

STATE OF COLORADO



# COMMUNITY CORRECTIONS RISK FACTOR ANALYSIS YEAR 4 RESULTS

July 2007

HB 02-1077

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

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

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

**The Governor's Community Corrections Advisory Council**

**The Colorado Department of Corrections**

**The Colorado Association of Community Corrections Boards**

**The Colorado Community Corrections Coalition**



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## INTRODUCTION AND OVERVIEW

Pursuant to state statute, the Division of Criminal Justice completed a baseline measurement of program risk factors in 2003. Subsequently, follow-up analyses were conducted in 2004, 2006, and most recently in 2007. The risk factor analysis is a multi-dimensional review of program performance on 27 independent measures. For each program, a total risk factor score is calculated by adding up the scores from each of the 27 performance measures. Programs placed in the high-risk category have accrued more points than programs in the low-risk category. Therefore, the accumulation of risk factor points ultimately results in being placed into a higher risk category. This report summarizes the risk factor analysis scores for 33 community corrections programs.

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

Community Corrections Program	Total Risk Factor Points Accrued (Percentage)	Risk Factor Category
Correctional Alternative Placement Services	2.9%	Low Risk
Arapahoe Community Treatment Center	5.9%	
Mesa County Community Corrections	6.3%	
Southwest Colorado Community Corrections	7.4%	
Larimer County Community Corrections	8.8%	
Independence House – Fillmore	8.8%	
COMCOR Inc. – Transition	9.1%	
Minnequa Community Corrections	11.8%	
Peer I	12.1%	
Correctional Management Inc - Ulster	16.2%	
Time to Change	19.1%	
Centennial Community Transition Center	19.1%	
COMCOR, Inc. – Diversion	20.6%	Medium Low Risk
Boulder Community Treatment Center	21.2%	
Arapahoe County Residential Center	22.1%	
San Luis Valley Community Correction	23.5%	
Correctional Management Inc – Columbine	23.5%	
Intervention Community Corrections Services	25.0%	
Williams Street Center	26.5%	
Garfield County Community Corrections	26.6%	
Independence House – Pecos	27.9%	
Advantage Treatment Center - Sterling	29.3%	
Correctional Management Inc - Fox	30.3%	
Longmont Community Treatment Center	31.8%	
<b>BASELINE (YEAR 1 STATEWIDE MEDIAN)</b>	<b>32.4%</b>	
Correctional Management Inc – Dahlia	32.4%	Medium High Risk
Tooley Hall	36.4%	
The Haven	37.9%	
The Restitution Center	39.7%	
Phoenix Center	41.2%	High Risk
Community Corrections Services, Inc.	41.2%	
Loft House	45.5%	
Community Alternatives of El Paso	45.6%	
Phase I	47.1%	

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

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

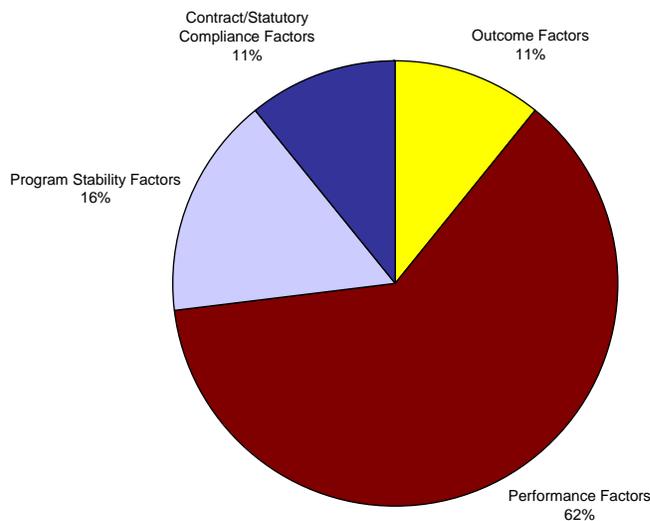
Furthermore, in 2001, the Office of the State Auditor recommended that the Division of Criminal Justice should improve the performance of local community corrections programs by ‘incorporating measurable performance expectations and a systematic process for monitoring and enforcing compliance with those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

The risk factor analysis is a multi-dimensional review of program performance on 27 independent performance measures. These performance measures fall into four categories; **Outcome Factors**, **Program Stability Factors**, **Performance Factors**, and **Contract/Statutory Compliance Factors**. This report summarizes the scores for each community corrections program by each of these categories.

For each program, the total risk factor score is calculated by adding up the scores from each of the 27 performance measures. Programs placed in the high-risk category have accrued more points than programs in the low-risk category. Therefore, the accumulation of risk factor points ultimately results in being placed into a higher risk category. The distribution of the total risk factor score is broken down as follows:

Category	Number of Performance Measures	Percent of Total Score
Outcome Factors	2	11%
Program Stability Factors	3	16%
Performance Factors	18	62%
Contract/Statutory Compliance Factors	4	11%
<b>TOTAL (Overall)</b>	<b>27</b>	<b>100%</b>

Colorado Community Corrections Program Risk Factor Analysis  
-Distribution of Points-



This report summarizes the risk factor analysis scores for 33 community corrections programs. Two (2) programs were not included due the negligible numbers of state clients served in those programs. Independence House – South Federal has reorganized and accepts primarily Federal clients. Gateway: Through the Rockies is a unique program that accepts very few state clients annually. This program also has waivers on numerous state standards, which minimizes the data available to complete a risk factor analysis for this program.

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

**Table A**

Category	Performance Measure	Statewide (All Programs)	
		Maximum Points	Average
<b>OUTCOME</b>	1. Escape Factor	4	2.8
	2. Recidivism Factor	4	0.8
<b>PROGRAM STABILITY</b>	3. Security Staff	4	2.0
	4. Case Management Staff	4	2.2
	5. Program Administration	4	1.5
<b>PERFORMANCE</b>  (Based on State Community Corrections Standards)	6. Offender Advisement (4-010)	2	0.2
	7. Supervision Plan (6-100)	2	0.4
	8. Review of Offender Progress (6-110)	2	0.4
	9. Offender Treatment (6-150)	2	0.1
	10. B.A.s and U.A.s for Alcohol (4-130)	4	0.1
	11. Urine Samples (AVG of 4-100, 4-110, 4-120)	4	0.1
	12. Random Off-Site Monitoring (4-160) <60 day	2	1.1
	13. Random Off-Site Monitoring (4-160) >60 day	2	1.0
	14. Random Off-Site Monitoring (4-160) wk/pas	2	1.1
	15. Random Headcounts (4-200)	2	0.2
	16. Assessments (6-090)	4	0.1
	17. Weekly Case Management Meetings (6-070)	4	0.1
	18. Security Staffing Pattern (4-240)	2	0.0
	19. Staff Annual Training (2-110)	2	0.5
	20. Case Manager Education (2-140)	2	0.2
21. Program Administrator Education (2-150)	2	0.0	
22. Referrals to Qualified Treatment Providers (6-160)	2	0.4	
23. Self-Audits of Operations/Program (3-190)	4	0.4	
<b>CONTRACT &amp; STATUTORY COMPLIANCE</b>	24. Fugitive Reporting System	2	0.7
	25. Exhibit A Completion	2	waived*
	26. Client Information Form - Residential	2	waived*
	27. Client Information Form - Non Residential	2	waived*

*\*These items were waived for all programs due to insufficient staff resources at the Division of Criminal Justice. See page 13 for further explanation.*

## Outcome Factors

The Outcome Factor category consists of two performance measures that consider the rates of escape and recidivism within each program. The measures also consider the risk level of each program's offender population as measured by the average scores on the Level of Supervision Inventory (LSI). The use of this control measure is based on supported knowledge that higher risk offender populations have higher rates of recidivism and higher rates of escape. Programs with disproportionately high rates of escape and recidivism will accrue more risk factor points than programs with lower rates. The Escape Factor measure is calculated by dividing each program's escape percentage from FY 04-05 by the average LSI score of their offender population during that same year. The Recidivism Factor measure is calculated by dividing each program's 12-month recidivism percentage by the average LSI score of their offender population. The recidivism data were derived from a research project undertaken by the Division of Criminal Justice. The Office of Research and Statistics has completed a five-year recidivism analysis for community corrections in Colorado. Recidivism data used in this report was derived from offender terminations between fiscal years 2000 and 2004. Item scores in this category are waived when escape or recidivism data are not available from programs.

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

<b>Outcome Factors: Data from Client Information Form and DCJ Recidivism Study</b>	
<b>1. Escape Factor: Esc. Rate / Avg. Pop Risk Score</b>	<b>2. Recidivism Factor: Rec Rate / Avg. Pop Risk Score</b>
① Less than or equal to .35	① Less than or equal to .64
③ Greater than .35 but less than .50	③ Greater than to .64 but less than .80
④ Greater or equal to .50	④ Greater than or equal to .80

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

**Table B**

<b>JD</b>	<b>PROGRAM NAME</b>	<b>Escape Factor</b>	<b>Recidivism Factor</b>
1st	Intervention Community Corrections Services	0	0
2nd	Independence House - Fillmore	0	0
4th	Community Alternatives of El Paso County, Inc.	4	3
2nd	Williams Street Center	4	0
2nd	Independence House Pecos	3	0
2nd	Peer I	4	0
4th	Com Cor, Inc. Diversion Program	4	0
6th	Southwest Colorado Community Corrections Center (Hilltop House)	0	0
8th	Larimer County Residential Facility	3	0
4th	Com Cor, Inc. Transition Program	3	3
14th	Correctional Alternative Placement Services	0	0
17th	Loft House	4	0
20th	Boulder Community Treatment Center (CMI)	3	3
21st	Mesa County Community Corrections	0	0
20th	Longmont Community Treatment Center (CMI)	3	3
2nd	CMI- Ulster	4	0
19th	The Restitution Center	4	0
12th	San Luis Valley Community Corrections & IRT Program	0	3
2nd	CMI – Fox	4	0
2nd	Tooley Hall	4	0
2nd	CMI – Columbine	4	0
18th	Arapahoe County Residential Center	4	0
18th	Arapahoe Community Treatment Center	4	0
10th	Minnequa Community Corrections	0	0
17th	Time to Change	4	3
17th	Phoenix Center	4	0
10th	Pueblo Community Corrections Services, Inc.	3	3
2nd	Peer I- The Haven	4	0
2nd	Phase I	waived	waived
18th	Centennial Community Transition Center	4	0
9th	Garfield County Community Corrections	0	waived
2nd	CMI – Dahlia	4	3
13th	Advantage Treatment Center - Sterling	waived	waived

**Program Stability Factors**

Staff retention and turnover rates have been identified as problem areas in community corrections programs (Gonzales-Woodburn, Suzanne and English, Kim. 2002). High turnover and lower staff retention rates may undermine effective correctional programming. This category of the risk factor analysis consists of three performance measures that capture data regarding the average length of employment for essential staff positions in each community corrections program. Programs with disproportionately short lengths of staff employment will accrue more risk factor points than programs with longer lengths of employment in these positions. The data used for these performance measures were derived from the FY05-06 ‘Exhibit A’ staff rosters.

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

Program Stability Factors: Average Length of Employment					
3. Stability Factor A: Security		4. Stability Factor B: Case Mgt		5. Stability Factor C: Prg. Admin	
①	Greater than 24 mos	①	Greater than 36 mos	①	Greater than 60 mos
③	12 to 24 months	③	18 to 36 months	③	48 to 60 months
④	0 to 12 months	④	0 to 18 months	④	0 to 48 months

Table C reports the scores for each community corrections program in the Program Stability Factor Category.

**Table C**

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

## Program Performance Factors

The Performance Factor category consists of a series of performance measures used to capture each program's level of compliance with certain standards within the Colorado Community Corrections Standards (C.C.C.S). Several critical standards have been selected by the Division of Criminal Justice to comprise a multi-dimensional analysis of program performance. Programs that perform below state standard on these measures will accrue more risk factor points than programs that meet or exceed these standards.

The data used for these performance measures were derived from the most recent DCJ audit of each program, including the last follow-up audit, if applicable. Audits or follow-up audits that were finalized after July 1, 2006, will be considered in future risk factor analyses. Item scores are waived in cases when programs have an authorized waiver from DCJ for that particular standard.

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

<b>Performance Factors: Ratings from Most Recent Audit or Follow Up Audit</b>	
<b>6. Offender Advisement (4-010)</b>	<b>15. Random Headcounts (4-200)</b>
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
① Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
② Unsatisfactory (69% or below)	② Unsatisfactory (69% or below)
<b>7. Supervision Plan (6-100)</b>	<b>16. Assessments (6-090)</b>
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
① Needs Improvement (70% to 84%)	③ Needs Improvement (70% to 84%)
② Unsatisfactory (69% or below)	④ Unsatisfactory (69% or below)
<b>8. Review of Offender Progress (6-110)</b>	<b>17. Weekly Case Mgt Meetings (6-070)</b>
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
① Needs Improvement (70% to 84%)	③ Needs Improvement (70% to 84%)
② Unsatisfactory (69% or below)	④ Unsatisfactory (69% or below)
<b>9. Offender Treatment (6-150)</b>	<b>18. Security Staffing Pattern (4-240)</b>
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
① Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
② Unsatisfactory (69% or below)	② Unsatisfactory (69% or below)
<b>10. B.A.s and U.A.s for Alcohol (4-130)</b>	<b>19. Staff Annual Training (2-110)</b>
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
③ Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
④ Unsatisfactory (69% or below)	② Unsatisfactory (69% or below)
<b>11. Urine Samples (AVG of 4-100, 4-110, 4-120)</b>	<b>20. Case Manager Education (2-140)</b>
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
③ Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
④ Unsatisfactory (69% or below)	② Unsatisfactory (69% or below)
<b>12. Rand. Off-Site Monitoring (4-160) &lt;60 day</b>	<b>21. Program Administrator Education (2-150)</b>
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
① Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
② Unsatisfactory (69% or below)	② Unsatisfactory (69% or below)
<b>13. Rand. Off-Site Monitoring (4-160) &gt;60 day</b>	<b>22. Referrals to Qualified Treatment Prov. (6-160)</b>
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
① Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
② Unsatisfactory (69% or below)	② Unsatisfactory (69% or below)
<b>14. Rand. Off-Site Monitoring (4-160) wk/pas</b>	<b>23. Self-Audits of Operations/Prog. (3-190)</b>
① Satisfactory/Very Satisfactory (>=85%)	① Satisfactory/Very Satisfactory (>=85%)
① Needs Improvement (70% to 84%)	③ Needs Improvement (70% to 84%)
② Unsatisfactory (69% or below)	④ Unsatisfactory (69% or below)

Tables D1 through D4 report the scores for each community corrections program in the Performance Factor Category. Table D1 reports the scores for each community corrections program for the following sections of the Colorado Community Corrections Standards (C.C.C.S):

- C.C.C.S. 4-010** - Offender Advisement
- C.C.C.S. 6-100** - Supervision Plan
- C.C.C.S. 6-110** - Review of Offender Progress
- C.C.C.S. 6-150** - Offender Treatment
- C.C.C.S. 4-130** - B.A.s and U.A.s for Alcohol

Table D2 reports the scores for each community corrections program for the following sections of the Colorado Community Corrections Standards (C.C.C.S):

- C.C.C.S. 4-100, 4-110, 4-120** - Urine Samples (AVG of 4-100, 4-110, 4-120)
- C.C.C.S. 4-160** - Random Off-Site Monitoring (first 60 days)
- C.C.C.S. 4-160** - Random Off-Site Monitoring (after 60 days)
- C.C.C.S. 4-160** - Random Off-Site Monitoring (work and pass)
- C.C.C.S. 4-200** - Random Headcounts

Table D3 reports the scores for each community corrections program for the following sections of the Colorado Community Corrections Standards (C.C.C.S):

- C.C.C.S. 6-090** - Assessments
- C.C.C.S. 6-070** - Weekly Case Management Meetings
- C.C.C.S. 4-240** - Security Staffing Pattern
- C.C.C.S. 2-110** - Staff Annual Training
- C.C.C.S. 2-140** - Case Manager Education

Table D4 reports the scores for each community corrections program for the following sections of the Colorado Community Corrections Standards (C.C.C.S):

- C.C.C.S. 2-150** - Program Administrator Education
- C.C.C.S. 6-160** - Referrals to Qualified Treatment Providers
- C.C.C.S. 3-190** - Self-Audits of Operations/Program

Table D1

JD	PROGRAM NAME	Offender Advisement	Supervision Plan	Progress Reviews	Offender Treatment	BA's and UA's (Alcohol)
1st	Intervention Community Corrections Services	0	0	0	0	0
2nd	Independence House - Fillmore	0	0	0	0	0
4th	Community Alternatives of El Paso County, Inc.	1	2	2	0	0
2nd	Williams Street Center	0	0	0	0	0
2nd	Independence House Pecos	2	1	0	0	0
2nd	Peer I	0	0	0	0	0
4th	Com Cor, Inc. Diversion Program	0	1	0	0	0
6th	Southwest Colorado Community Corrections Center	0	0	0	0	0
8th	Larimer County Residential Facility	0	0	0	0	0
4th	Com Cor, Inc. Transition Program	0	0	0	0	0
14th	Correctional Alternative Placement Services	0	0	0	0	0
17th	Loft House	0	2	2	0	0
20th	Boulder Community Treatment Center (CMI)	0	0	0	0	0
21st	Mesa County Community Corrections	0	1	0	0	0
20th	Longmont Community Treatment Center (CMI)	0	2	1	0	0
2nd	CMI- Ulster	0	0	0	0	0
19th	The Restitution Center	0	1	2	0	0
12th	San Luis Valley Community Corrections & IRT Program	0	0	0	0	0
2nd	CMI – Fox	0	1	0	0	0
2nd	Tooley Hall	0	1	0	0	0
2nd	CMI – Columbine	0	0	1	0	0
18th	Arapahoe County Residential Center	0	0	0	0	0
18th	Arapahoe Community Treatment Center	0	0	0	0	0
10th	Minnequa Community Corrections	1	0	0	0	0
17th	Time to Change	0	0	0	0	0
17th	Phoenix Center	0	0	2	0	0
10th	Pueblo Community Corrections Services, Inc.	1	0	2	0	4
2nd	Peer I- The Haven	0	0	1	0	0
2nd	Phase I	0	waived	waived	2	waived
18th	Centennial Community Transition Center	0	0	0	0	0
9th	Garfield County Community Corrections	0	0	1	0	0
2nd	CMI – Dahlia	0	0	0	0	0
13th	Advantage Treatment Center - Sterling	0	1	0	0	0

Table D2

JD	PROGRAM NAME	Urine Samples	Monitoring (first 60 days)	Monitoring (last 60 days)	Monitoring (work/pass)	Random Headcounts
1st	Intervention Community Corrections Services	0	2	2	2	0
2nd	Independence House - Fillmore	0	0	0	0	0
4th	Community Alternatives of El Paso County, Inc.	0	2	2	2	1
2nd	Williams Street Center	0	0	0	0	0
2nd	Independence House Pecos	0	1	1	1	0
2nd	Peer I	0	waived	2	2	0
4th	Com Cor, Inc. Diversion Program	0	0	0	0	0
6th	Southwest Colorado Community Corrections Center	0	0	0	0	0
8th	Larimer County Residential Facility	0	1	1	1	0
4th	Com Cor, Inc. Transition Program	0	0	0	0	0
14th	Correctional Alternative Placement Services	0	0	0	0	0
17th	Loft House	0	2	2	2	1
20th	Boulder Community Treatment Center (CMI)	0	0	0	0	0
21st	Mesa County Community Corrections	0	0	0	0	0
20th	Longmont Community Treatment Center (CMI)	0	0	0	0	0
2nd	CMI- Ulster	0	0	0	0	0
19th	The Restitution Center	0	2	2	2	1
12th	San Luis Valley Community Corrections & IRT Program	0	2	2	2	0
2nd	CMI – Fox	0	1	1	1	0
2nd	Tooley Hall	0	2	2	2	0
2nd	CMI – Columbine	0	2	2	2	0
18th	Arapahoe County Residential Center	0	2	0	2	0
18th	Arapahoe Community Treatment Center	0	0	0	0	0
10th	Minnequa Community Corrections	0	2	2	2	1
17th	Time to Change	0	0	0	0	0
17th	Phoenix Center	0	2	2	2	1
10th	Pueblo Community Corrections Services, Inc.	0	2	2	2	0
2nd	Peer I- The Haven	0	2	2	2	1
2nd	Phase I	3	2	2	2	waived
18th	Centennial Community Transition Center	0	0	0	0	0
9th	Garfield County Community Corrections	0	2	2	2	0
2nd	CMI – Dahlia	0	2	2	2	0
13th	Advantage Treatment Center - Sterling	0	1	1	1	0

Table D3

JD	PROGRAM NAME	Assessments	Weekly Case Mgt Meetings	Security Staffing Pattern	Staff Training	Case Mgr Education
1st	Intervention Community Corrections Services	0	0	0	0	0
2nd	Independence House - Fillmore	0	0	0	0	0
4th	Community Alternatives of El Paso County, Inc.	0	0	0	0	0
2nd	Williams Street Center	0	0	0	2	0
2nd	Independence House Pecos	3	0	0	1	0
2nd	Peer I	0	0	0	0	0
4th	Com Cor, Inc. Diversion Program	0	3	0	0	0
6th	Southwest Colorado Community Corrections Center	0	0	0	2	0
8th	Larimer County Residential Facility	0	0	0	0	0
4th	Com Cor, Inc. Transition Program	0	0	0	0	0
14th	Correctional Alternative Placement Services	0	0	0	0	0
17th	Loft House	0	0	waived	2	0
20th	Boulder Community Treatment Center (CMI)	0	0	waived	0	0
21st	Mesa County Community Corrections	0	0	0	0	waived
20th	Longmont Community Treatment Center (CMI)	0	0	waived	1	2
2nd	CMI- Ulster	0	0	0	0	0
19th	The Restitution Center	0	0	0	2	1
12th	San Luis Valley Community Corrections & IRT Program	0	0	0	2	0
2nd	CMI – Fox	0	0	waived	0	0
2nd	Tooley Hall	0	0	waived	0	0
2nd	CMI – Columbine	0	0	0	0	0
18th	Arapahoe County Residential Center	0	0	0	0	0
18th	Arapahoe Community Treatment Center	0	0	0	0	0
10th	Minnequa Community Corrections	0	0	0	0	0
17th	Time to Change	0	0	0	0	0
17th	Phoenix Center	0	0	0	2	0
10th	Pueblo Community Corrections Services, Inc.	0	0	0	2	0
2nd	Peer I- The Haven	0	0	0	0	waived
2nd	Phase I	waived	waived	waived	waived	waived
18th	Centennial Community Transition Center	0	0	0	1	0
9th	Garfield County Community Corrections	0	0	0	0	0
2nd	CMI – Dahlia	0	0	0	0	0
13th	Advantage Treatment Center - Sterling	0	0	0	waived	2

Table D4

JD	PROGRAM NAME	Program Administrator Education	Referrals to Qualified Treatment Providers	Self Auditing
1st	Intervention Community Corrections Services	0	1	0
2nd	Independence House - Fillmore	0	0	3
4th	Community Alternatives of El Paso County, Inc.	0	1	0
2nd	Williams Street Center	0	0	0
2nd	Independence House Pecos	0	1	0
2nd	Peer I	0	0	0
4th	Com Cor, Inc. Diversion Program	0	0	0
6th	Southwest Colorado Community Corrections Center	0	0	0
8th	Larimer County Residential Facility	0	0	0
4th	Com Cor, Inc. Transition Program	0	0	0
14th	Correctional Alternative Placement Services	0	0	0
17th	Loft House	0	1	0
20th	Boulder Community Treatment Center (CMI)	0	1	0
21st	Mesa County Community Corrections	waived	1	0
20th	Longmont Community Treatment Center (CMI)	0	1	0
2nd	CMI- Ulster	0	0	0
19th	The Restitution Center	0	1	0
12th	San Luis Valley Community Corrections & IRT Program	0	0	0
2nd	CMI – Fox	0	0	0
2nd	Tooley Hall	0	0	0
2nd	CMI – Columbine	0	0	0
18th	Arapahoe County Residential Center	0	0	0
18th	Arapahoe Community Treatment Center	0	0	0
10th	Minnequa Community Corrections	0	0	0
17th	Time to Change	0	0	0
17th	Phoenix Center	0	1	0
10th	Pueblo Community Corrections Services, Inc.	0	1	3
2nd	Peer I- The Haven	0	0	3
2nd	Phase I	waived	2	3
18th	Centennial Community Transition Center	0	0	0
9th	Garfield County Community Corrections	0	0	0
2nd	CMI – Dahlia	0	0	0
13th	Advantage Treatment Center - Sterling	0	0	0

## Contract/Statutory Compliance Factors

The Contract/Statutory Compliance Factor category consists of four performance measures used to capture each program's level of compliance with certain contract and statutory requirements. Programs that do not meet the requirements on these measures will accrue more risk factor points than programs that meet or exceed the requirements.

Three (3) of the measures normally used in this category were waived for this analysis. These three items require rather extensive data collection in order to analyze and report properly. Insufficient staff resources at the Division of Criminal Justice did not allow for proper data collection for these three items. Fugitive reporting data, however, were collected and are derived from fugitive reporting forms for FY 05-06.

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

<b>Contract/Statutory Compliance Factors</b>	
<b>24. Fugitive Reporting System</b>	<b>25. Exhibit A Completion</b>
① Satisfactory/Very Satisfactory ( $\geq 85\%$ )	① Not Returned for Completion
① Needs Improvement (70% to 84%)	① Returned (for 1 to 5 standards)
② Unsatisfactory (69% or below)	② Returned (for more than 5 standards)
<b>26. Client Information Form (Residential)</b>	<b>27. Client Information Form (Non Residential)</b>
① Satisfactory/Very Satisfactory ( $\geq 85\%$ )	① Satisfactory/Very Satisfactory ( $\geq 85\%$ )
① Needs Improvement (70% to 84%)	① Needs Improvement (70% to 84%)
② Unsatisfactory (69% or below)	② Unsatisfactory (69% or below)

Table E reports the scores for each community corrections program in the Statutory Compliance Factors Category.

**Table E**

<b>JD</b>	<b>PROGRAM NAME</b>	<b>Fugitive Reporting</b>	<b>Exhibit A Completion</b>	<b>Residential Client Info Form</b>	<b>Non-Resid. Client Info Form</b>
1st	Intervention Community Corrections Services	0	waived	waived	waived
2nd	Independence House - Fillmore	0	waived	waived	waived
4th	Community Alternatives of El Paso County, Inc.	0	waived	waived	waived
2nd	Williams Street Center	2	waived	waived	waived
2nd	Independence House Pecos	2	waived	waived	waived
2nd	Peer I	0	waived	waived	waived
4th	Com Cor, Inc. Diversion Program	0	waived	waived	waived
6th	Southwest Colo Community Corrections Center	0	waived	waived	waived
8th	Larimer County Residential Facility	0	waived	waived	waived
4th	Com Cor, Inc. Transition Program	waived	waived	waived	waived
14th	Correctional Alternative Placement Services	2	waived	waived	waived
17th	Loft House	0	waived	waived	waived
20th	Boulder Community Treatment Center (CMI)	0	waived	waived	waived
21st	Mesa County Community Corrections	2	waived	waived	waived
20th	Longmont Community Treatment Center (CMI)	1	waived	waived	waived
2nd	CMI- Ulster	0	waived	waived	waived
19th	The Restitution Center	2	waived	waived	waived
12th	San Luis Valley Community Corrections	2	waived	waived	waived
2nd	CMI – Fox	2	waived	waived	waived
2nd	Tooley Hall	1	waived	waived	waived
2nd	CMI – Columbine	2	waived	waived	waived
18th	Arapahoe County Residential Center	0	waived	waived	waived
18th	Arapahoe Community Treatment Center	0	waived	waived	waived
10th	Minnequa Community Corrections	0	waived	waived	waived
17th	Time to Change	0	waived	waived	waived
17th	Phoenix Center	0	waived	waived	waived
10th	Pueblo Community Corrections Services, Inc.	0	waived	waived	waived
2nd	Peer I- The Haven	0	waived	waived	waived
2nd	Phase I	0	waived	waived	waived
18th	Centennial Community Transition Center	1	waived	waived	waived
9th	Garfield County Community Corrections	0	waived	waived	waived
2nd	CMI – Dahlia	2	waived	waived	waived
13th	Advantage Treatment Center - Sterling	0	waived	waived	waived

## **Total Risk Factor Score**

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

**High Risk and Medium-High Risk Rating**– Programs that scored at or above the statewide median score from the baseline report were placed into the Medium-High or High-Risk category. Generally, programs in these high-risk categories will be audited at intervals not to exceed three-years.

**Low Risk and Medium-Low Rating** - Programs who scored below the statewide median score from the baseline report were placed into the Medium-Low or Low Risk category. Programs in these low risk categories will be audited at intervals not to exceed five-years.

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

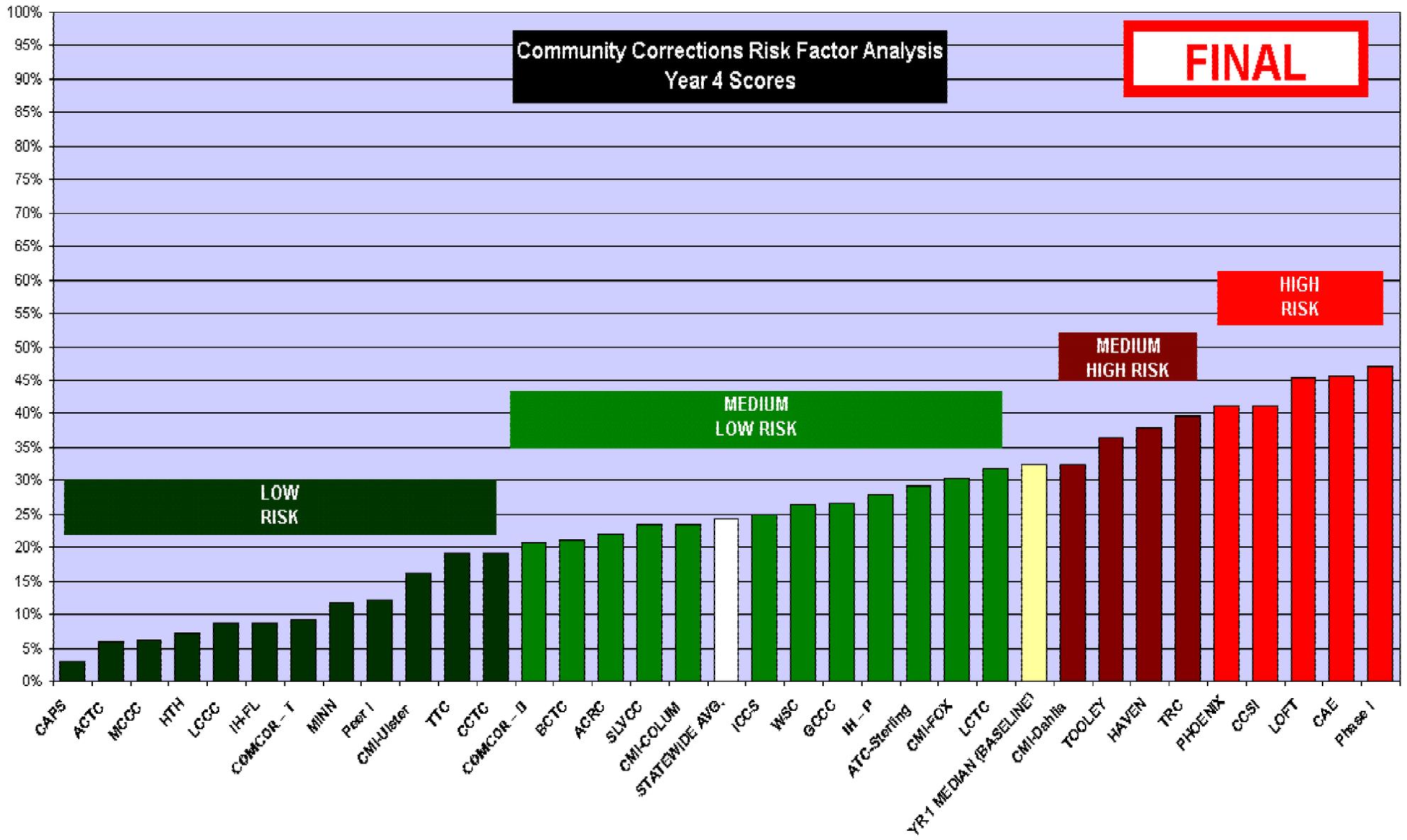
Program Scores		Percentage Score Range	Risk Level	Audit Cycle
Total Score		0 to 20.0%	Low Risk	5-year
Maximum Score		20.1% to 32.3%	Medium Low Risk	
Waived Points		32.4 to 40.0%	Medium High Risk	3-year
Percentage Score		40.1% to 100%	High Risk	
Risk Level				

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

Table F

Community Corrections Program	Total Risk Factor Points Accrued (Percentage)	Risk Factor Category
Correctional Alternative Placement Services	2.9%	Low Risk
Arapahoe Community Treatment Center	5.9%	
Mesa County Community Corrections	6.3%	
Southwest Colorado Community Corrections	7.4%	
Larimer County Community Corrections	8.8%	
Independence House – Fillmore	8.8%	
COMCOR Inc. – Transition	9.1%	
Minnequa Community Corrections	11.8%	
Peer I	12.1%	
Correctional Management Inc - Ulster	16.2%	
Time to Change	19.1%	
Centennial Community Transition Center	19.1%	
COMCOR, Inc. – Diversion	20.6%	
Boulder Community Treatment Center	21.2%	
Arapahoe County Residential Center	22.1%	
San Luis Valley Community Correction	23.5%	
Correctional Management Inc – Columbine	23.5%	
Intervention Community Corrections Services	25.0%	
Williams Street Center	26.5%	
Garfield County Community Corrections	26.6%	
Independence House – Pecos	27.9%	
Advantage Treatment Center - Sterling	29.3%	
Correctional Management Inc - Fox	30.3%	
Longmont Community Treatment Center	31.8%	
<b>BASELINE (YEAR 1 STATEWIDE MEDIAN)</b>	<b>32.4%</b>	
Correctional Management Inc – Dahlia	32.4%	Medium High Risk
Tooley Hall	36.4%	
The Haven	37.9%	
The Restitution Center	39.7%	
Phoenix Center	41.2%	High Risk
Community Corrections Services, Inc.	41.2%	
Loft House	45.5%	
Community Alternatives of El Paso	45.6%	
Phase I	47.1%	

Figure F



## **Observations Regarding Fourth-Year Analysis**

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

### **Statewide Performance**

In the fourth year of the risk factor analysis, 14 programs had either a new audit or a follow-up audit completed which can impact their overall risk factor score and rating. Improving compliance with state standards results in a decrease in the overall risk factor scores.

Table G shows the lowest, average, and highest statewide scores between the Year 1 baseline report and the current Year 4 analysis. It is encouraging that the statewide average score has decreased over time. Also encouraging is that the lowest scores and highest scores have also decreased steadily over time. This shows that most programs, including the highest and lowest risk, have improved performance over the last several years.

Although program performance is improving across the system, there still exists a wide gap between the highest performing and lowest performing programs. This is evidenced by the fact that the distance between the highest and lowest scores of the Risk Factor Analysis each year has changed only marginally. It would be advantageous to have more standardization or consistency in program performance statewide.

**Table G**

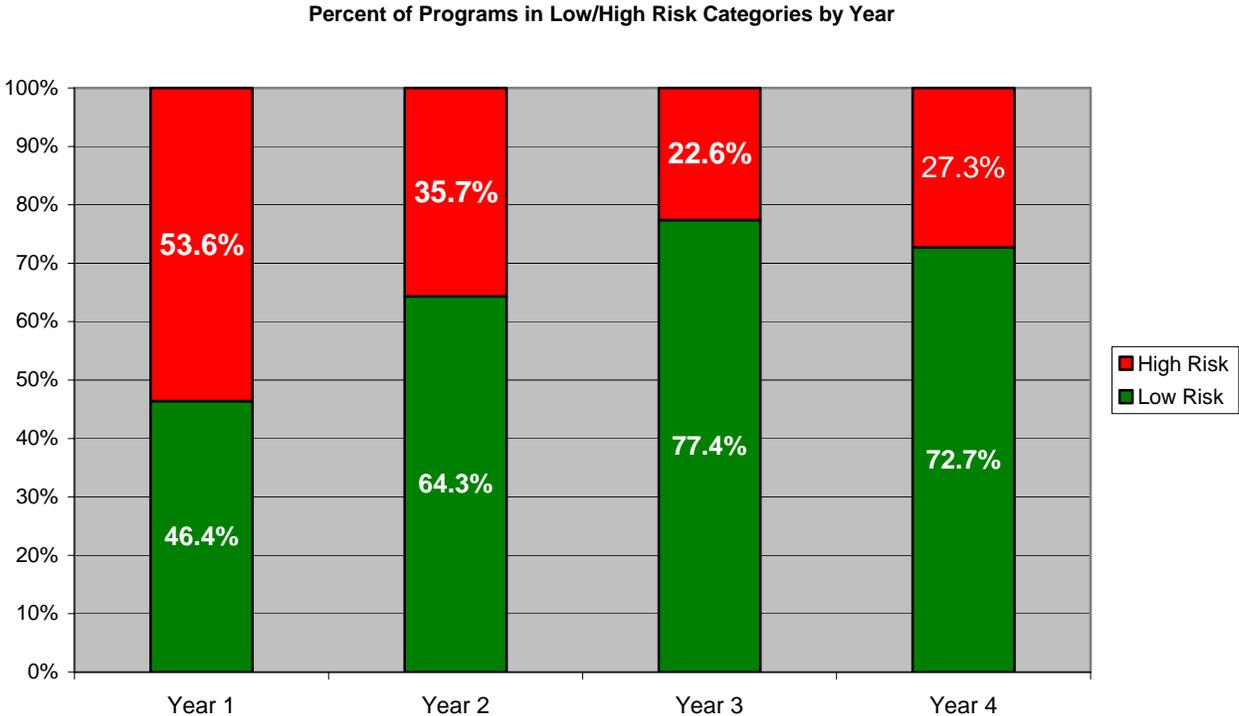
<b>Statewide</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
Lowest Score	15.2%	7.1%	4.3%	2.9%
Average Score	32.4%	27.8%	23.6%	24.3%
Highest Score	64.7%	58.3%	52.5%	47.1%
GAP (Lowest to Highest)	49.5%	51.2%	48.2%	44.1%

Table H shows the percentage of programs, by year, which were placed into a low risk category as a result of the Risk Factor Analysis. This is displayed graphically in Figure H.

**Table H**

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
Percent of Programs in High Risk Category	53.6%	35.7%	22.6%	27.3%
Percent of Programs in Low Risk Category	46.4%	64.3%	77.4%	72.7%

**Figure H**



## **Individual Program Performance**

Comparing scores from Year 1 (the baseline analysis) and Year 4 (the current analysis) most programs have shown consistent reductions in their overall score. Many of these programs have been placed into lower risk categories as a result of their improvements in performance over the last few years.

Of the 14 programs with new or follow-up audits completed since the Year 3 report, four (4) of them showed a reduction in the overall risk factor score and two (2) programs did not have a score in Year 3. Of these same 14 programs, eight (8) of them showed an increase in the overall score.

Based on this analysis, four (4) high-risk programs experienced score increases from previous years. **Program administrators, community corrections boards, and corporate oversight agencies of these programs should collectively and cooperatively address these situations.**

Table I shows each program's scores over the course of the last 4 years of Risk Factor Analyses. It also shows the risk factor category in which each program was placed for each of the four years.

Table I

PROGRAM	Year 1 (Baseline)		Year 2		Year 3		Year 4		Change YR1 to YR 4
	Score	Risk Level	Score	Risk Level	Score	Risk Level	Score	Risk Level	
CAPS	16.7%	Low	11.4%	Low	6.8%	Low	2.9%	Low	-13.8%
ACTC	28.6%	Med-Low	14.9%	Low	5.4%	Low	5.9%	Low	-22.7%
MCCC	15.2%	Low	17.1%	Low	8.6%	Low	6.3%	Low	-9.0%
HTH	19.7%	Low	22.9%	Med-Low	9.5%	Low	7.4%	Low	-12.3%
IH-FL	-	-	38.2%	Med-High	13.5%	Low	8.8%	Low	na
LCCC	37.1%	Med-High	20.3%	Med-Low	9.5%	Low	8.8%	Low	-28.3%
COMCOR – T	16.2%	Low	7.1%	Low	4.3%	Low	9.1%	Low	-7.1%
MINN	24.3%	Med-Low	20.3%	Med-Low	12.2%	Low	11.8%	Low	-12.5%
Peer I	20.6%	Med-Low	11.1%	Low	11.1%	Low	12.1%	Low	-8.5%
CMI-Ulster	-	-	-	-	23.0%	Med-Low	16.2%	Low	na
TTC	-	-	31.4%	Med-Low	23.0%	Med-Low	19.1%	Low	na
CCTC	34.8%	Med-High	21.4%	Med-Low	21.6%	Med-Low	19.1%	Low	-15.7%
COMCOR – D	30.0%	Med-Low	16.2%	Low	16.2%	Low	20.6%	Med-Low	-9.4%
BCTC	36.8%	Med-High	25.0%	Med-Low	20.8%	Med-Low	21.2%	Med-Low	-15.6%
ACRC	24.3%	Med-Low	16.2%	Low	14.9%	Low	22.1%	Med-Low	-2.2%
SLVCC	19.7%	Low	20.0%	Low	23.0%	Med-Low	23.5%	Med-Low	3.8%
CMI-COLUM	31.4%	Med-Low	31.1%	Med-Low	24.3%	Med-Low	23.5%	Med-Low	-7.9%
ICCS	-	-	-	-	29.7%	Med-Low	25.0%	Med-Low	na
WSC	57.1%	High	33.8%	Med-High	29.7%	Med-Low	26.5%	Med-Low	-30.6%
GCCC	-	-	-	-	50.0%	High	26.6%	Med-Low	na
IH – P	60.0%	High	35.1%	Med-High	23.0%	Med-Low	27.9%	Med-Low	-32.1%
ATC-Sterling	-	-	-	-	-	-	29.3%	Med-Low	na
CMI-FOX	32.4%	Med-High	27.8%	Med-Low	19.4%	Low	30.3%	Med-Low	-2.1%
LCTC	29.4%	Med-Low	26.4%	Med-Low	23.6%	Med-Low	31.8%	Med-Low	2.4%
CMI-Dahlia	-	-	-	-	-	-	32.4%	Med-High	na
TOOLEY	61.4%	High	37.5%	Med-High	38.9%	Med-High	36.4%	Med-High	-25.0%
HAVEN	28.6%	Med-Low	21.6%	Med-Low	29.7%	Med-Low	37.9%	Med-High	9.3%
TRC	32.9%	Med-High	33.8%	Med-High	31.1%	Med-Low	39.7%	Med-High	6.8%
PHOENIX	42.9%	High	39.2%	Med-High	35.1%	Med-High	41.2%	High	-1.7%
CCSI	64.7%	High	58.3%	High	36.5%	Med-High	41.2%	High	-23.5%
LOFT	40.0%	Med-High	44.4%	High	37.5%	Med-High	45.5%	High	5.5%
CAE	37.9%	Med-High	38.6%	Med-High	45.9%	High	45.6%	High	7.7%
Phase I	64.7%	High	57.5%	High	52.5%	High	47.1%	High	-17.6%

## **Risk Factor Analysis Data by Organizational Structure**

32 of the 33 programs included in this analysis can be categorized into various groups based on how they are organized. Within these 32 programs, 6 are non-profit organizations, 21 are for-profit organizations, and 5 are organized within local government agencies.

Table J shows the various programs and their organizational structure. *Phase I* was excluded from this table since they operate so differently than traditional community corrections programs

**Table J**

<b>Program</b>	<b>Organizational Structure</b>
TRC	For-Profit
PHOENIX	For-Profit
LOFT	For-Profit
CAPS	For-Profit
WSC	For-Profit
TOOLEY	For-Profit
CAE	For-Profit
CMI-Ulster	For-Profit
CCTC	For-Profit
BCTC	For-Profit
CMI-COLUM	For-Profit
CMI-FOX	For-Profit
LCTC	For-Profit
CMI-Dahlia	For-Profit
CCSI	For-Profit
ACRC	For-Profit
MINN	For-Profit
TTC	For-Profit
IH-FL	For-Profit
IH – P	For-Profit
ATC-Sterling	For-Profit
Peer I	Government Agency
HAVEN	Government Agency
MCCC	Government Agency
LCCC	Government Agency
GCCC	Government Agency
COMCOR – T	Non-Profit
COMCOR – D	Non-Profit
ACTC	Non-Profit
HTH	Non-Profit
ICCS	Non-Profit
SLVCC	Non-Profit

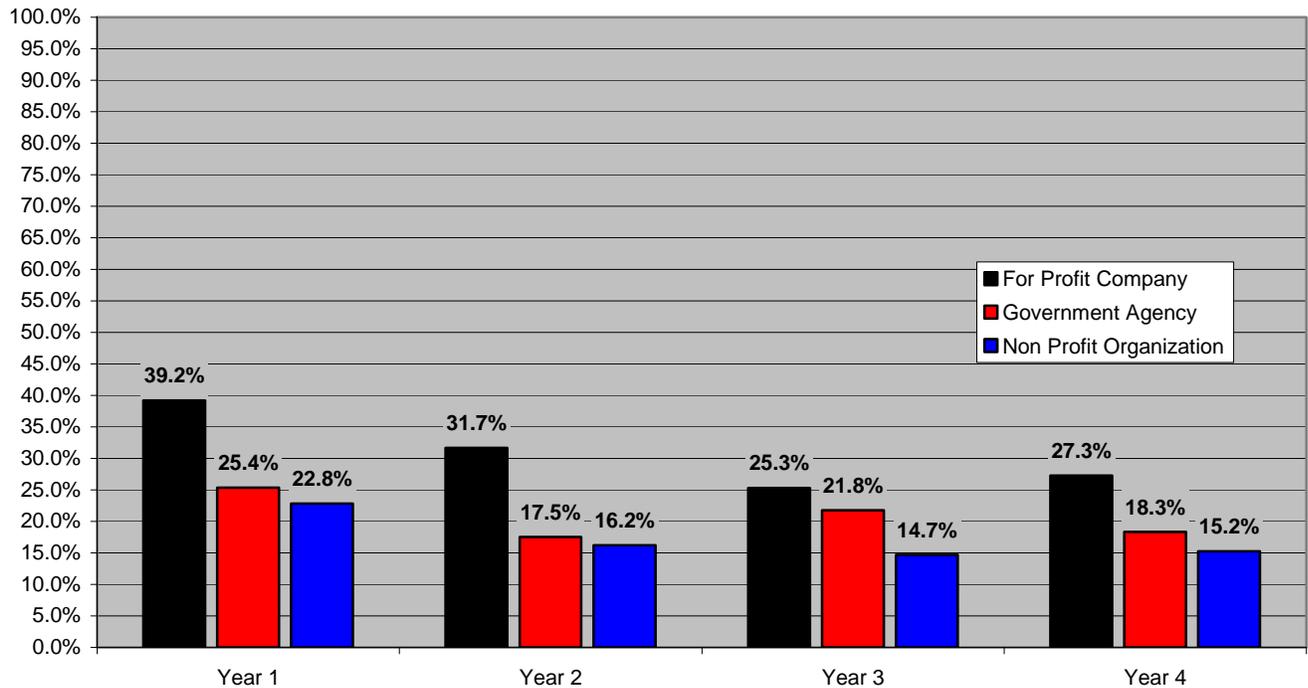
Table K groups the programs into one of three organizational groups: 1) for-profit programs, 2) non-profit programs, or 3) government agency programs. It also shows the average risk factor analysis program score for each group. This is also displayed graphically in Figure K below.

**Table K**

Organizational Type	Average Risk Factor Analysis Score				Change (YR 1 to YR 4)
	Year 1	Year 2	Year 3	Year 4	
For-Profit Programs	39.2%	31.7%	25.3%	<b>27.3%</b>	-11.9%
Government Programs	25.4%	17.5%	21.8%	<b>18.3%</b>	-7.1%
Non-Profit Programs	22.8%	16.2%	14.7%	<b>15.2%</b>	-7.7%

**Figure K**

**Average Program Scores by Organizational Structure  
(4-Year Trend)**



*NOTE: Phase I was excluded from this analysis since they operate so differently than traditional community corrections programs*

## **Future Risk Factor Analyses**

It is the intention of the Division of Criminal Justice to analyze the program risk factors on an annual basis and to report the scores accordingly. Each performance measure is dynamic and can change as each program's performance changes in these areas. This means that scores can increase or decrease depending on how practices change within each program.

In FY 08 and FY 09, the DCJ plans to make revisions the Community Corrections Risk Factor Analysis model and report program scores accordingly. It is anticipated that the next report, based on the new model, will be published in or around January 2009.

## **Recommendations**

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

## **Implications to the Audit Process**

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

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



# Program Risk Factor Analysis (Year 4)

## COLORADO COMMUNITY CORRECTIONS HB 02-1077

Program «Prog\_» «PROGRAM»

<b>Outcome Factors: Data from Client Information Form and DCJ Recidivism Study</b>			
<b>1. Escape Factor: Esc. Rate / Avg. Pop Risk Score</b> ① Less than or equal to .35 ③ Greater than .35 but less than .50 ④ Greater or equal to .50	<b>2. Recidivism Factor: Rec Rate / Avg. Pop Risk Score</b> ① Less than or equal to .64 ③ Greater than to .64 but less than .80 ④ Greater than or equal to .80		
<b>Program Stability Factors: Average Length of Employment</b>			
<b>3. Stability Factor A: Security</b> ① Greater than 24 mos ③ 12 to 24 months ④ 0 to 12 months	<b>4. Stability Factor B: Case Mgt</b> ① Greater than 36 mos ③ 18 to 36 months ④ 0 to 18 months	<b>5. Stability Factor C: Prg. Admin</b> ① Greater than 60 mos ③ 48 to 60 months ④ 0 to 48 months	
<b>Performance Factors: Ratings from Most Recent Audit or Follow Up Audit</b>			
<b>6. Offender Advisement (4-010)</b> ① Satisfactory/Very Satisfactory (>=85%) ① Needs Improvement (70% to 84%) ② Unsatisfactory (69% or below)	<b>15. Random Headcounts (4-200)</b> ① Satisfactory/Very Satisfactory (>=85%) ① Needs Improvement (70% to 84%) ② Unsatisfactory (69% or below)		
<b>7. Supervision Plan (6-100)</b> ① Satisfactory/Very Satisfactory (>=85%) ① Needs Improvement (70% to 84%) ② Unsatisfactory (69% or below)	<b>16. Assessments (6-090)</b> ① Satisfactory/Very Satisfactory (>=85%) ③ Needs Improvement (70% to 84%) ④ Unsatisfactory (69% or below)		
<b>8. Review of Offender Progress (6-110)</b> ① Satisfactory/Very Satisfactory (>=85%) ① Needs Improvement (70% to 84%) ② Unsatisfactory (69% or below)	<b>17. Weekly Case Mgt Meetings (6-070)</b> ① Satisfactory/Very Satisfactory (>=85%) ③ Needs Improvement (70% to 84%) ④ Unsatisfactory (69% or below)		
<b>9. Offender Treatment (6-150)</b> ① Satisfactory/Very Satisfactory (>=85%) ① Needs Improvement (70% to 84%) ② Unsatisfactory (69% or below)	<b>18. Security Staffing Pattern (4-240)</b> ① Satisfactory/Very Satisfactory (>=85%) ① Needs Improvement (70% to 84%) ② Unsatisfactory (69% or below)		
<b>10. B.A.s and U.A.s for Alcohol (4-130)</b> ① Satisfactory/Very Satisfactory (>=85%) ③ Needs Improvement (70% to 84%) ④ Unsatisfactory (69% or below)	<b>19. Staff Annual Training (2-110)</b> ① Satisfactory/Very Satisfactory (>=85%) ① Needs Improvement (70% to 84%) ② Unsatisfactory (69% or below)		
<b>11. Urine Samples (AVG of 4-100, 4-110, 4-120)</b> ① Satisfactory/Very Satisfactory (>=85%) ③ Needs Improvement (70% to 84%) ④ Unsatisfactory (69% or below)	<b>20. Case Manager Education (2-140)</b> ① Satisfactory/Very Satisfactory (>=85%) ① Needs Improvement (70% to 84%) ② Unsatisfactory (69% or below)		
<b>12. Rand. Off-Site Monitoring (4-160) &lt;60 day</b> ① Satisfactory/Very Satisfactory (>=85%) ① Needs Improvement (70% to 84%) ② Unsatisfactory (69% or below)	<b>21. Program Administrator Education (2-150)</b> ① Satisfactory/Very Satisfactory (>=85%) ① Needs Improvement (70% to 84%) ② Unsatisfactory (69% or below)		
<b>13. Rand. Off-Site Monitoring (4-160) &gt;60 day</b> ① Satisfactory/Very Satisfactory (>=85%) ① Needs Improvement (70% to 84%) ② Unsatisfactory (69% or below)	<b>22. Referrals to Qualified Treatment Prov. (6-160)</b> ① Satisfactory/Very Satisfactory (>=85%) ① Needs Improvement (70% to 84%) ② Unsatisfactory (69% or below)		
<b>14. Rand. Off-Site Monitoring (4-160) wk/pas</b> ① Satisfactory/Very Satisfactory (>=85%) ① Needs Improvement (70% to 84%) ② Unsatisfactory (69% or below)	<b>23. Self-Audits of Operations/Prog. (3-190)</b> ① Satisfactory/Very Satisfactory (>=85%) ③ Needs Improvement (70% to 84%) ④ Unsatisfactory (69% or below)		

Contract/Statutory Compliance Factors			
<b>24. Fugitive Reporting System</b> ① Satisfactory/Very Satisfactory (>=85%) ① Needs Improvement (70% to 84%) ② Unsatisfactory (69% or below)	<b>25. Exhibit A Completion</b> ① Not Returned for Completion ① Returned (for 1 to 5 standards) ② Returned (for more than 5 standards)		
<b>26. Client Information Form (Residential)</b> ① Satisfactory/Very Satisfactory (>=85%) ① Needs Improvement (70% to 84%) ② Unsatisfactory (69% or below)	<b>27. Client Information Form (Non Residential)</b> ① Satisfactory/Very Satisfactory (>=85%) ① Needs Improvement (70% to 84%) ② Unsatisfactory (69% or below)		

Program Scores	
Total Score	
Maximum Score	
Waived Points	
<b>Percentage Score</b>	
<b>Risk Level</b>	

Percentage Score Range	Risk Level	Audit Cycle
0 to 20.0%	Low Risk	5-year
20.1% to 32.3%	Medium Low Risk	
32.4 to 40.0%	Medium High Risk	3-year
40.1% to 100%	High Risk	

