

STATE OF COLORADO



COMMUNITY CORRECTIONS RISK FACTOR ANALYSIS (Revised Model) **YEAR 5 RESULTS**

June 2009

HB 02-1077

C.R.S. 17-27-108 (1)(B)

Department of Public Safety

Peter A. Weir – Executive Director

Division of Criminal Justice

Jeanne Smith – Director

Office of Community Corrections

Carl A. Blesch – Director

Glenn A. Tapia, Project Manager

700 Kipling Street, Suite 1000
Denver, CO 80215

The Community Corrections Risk Factor Analysis is a project undertaken by the Division of Criminal Justice, Office of Community Corrections. Each staff member of the Office of Community Corrections made significant contributions to the analysis and provided input into its design. The contributing staff in the Office of Community Corrections are:

Carl A. Blesch

Director

Glenn A. Tapia

Interagency Criminal Justice Specialist

Mindy Miklos

Community Corrections Specialist

Christine Schmid

Community Corrections Auditor

Valarie Schamper

Community Corrections Auditor

Carolyn Sullivan

Community Corrections Financial Officer

Arlene Duran

Community Corrections Technician

Ron Herro

Community Corrections Auditor

OFFICE OF COMMUNITY CORRECTIONS

700 Kipling Street, Suite 3000

Denver, CO 80215

(303) 239-4442

Fax: (303) 239-4411

The Division of Criminal Justice would also like to acknowledge the members of the following organizations for their participation and contribution to the Community Corrections Risk Factor Analysis:

The Governor's Community Corrections Advisory Council

The Colorado Department of Corrections

The Colorado Association of Community Corrections Boards

The Colorado Community Corrections Coalition

Table of Contents

Introduction and Overview.....	1
Performance Measures.....	3
Outcome Factors.....	4
Program Performance Factors.....	6
Staff Stability Factors.....	12
Reporting Factors.....	14
Total Risk Factor Scores.....	15
Observations, Recommendations, Implications to Audit Process.....	18
Risk Factor Analysis Worksheet.....	19

INTRODUCTION AND OVERVIEW

Pursuant to state statute, the Division of Criminal Justice completed a baseline measurement of program risk factors in 2003. Subsequently, follow-up analyses were conducted in 2004, 2006, and 2007. After revisions to the Risk Factor Analysis model in 2008, another analysis was conducted in 2009. The risk factor analysis, as revised, is a multi-dimensional review of program performance on 25 independent measures. For each program, a total risk factor score is calculated by adding up the scores from each of the 25 performance measures. Programs placed in the Level 1 category are either new programs or those that have accrued more points than programs in the Level 4 category. Therefore, the accumulation of risk factor points ultimately results in being placed into a lower performance level. This report summarizes the risk factor analysis scores for 32 community corrections programs.

The overall results are indicated below and are explained in greater detail in the body of this report.

Community Corrections Program	Total Risk Factor Points Accrued (Percentage)	Performance Level
Time to Change - Commerce City	<i>NA - New Program</i>	Level 1 (New Program)
Phoenix Center (CEC)	<i>NA - New Program</i>	
Loft House (CEC)	<i>NA - New Program</i>	
Intervention Community Corrections Services - Weld	<i>NA - New Program</i>	
Longmont Community Treatment Center (CMI)	39.6%	Level 2
Independence House – Pecos	39.1%	
Pueblo Community Corrections Services, Inc.	35.4%	
Community Alternatives of El Paso (CEC)	35.4%	
San Luis Valley Community Corrections	31.5%	
Boulder Community Treatment Center (CMI)	26.0%	
Arapahoe Community Treatment Center	24.0%	
CMI-Dahlia	23.9%	
Centennial Community Treatment Center (CMI)	22.9%	
Williams Street Center (CEC)	22.8%	
CMI-Ulster	22.8%	
CMI-Columbine	22.8%	
Advantage Treatment Center – Sterling	22.2%	
Community Alternative Placement Services (CEC)	20.8%	
Minnequa Community Corrections	19.6%	
Garfield County Community Corrections	19.5%	
Independence House – Fillmore	18.5%	
CMI-Fox	17.7%	
Tooley Hall (CEC)	16.7%	
Peer I	16.7%	
Time to Change – Adams	15.2%	Level 4
Arapahoe County Residential Center	14.4%	
Intervention Community Corrections Services, Inc	12.0%	
Hilltop House	10.0%	
The Haven	8.3%	
COMCOR, Inc.	6.7%	
Larimer County Community Corrections	5.4%	
Mesa County Community Corrections	5.2%	

Pursuant to C.R.S. 17-27-108 (1)(B), the Division of Criminal Justice has completed its fifth measurement of program risk factors. This project was undertaken in response to House Bill 02-1077, which stated, in part:

The Division of Criminal Justice shall implement a schedule for auditing community corrections programs that is based on risk factors such that community corrections programs with low risk factors shall be audited less frequently than community corrections programs with higher risk factors... The Division of Criminal Justice shall create classifications of community corrections programs that are based on risk factors as those factors are established by standards of the Division of Criminal Justice.

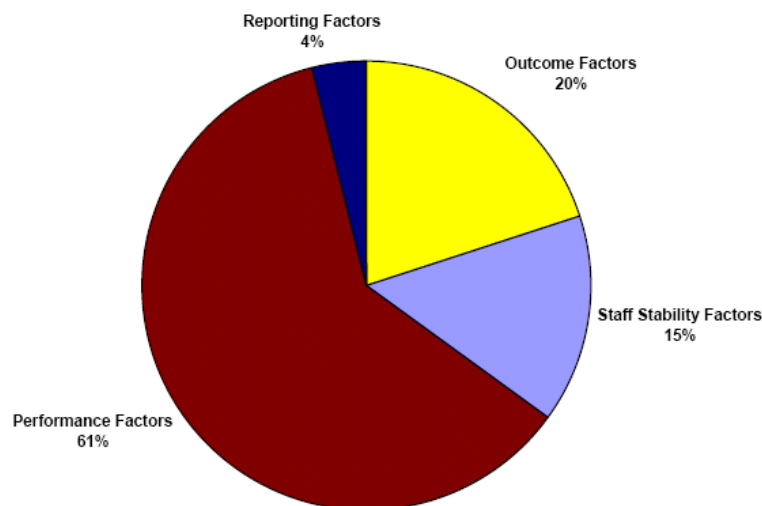
Furthermore, in 2001, the Office of the State Auditor recommended that the Division of Criminal Justice should improve the performance of local community corrections programs by "incorporating measurable performance expectations and a systematic process for monitoring and enforcing compliance with those expectations."

The risk factor analysis is a multi-dimensional review of program performance on 25 independent performance measures. These performance measures fall into four categories of factors including: **Outcome, Performance, Staff Stability** and **Reporting**¹. This report summarizes the scores for each community corrections program by each of these categories.

For each program, the total risk factor score is calculated by adding up the scores from each of the 25 performance measures. As indicated previously, programs placed in the Level 1 category are either new programs or those that have accrued more points than programs in the Level 4 category. Therefore, the accumulation of risk factor points ultimately results in being placed into a lower level performance category. The distribution of the total risk factor score is broken down as follows:

Category	Number of Performance Measures	Percent of Total Score
Outcome Factors	2	20%
Performance Factors	18	61%
Staff Stability Factors	3	15%
Reporting Factors	2	4%
TOTAL (Overall)	25	100%

Point Distribution



This report summarizes the risk factor analysis scores for 32 community corrections programs. Three (3) programs were not included in the analysis. Independence House – South Federal has reorganized and accepts primarily Federal clients and supervises very few state clients. Gateway: Through the Rockies and Phase I are unique jail-based programs that operate on performance standards different than traditional community corrections programs. Both programs have waivers on numerous state standards, which minimizes the data available to complete a risk factor analysis for these programs.

Table A reports each performance measure, the maximum points possible for each measure, and the statewide average score for each measure.

Table A

Category	Performance Measure	Statewide (All Programs)		
		Maximum Points	Average	
OUTCOME FACTORS	1. Escape Factor	10	1.9	
	2. Recidivism Factor	10	3.6	
PERFORMANCE FACTORS (Based on State Community Corrections Standards)	3. Background Check (2-040) – Exhibit A Audit	5	0.4	
	4. Staff Annual Training (2-110)	5	1.3	
	5. Case Manager Education (2-140)	4	0.1	
	6. Monthly Staff Meetings (3-020)	2	0.3	
	7. Self Audits of Program Operations (3-190)	5	0.4	
	8. Offender Advisement (4-010)	2	0.2	
	9. Medications (4-040)	2	0.3	
	10. UA Compliance (Avg. of 4-100, 110, 120, 130)	4	0.1	
	11. Random Off Site Monitoring (4-160)	6	2.0	
	12. Job Search Accountability (4-161)	4	1.1	
	13. Random Headcounts (4-200)	2	0.0	
	14. Recording Authorized Absences (4-210)	2	0.1	
	15. Weekly Meetings (6-070)	2	0.0	
	16. Chronological/Progress Notes (6-080)	2	0.2	
	17. Assessments (6-090)	2	0.1	
	18. Supervision Plan (6-100)	4	1.0	
	19. Review of Offender Progress (6-110)	4	0.6	
	20. Referrals to Qualified Treatment Providers (6-160)	4	0.7	
	STAFF STABILITY FACTORS	21. Security Staff	5	2.0
		22. Case Management Staff	5	2.1
23. Program Administration		5	1.9	
REPORTING FACTORS	24. CCIB Compliance – Entry Records	2	NA	
	25. CCIB Compliance – Termination Records	2	NA	

Outcome Factors

The Outcome Factor category consists of two performance measures that consider the rates of escape and recidivism within each program. The measures also consider the risk level of each program's offender population as measured by the average scores on the Level of Supervision Inventory (LSI). The use of this control measure is based on supported knowledge that higher risk offender populations have higher rates of recidivism and higher rates of escape. Programs with disproportionately high rates of escape and recidivism will accrue more risk factor points than programs with lower rates. The Escape Factor measure is calculated by dividing each program's escape percentage from FY 07-08 by the average LSI score of their offender population during that same year. The Recidivism Factor measure is calculated by dividing each program's 12-month recidivism percentage by the average LSI score of their offender population. The recidivism data were derived from a research project undertaken by the Division of Criminal Justice. The Office of Research and Statistics has completed a five-year recidivism analysis for community corrections in Colorado. Recidivism data used in this report was derived from offender terminations between fiscal years 2000 and 2004. Item scores in this category are waived when escape or recidivism data are not available from programs.

The worksheet for the risk factor analysis shows the values and cut-offs used to assign points to the items in this category. The Outcome Factor section of the worksheet is included below as a frame of reference.

Outcome Factors: Data from Client Information Form and DCJ Recidivism Study	
1. Escape Factor: Esc. Rate / Avg. Pop Risk Score	2. Recidivism Factor: Rec Rate / Avg. Pop Risk Score
① Less than .35	① Less than .45
② Greater than/equal to .35 but less than .50	② Greater than or equal to .45 but less than .55
④ Greater than/equal to .50 but less than .65	④ Greater than or equal to .55 but less than .65
⑥ Greater than/equal to .65 but less than .80	⑥ Greater than or equal to .65 but less than .70
⑧ Greater than/equal to .80 but less than .90	⑧ Greater than or equal to .70 but less than .75
⑩ Greater or equal to .90	⑩ Greater than or equal to .75

Table B reports the scores for each community corrections program in the Outcome Factor Category.

Table B

JD	PROGRAM NAME	Escape Factor¹	Recidivism Factor
1st	Intervention Community Corrections Services	0	2
2nd	Independence House - Fillmore	2	0
4th	Community Alternatives of El Paso County, Inc.	2	8
2nd	Williams Street Center	2	2
2nd	Independence House Pecos	0	4
2nd	Peer I	8	0
6th	Southwest Colorado Community Corrections Center (Hilltop House)	0	2
8th	Larimer County Community Corrections	0	2
4th	Com Cor, Inc.	0	4
14th	Correctional Alternative Placement Services	0	2
17th	Loft House	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
20th	Boulder Community Treatment Center (CMI)	4	10
21st	Mesa County Community Corrections	0	2
20th	Longmont Community Treatment Center (CMI)	2	8
2nd	CMI- Ulster	4	4
19th	ICCS-Weld	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
12th	San Luis Valley Community Corrections	4	10
2nd	CMI – Fox	4	2
2nd	Tooley Hall	0	0
2nd	CMI – Columbine	4	2
18th	Arapahoe County Residential Center	2	0
18th	Arapahoe Community Treatment Center	2	4
10th	Minnequa Community Corrections	2	4
17th	Time to Change - Adams	2	6
17th	Phoenix Center	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
10th	Pueblo Community Corrections Services, Inc.	2	6
2nd	The Haven	0	0
18th	Centennial Corrections Transitions Center	2	4
9th	Garfield County Community Corrections	0	waived
2nd	CMI-Dahlia	4	6
13th	Advantage Treatment Center - Sterling	0	waived
17th	Time to Change - Commerce City	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>

¹ Due to reporting anomalies in the FY 07-08 data set, some programs may have inflated escape rates that would adversely impact their score in the *Escape Factor* category. Future analyses will address the possibility of differential escape reporting practices among programs and scores will be adjusted accordingly.

Program Performance Factors

The Performance Factor category consists of a series of performance measures used to address each program's level of compliance with certain standards within the Colorado Community Corrections Standards (C.C.C.S). Several critical standards have been selected by the Division of Criminal Justice to comprise a multi-dimensional analysis of program performance. These factors were also rated by community corrections subject matter experts as having a substantial impact on public safety, offender management, and offender treatment. Programs that perform below state standard on these measures will accrue more risk factor points than programs that meet or exceed these standards.

The data used for these performance measures were derived from the most recent DCJ audit of each program, including the last follow-up audit, if applicable. Audits or follow-up audits that were finalized after March 1, 2009, will be considered in future risk factor analyses. Item scores are waived in cases when programs have an authorized waiver from DCJ for that particular standard.

The worksheet for the risk factor analysis shows the values and cut-offs used to assign points to the items in this category. The Program Performance section of the worksheet is included below as a frame of reference.

Performance Factors: Ratings from Most Recent Audit or Follow Up Audit	
3. Background Check (2-040) – Exhibit A Audit	12. Job Search Accountability (4-161)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
③ Needs Improvement (70% to 84%)	② Needs Improvement (70% to 84%)
⑤ Unsatisfactory (69% or below)	④ Unsatisfactory (69% or below)
4. Staff Annual Training (2-110)	13. Random Headcounts (4-200)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
③ Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
⑤ Unsatisfactory (69% or below)	② Unsatisfactory (69% or below)
5. Case Manager Education (2-140)	14. Recording Authorized Absences (4-210)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
② Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
④ Unsatisfactory (69% or below)	② Unsatisfactory (69% or below)
6. Monthly Staff Meetings (3-020)	15. Weekly Meetings (6-070)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
① Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
② Unsatisfactory (69% or below)	② Unsatisfactory (69% or below)
7. Self Audits of Program Operations (3-190)	16. Chronological/Progress Notes (6-080)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
③ Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
⑤ Unsatisfactory (69% or below)	② Unsatisfactory (69% or below)
8. Offender Advisement (4-010)	17. Assessments (6-090)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
① Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
② Unsatisfactory (69% or below)	② Unsatisfactory (69% or below)
9. Medications (4-040)	18. Supervision Plan (6-100)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
① Needs Improvement (70% to 84%)	② Needs Improvement (70% to 84%)
② Unsatisfactory (69% or below)	④ Unsatisfactory (69% or below)
10. UA Compliance (Avg of 4-100, 110, 120, 130)	19. Review of Offender Progress (6-110)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
② Needs Improvement (70% to 84%)	② Needs Improvement (70% to 84%)
④ Unsatisfactory (69% or below)	④ Unsatisfactory (69% or below)
11. Random Off Site Monitoring (4-160)	20. Referrals to Qualified Tx Providers (6-160)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
③ Needs Improvement (70% to 84%)	② Needs Improvement (70% to 84%)
⑥ Unsatisfactory (69% or below)	④ Unsatisfactory (69% or below)

Tables C1 through C4 report the scores for each community corrections program in the Performance Factor Category. Table C1 reports the scores for each community corrections program for the following sections of the Colorado Community Corrections Standards (C.C.C.S):

- C.C.C.S. 2-040** – Background Check
- C.C.C.S. 2-110** – Staff Annual Training
- C.C.C.S. 2-140** – Case Manager Education
- C.C.C.S. 3-020** – Monthly Staff Meetings
- C.C.C.S. 3-190** – Self-Audits of Program Operations

Table C2 reports the scores for each community corrections program for the following sections of the Colorado Community Corrections Standards (C.C.C.S):

- C.C.C.S. 4-010** – Offender Advisement
- C.C.C.S. 4-040** – Medications
- C.C.C.S. 4-100, 4-110, 4-120, 4-130** – UA Compliance (AVG of 4-100, 110, 120, and 130)
- C.C.C.S. 4-160** - Random Off-Site Monitoring
- C.C.C.S. 4-161** – Job Search Accountability

Table C3 reports the scores for each community corrections program for the following sections of the Colorado Community Corrections Standards (C.C.C.S):

- C.C.C.S. 4-200** – Random Headcounts
- C.C.C.S. 4-210** – Recording Authorized Absences
- C.C.C.S. 6-070** – Weekly Meetings
- C.C.C.S. 6-080** – Chronological/Progress Notes
- C.C.C.S. 6-090** – Assessments

Table C4 reports the scores for each community corrections program for the following sections of the Colorado Community Corrections Standards (C.C.C.S):

- C.C.C.S. 6-100** – Supervision Plan
- C.C.C.S. 6-110** – Review of Offender Progress
- C.C.C.S. 6-160** – Referrals to Qualified Treatment Providers

Table C1

JD	PROGRAM NAME	Background Check	Staff Training	Case Mgr Education	Monthly Staff Meetings	Self Audits of Prog Operations
1st	Intervention Community Corrections Services	0	0	0	0	0
2nd	Independence House - Fillmore	0	0	0	0	3
4th	Community Alternatives of El Paso County, Inc.	0	3	0	0	0
2nd	Williams Street Center	3	5	0	0	0
2nd	Independence House Pecos	5	3	0	1	0
2nd	Peer I	0	0	0	1	0
6th	Southwest Colorado Community Corrections Center (Hilltop House)	0	5	0	waived	0
8th	Larimer County Community Corrections	0	0	0	0	0
4th	Com Cor, Inc.	0	0	0	waived	0
14th	Correctional Alternative Placement Services	0	5	0	0	0
17th	Loft House	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
20th	Boulder Community Treatment Center (CMI)	0	0	0	0	0
21st	Mesa County Community Corrections	0	0	0	0	0
20th	Longmont Community Treatment Center (CMI)	0	3	4	2	0
2nd	CMI- Ulster	0	0	0	0	0
19th	ICCS-Weld	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
12th	San Luis Valley Community Corrections	0	5	0	0	0
2nd	CMI – Fox	0	0	0	0	0
2nd	Tooley Hall	0	0	0	0	0
2nd	CMI – Columbine	0	0	0	1	0
18th	Arapahoe County Residential Center	0	0	0	waived	0
18th	Arapahoe Community Treatment Center	0	0	0	1	3
10th	Minnequa Community Corrections	0	0	0	0	0
17th	Time to Change - Adams	0	0	0	0	0
17th	Phoenix Center	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
10th	Pueblo Community Corrections Services, Inc.	0	5	0	0	3
2nd	The Haven	0	0	0	0	0
18th	Centennial Corrections Transitions Center	0	0	0	1	0
9th	Garfield County Community Corrections	0	0	0	0	0
2nd	CMI-Dahlia	0	0	0	0	0
13th	Advantage Treatment Center - Sterling	3	waived	0	0	0
17th	Time to Change - Commerce City	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>

Table C2

JD	PROGRAM NAME	Offender Advisement	Medications	UA Compliance	Random Off Site Monitoring	Job Search Accountability²
1st	Intervention Community Corrections Services	0	1	0	0	waived
2nd	Independence House - Fillmore	0	0	0	0	waived
4th	Community Alternatives of El Paso County, Inc.	0	0	0	6	2
2nd	Williams Street Center	0	1	0	0	waived
2nd	Independence House Pecos	2	1	2	3	waived
2nd	Peer I	0	0	0	3	2
6th	Southwest Colorado Community Corrections Center (Hilltop House)	0	0	0	0	waived
8th	Larimer County Community Corrections	0	0	0	3	waived
4th	Com Cor, Inc.	0	0	0	0	waived
14th	Correctional Alternative Placement Services	0	0	0	0	2
17th	Loft House	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
20th	Boulder Community Treatment Center (CMI)	0	0	0	0	0
21st	Mesa County Community Corrections	0	1	0	0	0
20th	Longmont Community Treatment Center (CMI)	0	1	0	0	0
2nd	CMI- Ulster	0	1	0	0	waived
19th	ICCS-Weld	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
12th	San Luis Valley Community Corrections	0	0	0	6	waived
2nd	CMI – Fox	0	0	0	0	0
2nd	Tooley Hall	0	0	0	0	2
2nd	CMI – Columbine	0	1	0	0	waived
18th	Arapahoe County Residential Center	0	0	0	6	waived
18th	Arapahoe Community Treatment Center	1	0	0	3	2
10th	Minnequa Community Corrections	1	0	0	6	waived
17th	Time to Change - Adams	0	0	0	0	waived
17th	Phoenix Center	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
10th	Pueblo Community Corrections Services, Inc.	1	0	0	3	2
2nd	The Haven	0	0	0	0	0
18th	Centennial Corrections Transitions Center	0	0	0	0	2
9th	Garfield County Community Corrections	0	0	0	6	waived
2nd	CMI-Dahlia	0	0	0	3	waived
13th	Advantage Treatment Center - Sterling	0	0	0	3	0
17th	Time to Change - Commerce City	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>

² CCCS 4-161 (Job Search Accountability) is a newer state standard. Accordingly, DCJ has data only on programs that have been audited since inception of the standard.

Table C3

JD	PROGRAM NAME	Random Headcounts	Recording Auth Absences	Weekly Meetings	Chron/Progress Notes	Assessments
1st	Intervention Community Corrections Services	0	0	0	0	0
2nd	Independence House - Fillmore	0	0	0	0	0
4th	Community Alternatives of El Paso County, Inc.	0	0	0	1	0
2nd	Williams Street Center	0	0	0	0	0
2nd	Independence House Pecos	0	1	0	1	1
2nd	Peer I	1	1	0	0	0
6th	Southwest Colorado Community Corrections Center (Hilltop House)	0	0	0	0	0
8th	Larimer County Community Corrections	0	0	0	0	0
4th	Com Cor, Inc.	0	0	0	0	0
14th	Correctional Alternative Placement Services	0	0	0	0	1
17th	Loft House	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
20th	Boulder Community Treatment Center (CMI)	0	0	0	0	0
21st	Mesa County Community Corrections	0	0	0	0	0
20th	Longmont Community Treatment Center (CMI)	0	0	0	0	0
2nd	CMI- Ulster	0	0	0	0	0
19th	ICCS-Weld	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
12th	San Luis Valley Community Corrections	0	0	0	0	0
2nd	CMI – Fox	0	0	0	0	0
2nd	Tooley Hall	0	0	0	1	0
2nd	CMI – Columbine	0	0	0	1	0
18th	Arapahoe County Residential Center	0	0	0	0	0
18th	Arapahoe Community Treatment Center	0	0	1	1	1
10th	Minnequa Community Corrections	0	1	0	0	0
17th	Time to Change - Adams	0	0	0	0	0
17th	Phoenix Center	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
10th	Pueblo Community Corrections Services, Inc.	0	0	0	1	1
2nd	The Haven	0	0	0	0	0
18th	Centennial Corrections Transitions Center	0	0	0	0	0
9th	Garfield County Community Corrections	0	0	0	0	0
2nd	CMI-Dahlia	0	0	0	0	0
13th	Advantage Treatment Center - Sterling	0	0	0	0	0
17th	Time to Change - Commerce City	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>

Table C4

JD	PROGRAM NAME	Supervision Plan	Review of Offender Progress	Referrals to Qualified Treatment Providers
1st	Intervention Community Corrections Services	0	0	0
2nd	Independence House - Fillmore	0	0	0
4th	Community Alternatives of El Paso County, Inc.	2	2	2
2nd	Williams Street Center	0	0	0
2nd	Independence House Pecos	2	0	2
2nd	Peer I	0	0	0
6th	Southwest Colorado Community Corrections Center (Hilltop House)	0	0	0
8th	Larimer County Community Corrections	0	0	0
4th	Com Cor, Inc.	2	0	0
14th	Correctional Alternative Placement Services	2	2	2
17th	Loft House	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
20th	Boulder Community Treatment Center (CMI)	0	0	2
21st	Mesa County Community Corrections	2	0	0
20th	Longmont Community Treatment Center (CMI)	4	4	2
2nd	CMI- Ulster	0	0	0
19th	ICCS-Weld	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
12th	San Luis Valley Community Corrections	0	0	0
2nd	CMI – Fox	2	0	0
2nd	Tooley Hall	0	2	2
2nd	CMI – Columbine	0	0	0
18th	Arapahoe County Residential Center	0	0	0
18th	Arapahoe Community Treatment Center	2	0	2
10th	Minnequa Community Corrections	0	0	0
17th	Time to Change - Adams	0	0	0
17th	Phoenix Center	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
10th	Pueblo Community Corrections Services, Inc.	4	2	2
2nd	The Haven	0	0	0
18th	Centennial Corrections Transitions Center	2	2	0
9th	Garfield County Community Corrections	0	2	0
2nd	CMI-Dahlia	0	0	0
13th	Advantage Treatment Center - Sterling	2	0	0
17th	Time to Change - Commerce City	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>

Staff Stability Factors

Staff retention and turnover rates have been identified as problem areas in community corrections programs (Gonzales-Woodburn, Suzanne and English, Kim. 2002). High turnover and lower staff retention rates may undermine effective correctional programming. This category of the risk factor analysis consists of three performance measures that include data regarding the average length of employment for essential staff positions in each community corrections program. Programs with disproportionately short lengths of staff employment will accrue more risk factor points than programs with longer lengths of employment in these positions. The data used for these performance measures were derived from the FY08-09 ‘Exhibit A’ staff rosters.

The worksheet for the risk factor analysis shows the values and cut-offs used to assign points to the items in this category. The Staff Stability section of the worksheet is included below as a frame of reference.

Staff Stability Factors: Average Length of Employment					
21. Stability Factor A: Security		22. Stability Factor B: Case Mgt		23. Stability Factor C: Prg. Admin	
①	Greater than 30 mos	①	Greater than 48 mos	①	Greater than 100 mos
①	22 to 30 months	①	38 to 48 months	①	80 to 100 months
②	17 to 22 months	②	28 to 38 months	②	60 to 80 months
③	12 to 17 months	③	18 to 28 months	③	40 to 60 months
④	7 to 12 months	④	8 to 18 months	④	20 to 40 months
⑤	0 to 7 months	⑤	0 to 10 months	⑤	0 to 20 months
Mitigating Factors					
For programs that expand more than 33% of original bed capacity [2 Year Eligibility Only]					
-②	Program Expansion Deduction	-②	Program Expansion Deduction		
For New Programs [2 Year Eligibility Only]					
☒	Waiver of Program Stability Points	☒	Waiver of Program Stability Points	☒	Waiver of Program Stability Points

Table D reports the scores for each community corrections program in the Staff Stability Factor Category.

Table D

JD	PROGRAM NAME	Security	Case Mgt	Program Admin
1st	Intervention Community Corrections Services	3	3	2
2nd	Independence House - Fillmore	2	5	5
4th	Community Alternatives of El Paso County, Inc.	0	4	2
2nd	Williams Street Center	3	2	3
2nd	Independence House Pecos	3	1	4
2nd	Peer I	0	0	0
6th	Southwest Colorado Community Corrections Center (Hilltop House)	0	2	0
8th	Larimer County Community Corrections	0	0	0
4th	Com Cor, Inc.	0	0	0
14th	Correctional Alternative Placement Services	4	0	0
17th	Loft House	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
20th	Boulder Community Treatment Center (CMI)	4	4	1
21st	Mesa County Community Corrections	0	0	0
20th	Longmont Community Treatment Center (CMI)	4	3	1
2nd	CMI- Ulster	2	5	5
19th	ICCS-Weld	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
12th	San Luis Valley Community Corrections	0	2	2
2nd	CMI – Fox	4	4	1
2nd	Tooley Hall	4	2	3
2nd	CMI – Columbine	3	5	4
18th	Arapahoe County Residential Center	2	3	0
18th	Arapahoe Community Treatment Center	0	0	0
10th	Minnequa Community Corrections	0	0	4
17th	Time to Change - Adams	1	4	1
17th	Phoenix Center	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
10th	Pueblo Community Corrections Services, Inc.	1	1	0
2nd	The Haven	4	2	2
18th	Centennial Corrections Transitions Center	3	2	4
9th	Garfield County Community Corrections	3	1	4
2nd	CMI-Dahlia	3	3	3
13th	Advantage Treatment Center - Sterling	4	2	4
17th	Time to Change - Commerce City	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>

Reporting Factors

The Reporting Factor category consists of two performance measures used to address each program's level of compliance with reporting data into the Community Corrections Information and Billing (CCIB) system. Programs that do not meet the requirements on these measures will accrue more risk factor points than programs that meet or exceed the requirements. Reporting Factor data were waived for the current analysis but will be included for all future analyses.

The worksheet for the risk factor analysis shows the values and cut-offs used to assign points to the items in this category. The Reporting Factor section of the worksheet is included below as a frame of reference. Table E reports the scores for each community corrections program in the Reporting Factors Category.

Reporting Factors			
24. CCIB Compliance – Entry		25. CCIB Compliance - Termination	
①	Satisfactory/Very Satisfactory (>=85%)	①	Satisfactory/Very Satisfactory (>=85%)
①	Needs Improvement (70% to 84%)	①	Needs Improvement (70% to 84%)
②	Unsatisfactory (69% or below)	②	Unsatisfactory (69% or below)

Table E

JD	PROGRAM NAME	CCIB Compliance – Entry	CCIB Compliance - Termination
1st	Intervention Community Corrections Services	waived	waived
2nd	Independence House - Fillmore	waived	waived
4th	Community Alternatives of El Paso County, Inc.	waived	waived
2nd	Williams Street Center	waived	waived
2nd	Independence House Pecos	waived	waived
2nd	Peer I	waived	waived
6th	Southwest Colorado Community Corrections Center (Hilltop House)	waived	waived
8th	Larimer County Community Corrections	waived	waived
4th	Com Cor, Inc.	waived	waived
14th	Correctional Alternative Placement Services	waived	waived
17th	Loft House	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
20th	Boulder Community Treatment Center (CMI)	waived	waived
21st	Mesa County Community Corrections	waived	waived
20th	Longmont Community Treatment Center (CMI)	waived	waived
2nd	CMI- Ulster	waived	waived
19th	ICCS-Weld	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
12th	San Luis Valley Community Corrections	waived	waived
2nd	CMI – Fox	waived	waived
2nd	Tooley Hall	waived	waived
2nd	CMI – Columbine	waived	waived
18th	Arapahoe County Residential Center	waived	waived
18th	Arapahoe Community Treatment Center	waived	waived
10th	Minnequa Community Corrections	waived	waived
17th	Time to Change - Adams	waived	waived
17th	Phoenix Center	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>
10th	Pueblo Community Corrections Services, Inc.	waived	waived
2nd	The Haven	waived	waived
18th	Centennial Corrections Transitions Center	waived	waived
9th	Garfield County Community Corrections	waived	waived
2nd	CMI-Dahlia	waived	waived
13th	Advantage Treatment Center - Sterling	waived	waived
17th	Time to Change - Commerce City	<i>NEW PROGRAM</i>	<i>NEW PROGRAM</i>

Total Risk Factor Score

A program’s Total Risk Factor Score is calculated by adding the individual scores from each performance measure. It does not consider points waived by DCJ. Scores are then converted to a percentage scale of 0% to 100% based on the number of points scored divided by the maximum number of points possible. Programs were then ranked according to the percentage of possible points accrued and were subsequently placed into one of four (4) performance categories. These categories are explained below:

Levels 1 and 2 - Programs that scored more than 50% (Percentage Score) were placed into the Level 1 category. Programs that scored between 30% and 50% (Percentage Score) were placed into the Level 2 category. Generally, programs in these two categories will be audited at intervals not to exceed three years.

Effective July 1, 2011, local community corrections boards will disburse DCJ community corrections funds for services rendered by any community corrections program or provider at any location that has been designated as a Level 1 program or provider pursuant to the two most recently revised Risk Factor Analysis publications.

The exceptions are:

- New programs, defined as a program or provider that has been operating at its current location for less than 24 months, or
- A program or provider that has not had at least one full performance audit or at least one follow-up performance audit within the 12 months preceding the publication of the most recently revised Risk Factor Analysis, or
- The local board has received written consent from DCJ to continue to disburse funds to the Level 1 program or provider.

Levels 3 and 4 - Programs that scored between 15% and 30% (Percentage Score) were placed into the Level 3 category. Programs that scored less than 15% (Percentage Score) were placed into the Level 4 category. Generally, programs in these two categories will be audited at intervals not to exceed five years.

The worksheet for the risk factor analysis shows the values and cut-offs used to assign categories to the programs based on their percentage score. The final scoring section of the worksheet is included below as a frame of reference.

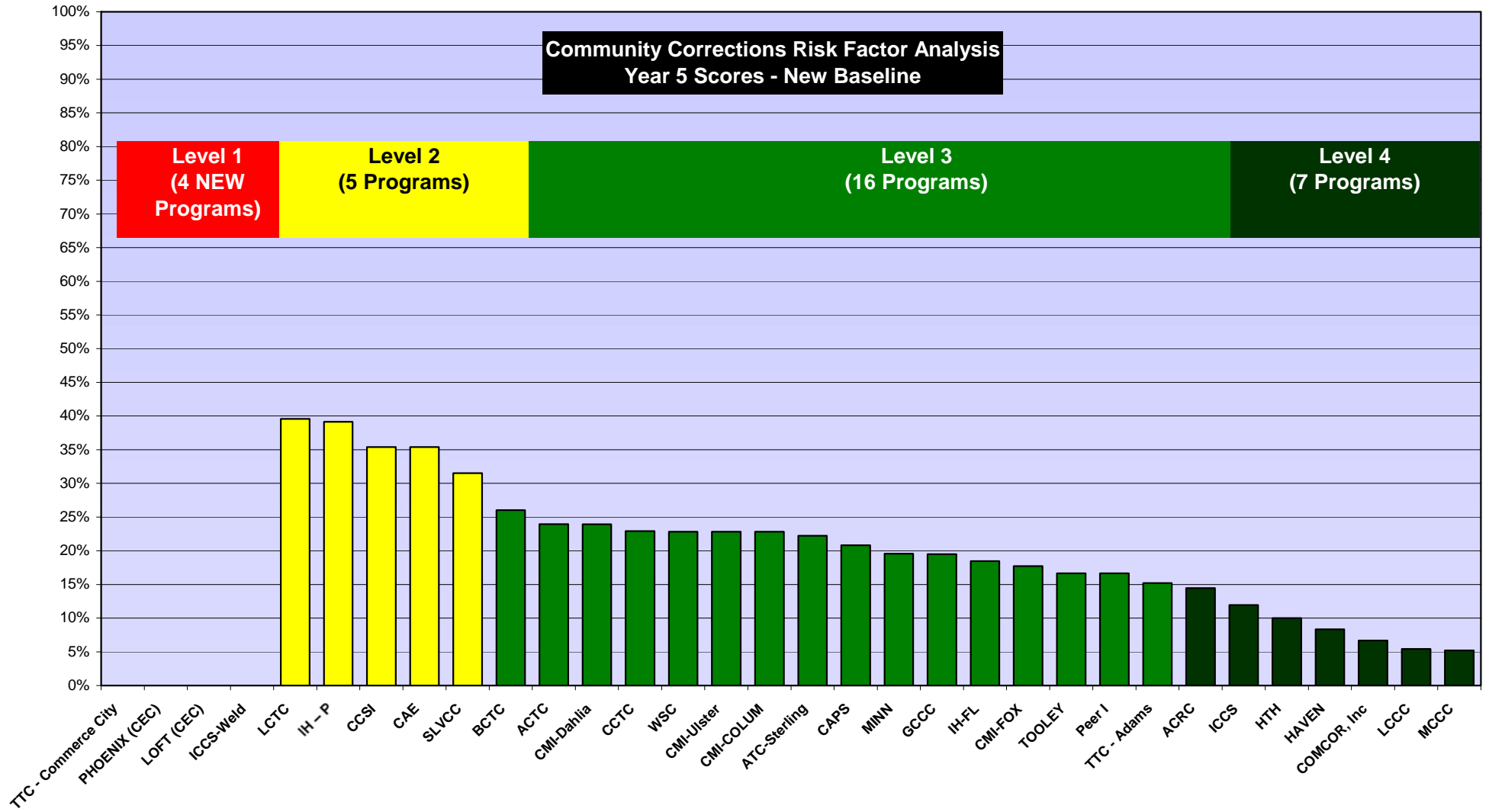
Program Scores		Percentage Score Range	Performance Level	Audit Cycle
Total Score		0% - 15%	Level 4 Program	5-year
Waived/Deducted Points		15% - 30%	Level 3 Program	
Maximum Score (100 – Waived Pts)		30% - 50%	Level 2 Program	3-year
Final Score (Total Score/Max Score)		50% to 100% or New Program	Level 1 Program	
Performance Level				

Table F reports the overall scores for each Community Corrections program and their respective risk factor rating. This is also reported graphically in Figure F.

Table F

Community Corrections Program	Total Risk Factor Points Accrued (Percentage)	Performance Level
Time to Change - Commerce City	<i>NA - New Program</i>	Level 1 (New Program)
Phoenix Center (CEC)	<i>NA - New Program</i>	
Loft House (CEC)	<i>NA - New Program</i>	
Intervention Community Corrections Services - Weld	<i>NA - New Program</i>	
Longmont Community Treatment Center (CMI)	39.6%	Level 2
Independence House – Pecos	39.1%	
Pueblo Community Corrections Services, Inc.	35.4%	
Community Alternatives of El Paso (CEC)	35.4%	
San Luis Valley Community Corrections	31.5%	
Boulder Community Treatment Center (CMI)	26.0%	Level 3
Arapahoe Community Treatment Center	24.0%	
CMI-Dahlia	23.9%	
Centennial Community Treatment Center (CMI)	22.9%	
Williams Street Center (CEC)	22.8%	
CMI-Ulster	22.8%	
CMI-Columbine	22.8%	
Advantage Treatment Center – Sterling	22.2%	
Community Alternative Placement Services (CEC)	20.8%	
Minnequa Community Corrections	19.6%	
Garfield County Community Corrections	19.5%	
Independence House – Fillmore	18.5%	
CMI-Fox	17.7%	
Tooley Hall (CEC)	16.7%	
Peer I	16.7%	
Time to Change – Adams	15.2%	
Arapahoe County Residential Center	14.4%	Level 4
Intervention Community Corrections Services, Inc	12.0%	
Hilltop House	10.0%	
The Haven	8.3%	
COMCOR, Inc.	6.7%	
Larimer County Community Corrections	5.4%	
Mesa County Community Corrections	5.2%	

Figure F



Observations Regarding Fifth-Year Analysis

The performance measures used in the Community Corrections Risk Factor analyses are dynamic measures that are sensitive to change in program performance and program characteristics. The performance factors, in particular, may change with new audit scores or follow-up audit scores. Reductions in overall scores demonstrate an improvement in performance over time. Although reductions in overall risk factor scores may be impacted by factors in the other three categories, the Performance Factor category comprises nearly two-thirds of the overall risk factor score and has a strong impact on the overall rating.

Future Risk Factor Analyses

It is important to note that the current report represents a new baseline analysis of program performance. Due to this report being based on a revised analysis model, caution and discernment should be exercised when comparing this report to previous reports. It is the intention of the Division of Criminal Justice to analyze the program risk factors on an annual basis and to report the scores accordingly. Each performance measure is dynamic and can change as each program's performance changes in these areas. This means that scores can increase or decrease depending on how practices change within each program.

Recommendations

The data from the risk factor analysis should be used for planning purposes in order to improve sub-standard performance and to maintain positive performance. If programs desire to lower their risk factor score and change their overall rating, it is recommended that they focus management control efforts on the performance measures in which risk factor points were accrued. It should also be noted that in areas where no risk factor points were accrued, programs should make every effort to maintain that level of performance.

Implications to the Audit Process

Pursuant to the Colorado Revised Statutes, the Division of Criminal Justice will schedule program audits based on the outcomes of this risk factor analysis. Generally, **Level 1** and **Level 2** programs will be placed on an audit schedule such that no more than 3 years will expire between audits. **Level 3** and **Level 4** programs will be scheduled for audit so that no more than 5 years will expire between audits. It is important to note, however, that circumstances may arise that could result in DCJ conducting an audit more frequently than what is compulsory by the risk factor analysis. The Division of Criminal Justice shall maintain the flexibility to audit more frequently than the risk factor guidelines if circumstances and resources should so warrant.

Questions, concerns, or comments regarding the risk factor analysis should be directed to Glenn A. Tapia at the Colorado Department of Public Safety, Division of Criminal Justice. Glenn can be reached at 303.239.4690 or via electronic mail at glenn.tapia@cdps.state.co.us.



Program Risk Factor Analysis (Version 2)

COLORADO COMMUNITY CORRECTIONS C.R.S. 17-27-108

Program «Prog_» «PROGRAM»

Outcome Factors: Data from Client Information Form and DCJ Recidivism Study

1. Escape Factor: Esc. Rate / Avg. Pop Risk Score	2. Recidivism Factor: Rec Rate / Avg. Pop Risk Score
① Less than .35	① Less than .45
② Greater than/equal to .35 but less than .50	② Greater than or equal to .45 but less than .55
④ Greater than/equal to .50 but less than .65	④ Greater than or equal to .55 but less than .65
⑥ Greater than/equal to .65 but less than .80	⑥ Greater than or equal to .65 but less than .70
⑧ Greater than/equal to .80 but less than .90	⑧ Greater than or equal to .70 but less than .75
⑩ Greater or equal to .90	⑩ Greater than or equal to .75

Performance Factors: Ratings from Most Recent Audit or Follow Up Audit

3. Background Check (2-040) – Exhibit A Audit	12. Job Search Accountability (4-161)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
③ Needs Improvement (70% to 84%)	③ Needs Improvement (70% to 84%)
⑤ Unsatisfactory (69% or below)	④ Unsatisfactory (69% or below)
4. Staff Annual Training (2-110)	13. Random Headcounts (4-200)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
③ Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
⑤ Unsatisfactory (69% or below)	③ Unsatisfactory (69% or below)
5. Case Manager Education (2-140)	14. Recording Authorized Absences (4-210)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
③ Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
⑤ Unsatisfactory (69% or below)	③ Unsatisfactory (69% or below)
6. Monthly Staff Meetings (3-020)	15. Weekly Meetings (6-070)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
③ Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
⑤ Unsatisfactory (69% or below)	③ Unsatisfactory (69% or below)
7. Self Audits of Program Operations (3-190)	16. Chronological/Progress Notes (6-080)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
③ Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
⑤ Unsatisfactory (69% or below)	③ Unsatisfactory (69% or below)
8. Offender Advisement (4-010)	17. Assessments (6-090)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
③ Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
⑤ Unsatisfactory (69% or below)	③ Unsatisfactory (69% or below)
9. Medications (4-040)	18. Supervision Plan (6-100)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
③ Needs Improvement (70% to 84%)	③ Needs Improvement (70% to 84%)
⑤ Unsatisfactory (69% or below)	④ Unsatisfactory (69% or below)
10. UA Compliance (Avg of 4-100, 110, 120, 130)	19. Review of Offender Progress (6-110)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
③ Needs Improvement (70% to 84%)	③ Needs Improvement (70% to 84%)
⑤ Unsatisfactory (69% or below)	④ Unsatisfactory (69% or below)
11. Random Off Site Monitoring (4-160)	20. Referrals to Qualified Tx Providers (6-160)
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
③ Needs Improvement (70% to 84%)	③ Needs Improvement (70% to 84%)
⑤ Unsatisfactory (69% or below)	④ Unsatisfactory (69% or below)

Staff Stability Factors: Average Length of Employment					
21. Stability Factor A: Security		22. Stability Factor B: Case Mgt		23. Stability Factor C: Prg. Admin	
⓪	Greater than 30 mos	⓪	Greater than 48 mos	⓪	Greater than 100 mos
①	22 to 30 months	①	38 to 48 months	①	80 to 100 months
②	17 to 22 months	②	28 to 38 months	②	60 to 80 months
③	12 to 17 months	③	18 to 28 months	③	40 to 60 months
④	7 to 12 months	④	8 to 18 months	④	20 to 40 months
⑤	0 to 7 months	⑤	0 to 10 months	⑤	0 to 20 months
Mitigating Factors					
For programs that expand more than 33% of original bed capacity [2 Year Eligibility Only]					
-②	Program Expansion Deduction	-②	Program Expansion Deduction		
For New Programs [2 Year Eligibility Only]					
<input checked="" type="checkbox"/>	Waiver of Program Stability Points	<input checked="" type="checkbox"/>	Waiver of Program Stability Points	<input checked="" type="checkbox"/>	Waiver of Program Stability Points

Reporting Factors			
24. CCIB Compliance – Entry		25. CCIB Compliance - Termination	
⓪	Satisfactory/Very Satisfactory (>=85%)	⓪	Satisfactory/Very Satisfactory (>=85%)
①	Needs Improvement (70% to 84%)	①	Needs Improvement (70% to 84%)
②	Unsatisfactory (69% or below)	②	Unsatisfactory (69% or below)

Program Scores		Percentage Score Range	Performance Level	Audit Cycle
Total Score				
Waived/Deducted Points		0% - 15%	Level 4 Program	5-year
Maximum Score (100 – Waived Pts)		15% - 30%	Level 3 Program	
Final Score (Total Score/Max Score)		30% - 50%	Level 2 Program	3-year
Performance Level		50% to 100% or New Program	Level 1 Program	

ⁱ Reporting factor data were waived for the current analysis but will be included for all future analyses.