

STATE OF COLORADO



COLORADO COMMUNITY CORRECTIONS FY2010 and FY2011 Annual Report

Department of Public Safety

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Introduction

The Office of Community Corrections is a part of the Division of Criminal Justice in the Colorado Department of Public Safety. The mission of the Office of Community Corrections is to enhance public safety by working to improve the supervision and rehabilitation of offenders assigned to community corrections across Colorado.

The Office of Community Corrections works collaboratively with many agencies, including the Colorado Department of Corrections, the Colorado Division of Probation Services, the Division of Behavioral Health, community corrections boards in the various judicial districts and community corrections providers. As part of its duties, the Office of Community Corrections audits and monitors community corrections boards and programs to ensure compliance with contracts, federal grant requirements and with the *Colorado Community Corrections Standards*.

Subject matter experts in the Office of Community Corrections provide essential technical assistance related to the *Standards*, data collection and management in the *Community Corrections Information and Billing* system, the accuracy of offender earned time/sentence reduction computations and the use of the Standardized Offender Assessment instruments.

The Office of Community Corrections is also responsible for the distribution and expenditure of state and federal funds, the administration of community corrections contracts and federal grant programs, community corrections-related data collection and the preparation of reports to the Colorado General Assembly, the federal government and the public.

This report summarizes activities in community corrections programs for Fiscal Year 2010 (July 1, 2009 through June 30, 2010; denoted throughout the report as FY10) and Fiscal Year 2011 (July 1, 2010 through June 30, 2011; denoted throughout the report as FY11).

Community Corrections Programs

Colorado community corrections is a viable and fiscally sound alternative to incarceration in prison. Services are designed to promote productive reintegration of offenders back into the community. Community corrections provides:

- services for offenders convicted of less severe offenses who are diverted from prison
- services for offenders in transition between prison and parole
- services for parolees released by the Colorado Board of Parole
- short-term stabilization services for offenders on probation and parole
- specialized treatment for offenders with a history of substance use and mental illness

During FY10 and FY11, there were twenty-two local Community Corrections Boards within the twenty-two Judicial Districts statewide in Colorado. Thirty-four separate residential facilities delivered community corrections services throughout the state, seven of which are operated by units of local or state government. The remaining programs were operated by private agencies. Three of these programs serve female offenders exclusively.

Funding and Referral System

The Joint Budget Committee of the State Legislature appropriates general and cash funds to the Department of Public Safety to fund community corrections services. In addition, local communities use other state, federal and local funds to augment state general and cash funds. The Division of Criminal Justice, Office of Community Corrections allocates these state funds through each of the twenty-two community corrections boards. Subsequently, each board sub-contracts with local programs to provide community corrections services.

The Division of Criminal Justice funded the following beds during FY10 and FY11:

Bed Type	FY10	FY11
Diversion Residential	1507	1569
Diversion Non-Residential	1230	1237
Transition	1593	1650

Referrals for community corrections services are derived from the State Judicial Branch or the Department of Corrections (DOC). Referrals for direct sentence (Diversion) offenders are made from the criminal court system to local community corrections boards. Referrals for Transition, Parole and Intensive Supervision Program (ISP) offenders are made by the Division of Adult Parole/Community Corrections/YOS of the Department of Corrections.

Local community corrections boards vary by size, membership, philosophy and degree of program control. Board members are typically appointed by locally elected officials; they have the authority to screen and accept or reject any offenders referred to programs in their communities. Boards may institute guidelines in the operation of the programs, enforce the guidelines and monitor program compliance with state and local standards. Many boards provide an array of critical services designed to assist the program to better serve the needs of the offenders. Offenders who are not approved for placement in the local program by the community corrections board return to the sentencing judge for an alternative placement. Transition, Parole and ISP offenders who are not approved for placement in a local program remain under the supervision of the DOC.

New Programming in Community Corrections

While there were no new community corrections programs started in FY10 or FY11, numerous existing programs developed additional programming to meet the needs of their clientele. The following is a description of some of the new programming being offered in community corrections statewide.

Arapahoe County Residential Center, in collaboration with the Colorado Department of Corrections and Arapahoe Douglas Mental Health Network created the *Achieving Recovery, Changing Habits to Empower and Succeed (ARCHES)* program to provide a coordinated, integrated system of care and the appropriate mental health and substance use services that facilitate successful integration of inmates with mental illness into community placement at ACRC. The high intensity and multi-disciplinary approach provides residential/transitional housing (including a halfway house for inmates), mental health and substance use treatment, correctional supervision and wrap around case management services to access community resources for more independent levels of care. Cognitive behavioral and psycho-educational programs provide classes in developing life skills, assisting with housing/employment/benefits programs, substance use treatment, mental health treatment, and other specialized services for the offender population. The ARCHES program places emphasis on *integrated* treatment of co-occurring disorders (mental health and substance use), in the same setting, utilizing cross-trained staff in a

multi-disciplinary modality. Residents are responsible for and accountable to a structured, scheduled day and staff is consistently monitoring participation and compliance.

The Independence House Fillmore Dual Diagnosis Program began accepting Diversion clients in February of 2010. This is the first time that Denver county has offered Diversion clients onsite residential treatment which has afforded clientele who are currently on probation or incarcerated at the Denver City or County Jail an opportunity to undergo intensive mental health and substance use therapy for a minimum of nine months in a supportive community. Programming includes psychiatric evaluation and care and a minimum of five hours of drug and alcohol group therapy per week. The program uses approved curricula including Strategies for Self Improvement and Change, Relapse Prevention, The Stages of Change, and Co-Occurring Psychiatric and Substance Abuse Disorders. These classes are offered to address substance use and skill building in reference to co-occurring disorders and criminogenic needs. Clients are also offered Symptoms Management and Medication Management classes to help them further understand their mental illness and any needed medication. The Diversion clientele are afforded with the opportunity to learn ways to change their thoughts and behaviors through both positive and corrective feedback from their peers in order to live a pro-social life in the community.

In January of 2010, ComCor, Inc. began offering the ComCor Transportation Assistance Program (CTAP). This FTA grant funded program provides transportation assistance for low income clients going to and from work or work related activities. This service is provided for clients at no cost. ComCor initially purchased two shuttles to provide transportation for clients during peak travel hours, Monday through Friday from 4:30am to 10pm. Since that time, the demand for this transportation service has continued to grow. To meet the demand, ComCor plans to add a third shuttle and to expand operating hours beginning in 2012. The CTAP shuttles have become a valuable part of ComCor's existing Vocational Services Department.

On March 10th, 2011 The Haven opened The Baby Haven's Child Care Center in Denver, Colorado which provides quality therapeutic and educational services to infants of mothers in residence at the Haven and in their aftercare program. The center is a licensed facility that can accommodate up to 48 children, ages 2 weeks to 5 years old. Specially designed to meet the needs of drug exposed infants, the Baby Haven provides programs to enhance the children's social, emotional, and developmental growth. The center provides a range of services that exceeds benchmarked standards that nurture and stimulate the children they serve. The center employs teachers who meet or exceed early care and education standards. The Baby Haven boasts a low child to teacher ratio to ensure that children are receiving high quality care and interaction. In addition to classroom curriculum and activities the center offers services such as trained psychologists who specialize in infant mental health, a Doula program, an on-site physical therapist, first-aid courses, nutritional instruction, and family partnership events and activities.

Several programs including the Williams Street Center and Phoenix Center have incorporated into the services they provide a 12 week program for male offenders with children called *Inside Out Dads* into the services they provide. This curriculum addresses relationships, child development, parenting, discipline and the role of the father as well as issues surrounding masculinity, spirituality, anger, and stress.

Community Corrections in Colorado

Figure 1 is a summary of the community corrections programs and the number of diversion, non-residential and transition offender beds that were funded through the DCJ in FY10 and FY11. Figure 2 represents the organizational structure of community corrections funding in Colorado.

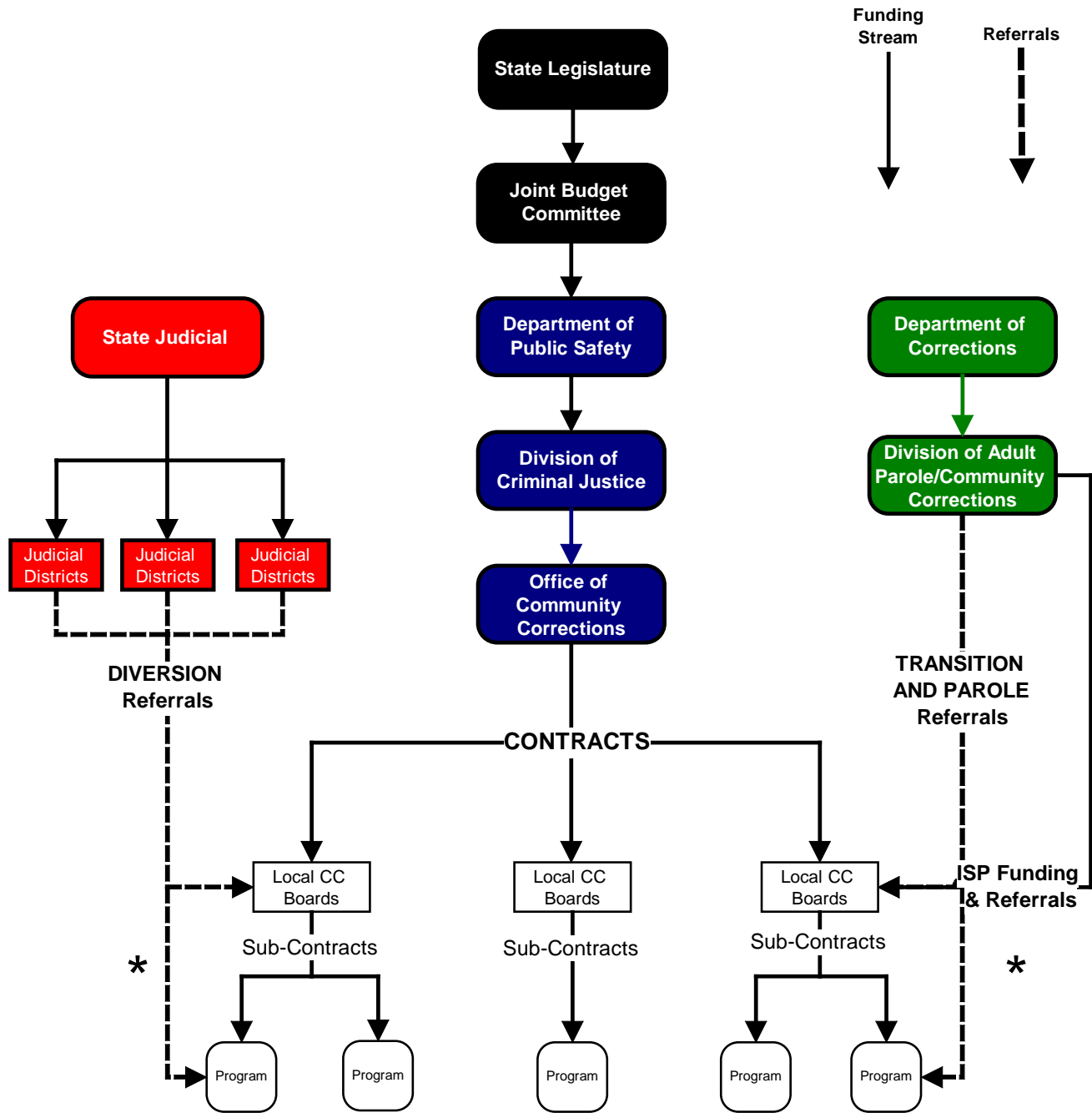
Figure 1
FY10 and FY11 Programs, Funded Beds, and Average Daily Population (ADP)¹

FY10 Bed Allocation			ADP FY10	JD	Program	Location	ADP FY11	FY11 Bed Allocation		
Diversion	Non Res	Transition						Diversion	Non Res	Transition
116	117	75	298.16	1	Intervention Community Corrections Services	Lakewood	284.74	116	134	75
218	229	455	39.7	2	CMI – Columbine	Denver	48.23	253	229	460
			78.67		CMI – Fox		78.74			
			76.59		CMI- Ulster		79.52			
			64.5		CMI-Dahlia		70.14			
			39.61		Independence House Fillmore		39.52			
			74.17		Independence House Pecos		75.24			
			256.4		Peer I		242.7			
			75.47		Peer I- The Haven		74.8			
			56.05		Phase I		57.43			
			94.91		Tooley Hall		91.81			
			90.42		Williams Street Center		95.36			
8	2			3	No Program			8	2	
175	162	195	356.67	4	COMCOR, Inc	Colorado Springs	339.57	168	171	217
			190.82		Community Alternatives of El Paso County, Inc.		183.42			
			4		Gateway: Through the Rockies		4.9			
26	10			5	No Program			26	10	
28	18	23	49.42	6	Southwest Colorado Community Corrections Center (Hilltop House)	Durango	47.72	28	18	23
33	19			7	No Program			33	19	20
110	100	112	324.58	8	Larimer County Community Corrections	Ft. Collins	333.45	117	100	112
28	11	31	54.86	9	Garfield County Community Corrections	Glenwood Springs	48	28	11	33
76	45	68	31.78	10	Crossroads Turning Point	Pueblo	68.33	92	65	58
			115.32		Minnequa Community Corrections		109.91			
			103.11		Pueblo Community Corrections Services, Inc.		104.91			
7	4			11	No Program			9	4	
17	6	39	165.02	12	San Luis Valley Community Corrections	Alamosa	182.51	25	6	59
27	15	27	64.36	13	Advantage Treatment Center - Sterling	Sterling	63.11	30	18	24
13	10	27	48.59	14	Correctional Alternative Placement Services	Craig	49.01	20	13	17
12	7			15	No Program			12	7	
19	12			16	No Program			15	8	
192	138	158	169.23	17	Phoenix Center	Henderson	167.4	192	138	191
			136.23		Time to Change		130.95			
			118.31		Time to Change - Commerce City		133.5			
188	184	235	184.33	18	Arapahoe Community Treatment Center	Englewood	175.76	158	100	198
			122.26		Centennial Corrections Transitions Center		126.2			
			156.51		Arapahoe County Residential Center		135.66			
83	67	49	188.97	19	ICCS-Weld	Greeley	203.95	83	67	64
42	35	39	61.54	20	Boulder Community Treatment Center (CMI)	Boulder	55.34	46	35	39
			53.67		Longmont Community Treatment Center (CMI)		47.66			
85	38	60	242.45	21	Mesa County Community Corrections	Grand Junction	266.81	105	81	60
4	1			22	No Program			5	1	
1507	1230	1593	4275.85		TOTALS		4299.6	1569	1237	1650

¹ ISP/Condition of Parole beds are included in Transition beds. Condition of Probation beds are included in Diversion beds. Judicial Districts with bed allocations but no programs pay for their offenders to be housed in a different judicial district.

Figure 2

COLORADO COMMUNITY CORRECTIONS Funding and Referral System



* Some referrals are made directly to programs where boards have developed automatic acceptance criteria

Statistical Overview

Statistics derived for this annual report represent a summary of all community corrections offenders who were discharged from residential, non-residential, intensive residential treatment (IRT), Residential Dual Diagnosis Treatment (RDDT), and Short Term Residential programs during the 2009-2010 and 2010-2011 fiscal years (July 1, 2009 - June 30, 2010 and July 1, 2010-June 30, 2011 respectively). Data from fiscal year 2009 (July 1, 2008 – June 30, 2009) is reported for some measures when available. For the purposes of this report, fiscal years will be reported as FY09, FY10 and FY11.

On July 1, 2008, the Division of Criminal Justice/Office of Community Corrections (DCJ/OCC) implemented an internet-based data collection and management system for all programs statewide. Due to the transition, the DCJ/OCC determined that an annual report would be published once the system was tested and used exclusively. For this reason the current report is the first since the inception of the new data collection and management system.

The Community Corrections Information and Billing (CCIB) system is used to determine the payments that need to be made to Boards and programs, as well as to track a vast array of information related to offenders in the Colorado community corrections system.

CCIB collects data relevant to each offender's current crime and criminal history as well as service data relevant to each offender's current community corrections stay. This data includes fiscal information (e.g., earnings, taxes, restitution and child support paid), standardized assessment outcomes, treatment services provided, and termination reasons. The database contains real-time data as programs are required to enter offender demographic information within 5 working days of an offender's entry into the program, and the remaining service related data within 5 working days of an offender's termination from the program.

Some issues arise when analyzing discharge information of this nature. Because the report focuses on people who are discharged, data may over-represent offenders who are discharged after short lengths of stay and under-represent offenders who stay for long periods of time. Furthermore, the data may not represent the characteristics of the current population, since information is only collected after an offender is discharged from a program. DCJ/OCC staff periodically review the data contained in CCIB for accuracy and ask programs to make corrections where necessary. Data exported for this report has been reviewed and corrected by DCJ/OCC staff when appropriate.

Note that in several of the tables where ranges are specified, the measure of the "median" (the center number in the range) is used to describe the data. This measure is used to represent the average because it is not as sensitive to extreme ranges in the mean. The "mean" is the average value in a set of numbers.

Section I

Residential Community Corrections

The purpose of the residential phase of community corrections is to provide offenders with the knowledge and skills necessary to be emotionally, cognitively, behaviorally and financially prepared for their reintegration into the community. Residential programs strive to accomplish this rehabilitative task by a variety of means.

Through assessment-driven individual treatment plans, programs attempt to match offender risks and needs with the most appropriate treatment modality. Offenders are assisted in obtaining regular employment and encouraged to participate in educational and vocational services. Programs monitor the payment of restitution, court fines, court-ordered child support and useful community service requirements. Program staff carefully monitor offenders in the community to enhance offender accountability and to address public safety concerns.

Offender Types

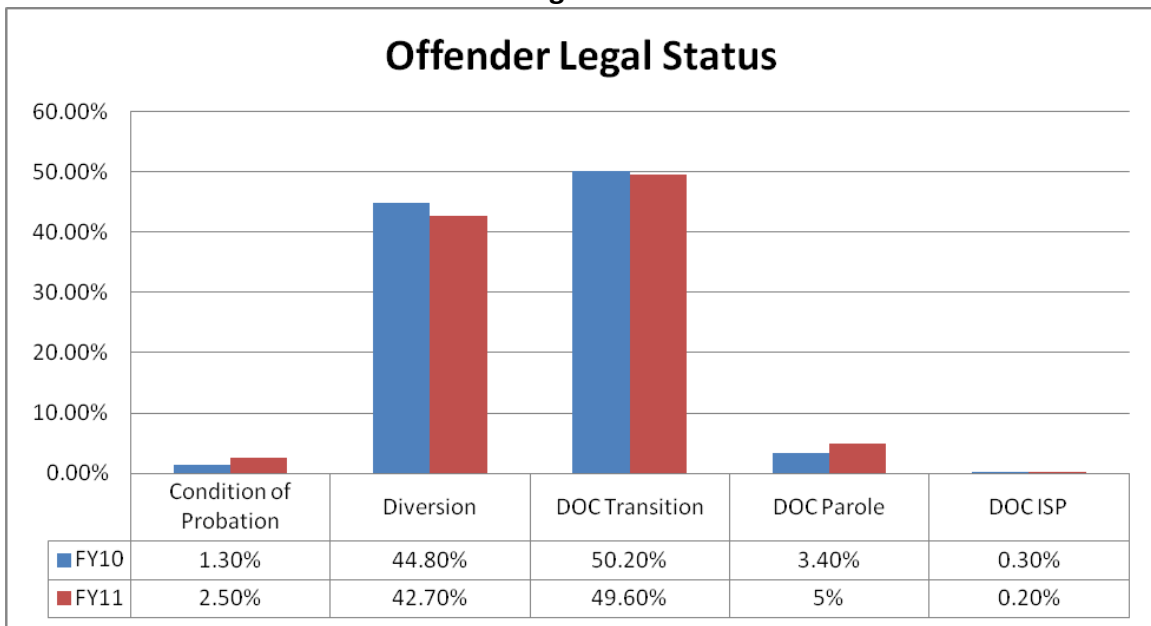
Community Corrections serves adult offenders who have been convicted of felony offenses. There are two major groups of community corrections offenders: *Diversion* and *Transition*. Diversion offenders are sentenced directly to community corrections by the courts, as a diversion from a prison sentence. In rare instances, some diversion offenders have been sentenced as a condition of a probation placement for up to 90 days.

Transition offenders are returning to the community after serving a Department of Corrections prison sentence. These offenders include Parolees and offenders in the Intensive Supervision Program (ISP). Transition offenders are referred to community corrections boards and programs from the Department of Corrections. Condition of Parole offenders are referred from the parole board as a condition of the offender's period of parole. ISP offenders are referred to community corrections as a condition of their ISP placement. For the purposes of this report, all DOC offenders are referred to as "Transition" offenders.

In FY10, residential community corrections programs discharged **5,776** offenders whereas in FY11 **5,681** offenders were discharged. Offenders may have been transferred from one residential facility to another, or discharged more than once from a residential facility. For this reason, an offender may be counted more than once in this data.

In FY10, forty-six percent (**46%**) of all residential community corrections offenders were Diversion clients and fifty-four percent (**54%**) were Transition clients. In FY11 there was a slight decrease in the percentage of diversion clients in residential community corrections to forty-five (**45%**) percent with a slight increase to fifty-five (**55%**) percent of the population being transition clients. Further breakdown of the legal status of community corrections offenders for FY10 and FY11 is provided in Figure 3.

Figure 3



Demographics

The profile of the “typical” residential community corrections offender in Colorado has been consistent for many years: male, Caucasian, single, with a high school diploma or GED. In both FY10 and FY11 the typical offender was serving a sentence for a class 4 felony, had no more than two prior convictions, and successfully completed residential community corrections. Figure 4 presents demographic data on gender, age, ethnicity, marital status, education at entry to the program, current felony class, and number of prior convictions. Generally, trends in termination data are stagnant between the two years with the exception of a slight decrease in the number of females, an increase of younger offenders and those with higher class felony offenses.

Figure 4

OFFENDER DEMOGRAPHICS FY10 AND FY11			
		FY10	FY11
Gender			
	Male	78.8%	82.6%
	Female	21.2%	17.4%
Age			
	18-20	0.1%	0.7%
	21-25	12.2%	15.7%
	26-30	21.8%	21.9%
	31-35	18.0%	17.1%
	36-40	13.6%	14.2%
	41+	34.2%	30.4%
Ethnicity			
	Caucasian	54.6%	53.7%
	African American	16.6%	16.5%
	Hispanic	26.1%	27.1%
	Asian American/Pacific Islander	0.6%	0.8%
	Native American/Alaskan Native	1.7%	1.4%
	Other/Unknown	0.4%	0.5%
Marital Status			
	Single	52.4%	54.8%
	Married/Common Law	24.5%	22.9%
	Separated/Divorced/Widowed	22.4%	21.3%
	Unknown	0.7%	1.1%
Education Level at Entry			
	8 th Grade or Less	3.6%	2.5%
	9th through 11th Grade	20.8%	20.5%
	12th Grade or GED	60.8%	63.0%
	Vocational/Some College	11.1%	10.8%
	College or Above	2.1%	1.8%
	Unknown	1.5%	1.3%
Current Crime Felony Class			
	F1 - F3	16.5%	18.2%
	F4-F6	83.5%	81.8%
Prior Adult Felony Conviction			
	Zero	18.7%	19.3%
	One to Two	39.2%	39.3%
	Three or More	42.1%	41.4%

Criminal History

Most community corrections offenders in FY10 and FY11 were serving sentences for non-violent, mid-level felony offenses. The most common types of offenses committed by both Diversion and Transition offenders were drug-related offenses, theft and burglary. This has been a consistent trend over the past several years. Figure 5 depicts the most frequent convictions for which Diversion and Transition offenders were serving sentences.

Figure 5

Current Felony Offenses Amongst Community Corrections Offenders				
Offense Type	FY10		FY11	
	N	Percent	N	Percent
Controlled Substance	1887	32.7	1679	29.6
Theft	831	14.4	766	13.5
Burglary/Criminal Trespass	682	11.8	752	13.2
Assault/menacing	470	8.1	485	8.5
Motor Vehicle Theft	292	5.1	249	4.4
Forgery	275	4.8	225	4.0
Escape	229	4.0	273	4.8
Driving Related	226	3.9	229	4.0
Robbery	166	2.9	220	3.9
Other	123	2.1	127	2.2
Identity Theft	122	2.1	160	2.8
Sex assault	95	1.6	112	2.0
Criminal Mischief	88	1.5	69	1.2
Crimes Against Children	70	1.2	74	1.3
Weapons	47	.8	52	.9
Homicide	44	.8	70	1.2
Fraud	42	.7	46	.8
Organized Crime	27	.5	28	.5
Kidnapping	22	.4	27	.5
Intimidation	19	.3	19	.3
Arson	10	.2	10	.2
Habitual Criminal	9	.2	9	.2

In the CCIB system, programs can only report one current crime for each offender, though often offenders are serving concurrent sentences on multiple crimes. In these instances, programs are asked to report the highest class felony in CCIB. If there are two crimes of the same felony class, programs are asked to report the crime against a person (if applicable). According to the data, eighty-eight percent (**88%**) of Diversion offenders and seventy-seven percent (**77%**) of Transition offenders were serving sentences for either a class 4, 5 or 6 felony. Figures 6 and 7 depict the current felony class of both Diversion and Transition offenders.

Figure 6

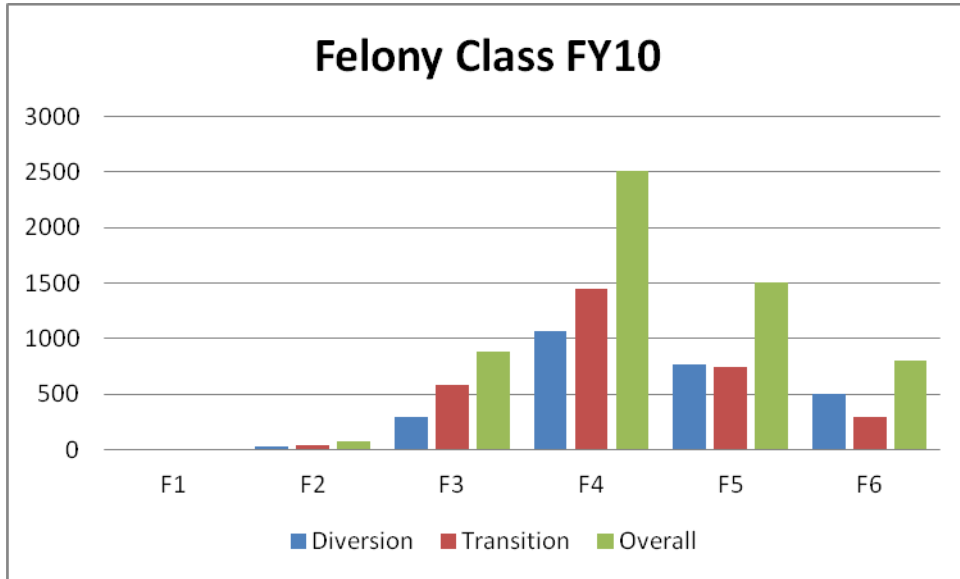
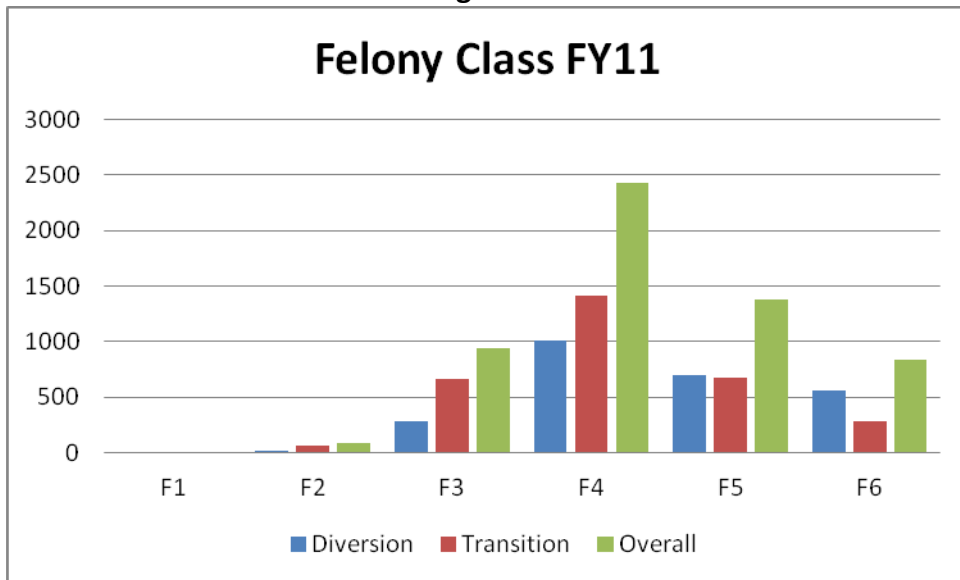


Figure 7



Over the last three fiscal years, FY09-FY11, prior felony offense data has remained constant within the community corrections population with the average age of first arrest for all offenders in FY10 being twenty-one years old and twenty-two years old in FY11. The data demonstrates that the vast majority of community corrections offenders committed non-violent crimes and do not have extensive criminal histories. This is demonstrated in figure 8 below.

Figure 8

Prior Felony Offenses			
	FY09	FY10	FY11
No Prior Felony Convictions	19%	19%	19%
Less Than Three Felony Convictions	59%	58%	59%
No Prior Violent Felony Convictions	83%	82%	80%

In addition, the data indicates that the number of prior felony offenses between diversion and transition have also remained constant over the last three fiscal years with 23% of diversion offenders and 15-16% of transition offenders having no prior felony convictions. This is demonstrated in figure 9.

Figure 9

Prior Felony Offenses Diversion/Transition			
	FY09	FY10	FY11
No Prior Felony Convictions Diversion	23%	23%	23%
No Prior Felony Convictions Transition	16%	15%	16%

Criminal History Scores

A Criminal History Score (Mande, 1986) is a composite score that reflects the seriousness of an offender’s criminal past. Functionally, it is a value derived from a weighted combination of the six variables defined below. The number of occurrences for each item is multiplied (*) by the weight (in parentheses), totaled and then collapsed into scores of zero through four.

- Number of juvenile adjudications*(.5)
- Number of juvenile commitments*(1)
- Number of prior adult felony convictions*(1)
- Number of prior adult violent arrests*(1.5)
- Number of adult probation revocations*(.75)
- Number of adult parole revocations*(2)

The Criminal History Score was found to be statistically related to both program failure and program infractions in a research project conducted by English and Mande.² In the files studied, it was found that the higher the score, the more frequently program infractions occurred.

Figure 10 compares Criminal History Scores of FY10 and FY11 with seven previous fiscal years. The Criminal History Score range is 1-4.

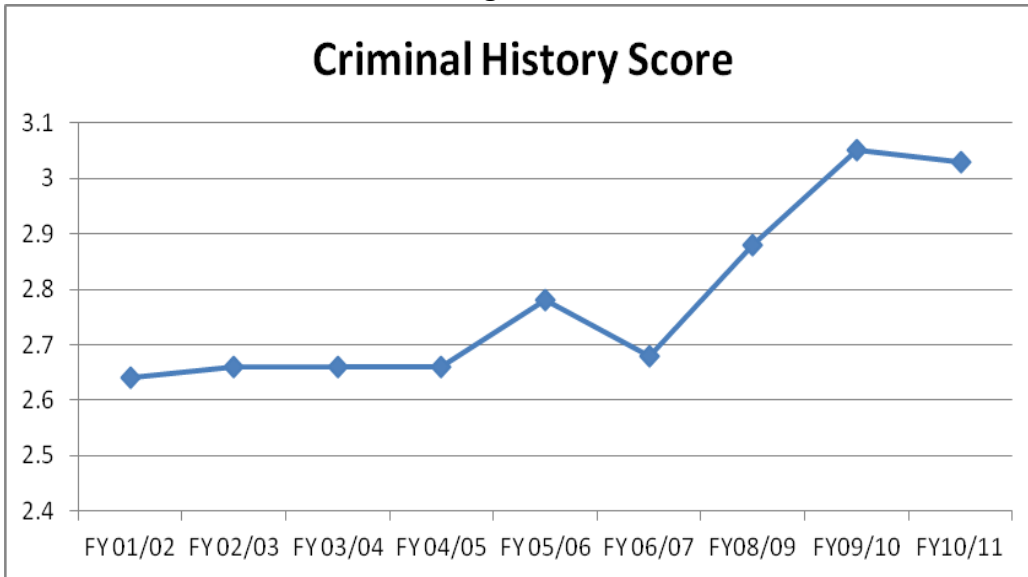
² K. English, M. Mande, “Community Corrections in Colorado: *Why Do Some Succeed and Others Fail?*” Colorado Department of Public Safety, Division of Criminal Justice, 1991.

Figure 10

Criminal History Scores for Residential Offenders						
Fiscal Year	Diversion		Transition		Overall	
	Mean	Median	Mean	Median	Mean	Median
FY 01/02	2.48	3	2.81	4	2.64	3
FY 02/03	2.47	3	2.86	4	2.66	3
FY 03/04	2.4	3	2.94	4	2.66	3
FY 04/05	2.44	3	2.91	4	2.66	3
FY 05/06	2.55	3	3.01	4	2.78	3
FY 06/07	2.46	3	2.92	4	2.68	3
FY08/09	2.68	3	3.08	4	2.88	4
FY09/10	2.81	3	3.26	4	3.05	4
FY10/11	2.76	3	3.26	4	3.03	4

In general, the average criminal history score for community corrections offenders has been increasing over the last ten years. This trend can be seen in figure 11.

Figure 11



Standardized Offender Assessments and Treatment

In 1991 the Colorado General Assembly established substance use as a major issue in the criminal justice system, a significant factor in the commission of crime, and an impediment to rehabilitation. As a result a standardized assessment procedure was developed to assess an individual's level of risk for recidivism and relapse, identify their criminogenic needs associated with their criminality and substance use, and to match individuals with the appropriate level of substance use treatment based on the recommendations of the assessment. As of July 1, 1992 all adult felony offenders, and more recently misdemeanor offenders, have been required to undergo the standardized offender assessment procedure.

In community corrections, all offenders are screened and assessed upon intake with the Standardized Offender Assessment Revised (SOA-R) process. The purpose of the SOA-R process is to measure an offender's level of recidivism risk and criminogenic needs. The assessment process also detects and subsequently measures the severity of substance use and provides a treatment recommendation based on an offender's level of risk and severity of substance use. Four (4) separate instruments comprise the SOA-R battery, three (3) of which are described below.

The **Simple Screening Instrument (SSI-R)**, a self-report questionnaire, is used to screen for alcohol and other drug involvement within the last 6 months.

The **Level of Supervision Inventory (LSI)** is a 54-item assessment instrument that is administered by a trained professional using a semi-structured interview. The LSI provides a measure of risk for recidivism and profiles an offender's areas of need that contribute to his/her level of risk. Offenders score higher on the LSI as their risk of recidivism increases. The LSI is administered at intake and again at 6-month intervals to measure the degree of change in recidivism risk.

The **Adult Substance Use Survey- Revised (ASUS-R)** is a self-report questionnaire that assesses substance use across several dimensions. The ASUS-R contains multiple scales, two of which are reported herein. The Disruption Scale measures the degree to which alcohol and drug use has resulted in disruptive consequences and/or problems for the offender. The Defensive scale measures the degree to which an offender is willing to disclose sensitive information on the ASUS-R. Figure 12 outlines the SOA-R scales.

Figure 12

Instrument	Possible Score Range	Measure
SSI-R	0-15	Drug/Alcohol Involvement in Last 6 Months
LSI	0-54	Risk of Recidivism/Criminogenic Needs
ASUS- R Disruption	0-80	Disruptive Consequences of Alcohol/Drug Use
ASUS- R Defensive	0-21	Defensiveness/Guardedness with ASUS

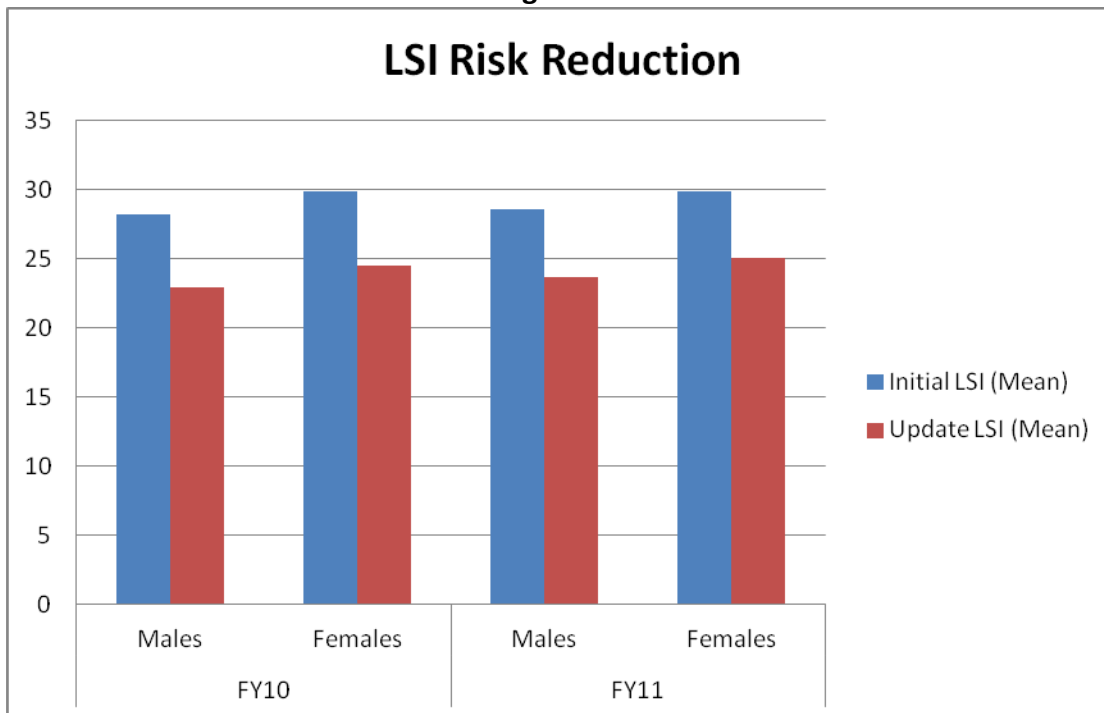
Figure 13 provides the mean SOA-R scores for male and female community corrections offenders in FY10 and FY11. In comparison to male offenders, female offenders in community corrections generally had higher LSI Scores, higher SSI-R scores, and higher ASUS-R Disruption scores. This data indicates that male offenders are slightly more guarded than females in the disclosure of alcohol/drug use information on the ASUS-R, as evidenced by the ASUS-R Defensive scale.

Figure 13

		Initial LSI (Mean)	Update LSI (Mean)	SSI-R Score (Mean)	ASUS-R Disruption (Mean)	ASUS-R Defensive (Mean)
FY10	Males	28.22	22.9	7.18	18.55	13.52
	Females	29.9	24.46	8.57	23.37	11.68
FY11	Males	28.6	23.71	6.96	18.91	14.25
	Females	29.87	25.1	9.13	24.38	13.76

Both male and female offenders had lower LSI scores in their most recent LSI update while under community corrections supervision, which indicates a reduction in the risk of recidivism prior to or upon termination. This data is presented in figure 14.

Figure 14



Assessment data regarding diversion and transition offenders indicate that diversion clients have slightly higher LSI scores both initially and when updated, higher SSI-R scores, and higher alcohol/drug disruption scores. Transition clients scored higher overall on the defensive scale scores. Both diversion and transition clients experienced significant decreases in their LSI scores between intake and their most recent LSI update under community corrections supervision. Overall the data indicates a slight increase in LSI scores statewide from FY10 to FY11. Diversion clients experienced an 18.3% reduction in mean LSI scores from entry through termination in FY10 and a 16.4% reduction in FY11. Transition clients experienced an 18.9% reduction in mean LSI scores from entry through termination in FY10 and a 17.3% reduction in FY11. Overall the data indicates an overall reduction

in recidivism risk after six months of residential supervision. Although SSI-R scores experienced a slight decrease in FY11, ASUS Disruption and Defensiveness scores increased from FY10 to FY11.

Figure 15

		Initial LSI (Mean)	Update LSI (Mean)	%Change In LSI Scores	SSI-R Score (Mean)	ASUS-R Disruption (Mean)	ASUS-R Defensive (Mean)
FY10	Diversion	28.74	23.49	-18.3%	8.63	20.87	13.09
	Transition	28.43	23.03	-18.9%	6.48	18.46	13.16
Total		28.57	23.26	-18.6%	7.47	19.57	13.13
		Initial LSI (Mean)	Update LSI (Mean)	%Change In LSI Scores	SSI-R Score (Mean)	ASUS-R Disruption (Mean)	ASUS-R Defensive (Mean)
FY11	Diversion	29.05	24.28	-16.4%	7.83	20.43	13.08
	Transition	28.63	23.68	-17.3%	6.93	19.39	15.06
Total		28.82	23.96	-16.9%	7.34	19.86	14.17

Substance Use Treatment

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

Figure 16 reports the percentage of offenders in community corrections who are assessed at each level of substance use treatment. Generally, a higher proportion of offenders are assessed at level 3 (weekly outpatient), and level 4a (enhanced outpatient), for substance use treatment.

Figure 17 indicates the percentage of male and female offenders in community corrections who are assessed at each level of substance use treatment for both fiscal years. Generally, a higher proportion of female offenders are assessed as needing more intensive levels of substance use treatment. This is consistent with data from figure 13 showing higher risk levels, higher substance use disruption and higher criminogenic need among female community corrections offenders.

Figure 16

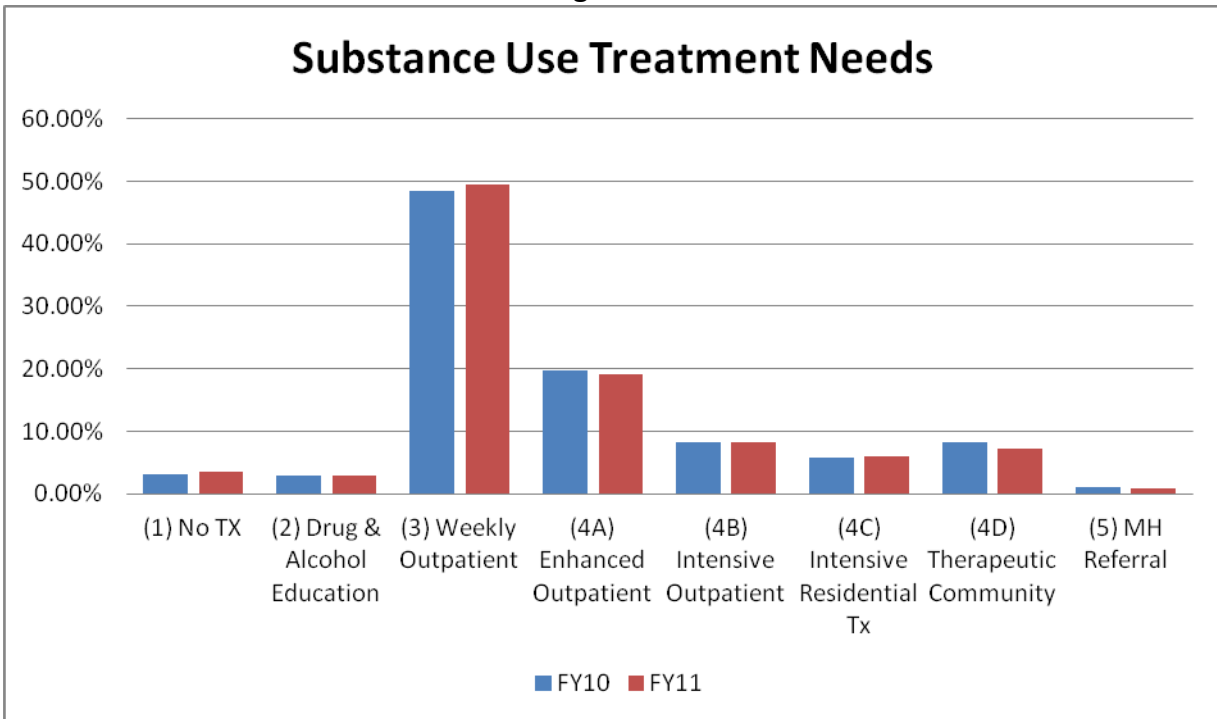


Figure 17

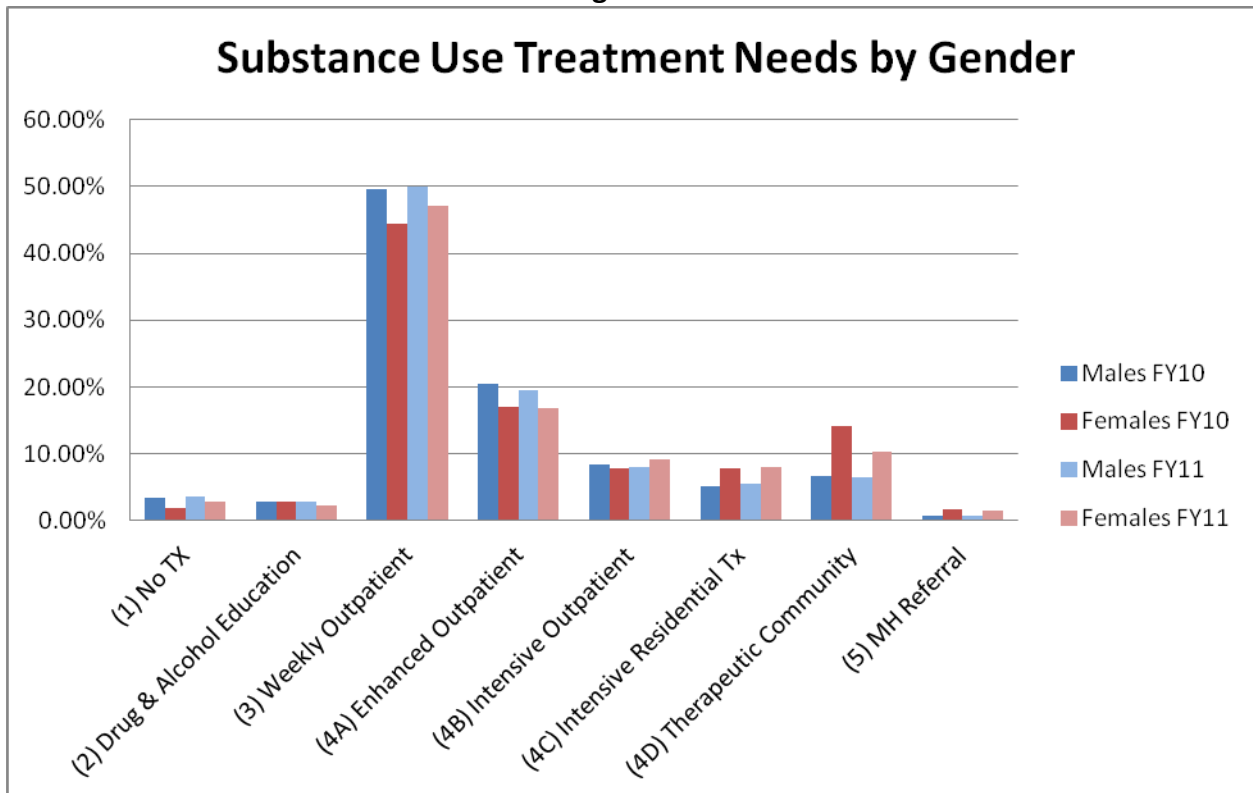
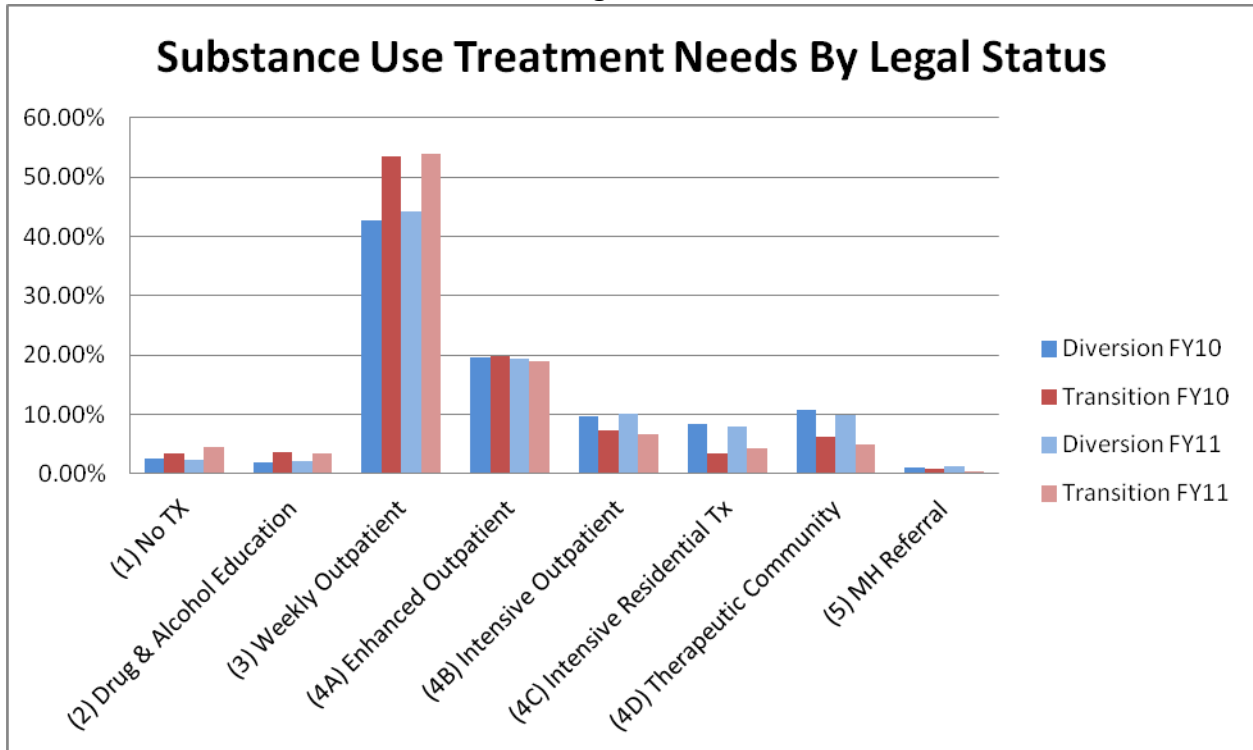


Figure 18 demonstrates the percentage of diversion and transition offenders in community corrections who are assessed at each level of substance use treatment for both fiscal years. Generally, a higher proportion of diversion offenders are assessed as needing more intensive levels of substance use treatment. This is consistent with data showing higher risk levels and higher substance use disruption scores among diversion community corrections offenders. Data regarding substance use treatment needs are very likely to **under-represent** true treatment needs due to gaps in treatment availability and funding in FY10 and FY11.

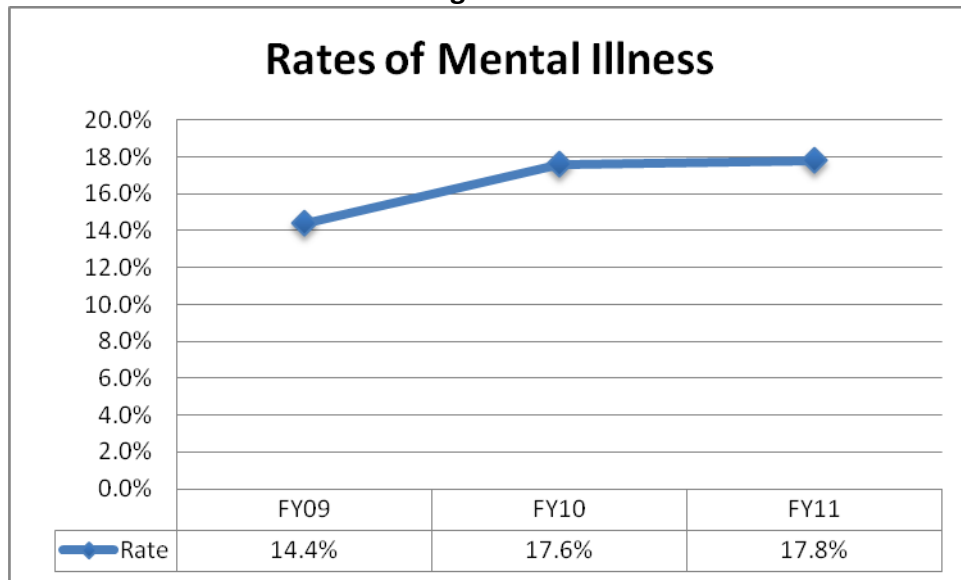
Figure 18



Mental Illness

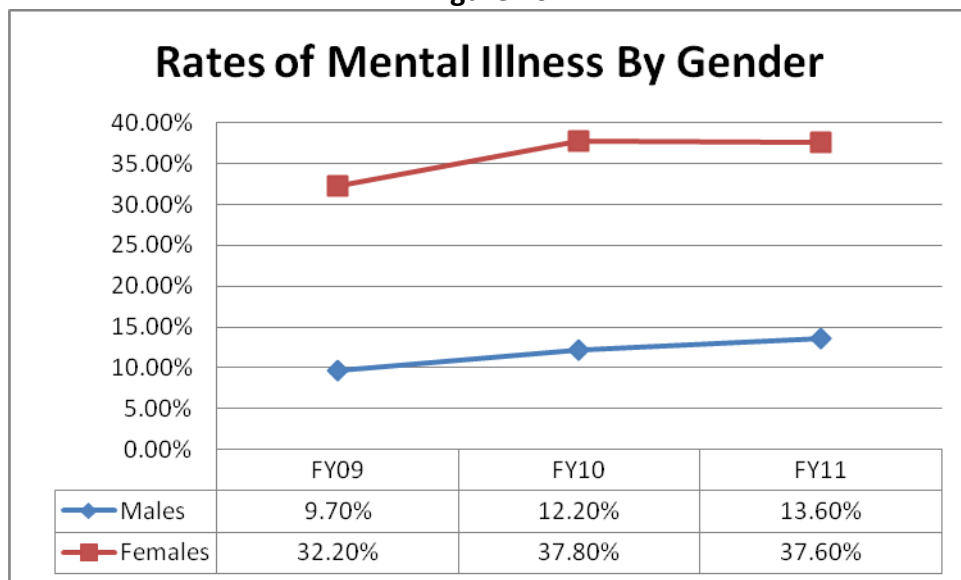
Rates of mental illness within community corrections programs in Colorado have been increasing for the last three fiscal years. Figure 19 demonstrates this trend from FY09 through FY11.

Figure 19



Generally, female community corrections offenders have higher rates of a known or documented clinical diagnosis of mental illness. Figure 20 demonstrates the marked difference between rates of mental illness for males versus female offenders in community corrections.

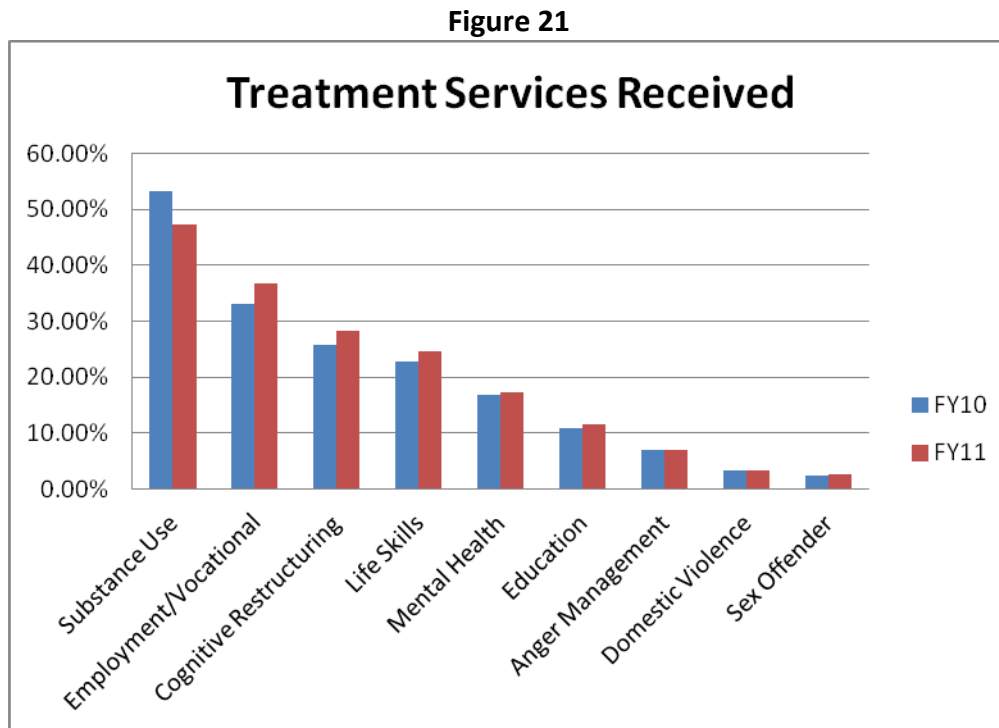
Figure 20



Community Corrections Services

Offenders in community corrections are required to participate in a variety of treatment oriented services. These services include case management, life skills training, drug and alcohol education, money management assistance, and educational and vocational guidance. In many cases, offenders access services in the community beyond those provided by the program. The Specialized Offender Services Fund, administered by DCJ, can help offenders who qualify for special assistance if they are in financial need and meet the defined criteria.

Figure 21 represents the percentage of offenders under community corrections supervision who received each type of treatment service. Several treatment service areas experienced an increase in FY11 with the exception of substance use, domestic violence, and anger management treatment services.



Generally, females receive a higher proportion of services while in community corrections with the exception of sex offender, domestic violence, and anger management treatment. These trends can be seen in figure 22. This is consistent with assessment data from Figures 13, 14, and 20 that show higher risk, higher needs, and higher rates of mental illness for female offenders in community corrections.

Figure 22

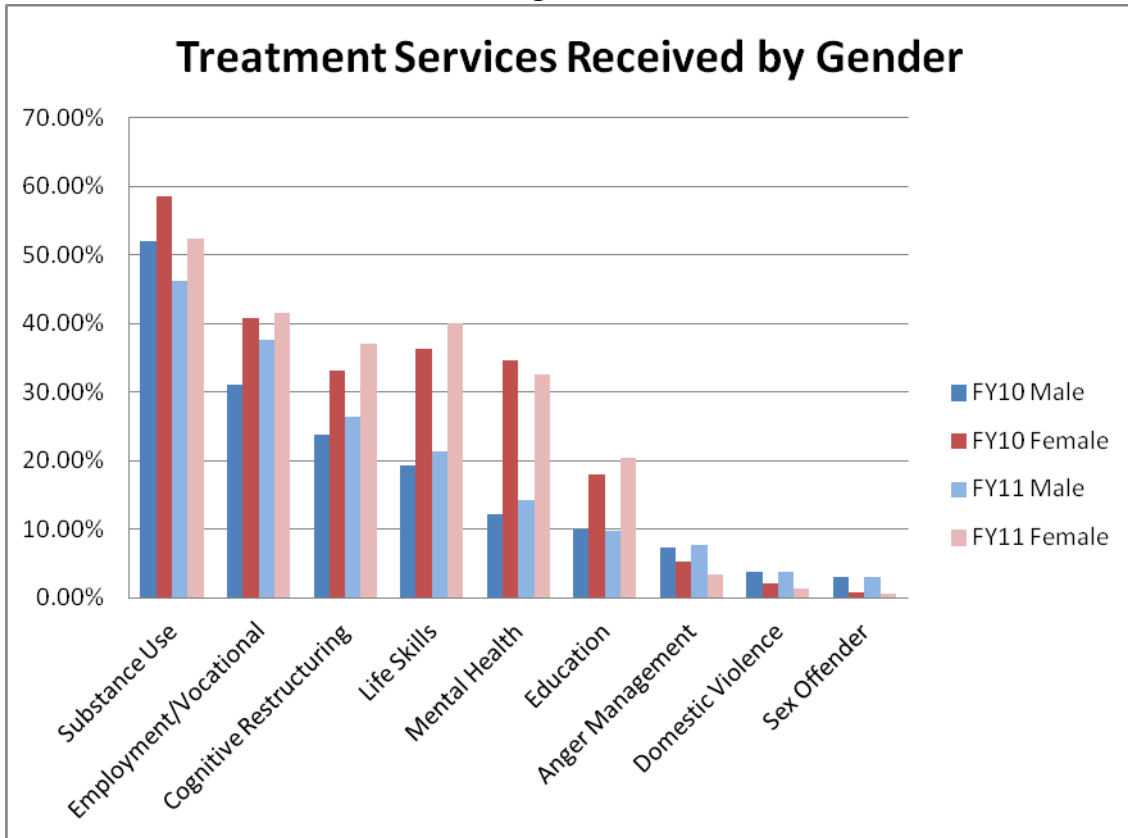
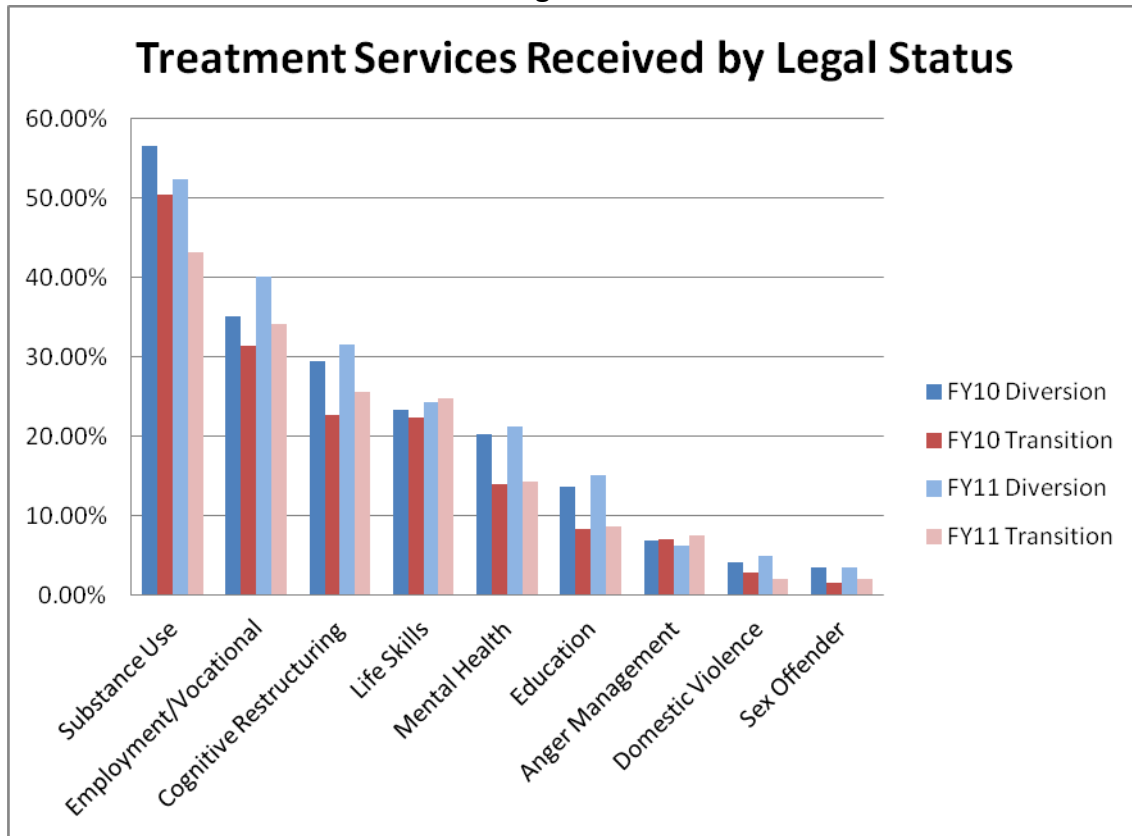


Figure 23 shows the treatment services received by both the Diversion and Transition offender populations in community corrections in FY10 and FY11. Generally, Diversion clients access more services than their Transition counterparts.

Figure 23



Of those individuals who received treatment services while under residential community corrections supervision, the average number of sessions received varied considerably. Figure 24 illustrates the average number of treatment sessions received by offenders who received treatment services.

Figure 24

	Average Number of Sessions for FY10	Average Number of Sessions for FY11
Sex Offender	26.3	32.4
Substance Use	30.1	31.2
Education	17.2	22.3
Cognitive Restructuring	19.7	18.6
Domestic Violence	18.1	17.4
Mental Health	11.4	10.4
Anger Management	11.9	10.2
Life Skills	10.0	8.8
Employment/Vocational	9.8	8.4

Educational Attainment

Offenders in community corrections were able to make notable improvements in their education levels while under community corrections supervision. Figure 25 illustrates the number of residential community corrections clients who were able to obtain their GED between the time that they entered the program and the time that they left for both FY10 and FY11. Overall, in FY10 there were 158 offenders who obtained their GED, 70 who attended vocational school or some college, and 7 offenders who obtained a college degree or higher level of education while in a community corrections program. Overall, in FY11 there were 134 offenders who obtained their GED, 68 who attended vocational school or some college, and 5 offenders who obtained a college degree or higher level of education. Figure 26 illustrates the same growth for individuals who were able to get vocational training or some college and Figure 27 shows the number of individuals who obtained their college degree while under community corrections supervision.

Figure 25

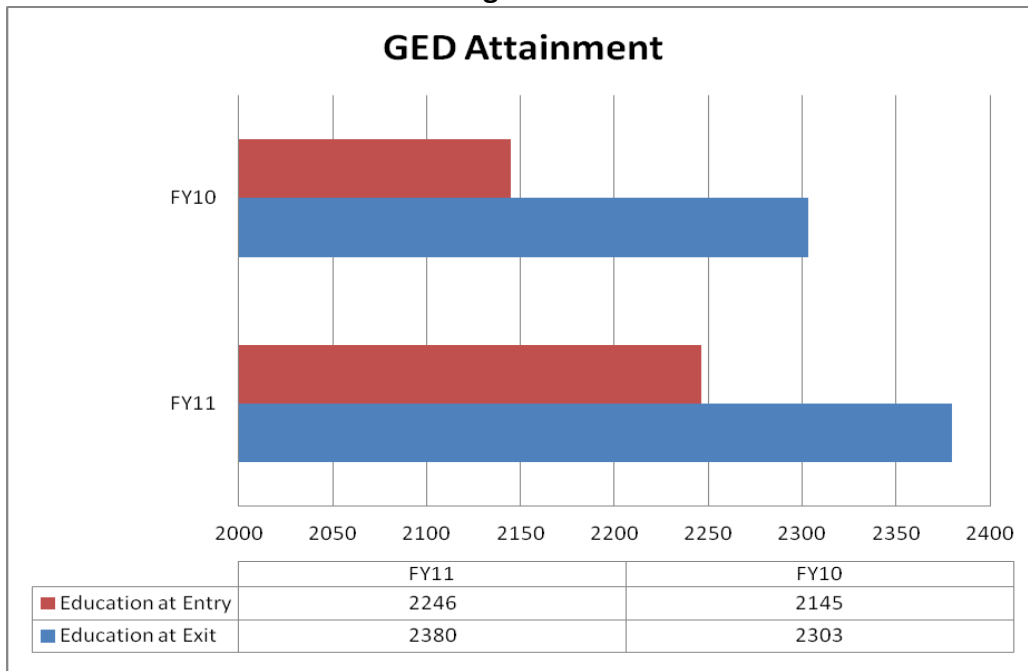


Figure 26

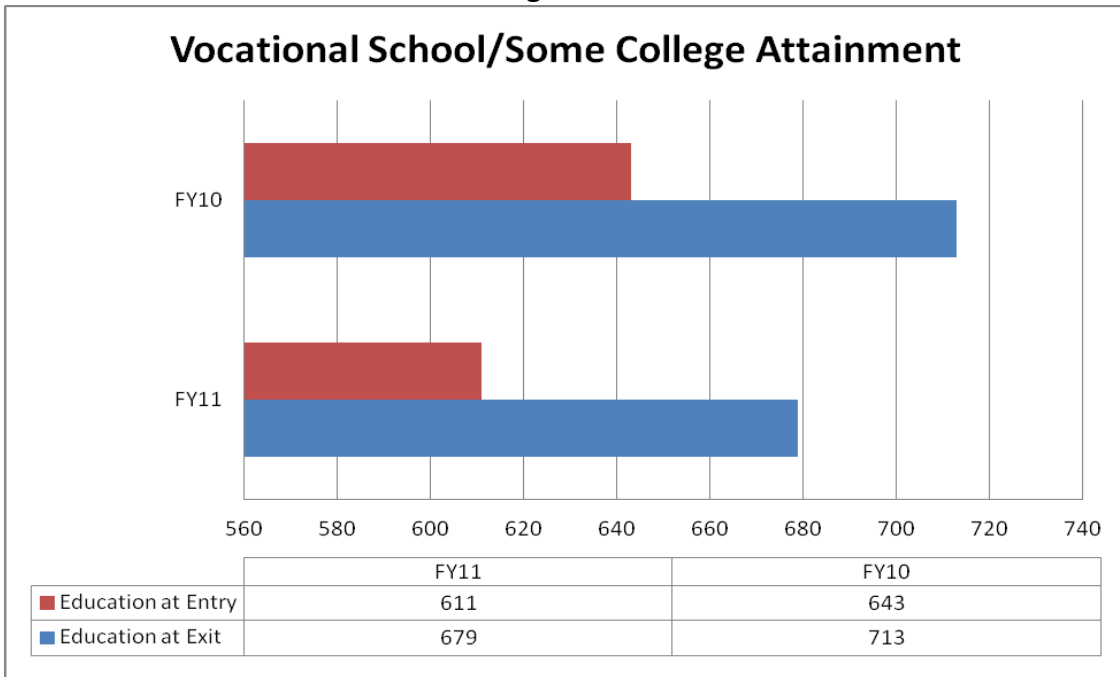
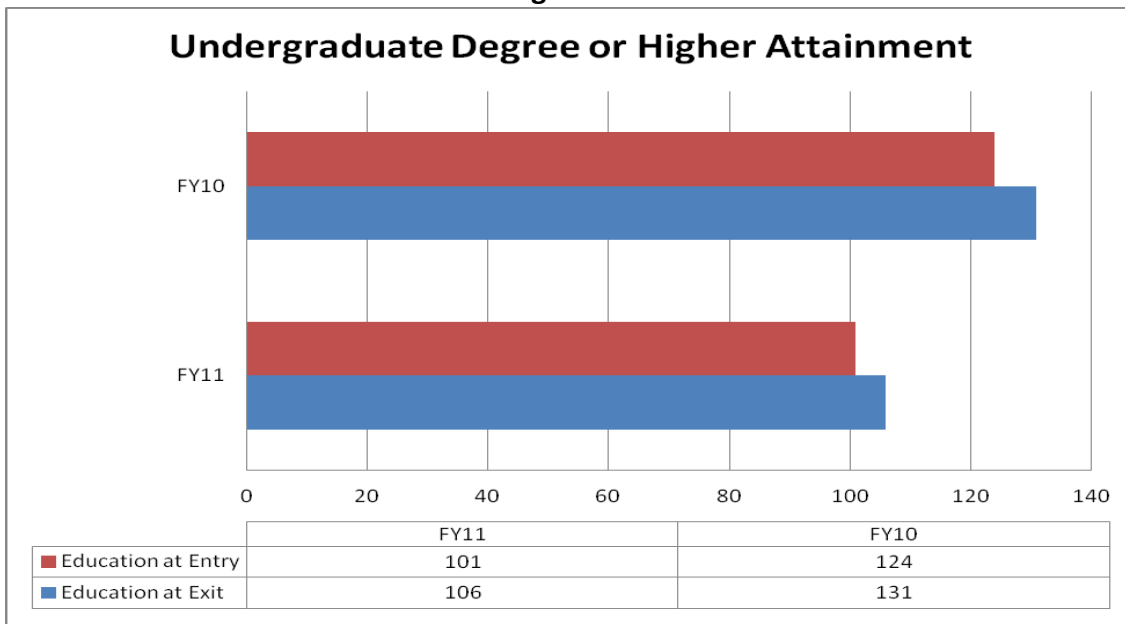


Figure 27



Discharges

Offenders are discharged from community corrections residential programs when they complete the length of their sentence, transfer to another residential program, progress to a non-residential program, or when they violate pre-determined rules. In FY10, fifty-three percent (**53%**) of community corrections offenders successfully completed their residential placement, with a slight decrease to fifty-two percent (**52%**) in FY11. It is important to note that there are several termination categories, such as a transfer or continuous stay, which are not considered as successful or unsuccessful completions but are considered neutral. These types of termination reasons make up approximately 10% of the population in both years.

Overall discharges due to the commission of a new crime represented **less than two percent** of terminations in both fiscal years. In FY10, eighty-three percent (**83%**) of the new crimes were non-violent. In FY11, eighty-eight percent (**88%**) of the new crimes were non-violent. Misdemeanors, thefts and drug related charges make up the majority of the new crimes in both fiscal years. Discharges for escape were eleven percent (**11%**) in FY10 and twelve percent (**12%**) in FY11.

The termination data is presented in Figure 28.

Figure 28

Offender Type		Successful		Transfer		Escape		New Crime		Old warrant		Technical violation		Reject After Accept		Other	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
FY 10	Diversions	1300	48.8%	115	4.3%	316	11.9%	39	1.5%	23	0.9%	750	28.2%	13	0.5%	107	4.0%
	Transitions	1781	57.2%	75	2.4%	340	10.9%	36	1.2%	31	1.0%	739	23.7%	28	0.9%	83	2.6%
	Overall	3081	53.5%	190	3.4%	656	11.4%	75	1.3%	54	0.9%	1489	25.8%	41	0.7%	190	3.3%
FY 11	Diversions	1206	47.0%	126	5.0%	347	13.5%	33	1.3%	37	1.4%	754	29.4%	17	0.7%	44	1.7%
	Transitions	1764	56.7%	97	3.3%	332	10.7%	43	1.4%	52	1.7%	727	23.4%	45	1.4%	53	1.7%
	Overall	2971	52.3%	225	4.0%	679	12.0%	76	1.3%	89	1.6%	1482	26.1%	62	1.1%	97	1.7%

Although successful program completion cannot be predicted in community corrections, using an offender's LSI score provides insight into the likelihood of successful discharge from a community corrections program. LSI scores were divided into three categories: low risk, medium risk, and high risk. No established LSI cut-offs exist in community corrections. The cut-offs presented in figures 29 and 30 were determined based on the nature of the community corrections population with the statewide mean LSI score (28.57 in FY10 and 28.82 in FY11) placed in the medium risk category. The results of this analysis show that offenders with lower risk/need scores have higher rates of successful program completion and lower rates of discharge due to technical violations and escape. Inversely, higher risk offenders have higher rates of discharge resulting from a technical violation or escape and lower rates of successful program completion.

Figure 29

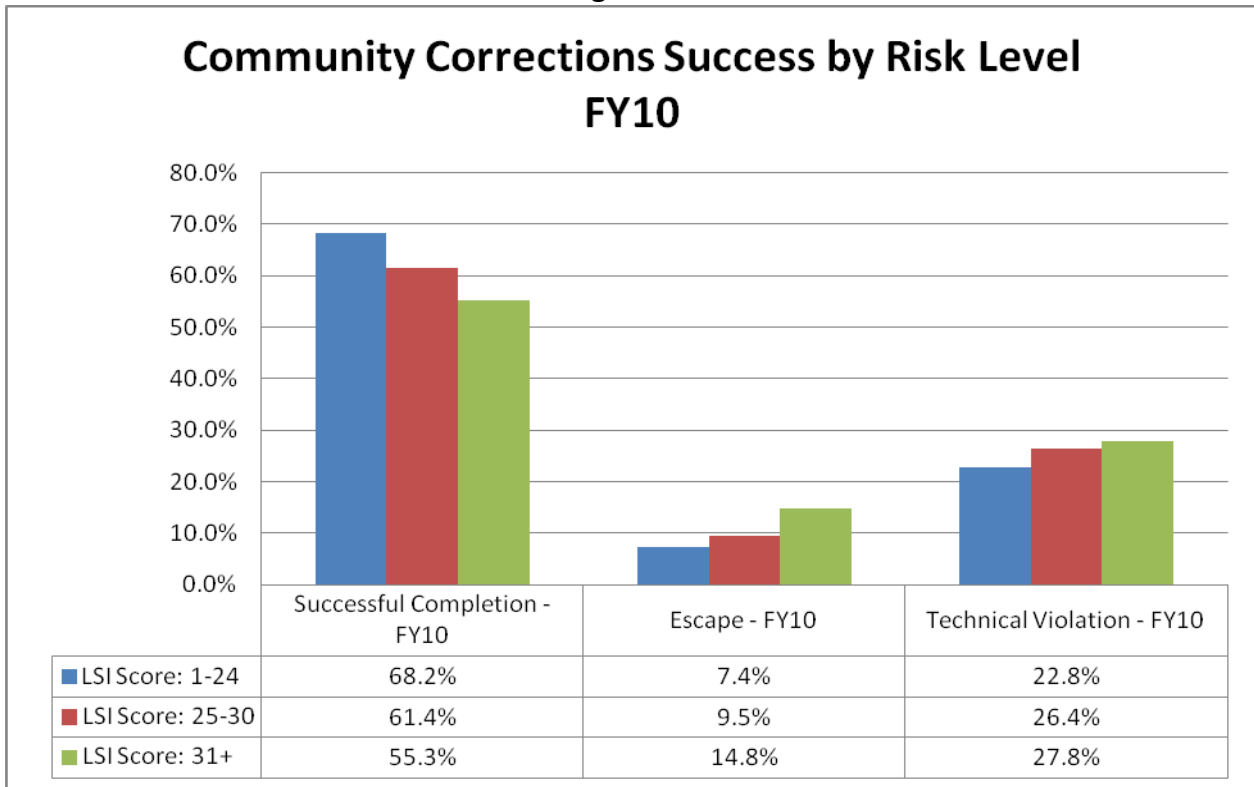
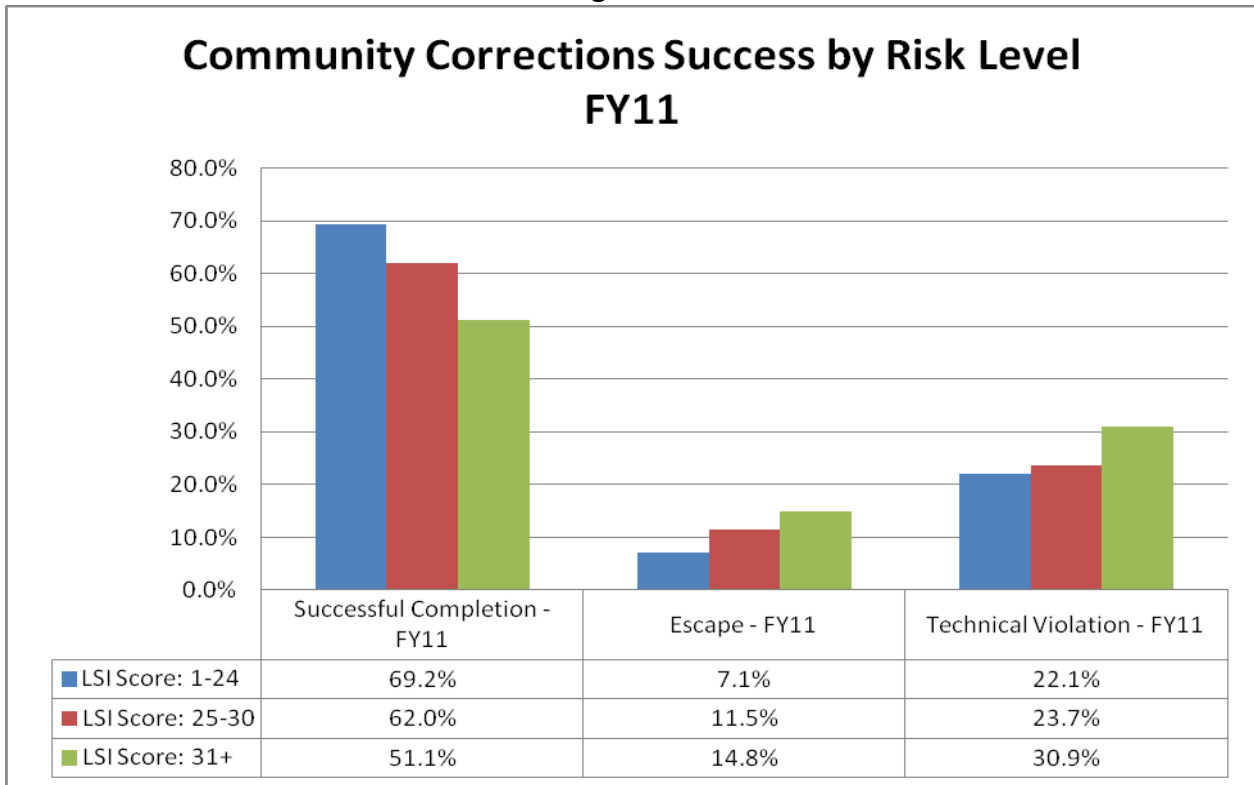
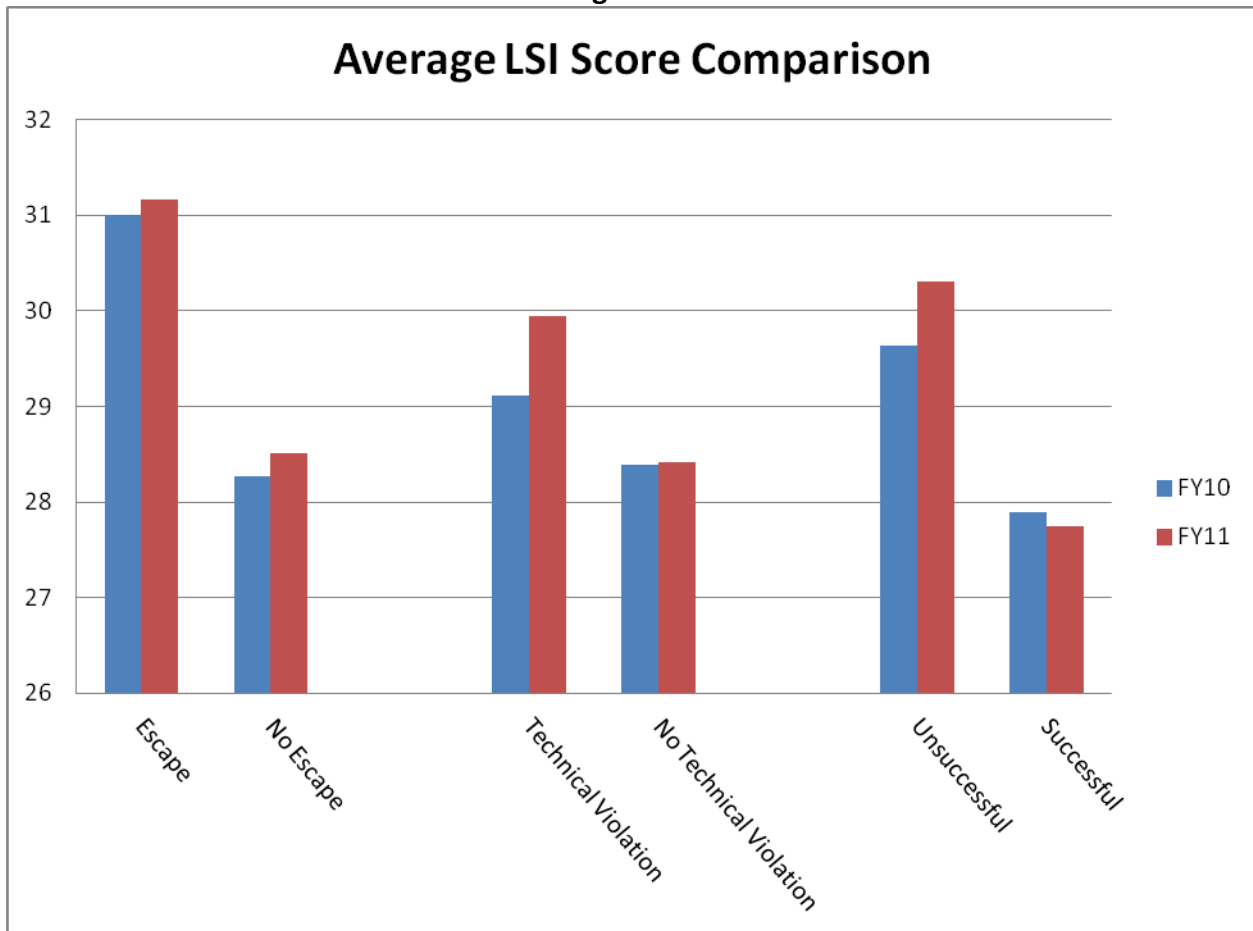


Figure 30



Another way to understand LSI risk scores and program outcomes is to look at the average LSI score for specific individuals versus others. Figure 31 compares the difference in average LSI scores for those offenders who escaped, got a technical violation and were unsuccessfully terminated from a community corrections program versus those who did or were not for both FY10 and FY11.

Figure 31



Technical Violations

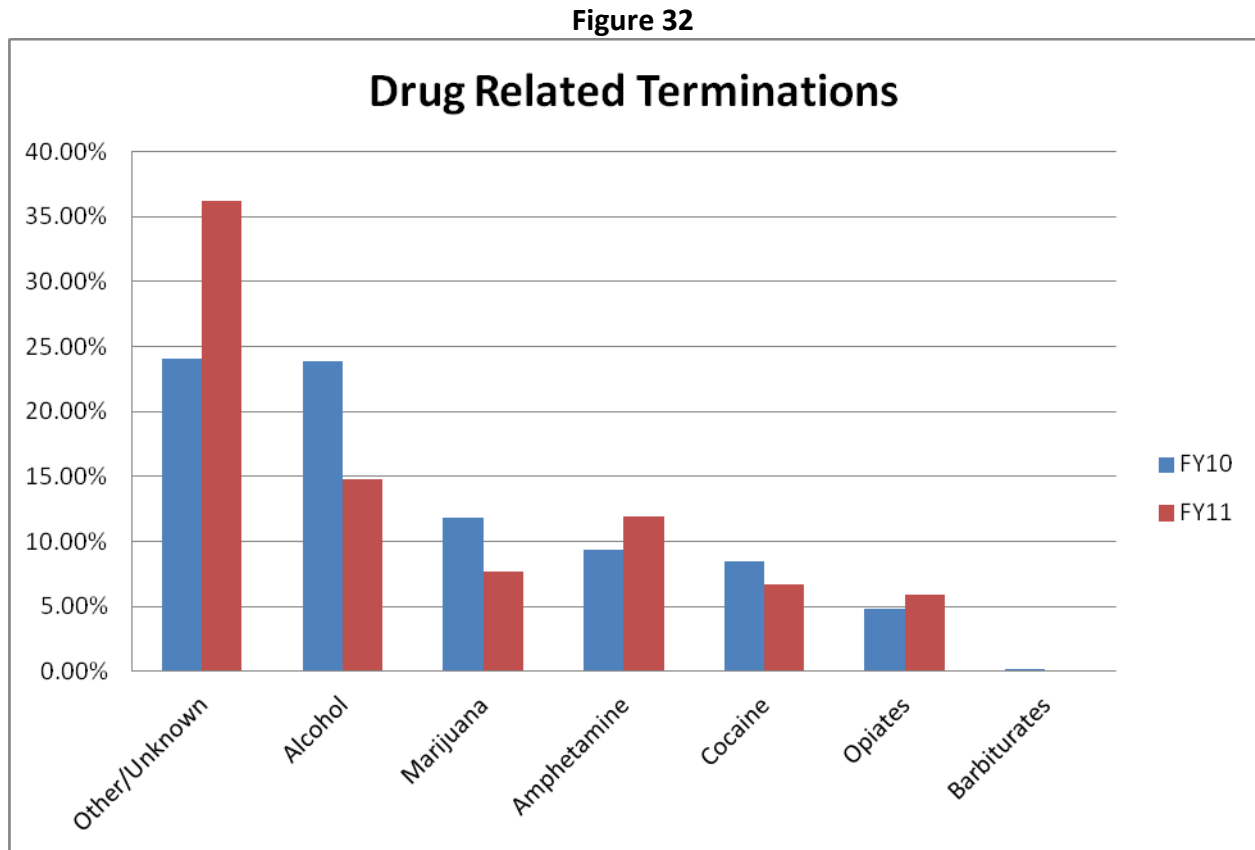
Discharges due to technical violations fall into two categories. One category consists of rules that reflect the offender's behavior and actions which include disobeying a lawful order, unaccountable time or location while signed out of the facility or failure to follow the program plan. The second category involves substance use (alcohol or other drugs) while residing in the facility. Of the **1489** offenders discharged in FY10 due to technical violations, **519 (35%)** were substance use related discharges, while **970 (65%)** were behavioral or programmatic rule violations. In FY11, **1482** offenders were discharged due to technical violations, **478 (32%)** were substance use related discharges, while **1004 (68%)** were behavioral or programmatic rule violations.

Escapes

Because they represent a small percentage of discharges, reducing the number of escapes and otherwise increasing success rates in community corrections is a top priority. Early identification and intervention can help to reduce the risk of escape in community corrections programs. As shown in figure 28 (above), diversion offenders have higher rates of escape than transition offenders.

Substance Use Discharges

Figure 32 shows the substance(s) used that resulted in termination from the program.



Diversion and transition offenders were discharged for drug related reasons at similar rates. For both Diversion and Transition offenders, **alcohol** was the primary substance used and **amphetamine** was the secondary substance used resulting in termination. Although the rate of the **other/unknown** category is significant, limited information prevents a discussion of this data. In addition, some offenders tested positive for more than one substance. During FY11, the rapidly growing onset of synthetic cannabinoids and other synthetic drugs was a prominent factor in drug-related terminations from community corrections. This could partially explain the use of the Other/Unknown category in the CCIB data set which lacks a specific category for synthetic drugs.

Employment at Termination

Figures 33 and 34 outline offender employment status by termination reason. Employed includes full and part time offenders and unemployed includes any offender who is disabled and unable to work. The data shows that employed offenders are more likely to terminate from a community corrections program successfully while unemployed offenders are more likely to receive technical violations and escape.

Figure 33

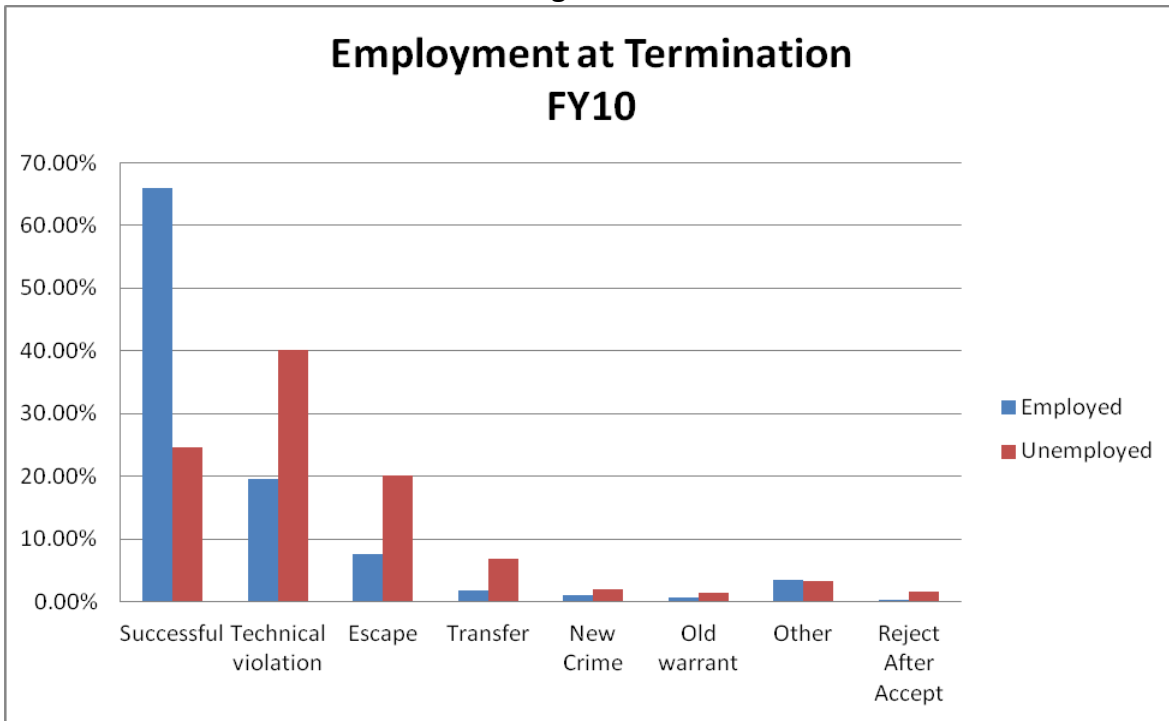
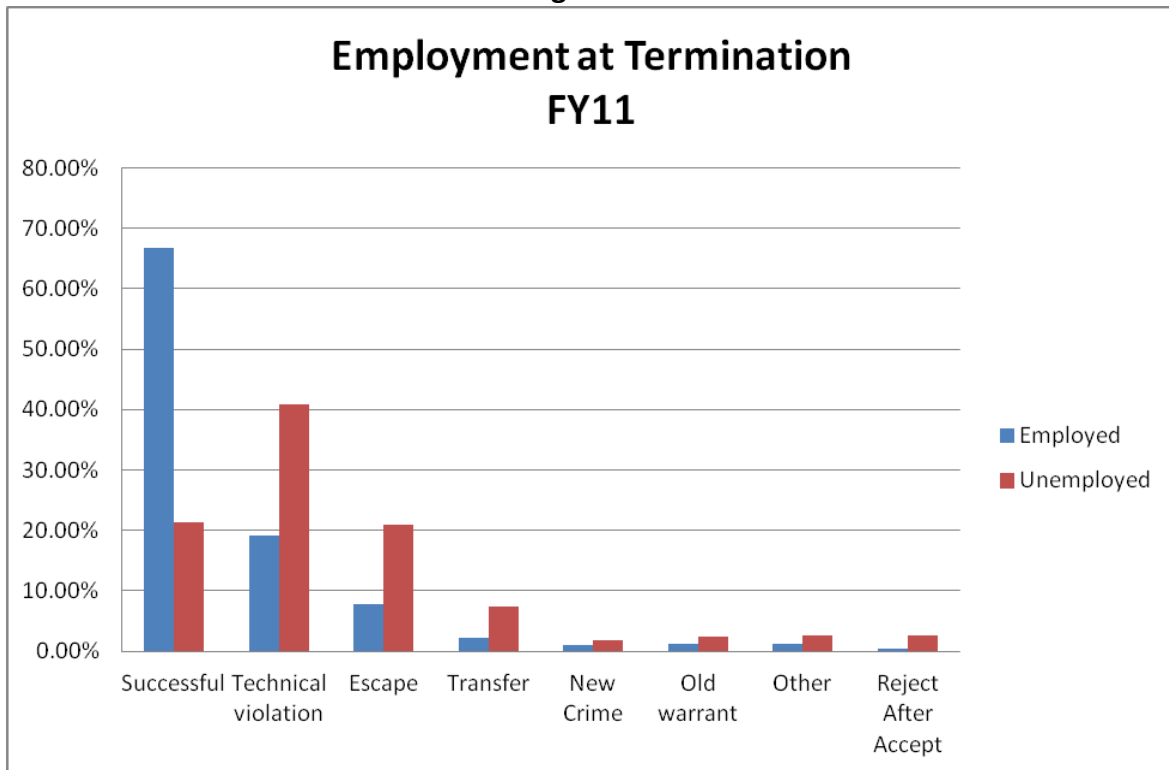


Figure 34



Length of Stay

The mean length of stay for all offenders in all discharge categories was 173 days in FY10 and 191 days in FY11, both of which are just under 6 months. Figure 35 outlines the variations in length of stay in days by termination reason. The data demonstrates that as the length of stay increases, the likelihood that an offender will complete the program successfully also increases. This trend is apparent in both fiscal years.

Figure 35

Length of Stay		Successful Completion	Technical Violation	Escape	Transfer	Old Warrant	New Crime	Reject After Accept	Other
FY10	30 Days or Less	22.2%	29.4%	28.0%	10.7%	2.2%	2.4%	2.2%	3.0%
	1-3 Months	30.1%	36.9%	21.1%	5.6%	1.2%	1.8%	1.1%	2.3%
	3-6 Months	54.1%	29.1%	9.3%	2.2%	0.9%	1.4%	0.7%	2.3%
	6-12 Months	71.5%	17.1%	3.7%	1.2%	0.5%	0.7%	0.1%	5.2%
	12-18 Months	78.3%	16.2%	2.1%	0.4%	0.0%	0.7%	0.0%	2.3%
	18-24 Months	77.2%	15.8%	1.8%	0.0%	1.8%	0.0%	0.0%	3.5%
	2 Years or More	89.5%	5.3%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Length of Stay		Successful Completion	Technical Violation	Escape	Transfer	Old Warrant	New Crime	Reject After Accept	Other
FY11	30 Days or Less	17.4%	24.9%	30.6%	13.3%	5.2%	1.8%	3.5%	3.3%
	1-3 Months	27.4%	36.9%	22.8%	5.6%	1.7%	1.6%	2.1%	1.9%
	3-6 Months	51.2%	29.6%	10.6%	12.1%	1.3%	1.7%	1.0%	1.7%
	6-12 Months	69.1%	21.1%	4.5%	1.9%	0.7%	1.0%	0.2%	1.5%
	12-18 Months	78.4%	17.0%	0.6%	1.2%	1.0%	1.0%	20.0%	0.8%
	18-24 Months	76.7%	17.1%	4.7%	1.6%	0.0%	0.0%	0.0%	0.0%
	2 Years or More	94.6%	2.7%	0.0%	0.0%	2.7%	0.0%	0.0%	0.0%

All percentages are rounded to the nearest tenth

Each row represents 100% of offenders who discharged during that time frame

The average length of stay for diversion clients was 179 days in FY10 and 197 days in FY11. For transition clients, the average length of stay was 167 in FY10 and 186 days in FY11. Figure 36 shows the average length of stay, in days, for certain termination groups.

Figure 36

	Average Length of Stay in Days	
	FY10	FY11
Successful	207.2	232.6
Technical Violation	138.8	158.2
Escape	87.3	91.8
New Crime	123.1	144.7

The average length of sentence for a diversion offender was 4.4 years in both FY10 and FY11. Once an offender is successfully discharged from the residential phase of community corrections, the remainder of the sentence is typically completed under different types and levels of non-residential supervision. This is generally determined by the length of the sentence or the adjustment of the offender. A Transition offender might be granted parole or transferred to the Intensive Supervision Program (ISP).

Figures 37 and 38 reveal that more than eighty percent (**80%**) of all offenders discharged from community corrections, in both fiscal years, were released with further supervision. Other types of discharges are also indicated.

Figure 37

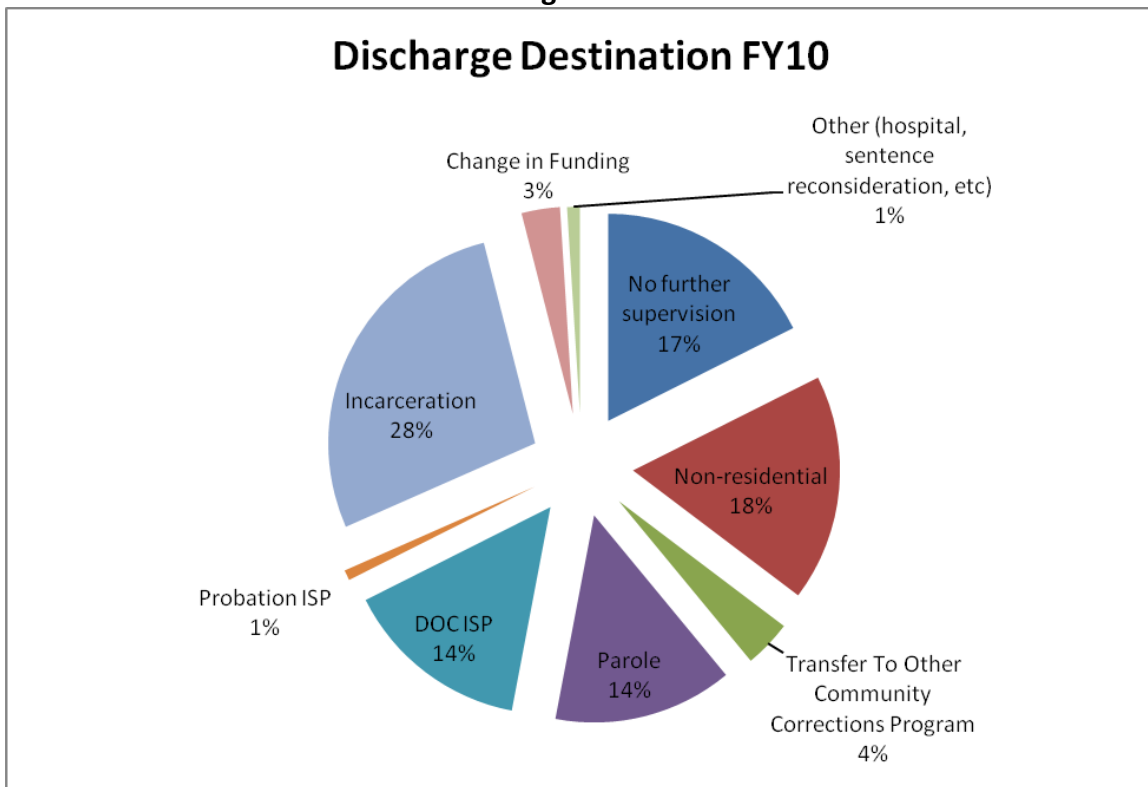
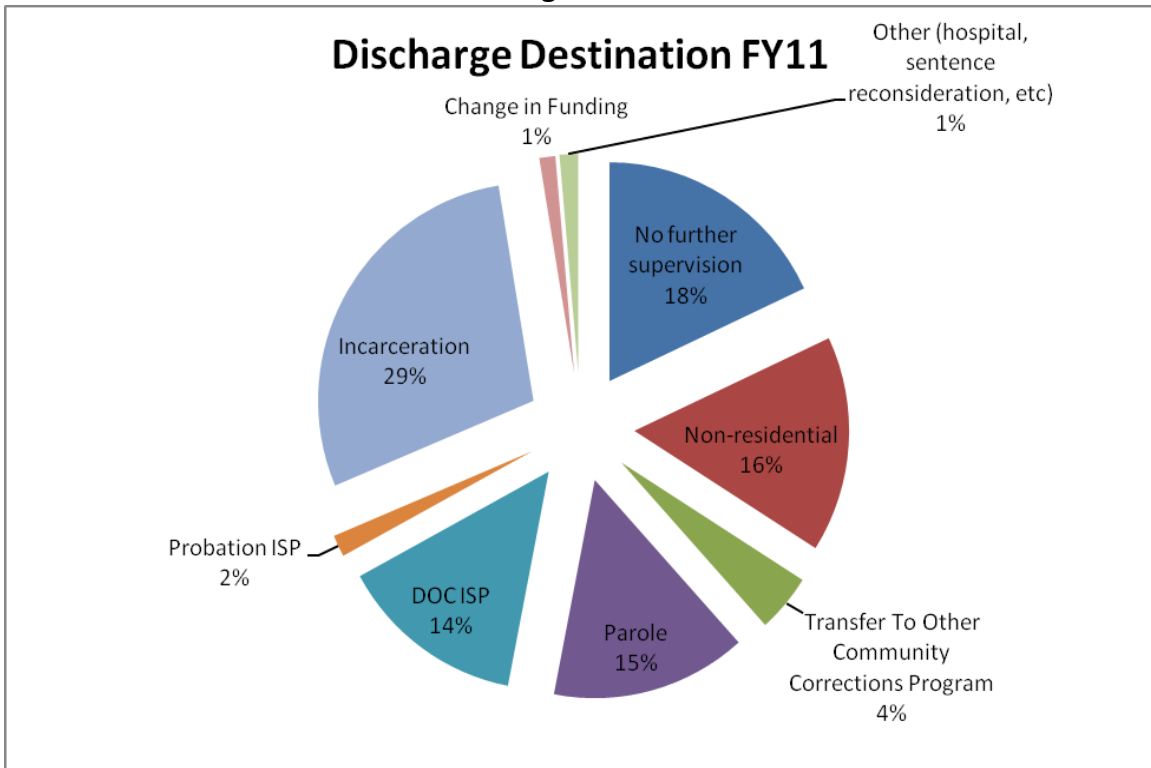


Figure 38



Section II

Non-Residential Community Corrections

The non-residential phase of community corrections is designed to assist in the transition of stabilized residential Diversion offenders back into the community with a gradual decrease in supervision. These offenders have conducted themselves well in a highly structured residential setting. They have obtained a suitable independent living arrangement, managed their finances appropriately and have progressed in treatment.

While in non-residential placement, offenders are required to meet with case management staff, retain employment, participate in mandatory treatment, honor their financial responsibilities and remain drug and alcohol free. Non-residential offenders are also subject to random monitoring of their living situations and employment verifications. Depending on supervision and treatment needs, an offender may be transferred back to a residential community corrections program for additional services. One of the added community safety benefits of non-residential placement is the ease with which an offender can be transferred back to residential placement until he or she is re-stabilized. For this reason, an offender may be counted more than once in this data.

Demographics

During FY10, **1459** non-residential discharges resulted from thirty (**30**) separate non-residential facilities. During FY11, **1069** non-residential discharges resulted from twenty-nine (**29**) separate non-residential facilities. The demographics of these non-residential offenders are similar to those of the residential offenders. The majority of offenders were male (**73.6-80%**), Caucasian (**65-67.4%**), had a high school diploma or GED (**61.5-62%**), and were serving time for a lower class felony (**77.3-81.6%**). Not surprisingly, most offenders were employed (**84.2-86.2%**) when discharged from non-residential supervision.

Figure 39

NON RESIDENTIAL OFFENDER DEMOGRAPHICS FY10 AND FY11			
		FY10	FY11
Gender			
	Male	73.6%	80.0%
	Female	24.6%	20.0%
Age			
	18-20	0.1%	0.2%
	21-25	9.3%	9.4%
	26-30	17.0%	16.6%
	31-35	14.8%	14.9%
	36-40	11.2%	12.8%
	41+	31.9%	34.1%
Ethnicity			
	Caucasian	67.4%	65.0%
	African American	10.2%	8.1%
	Hispanic	20.5%	24.2%
	Asian American/Pacific Islander	0.5%	1.1%
	Native American/Alaskan Native	0.9%	0.9%
	Other/Unknown	0.5%	0.6%
Education Level at Entry			
	8 th Grade or Less	1.9%	2.8%
	9 th through 11 th Grade	15.0%	15.2%
	12 th Grade or GED	61.5%	62.0%
	Vocational/Some College	14.7%	14.1%
	College or Above	2.5%	4.1%
	Unknown	4.5%	1.8%
Current Crime Felony Class			
	F1 – F3	19.7%	18.1%
	F4-F6	77.3%	81.6%
Employment at Entry			
	Full Time Employment	84.2%	86.2%
	Part Time Employment	2.9%	4.0%
	Unemployed	7.0%	6.8%
	Unemployed due to Disability	2.9%	2.5%

Non-Residential Community Corrections Services

Many residential programs strive to promote positive relationships between offenders and community resources to enhance the likelihood that they will utilize these resources after sentence completion. Examples of critical community resources may include addiction support groups, educational/vocational rehabilitation services and treatment programs.

Prior to non-residential community corrections placement, eighty-five percent (**85%**) of offenders in both FY10 and FY11 received some level of treatment for substance use. Figures 40 and 41 illustrate the percentage of offenders who received substance use treatment prior to non-residential community corrections placement.

Figure 40

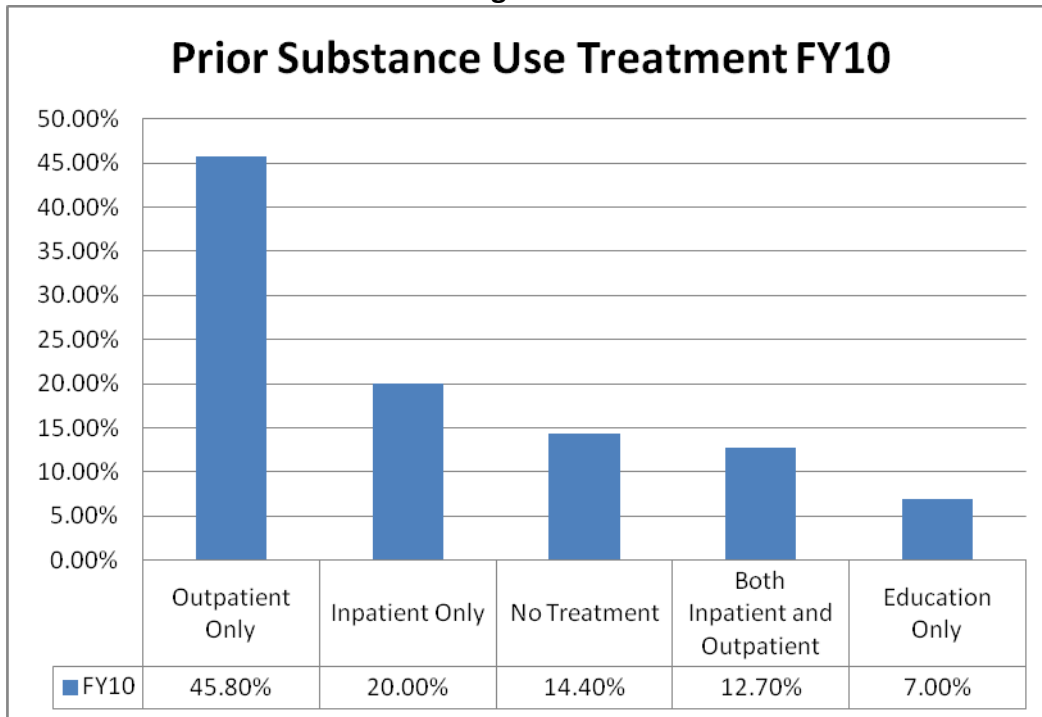
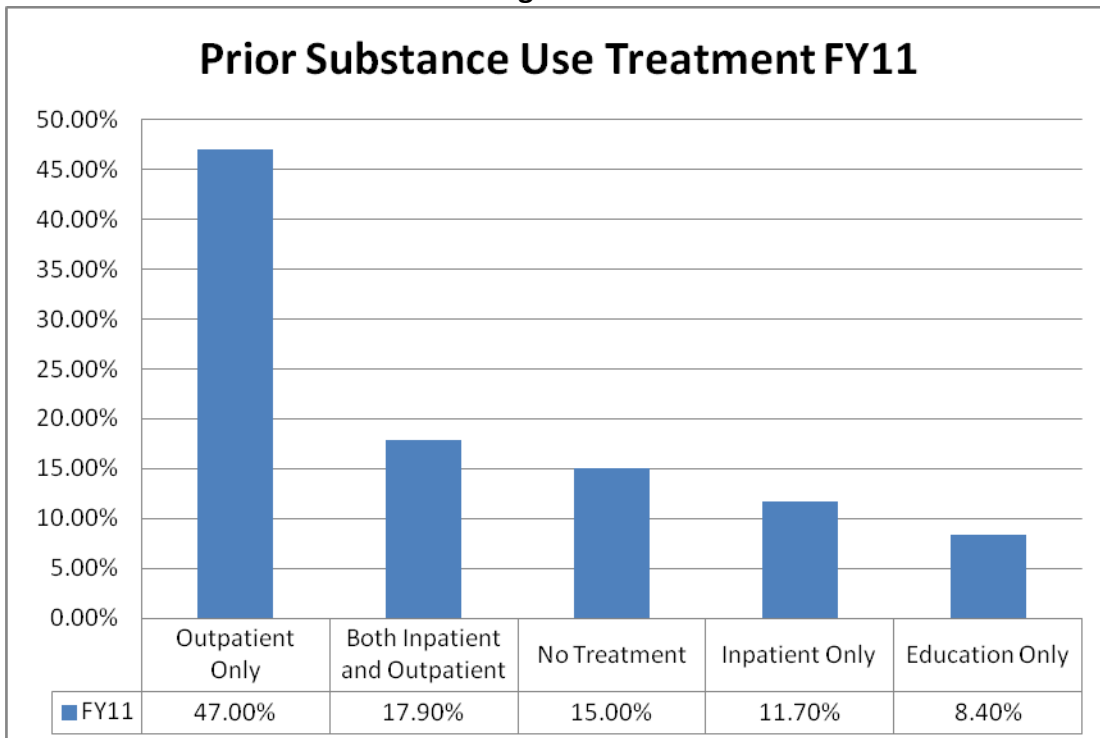


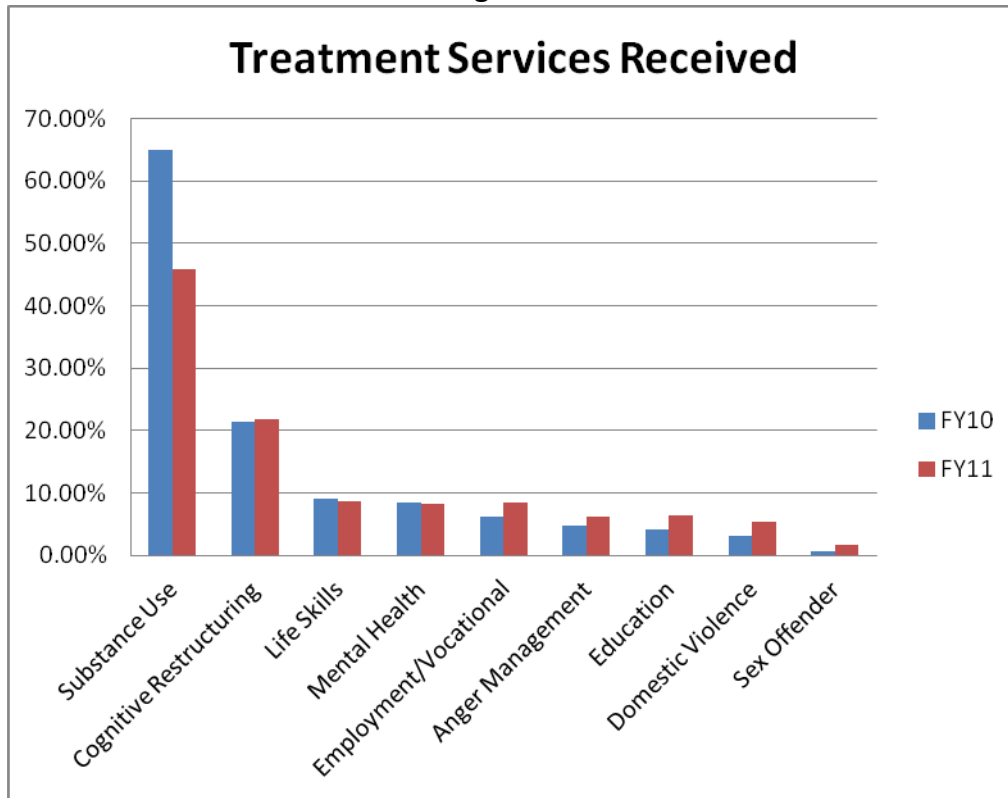
Figure 41



Offenders in non-residential community corrections programs are required to participate, or continue to participate, in a variety of treatment oriented services. These services include employment assistance, life skills

training, cognitive restructuring, alcohol and drug treatment, anger management, etc. Non-residential offenders are often required to access these services in the community and are financially responsible for them. Figure 42 reports the percentage of offenders who participated in specific services while in a non-residential program.

Figure 42



Of those individuals who received treatment services while under non-residential community corrections supervision, the average number of sessions received varied considerably. Figure 43 illustrates the average number of treatment sessions received by offenders in non-residential community corrections programs.

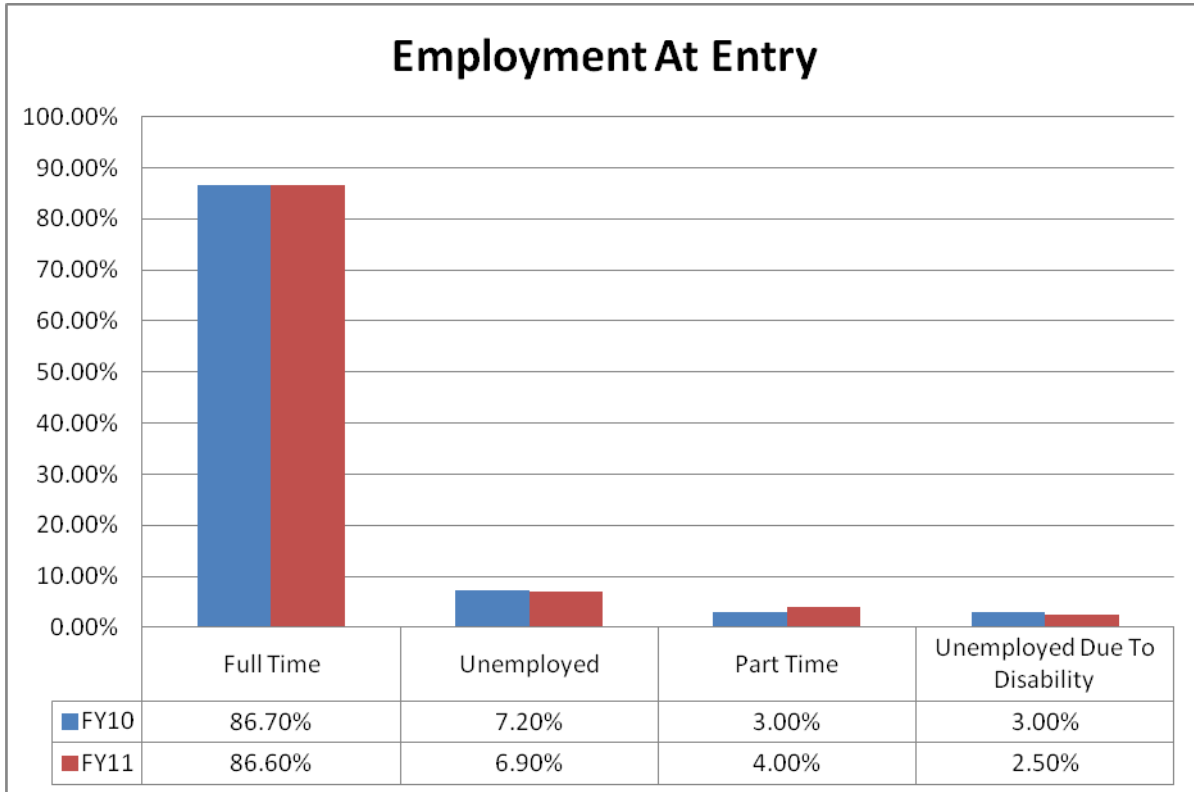
Figure 43

	Average Number of Sessions for FY10	Average Number of Sessions for FY11
Sex Offender	28.6	25.9
Substance Use	21.1	23.6
Domestic Violence	20.9	16.2
Education	26.5	15.7
Cognitive Restructuring	14.0	13.2
Mental Health	13.8	12.7
Anger Management	15.9	11.9
Life Skills	8.2	7.9
Employment/Vocational	5.8	3.7

Employment

Most offenders in community corrections are required to obtain gainful employment prior to being eligible for non-residential status. The data illustrates that more than eighty-five percent (**85%**) of offenders were employed when they transferred to non-residential status in both FY10 and FY11. Figure 44 demonstrate this trend.

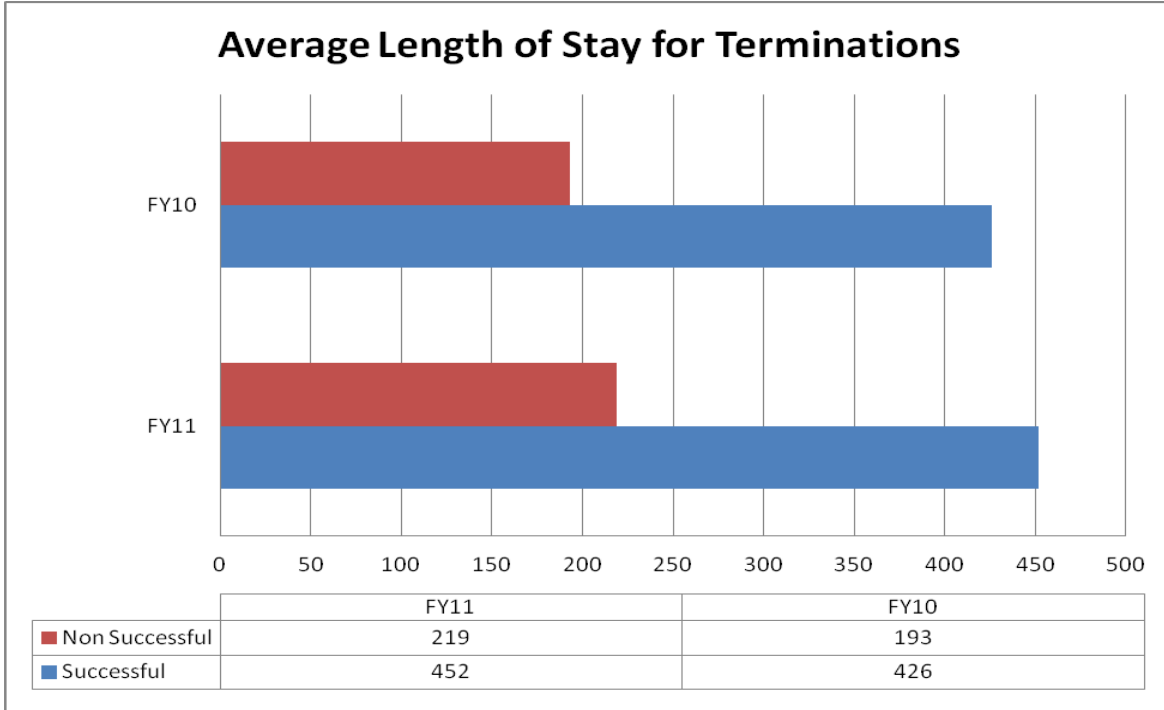
Figure 44



Discharges

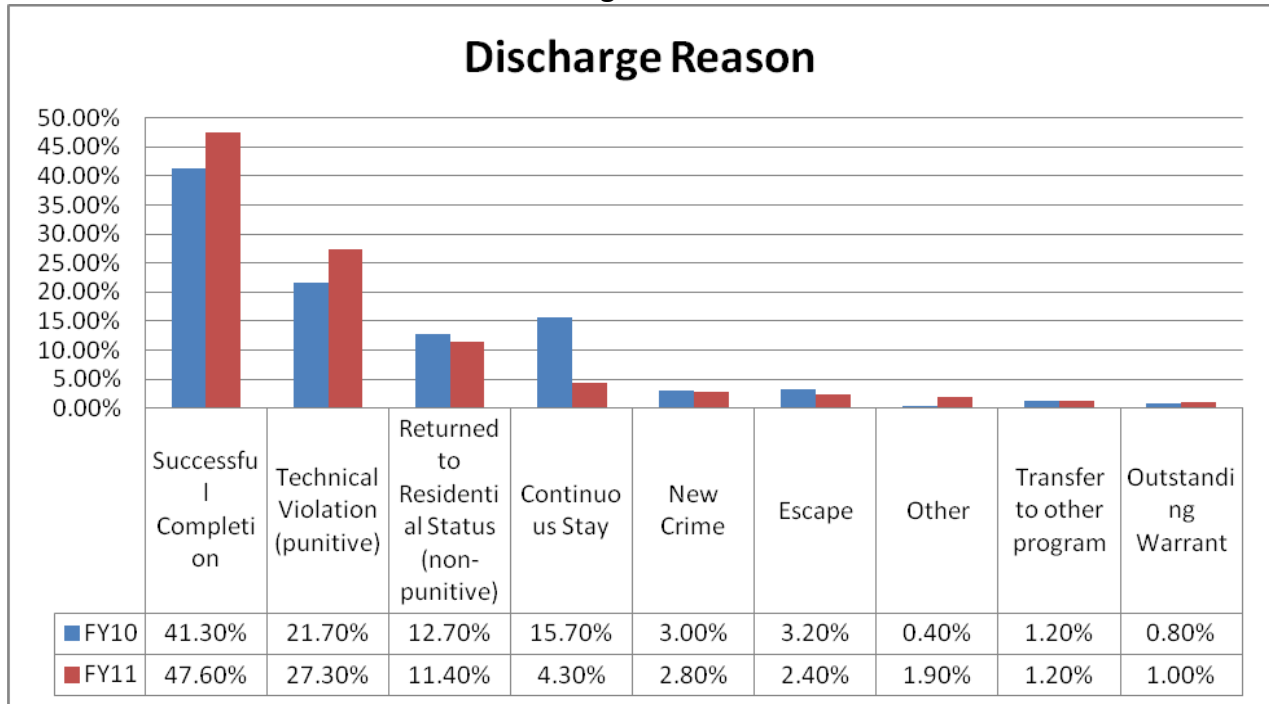
The average non-residential length of stay for all offenders was **295 days** in FY10 and **325 days** in FY11. Figure 45 depicts the average length of stay for successful and non successful offenders in non-residential community corrections programs.

Figure 45



Forty-one percent (**41%**) of offenders in FY10 and forty-six percent (**46%**) of offenders in FY11 discharged from non-residential placement successfully. This type of discharge generally involves sentence completion or sentence reconsideration. Overall, discharges due to the commission of a new crime or an escape make up **less than seven percent (7%)** of terminations in both fiscal years.

Figure 46



Section III

Intensive Residential Treatment

Intensive Residential Treatment (IRT) is a correctional treatment program for individuals with serious substance use problems and is structured to accommodate persons with disorders related to prolonged substance use. Additionally, IRT programs treat individuals who lack a positive support system, experience denial and exhibit an inability to sustain independent functioning outside of a controlled environment.

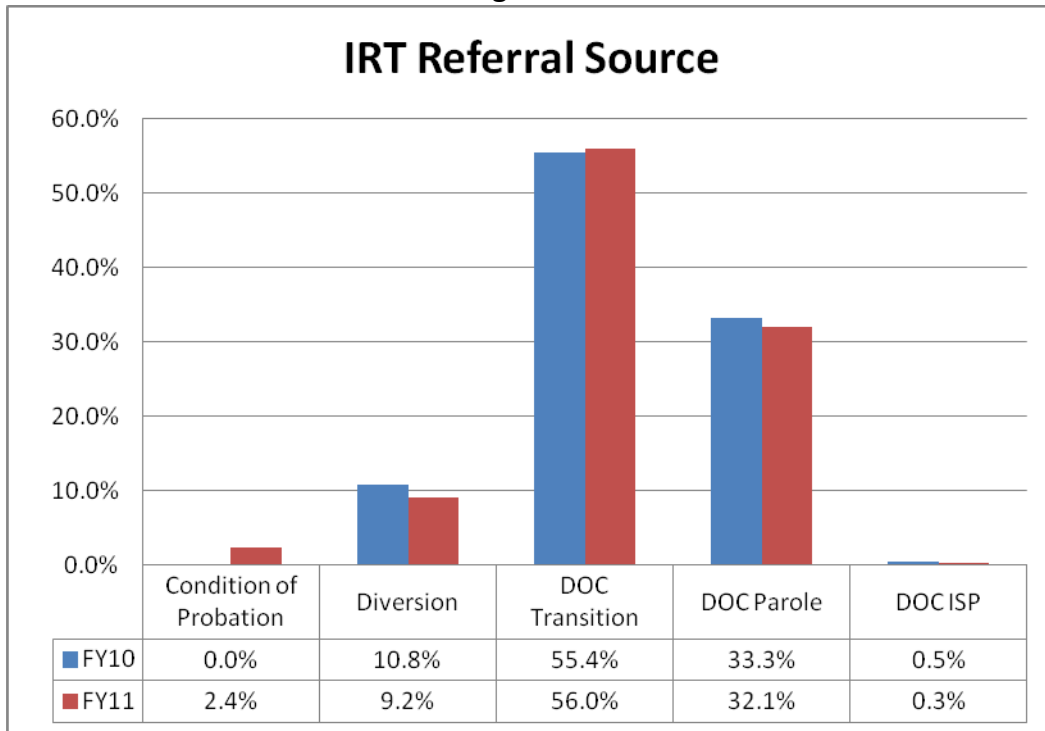
IRT programs last 90 days and offenders participate in forty hours of therapeutic treatment per week. The purpose of IRT is to provide a brief, intense treatment intervention. Treatment is aimed at increasing positive coping and relapse prevention skills and identifying negative thinking errors that have resulted in prior substance use and criminal behavior. Due to the intensive nature of IRT, offenders do not leave the facility, seek employment, or address other community needs while in the program, their focus is primarily on substance use and any mental health or physical health concerns that must be addressed in order for them to be successful in future community placements. IRT programs are also equipped to address many mental health or medical issues that contribute to an offender's inability to function in the community. IRT programs receive a differential per diem of \$17.78 per day to offset the costs of treatment and subsistence fees.

During FY10 and FY11, there were **two** IRT programs in the Colorado community corrections system. There were **204** offender discharges in FY10 and **294** offender discharges in FY11. The female IRT population decreased from twenty-one percent (**21%**) of the discharged population in FY10 to sixteen percent (**16%**) in FY11. The demographics of offenders in IRT are similar to that of offenders in residential community corrections programs.

Legal Status

Offenders in need of IRT treatment are assessed and referred from several sources. Referrals can come from probation, DOC or if a residential community corrections program determines that an offender is in need of intensive treatment, the program can refer an offender directly to an IRT program. Offenders may be referred to IRT programs as a condition of their supervision or for failure to progress in a residential program, often as the result of a technical violation for drug use. After successful completion, the offender will transfer to a residential community corrections program, or return to their original supervisory agency, and is referred to outpatient continuing care. In both fiscal years, DOC offenders represented over eighty percent (**80%**) of IRT clients in both fiscal years, as shown in figure 47.

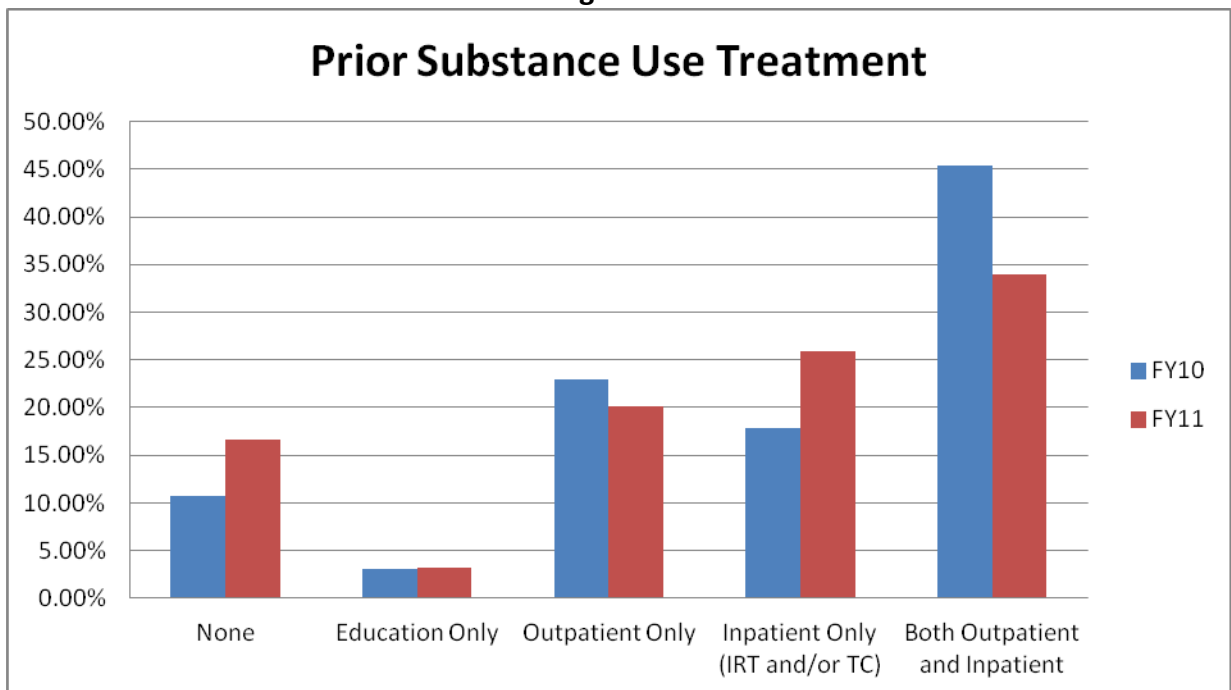
Figure 47



Previous Substance Use and Treatment

Eighty-nine percent (**89%**) of IRT offenders in FY10 and eighty-three percent (**83%**) of IRT offenders in FY11 had participated in some form of prior substance use treatment. Approximately sixty percent (**60%**) of offenders in both fiscal years had attended prior inpatient substance use treatment. IRT offenders reported that, on average, their first drug use was between the ages of 14 and 15.

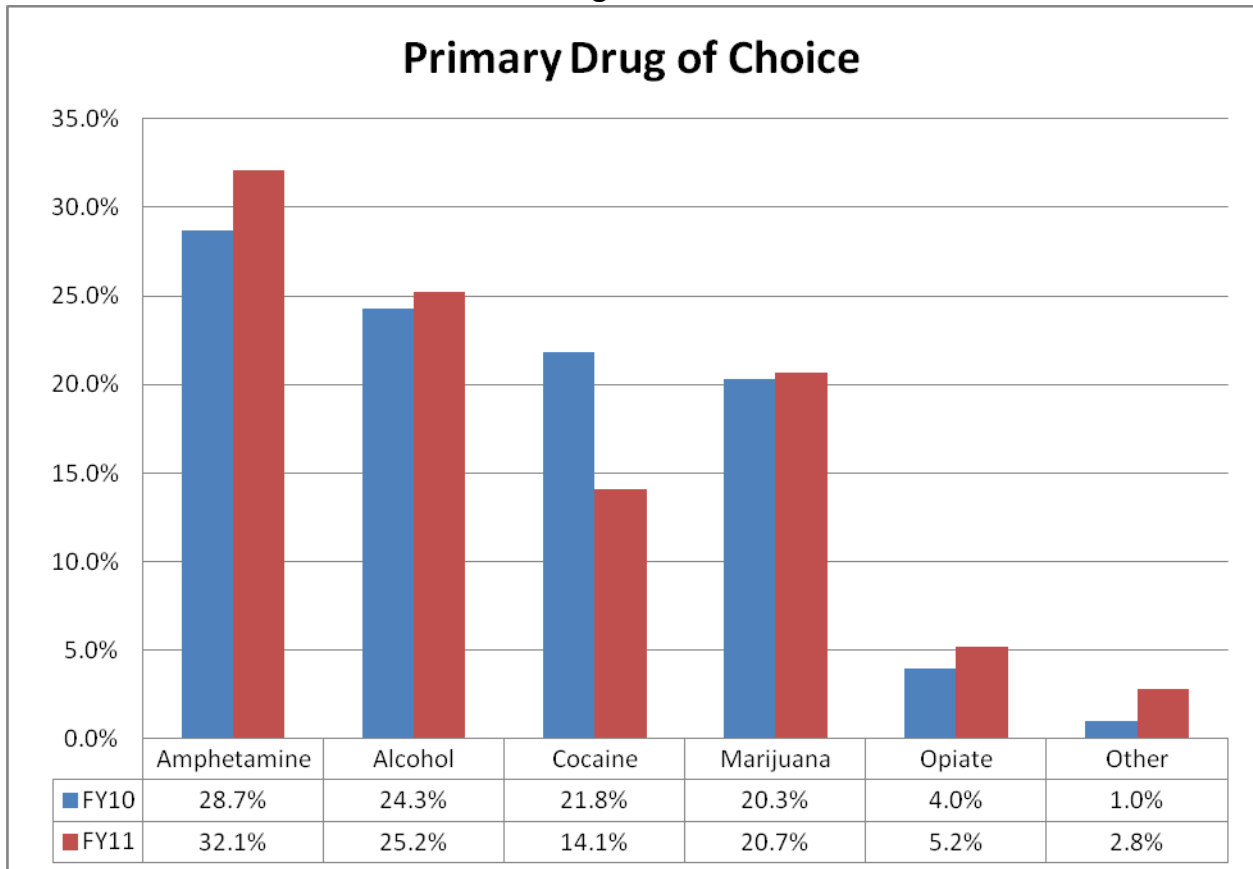
Figure 48



Drug of Choice

Twenty-nine percent (**29%**) of IRT offenders in FY10 and thirty-two percent (**32%**) in FY11 reported that their primary drug of choice was amphetamines (which include methamphetamines). This increase in preference for amphetamines coincides with a decrease in preference for cocaine from FY10 to FY11. In both fiscal years, approximately one quarter of all IRT offenders reported alcohol as their drug of choice. Figure 49 illustrates the primary drug of choice reported by IRT offenders for both fiscal years.

Figure 49



Standardized Offender Assessment and Treatment

The SOA-R consists of a battery of instruments that measures an offender's risk of recidivism, relapse risk, and other criminogenic needs which are used to develop a supervision and treatment plan for offenders. Figure 50 shows the SOA-R subscales, the possible score ranges, and the domains that are measured by each scale, with the mean SOA-R subscale scores for male, female, and all IRT clients in FY10 and FY11.

In FY10, female IRT clients reported less lifetime involvement with alcohol and other drugs (AOD); perceived lower consequences with AOD use; report slightly less perceived benefits of AOD use; have lower reported degrees of antisocial thoughts, attitudes, and beliefs and more reported emotional problems. Interestingly, some of these results changed in FY11 with female IRT clients reporting more lifetime involvement with AOD than their male counterparts, significantly higher consequences with AOD use, reported more perceived benefits of AOD use, and higher degrees of antisocial thoughts, attitudes, and beliefs; lower defensiveness; and more motivation to change. Female IRT clients in FY11 continued to report more emotional problems, and overall have higher risk scores, more biomedical problems, and similar perceived strengths to their male counterparts.

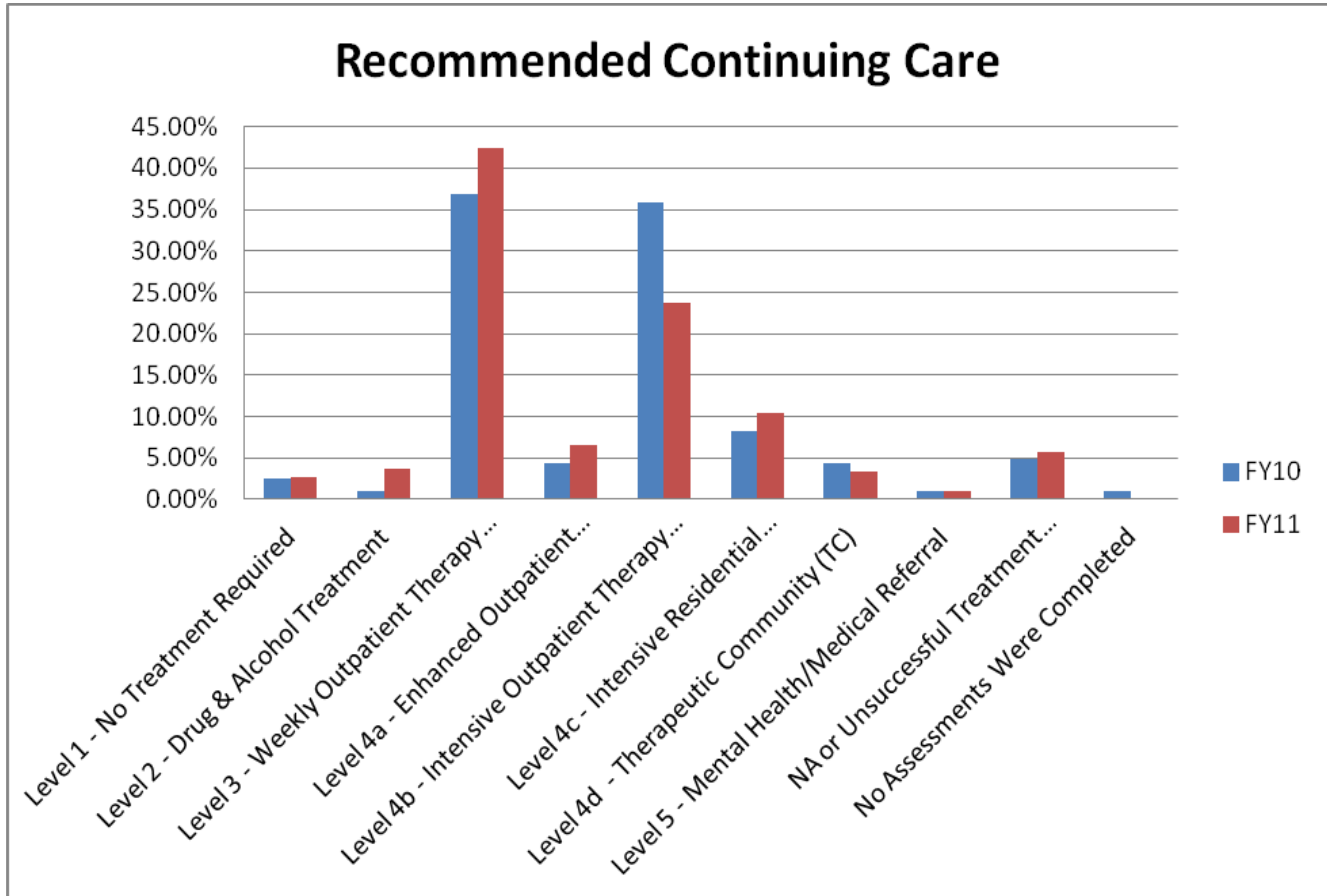
Figure 50

Instrument	Score Range	Measure	Males		Females		All IRT Clients	
			Avg Score FY10	Avg Score FY11	Avg Score FY10	Avg Score FY11	Avg Score FY10	Avg Score FY11
LSI Total Score	0-54	Risk of Recidivism/ Criminogenic Needs	30.8	30.9	32.6	34.3	31.2	31.1
ASUS-R – Involvement	0-40	Lifetime Involvement with Drugs/Alcohol	13	11.8	11.5	13.9	12.7	12.1
ASUS-R – Disruption	0-80	Disruptive Consequences of Drugs/Alcohol	28.7	22.1	25.5	35.6	28	24.3
ASUS-R – Involvement 6-Month	0-99	6-month Involvement/Disruption	11.9	8.7	12	5.4	11.9	8.2
ASUS-R – Benefits	0-30	Perceived Benefits of Drugs/Alcohol Use	14	11.5	13.6	19.4	13.9	12.8
ASUS-R – Social Non-Conforming	0-36	Antisocial/Rebellious Thoughts, Attitudes, and Beliefs	14.3	12.9	10.1	13.2	13.4	13
ASUS-R – Legal Non-Conforming	0-42	Lifetime Antisocial/Rebellious Behaviors	21.3	20.1	18.7	21.8	20.7	20.4
ASUS-R – Legal NC 6 Months	0-33	6 Month Antisocial/Rebellious Behaviors	5.3	4.1	4.2	3	5	3.9
ASUS-R – Emotional	0-30	Emotional Disruption/ Mood Problems	9.3	8.7	11.2	11.7	9.7	9.2
ASUS-R – Global	0-164	Overall Measure of Relapse Risk	64.2	55.3	57	73.4	62.7	58.2
ASUS-R – Defensive	0-21	Defensiveness/ Guardedness	8.8	10	8.7	7.7	8.8	9.6
ASUS-R – Motivation	0-21	Motivation for Change	15.9	13.9	16.6	16.8	15.8	14.4
ASUS-R – Strengths	0-27	Perceived Strengths	16	16.7	14.6	15.8	15.7	16.5
ASUS-R – Rater	0-18	Rater’s Evaluation of Client’s Involvement and Disruption	14.3	13.8	15.1	15.4	14.5	14
ASUS-R – Behavioral Disruption	0-24	AOD Disruption of Behaviors	7.7	6.2	6.5	9.7	7.4	6.8
ASUS-R – Psycho-Physical Disruption	0-40	AOD Disruption of Psychological and Physical Issues	13.3	10.28	13.3	16.6	13.3	11.3
ASUS-R – Social Role	0-16	AOD Disruption of Clients Social Role & Environment	7.6	6.4	6.9	9	7.5	6.9
TxRW – Biomedical	0-4	Biomedical Problems	0.8	0.7	1.5	2.2	1	1
TxRW – Emot/Behav/Cog	0-4	Emotional/Behavioral/Cognitive Problems	2.6	2.6	2.3	3	2.6	2.7
TxRW – Readiness to Change	0-4	Motivational Problems	2.2	2.2	1.5	1.3	2	2
TxRW – Relapse/Recidivism Risk	0-4	Risk of Relapse and Recidivism	2.8	2.4	2.5	2.9	2.7	2.5
TxRW – Recovery Environment	0-4	Recovery Environment Problems	2.5	2.5	2.4	2.3	2.5	2.4

Continuing Care

Upon successful completion of an IRT program, clients are reassessed for their AOD treatment needs and a recommendation for continuing care is made. Continuing care is designed as after care AOD treatment to provide additional support and treatment for community corrections clients while in the community. Most recommendations for continuing care are in the form of weekly outpatient therapy (WOP) or intensive outpatient therapy (IOP) as shown in figure 51.

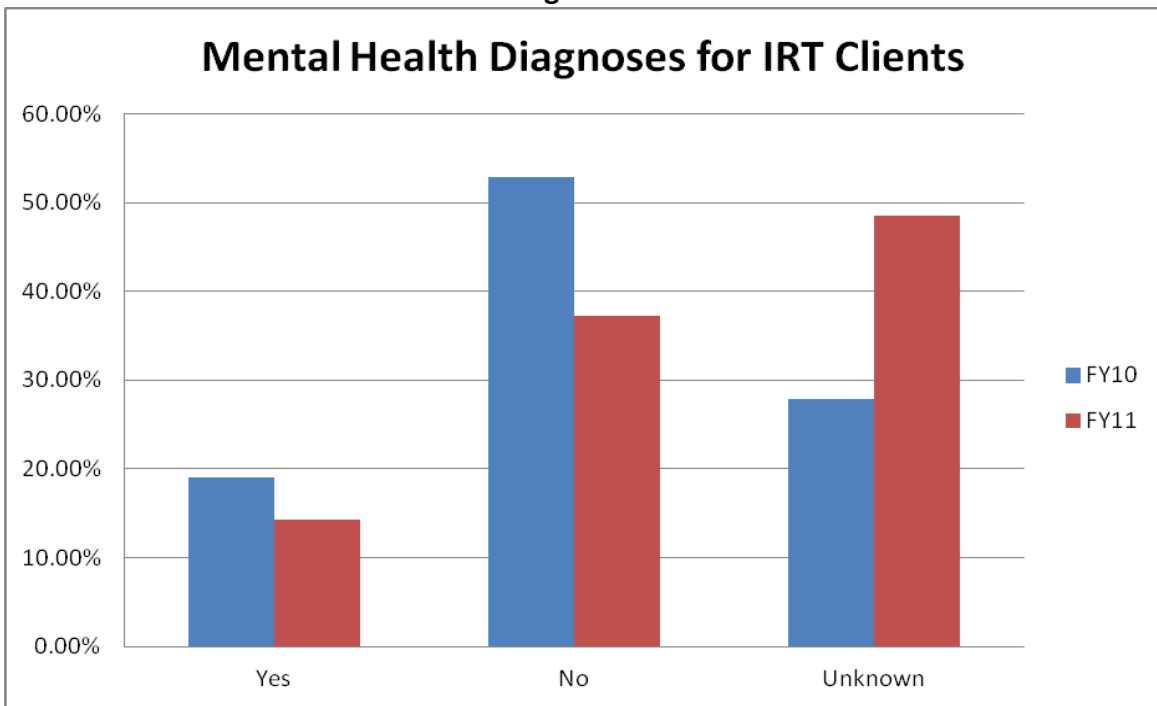
Figure 51



Mental Illness

Rates of mental illness among IRT offenders in Colorado are generally higher than those of other residential offenders. This is represented in figure 52 which illustrates the rates of mental illness diagnoses amongst IRT clients for FY10 and FY11. While the percentage of clients with a mental illness diagnosis decreased significantly in FY11, the number of IRT clients who entered the program without information regarding their mental health history significantly increased.

Figure 52



Discharges

Seventy-five percent (**75%**) of IRT offenders in FY10 and sixty-nine percent (**69%**) of IRT offenders in FY11 were reported as completing the program successfully. Considering that clients are not allowed to leave IRT programs without staff escorts, it is not surprising that none of the technical violations that resulted in discharge in either fiscal year was drug related. In addition, only 3 clients in FY10 and 1 client in FY11 were discharged due to escape. Figure 53 outlines the reasons for discharge for IRT offenders.

Figure 53

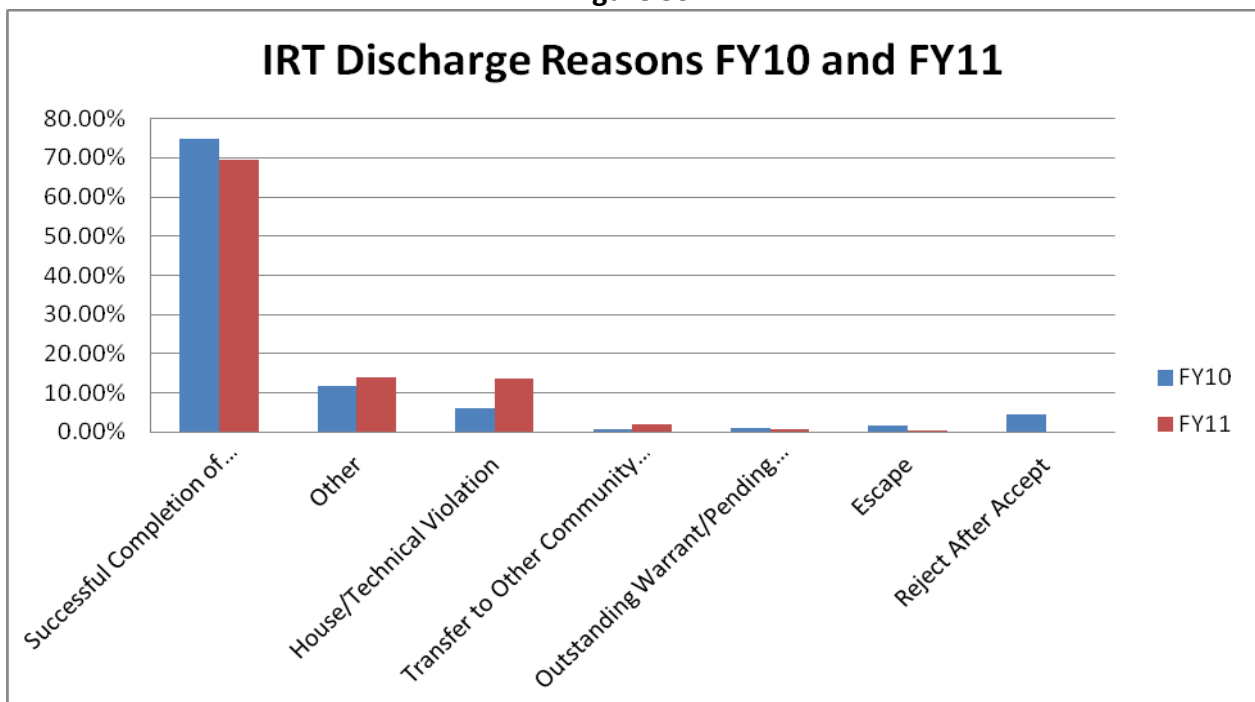
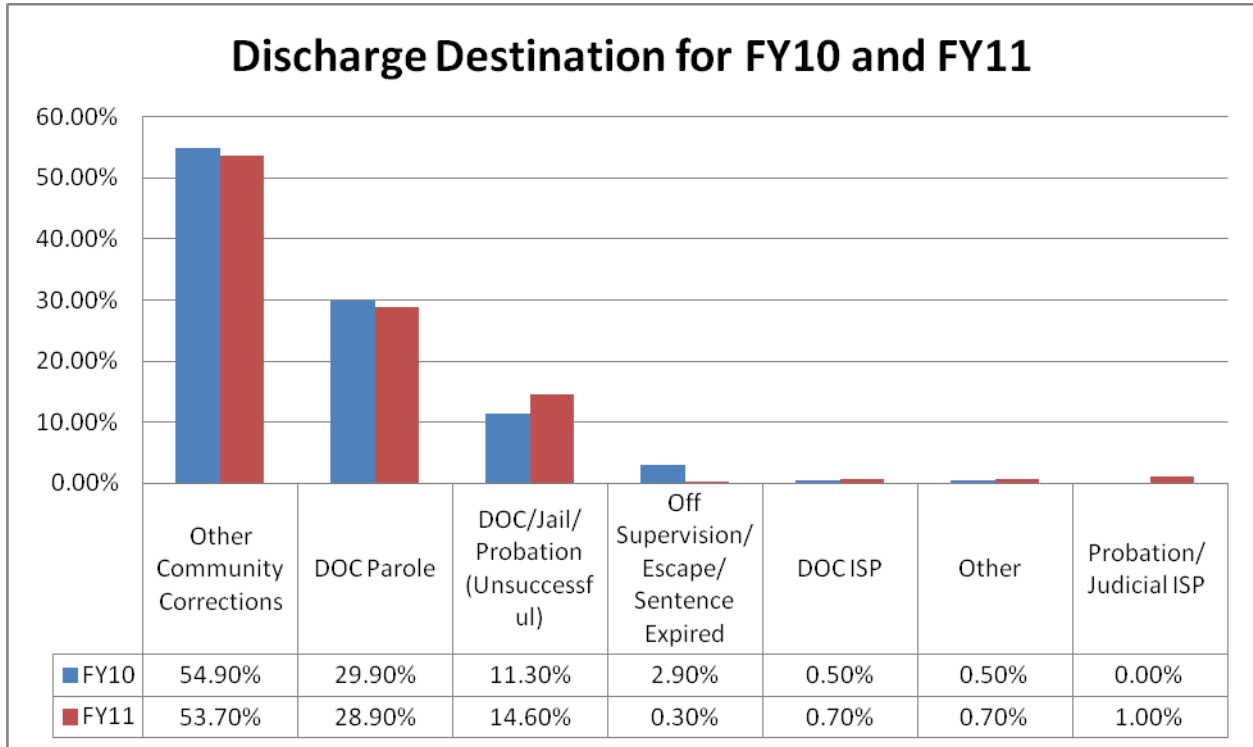


Figure 54 illustrates that more than fifty percent (**50%**) of all IRT clients were discharged back to a residential community corrections programs in both fiscal years while almost thirty percent (**30%**) returned successfully to parole.

Figure 54



Section IV

Residential Dual Diagnosis Treatment

The population of offenders with co-occurring substance use and mental health disorders is dramatically increasing in the Colorado prison system. These persons require extensive psychiatric and mental health services as well as community based substance use treatment in order to manage their risk to public safety. Residential Dual Diagnosis Treatment (RDDT) is a program designed for these individuals in order to address co-occurring substance use and mental health disorders while building positive support systems and increasing overall ability to function in the community. These programs are structured to accommodate persons in need of additional supervision and treatment services in order to successfully reintegrate into the community.

RDDT programs are professionally supervised therapeutic environments geared toward drug and alcohol abstinence, improved mental health and desistance from continued criminal conduct. Generally, the treatment program is aimed at offenders with both significant substance use and mental illness, including those whose previous treatment failures necessitate more intensive measures. RDDT programs receive a differential per diem of \$33.02 per day in order to fund some of the costs of therapeutic and enhanced supervision services.

During FY10 and FY11, there were **five** RDDT programs in the Colorado community corrections system. There were **249** offender discharges in FY10 and **298** offender discharges in FY11. Compared to residential offenders, there are higher percentages of females, Caucasians, and offenders with either no prior convictions or more than three prior convictions amongst the RDDT population. The demographics for the RDDT population in FY10 and FY11 are shown in figure 55.

Figure 55

RDDT OFFENDER DEMOGRAPHICS FY10 AND FY11			
		FY10	FY11
Gender			
	Male	74.3%	69.5%
	Female	25.7%	30.5%
Age			
	18-20	4.0%	3.4%
	21-25	12.9%	12.4%
	26-30	22.5%	20.8%
	31-35	18.1%	14.1%
	36-40	14.5%	12.4%
	41+	28.1%	36.9%
Ethnicity			
	Caucasian	71.9%	74.5%
	African American	7.6%	10.4%
	Hispanic	18.1%	10.7%
	Asian American/Pacific Islander	0.0%	0.3%
	Native American/Alaskan Native	2.4%	4.0%
	Other/Unknown	0.0%	0.0%
Marital Status			
	Single	53.4%	46.3%
	Married/Common Law	20.1%	19.1%
	Separated/Divorced/Widowed	26.1%	32.9%
	Unknown	0.4%	1.7%
Education Level at Entry			
	8 th Grade or Less	7.2%	6.7%
	9 th through 11 th Grade	18.8%	15.8%
	12 th Grade or GED	59.4%	60.0%
	Vocational/Some College	11.6%	11.7%
	College or Above	1.6%	2.7%
	Unknown	1.2%	3.0%
Current Crime Felony Class			
	F1 – F3	14.5%	15.5%
	F4-F6	85.5%	84.5%
Prior Adult Felony Convictions			
	Zero	27.3%	29.2%
	One to Two	26.1%	33.5%
	Three or More	46.6%	37.3%

Current Felony Offense

Similar to residential community corrections offenders, most RDDT offenders in both FY10 and FY11 were serving sentences for non violent, mid-level felony offenses. The most common types of offenses for this population of offenders were drug related offenses, burglary and theft. Interestingly, RDDT offenders serving time for escape represent a higher percentage (6.8% in FY10 and 5.0% in FY11) than residential offenders (4.0% in FY10 and 4.8% in FY11). Figure 56 shows the breakdown of current felony convictions amongst RDDT offenders.

Figure 56

Current Felony Offenses Amongst RDDT Offenders				
Offense Type	FY10		FY11	
	N	Percent	N	Percent
Controlled Substance	75	30.1	76	25.5
Burglary/Criminal Trespass	31	12.4	34	11.4
Theft	30	12.0	46	15.4
Assault/Menacing	20	8.0	36	12.1
Escape	17	6.8	15	5.0
Motor Vehicle Theft	13	5.2	7	2.3
Forgery	12	4.8	10	3.4
Driving Related	8	3.2	10	3.4
Identity Theft	8	3.2	8	2.7
Robbery	7	2.8	11	3.7
Crimes Against Children	6	2.4	2	.7
Other	5	2.0	0	3.0
Sex assault	4	1.6	13	4.4
Criminal Mischief	4	1.6	5	1.7
Homicide	3	1.2	2	.7
Fraud	2	.8	3	1.0
Weapons	1	.4	3	1.0
Kidnapping	1	.4	2	.7
Arson	1	.4	1	.3
Habitual Criminal	1	.4	1	.3
Organized Crime	0	.0	2	.7
Intimidation	0	.0	2	.7

Assessments

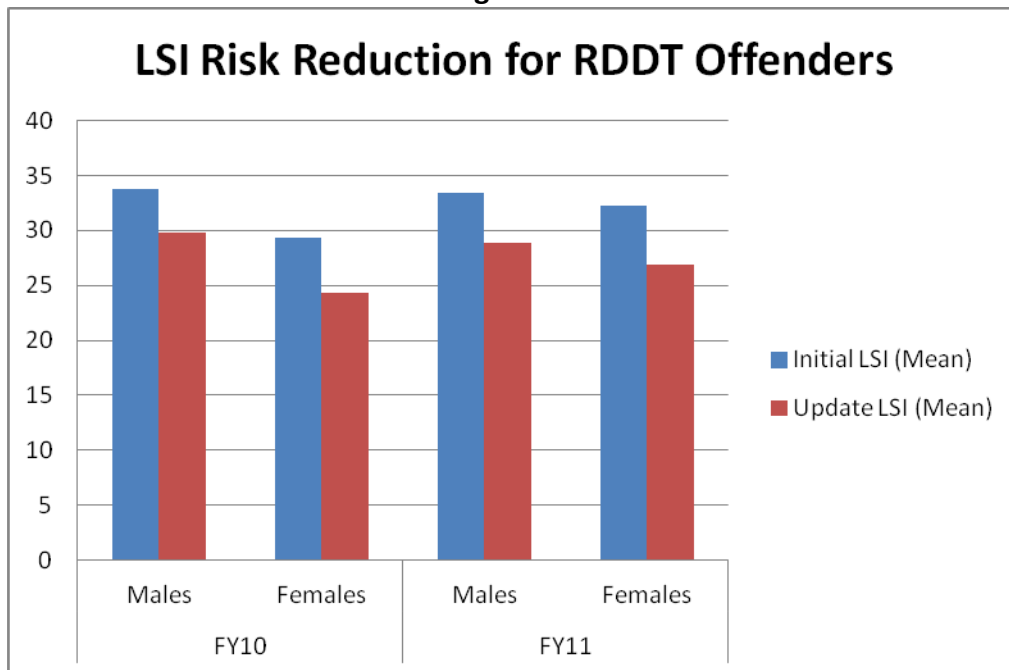
Figure 57 provides the mean SOA-R scores for RDDT offenders in FY10 and FY11. In comparison to residential offenders, RDDT offenders have higher mean assessment scores on the initial LSI, the update LSI, the SSI-R, and on the disruption scale of the ASUS-R.

Figure 57

		Initial LSI (Mean)	Update LSI (Mean)	SSI-R Score (Mean)	ASUS-R Disruption (Mean)	ASUS-R Defensive (Mean)
FY10	Males	33.7	29.8	10.9	31.9	11.7
	Females	29.3	24.3	8.4	28.9	14.3
FY11	Males	33.4	28.9	9.4	35.9	12.7
	Females	32.2	26.9	8.3	29.1	8.78

Despite having higher overall risk scores compared to other residential community corrections offenders, both male and female RDDT offenders had lower LSI scores at the time of their last updated LSI while under community corrections supervision (at least 6 months of time in the program). This indicates a reduction in the risk of recidivism from time of entry to discharge.

Figure 58



Addressing co-occurring substance use and mental health disorders is the primary purpose of RDDT programs and offenders who are placed in these programs often have long histories of disruption as a result of these disorders. Over ninety percent (**90%**) of RDDT offenders had previous mental health treatment in both FY10 and FY11, with sixty-nine percent (**69%**) of RDDT offenders in FY10 and seventy-five percent (**75%**) in FY11 receiving some form of mental health treatment in the last six months. Over ninety percent (**90%**) of RDDT offenders had been prescribed psychiatric medications in their lifetime, with sixty-two percent (**62%**) to sixty-nine percent (**69%**) having a current prescription for psychiatric medications upon entry to the RDDT program in FY10 and FY11 respectively. Thirteen

percent (**13%**) of RDDT offenders in FY10 and twenty percent (**20%**) in FY11 had been hospitalized for mental health reasons in the last two years.

Risk of harm and suicide is a concern for individuals suffering from mental illness. Just over half of all RDDT offenders in both fiscal years reported they had never tried to harm or kill themselves, leaving more than forty percent (**40%**) of RDDT clients with a history of at least one self-harming or suicide attempt episode in their lifetime. These figures are represented in figure 59.

Figure 59

Self Harm or Suicidal Ideation Histories for RDDT Clients		
	FY10	FY11
Client never tried to harm or kill self in past	59.4%	53.4%
Client tried to harm or kill self in past In last 6 months	2.8%	3.7%
Client tried to harm or kill self in past 6 mo-2yrs	7.6%	10.7%
Client tried to harm or kill self in over 2 years	21.3%	23.3%
Client tried to harm or kill self unknown	8.8%	9.1%

RDDT clients are also assessed for their level of psychiatric need upon entry to the program. The vast majority of RDDT offenders (**80-85%**) enter the program with moderate psychiatric needs. Figure 60 reports the percentage of offenders in RDDT programs who were assessed at each level of psychiatric need.

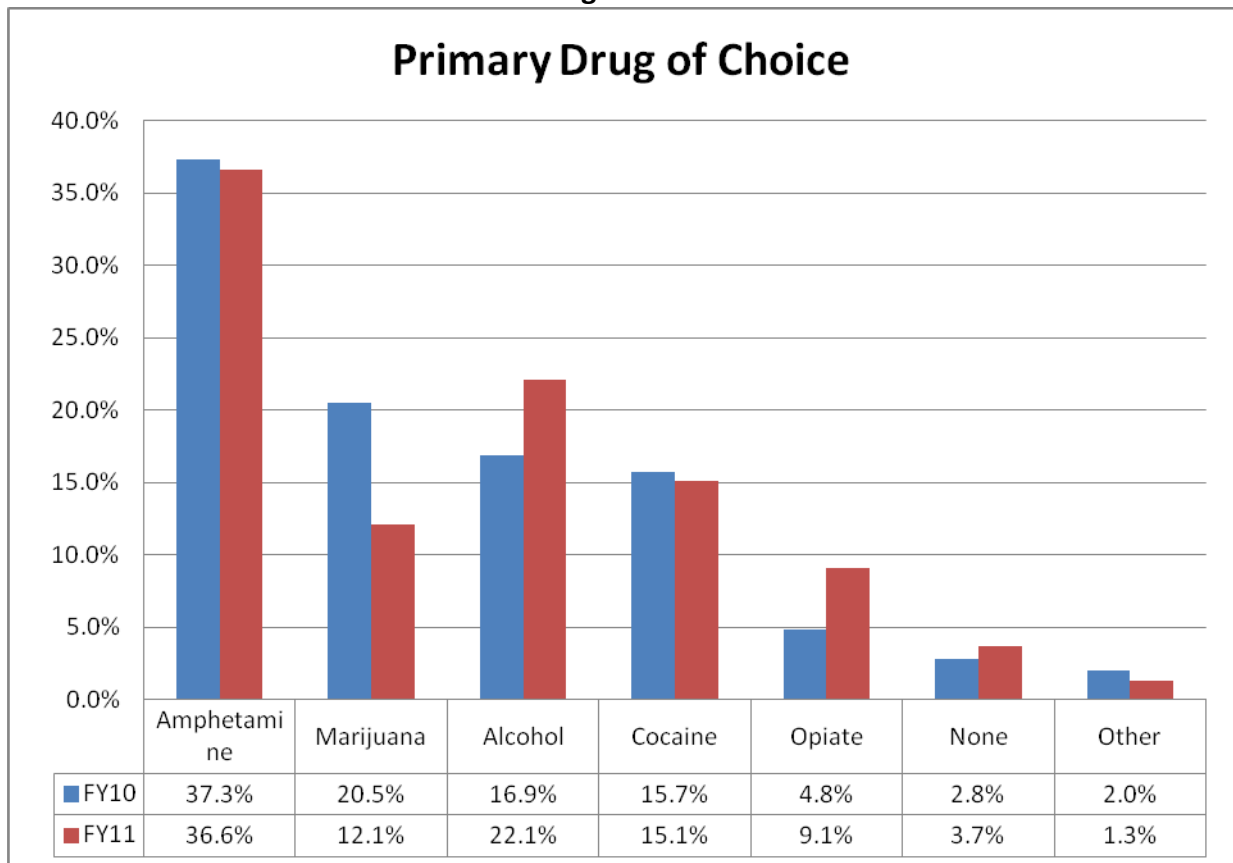
Figure 60

Psychiatric Need Level for RDDT Clients		
	FY10	FY11
No Mental Health Needs	0.7%	2.0%
Low Psychiatric Needs	6.8%	4.7%
Moderate Psychiatric Needs	80.8%	85.9%
High Psychiatric Needs	9.6%	6.1%
Extreme Psychiatric Needs	0.0%	0.0%
Unknown	2.1%	1.3%

Drug of Choice

Thirty-seven percent (**37%**) of RDDT offenders in both fiscal years reported that their primary drug of choice was amphetamines. In FY10 marijuana was reported as a primary drug of choice with twenty percent (**20%**) of RDDT offenders and alcohol represented seventeen percent (**17%**). These percentages switched in FY11 with twenty-two percent (**22%**) of RDDT offenders reporting alcohol as their primary drug of choice and only twelve percent (**12%**) reporting marijuana. Figure 61 illustrates the primary drug of choice reported by RDDT offenders for both fiscal years.

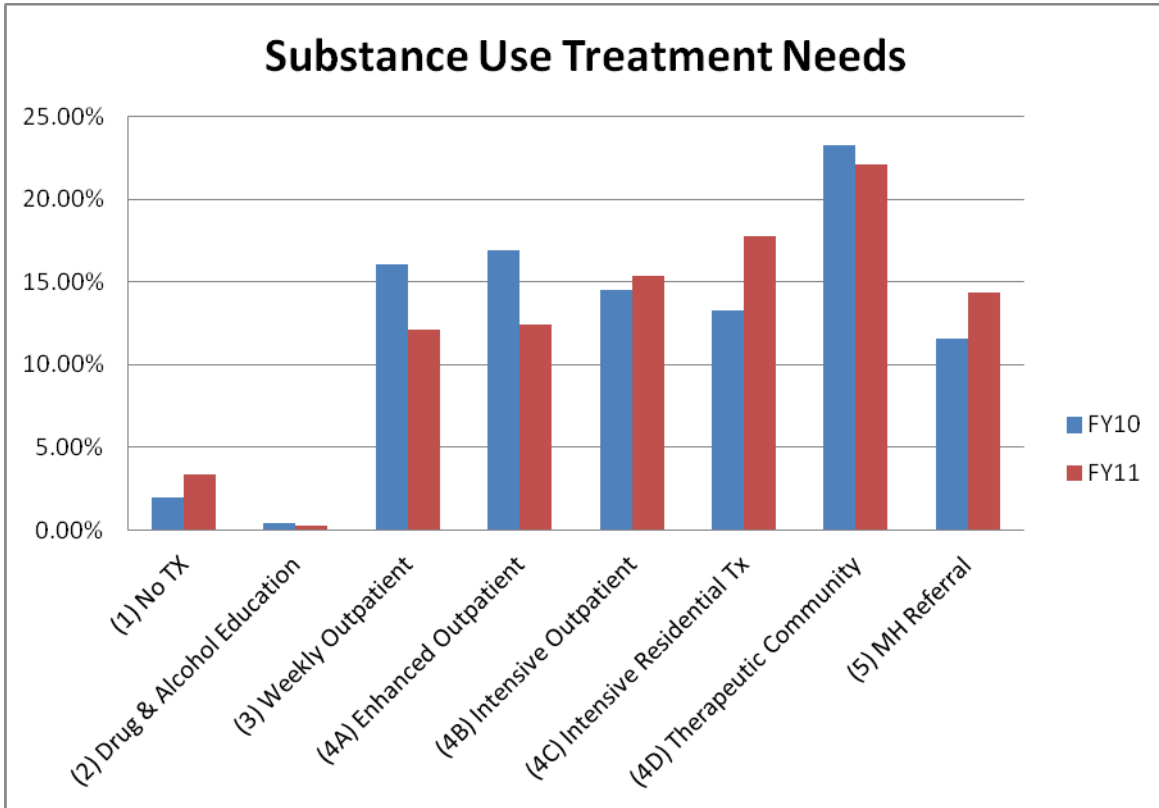
Figure 61



Substance Use Treatment

Compared to residential offenders, a higher percentage of RDDT offenders were assessed as needing enhanced substance use treatment services (level 4A and above) in both fiscal years. In addition, the proportion of individuals who were in need of a mental health or medical referral prior to being able to be assessed for need of substance use treatment services is substantially higher than the residential population. Figure 62 reports the percentage of RDDT offenders who are assessed at each level of substance use treatment.

Figure 62



Treatment Services Received

RDDT offenders receive a wide array of services while in the program. These services include mental health and psychiatric services, cognitive behavioral therapy, vocational and educational services, and offense specific treatment. Figure 63 represents the percentage of RDDT offenders who received each type of treatment service while in the RDDT program for both fiscal years.

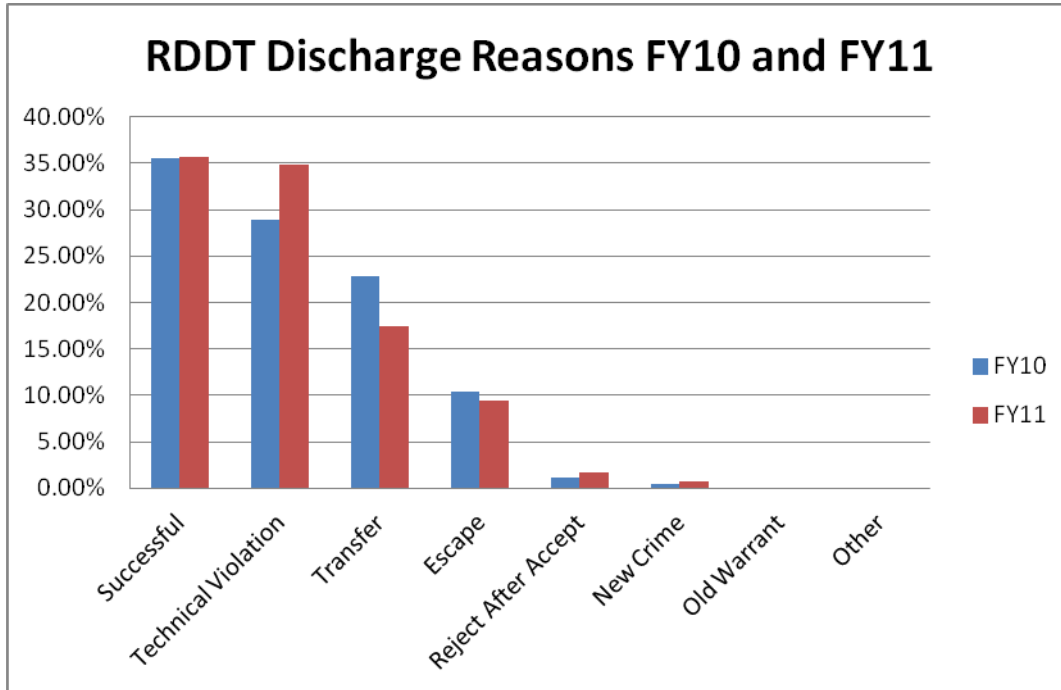
Figure 63

Treatment Services Received by RDDT Offenders		
	FY10	FY11
Individual Counseling or Psychotherapy	81.1%	83.2%
Support Groups (AA/NA)	77.1%	71.1%
Mental Health Group Therapy	71.1%	80.9%
Substance Use Group Therapy	65.9%	70.8%
Psychiatric Services	59.4%	68.1%
Relapse Prevention	51.8%	55.7%
Cognitive Behavioral Therapy	48.6%	54.0%
Dual Diagnosis Group Therapy	47.0%	63.4%
Life Skills Classes	45.8%	51.7%
Other PsychoEducational Classes	41.4%	39.9%
Aftercare Planning	35.3%	34.9%
Anger Management Services	23.7%	15.4%
Trauma/Victimization Services	20.9%	17.8%
Vocational Educational Services	19.7%	18.5%
Supervised Recreation	18.9%	22.1%
Restorative Justice Services	18.1%	5.4%
Adult GED Services	16.1%	12.8%
DUI Education Therapy	12.9%	2.3%
Domestic Violence Services	12.4%	4.7%
Offense Specific Treatment	9.6%	5.7%
Family Therapy	6.4%	10.7%

Discharges

Thirty-five percent (**35%**) of RDDT offenders were discharged from the program successfully in both fiscal years. In addition, almost twenty percent (**20%**) of RDDT offenders were transferred to other community corrections programs. Technical violations represented twenty-eight percent (**28%**) and thirty-four percent (**34%**) of discharges from RDDT programs in FY10 and FY11 respectively. Of these technical violations, approximately thirty percent (**30%**) were drug related in both fiscal years.

Figure 64



Length of Stay

The mean length of stay for all RDDT offenders in all discharge categories was **158** days in FY10 and **169** days in FY11. Figure 65 outlines the variations in length of stay in days by termination reason.

Figure 65

Average Length of Stay in Days		
	FY10	FY11
Successful	257	277
Technical Violation	123	119
Transfer	90	117
Reject After Accept	87	76
Escape	81	71
New Crime	47	60

Section V

Short-Term, Jail-Based Residential Programs

There are currently two short-term, jail-based residential community corrections programs in Colorado: Phase I at the Denver County Jail and Gateway: Through the Rockies at the El Paso County Jail.

Short-term, jail-based programs are designed to serve as a short-term stabilization for offenders in a highly structured and secure environment. Upon completion of the program offenders can make a progressive movement into a traditional community corrections program. During short-term residential programming offenders are able to be evaluated for medical and psychological treatment needs, receive assistance with accessing documentation required for employment such as an ID or birth certificate, and reacquaint themselves with the community after being in prison. Offenders are required to seek employment and participate in select treatment groups offered through the jail program. The programs also contain, within them, some specialized programming such as the Denver Homeless Transition Program (DHTP) and the Long-Term Offender Program (LTOP) which serve high risk/high need offenders who are in transition from the DOC.

These programs are also designed to operate as an intermediate sanction in lieu of prison for offenders who receive technical violations during their community corrections placement. Offenders can be placed in remediation as a final recourse before full regression to the Department of Corrections. If the offender completes the remediation period successfully, a recommendation will be made to return to community corrections placement.

There were **557** discharges from a short-term program in FY10 and **608** in FY11. The number of discharges (N) and average length of stay (Avg LOS) by program can be seen in figure 66.

Figure 66

Program	FY10		FY11	
	N	Avg LOS	N	Avg LOS
Phase I	542	34	589	35
Gateway	15	75	19	84

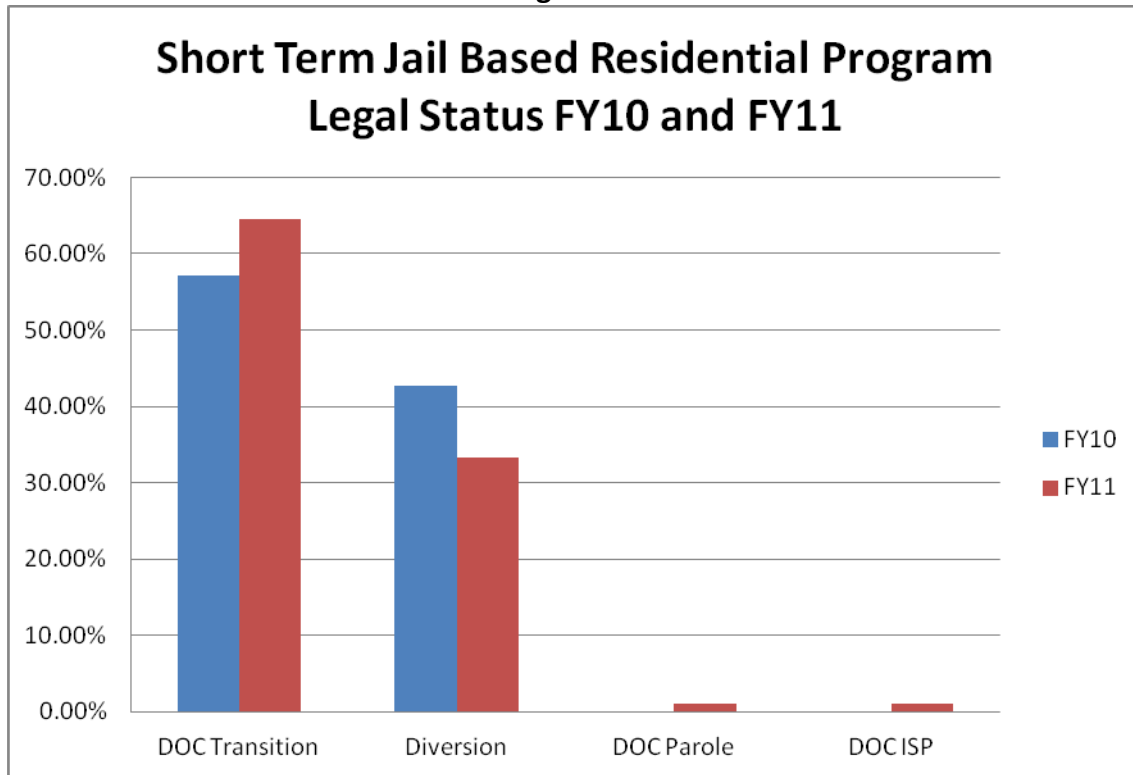
The profile of the short-term, jail-based offender is similar to that of a traditional community corrections offender in that the majority are male, single, have a high school diploma or GED, and are in community corrections for a class 4, 5 or 6 felony. Demographics for this population are shown in figure 67.

Figure 67

SHORT TERM JAIL BASED OFFENDER DEMOGRAPHICS FY10 AND FY11			
		FY10	FY11
Gender			
	Male	82.2%	88.2%
	Female	17.8%	11.8%
Age			
	18-20	1.4%	2.0%
	21-25	20.1%	16.8%
	26-30	23.0%	20.3%
	31-35	12.6%	15.8%
	36-40	13.3%	11.4%
	41+	29.5%	33.8%
Ethnicity			
	Caucasian	29.8%	31.4%
	African American	39.0%	38.3%
	Hispanic	28.5%	27.1%
	Asian American/Pacific Islander	1.1%	1.5%
	Native American/Alaskan Native	1.6%	1.5%
	Other/Unknown	0.0%	0.2%
Marital Status			
	Single	60.0%	58.3%
	Married/Common Law	26.2%	26.4%
	Separated/Divorced/Widowed	12.7%	14.9%
	Unknown	1.1%	0.5%
Education Level at Entry			
	8th Grade or Less	2.1%	3.0%
	9th through 11th Grade	24.2%	21.1%
	12th Grade or GED	57.4%	59.8%
	Vocational/Some College	11.7%	12.0%
	College or Above	2.5%	2.1%
	Unknown	2.0%	2.0%
Current Crime Felony Class			
	F1 - F3	14.0%	17.1%
	F4-F6	86.0%	82.9%

Transition and Diversion clients make up the vast majority of the offender population in short-term, jail-based residential programs. Clients represented in figure 68 may be in the program either because they are awaiting a bed in a community corrections facility or as a remediation due to program violation(s).

Figure 68



Employment and Education

Upon entry, seven percent (**7%**) of the offenders were employed in FY10 and four percent (**4%**) were employed in FY11. Upon termination from the program twenty percent (**20%**) were employed at least part time. Due to the short-term nature of the program, most offenders are unable to make significant subsistence, restitution or treatment payments and often times an offender is transferred to another community corrections program prior to the receipt of their first paycheck.

Offenders are able to work towards obtaining their GED while in short-term, jail-based residential programs however due to their limited length of stay, many must complete their educational goals once they have been transferred to another community corrections program. Even so, **three** offenders in FY10 and **four** in FY11 were able to successfully obtain their GED while in the program.

Discharges

Successful termination from a short-term, jail-based residential program can be for two reasons. Most commonly, successful termination means that the offender was able to move on to a residential community corrections program. More than fifty percent (**50%**) of all offenders participating in a short-term program were transferred successfully to a community corrections program for the remainder of their community placement in both FY10 and FY11. Success can also indicate that the offender completed their sentence and were released from

community corrections placement either on to probation, parole, or without further supervision. Approximately ten percent (**10%**) of offenders fell into this category in both FY10 and FY11. Less than 7 percent (**7%**) of offenders escaped in either year and only 2 offenders in both fiscal years, making up less than one percent (**1%**), committed a new crime. In addition, less than seven percent (**7%**) of short term residential offenders in FY10 and FY11 were terminated for a technical violation. These figures are shown in figure 69.

Figure 69

Offender Type		Successful		Transfer		Escape		New Crime		Old warrant		Technical Violation		Reject After Accept		Other	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
FY10	Phase I	46	8.5%	340	62.9%	40	7.4%	0	0.0%	9	1.7%	10	1.8%	4	0.7%	92	17.0%
	Gateway	11	73.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	6.7%	0	0.0%	3	20.0%
	Overall	57		340		40		0		9		11		4		95	
FY11	Phase I	52	8.8%	319	54.2%	28	4.8%	4	0.7%	9	1.5%	16	2.7%	7	1.2%	153	26.0%
	Gateway	9	47.4%	9	47.4%	0	0.0%	0	0.0%	0	0.0%	1	5.3%	0	0.0%	0	0.0%
	Overall	61		328		28		4		9		17		7		153	

Section VI Finances in Community Corrections

While in residential and non-residential community corrections facilities, offenders are expected to work full-time, pay room and board, state and federal taxes and, when ordered, pay child support, restitution and court costs. Most the offenders pay for their own treatment costs while in community corrections. Many programs provide in-house treatment services at a no cost or low cost alternative to the offender.

State Per Diem Rates

The state rate is established annually through the budget process. The state contracts with local community corrections boards, providing an allocation for a specific number of beds at the established per diem rate.

In FY10 and FY11, the per diem rates were \$37.74 for residential clients and \$5.12 (average) for non-residential clients. Differential per diem rates were also established for IRT at \$17.78 and for the seriously mentally ill at \$33.02, and for Therapeutic Communities at \$14.34. The differential rate is paid in addition to the residential rate to provide additional treatment services for the specified populations. Residential programs can charge offenders up to \$17 per day in subsistence fees and \$3 per day for non-residential fees. Actual collections are based on earnings and the offender's ability to pay.

Offenders in IRT programs do not work while participating in intensive treatment, so no financial information for IRT offenders is included in this section. In addition, offenders in TC programs are not able to work when they first arrive to the program and may not be eligible to work for up to nine months. Because many of these offenders do end up working they were included in this sample.

Figures reported here are estimates based on reported figures in CCIB. The DCJ removes any significant outliers from each category to account for errors and to avoid skewing or otherwise misrepresenting the data. Even still, this data should be considered as an estimate of the community corrections offender population for each fiscal year and should not be understood as an exact figure.

Subsistence

The overall amount of subsistence paid by all types of offenders, including non residential supervision fees, while in community corrections in FY10 was **\$10,472,410** and was **\$11,711,687** in FY11. Figure 70 shows the breakdown of total subsistence payments made by Diversion, Transition, male and female offenders.

Figure 70

	Overall Subsistence Paid	Diversion Subsistence Paid	Transition Subsistence Paid	Male Subsistence Paid	Female Subsistence Paid
FY10	\$10,472,410	\$5,111,519	\$5,360,890	\$8,608,751	\$1,863,659
FY11	\$11,711,687	\$5,439,353	\$6,272,334	\$9,860,328	\$1,851,358

Figure 71 outlines the average amount of subsistence collected from residential community corrections offenders each day. Although programs can charge up to \$17 a day for residential services, they may not be able to collect this amount when the offender is unable to work, or has other expenses such as court-ordered child support, treatment costs, restitution and medication.

Figure 71

Average Daily Subsistence Paid for Residential Offenders								
	Diversion		Transition		Males		Females	
	FY10	FY11	FY10	FY11	FY10	FY11	FY10	FY11
Mean	\$9.44	\$9.98	\$9.47	\$9.97	\$9.86	\$10.21	\$7.96	\$8.89
N	3183	3021	3643	3711	5363	5555	1463	1177

The figures above include offenders from specialty residential community corrections programs such as RDDT and TC who may not be eligible to search for employment for a considerable amount of time after entering the program. Excluding these individuals, the average amount of subsistence paid by traditional residential community corrections clients was \$12.68 in FY10 and \$11.14 in FY11.

Income

As discussed in earlier sections of this report, many community corrections offenders are able to obtain employment while under supervision and it is believed that employment plays a major role in an offender’s ability to successfully reintegrate into the community.

As shown in Figure 72, the median monthly income for employed Diversion offenders was **\$600.58** in FY10 and **\$587.64** in FY11. Transition offenders on average earned less than Diversion offenders, with a median monthly income of **\$422.69** in FY10 and **\$387.25** in FY11. This data along with the mean monthly income and total earnings for Diversion and Transition are also represented in figure 72.

Figure 72

Monthly Income for Community Corrections Offenders				
	Diversion		Transition	
	FY10	FY11	FY10	FY11
Mean	\$704.42	\$691.78	\$557.83	\$529.15
Median	\$600.58	\$587.64	\$422.69	\$387.25
N	4179	3849	3600	3630
Overall	\$27,380,868.00	\$25,903,127.00	\$13,821,314.00	\$14,831,334.00

Figure 73 provides the same monthly income data for male and female community corrections offenders in FY10 and FY11.

Figure 73

Monthly Income for Male and Female Offenders				
	Males		Females	
	FY10	FY11	FY10	FY11
Mean	\$656.63	\$630.55	\$565.22	\$531.89
Median	\$527.00	\$496.55	\$467.74	\$427.37
N	6073	6137	1706	1342
Overall	\$32,969,609.00	\$34,204,386.00	\$8,232,573.00	\$6,530,075.00

Taxes

Figures 74 through 77 report the mean, median, and number of Diversion, Transition, male and female offenders who paid state (figure 74 and 75) and federal (figure 76 and 77) taxes while participating in community corrections programs in both FY10 and FY11.

Figure 74

State Taxes Withheld for Diversion and Transition Offenders				
	Diversion		Transition	
	FY10	FY11	FY10	FY11
Mean	\$159.59	\$155.00	\$80.20	\$77.74
Median	\$13.00	\$15.00	\$0.00	\$0.00
N	4179	3849	3600	3630
SUM	\$666,918.00	\$596,576.00	\$288,734.00	\$282,202.00

Figure 75

State Taxes Withheld for Male and Female Offenders				
	Males		Females	
	FY10	FY11	FY10	FY11
Mean	\$127.63	\$122.52	\$105.83	\$94.53
Median	\$5.00	\$3.00	\$4.00	\$1.00
N	6073	6137	1706	1342
SUM	\$775,100.00	\$751,917.00	\$180,552.00	\$126,861.00

Figure 76

Federal Taxes Withheld For Diversion and Transition Offenders				
	Diversion		Transition	
	FY10	FY11	FY10	FY11
Mean	\$344.64	\$327.30	\$155.69	\$153.07
Median	\$8.00	\$13.00	\$0.00	\$0.00
N	4179	3849	3600	3630
SUM	\$1,440,268.00	\$1,259,890.00	\$560,484.00	\$555,648.00

Figure 77

Federal Taxes Withheld For Male and Female Offenders				
	Males		Females	
	FY10	FY11	FY10	FY11
Mean	\$272.31	\$254.23	\$203.41	\$190.25
Median	\$0.00	\$0.00	\$0.00	\$0.00
N	6073	6137	1706	1342
SUM	\$1,653,733.00	\$1,560,222.00	\$347,019.00	\$255,316.00

Fees Owed to Program at Termination

Some programs provide assistance to offenders in the form of subsistence fees, treatment fees, medical costs and transportation. Once employed, offenders are expected to reimburse the program for these costs; however, offenders sometimes terminate without repaying the program. In FY11, programs provided financial assistance to **6149** male offenders totaling **\$4,047,508** in funds that were still owed to the program upon discharge.

Figures 78 and 79 outline the financial burden that programs assume to assist offenders in receiving treatment, medical costs, and subsistence assistance in order to succeed in the community.

Figure 78

Fees Owed to Program for Diversion and Transition Offenders				
	Diversion		Transition	
	FY10	FY11	FY10	FY11
SUM	\$2,253,360.00	\$2,404,428.00	\$2,403,562.00	\$2,546,533.00
N	4231	3861	3559	3620

Figure 79

Fees Owed to Program for Male and Female Offenders				
	Males		Females	
	FY10	FY11	FY10	FY11
SUM	\$3,694,773.00	\$4,047,508.00	\$962,149.00	\$903,453.00
N	6077	6149	1713	1332

Child Support

In addition to various treatment and living costs, offenders are responsible for fulfilling court-ordered child support obligations. Figures 80 and 81 show the sum totals of child support paid by offenders while in a community corrections program for both fiscal years.

Figure 80

Child Support Paid by Diversion and Transition Offenders				
	Diversion		Transition	
	FY10	FY11	FY10	FY11
SUM	\$875,371.00	\$898,658.00	\$291,878.00	\$325,890.00
N	4322	3946	3636	3691

Figure 81

Child Support Paid by Male and Female Offenders				
	Males		Females	
	FY10	FY11	FY10	FY11
SUM	\$1,083,578.00	\$1,118,218.00	\$83,671.00	\$106,330.00
N	6213	6276	1745	1361

Treatment

When possible, offenders are responsible for paying for their own treatment while in community corrections. Treatment may be for substance use, mental health, anger management, educational services, etc. Offenders paid a total of **\$1,747,585.00** in treatment costs in FY10 and **\$1,732,064** in FY11. The breakdown of sums are presented in figures 82 and 83.

Figure 82

Treatment Fees Paid by Diversion and Transition Offenders				
	Diversion		Transition	
	FY10	FY11	FY10	FY11
SUM	\$1,142,558.00	\$1,113,554.00	\$605,027.00	\$618,510.00
N	4314	3939	3629	3688

Figure 83

Treatment Fees Paid by Male and Female Offenders				
	Males		Females	
	FY10	FY11	FY10	FY11
SUM	\$1,387,819.00	\$1,439,994.00	\$359,766.00	\$292,070.00
N	6216	6274	1727	1353

Restitution and Other Court Costs

Many offenders in community corrections owe restitution and other court costs associated with their criminal cases. Amounts owed range from less than one hundred dollars to hundreds of thousands of dollars. Despite the removal of outlying values in the data set, due to some offenders who have very large amounts of restitution, the median figure is the best indication of what the average offender owes in restitution. In FY10, Diversion offenders owed \$1,899.50 at the median and Transition offenders owed \$2,044.00 at the median. In FY11, Diversion offenders owed \$2,013.00 at the median and Transition offenders owed \$1,925.00 at the median. Figure 84 and 85 report the mean, median and sum total of restitution owed by offenders in community corrections.

Figure 84

Restitution Owed by Diversion and Transition Offenders				
	Diversion		Transition	
	FY10	FY11	FY10	FY11
Mean	\$6,524.42	\$7,232.00	\$9,482.64	\$7,299.00
Median	\$1,899.50	\$2,013.00	\$2,044.00	\$1,925.00
N	4336	3957	3641	3695
SUM	\$28,289,884.00	\$28,618,755.00	\$34,526,307.00	\$26,970,619.00

Figure 85

Restitution Owed by Male and Female Offenders				
	Males		Females	
	FY10	FY11	FY10	FY11
Mean	\$7,153.31	\$6,806.95	\$10,441.44	\$9,376.72
Median	\$1,857.00	\$1,864.00	\$2,469.00	\$2,606.00
N	6227	6289	1750	1363
SUM	\$44,543,667.00	\$42,808,899.00	\$18,272,524.00	\$12,780,475.00

The vast majority of community corrections offenders made restitution payments while in a community corrections program. These payments can be seen in figures 86 and 87.

Figure 86

Restitution Paid by Diversion and Transition Offenders				
	Diversion		Transition	
	FY10	FY11	FY10	FY11
Mean	\$402.64	\$429.10	\$245.83	\$259.32
Median	\$0.00	\$0.00	\$0.00	\$0.00
N	4312	3936	3631	3687
SUM	\$1,736,191.00	\$1,688,949.00	\$892,603.00	\$956,131.00

Figure 87

Restitution Paid by Male and Female Offenders				
	Males		Females	
	FY10	FY11	FY10	FY11
Mean	\$323.72	\$332.56	\$356.87	\$413.40
Median	\$1,856.00	\$0.00	\$2,447.00	\$0.00
N	6209	6263	1734	1360
SUM	\$2,009,978.00	\$2,082,853.00	\$618,816.00	\$562,227.00

Section VII Program Audits

The DCJ has a statutory responsibility to audit Community Corrections programs. Residential, non-residential, Intensive Residential Treatment, and Residential Dual Diagnosis programs funded by the DCJ are subject to audits. Local community corrections boards, programs and referral agencies are notified two weeks in advance that an audit will be conducted. The audit team is generally on-site for 3 to 5 days.

The audit team primarily consists of members of the DCJ Office of Community Corrections staff. Members of the local community corrections board/or board staff members, representatives of the Department of Corrections, and local probation officers are also invited to assist with the on-site work.

Audits measure compliance with the statutes governing community corrections, with the *Colorado Community Corrections Standards* and with contracts between the state and the programs to provide community corrections services. The audit team performs a variety of tasks, including:

- A review of program policies and procedures;
- A review of personnel files, client files and treatment files; and
- Interviews with program staff and clients.

Following the audit, a draft report is sent to the program for comment prior to release to the local Community Corrections Board and referral agencies. This report details all *Standards* reviewed and discusses areas in which the program is not in compliance with the *Standards*, with Colorado statutes or with contracts between the program and DCJ. The program is then required to submit a corrective action plan that describes how it will come into compliance.

An unannounced follow-up audit is conducted within a one-year period following the release of the initial audit report. Follow-up audits are more limited in scope than initial audits. Documentation is reviewed to ensure corrective actions have been taken on all of the recommendations or findings from the initial audit.

If a program desires to contest the findings of the DCJ Community Corrections Auditor, the program may appeal to the Director of the Division of Criminal Justice. If the findings are sustained by the Division Director, the program may appeal to the Executive Director of the Department of Public Safety. The decision of the Executive Director is final from the state's perspective.

The Office of Community Corrections conducted fieldwork (on-site audit activities) for 15 audits in FY10 and 15 in FY11.

Technical Assistance

The Division of Criminal Justice is considered a resource by the local community corrections boards and programs. The Office of Community Corrections staff is available to provide training on issues related directly to community corrections, such as billing, *Standards* compliance, time credit statutes, completion of Client Termination Forms and the basic Standardized Offender Assessment process. The Office of Community Corrections staff is familiar with all of the community corrections programs statewide and may be able to offer suggestions to improve the operation of a program. In addition, the DCJ has a professional staff with a wide-ranging knowledge of the criminal justice system, including victim's issues, sex offender management, domestic violence management and the availability of grants.

Section VIII

Noteworthy Accomplishments

Each year the DCJ staff recognizes an exceptional community corrections program. This year, we recognize the Denver Homeless Transition Program.

The Denver Homeless Transition Program

The Denver Homeless Transition Program (DHTP) is a collaborative project between the Department of Corrections, Division of Criminal Justice, Denver Sheriff Department and the Denver Community Corrections Board (DCCB) that provides improved transition and discharge planning for individuals who would otherwise parole homeless to the City and County of Denver.

*The beginning.....*After significant planning in 2008 in which representatives from the various stakeholder agencies met to discuss strategies concerning the number of individuals paroling homeless to Denver County, the DHTP was formed with the following guiding statement:

To provide the offender who is paroling homeless an opportunity to establish employment and residence prior to parole release.

*The program.....*is located at the Denver County Jail and is housed in the Phase I/Mountain Parks Community Corrections Program and participants will remain on inmate status until paroled. Participants will have the assistance of the DOC Re-entry and Phase I staff for seeking and securing employment and housing along with the basic needs such as ID, referrals for clothing, and financial management classes. Classes offered include:

Orientation Group:

- Housing
- Transportation
- Clothing
- Treatment Referrals
- Personal Hygiene Items
- Identification Resources
- Education and Training Resources
- Referrals to Support Services (i.e. CICIP enrollment, Fatherhood Initiative, Colorado Legal Services)

GED Prep and Testing

Computer Class

- Rapid Typing
- Money Smart Budget Program

Employment I and II

- Where to Start
- Resume Preparation
- Employment for Ex Offenders
- Career Assessment and Planning
- Job Coaching and Job Placement Assistance
- Job Search Tools and Techniques
- Current Job Listings and Job Referrals
- Information on Federal Bonding and Tax Credit Information
- Interviewing Workshop with Mock Interviews
- Key Train and O*net

Program Criteria

- Male and Female Inmates who are identified homeless and within 9 months of their MRD and/or Parole Discharge date.

If they are beyond 9 months to MRD/Discharge they can be referred at 12 months to MRD and placed at 9 months.

- Must have active conviction out of Denver County
- P-3's and above prescribed and taking mediations will be reviewed on a case-by-case basis.
- Violent offenders will be considered on a case-by-case basis.
- Sex offenders will be considered on a case-by-case basis.

Who is NOT eligible for the program:

- No offenders with serious medical issues.
- Offenders who have detainers
- Offenders identified as Sexually Violent Predators/lifetime supervision offenders
- Offenders that have refused Sex Offender Treatment
- No 180 day turnarounds parole violators

Referral Process

The case manager needs to submit a Community Referral. Include DHTP in the Residence Section to identify this offender for the program and the fact that they would likely be paroling homeless otherwise. Referrals can be made 12 months prior to their MRD/Parole discharge date. The DCCB will continue to screen these and all DHTP applicants as per standard processes.

Key Outcomes

- **DHTP began accepting placements in January 2009. To date, approximately 75% of those placed successfully completed the program and transferred to parole supervision.**

Section IX

Performance Measurement for Community Corrections

In 1993, the Office of the State Auditor recommended that the Division of Criminal Justice (DCJ) “*improve its ability to measure program performance by ensuring that stated goals link to measurable objectives and that objectives tie to quantifiable performance measures.*” It was also recommended that DCJ should “*continue to identify and utilize methods to measure provider and offender success in community corrections. This includes identifying mutually agreed-upon success measures, establishing reporting mechanisms, and conducting audits to ensure reported performance data are valid.*” Consistent with the 1993 recommendations, in 2001, the State Auditor’s office recommended that DCJ “*improve its ability to collect and report data that demonstrate results within the community corrections system.*”

In FY 01-02, House Bill 02-1077 required the Division to create a classification of community corrections programs that is based on certain risk factors. This legislation allows the Division to audit lower performing community corrections programs more frequently than higher performing programs.

Program Characteristics - Community Corrections Risk Factor Analysis

The *Community Corrections Program Risk Factor Analysis* is an annual measurement of program characteristics and performance against state standards, contract requirements and several important performance measures used in correctional programming. 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, analyses were conducted in 2009, 2010, and most recently in 2011.

The risk factor analysis is a multi-dimensional measure of program performance in 25 areas. These performance measures fall into four categories: **outcome factors, performance factors, staff stability factors, reporting factors.**

The **outcome factor** category consists of two performance measures that consider the rates of escape and recidivism within each program. The measure also considers the risk level of each program’s offender population, as defined by average scores on the LSI.

The **performance factor** category consists of a series of performance measures used to capture each program’s level of compliance with the *Colorado Community Corrections Standards*. Eighteen critical standards have been selected by the Division of Criminal Justice and a number of subject matter experts to comprise a multi-dimensional analysis of program performance. The data used for these performance measures includes the most recent DCJ published audits.

The **staff stability factor** category consists of three performance measures that capture data regarding the average length of employment for essential staff positions in each community corrections program. Staff retention and turnover rates have been identified as problem areas in community corrections programs as high turnover and lower staff retention rates may undermine correctional programming.

The **reporting factor** category consists of two performance measures used to capture each program’s level of compliance with entering data into the *Community Corrections Information and Billing* data management system.

Risk Factor Score

A program's total Risk Factor Score is calculated by adding the individual scores from each performance measure. Programs are scored and subsequently placed into one of four risk factor categories.

Programs that scored at or above the statewide median score were placed in level 1 or 2. Generally, programs in these lower performing categories are audited at intervals not to exceed three years. Programs in the higher performing categories (level 3 and 4) are audited at intervals not to exceed five years.

Improved compliance with the *Colorado Community Corrections Standards* has resulted in an improvement in the overall risk factor scores. Figures 80 and 81 show the percentage of programs in each performance level between the Year 5 baseline report (RFA-2 Model) and the Year 7 analysis.

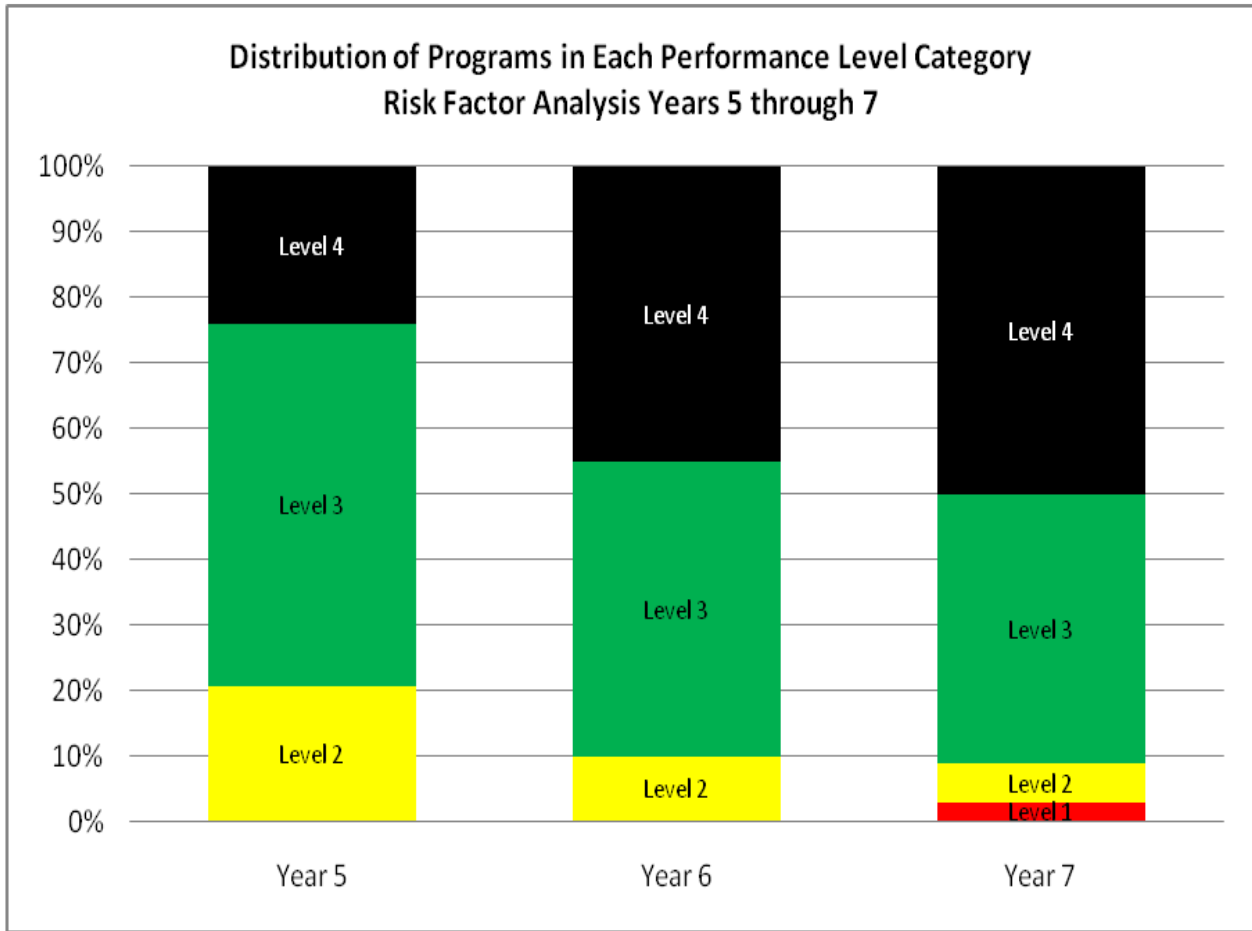
Figure 80

Color Code (Figure H)	Category	Year 5	Year 6	Year 7
	Percent of Programs in Level 4 Category	24.1%	45.2%	50.0%
	Percent of Programs in Level 3 Category	55.2%	45.2%	40.6%
	Percent of Programs in Level 2 Category	20.7%	9.7%	6.3%
	Percent of Programs in Level 1 Category (due to high scores in the Risk Factor Analysis)	0%	0%	3.1%
	Number of New Programs (Level 1) (not scored due to being a new program)	4	1	0

It is encouraging that the percentage of programs in the higher performing levels has improved steadily over time. These changes demonstrate that higher performing programs continue to improve their performance scores over the last several years. There still remain, however, a small number of programs that need improvement to have more standardization or consistency in program performance statewide.

Overall, of the 12 programs with new or follow-up audits published since the Year 6 report, 8 showed a reduction in the overall risk factor score. A total of 15 programs reduced their scores from Year 6 to Year 7, with 5 programs moving to a higher performance level category.

Figure 81



Section X

Governor's Community Corrections Advisory Council

The Governor's Community Corrections Advisory Council is established by the Executive Order of the Governor. The Council was created to advise and assist the Division of Criminal Justice in analyzing and identifying problems or needs and recommending policy modifications or procedural changes in community corrections. The Council also develops strategies, serves as a forum to address issues in community corrections and participates in planning efforts.

The members of the Council represent various units of government and private interests that must work together for community corrections to effectively serve the citizens. Members are appointed by, and serve at the pleasure of, the Governor and receive no compensation for their participation.

To address the purpose of the Advisory Council, the following objectives were identified:

- To promote improved cooperation and coordination between criminal justice agencies, community corrections boards and community corrections service providers.
- To advise and assist the Division of Criminal Justice, the Judicial Department and the Department of Corrections in the areas of offender employment needs, substance use, risk management, and sentencing and placement alternatives.
- To identify and promote strategies for legislation to achieve more effective offender management and thereby reduce crowding in state and county facilities.
- To provide a mechanism for continuing education for Council members and legislators on current correctional issues.
- To address issues identified by the Governor and Colorado Legislature for state needs and community corrections services.

Subcommittee Functions and Accomplishments

In order to meet these objectives, the Governor's Community Corrections Advisory Council forms subcommittees to address various areas. Subcommittees include members of the Council, DCJ staff, and volunteers from specialized areas.

Awards Subcommittee

The Awards Subcommittee was created in 2001 to recognize the exceptional contributions of an individual in the arena of community corrections. The Advisory Council presents this award at a meeting of the Colorado Association of Community Corrections Boards. The exemplary efforts of these individuals have made a significant difference in community corrections. Past award recipients include:

2001	Jean Carlberg	Citizen member, 18 th JD
2002	Stephen Schapanski	8 th Judicial District Community Corrections Board member, representing the courts
2003	Norm Garneau	18 year member of the 21 st Judicial District Community Corrections Board
2004	Dave Cutler	Executive Director of the Arapahoe Community Treatment Center
2005	Paul Cooper	Chief Probation Officer, 8 th Judicial District
2006	Edward Camp	Director, Office of Community Corrections, DCJ
2007	Cindy Talkington	Director, Correctional Alternative Placement Services
2008	Paul Isenstadt	Director, ComCor, Inc.
2009	John Schmier	Director, Hilltop House
2010	Tom Giacinti and Tom Moore	1 st Judicial District Board Staff 2 nd Judicial District Board Staff
2011	Dennis Berry	Director, Mesa County Community Corrections

In April 2007, the Distinguished Service Award was renamed the John Kuenhold Award in honor of Judge John Kuenhold, the Chair of the Governor’s Community Corrections Advisory Council and Chief District Court Judge in the 12th Judicial District. Governor Richard Lamm appointed Judge Kuenhold to the Council in 1986. Judge Kuenhold has been the Chair of Advisory Council since that time. Judge Kuenhold is a strong advocate for community corrections in Colorado and remains an active member of the Community Corrections Board in the 12th Judicial District.

Standards Subcommittee

This subcommittee periodically reviews and recommends changes or modifications to the *Colorado Community Corrections Standards*. Throughout FY10, this subcommittee worked tirelessly to develop revised *Standards* which were ultimately published in August 2010. The revised *Standards* contain many minor modifications as well as a few major additions.

The table below outlines the Advisory Council membership for FY10 and FY11.

Governor’s Fifth Community Corrections Advisory Council Membership

Council Members	
Honorable O. John Kuenhold (Chairperson) 12 th Judicial District, Judge	
Senator Linda Newell Colorado General Assembly	Representative Liane McFayden Colorado General Assembly
Charles Garcia Deputy State Public Defender, Retired	Paul Isenstadt ComCor, Inc., Director
Diane Tramutola-Lawson Colorado Cure, Chair	Kathryn Otten Colorado Dept of Labor and Employment, Manager
Harriet Hall Jefferson Center for Mental Health, CEO	Thomas A. Giacinti Jefferson County Justice Services, Director
Jeaneene Miller Adult Parole/Community Corrections DOC, Director	John Riley Citizen Member
Jeffrey Mannix Citizen Member	Honorable Christopher Cross 18 th Judicial District, Judge
Joseph Ferrando Larimer County Community Corrections, Director	Aristedes Zavaras Colorado Dept of Corrections, Executive Director
Kailash Jaitley, PhD. Marriage and Family Treatment Center, Psychologist	Peter Weir Colorado Dept of Public Safety, Executive Director
Honorable Larry Abrahamson District Attorney	Thomas Quinn Probation Services, Director
Cecelia Mascarenas Colorado Board of Parole, Retired Member	David Michaud Colorado Parole Board, Chairman
Rich Batten Colorado Department of Human Services	Ernest Marquez Attorney
Philip Baca Commerce City Chief of Police, Retired	Alex Marquez San Luis Valley Community Corrections, Supervisor
Frank Dubofsky Retired Judge, Mediator, Arbitrator, JAMS	

Section XI Summary

Community corrections in Colorado serves as a cost effective, quality sentencing alternative to prison for select offenders. Residential community corrections programs monitor offenders while delivering structured criminal justice services. These services help to modify behavior, deter criminal activity, and prepare offenders for successful reintegration into the community.

The Office of Community Corrections (OCC/DCJ) is part of the Division of Criminal Justice in the Colorado Department of Public Safety. OCC/DCJ allocates money for community corrections to the state's local community corrections boards in 22 Judicial Districts.

DCJ is also charged with establishing state standards for community corrections programs, which may be operated by local government or nongovernmental entities. Individual community corrections programs are audited to determine levels of compliance with state standards. The audit schedule is partially determined by the risk level and performance of the programs. Technical assistance and training are also provided to community corrections boards, programs and referring agencies.

The profile of the "typical" residential community corrections offender has been consistent for many years. Most community corrections offenders in FY10 and FY11 were serving sentences for non-violent, mid-level felony offenses. The most common types of offenses committed by both Diversion and Transition offenders were drug-related crimes, theft, and burglary. Almost twenty percent (20%) of residential community corrections offenders had no prior convictions in both fiscal years.

All offenders under community corrections supervision are screened and assessed upon intake with the Standardized Offender Assessment Revised (SOA-R) process. The SOA-R process measures each offender's level of recidivism risk and his/her criminogenic needs, and detects and measures the severity of substance use. The SOA-R process then provides a treatment recommendation. According to two separate measure of criminal risk (the LSI and the Criminal History Score) the risk levels of the Colorado community corrections population have been increasing over the last decade. Both male and female offenders had lower risk-level scores after at least 6 months of community corrections supervision, which indicate a lower risk of recidivism prior to or upon termination.

Female offenders make up approximately twenty percent (**20%**) of the overall community corrections population. Females tended to have higher risk levels, higher substance use disruption and higher criminogenic needs. As a result, females comprise a higher proportion of those in need of the most intensive levels of substance use treatment. In addition, female offenders have higher rates of mental illness and therefore represent a higher proportion of those in need of mental health services.

In addition to female offender populations, IRT and RDDT offenders also had higher risk levels, more identified criminogenic needs, and higher rates of mental illness. IRT and RDDT offenders are offered a number of additional services while in specialized treatment programs and, overall, showed improvements in their risk scores after time in the program. Success for short-term, jail-based residential program offenders is demonstrated by over 70% successfully completing the program or being transferred to another community corrections program.

Community corrections offenders in Colorado contributed financially to their placement, programming and to the community while under supervision. Overall, community corrections offenders earned over 40 million dollars in both FY10 and FY11. These earnings led to almost 1 million dollars in state taxes and over 1.8 million dollars in federal taxes in both fiscal years. Offenders contributed to over 1.5 million dollars of treatment costs, and more than 1 million dollars in child support in both fiscal years.

In addition, community corrections offenders paid over 10 million dollars in subsistence payments to programs in FY10 and over 11 million dollars in FY11. Despite these numbers, offenders owed programs over 4 million dollars in both fiscal years.

Colorado community corrections programs have had to be creative in finding ways to meet the growing needs of their clients given constant per diem levels for the last several years and previous decreases. Despite these challenges, the statewide average Risk Factor Analysis score has improved steadily over time. The highest scores have also improved steadily over time. These findings demonstrate that most programs, including the highest and lowest risk, have improved performance over the last several years.