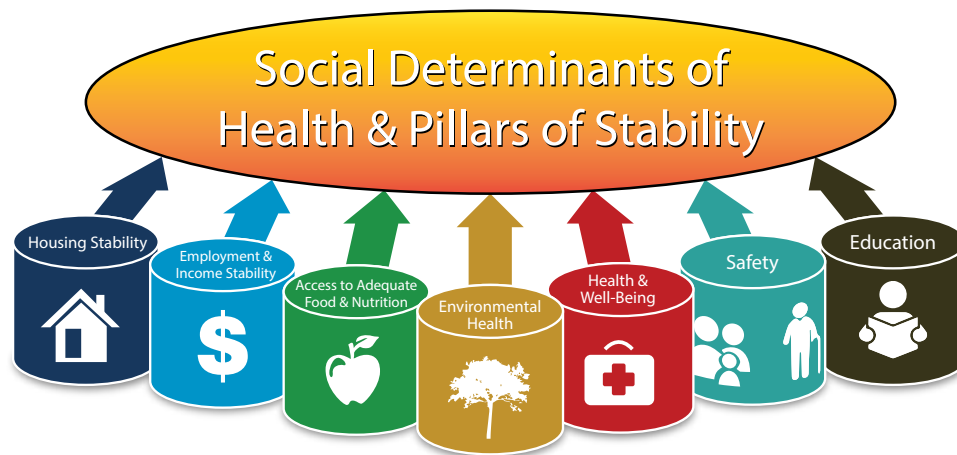
- Increased cross training for our Department and Division staff to help focus our services on the clients, rather than on our own internal structure.
- The use of a solution focused approach for our work on behalf of clients. How can we use their contact with the judicial system to better the odds they can create a future that is more productive, one where they contribute to their families and community? Small steps can lead to large changes.
- We know that access to housing, employment, health and mental health services, and adequate nutrition all support individual and public safety. How can any door into the system be a door to these basic needs?
- An increase in clients served in our Pretrial Services Adult unit. This reflects a case management approach that supports out-of-custody options for defendants, and has resulted in a higher number of clients being served out of custody than there are in the Boulder County Jail.

We are looking forward to the many accomplishments that lie ahead.



Gratefully,  
Monica Rotner





**Community Corrections:**  
Providing a stable residence for diversion and transition clients

**BEST & Family Navigator:**

Supervising youth helps in decreasing negative behavior which often leads to home evictions



**JAC:** Providing youth with consistent meals and snacks at the Juvenile Assessment Center

**JAC, Community Service,**

**BEST, ROC, JET:** Linking clients with local food banks



**Bond Commissioner & PTS:**  
Conducting risk assessments and providing supervision tailored to risk and need

**OS:** Recognizing possible safety issues for clients coming to the front desk

**Research & Planning Unit:** Collaborating with partners to conduct jail overcrowding research

**JAC:** Maintaining a secure detention facility for youth



**Community Service:** Referring clients to agencies for community service, which can lead to employment opportunities

**JET:** Providing clients with job skill training in jail

**Youth Mentor Program:** Helping youth with job hunts, filling out applications, practicing interviews and talking about a professional appearance at interviews



**JSVP:** Organizing volunteers in response to disaster emergencies.

**Juvenile Community Service**

**& Restitution:** Overseeing projects for environmental improvement and maintenance

**CJS All:** Committed to sustainable practices such as composting, recycling and alternate transportation



**JET:** Providing clients in jail with evidence-based courses in self-awareness skills, addiction support, life planning, goal setting and employment assistance

**JSVP:** Placing volunteer teachers in the JAC, JET & Mentoring Program

**BEST:** Supervising truant youth, conducting school visits and serving on education committees



**ROC:** Delivering substance use treatment and helping set up Medicaid

**Youth Mentor Program:**

Providing youth with healthy role models, life skills, and health conversation resources

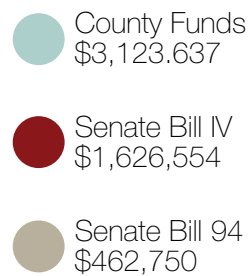
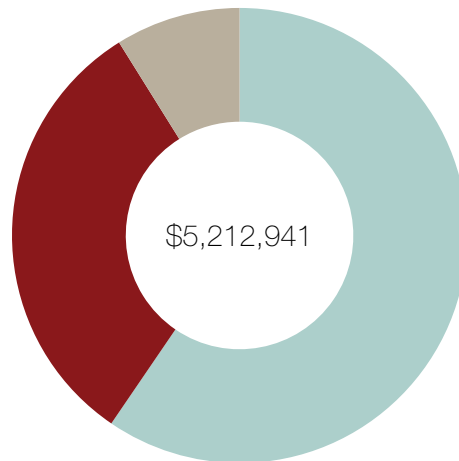
**Research & Planning Unit:** Analyzing cost benefit of the PACE Program

**JAC:** Conducting mental health evaluations of youth

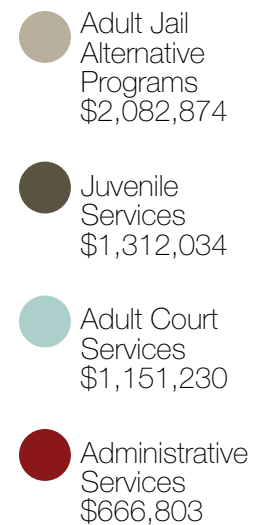
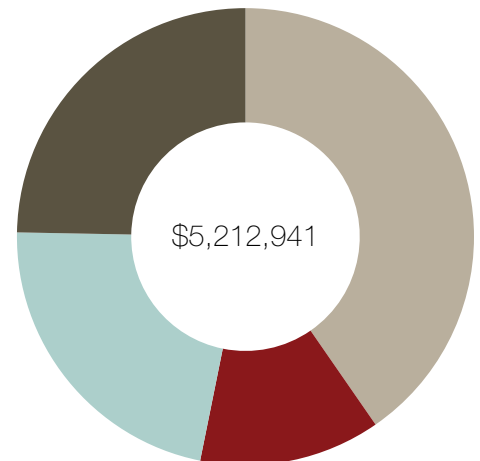
## Budget

In 2015, CJS collected \$322,417 in community service fees and \$22,515 in ROC client fees. This revenue is returned to the County General Fund.

All CJS Funding



Distribution of Funding



Budget

## Distribution of Funding

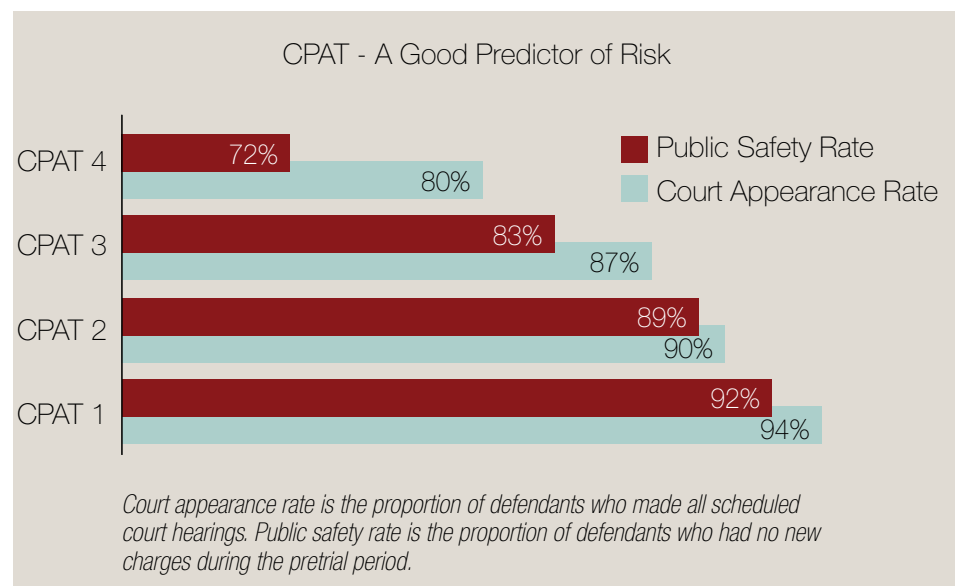
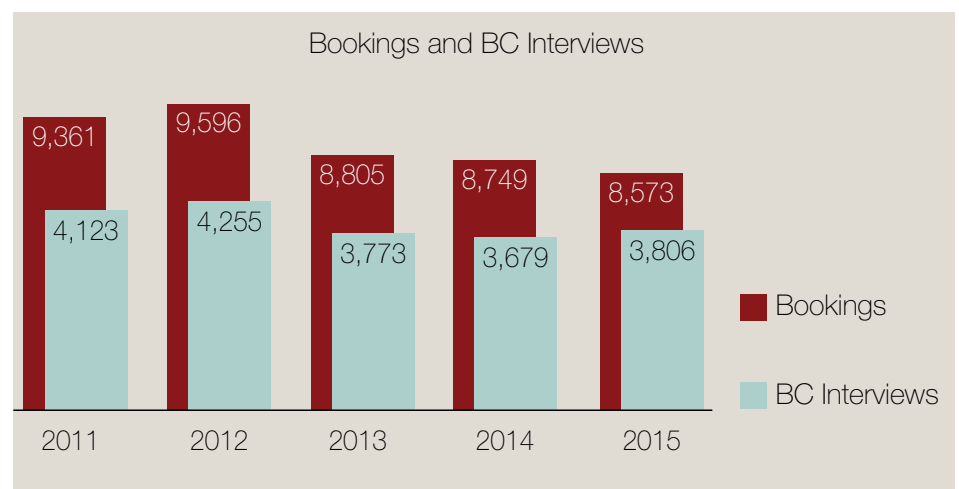
	PERSONNEL	OPERATING	FTE	HOURLY EMPLOYEES
Administrative Services	\$611,118	\$55,684	11	
Adult Jail Alternative Programs:				
JET	\$196,957	\$11,827	2.5	1
ROC	\$241,752	\$5,784	3.5	2
SB IV (Community Corrections)	\$41,071	\$1,585,483	1.5	
Adult Court Services:				
(CS, PTS, Bond Comm.)	\$1,133,298	\$17,932	19.85	
Juvenile Services:				
Juvenile Center and Services	\$805,039	\$44,246	16	5
SB 94 (Mentoring, BEST, Transport, Family Navigator & Detention Clinician)	\$413,415	\$49,335	5	
<b>TOTALS</b>	<b>\$3,442,650</b>	<b>\$1,770,291</b>	<b>59.35</b>	<b>8</b>

## Adult Court Services: Bond Commissioners Unit

Matching the right level of bond recommendation with the level of risk is key to producing successful outcomes. The Bond Commissioner Unit uses the Colorado Pretrial Assessment Tool (CPAT) to assess defendants' risk of failing to appear in court and committing a new crime during the pretrial period. Data collected since the tool was implemented (2013-2015) supports the CPAT as an accurate predictor of risk, with lower risk categories predicting higher success. (See graph below.)

The Bond Commissioners (BC) unit, located at the Boulder County Jail, provides initial assessment of individuals after arrest for the purpose of recommending or setting bond, including application for personal recognizance bond release. In partnership with stakeholders, the unit's purpose is to provide pretrial conditional release and supervision recommendations that are fair, equitable and maintain the safety and public order needs of our community while promoting least restrictive pretrial release.

Beginning in 2016, the unit will modify its hours of operation to allow for deeper coverage and increased cross-training and professional development opportunities. Additionally, it will expand the unit's ability to complete assessments that support connecting defendants with resources that will help them comply with bond and start down the road to reducing recidivism.

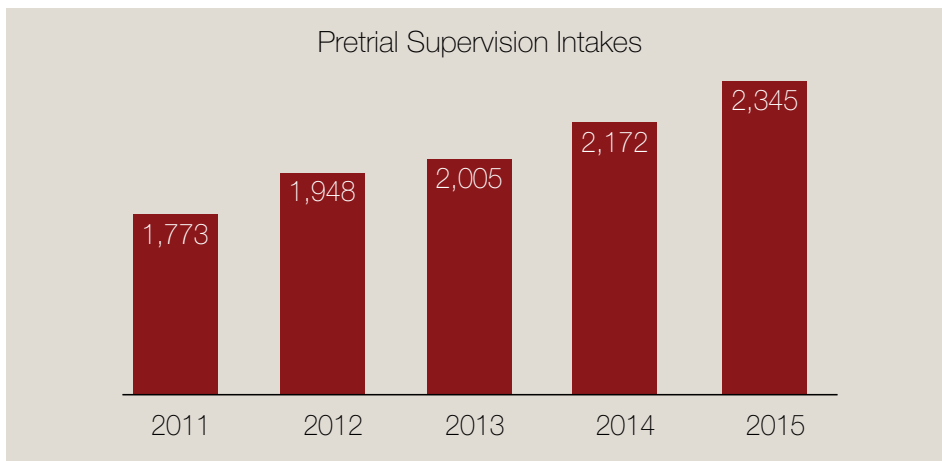




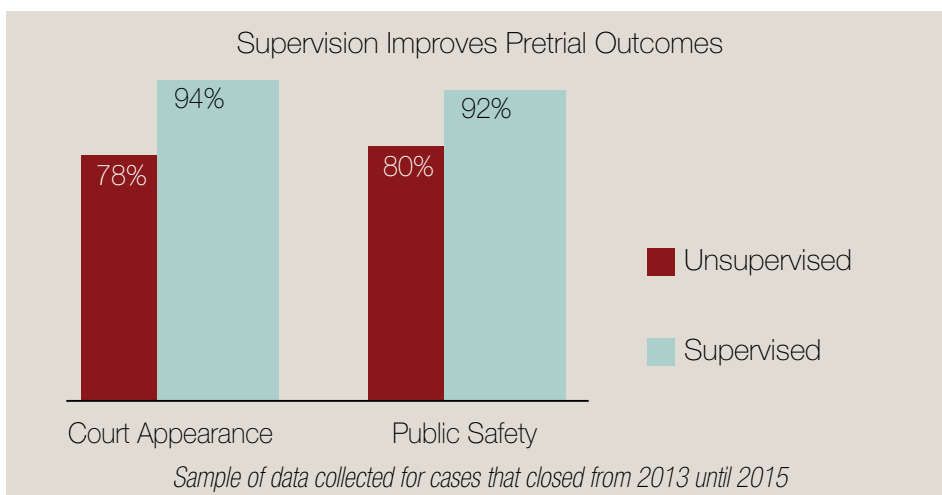
The courts order supervision as a condition of bond primarily for defendants who have alcohol/drug use, mental health problems, and/or domestic violence issues attached to their legal charges. With enhanced public safety as the primary goal, the unit strives through interagency collaboration and individual accountability to work with defendants to use their circumstances for positive change.

### Adult Court Services: Pretrial Supervision Unit

In 2015, CJS conducted a study of pretrial outcomes in the unsupervised population. It showed supervised defendants have higher rates of court appearance and public safety than those without supervision. (See graph below.)



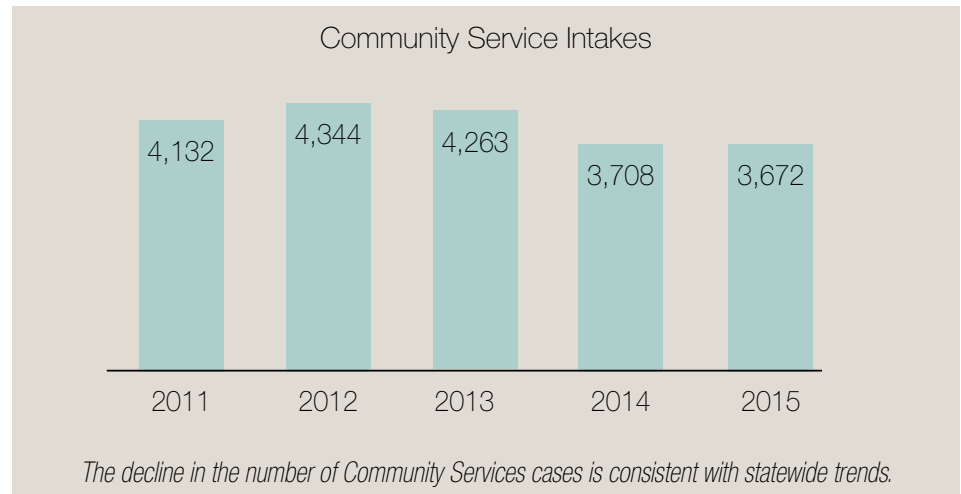
The graph above indicates the total number of defendants whose pretrial supervision was initiated during the represented years. The uptick in these numbers in recent years is likely in part due to the Bond Reform Project, an effort to reduce the role of money in conditions of bond, emphasize risk assessment and conditions tailored to promote public safety, and enable defendants to maintain community ties during the pretrial period.



## Adult Court Services: Community Services Unit

In 2015, 73% of community service cases were successfully completed. Clients completed a total of 90,555 community service hours.

Community Service is a sentencing alternative that serves the courts and the community by placing clients into unpaid positions with non-profit or government-supported community agencies.



## Adult Court Services: Fast Track Program

Of the total Community Service hours completed, 4,456 hours were completed in 2015 by Fast Track participants.

The Fast Track Program provides an option for clients to complete their community service obligation on the weekend. Crew leaders are bilingual and provide a valuable option for monolingual Spanish speaking clients. The program is one of the few options available for assault, theft and felony charges, and as an immediate sanction for clients who failed to meet earlier court orders.



*Fast Track clients worked on a playground for Head Start in 2015.*



This option for Community Service allows clients with a specialized skill to complete their hours by creating handmade articles that are donated to local non-profit agencies. Because Caring Crafts matches community service projects to individual skills, it creates a meaningful restorative justice experience for participants, our communities, and our court system.

### Adult Court Services: Caring Crafts Program

In 2015 the program had a craft sale which raised \$1,600. The proceeds benefited Boulder Outreach for Homeless Overflow (BOHO) and Homeless Outreach Providing Encouragement (HOPE) in Longmont.





## Adult Jail Alternatives: Jail Education & Transition Program (JET)

The mission of JET is to provide a dignified nourishing environment to help incarcerated individuals gain knowledge, awareness, skills, and services that allow them to grow. The goal is to promote successful community re-entry post-release and a reduction in recidivism.

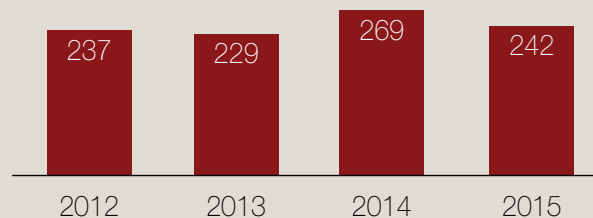
Currently the jail houses about 500 people. Approximately 90 of those individuals are enrolled in the JET program at any given time (75 men and 15 women). The program offers a wide variety of courses to target the most important areas of intervention in regards to reducing recidivism such as self-awareness skills, addiction support, goal setting, accountability, coping skills, healthy relationships, education and employment. The core courses are taught by full and part time staff but the majority of our offerings come from volunteers. In 2015 2,032 volunteer hours were provided by 39 volunteers.

Classes are taught within Phases I, II and III, and are all evidence-based core curricula. Phase IV provides a one-stop center in the community, outside of the Jail, to provide resources for basic needs for those who have been released. This phase assists participants in accessing a range of services, particularly during the first 72 hours after release when the population is most vulnerable for recidivism. In 2015, 84 people were served in Phase IV through the Sister Carmen Center. The GED program had 121 inmates participating, 84 men and 37 women.

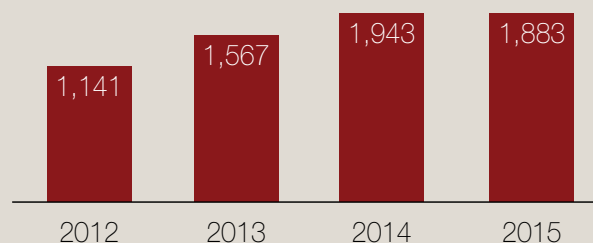
*"Thank you so much for everything you have done for me while I was incarcerated. Being able to join the Transitions program has been very helpful. I learned a lot about myself and new ways to see things in life. Along with the classes, the conversations were very helpful and motivated me to move forward. I now have a good feeling about life again that I haven't felt for a long time. Again, thank you and the whole Transitions program for believing in me".*

JET Participant

Inmates Participating in Spanish/English Language Classes



Classes Taught within Phase I, II, and III for Inmates at Boulder County Jail





### Adult Jail Alternatives: Jail Education & Transition Program (JET)

In 2015 Jane Goodall, world renowned British primatologist, ethnologist, anthropologist, and UN Messenger of Peace, visited inmates in the JET Program and gave an inspiring talk.



The program was also featured on Channel 7 news as well as on NPR radio for the Pop Culture class that offers cutting edge literacy skills through the medium of creative writing, story-telling, basic drawing skills, and graphic novels. *(Picture courtesy of Colorado Public Radio)*

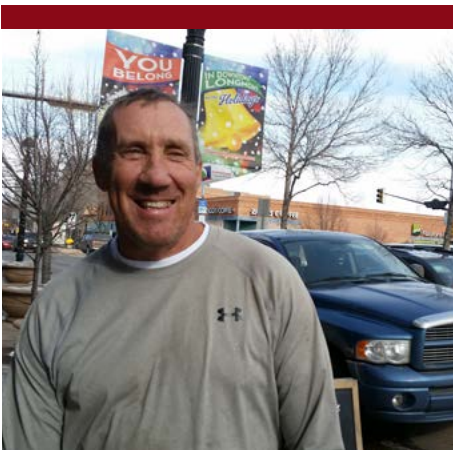
## Adult Jail Alternatives: Restoring Our Communities (ROC)

The ROC program served 56 clients with DUI offenses during 2015. 81% of clients successfully completed the program. 100% of ROC graduates had no new drinking and driving related charges one year post-program.

The ROC Program is a voluntary substance abuse treatment program designed for men who have three or more drinking/drugging and driving offenses. ROC is licensed by the State of Colorado to provide specific treatment that satisfies court-ordered Level II education and therapy requirements.

Major benefits of the program include learning skills such as relapse prevention, problem solving, communication and relationship building. The ROC program collaborates with the DUI Integrated Treatment Court (DITC) and DUI Integrated Treatment Team (DITT) to deliver substance abuse treatment services. DITC/DITT is an alternative sentence that allows a person to continue working while satisfying a jail sentence.

Due to judicial budget and staff reorganization, the DITC will be ending in 2016. The DITT was formed as a treatment option, to continue offering these vital services to the residents of Boulder County. The new DITT officially opened its doors in December 2015 and has begun accepting new clients.



*"I was ready to change, I just didn't know how. The things I learned at the ROC program have helped me learn how to straighten things. I still look at my books to help me."*

Jon B.

Jon B. entered the ROC program in 2010 on a third DUI conviction for driving under the influence of methamphetamines. He was motivated to change his thinking and behaviors to learn skills for long term sobriety. Since graduating from the DUI Integrated Treatment Court in 2011, Jon has maintained his sobriety, volunteered and participated in Restorative Justice, peer mentored sex offenders and is an active AA sponsor. Jon expresses gratitude daily for his sobriety and the treatment he has received from ROC .



Community Corrections is a state funded alternative to incarceration in prison. It provides residential community based services for clients with the goal of supporting their productive reintegration back into society. Funding is approved through a Community Corrections Board of eight volunteer citizen members and five criminal justice system representatives that are appointed by the Board of County Commissioners. Public safety is the central consideration for acceptance and cases are carefully screened by the board.

In general, local boards authorize their programs to manage two main types of clients: **“Diversion clients”** are directly sentenced to community corrections by a district judge following a felony conviction. This is a considerably less expensive alternative to prison, that enables clients to be employed and earn money to pay child support or restitution to their victims.

**“Transition clients”** have been in a Colorado prison facility, are still under the supervision of the Colorado Department of Corrections, and are preparing for a gradual return to society by participating in a community corrections program. Since few sentences are life sentences, most inmates will return to the community eventually. For individuals completing a prison term and nearing parole, community corrections offers an opportunity to gradually accept the responsibilities and challenges associated with freedom, while remaining in a controlled environment.

Correctional Management, Inc. (CMI) is Boulder County’s current local service provider. CJS contracts with CMI for halfway house services in Longmont and in Boulder.

### Adult Jail Alternatives: Community Corrections Program

In 2015, the Board reviewed 142 diversion cases for an acceptance rate of 77%, with 46% of the accepted cases ultimately being sentenced to community corrections.

87 transition cases were reviewed by the board with an acceptance rate of 66% on primary transition referrals.

Jessica R. was a resident at Longmont Community Transition Center (LCTC) for 18 months, where she successfully completed her Community Corrections sentence. She has stayed substance free, and is very thankful that LCTC believed in her ability to succeed. In her last case manager meeting she expressed that having the structure of this program for a long period of time helped her create healthy routines in her life and spend her time both wisely and productively. She was encouraged to establish more positive relationships with her family and establish healthy boundaries with her old negative peers. She was able to refocus her life on what she feels is most important, being a good mom.

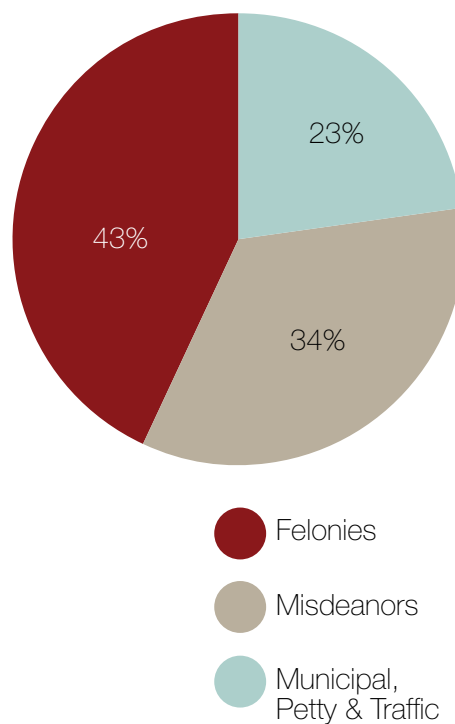


## Juvenile Services: Juvenile Assessment Center

The Juvenile Restraint Reform was established in 2014 to eliminate the practice of indiscriminate shackling of Boulder County juveniles during court proceedings. In 2015, 522 juveniles appeared in court; with 99% free of restraints.

The Juvenile Assessment Center (JAC) is the only county-funded juvenile intake, assessment and short-term detention facility in the state, with a maximum holding capacity of 20 youths ranging in age from 10 to 17 years. The purpose of the JAC is to assess youth for release into the community, provide secure lodging, and ensure public safety. The center offers positive programming during incarceration to further reduce harm, by using volunteers and interns to assist staff with daily activities as well as special programming including yoga, therapy dogs, art education, and gardening.

Charge Breakdown



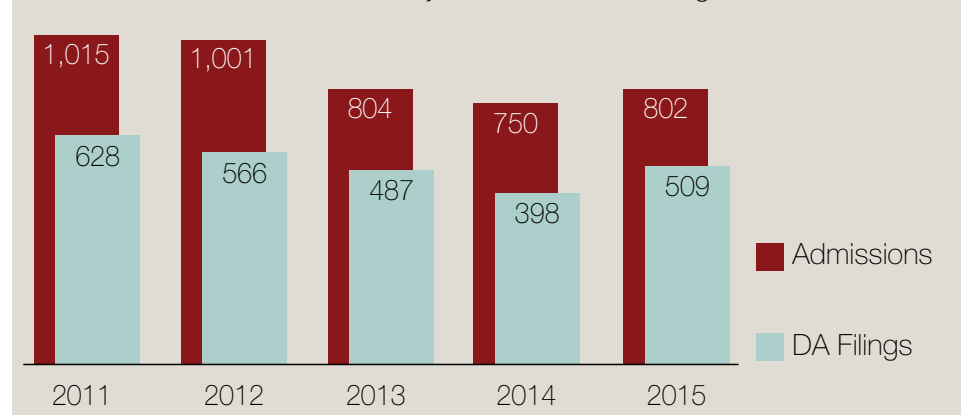
Juvenile Center Stats 2015

Admissions	802
Average Age	15
Male	80%
Female	20%

Top 3 Referral Agencies

Longmont Police Dept.	38%
Boulder Police Dept.	33%
Boulder County Sheriff's Dept.	14%

Boulder County Admissions and Filings



Funded by Senate Bill 94, the BEST program provides services to delinquent and truant youth who would otherwise be detained in a locked Department of Youth Corrections facility. Clients in the program must be system involved and might receive BEST as a condition of their bond or as part of their sentence. Youth are assessed and a personalized plan is developed to address the risks and needs inherent to that individual. Services include electronic home monitoring, home and school visits, urinalysis testing, phone and face-to-face meetings, and contact with parents or guardians, teachers, probation officers, and other professionals. In addition to the benefits to youth and families, taxpayers benefit by not having to pay the expensive costs of youth detention.

BEST created and implemented a first time ever Supervision Management Plan (SMP) that provides an objective approach to levels of supervision based on the Colorado Juvenile Risk Assessment scores, types of charges, and bond conditions. The SMP is dynamic as it allows for adjustments to be made according to a client's progress or non-compliance.

The Family Navigator, which began in 2014, helps families who have concerns or confusion about their child's involvement in the juvenile justice system. The Family Navigator can help in many ways, from a quick one-time resource liaison between community agencies and client families (Track 1), to a more long-term advocate that can support, educate, and empower families as they navigate throughout the justice system (Track 2).

The Family Navigator has been extremely well received by system partners who are overwhelmingly grateful for the extra support provided to families. This program has been crucial in insuring that families in need are not lost within the complicated juvenile justice system. The Family Navigator has quickly become a benchmark within the state as a model program.

### Juvenile Services: Boulder Enhanced Supervision Team (BEST)

BEST served 147 unduplicated youth in 2015. A proportion of these youth are sentenced to BEST more than once. The team provided 210 episodes of service, representing 4,671 total days that juveniles were kept out of jail.

In 2015, 95% of participants made all court appearances and 95% had no new charges.

### Juvenile Services: Family Navigator

In 2015, the Family Navigator served 110 families in Track 1 and 20 families in Track 2.

*"I don't know how I would have been able to navigate the juvenile system all alone, considering I had just gotten evicted while still working two jobs, and with so little time to research Boulder County resources. You have helped me so much by guiding me through all the available resources through the teaching of empowerment and helping stabilize my home."*

Family Navigator Client

## Juvenile Services: Alternative Programs

### School/Work Release & Weekend Sentence Programs

In 2015, 96 juveniles participated in school/work release and weekend sentence programming.

84% of weekend sentences were successfully completed.

The School/Work Release Program is a court ordered program that allows youth who would normally be sentenced to straight detention time at Platte Valley Youth Services Center to be lodged in the Boulder County Juvenile Center for up to 21 days.

The Juvenile Center Weekend Sentence Program allows youth to serve a two day sentence from Friday-Sunday. Weekend sentences can be court ordered or a sanction imposed by a Probation Officer.

These programs serve a critical need of adjudicated youth, allowing them to continue their education or maintain their employment safely in their community while they satisfy a court ordered sanction.



## Juvenile Services: Transport

The Boulder County Juvenile Center provides transportation multiple times per week between the Boulder Juvenile Assessment Center and Platte Valley Youth Services Center in Greeley. The purpose is to utilize Platte Valley's long term housing that includes access to education, medical services and mental health services, while allowing youth to attend required court appearances, meetings with professionals and court ordered evaluations in Boulder.



The Juvenile Community Service Program provides alternatives to juveniles who would normally be charged with a criminal offense and/or sentenced to a detention facility. Youth are assigned hours they must complete at a community based non-profit as a way of repaying the community for their crimes. If hours are completed the charges are dismissed by the court.

Fifty eight youth participated in the One Day Diversion Program, which is designed to allow youth to deal with first-time, low level infractions without appearing in court. Fifty five youth were referred to and successfully completed the Underage Alcohol/Marijuana Possession Program. The Juvenile Restitution Program allows youth to earn money for their community service hours, which are then awarded to victims. In 2015 this program raised \$1,400 for victims of juvenile crime.

### Juvenile Services: Community Service & Restitution

In 2015, 168 youth participated completing 1,504 hours of service.

The Detention Clinician provides mental health evaluation, case management services, and brief psychotherapy for youth detained at the Boulder Juvenile Assessment Center and Platte Valley Youth Services Center. The Detention Clinician's goal is to ensure that mental health services are available to detained juveniles, who are then linked to appropriate mental health services upon release.

### Juvenile Services: Detention Therapist





## Justice System Volunteer Program (JSVP)

In 2015 the JSVP had 126 volunteers who dedicated 12,018 hours.

The estimated value of volunteer time donated to JSVP in 2015 was \$277,255\*

*\*This number was derived from the Independent Sector which calculates the estimated national value for volunteer time at \$23.07 per hour.*

Each year nearly 100 talented and skilled volunteers donate their time providing valuable services in victim witness advocacy, case management, staff assistance, youth mentoring, jail education and more. The JSVP provides volunteer opportunities in the DA's Office, Community Justice Services, Juvenile Assessment Center, and the Boulder County Jail.

JSVP is also responsible for managing volunteers and donations in the event of a county emergency. In 2015, JSVP became a partner in the newly formed Boulder County Volunteer Organizations Active in Disasters improving communication and coordination among local organizations and county staff in preparation for a future event.



Sue S. has been volunteering at the Juvenile Center for the last 12 years. She became interested in working with therapy dogs after seeing them in service at the Denver Children's Hospital while her daughter was receiving treatment there. Currently she brings her dog three times per month and therapy cats once a month to visit with the youth. Her routine with the cats includes playing with cat toys, providing information to the youth and showing how the cats will do tricks for treats. It is always interesting to hear the youth open up about their own experiences with animals.



The mission of the Mentoring Program is to empower youth receiving services through the court system to make positive life choices that enable them to maximize their personal potential. Volunteers provide one-on-one mentoring and guidance for a minimum of one year by building positive ongoing relationships, serving as role models, encouraging community connections, and offering support. This volunteer program provides a service that would not otherwise be available in the court system.

### JSVP: Community Services Youth Mentoring Program

The Mentoring Program served 40 youth in 2015.



*"Honestly, I really like meeting with you because I see you just like another friend to me and talking to you helps me understand situations. You show me and give me opinions on what's right or wrong and it's helpful having a friend like you."*

Anahi to her mentor Gina B.

*"Meeting Anahi has changed me in ways I never knew I could be affected as an adult mentoring a young girl. My initial fear was that we would have nothing in common given a 30+ age difference. It turns out, she and I are cut from the same cloth and I couldn't be more moved by how well we get along. I've learned to appreciate the challenge, the gratification, the complexity and humble moments that occur when you mentor a young person. I look forward to knowing my mentee for the rest of our lives. Witnessing her grow from a young girl into a woman is heartwarming and I can't wait to experience more of this love."*

Mentor, Gina B.

### Operational Services (OS)

The mission of the OS team is to provide information and assistance in a timely, respectful and courteous manner to our mandated clients, the public at large, our partner agencies and CJS colleagues. The bilingual staff is the first contact for all CJS clients referred by the courts for pretrial supervision and community service sentences. Team members manage payroll, budget, finance and facility matters.

In 2015 the OS team began an intensive cross training schedule and continued the semi-annual training meetings with Community Service staff. They also saw an increase in numbers of residents served that corresponded with the increase in pretrial supervision intakes.

### Technical Business Services

The mission of Technical Business Services is to bring users and technology together to optimize functionality and achieve the goals of the Division. The Business Analyst serves as a liaison to assess needs and requirements in order to recommend and implement effective and efficient solutions for CJS stakeholders. They include CJS staff, partners in the 20th Judicial District, IT, and other local and state entities.

In 2015 the Business Analyst position began managing the Justice System Volunteer Program and Community Corrections. This position now also serves on a state subcommittee on Community Corrections Standards, as well as the Interdepartmental Operations Committee, a county collaboration between the Community Services Department, Housing and Human Services, and Boulder County Public Health.

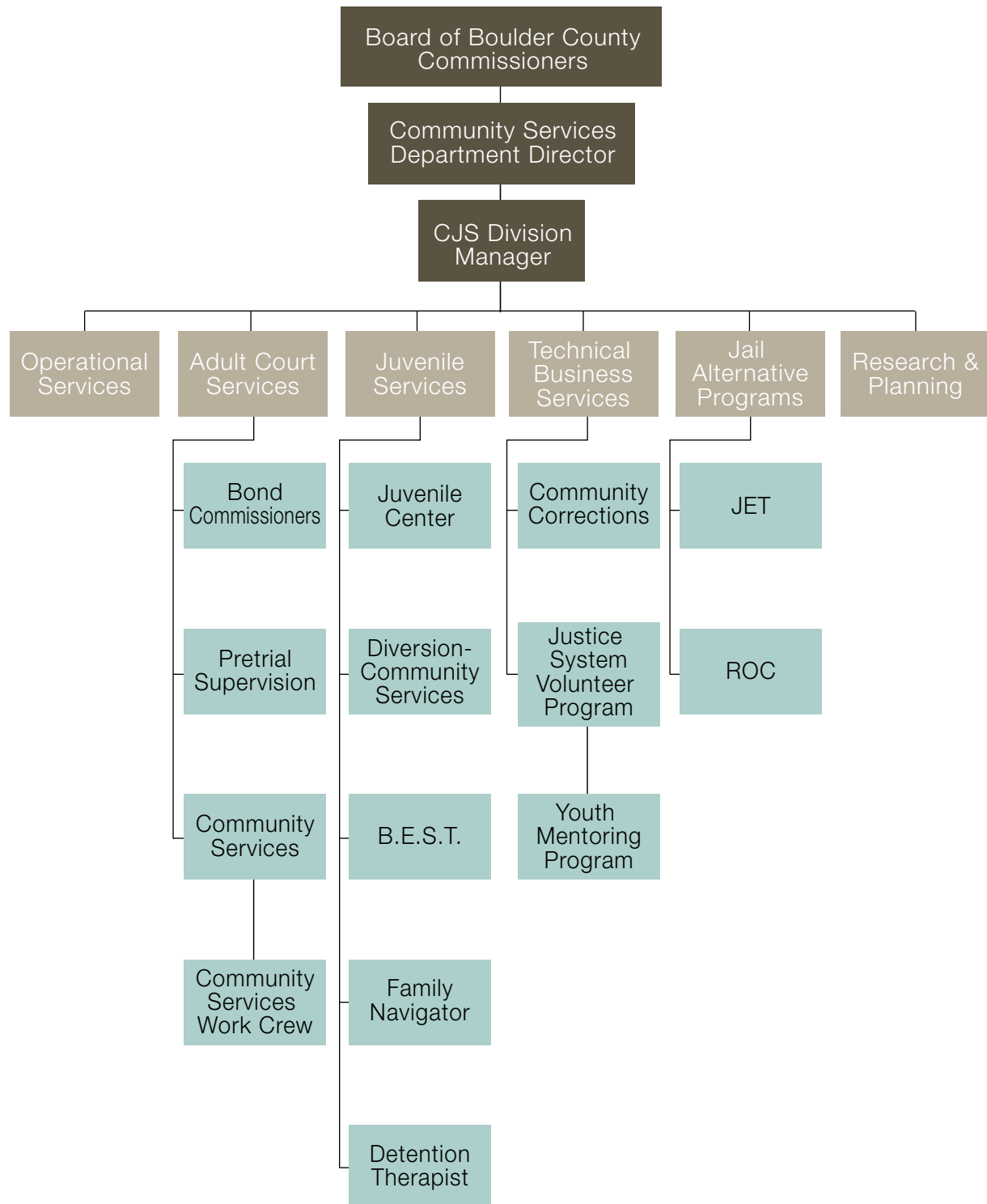
### Research and Planning Unit

The Research and Planning Unit works with CJS and partners in the 20th Judicial District to perform professional and technical work in the criminal justice system and the Community Services Department. Work involves systems planning and meeting facilitation, data and policy analysis, legal and scientific research, and presentation of material.

In 2015 the Research and Planning Unit collaborated with the Boulder County Sheriff's Office to produce a report that helped define the pretrial population in custody, and worked with a Capstone Intern to study pretrial outcomes in the unsupervised population. The unit also conducted a Cost Benefit Analysis for PACE, an integrated treatment and diversion program for mentally ill clients.

The Research and Planning Unit gathered data and input from across the Division to compile this report.

CJS Organizational Chart



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Our special thanks to  
the Boulder County  
Commissioners for their  
continued funding and  
support of the Community  
Justice Services Division.



Community Justice Services  
P.O. Box 471  
Boulder, CO 80306