



Community Reentry Project

Transition from Jail to Community

2014 Performance Review

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Community Reentry Project Overview

The Community Reentry Project (CRP) is a community-based organization funded by the Denver Manager of Safety Office's Crime Prevention and Control Commission (CPC). The Transition from Jail to Community (TJC) model was developed by the Urban Institute and National Institute of Corrections in collaboration with reentry experts around the country. The City of Denver, as a pilot site for implementation of this initiative, has been operating within this model with the Denver County Jail's Life Skills program and the CRP since early 2009.

During 2014, the CRP staff consisted of seven full-time staff members including the Director, the Office Manager/Management Analyst, three Case Managers, the Self-Sufficiency Coordinator, and the Career Development Coordinator.

The following are the eligibility criteria for participants to enroll at CRP upon release:

- Denver resident (even when homeless)
- 18 years of age or older
- Sentenced to the Denver County Jail (DCJ) or Downtown Detention Center (DDC)
- Misdemeanor conviction
- Enroll with CRP within 1 year of release of DCJ
- Medium to high risk score on the Proxy screen ¹
- Medium to high Level of Supervision Inventory (LSI) or Women's Risk/Needs Assessment (WRNA) score

2014 Report Highlights:

- 423 individuals eligible for services contacted CRP via phone or walk-in.
- 220 intakes at CRP and 81 transition planning meetings in the DCJ were completed by CRP case managers.
- 2,563 units of service were provided to 275 clients at CRP (220 new and 55 continuing from previous years).
- 5,233 units of service were provided to 474 clients at DCJ by CRP staff with inmates earning a total of 821 days off of their sentences, which saved DCJ \$42,692 in jail bed days.

Recidivism: The average percentage of new convictions in Colorado for clients who completed:

- 1-4 services at CRP: 46%
- 5-20 services at CRP: 33%
- 21+ services at CRP: 16%

Section I: 2014 Clients



¹ Proxy score is determined at DDC booking, DCJ Life Skills intake, and/or CRP Intake.

A. Levels of Units of Service: Analysis of clients and services in 2014 showed three categories of units of service received, where clients were divided into these three categories based on the number of services they received from CRP staff. These levels demonstrated changes in risk scores over time, reduction in recidivism, etc. which prompted further analysis into how CRP measures success. These three levels will be referenced throughout the entirety of the 2014 Performance Review.

A unit of service is defined as a one-on-one appointment or class attended by a client. Of the 210 clients discharged in 2014, the percentages of clients who engage in three levels of services are as follows:

1. **LEVEL 1: 94 (37%) clients received 1-4 services** (typically intake, orientation, and one personal advising appointment and/or a pre-employment screen).
2. **LEVEL 2: 66 (26%) clients received 5-20 services** (clients left the program before the Cognitive Behavioral education class started or during the first week of the class).
3. **LEVEL 3: 50 (37%) clients received 21 or more services** (anywhere from 21 to 89 services).

B. Demographic Overview

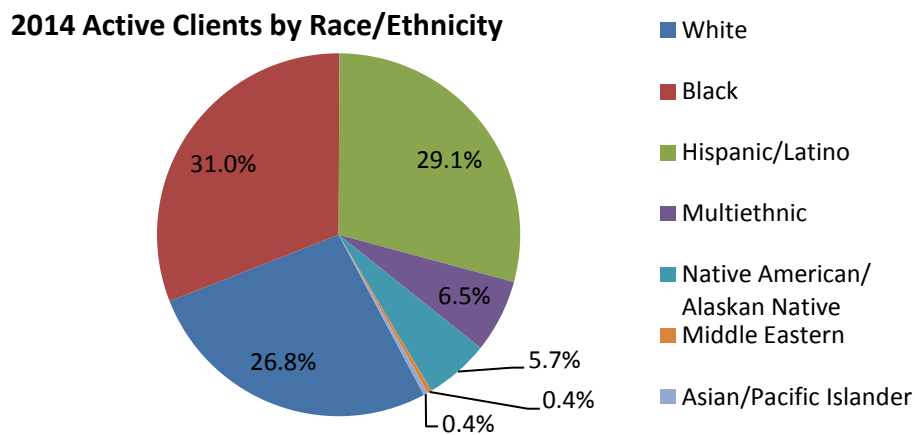
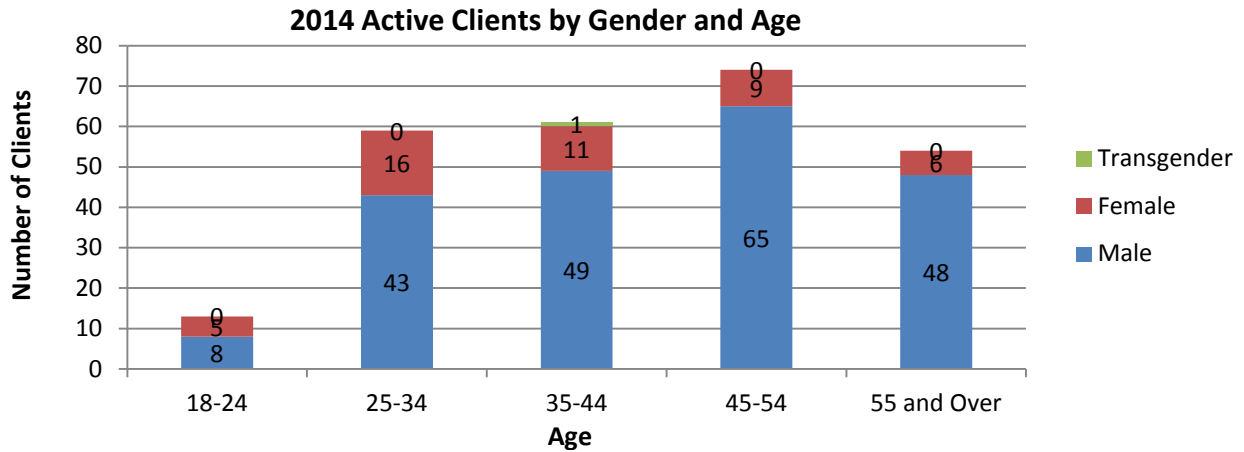
Of the 210 total discharged clients that accessed services in the community:

- 82% identified as male,
- 18% identified as female,
- 5% were between the ages of 18 and 24,
- 23% were between 25 and 34,
- 23% were between 35 and 44,
- 28% were between 45 and 54, and
- 21% were 55 years of age and older.

The table below shows these demographics broken down by Levels of Units of Service:

Level 1 Demographics			Level 2 Demographics			Level 3 Demographics		
Race/Ethnicity			Race			Race		
Black	32	33%	Black	22	34%	Black	12	24%
Latino	24	25%	Latino	22	34%	Latino	13	26%
White	26	27%	White	15	23%	White	17	34%
Multi	7	7%	Multi	3	5%	Multi	3	6%
Native	5	5%	Native	3	5%	Native	4	8%
Asian/Pacific Is.	0	0%	Asian/Pacific Is.	1	2%	Asian/Pacific Is.	0	0%
Middle Eastern	0	0%	Middle Eastern	0	0%	Middle Eastern	1	2%
Gender			Gender			Gender		
Male	81	84%	Male	54	84%	Male	36	72%
Female	13	14%	Female	12	19%	Female	14	28%
Age			Age			Age		
18-24	4	4%	18-24	8	13%	18-24	0	0%
25-34	29	30%	25-34	15	23%	25-34	9	18%
35-44	27	28%	35-44	12	19%	35-44	11	22%
45-54	20	21%	45-54	18	28%	45-54	19	38%
55+	14	15%	55+	13	20%	55+	11	22%

The graphs below show the demographic breakdown for total clients served in 2014 by Gender and Age, and by Race/Ethnicity.



C. Services, Certificates Earned (CRP and DCJ), and Incentives

During 2014, 7,797 units of service were provided to 696 individuals (475 at Denver County Jail and 275 in the community). Of the 7,797 units provided:

- 5,233 units of service were provided in DCJ to 475 individuals.
- 2,564 units of service were provided at CRP to 275 individuals.

Classes and Certificates Earned – CRP Community Site

In the community, CRP staff members teach the Career Development Workshop every Friday and it is an open enrollment class (clients can join at any time). The modules covered include resumes, cover letters, letters of explanation, and mock interviewing.

The Cognitive Behavioral Education (CBE) class is taught in two modules: Cognitive Self-Change and Problem Solving. Each module is 8 sessions long and takes place on Mondays and Thursdays for 8 weeks. Many clients complete Cognitive Self-Change in the Denver County Jail while incarcerated; clients must complete this module before beginning Problem Solving. It is a closed enrollment class, meaning that clients who miss two or more sessions in a module must wait until the next round of classes to continue participating.

In 2014, a total of 181 clients completed Cognitive Self-Change taught by CRP (in the community and DCJ).

Class ²	Number of Participants	Average # of Classes Attended	# of Classes Needed to Earn One Certificate	Number of Certificates Earned
<i>Career Development Workshop</i>	88 individuals, 292 units of service	3.3	4	35
<i>CBE – Cognitive Self-Change</i>	66 individuals, 263 units of service	4	6	23
<i>CBE – Problem Solving</i>	46 individuals, 242 units of service	5.3	8	39

Classes and Certificates Earned – Denver County Jail Site

CRP staff members provide services within the Denver County Jail within the Transition from Jail to Community model. In 2014, CRP staff taught Healthy Living, Job Readiness, and Cognitive Behavioral Education classes, and met with 178 inmates for 234 one-on-one transition planning appointments. During 2014, no classes were taught by CRP staff in the women’s units at DCJ.

Services Provided at the Denver County Jail by CRP	Healthy Living Classes	Job Readiness Classes	Cognitive Behavioral Education	1:1 Transition Appointments
Male Participants	368	403	221	149
Female Participants	N/A	N/A	N/A	29
Total Participants	368	403	221	178
Number of Certificates Earned	282	223	158	N/A
Earned Days	282	223	316	N/A

In 2014, incarcerated clients earned a total of 663 certificates resulting in 821 days off of their sentences, which saved the Denver County Jail \$42,692 in jail bed days.

Incentives

In 2014, CRP provided 153 clients with a variety of basic needs items given to those with limited financial resources who are actively participating in CRP programming:

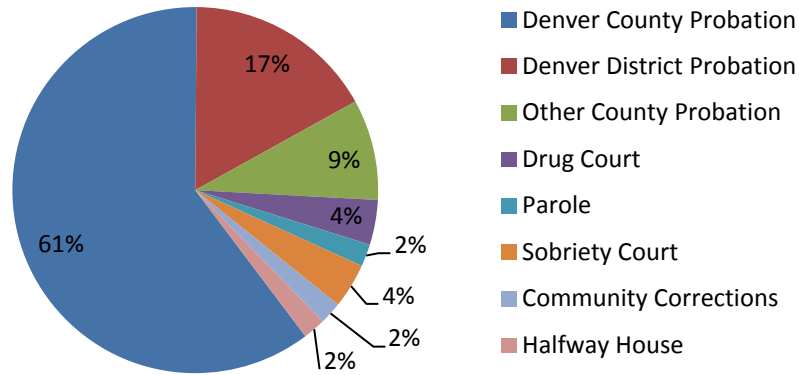
Hygiene Kits	ID Waivers	Gloves	Toilet Paper Rolls	Hats	Socks	Towels	Tote Bags	Belts	Flash Drives	Haircut Vouchers
98	80	43	39	39	37	33	25	13	11	8

D. Supervision Status and Probation Compliance

² The Pre-Release DOC Curriculum for Career Development has been modified to serve the jail population. CRP utilizes the Thinking for a Change cognitive behavioral curriculum, version 3.1, developed by the National Institute of Corrections. (<http://nicic.gov/t4c>)

Of the 210 clients discharged in 2014, 103 (49%) were on some form of supervision. The chart below demonstrates the types of supervision these 102 clients were on at the time of intake. In 2014, 61% of clients on supervision were under Denver County Court Probation. All clients on supervision meet the CRP eligibility criteria mentioned above; if they are on supervision in another county, they would have also had a case in Denver that resulted in jail time for a misdemeanor conviction.

2014 Clients Probation Status while in CRP Programming



Analysis of the all levels of 210 clients discharged in 2014 demonstrated that of 103 clients on probation, 71% were in compliance while in CRP programming, 9% were not in compliance, and 20% had unknown probation compliance statuses.

Level 1: 94 clients		
On Probation: 39 clients		
Yes, in compliance	17	44%
Not in compliance	3	8%
Unknown	19	49%
Not on probation		
	55	59%

Level 2: 66 clients		
On Probation: 33 clients		
Yes, in compliance	26	79%
Not in compliance	6	18%
Unknown	1	3%
Not on probation		
	33	50%

Level 3: 50 clients		
On Probation: 31 clients		
Yes, in compliance	30	97%
Not in compliance	0	0%
Unknown	1	3%
Not on probation		
	19	38%

E. Risk Scores and Needs Assessments

Community Reentry Project staff utilize three types of risk score assessments in case planning to best match clients to appropriate services.

Proxy Risk Screen The Proxy is administered at jail intake and when a case manager meets with a client. The screen is a calculated score of the client’s current age, age of first arrest, and number of prior arrests.

Level of Service Inventory (LSI) The LSI is a needs assessment used to identify the criminogenic needs of the offending population in order to determine appropriate interventions. LSI scores range from 0 to 54. The higher the total score, the higher risk the individual is at to recidivate. Rater box scores quantify the strengths or protective factors clients possess. Higher rater box scores suggest that the individual has more strengths that can be built upon during case planning to address their risks. Rater box scores range from 0 to 39. LSIs are re-administered after 6 months or a significant life event.

Ideally, total LSI scores decrease and rater box scores will increase over time; which is assumed to be positively correlated with other successful outcomes.

Changes in LSI Scores from Intake to Discharge by Levels of Units of Service:

There were 142 total clients (83% of 171 discharged male clients) who completed an LSI assessment at intake and discharge. Of those clients, their LSI scores changed in the following ways:

- Level 1 (1-4 services): No change in LSI
- Level 2 (5-20 services): Slight change in LSI
- Level 3 (21+ services): Significant change in scores (Risk score went down 6 points and Rater box [protective factors] score went up 9 points)

Level 1 Scores			Level 2 Scores			Level 3 Scores		
Total Clients		51	Total Clients		49	Total Clients		42
Average Proxy Score		5.8	Average Proxy Score		5.1	Average Proxy Score		5.3
	Intake	Discharge		Intake	Discharge		Intake	Discharge
Average LSI Total	32.0	32.5	Average LSI Total	31.0	30.1	Average LSI Total	30.0	23.8
Average Rater Box	14.2	14.7	Average Rater Box	14.8	17.5	Average Rater Box	15.3	24.5

Women’s Risk and Needs Assessment (WRNA) The WRNA is a gender-responsive risk and needs assessment administered to identify the level of risks and needs for offending women and determine appropriate interventions and services.

WRNA Scores: Of the 23 clients (59% of 39 discharged female clients) who completed WRNA assessments in 2014:

- 4 (17%) scored Low Risk (0-9),
- 13 (57%) scored Moderate Risk (10-21),
- 4 (17%) scored Medium Risk (22-36), and
- 2 (9%) scored High Risk (37+).

Gender Responsive Services:

In 2014, 83% of male clients completed an LSI assessment while only 59% of female clients completed a WRNA. While LSI assessments can be completed in one 90 minute session, appointments to complete the WRNA may take two-three 90 minute sessions. In 2015, changes will be made to increase gender responsive services such as conducting an LSI on all clients and adding the supplemental WRNA for female clients, scheduling more time to complete WRNAs with female clients, and utilizing a new data system to more effectively track assessment completions and scores.

Barriers to Completing the Assessment Process:

In 2014, 58 clients did not complete LSI or WRNA assessments. Often, clients may attend 1-2 services (typically Orientation and a preliminary Intake appointment) and not return for further appointments. The most common reasons stated for not participating included that the weekly time commitment to attend CRP programming was too intensive, that the individual was only looking to receive financial assistance, or that a client was not interested in receiving services but was required to contact CRP by a probation officer.

F. Employment, Education, and Benefits

Of the 210 discharged clients in 2014, 199 clients were able to work. Of those 199, 23 (12%) reported being employed at intake compared to 70 (35%) at discharge. See Appendix (page 15) for Employment, Education, and Benefits status definitions (page 21).

EMPLOYMENT	At Intake		At Discharge	
Level 1 (96 clients, 1-4 units of service)				
Employed	12	13%	19	20%
Unemployed	70	73%	63	66%
Unable to Work	4	4%	4	4%
Benefits Only	8	8%	8	8%
Students Only	0	0%	0	0%
Level 2 (66 clients, 5-20 units of service)				
Employed	7	11%	27	42%
Unemployed	49	77%	30	47%
Unable to Work	2	3%	4	6%
Benefits Only	8	13%	5	8%
Students Only	0	0%	0	0%
Level 3 (50 client, 21+ units of service)				
Employed	4	8%	24	48%
Unemployed	34	68%	11	22%
Unable to Work	5	10%	4	8%
Benefits Only	7	14%	8	16%
Students Only	0	0%	3	6%

G. Housing

At intake, 53% of the 210 discharged clients reported being homeless compared to 37% at discharge. Only 9% of clients reported having permanent housing at intake compared to 16% at discharge. See Appendix for definitions of housing status (page 15).

HOUSING STATUS	At Intake		At Discharge	
Level 1 (96 clients, 1-4 units of service)				
Homeless	54	56%	46	48%
Temporary	29	30%	38	40%
Transitional	5	5%	5	5%
Permanent	6	6%	5	5%
Level 2 (66 clients, 5-20 units of service)				
Homeless	34	53%	22	34%
Temporary	25	39%	28	44%
Transitional	2	3%	7	11%
Permanent	5	8%	9	14%
Level 3 (50 client, 21+ units of service)				
Homeless	24	48%	9	18%
Temporary	15	30%	16	32%
Transitional	4	8%	5	10%
Permanent	7	14%	20	40%

Section II. Recidivism

A. New Convictions 12 Months Post Discharge

The recidivism rate for jail-to-community transition clients who enroll in community (CRP) services is measured by a new conviction 12 months post discharge from CRP programming. The clients are checked for new convictions on the online Denver County and State Court data systems.

The tables below show a significant decrease in recidivism as the number of units of service clients received increases. The total percentage of CRP clients who were discharged in 2013 and recidivated was 38%. Of those who received 21 or more units of service at CRP, only 14% recidivated in Denver County.

Level 1 Recidivism		
Total Clients	102	
Open Cases	6	96
Recidivated	44	46%
Denver County	32	33%
Other County	12	13%

Level 2 Recidivism		
Total Clients	88	
Open Cases	8	80
Recidivated	33	41%
Denver County	27	34%
Other County	6	8%

Level 3 Recidivism		
Total Clients	52	
Open Cases	2	50
Recidivated	8	16%
Denver County	7	14%
Other County	1	2%

B. Recidivism Check for Program Completions

	2011	2012	2013
Recidivism Rate	29%	15%	0%
# of Program Completions	29	27	39
Average Age	41	44	47
Average Length of Service	140 days	168 days	330 days
Average Number of CRP Services Received	18 services	31 services	38 services (excluding one outlier at 165 services)
Average Proxy Score	5.6 (medium risk)	5.0 (medium risk)	5.0 (medium risk)
Average LSI Score	24.2 (medium risk)	26.5 (medium risk)	28.0 (medium risk)
Racial Breakdown	10 White 10 Latino 3 Black 3 Native American 1 Multiethnic 1 Other Race	10 White 8 Latino 4 Black 3 Native American 1 Multiethnic 1 Other Race	14 White 9 Latino 12 Black 2 Native American 1 Multiethnic 1 Other Race
Gender Breakdown	23 male 5 female	20 male 7 female	29 male 10 female

Section III. Budget Tracking

The average amount of money spent per client during 2014 was \$124.96. On average, 67.7% of active clients received financial assistance during the year, and 96.5% of the budget allotted for Client Services was spent.

The table below outlines the total spent on client needs:

Total Amount for 'Client Needs' for 2014 from Scope of Work (Transportation, Incentives, Emergency Housing, Treatment and Testing Services, Meals and Graduations, Office Supplies)	\$57,500
Average 'Client Needs' per month	\$4,791.67
Average Active Clients per month	55
# of clients that received direct financial assistance	37
Average % of clients that received financial incentives per month	67.7%
Average spent on Direct Client Needs per month (bus transportation, incentives, treatment, housing)	\$4,095.50
Average spent on Indirect Client Needs per month (food for classes, and office supplies)	\$527.96
Average spent on Direct + Indirect Client Needs per month	\$4,623.46
Average spent per client per month	\$124.96
Percentage of budget spent per month (\$4,623.46/\$4,791.67)	96.5%

Appendix: Glossary of Terms

Employment Status

- Full-time: Regular and ongoing work of 32 or more hours/week. May include benefits and entitlements, such as paid vacation or sick leave.
- Full-time temporary/seasonal: Assigned full-time work for a limited or definite duration.
- Part-time: Regular and ongoing work of 20-32 hrs/wk and usually set days or set hours. May include benefits and entitlements on a pro-rated basis.
- Part-time temporary/seasonal: Assigned part-time work for a limited or definite duration.
- Underemployed: Day labor, commission-only, unreported cash, and “under the table” work.
- Unemployed: When an individual is able to work but is not employed.
- Benefits only: When an individual is not working and is only receiving benefits for income.
- Student only: When an individual is enrolled in a training program or college program and is not working.

Housing Status

- Homeless refers to an individual sleeping outdoors or in an emergency homeless shelter.
- Temporary housing refers to an individual “couch-surfing”, staying with a family member or friend, or some other temporary situation.
- Transitional housing refers to those participating in a Transitional Housing Program.
- Permanent housing refers to those who either rent or own an apartment or house.

Discharge Definitions

- Program Completion: An individual who completes all of CRP’s services.
- No Response/Unable to Contact: If an individual misses appointments for two weeks, the individual is contacted to see if he or she is still interested in services. If a client does not respond, they do not have a phone to be reached, or CRP does not have a valid number for them, they are discharged from CRP as “No Response/Unable to Contact”. Based on availability and active participating, CRP provides a free, confidential community voicemail service to clients who do not have their own phone.
- Non-participation: Those that are not fully and actively participating in CRP services in accordance to professional program expectations or participation agreements, or those that are not actively following through on their case plan goals.
- Re-incarcerated: Those who return to jail or prison on a previous or new charge.
- Unable to participate due to Work: Those whose work schedules conflict with CRP programming.
- Unable to participate due to School: Those whose school schedules conflict with CRP programming.
- Moved out of Denver: Those who have moved away from the CRP service area.
- Chose to receive services elsewhere: Those who choose to receive services at another agency and no longer participate at CRP. This information is usually captured from self reported data when a client contacts CRP to explain why he or she is no longer interested in services at CRP.
- Referred to more appropriate provider: Those who are referred to a provider who offers programming different from CRP and is more suitable for the client’s needs, especially for substance treatment or mental health needs.