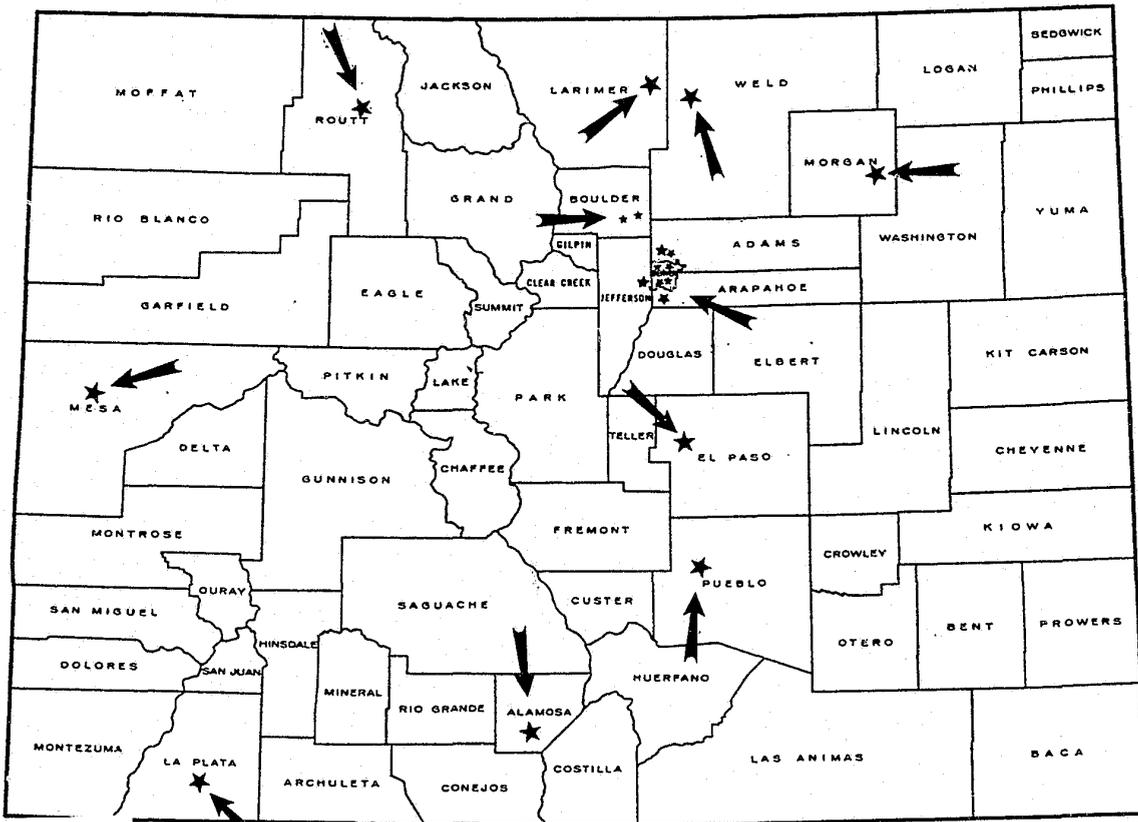


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Community Corrections in Colorado: Why Do Some Clients Succeed and Others Fail?



* Location of Community Corrections facilities

March 1991

Colorado Division of Criminal Justice
Department of Public Safety

144178

**Community Corrections In Colorado:
Why Do Some Clients Succeed and Others Fail?**

March, 1991

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Community Corrections in Colorado: Why Do Some Clients Succeed and Others Fail?

EXECUTIVE SUMMARY

Half of the clients who enter community corrections in Colorado are sent (or returned) to prison within a few months. These offenders constitute a growing proportion of the prison population. This study was undertaken to obtain more information about offender characteristics, special needs and program services that relate to failure and success.

WHO FAILS?

Community corrections clients who are younger or who have extensive criminal histories (as measured by the Colorado Criminal History Score, see Chapter Two) had the highest probability of failure.

When groups with similar criminal histories and demographic characteristics were examined, clients with employment problems were more likely to fail than those who worked without incident. In particular, failure was highly correlated with being fired. Transition clients were much more likely to have employment, earnings, and subsistence problems compared to Diversion clients. Transition clients earned, on average, half as much per month compared to Diversion clients.

High school graduates were considerably more likely to successfully complete community corrections programs, but there was no statistical link between client outcome and having attained a GED. This finding held constant regardless of an offender's criminal history score.

WHY DO THEY FAIL?

Reasons for failure varied by program. Less than three percent of the study group were charged with a new crime while living in a community corrections program. Twentyseven percent of failures were charged with house or technical violations. Twenty percent failed because of escape and accountability problems. A majority of the escapees (61%) had tested positive for drugs while in the program. About five percent

of the study cases neither succeeded nor failed: termination was a result of a lateral transfer to another halfway house, a detainer or death.

IS EMPLOYMENT A FACTOR IN PROGRAM FAILURE?

Employment was found to be related to program failure. Clients with recorded employment problems were three times as likely to fail than those who had no job problems. The relationship between employment and outcome appears to be very robust and consistent: we measured employment two ways (see Chapter Two for a description) and we analyzed it across programs and with various subgroups of offenders. When this problem is related to a lack of communication between local job assistance agencies or a lack of emphasis on job placement and community job development by program staff, improvement in this area might decrease the community corrections failure rate.

HOW DO CLIENT NEEDS RELATE TO FAILURE?

In this report, we define "needs" as having a history of substance abuse (alcohol or drugs) and/or mental health deficiencies that have been documented in the client file. Over 70% of community corrections clients entered the program with a recorded alcohol or drug problem. Slightly over half had documented mental health needs. The data indicate when clients with these problems were working, their chances of success improved. Once working, successful program completion was more likely to occur if they received services for the identified need from outside treatment agencies.¹ One explanation for this may be that clients in these groups with less severe problems may be more employable than clients with more severe problems. Once working, this group is more likely to be able to pay for treatment to recover from these problems which, in turn, enhances their probability of success in the program. Conversely, clients with very serious problems with alcohol, drugs and/or mental health may be less employable, less likely to afford outside treatment and thus more likely to fail in community corrections.

One-third of community corrections clients were identified as having all three of the problems discussed above, that is, mental health, alcohol and drug related needs. Yet, two-thirds received treatment for all three problems.² Possible explanations for this finding are discussed in Chapter Three.

¹See the Methods section for definitions of terms such as "outside treatment agencies" and other concepts used throughout this report.

²Some programs charge clients for services received in the halfway house.

WHAT IS THE RELATIONSHIP BETWEEN ESCAPE, DRUG USE AND FAILURE?

The proportion of Transition clients who failed the program because they walked away from community corrections facilities and were charged with aggravated escape increased from 7% in 1986 to 20% in 1989. In the current study, over 60% of all clients who escaped had logged a drug infraction during their stay in the halfway house. This interaction between drug use and walk-aways suggests a need to increase programming pertaining to drug abuse and perhaps review/modify existing policies relating to sanctions for this violation. In many cases, the escape may signal a serious substance abuse problem. Nevertheless, escapees are generally charged with a Class 3 felony, a Class 1 Code of Penal Discipline violation, and are classified at a higher security level once returned to prison.

DO FAILURE RATES VARY BY PROGRAM?

The proportion of clients who were regressed or revoked to prison varied for each of the 19 programs studied. Failure rates ranged from 30% to 63%. For some programs, the empirical findings indicate that the seriousness of clients accepted into programs--the reason generally given for the variation in failure rates--did not account for the differences in the failure/success rates. However, having and maintaining a job was related to program outcome for 80% of the programs studied. Program policies, surveillance styles/philosophies, size, staff turnover, corporate structure and relationships between facilities and parole/probation and the length of the program's client waiting-list are factors not addressed by this study but which likely affect the disparate failure rates. Individual programs may want to study this issue further.

HOW CAN THE COMMUNITY CORRECTIONS SYSTEM BE IMPROVED TO REDUCE FAILURES?

From the findings generated by this analysis, successful program completions might be increased if the following recommendations were pursued.

- (1) Where this does not already occur, job development (opportunities for employment within the community) and assistance in job placement were given high priority by programs;
- (2) Once stabilized with a job, clients with systematically assessed substance abuse or mental health problems were provided professional treatment for those problems;

(3) Since program success/failure rates and violation charging practices vary considerably, programs with unexpected success rates or unexpected failure rates were examined closely to identify model/problem policies and practices; and,

(4) Given (a) the relationship between drug problems and escape and (b) the impact on incarceration costs of overlapping punishments for these drug-related cases, it might be useful to examine prison policies (security classification, Code of Penal Discipline, and parole guidelines) relating to escape from community corrections to insure the systematic coordination of corrections policies.

PREFACE TO THE REPORT

What is Community Corrections?

Community Corrections in Colorado refers to a system of specific halfway-house programs that receive state funds but are based and operated in local communities. These programs provide an intermediate residential sanction at the front end of the system between probation and prison or, at the tail end of the system, between prison and parole or discharge. In Colorado, this system of 18 halfway houses³ provides a correctional placement for eligible male and female offenders who are "halfway in" prison and also those who are "halfway out." Those sentenced at the front end by the district court are Diversion clients; those under the jurisdiction of the Department of Corrections are Transition clients.

In each jurisdiction that hosts a halfway house facility, a Community Corrections Board is appointed by the County Commissioners to screen offender applicants and to oversee the operation of facilities. In some locales, county governments operate their own community corrections facilities; in others, the local community corrections boards contract with private companies that own and operate the programs. Both the district courts and the corrections department use this halfway house system to allow offenders access to community resources (including treatment and employment opportunities) while living in a nonsecure correctional setting.

Community corrections in Colorado is thus a bifurcated system with one group of offenders sentenced directly by the district court (Diversion clients) and another group reintegrating in the community after serving time in prison (Transition clients). Diversion clients are responsible to the probation department while Transition clients are under the jurisdiction of the Department of Corrections' Office of Parole and Community Services. The two types of clients live together in these residential settings and, despite some differences in policies pertaining to Diversion and Transition clients (set by the Probation Department and the Department of Corrections, respectively), abide by the same set of house rules and consequences.⁴

³During the study period, FY 88-89, there were 18 community corrections programs operating in Colorado and one "staging" program called Phase I which is located in the Denver County Jail and serves as an intermediate sanction from which clients are either regressed further to prison or "recycled" back into another program (a "lateral transfer"). Phase I was not included in this study. As of this writing, there are 21 programs plus Phase I and two drug treatment CIRT programs (Community Intensive Residential Treatment).

⁴Community Corrections also provides services to nonresidential clients. These are Diversion clients who have successfully completed the residential component of the program. Transition programming does not include nonresidential status. This study focuses only on clients who have terminated from the residential component.

Each client pays up to \$9.00 per day in subsistence fees directly to the halfway house to supplement state per diem rates. Depending on the program and the services required, treatment is delivered to clients by the program and/or by agencies in the community.

What Is Meant by "Failure"?

This study focuses on clients who terminated from Colorado's community corrections programs between July 1, 1988 and June 30, 1989. Community corrections residents who were "negatively" terminated from the program because they absconded, committed a new crime⁵ or violated a house or technical rule are considered to have failed in the program. Note that, from a public safety point of view, cases that fail due to technical violations may be considered successful since a prison sentence was imposed noncriminal behaviors. Nevertheless, solely for the purpose of this study, cases regressed or revoked to prison are defined as "failures". Diversion clients who completed their residential placement without their sentence being revoked by the court and Transition clients who were not regressed to prison from community corrections placements are considered to have "positively" terminated from the program. Clients leaving the program due to death, being laterally transferred to another halfway house, or those whose custody has been transferred to an outstanding warrant or a pending case are considered neither negative nor positive terminations and are not included in the failure analysis.

What Is the Purpose of This Report?

In recent years the proportion of clients successfully completing community corrections programs has decreased while the proportion that fails has increased (see Table 1 in Chapter 1). In this report, to begin examining the increase in failures, we attempt to describe the groups that fail and succeed and the relationships between success or failure in the program and client needs/problems or other characteristics, services delivered, and employment. Our measures of many of the variables are quite broad (see Chapter Two) and this limits our ability to attribute outcomes to specific factors that may not have been measured. Rather, this preliminary study has served to highlight areas which need further attention, both at an empirical level for future research and at a programmatic/policy level. Information presented here may be of interest to program staff who might want to target areas of their own facility operation for closer examination.

⁵New Crime" does not include new charges for escape; these fall into the "Abscond" category. "New Crime" includes felonies, misdemeanors, petty and traffic violations for which offenders were removed from the program.

Changes in policies (by the Judicial Department, the Department of Corrections and the Division of Criminal Justice), changes in legislation and Community Corrections Board policies pertaining to client eligibility criteria, and changes in housing conditions and program practices--particularly surveillance practices (for some programs, random drug testing increased in frequency and quality in 1988)--may play a role in variations over time. We did not set out to systematically study the relationship between these policies and the failure rate.

How Is This Report Organized?

This report is organized into five chapters. This preface provides a context for the present research by defining both the community corrections system and the study objectives. Chapter One examines the issues which led to this study so that the findings may be considered in a larger criminal justice system context. Chapter Two is the methods section which describes how the research was conducted, specifically how we measured the concepts and defined the terms we use throughout this report. Chapter Three presents the findings from the quantitative analysis. Chapter Four discusses the findings from the interviews and includes useful insights about programs that might be improved. Chapter Five summarizes the findings in terms of policy implications.

CHAPTER ONE

Client Failures: Overview of the Problem

As the prison population in Colorado continues to climb, we become increasingly aware of failures in other correctional programs that lead to prison confinement. Offenders under the supervision of probation, parole or community corrections programs may be sentenced to prison if they commit a technical violation or a new crime. Nationwide, these failures account for a growing proportion of prison commitments. In Colorado, the Department of Corrections estimates that criminal justice system program failures (from probation, community corrections and parole) account for nearly 40% of prison admissions.

In 1986, by legislative mandate, the Division of Criminal Justice assumed the state-level administration of the nearly two dozen locally-operated halfway houses that constitute the Colorado community corrections system. Data from the year prior to the transfer of the administrative function can be seen in Table 1.1, where 43% of the halfway house clients failed in the community corrections system because of house/technical violations, absconding or committing a new crime.⁶ In the years since, however, this failure rate has increased 6% for Diversion clients while Transition failures jumped 11%. Notably, the proportion of clients failing because they committed a new crime has remained constant between 3-4%.

The increase in failures since 1985 is not altogether surprising since surveillance of clients has increased considerably. Specifically, state standards developed by the Division of Criminal Justice require random, frequent drug testing for a variety of substances. Testing positive for illegal drug urinalyses (that is, getting a "hot UA") constitutes a technical violation in the program, and Department of Corrections policies that pertain to drug violations by Transition clients require that most of these clients be regressed to prison.⁷

Given this, one would expect the proportion of failures due to house/technical violations (the category that includes drug infractions) to increase. Indeed, this appears

⁶Kim English and Suzanne Kraus, Community Corrections in Colorado: 1986, Colorado Division of Criminal Justice, Denver, Colorado, 1986.

⁷In some instances, the Department of Corrections does allow limited case-by-case flexibility by community corrections program staff. According to interview information, the extent of the flexibility present in any program appears to depend on the personal relationships between program and parole office staff.

TABLE 1.1

Type of Termination from Community Corrections 1985 and 1989

CLIENT TYPE:

TYPE OF PROGRAM	DIVERSION		TRANSITION	
	1985*	1989	1985	1989
POSITIVE COMPLETED PROGRAM:	57%	49%	57%	46%
NEGATIVE:				
HOUSE/TECH VIOLATION	19%	27%	32%	31%
ABSCOND	20%	21%	7%	20%
NEW CRIME	4%	3%	4%	3%
NEGATIVE SUBTOTAL	43%	51%	43%	54%
TOTAL	100%	100%	100%	100%
NUMBER	565	879	277	751

*Judicial Department data as cited by English and Kraus (1986)

to have occurred for Diversion clients where technical violations increased from 19% to 27%. But technical failures remained fairly constant for the Transition group (32% to 31%). Rather, for Transition clients, the significant change in negative terminations was in the area of absconding. Where seven percent failed the program for walking away from the nonsecure facilities in 1985, 20% did so in 1989. The relationship between random urinalyses, drug abuse and escape, discussed in Chapter Three, may partially explain this change.

The jump in failure rates introduces considerable costs to the rest of the justice system: transportation; expenses incurred by the DA, the public defender, program and corrections/probation staff; court costs; county jail space pending a court/corrections department decision; and so on. Also, cases that fail in community corrections are generally classified at a higher security level once they get to prison and are more likely to be deferred by the parole board at their first hearing. Hence, a failure

in community corrections (and other points in the criminal justice system, for that matter) is "cumulative" and can be costly to the system in the long run. For this reason, it is important to study program failure to determine if there are useful points of intervention that deserve attention.

Research Questions

Who are the clients that fail in Community Corrections? Can the community corrections system positively intervene to stabilize offenders and reintegrate them into the community? These are the issues that guided the present research. To systematically address this issue, we asked the following questions:

1. What factors are related to program outcome?
2. What are the differences between Diversion and Transition clients, and are these differences related to program failure?
3. What are the reported needs of offenders who are revoked or regressed to prison? Are services provided according to needs?
4. How do individual programs differ in terms of failure rates? What are the reasons reported by each program for client failure?
5. What might be done to improve clients' opportunities for successful program completion?

CHAPTER TWO

RESEARCH METHODS

Data

Data were obtained on all of the 1,796 male and female offenders who terminated from the residential component of community corrections programs in Colorado between July 1, 1988 and June 30, 1989. Table 2.1 shows the number of termination cases which were analyzed for each program during fiscal year 1989. As can be seen in Table 2.2, the vast majority of the study group was male (90.8%).

Data were gathered from three sources:

- (1) An existing database comprised of client information sent from the community corrections programs to the Division of Criminal Justice upon client termination (see Appendix A). The termination forms were filled out at the facility by each client's case manager and include information pertaining to demographics, instant offense, juvenile/criminal history, client needs, services delivered, and termination reason(s).
- (2) On-site data collection from case files to obtain detailed information about program infractions and sanctions (see Appendix B). This data collection served as a reliability check for data items in #1 above and also provided additional information on infractions, sanctions and employment.
- (3) Interviews, conducted by DCJ researchers, with program directors, staff, clients, and Department of Corrections Field Services staff.

Measurement of Variables

Infractions

Information about program infractions was obtained from the client file which usually contained a specific "write-up" form describing violations. Offenses were coded according to the description of the violation on the official "write-up" document.

Overall, infractions fell into five categories: (1) Alcohol/Drug use; (2) House/Technical violations; (3) Accountability; (4) New charge; and (5) Escape. Most

TABLE 2.1

SAMPLE SIZE BY PROGRAM

PROGRAM:	CASES	SAMPLE (%)
COMMUNITY RESPONSIBILITY CENTER	92	5.1
WILLIAMS STREET CENTER	281	15.7
INDEPENDENCE HOUSE	201	11.2
PEER I	64	3.6
PIKES PEAK	196	10.9
HILLTOP HOUSE	45	2.5
LARIMER CTY COMMUNITY CORRECTIONS	55	3.1
CAPS	41	2.3
LOFT HOUSE	80	4.5
BOULDER COMMUNITY TREATMENT CENTER	74	4.1
MESA CTY COMMUNITY CORRECTIONS	73	4.1
LONGMONT COMMUNITY TREAT CENTER	68	3.8
WELD CTY COMMUNITY CORRECTIONS	98	5.4
SAN LUIS COMMUNITY CORRECTIONS	69	3.8
ALPHA CENTER	53	3.0
ARAPAHOE CTY TREATMENT CENTER	143	8.0
ROCKY MTN COMMUNITY CORRECTIONS	34	1.9
PLATTE VALLEY	45	2.5
PHOENIX CENTER	84	4.7
TOTAL	1,796	100.0

TABLE 2.2

PROGRAM BY GENDER

PROGRAM	MALE	FEMALE	TOTAL (%)
COMMUNITY RESPONSIBILITY CENTER	80.2	19.8	100.0
WILLIAMS STREET CENTER	77.1	22.9	100.0
INDEPENDENCE HOUSE	98.5	1.5	100.0
PEER I	90.5	9.5	100.0
PIKES PEAK TREATMENT CENTER	90.2	9.8	100.0
HILLTOP HOUSE	88.9	11.1	100.0
LARIMER CTY COMMUNITY CORRECTIONS	96.2	3.8	100.0
CAPS	87.5	12.5	100.0
LOFT HOUSE	81.1	8.9	100.0
BOULDER COMMUNITY TREATMENT CENTER	87.8	12.2	100.0
MESA COUNTY COMMUNITY CORRECTIONS	94.3	5.7	100.0
LONGMONT COUNTY TREATMENT CENTER	92.6	7.4	100.0
WELD CTY COMMUNITY CORRECTIONS	93.8	6.2	100.0
SAN LUIS VALLEY COMMUNITY CORRECTIONS	98.6	1.4	100.0
ALPHA CENTER	100.0	----	100.0
ARAPAHOE COUNTY TREATMENT CENTER	100.0	----	100.0
ROCKY MTN COMMUNITY CORRECTIONS	87.9	12.1	100.0
PLATTE VALLEY RESPONSIBILITY CENTER	97.8	2.2	100.0
PHOENIX CENTER	94.0	6.0	100.0
TOTAL PERCENT	90.8	9.2	100.0
TOTAL NUMBER	1612	164	1776

of the subcategories for each of the five types of infractions are self explanatory, but a few of the house/technical violations need further definition as follows:

Fighting, assault:	Fighting with another resident.
Contraband:	Bringing non-drug related contraband into the facility such as a weapon or pornography.
Refusing to work or follow program plan:	This is a broad category that captures refusal to participate in employment, treatment, chores, subsistence payments and other program requirements.
Disobeying order:	Refusing a direct order from a staff member. This ranged from failure to make the bed to exhibiting disrespectful attitude.
Lying, false statement:	For example, signing out to a specific location and not going there.
Association with felon:	Association requires permission from staff.
Drug-related contraband:	Being caught with drugs or drug paraphernalia.
Unknown:	Coded when there was a clear house or technical violation but the nature of the violation was not noted in the file.

Failure

Case outcome information is based in part on infraction information listed above. Failure is a dichotomized ("Yes/No") variable from the DCJ termination database. "Failed" includes cases terminated from community corrections during FY 1989 because the client absconded, violated house/technical rules or committed a new crime. Clients that fled and were charged with escape are in the absconded category. "No, did not fail" includes cases which, regardless of whatever program infractions they might have incurred, successfully completed the residential component of the program.⁸ As noted

⁸As discussed in Chapter Two, Diversion clients may be transferred to "nonresidential status" where the client lives away from the facility but is still accountable in terms of program requirements (treatment, employment, etc). This transfer from residential to nonresidential status is not an option for Transition clients.

TABLE 2.3

TERMINATION REASONS

VALUE LABEL	PERCENT (%)	FREQUENCY (%)
NORMAL COMPLETION	44.4	798
ABSCONDED	17.1	30.7
NEW CRIME	2.7	48
HOUSE TECHNICAL VIOLATION	27.8	499
DEATH*	.1	2
WARRANT- PENDING CASE*	.7	12
LATERAL TRANSFER*	1.4	26
UNKNOWN*	3.2	58
MISSING*	2.6	46
TOTAL	100.0	1796

*These cases were not included in the analysis.

in Table 2.3, cases which terminated due to death, a pending detainer or a lateral transfer to another halfway house were not included in the analysis. On site data collection provided detailed information on the infraction allowing us to determine, for example, if a house/technical violation was drug related and, if so, what type of illegal drug was involved.

Because one incident can result in a number of infractions, the most serious infraction leading to termination was used to describe the reason for failure. For example, if a client was written up for refusing to perform chores (house violation) while under the influence of drugs (drug/alcohol use), drug use was recorded as the most serious infraction. See Appendix B, page 2, for a complete description of the infractions.

Client Needs

Refers to needs or problems identified in the client file at the time of entry into the program (see the DCJ Termination Form, Appendix A). Needs are divided into four nonexclusive categories: mental health, alcohol, drugs and employment. For each of these problem areas, program case managers chose from the following categories:

1. None
2. Yes, as reported by self, parent, friend
3. Yes, as recognized by court-ordered treatment
4. Yes, per file (i.e., client was under the influence of drugs or alcohol at the time of the offense)

Prison and probation files amass large amounts of information pertaining to offender needs. Our measure was obtained from these sources because it is the information that generally triggers a criminal justice system response. Indeed, the Division of Criminal Justice has used this measure in many studies over the last decade (see, for example, the prison classification study by Mande⁹) and it appears both robust and reliable. However, we recognize that this measure does not provide information about, for example, either the type of mental health or employment problem or the level of deficiency involved. Therefore, while the measure does not provide a precise picture of needs which could be used diagnostically, it does provide a reliable indicator of an area of client needs that may be helpful in program planning.

Treatment In/Out

Community Corrections staff provided the treatment/services information used for the variables regarding mental health, alcohol or drug problems. Case managers indicated the type of service received (assessment for drug problems versus counseling for mental health, for example) and whether or not the client obtained treatment inside the halfway house or from an outside, community-based agency. Figure 2.1 provides a copy of the "services provided" portion of the coding instruction form completed by case managers (located in its entirety in Appendix A).

FIGURE 2.1

40. SERVICES PROVIDED TO THIS CLIENT DURING ENTIRE COMMUNITY CORRECTIONS STAY		0 No	1 Yes	9 Unknown
		IN-HOUSE	OUTSIDE	
Alcohol Related				
1	Assessment	==	==	
2	Counseling/Treatment	==	==	
Drug Related				
1	Assessment	==	==	
2	Counseling/Treatment	==	==	
Mental Health Related				
1	Assessment	==	==	
2	Counseling/Treatment	==	==	

⁹ Mary J. Mande, "Custody Needs and Public Risk of Colorado's Prisoners: An Assessment," Colorado Division of Criminal Justice, Department of Public Safety, 1986.

Note that the treatment measures are imperfect, both in terms of the "in/out" component and the specific meaning of "treatment." First, let us address the definition of "in/out." "Out" is a rough measure designed to gauge the extent to which community resources were used by the community corrections system. It is an indication of treatment provided by professional care givers. "In" means the client received services/treatment provided by and within the halfway house which may or may not have been provided by professionals.

Information obtained during the interviews conducted for this study indicated that much of the counseling provided "in-house" is crisis oriented. However, many of the programs run treatment groups. These groups are, in some instances, facilitated by case managers who may have received specialized clinical training; some programs contract with professional therapists from outside agencies to facilitate groups. Interview data suggested that program philosophies vary considerably in terms of the extent to which staff may provide "treatment" and, even within a single facility, case managers' perspectives of their role and ability to provide treatment may differ widely. These issues should be taken into consideration when interpreting the meaning of "inside" and "outside" treatment.

Employment

Employment and employment problems were measured two different ways. Recognizing that employment status does not necessarily remain constant for clients during placement, our first measure attempts to capture possible change. A client's employment status at entry, during stay in the program and at termination were observed; type of employment was captured only in terms of full time, part time or sporadic. Attending school part time was coded as part time employment in the absence of additional employment data. Information regarding type of employment was not obtained.

Employment problems (yes/no), a different measure, indicates whether a job situation was volatile. A case was coded as having employment problems if any of the following was recorded in the file: client was fired, had difficulty finding work, was laid off, had work hours/requirements that conflicted with the halfway house policy, was mentally or physically disabled (this occurred in fewer than 2% of cases), or for some other reason had problems sustaining appropriate employment.

Colorado Criminal History Score

The Criminal History Score, used throughout this report to describe offender seriousness, is a composite score that reflects the seriousness of an offender's criminal past. Developed by Mande (1986), it is a value derived from a weighted combination of the six measures defined below. The number of occurrences for each item is multiplied

(x) by the weight (in parentheses), totaled and then collapsed into scores of 0 through four.

- Number of juvenile adjudications x (.5)
- Number of placements in the Department of Institutions¹⁰ x (1)
- Number of adult prior felony convictions x (1)
- Number of adult prior violent arrests x (1.5)
- Number of adult probation revocations x (.75)
- Number of adult parole revocations x (2)

The higher the score, the more frequently program infractions are reflected in the file. The Criminal History Score was found to be statistically related to both program failure and program infractions.

Missing Data

The reader may notice that throughout this report the number of cases analyzed varies from table to table. This is due to missing data in the files.

Analysis

Analysis focused on identifying relationships between client characteristics and client outcome (failure/success) and program services and client outcome. To this end, bivariate analyses such as correlations and cross-tabulations were employed. Multivariate procedures (discriminant analysis and logistic regression) were used to examine risk-of-failure factors and to estimate program success as it related to client seriousness.

All findings presented in Chapter Three are statistically significant. That is, unless otherwise noted, the findings reflect relationships that would occur by chance less than one percent of the time ($p < .01$).

Findings

Findings from the quantitative analysis of case file data are presented in Chapter Three. The qualitative data obtained from personal interviews are presented in Chapter Four. The data from both the quantitative and qualitative analyses serve as the foundation for the discussion of policy implications which follow in Chapter Five.

¹⁰In Colorado, juvenile offenders are handled by the Division of Youth Services (DYS) in the Department of Institutions.

Limitations of the Study

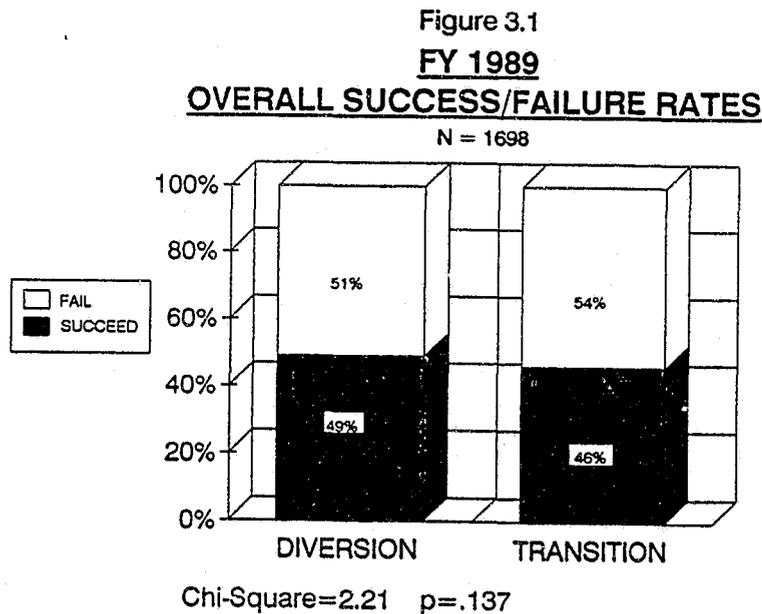
This study should be viewed as preliminary in that it identifies certain client characteristics and program components which deserve further attention given the increase in regressions and revocations to prison in the past several years. It does not address many factors that might contribute to the failure rate and which, according to information obtained from interviews, vary considerably among programs: policies pertaining to drug testing and sanctions for "hot" UAs, program location (urban, suburban, rural), organizational structures (private, state or non-profit; decision making within each program), community corrections board policies, employability of clients and employment opportunities for clients. Future research that builds on this work should improve the measures pertaining to program services, treatment delivered to clients and employment issues since these factors appear to be related to client outcome.

CHAPTER THREE

RESEARCH FINDINGS

Profile of Study Cases

The study group consisted of all of the 1,796¹¹ cases which terminated from community corrections in fiscal year 1989. Fifty-five percent were Diversion clients and 45 percent were Transition clients. As depicted in Figure 3.1, 51% of the Diversion clients failed to successfully complete the program compared to 54% of the Transition clients.



Although employment problems plagued one-quarter of the clients, the nearly 1800 men and women earned over \$4 million and paid over \$170,000 in restitution. The study group earned, on average, \$2,438 (gross) per client while in community corrections. Restitution payments averaged \$95.86 per client. Clients are required to pay subsistence in the amount of up to \$9.00 per day, and the average subsistence payment was \$843 (Diversion clients averaged, \$790 and Transition clients averaged \$892).

¹¹For the study period, individual program terminations may number above those reported in this study because in some instances we were not able to match files necessary for the on-site data collection.

Few clients committed new crimes while in the program. Just under three percent (2.8% for a total of 26 new crimes) of the Diversion cases and 3.0% of the Transition cases (22 clients) failed because they committed a new crime, representing 2.8% of the total group (48 cases of the 1,796 studied).

In general, clients were familiar with the community to which they were assigned. Seventy-six percent had family or a significant other living in the community nearby; 84% had lived, prior to placement, in the community where the halfway house was located.

Community corrections is a relatively short-term placement. Thirty percent of the group stayed in the program less than 2 months; 23% stayed 3-4 months. Nearly half (47%) stayed longer than four months. Very few stayed longer than one year. Transition clients in the study group stayed for an average of 21 weeks (the median was 18 weeks); the average length of stay for Diversion clients was also 18 weeks (the Diversion median was 13 weeks).

Appendix C provides a demographic and criminal history description of the study sample.

Note that the reader may want to review the definition of terms presented in Chapter Two before proceeding.

Criminal History Score and Failure

Criminal History Scores (described in Chapter Two) were related to clients failing community corrections programs. As can be seen in Table 3.1, nearly sixty percent of clients with Criminal History Scores of 3 or 4 failed the program (58.3% and 58.5%, respectively). Conversely, nearly forty percent of clients with Criminal History Scores of 0 failed the program. It is interesting to note that clients with criminal history scores of 4 were also more likely to incur program violations (data not shown).

Table 3.2 reflects the relationship between Criminal History Scores and client outcomes for both Diversion and Transition terminations.

TABLE 3.1

**CRIMINAL HISTORY SCORE AND
SUCCESS/ FAILURE RATES
(IN PERCENTAGES)**

CRIMINAL
HISTORY
SCORE

	SAMPLE	SUCCEED	FAIL	TOTAL
0	22.6	60.1	39.9	100.0
1	18.1	49.4	50.6	100.0
2	17.4	49.6	50.4	100.0
3	11.7	41.7	58.3	100.0
4	30.2	40.5	59.5	100.0
N	1332	643	689	1332

Chi- square= 29.56 p= .000

TABLE 3.2

**CRIMINAL HISTORY SCORE AND
SUCCESS/FAILURE RATES
(IN PERCENTAGES)**

CRIMINAL
HISTORY
SCORE

DIVERSION*

TRANSITION*

	DIVERSION*			TRANSITION*		
	SUCCEED	FAIL	TOTAL	SUCCEED	FAIL	TOTAL
0	58.7	41.3	100.0	63.4	36.6	100.0
1	51.7	48.3	100.0	46.2	53.8	100.0
2	51.9	48.1	100.0	46.3	53.7	100.0
3	43.6	56.4	100.0	38.7	61.3	100.0
4	38.2	61.8	100.0	42.0	58.0	100.0
N	367	369	763	275	381	593

Age and Failure

Age affects outcome for clients with Criminal History Scores of three or less. However, when the score is four, failure appears likely regardless of age. As shown in Table 3.3, clients in the 18-24 age group (31.5% of the study group) were nearly twice as likely to fail as clients over the age of 40 (only 10% of the group). Although the overall failure rate for community corrections was 53% for the study period, 64% of community corrections clients between the ages of 18-25 failed compared to a 35.1% failure rate for the group over age 40. Clients in the 25 to 29 age group and clients in the 30 to 34 age group had a 52.8% and a 52.9%, respectively, chance of failing. For those aged 35 to 40, 43% failed, slightly less than the overall failure rate of 47%.

TABLE 3.3

SUCCESS/FAILURE RATES BY AGE

N= 1687

AGE	SUCCEED (%)	FAIL (%)	ROW PERCENT (%)	ROW NUMBER (N)
18- 24	37.0	63.0	100.0	532
25- 29	47.2	52.8	100.0	434
30- 34	47.1	52.9	100.0	346
35- 40	57.0	43.0	100.0	207
40+	64.9	35.1	100.0	168

CHI- SQUARE= 51.13

p< .000

Younger clients were also more likely to violate program rules. Of the total FY 1989 study group, 81% of the group 18-25 years old incurred program infractions compared to 62% for the group over age 45. Three-quarters (76%) of the 26-35 age group and 68% of the group 36-45 years old received write-ups (data not shown).

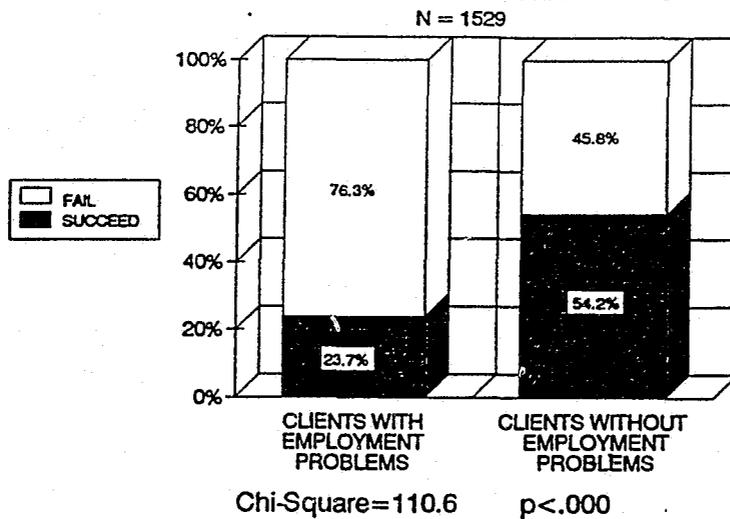
Employment/Finances and Failure

One-fourth of the clients in community corrections had job problems recorded in their file. This group was significantly more likely to fail the program and be regressed

or revoked to prison (76% compared to a 46% failure rate for those without job problems), as indicated in Figure 3.2.

Like age, this finding holds true regardless of the offender's Criminal History Score unless the score is four (the highest value), suggesting that employment status has no statistical effect on failure for clients with serious criminal histories. Note, however, that although the relationship between employment and failure was not significant for clients with Criminal History Scores of four (according to Chi-Square analyses), the trend was in the same direction.

Figure 3.2
SUCCESS/FAILURE RATES AND
EMPLOYMENT PROBLEMS



Specifically, as presented in the first row of Table 3.4, 71.7% of the group that had a Criminal History Score of zero and had no job problems succeeded while only 25% of those with job problems and scores of zero succeeded. Looking down the first column of data (cases with no job problem who succeeded), we see that the success rate for those with no job problems stays between 59.6% and 54.9% for those with Criminal History Scores between one and three, considerably higher than the overall success rate of 44.4%. However, the success rate drops to 42.6%, slightly below the overall success rate, for those with job problems and scores of four. Conversely, as reflected in the third column of data, those with job problems who had a score of zero succeeded at a rate of 25% (far below the expected failure rate of 44.4%), and this proportion drops continually as the Criminal History Score increases until the category of four. Interestingly, those with a Criminal History Score of four appear to be less impacted by the presence of job problems. In fact, those with job problems and scores of four were more likely to succeed than those with job problems and lesser criminal history scores

(but note that this was not the case for those with no job problems), yet they were more likely to fail compared to the "four" group with no job problems (66.3% compared to 57.4%, respectively).

Future research should analyze offenders in each of the criminal history score categories for possible interactions between age and other social bonding indicators with program outcome.

TABLE 3.4

CRIMINAL HISTORY, JOB PROBLEMS AND CLIENT OUTCOME
(IN PERCENTAGES)

CRIMINAL HISTORY SCORE	NO JOB PROBLEM		JOB PROBLEM ENCOUNTERED			
	SUCCEED	FAIL	SUCCEED	FAIL	NUMBER	CHI-SQUARE
0	71.1	28.3	25.0	75.0	295	51.1**
1	59.6	40.4	23.5	76.5	234	25.1**
2	58.9	41.1	18.0	82.0	225	25.9**
3	54.9	45.1	14.6	85.4	150	21.8**
4	42.6	57.4	33.7	66.3	391	2.4

* See Table 3.1 for the sample distribution across criminal history score.

** Significant at $p < .001$ level

Using stepwise discriminant analysis to predict program outcome, employment problems (as measured by both employment variables described in Chapter Two) entered at the first step of the analysis in all predictive models we tested. In subsequent analyses, using information from the best discriminant model, we found employment to enter first for over 80% of the programs studied. That is, employment status appeared to be the strongest predictor of failure for over 80% of the programs. See Appendix D for further discussion of the predictive models derived from this analysis.

Transition While the overall failure rate for the Transition group was 60%, 79% of those who were unemployed failed. Full time and part time work were equally related to successful termination from the program. Eighty-five (85) percent of the Transition clients who were fired were regressed to prison. One-fourth of the

Transition While the overall failure rate for the Transition group was 60%, 79% of those who were unemployed failed. Full time and part time work were equally related to successful termination from the program. Eighty-five (85) percent of the Transition clients who were fired were regressed to prison. One-fourth of the Transition clients in the higher earning categories failed compared to three-fourths of the clients in the low earning groups. Since employability may be related to age, note that the mean age for Transition clients was 31 years, only two years older than the mean age for Diversion clients. Therefore, it is unlikely that the age difference was interacting with employment.

Diversion The overall failure rate for the Diversion group was 51% but 81% of those who were unemployed failed. Three-fourths (73%) of those who were employed part time failed, suggesting that, for Diversion clients, working part time was similar to not working in terms of client outcome. Eighty-six percent of the Diversion clients that had no earnings and paid no subsistence failed compared to a failure rate of 16% for those in the highest earning category. As noted above, Diversion clients, whose average age was 29, were slightly younger than Transition clients.

Of the entire group that failed during the study period, 19% did so for "refusal to work or follow program plan" (see Chapter 3 for definitions of variables). Since employment is related to income, it is not surprising that income was related to failure as well ($r=.48$; $p < .01$).¹²

Note that clients in Colorado's community corrections system must pay approximately \$9.00 per day to live at the halfway house, plus whatever treatment and restitution costs are incurred. Failure to work might jeopardize these payments unless the client had another source of income. These findings suggest that emphasis on job placement by program staff, where this is not already happening, may decrease the community corrections failure rate since, as noted earlier, subsistence payments averaged \$843 for the study group.

Client Need and Failure

Overall, as indicated by information obtained from the client file and from case managers, 71% of the group had alcohol problems, 71% had drug problems and 54% had mental health problems. One-third of the study group had all three problems; 17% had both alcohol and drug problems but not mental health problems. Table 3.5 shows the proportion of Diversion and Transition clients whose problems were recorded in the file.

¹²In "Elementary Statistics in Social Research," Levin and Fox (1988) describe the strength of correlation coefficients as follows: 1.0 perfect correlation; .60 strong correlation; .30 moderate correlation; .10 weak correlation; .0 no correlation.

Mental Health Problems

Over half (57%) of the clients with identified mental health problems failed. Using stepwise discriminant analysis, we found that employment problems, younger age, higher Criminal History Scores, and not receiving mental health treatment from an outside agency were factors which predicted failure for this group¹³. Race, marital status and education did not predict success or failure (see Appendix D).

TABLE 3.5

CLIENT NEEDS IN DIVERSION AND TRANSITION PLACEMENTS
(IN PERCENTAGES)

PROBLEM		DIVERSION	TRANSITION
MENTAL HEALTH		57.1	50.0
YES		42.8	50.0
NO			
TOTAL		100.0	100.0
N=		693	812
CHI- SQUARE= 8.56		p= .013	
ALCOHOL		70.1	71.6
YES		29.2	28.4
NO			
TOTAL		100.0	100.0
N=		444	1093
CHI- SQUARE= .95		p= .620	
DRUG	YES	68.5	73.4
	NO	31.5	26.6
TOTAL		100.0	100.0
N=		443	1070
CHI- SQUARE= 4.36		p= .037	

¹³Bivariate analysis, while not appropriate for predictive purposes but useful for descriptive purposes, indicates that non-black clients, clients who have been married (married presently or separated, widowed or divorced), and clients receiving mental health treatment outside the facility were more likely to succeed.

Alcohol Problems

Seventy-one percent of community corrections clients were identified as having alcohol problems. Using Chi-Square analysis, we found Blacks statistically less likely to have alcohol problems (62%) compared with Anglos (72%) and Hispanics (76%). Yet, according to results obtained from stepwise discriminant analysis, Blacks with alcohol problems were more likely to fail when compared with the other ethnic groups. Being employed, older, not Black, having a lower Criminal History Score and receiving alcohol treatment from a community agency predicted program success for clients with alcohol problems (see Appendix D).

Chi-square analysis of failure and location of alcohol treatment indicated that, of those clients with alcohol problems who received treatment outside the facility, 29.2% failed compared with a 56.1% failure rate for clients receiving only treatment within the facility. The overall failure rate for the group with identified alcohol problems is 49.2% (see Figure 3.4).

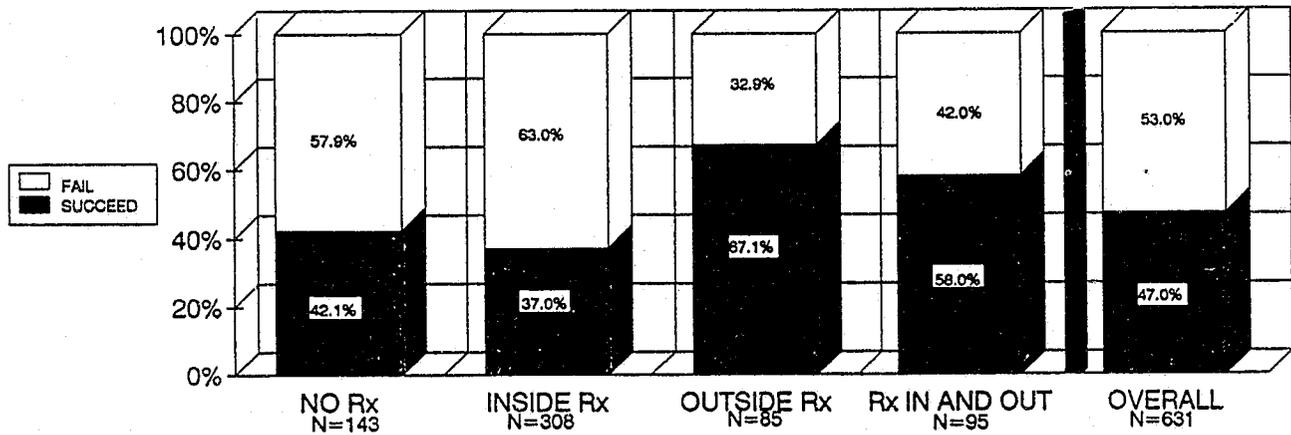
Drug Problems

The overall failure rate for the group with identified drug problems was 58.5%. Using discriminant analyses, we found that full or part time employment, older age, a low Criminal History Score, not being Black and receiving drug treatment from an outside agency predicted success for clients assessed with having drug problems. This group, when treated by agencies outside the facility, failed at a rate of 37.3% while the failure rate for those who received treatment within the facility was 61% (see Figure 3.5). See Appendix D for the discriminant tables.

This finding that treatment from outside agencies was related to successful termination was consistent and robust over a variety of analytical techniques (Figures 3.3 to 3.5 show the findings from cross-tabulation analyses). It must be emphasized, however, that the finding may be the result of a selection process whereby clients with less severe problems may be securing treatment from outside agencies. That is, clients who obtained outside treatment may be different from those who did not. Their substance abuse or mental health problems may have been less severe and/or their level of functioning may have been higher, and/or they might have been working in higher paying jobs, thus giving them the resources to pay for treatment for their problems. Obtaining the data to further explore this possible selection process was outside the scope of this study.¹⁴

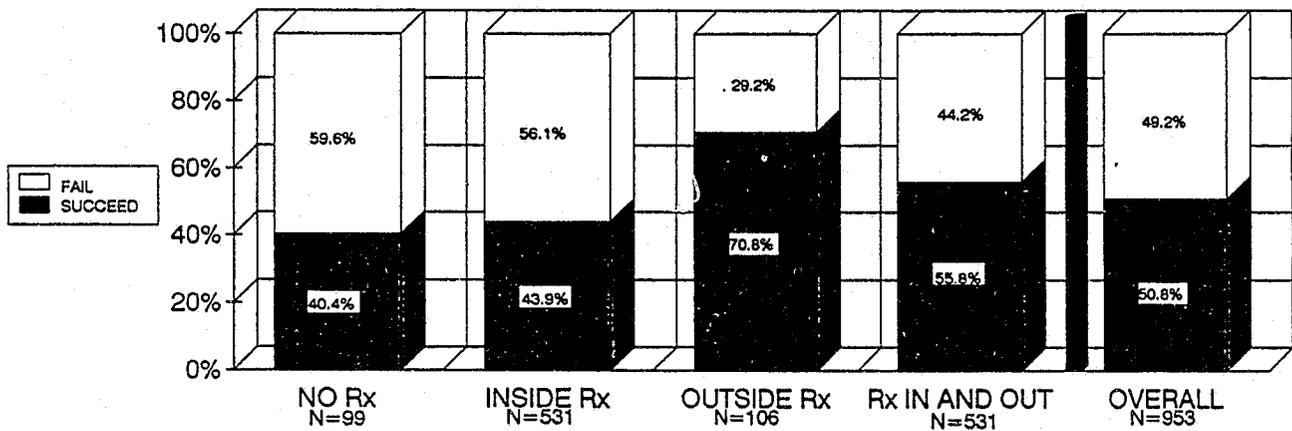
¹⁴Smith et.al, describe the essence of selectivity bias as the question of whether there are unmeasured variables that influence whether one is in the group that succeeds. If so, we must be careful not to attribute the effect of these unmeasured variables to observable variables that are included in the

Figure 3.3
CLIENTS WITH MENTAL HEALTH PROBLEMS
OUTCOME AND TREATMENT* RECEIVED



Chi-Square=33.9 p<.000
 *See Chapter 2 for definition of terms

Figure 3.4
CLIENTS WITH ALCOHOL PROBLEMS
OUTCOME AND TREATMENT* RECEIVED

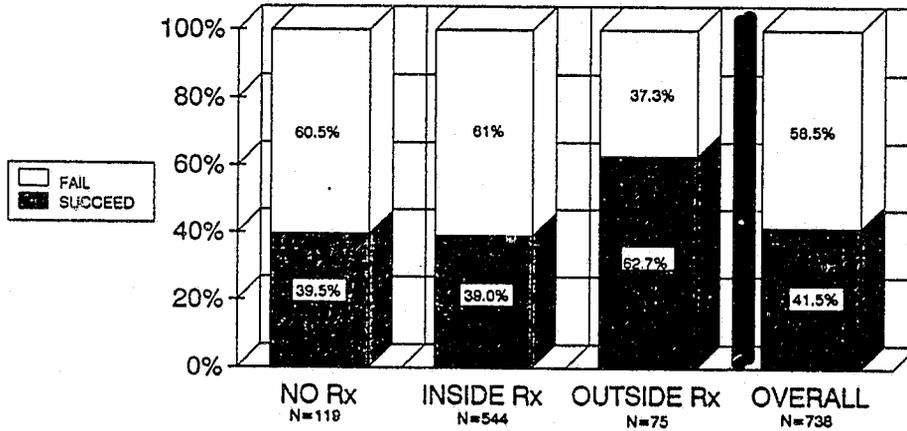


Chi-Square=32.52 p<.000
 *See Chapter 2 for definition of terms

analysis. See Smith, Visher and Jarjoura's "Dimensions of Delinquency" in *Journal of Research in Crime and Delinquency*, Volume 28, February, 1991.

Figure 3.5

**CLIENTS WITH DRUG PROBLEMS
OUTCOME AND TREATMENT* RECEIVED**



Chi-Square=15.47 p<.000

*See Chapter 2 for definition of terms

Client Need and Program Services

According to data provided by the programs, three-fourths of clients who were identified as not needing mental health treatment received it anyway. Additionally, over half of those who were identified as not needing drug treatment received it anyway. Two programs treated less than half of the clients who were identified as having drug problems. While one-third of community corrections clients were identified as having mental health, alcohol and drug related needs, twice that many were reported to have received treatment for all three problems.¹⁵ Since treatment received from outside agencies was positively related to program success (discussed above), the fact that treatment resource allocation appears to be a significant problem is an especially important finding.

Note that our measures of both "client needs" and "treatment" were dependent on case managers' properly coding the termination forms. Identifying a client as having a substance abuse or mental health problem required documentation in the file. If the court ordered treatment, for example, properly coded forms should have reflected this as "needs treatment per file."

¹⁵Data were not collected on the type of treatment delivery. That is, we do not know if treatments for these problems were combined or delivered separately from different treatment agencies.

Concerns about liability issues may lead programs to develop policies, either formal or informal, which stress delivering services to all clients. In the absence of a systematic method or instrument to assess needs, a problem discussed elsewhere in this report, it may behoove program staff to refer the maximum number of clients to various forms of treatment. Also, it is possible that certain treatments were more available and/or affordable than others and clients may have, therefore, received treatment according to these limitations.

Program Infractions and Client Outcome

Drug Infractions

Drug use occurred within community corrections facilities and was significantly associated with failure. Diversion clients were much more likely to have drug infractions than Transition clients (68% compared to 50%). Overall, half of the clients who failed during the 12 month study period logged drug infractions.

The most common drugs identified by urinalysis were alcohol and marijuana; 31% were cocaine related. Note that program policies usually specify the type of drug tested for, and these policies would obviously influence the types of drugs detected.

Nearly two-thirds (63%) of Transition clients with one positive UA were regressed to prison; 78% with two positive UAs failed and 91% with three failed. These proportions varied by program.

Escape

According to data provided by program staff, nine percent of those who failed due to escape charges had absconded for one hour or less; 16% were gone for over 24 hours.¹⁶ Transition clients between the ages of 25-29 with high criminal history scores were more likely to have absconded than any other group. Also, Transition cases with Criminal History Scores of four were more likely to fail: 63% of the Transition cases that escaped had a Criminal History Score of 4 compared to 10% of Diversion cases.

¹⁶Data collected pertaining to length of time cases had absconded were categorized as follows: (1) less than one hour; (2) 1-23 hours; (3) 24 hours; (4) more than 24 hours. Length of time longer than "more than 24 hours" was not captured.

Drugs and Escape

Over half of those charged with escape also logged a drug infraction (61%). Interview information suggests that many clients escape to avoid being caught with a "hot" urinalysis (UA) after doing drugs. That is, a client may do drugs and then become worried that he or she will be the subject of a UA test upon return to the halfway house. Then, the client may delay his or her return or may abscond altogether and a warrant is issued. The client's decision to run away to avoid the UA testing results in much more serious consequences than if he or she actually tested positive for illegal drugs.

Escapees are charged with aggravated Class 3 felony escape. These crimes are aggravated because offenders were under correctional supervision at the time of the crime. These cases are usually sent to prison to do time on the new escape charge plus the original charge.¹⁷

This link between drug use and escape is important because it highlights how community corrections failures can impact the prison population. Offenders who have committed an aggravated Class 5 felony will receive an average sentence of 26.6 months for that crime¹⁸ and will, because of the aggravating conditions of the crime, likely be denied parole at their first hearing.¹⁹ The average deferral length is nine months across all crime types,²⁰ and so the impact of this group on the burgeoning prison system is not inconsequential.

The empirical relationship between drug violations and escape, and the "snowballing" effect of punishments and prison time resulting from these drug abusers, indicates that this problem deserves particular attention. The development of alternative punishments combined with intensive drug treatment may reduce the strain on the prison system and also deliver services to a high-risk population.

Number of Infractions

Not all clients logged violations. Almost one-fourth (23% of the Diversion cases and 24% of the Transition clients) had no program violations during their stay. Of the

¹⁷ The Division of Criminal Justice's recent analysis of 1989 felony dispositions found that cases convicted of aggravated escape were nearly always sentenced to the Department of Corrections (Mande and Avitable, analysis in progress).

¹⁸ This information was obtained from the documentation of the Colorado prison population projections produced by Mande and Pullen (1990), Colorado Division of Criminal Justice.

¹⁹ Parole Board decisions, including deferral lengths, are analyzed on an ongoing basis by the Division of Criminal Justice.

²⁰ See "Colorado Parole Guidelines Handbook," prepared by Kim English, Colorado Division of Criminal Justice, Department of Public Safety, March 1990.

group that had a Criminal History Score of 0, nearly one-third (32%) had no program infractions. Diversion clients logged more infractions than Transition clients. Of those who got over 12 infractions, 66% were Diversion clients, 34% were Transition clients (most Transition clients were regressed after they received seven write-ups²¹).

Infractions Resulting In Failure

As noted previously, 44.4% of those studied successfully completed the program. As shown in Figure 3.6, 17% failed because of escape charges; 2.7% had accountability problems; 14.5% logged a house or technical violation (71.9% of these were refusal to work or follow program plan); 10.5% were drug violators (58% were alcohol or marijuana violations, nearly 31% were related to cocaine); less than three percent failed because they were charged with a new crime.²² Infractions resulting in failure are detailed in Appendix E. Analysis of the infraction which immediately preceded the most recent write-up shows 22% of these infractions were for drugs (68% were alcohol or marijuana, 23% for cocaine/crack; and nearly half (45%) were for refusal to work or follow program plan. These proportions were the same for the third-most-recent infraction.

New Crimes

Of the new crimes committed by those who failed, 58.3% were felonies, 25% were misdemeanors, 4% were city ordinance violations, and 12.5% were either traffic offenses or unknown (see Figure 3.6).

Infractions and Success

Of the successful Transition cases that had infractions, 85% had house/technical violations; 15% had drug or alcohol violations.

Diversion clients who did not test positive for drugs while in the program were considerably more likely to terminate successfully compared to those who did drugs: 70% of those who did not test positive for drugs succeeded compared with an overall success rate of 49%.

²¹One incident can result in more than one write-up. For example, a client might smuggle in drug-related and non-drug contraband, lie about it, and get a hot UA, which would result in at least four write-ups.

²²A total of 63 new crimes were committed by the study group for which 48 clients were regressed or revoked to prison. Cases were not always terminated due to traffic or petty violations.

Other Factors and Failure

Clients who failed tended to do so fairly quickly: 77% of the clients who failed did so within the first two months of placement (see Figures 3.7 and 3.8). This is not surprising given the average length of stay (21 weeks for Transition, 18 weeks for Diversion).

Although marital status and education did not load in the discriminant analysis, cross-tabulations indicated that clients who were ever married (i.e., married, divorced, widowed, and separated) and clients who were high school graduates were more likely to successfully complete the program.²³ Completing high school and legally marrying someone are behaviors that may indicate a person's "stake" in the larger society; these behaviors may reflect a client's willingness to commit, take responsibility and/or delay gratification and develop other characteristics useful in leading productive lives.

In every facility, residents have the right to file formal grievances against staff or policies, but no relationship existed between failure/success rates and grievances filed. Nine percent of the study group had filed grievances. Seventy percent of these had over five infractions; 15% had between zero and 2 infractions.

There was no relationship between having family or a significant other nearby and client outcome. It is possible that some families are supportive and others are not thereby canceling the measurable effects of each. Data were not available on children, so the relationship between client outcome and having dependents was not examined.

There was no relationship between outcome and whether or not the client lived (prior to the arrest) in the community in which the halfway house is located.

²³These findings pertaining to marriage and high school graduation, along with the link between employment problems and success/failure, are consistent with other work published by the Division of Criminal Justice (see Mande and English, "Validation of the Iowa Risk Assessment Scale on Colorado Prisoners," 1986) and also with a recent study in the American Sociological Review by Robert Sampson and John Laub: "...these data suggest that increased bonds to work and education lead to less crime and deviance in later adulthood....Among ever-married men, job stability at ages 25-32 has a significant negative effect for arrest and excessive drinking. Marital attachment has a significant negative effect only for general deviance" (October 1990:625).

Program Variation

Failure Rate

All of the nineteen community corrections programs studied varied in terms of capacity, offender characteristics, staff turnover, staffing policies, selection policies, neighborhood environment, facility design, case management, program structure and organization (government, private for-profit, private not-for-profit). These factors and others not studied could account for variation among programs examined.

Of particular interest was the variation by program of the failure rate itself (see Table 3.6). While the overall failure rate was 56%, failure rates by program vary from about 30% to over 60%. Since seriousness of the offender population varies by program, it might be expected that failure rates would vary accordingly but this was not always so. (See Table 3.7 for a description of each program's population according to the Criminal History Score.) Again, as noted earlier in this report, failure for technical violations and other "non-criminal" behaviors may be viewed as "success" from a public safety perspective and also from a program surveillance/ sanctioning perspective.

Violation Charging Practices

Reflecting both client behavior and program procedures, charging practices varied considerably among programs. Between 29% and 35% of clients at Independence House, Peer I and Larimer County Community Corrections logged no infractions; 49% of San Luis Valley clients had no infractions; and 59% of clients at the Mesa County program had no infractions recorded. As expected, all clients with no violations terminated successfully.

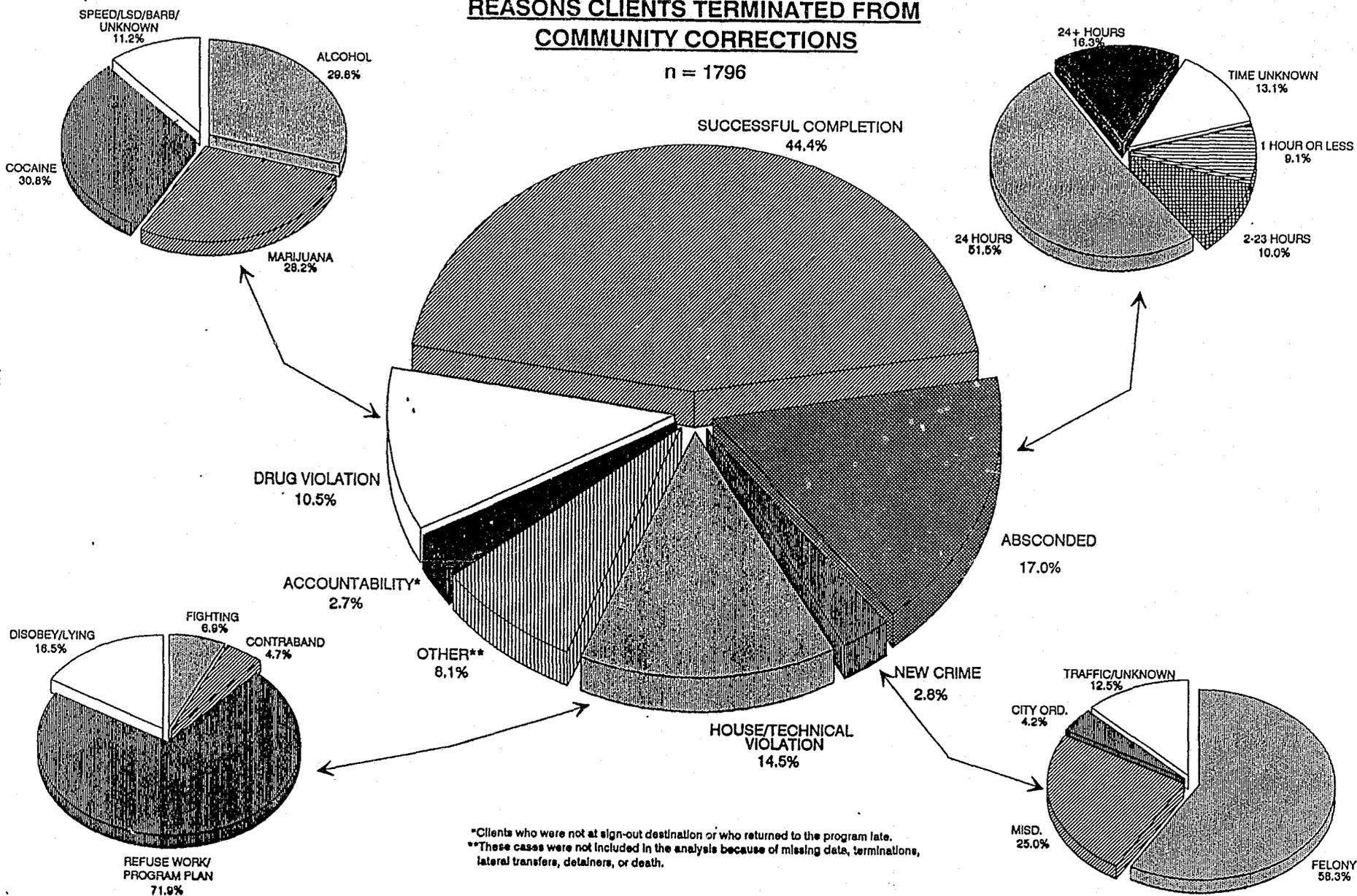
While charging practices vary, the most common violation category for the group that failed was house or technical violations. This was followed by drug use (See Appendix F).

Some findings were consistent across programs. Among these were specific types of charges. For example, refusal to work or follow program plan accounts for the most frequently cited house/technical violation. Cocaine use was the most frequently cited drug write-up that led to failure.

Figure 3.6
FY 1988 - 1989

**REASONS CLIENTS TERMINATED FROM
COMMUNITY CORRECTIONS**

n = 1796



*Clients who were not at sign-out destination or who returned to the program late.
**These cases were not included in the analysis because of missing data, terminations, lateral transfers, detainers, or death.

TABLE 3.6

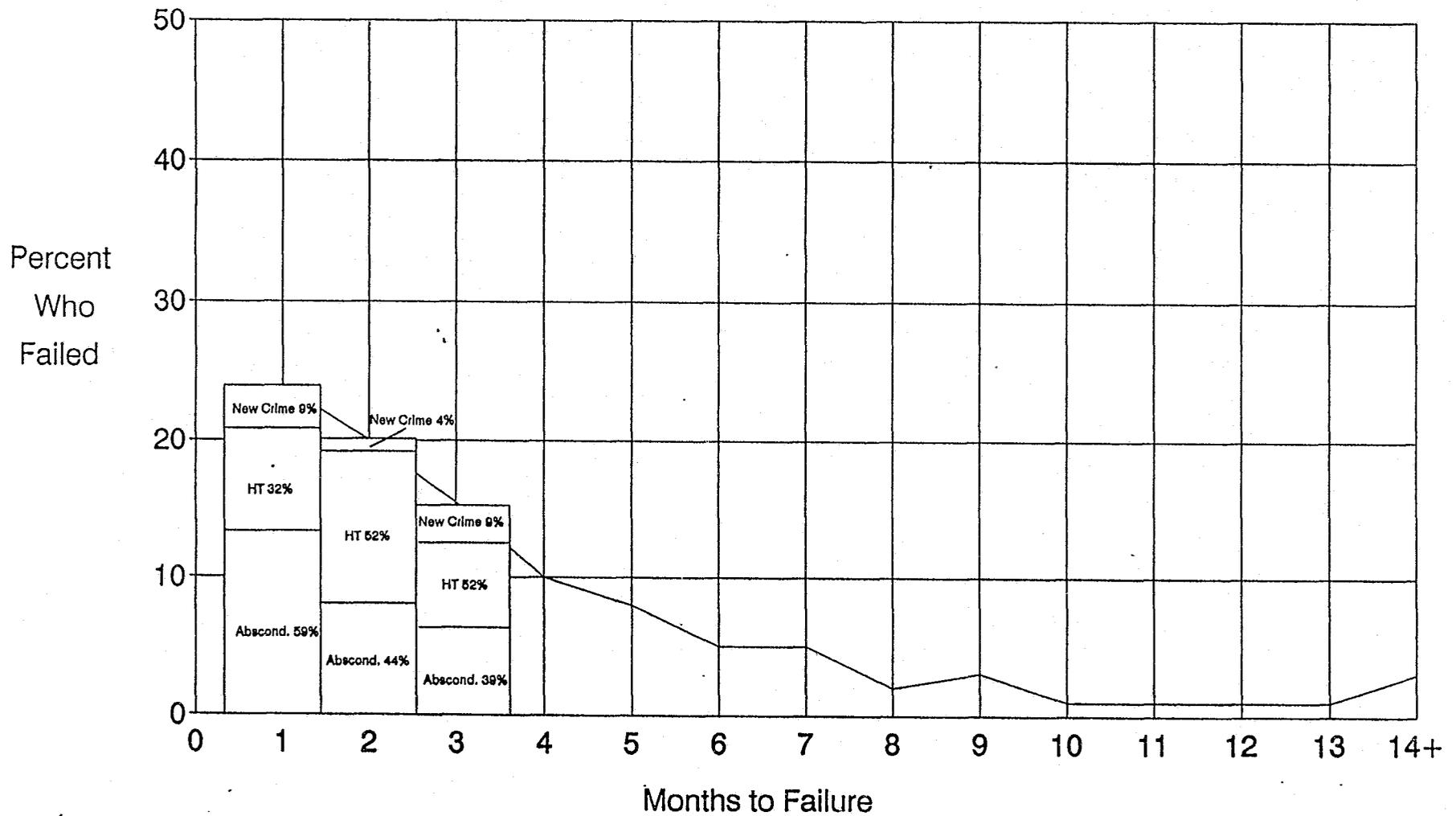
SUCCESS/ FAILURE RATES BY PROGRAM

PROGRAM	SUCCESS (%)	FAIL (%)	TOTAL (%)	N
COMMUNITY RESPONSIBILITY CENTER	53.8	46.2	100.0	91
WILLIAMS STREET CENTER	34.1	65.9	100.0	274
INDEPENDENCE HOUSE	47.7	52.3	100.0	184
PEER I	8.5	91.5	100.0	47
PIKES PEAK	40.6	59.4	100.0	186
HILLTOP HOUSE	72.7	27.3	100.0	44
LARIMER CTY COMMUNITY CORRECTIONS	70.4	29.6	100.0	54
CAPS	32.5	67.5	100.0	39
LOFT HOUSE	41.3	58.7	100.0	78
BOULDER COMMUNITY TREATMENT CENTER	45.2	54.8	100.0	69
MESA COUNTY WORK RELEASE PROGRAM	69.7	30.3	100.0	60
LONGMONT CORRECTIONAL TREATMENT CENTER	51.5	48.5	100.0	64
WELD COUNTY COMMUNITY CORRECTIONS	52.6	47.4	100.0	94
SAN LUIS VALLEY COMMUNITY CORRECTIONS	47.8	52.2	100.0	58
ALPHA CENTER	49.0	51.0	100.0	51
ARAPAHOE COMMUNITY TREATMENT CENTER	53.9	46.1	100.0	141
ROCKY MOUNTAIN COMMUNITY CORRECTIONS	50.0	50.0	100.0	29
PHOENIX CENTER	49.4	50.6	100.0	78
OVERAL	44.4	55.6	100.0	1641

* Nearly 100 cases were excluded because program termination was due to lateral transfer, transfer to detainer, death or missing data. Also, Platte Valley data were excluded from this table since this program is no longer operational.

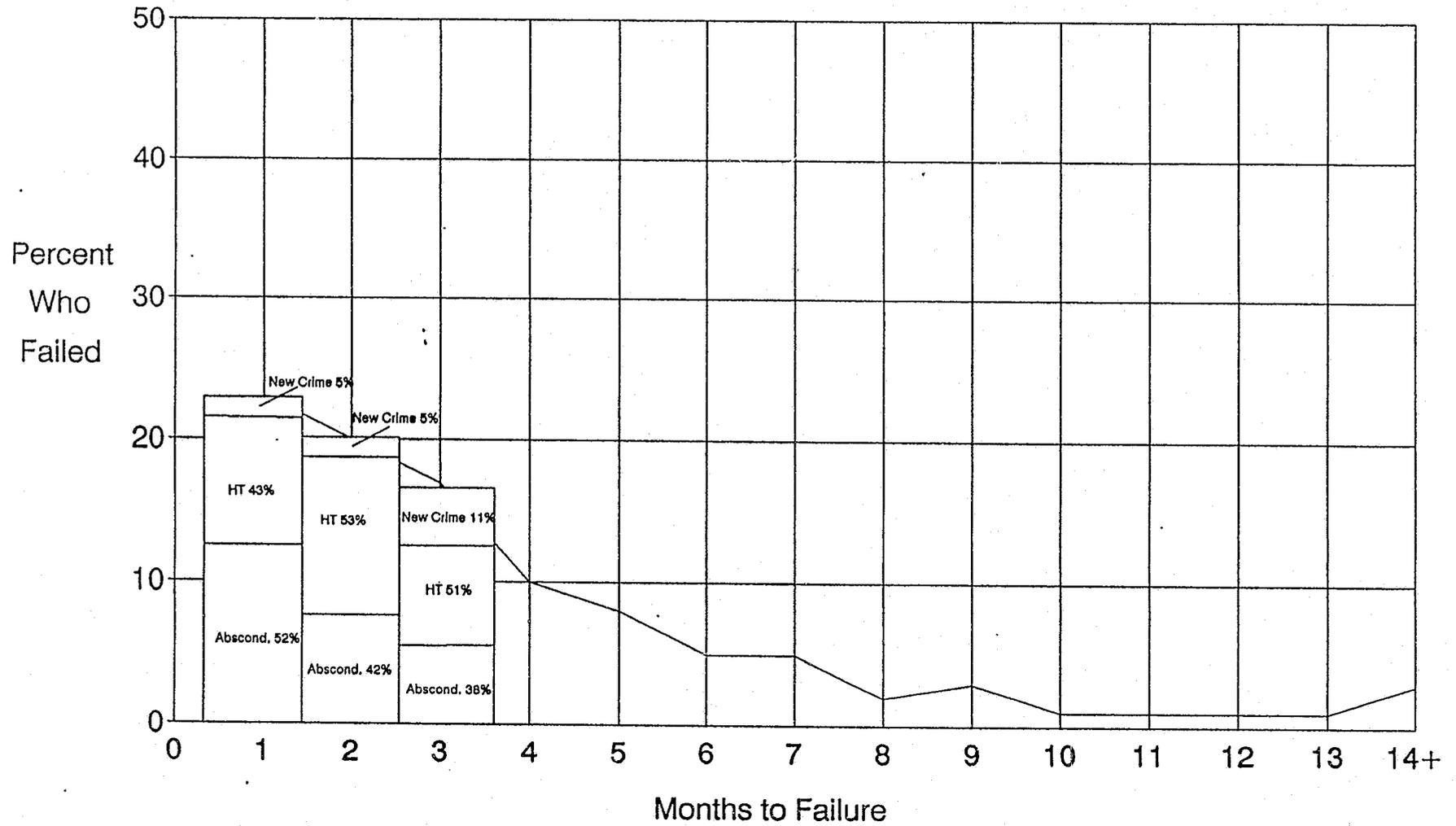
From Big1a.sys

Figure 3.7
Diversion: Time to Failure



NOTE: This graph shows only cases that failed, by month, in community corrections during FY 1989. When the overall study group is observed, less than 3% committed a new crime.

Figure 3.8
Transition: Time to Failure



NOTE: This graph shows only cases that failed, by month, in community corrections during FY 1989. When the overall study group is observed, less than 3% committed a new crime.

TABLE 3.7

PROGRAM, CLIENT TYPE AND CRIMINAL HISTORY SCORE
TERMINATION CASES FY 1989
(IN PERCENTAGES)

PROGRAM	N	OVERALL	CRIMINAL HISTORY SCORE CATEGORIES					TOTAL
			.00	1.00	2.00	3.00	4.00	
LARIMER COUNTY								
DIVERSION	26	47.3	20.8	4.2	33.3	20.8	20.8	100.0
TRANSITION	29	52.7	5.3	10.5	10.5	15.8	57.9	100.0
TOTAL	55	100.0	15.6	8.9	20.0	17.8	37.8	100.0
CAPS								
DIVERSION	27	65.9	31.6	21.1	21.1	15.8	10.5	100.0
TRANSITION	14	34.1	60.0	0	10.0	10.0	20.0	100.0
TOTAL	41	100.0	38.7	16.2	16.1	12.9	16.1	100.0
LOFT HOUSE								
DIVERSION	54	67.5	31.0	20.7	13.8	10.3	24.1	100.0
TRANSITION	26	32.5	8.3	8.3	16.7	25.0	41.7	100.0
TOTAL	80	100.0	29.6	16.7	14.8	13.0	25.9	100.0
BOULDER COMCOR								
DIVERSION	37	50.0	10.0	23.3	13.3	13.3	40.0	100.0
TRANSITION	37	50.0	11.7	3.6	17.9	21.4	45.4	100.0
TOTAL	74	100.0	11.3	13.4	14.9	14.9	41.8	100.0
MESA COUNTY*								
DIVERSION	39	54.9	50.0	0	0	0	50.0	100.0
TRANSITION	32	45.1	50.0	50.0	0	0	0	100.0
TOTAL	71	100.0	66.7	33.3	0	0	0	100.0
WELD COUNTY								
DIVERSION	52	53.6	24.3	43.2	13.5	8.1	10.8	100.0
TRANSITION	45	46.4	16.1	22.6	16.1	12.9	32.3	100.0
TOTAL	97	100.0	17.0	26.1	18.2	9.1	29.5	100.0
CRC								
DIVERSION	60	65.2	27.5	27.5	17.5	10.0	17.5	100.0
TRANSITION	32	34.8	13.3	26.7	6.7	6.7	46.7	100.0
TOTAL	92	100.0	23.6	7.3				100.0
WILLIAMS STREET								
DIVERSION	117	41.8	34.6	23.5	17.3	11.1	13.6	100.0
TRANSITION	163	58.2	11.3	19.6	21.6	14.4	33.0	100.0
TOTAL	280	100.0	21.1	21.6	18.8	5.5	37.5	100.0
INDEPENDENCE HOUSE								
DIVERSION	89	45.2	41.2	17.6	11.8	5.9	23.5	100.0
TRANSITION	108	54.8	16.7	8.3	16.7	0	58.3	100.0
TOTAL	197	100.0	21.1	17.2	18.8	5.9	37.5	100.0

*Data necessary to calculate the criminal history score were missing from many cases in this program.

(TABLE 3.7, CONTINUED)

PROGRAM, CLIENT TYPE AND CRIMINAL HISTORY SCORE
TERMINATION CASES FY 1989
(IN PERCENTAGES)

PROGRAM	N	OVERALL	CRIMINAL HISTORY SCORE CATEGORIES						TOTAL
			.00	1.00	2.00	3.00	4.00		
PEER I									
DIVERSION	47	73.4	7.4	7.4	18.5	18.5	48.1	100.0	
TRANSITION	17	26.6	0	0	0	0	100.0	100.0	
TOTAL	64	100.0	6.0	6.0	12.0	14.0	62.0	100.0	
PIKES PEAK									
DIVERSION	130	66.3	32.4	14.9	23.0	16.2	13.5	100.0	
TRANSITION	66	33.7	22.0	12.2	22.0	4.9	39.0	100.0	
TOTAL	196	100.0	28.7	14.4	24.6	12.0	20.4	100.0	
HILLTOP HOUSE									
DIVERSION	30	66.7	55.6	18.5	18.5	3.7	3.7	100.0	
TRANSITION	15	33.3	0	25.0	8.3	8.3	58.3	100.0	
TOTAL	45	100.0	36.1	19.4	11.1	11.1	22.2	100.0	
SAN LUIS CC									
DIVERSION	45	66.2	20.6	23.5	32.4	8.8	14.7	100.0	
TRANSITION	23	33.8	5.6	22.2	22.2	22.2	27.8	100.0	
TOTAL	68	100.0	21.9	18.8	23.4	9.4	26.6	100.0	
ALPHA CENTER									
DIVERSION	20	38.5	62.5	12.5	0	25.0	0	100.0	
TRANSITION	32	61.5	5.3	15.8	31.6	10.5	36.8	100.0	
TOTAL	52	100.0	19.5	17.1	20.6	12.2	26.8	100.0	
ARAPAHOE COUNTY									
DIVERSION	103	72.0	37.5	12.5	21.4	16.1	12.5	100.0	
TRANSITION	40	28.0	33.3	16.7	16.7	8.3	25.0	100.0	
TOTAL	143	100.0	37.0	15.7	22.0	12.6	19.7	100.0	
ROCKY MOUNTAIN									
DIVERSION	10	29.4	14.3	42.9	14.3	0	28.6	100.0	
TRANSITION	24	70.6	0	20.0	0	20.0	60.0	100.0	
TOTAL	34	100.0	3.0	21.2	6.1	6.1	63.6	100.0	
PHOENIX CENTER*									
DIVERSION	45	53.6	37.2	27.9	9.3	9.3	16.3	100.0	
TRANSITION	39	46.4	33.3	8.3	0	8.3	50.0	100.0	
TOTAL	84	100.0	26.5	24.5	8.2	14.3	26.5	100.0	
LONGMONT									
DIVERSION	33	47.1	3.7	11.1	18.5	25.9	40.7	100.0	
TRANSITION	37	52.9	11.4	8.6	11.4	14.3	54.3	100.0	
TOTAL	70	100.0	8.1	9.7	14.5	19.4	48.4	100.0	

*Data necessary to calculate the criminal history score were missing for many cases in this program

CHAPTER FOUR

FINDINGS FROM INTERVIEWS

Staff and clients from more than half of the study programs were interviewed about client failures, and program philosophies, policies and practices. Interviews with staff were unstructured and generally lasted between one and two hours; interviews with residents lasted between 15 and 50 minutes. The findings presented here generally reflect responses to the question:

"Why do half the clients in community corrections programs fail?"

Definitions of Success Unrealistic

One of the most consistent comments from staff working in community corrections facilities was that expectations of clients, in general, exceeded their ability to perform. Community corrections clients have perhaps the highest need level of any correctional population. Seventy-one percent of the clients in the present study had drug problems, for example, and over 70% had alcohol problems. Very restrictive drug violation policies are limiting, according to some staff, particularly since the drug and alcohol recovery process often involves relapse occurrences. Some interviewees suggested that a range of intermediate sanctions, developed for use prior to actual termination from the program, would be useful to enforce structure and sanctions yet delay prison confinement.

Diversion clients, after successfully completing residential program requirements, may be transferred to non-residential status where they live outside the facility but still remain accountable to program directives. Some interviewees indicated a need for policies to allow, and perhaps encourage, some movement back and forth between residential and non-residential status to better accommodate the needs of diverse client types. Specifically, structure could be added or subtracted according to client needs (as expressed by their following or not following the program plan) thereby making programmatic "allowances" for the tendency for this population to make mistakes or "relapse" into unproductive behaviors.

Many of those interviewed suggested the development of a non-residential component for Transition clients with the additional program characteristics described above. Such a programming modification, according to these interviewees, would give program staff (perhaps in conjunction with parole and probation officers) greater flexibility in handling non crime violations and might, therefore, reduce the proportion of cases that "fail" directly to prison due to house/technical violations.

Definitions of Failure Unrealistic

Some interviewees suggested that the term "failure" be reserved for clients who commit a new crime while in the program. Emphasizing public safety as an objective of community corrections, interview data also suggested that identification and regression of clients doing poorly in the community reflects program success (if not client success).

Employment

The empirical data indicate a significant relationship existed between employment and successful program completion. Staff in nearly every program indicated a need for expanded offender employment opportunities. Job assistance varied among the programs from virtually none to bulletin board notices to a "company town" employment model (i.e., one local business employs most of the offender population). Staff throughout the state indicated that low-paying jobs in the fast food industries were mainstay employment opportunities for community corrections clients.

Program Costs

Staff in several facilities discussed the hardships of program costs for certain types of community corrections clients, particularly those with families and high restitution costs and treatment fees. Some programs allowed clients to "run a tab" for subsistence payments for a limited time. This flexibility is important. Many clients successfully leave the program with outstanding room and board bills although they are expected to continue making payments on the debt. In fact, 20% of the successful Diversion clients left owing program fees. Inability to pay subsistence may eventually result in termination from the program.

Lack of Resources

Interviewees in metro-area programs were much more likely to cite lack of community resources as a problem than were staff in facilities elsewhere in the state. Program resources were often cited as a problem in terms of lack of staff. Staff from one facility noted that reduced staffing on weekends often resulted in clients standing in the sign-out line for up to 20 minutes.

Transportation to and from work was a problem for a few programs outside the metro area. During the interviews, some staff and clients mentioned insufficient supplies of bus tokens for new arrivals and the high cost of transportation where bus service is not available. Mesa County Community Corrections solved this problem by using county vehicles to transport clients between the facility and the job site.

Staff Turnover

Staff turnover, according to respondents at several community corrections programs, can result in clients acting-out and therefore logging more infractions. New staff tended to be "tested" by the residents, a process typical in situations where authority changes. Programs with stable staff can avoid these additional "testing" periods (it usually occurs when clients enter the program). Additionally, stable staff can more easily demonstrate consistency in decision making, according to interview data. According to staff, this consistency increases the atmosphere of "fairness" and consequently the facility runs more smoothly.

High-Risk Periods

Empirical data indicated that 70% of those who failed residential community corrections did so during the first month of placement. Likewise, case managers in several programs considered the first month of non-residential status a particularly high risk period (data for nonresidential clients were not examined for this study). This change requires clients to adjust from structured, on-site supervision and support to non-structured living (on their own) with moderate surveillance from the program. In an attempt to address this problem, Larimer County has developed a 30-day program requiring varying degrees of daily contact for all clients during their first month in the less structured non-residential component. Program staff believe it has been successful. It is noteworthy that similar special programming for the first 30 days of residential placement, perhaps targeting younger clients and/or clients with criminal history scores of four, might also be useful.

Mixing Diversion and Transition Clients

Diversion cases who were referred by the court generally had less extensive criminal histories compared to Transition cases and, in fact, most of the Diversion clients had never been to prison. This "mixing" of offender types was particularly a concern of staff working in facilities where space limitations precluded appropriate classification and segregation of offenders with differing levels of criminal history.

Community corrections staff discussed the problems of enforcing two sets of rules for the two client types. According to interviewees, while clients are informed about the

different policies, many clients nevertheless believe the differences make the staff look inconsistent.

Relationships with Probation and Department of Corrections

Most staff agreed that satisfactory relationships with representatives from probation and the Department of Corrections, particularly parole liaison officers, were essential in the smooth operation of a program. When these relationships were strong, community corrections staff had significantly more impact on the outcome of case decisions. Program staff expressed feeling more familiar with the day-to-day case issues, and believed decisions could be made with greater amounts of information when both community corrections and the referring agency confer. Interviewees noted that positive relationships were often the result of concentrated efforts to "earn" the respect of the other agencies.

Clients' Perspectives

On-site interviews with clients in community corrections programs revealed one resounding theme. The interviewees, successful so far, indicated that personal motivation was the single most important factor in whether or not an offender completed the program. Offender interviewees were asked about assistance provided by staff that might enhance a client's chances for success. Most noted that, despite meetings with case managers, they felt they had to "learn the ropes" of the program alone and that, in general, staff were not particularly helpful (or harmful, for that matter) in getting them through the program. Most client interviewees noted concerns related to jobs (availability, pay, transportation) and finances (to pay for subsistence and treatment).

CHAPTER FIVE

POLICY IMPLICATIONS

1. Considering the consistent and robust relationship found between employment and program success, the Division's Office of Research and Statistics (ORS) recommends that halfway house managers consider developing "pilot" job development programs. This might include, for example, hiring a staff person who has responsibility for (a) educating prospective employers about the tax benefits and salary subsidies available to those who employ ex-prisoners; (b) working with local governments to extend benefits to employers who employ community corrections residents; (c) coordinating no-cost transportation to and from work sites; (d) providing direct job placement services to community corrections clients; (e) arranging vocational training opportunities.

Studies indicate that one promising intervention strategy appears to be empowering offenders to obtain "self-generated jobs" as described by Hank Azrin (Azrin et.al., "Job Finding Club: A Group Assisted Program for Obtaining Employment," Behavioral Research and Therapy, Vol. 13, 1975). Also, there are published reports of assessment tools, model programs and training manuals which might be of value to halfway house program planners. See Appendix F for a partial bibliography pertaining to offender employment and education.

2. Again, given that successful employment appeared to improve a client's probability of success, the ORS advises that the Colorado Community Corrections Executive Council and representatives from community corrections facilities and boards throughout the state work with lawmakers to draft legislation that would provide incentives to employers who hire residents of community corrections programs and other felons. Where these incentives exist, community education might be undertaken to enhance their use.
3. Individuals with identified substance abuse, mental health and alcohol problems who received treatment for these problems from outside agencies were significantly more likely to complete the community corrections program successfully. This finding may indeed be linked to a selection process whereby those obtaining outside treatment are higher-functioning individuals. Nevertheless, the findings suggest that treatment for identified needs is related to outcome. Therefore, the ORS recommends that program staff examine the issues of needs assessment and treatment type and quality.

4. The systematic use of valid and reliable needs assessment instruments throughout Colorado's community corrections system would be extremely useful for diagnostic and service delivery purposes. Andrews et.al., in "Classification for Effective Rehabilitation: Rediscovering Psychology" (published in Volume 17 of Criminal Justice and Behavior [1990]), found that appropriate treatment is guided by evaluating each offender's (1) risk level, (2) need level and (3) responsiveness to certain styles of interventions. These needs should be measured objectively and documented systematically.
5. The Office of Research and Statistics suggests that programs consider targeting young clients (age 30 and below) and clients with Criminal History Scores of 4 for early intervention (more structure, support, employment assistance, and time with staff, for example) since these clients appear to be at high risk of failure. Intervention early in the client's placement is important since three-fourths of those who failed did so within the first two months.
6. Having a high school diploma was related to successful termination from community corrections. In this study, obtaining a high school diploma may be a proxy measure for other characteristics which enhance social bonding and integration into the community (this issue is discussed in Chapter Three). Nevertheless, we recommend that community corrections administrators explore obtaining special funding for client participation in alternative school settings such as the "Second Chance Program" operated by Denver Public School's Emily Griffith Opportunity School. This program, which allows students to work at their own pace, targets young adults ages 17 to 21 who were often expelled from their home school²⁴. It serves 550 students annually and has a waiting list of 180 at this writing. Emily Griffith's "High School Extension Program" offers similar programming for adults over the age of 21. Given the relationship between obtaining a high school diploma and clients' successfully completing community corrections programs, we suggest corrections officials in the Denver metropolitan area explore cooperative funding efforts with the Denver Public School system; officials elsewhere in the state might pursue the development of similar programs in their locales.

Further, it is advisable that corrections officials work to educate local community leaders about the importance of obtaining a high school diploma and work to develop grassroots policies and programs directed at keeping kids in school or developing alternative educational options. Two years ago, the Denver Public School system started Byers Altema Middle School, an alternative school for 6th through 8th graders. This school targets children who are at-risk of dropping out of

²⁴Dr. Mary Ann Parthum, principal of the Emily Griffith Opportunity School, told the author in a telephone interview that they have no discipline problems with students in this program even though most of them were expelled from mainstream schools because of behavior difficulties.

high school. This is an example of school programming that may impact the criminal justice system.

7. Nearly everyone logged at least one infraction (85% of those who succeeded had violated house rules). This population was, in general, prone to incurring infractions and, also, to failure. Intermediate sanctions, particularly for drug offenders and chronic house/technical violators should be developed and expanded. The ORS suggests administrators consider modifying policies which allow community corrections staff (together with probation and parole) to move clients back into the residential facility when they need assistance stabilizing. Currently, these offenders face revocation to court for resentencing or regression to prison.
8. Based on this study, the ORS supports the development of special programming for clients during their first four weeks of placement in community corrections since this is a high risk period. Programming that emphasizes developing reintegration skills (motivation, self-esteem, resume writing, drug and alcohol education), perhaps modeled after the Department of Correction's Pre-Release Program, is one option.²⁵ Review of the treatment literature may serve as a guide for effective program development.
9. The ORS encourages corrections administrators to consider the advantages and disadvantages of implementing a non-residential Transition program. This placement option follows Diversion residential programming, providing additional structure and access to resources for the client. The model for this is already in place as a component of the Diversion Community Corrections program. It would expand the supervision options for cases appropriate for community placements.
10. We suggest the Department of Corrections consider implementing "Pre-Community Placement" orientation program for inmates targeted for Transition community corrections. House rules, technical violations, sanctions, UAs and other policies pertaining to halfway house structure could be explained in detail. Although programs throughout the state vary considerably, many of the behavior requirements and consequences are consistent. Since inmates transfer to community corrections from nearly all prison facilities, the logistic impediments to an orientation program could be considerable but not necessarily prohibitive.

²⁵Note that rehabilitation research indicates that effective programs tend to be those that attend to criminogenic needs (i.e., criminal attitudes, substance abuse, criminal association) and programs often found to be ineffective target noncriminogenic needs (i.e., anxiety and self-esteem). See James Bonta's "Reaffirming Halfway Houses" in The State of Corrections: Proceedings from the American Correctional Association Annual Conference, 1990, and Andrews et.al. "Does Correctional Treatment Work? A Clinically- Relevant and Psychologically-Informed Meta-Analysis," Criminology, August 1990.

APPENDIX A

DCJ DATA COLLECTION FORM

**COLORADO DIVISION OF CRIMINAL JUSTICE
COMMUNITY CORRECTIONS CLIENT INFORMATION FORM**

1. Program # _____

2. County of Conviction _____

3. DCJ ID# _____

CLIENT DEMOGRAPHIC INFORMATION

4. NAME

Last _____ First _____ M.I. _____

5. DATE OF ENTRY INTO YOUR PROGRAM

MM ____ DD ____ YY ____

6. IS CLIENT TRANSFERRING FROM ANOTHER CC PROGRAM? *

0 No
1 Yes

FOR WHAT REASON? _____
* Does not include Phase I

7. LEGAL STATUS _____

1 Court order "trial period" (pre-sent.)	5 Direct sentence
2 Def. judgment	6 DOC transition
3 Cond. of prob.	7 DOC parole
4 Pending prob. rev.	8 35 B referral
	9 Unknown

8. MARITAL STATUS _____

1 Single
2 Married
3 Sep., Div., Wid.
9 Unknown

9. DATE OF BIRTH

MM ____ DD ____ YY ____

10. SEX _____

1 Male
2 Female

11. ETHNICITY _____

1 Anglo-White	4 Amer. Ind.
2 Black	5 Other
3 Hispanic	9 Unknown

12. EMPLOYMENT: AT ENTRY _____ AT TERM _____

1 Full time	4 Sporadic	9 Unknown
2 Part time	5 Student	
3 Unemployed	6 Employed & Student	

13. OFFENDER NEEDS AT ENTRY INTO YOUR PROGRAM

MH ____ ALCOHOL ____
DRUGS ____ EMPLOY. ____

1 None
2 Yes, reported by self, parent, friend
3 Yes, recognized by court
4 Yes, per file (client under the influence at time of offense)

14. LAST GRADE COMPLETED: AT ENTRY _____ AT TERM _____

0-11 Actual grade →
12 High School diploma
13 Special/Vocational
14 Some college
15 College degree
16 Some graduate school
17 Graduate degree
99 Unknown

IF GRADE COMPLETED IS 0-11, HAS CLIENT ACQUIRED A GED?

AT ENTRY ____ 0 No
1 Yes
AT TERM ____ 9 Unknown

CURRENT OFFENSE INFORMATION

15. DEADLY WEAPON? _____ PHYSICAL INJURY TO VICTIM? _____

0 No
1 Gun
2 Knife
3 Other
4 Present but not used
9 Unknown

16. FOR THOSE INJURED _____

0 N/A
1 No Treatment
2 First Aid, Doctor
3 Sexual Assault
4 Hospitalization
5 Emergency Room
6 Permanent Injury
7 Death
9 Unknown

17. MOST SERIOUS OFFENSE CHARGED

Statute #: _____ - _____ - _____

Charge Classification: _____ # Counts _____

F=Felony 1-5
M=Misdemeanor 1-4

Offense Name _____

18. MOST SERIOUS OFFENSE AT CONVICTION

Statute #: _____ - _____ - _____

Charge Class. _____ # Counts _____

F/M I-5

0-8 Actual #
9 Unknown

Offense Name _____

19. Is this sentence a result of a probation revocation?

0=No
1=Yes

20. MOST RECENT SENTENCE DATE TO COMM. CORR.

MM ____ DD ____ YY ____

21. TOTAL FELONY COUNTS

CHARGED _____
CONVICTED _____

22. CRIMINAL HISTORY

JUVENILE RECORD _____

0 No
1 Yes
9 Unknown

23. AGE AT 1st ARREST _____

Default to date on first juvenile or adult arrest record.

24. FELONY JUVENILE CONVICTIONS:

TOTAL _____ VIOLENT _____

0-7 Actual #
8 8 or more
9 Unknown

25. JUVENILE PLACEMENTS IN SHELTERS/GROUP HOMES _____

0-7 Actual #
8 8 or more
9 Unknown

26. JUVENILE COMMITMENTS TO DOI _____

0-7 Actual #
8 8 or more
9 Unknown

27. # PRIOR ADULT FELONY CONVICTIONS

TOTAL _____ VIOLENT _____

28. # PRIOR ADULT FELONY SUPERVISIONS

PROBATION _____ PAROLE _____

29. # PRIOR ADULT FELONY REVOCATIONS

PROBATION _____ PAROLE _____

30. # ADULT FELONY INCARCERATIONS

PRISON _____ JAIL _____

Send to: Division of Criminal Justice
700 Kipling St.-Ste. 3000
Denver, CO 80215

REV. 5/89

GENERAL INFORMATION

Fill out a client information form for each residential client, at the time of his/her release from your residential community corrections program. The DCJ ID# which is printed on the front of this form will be filled out by DCJ when the form is returned to us. The instructions for completing the form are printed on the back of each form. If you have any questions regarding how to fill out a certain item, consult these instructions, or call DCJ at 239-4442.

1. PROGRAM #
Enter the appropriate 2-digit code selected from the list below:

- 01 Community Responsibility Center
- 03 Phase I
- 04 Williams Street Center
- 05 Independence House
- 06 Peer I
- 08 Pikes Peak Region Community Corrections
- 09 Hilltop House
- 10 Larimer County Community Corrections Program
- 12 Correctional Alternative Placement Services (CAPS)
- 13 Loft House
- 14 Boulder Community Treatment Center
- 15 Mesa County Work Release Center
- 16 Longmont Community Treatment Center
- 18 The Restitution Center
- 19 San Luis Valley Community Corrections
- 20 Alpha Center
- 23 Arapahoe County Residential Center
- 24 Arapahoe Community Treatment Center
- 25 Rocky Mountain Community Corrections
- 27 Phoenix Center (A.C.C.P.)
- 28 Pueblo Comm Corr Services Inc. (CCSI)

2. COUNTY OF CONVICTION
Enter the appropriate 2-digit code selected from the list below. For clients with charges from multiple counties, enter county with most serious conviction charge.

01 Adams	17 Dolores	33 Lake	49 Pitkin
02 Atamosa	18 Douglas	34 La Plata	50 Prowers
03 Arapahoe	19 Eagle	35 Larimer	51 Pueblo
04 Archuleta	20 Elbert	36 Las Animas	52 Rio Blanco
05 Baca	21 El Paso	37 Lincoln	53 Rio Grande
06 Bent	22 Fremont	38 Logan	54 Routt
07 Boulder	23 Garfield	39 Mesa	55 Saguache
08 Chaffee	24 Gilpin	40 Mineral	56 San Juan
09 Cheyenne	25 Grand	41 Moffat	57 San Miguel
10 Clear Creek	26 Gunnison	42 Montezuma	58 Sedgwick
11 Conejos	27 Hinsdale	43 Montrose	59 Summit
12 Costilla	28 Huerfano	44 Morgan	60 Teller
13 Crowley	29 Jackson	45 Otero	61 Washington
14 Custer	30 Jefferson	46 Ouray	62 Weld
15 Delta	31 Kiowa	47 Park	63 Yuma
16 Denver	32 Kit Carson	48 Phillips	99 Unknown

3. DCJ ID#
Will be provided by DCJ once form is completed and turned in.

- 4. NAME
Print complete name; last, first, M.I.
- 5. DATE OF ENTRY
Enter the actual date of entry into this Community Corrections program.
- 6. IS CLIENT TRANSFERRING?
Answer accordingly. THIS DOES NOT INCLUDE TRANSFERS FROM PHASE I.
- 7. LEGAL STATUS
Enter the proper number reflecting the client's status at intake.
- 8. MARITAL STATUS
Enter the 1-digit marital status code which reflects client's marital status at intake.
- 9. DATE OF BIRTH
Enter the month, day and year of client's birth.
- 10. SEX
Enter the proper code for gender.
- 11. ETHNICITY
Enter the code which most accurately reflects client's ethnicity.
- 12. EMPLOYMENT
AT ENTRY: Enter the code which most accurately reflects employment at intake.
AT TERM.: Enter the code which most accurately reflects employment at term.
- 13. OFFENDER NEEDS
Mark all that apply: Mental health, Alcohol, Drug and Employment. If information in file documents treatment for any of these four areas, past or current, or if client reports recognition of needs, code 2. If treatment in any of these areas is ordered by the court, enter code 3 in the appropriate space. If no other information is available but client was under the influence of drugs or alcohol at the time the present offense was committed, enter code 4.
- 14. LAST GRADE COMPLETED
This refers to the actual completion of a grade. If client dropped out of school in the 10th grade, you would enter 09, for the last grade completed. AT ENTRY: Enter last grade completed at client's intake. AT TERMINATION: Enter last grade completed at client's termination from residential placement. IF GRADE COMPLETED IS 0-11: Enter 0=no or n.a., 1=yes, 9=unknown according to whether or not the client has received a GED. Fill in the appropriate answer for client at intake and at termination from residential placement.
- 15. DEADLY WEAPON?
Deadly weapon refers to the use or presence of an object which could be used with the intention of either intimidating a victim or inflicting injury on a victim. Weapons to be recorded under "other" would be items such as brass knuckles, sling shots and, in the case of vehicular assault/homicide, an automobile. Fists are not considered deadly weapons. PHYSICAL INJURY TO VICTIM? Answer according to whether there was physical injury to the victim.

APPENDIX B

ON-SITE DATA COLLECTION FORM

DISCIPLINARY INFRACTIONS (twelve most recent)

date	infraction class	charge disposition	disciplinary action	sanctioning agency
1) _____	_____	_____	_____	_____
2) _____	_____	_____	_____	_____
3) _____	_____	_____	_____	_____
4) _____	_____	_____	_____	_____
5) _____	_____	_____	_____	_____
6) _____	_____	_____	_____	_____
7) _____	_____	_____	_____	_____
8) _____	_____	_____	_____	_____
9) _____	_____	_____	_____	_____
10) _____	_____	_____	_____	_____
11) _____	_____	_____	_____	_____
12) _____	_____	_____	_____	_____

More than 12 infractions 0 no
 1 yes

Time Period _____
 (# of months)

Infraction Class

- 1 Alcohol/Drug use**
 1-alcohol
 2-marijuana
 3-cocaine/crack
 4-speed
 5-LSD
 6-heroin
 7-barbituates
 8-other _____
 9-unknown

- 2 House/Technical Violation**
 1-fighting, assault
 2-contraband (non-drug related)
 3-refusing to work or follow program plan
 4-disobeying order
 5-lying, false statement
 6-association w/ felon
 7-drug related contraband
 9-unknown

- 3 Accountability**
 1-didn't call in
 2-not at destination
 3-late return
 9-unknown

4 New Charge

- 1-misdemeanor
 2-felony
 9-unknown
 3- PO/City Ord
 4-Traffic

5 Escape

- 1-under 1 hour
 2-under 2 hours
 3-under 24 hours
 4-over 24 hours
 9-unknown

Charge Disposition

- 1 Guilty to violation
 2 Guilty to reduced violation
 3 Not guilty
 4 No action taken
 9 Unknown

Disciplinary Action

- 0 none
 1 chores only
 2 restriction only
 3 R&C <7
 4 8-14
 5 15-21
 6 >21
 7 verbal warning
 8 regressed
 9 unknown

Sanctioning Agency

- 1 CC facility
 2 DOC
 9 unknown

or written warning
 Memorizing; Reciting = chores
 Essay = chores only
 Contract = restrictions

PROGRAM PARTICIPATION

	In House	Outside	Highest Weekly Cost
Mental Health	---	---	---
Employment	---	---	---
Substance Abuse	---	---	---
Voc Ed	---	---	---
D.U.I.	---	---	---
Life Skills	---	---	---
Bible Study	---	---	---
Job Readiness	---	---	---
Aids	---	---	---
Education	---	---	---
AA/NA etc...	---	---	---
Anger	---	---	---
Other	---	---	---
0 no 1 yes 9 unknown		total\$	---

WAS EMPLOYMENT A PROBLEM DURING STAY 0 no
 1 yes

- a. got fired _____
 b. couldn't find work _____ *Difficulty finding*
 c. ment/phys disabled _____
 d. problems at work due to CC regulations _____
 e. laid off _____
 f. other _____ (what) _____

CTS = Credit for Time Served = Restrictions

APPENDIX C

DESCRIPTION OF 1989 TERMINATION CASES

DESCRIPTION OF 1989 DIVERSION/TRANSITION CASES AT TERMINATION

(N=1796)

Education:

High School Diploma	28.9
GED	30.3
Neither	40.8
TOTAL	100.0

Ethnicity:

Anglo	57.9
Black	20.1
Hispanic	22.0
TOTAL	100.0

Marital Status:

Single	54.8
Married	24.6
Separated, Widowed, Divorced	20.6
TOTAL	100.0

Employed at Entry:

Full Time	15.0
Part Time	17.0
No	67.6
Student	.4
TOTAL	100.0

Employed at Termination:

Full Time	68.1
Part Time	10.5
No	21.4
TOTAL	100.0

Felony Class of Statute Charged:

Five	26.7
Four	42.8
Three	29.5
Two	1.0
TOTAL	100.0

Felony Class of Statute Convicted:

Five	47.1
Four	39.7
Three	12.2
Two	1.0
TOTAL	100.0

Had a juvenile record:

No	53.6
Yes	46.4
TOTAL	100.0

Age at First Arrest:

8-12	6.1
13-17	34.4
18-24	41.3
25-34	14.0
35+	4.2
TOTAL	100.0

Number of Convictions as a Juvenile:

None	80.0
One	10.2
Two	5.4
Three+	4.4
TOTAL	100.0

Number of Violent Convictions as a Juvenile:

None	96.4
One	3.2
Two+	.4
TOTAL	100.0

Number of Placements in a Juvenile Shelter

None	90.0
One	6.5
Two+	3.5
TOTAL	100.0

Number of Adult Prior Felony Convictions:

None	42.0
One	27.5
Two	11.7
Three	7.3
Four+	11.5
TOTAL	100.0

Number of Adult Prior Violent Felony Convictions:

None	90.9
One	7.2
Two	1.9
TOTAL	100.0

Number of Adult Probation Revocations:

None	60.1
One	39.6
Two+	.4
TOTAL	100.0

Number of Adult Parole Revocations:

None	88.3
One	11.2
Two+	.5
TOTAL	100.0

APPENDIX D

DISCRIMINANT ANALYSIS SUMMARY TABLES

DISCRIMINANT ANALYSIS:
VARIABLES PREDICTING OUTCOME

A NOTE ABOUT THESE FINDINGS: The discriminant function accounted for between 13.5% and 19% of the explained variance and therefore had average success in separating offenders with different outcomes. These results are consistent with the standard range of variance explained reported in the literature (15% to 20%), according to Gottfredson and Gottfredson, in Criminal Careers and Career Criminals by Blumstein, et.al., 1986.

Variable Coding

Outcome Variable: Fail Yes (-1) or No (+1)

Predictor Variables:

- Employed
- Age at program termination
- Criminal History Score
- Black
- White
- Hispanic
- Treatment IN
- Treatment OUT
- Treatment NONE
- Ever Married
- High School/GED

Group: Clients with Mental Health Problems

(equation n=484)

Variable*	Wilks' Lambda	p (contribution to model)**
Employed	.8985	.0000
Older Age	.8497	.0000
Lower Criminal History Score	.82835	.0002
Received Outside MH Treatment	.81778	.0074

Wilks lambda for the equation: .8085; $X^2=97.15$;

Canonical correlation=.4358 (variance explained is 19%).

*Treatment outside, White, Hispanic, education, etc. were statistically eliminated from the equation before the final step.

**Significant is measured at the .01 level of probability.

Group: Clients with Drug Problems

(equation n=733)

Employed	.9226	.0000
Older Age	.8992	.0000
Lower Criminal History Score	.8811	.0000
Received Outside Drug Treatment	.8716	.0026
Not Black	.8643	.0079

Wilks lambda for the equation: .8643; Chi-Square=106.54;
Canonical Correlation=.3718 (variance explained is 13.5%).

Group: Clients with Alcohol Problems

(equation n=680)

Employment	.9171	.0000
Older Age	.8787	.0000
Lower Criminal History Score	.8603	.0000
Not Black	.8488	.0005
Received Outside Alcohol Treatment	.8400	.0021

Wilks lambda for the equation: .8341; Chi-Square=139.04;
Canonical Correlation=.4252 (variance explained is 18.1%).

NOTE: These data represent only partial statistical information generated by the discriminant analyses. If you are interested in this aspect of the analysis and would like further information, please contact the author.

APPENDIX E

OUTCOME DETAILED

CLIENT OUTCOME (DETAILED)

VALUE LABEL	PERCENT (%)	FREQUENCY (N)
SUCCESS	44.4%	798
DRUGS- ALCOHOL	3.1%	56
DRUGS- MARIJUANA	3.0%	53
DRUGS- COKE/CRACK	3.2%	58
DRUGS- SPEED	.2%	4
DRUGS- LSD	.1%	1
DRUGS- BARBITUATES	.1%	1
DRUGS- OTHER	.8%	14
DRUGS- UNKNOWN	.1%	1
HOUSE TECHNICAL: FIGHTING	1.0%	18
HOUSE/TECHNICAL: NON-DRUG CONTRABAND	.3%	6
HOUSE/TECHNICAL: REFUSE WORK/PROG PLAN	10.5%	188
HOUSE/TECHNICAL: DISOBEY ORDER	1.6%	29
HOUSE/TECHNICAL: FALSE STATEMENT	.6%	11
HOUSE/TECHNICAL: ASSOCIATION W/FELON	.2%	3
HOUSE/TECHNICAL: DRUG CONTRABAND	.3%	6
HOUSE/TECHNICAL: UNKNOWN	.1%	1
ACCOUNTABILITY - DID NOT CALL IN	.4%	8
ACCOUNTABILITY- NOT AT DESTINATION	1.6%	28
ACCOUNTABILITY- LATE RETURN	.7%	13
NEW CHARGE- MISDEMEANOR	.7%	12
NEW CHARGE- FELONY	1.6%	28
NEW CHARGE- PETTY/ CITY ORDINANCE	.1%	2
NEW CHARGE- TRAFFIC	.1%	1
NEW CHARGE- UNKNOWN	.3%	5
ESCAPE LATE 1 HOUR	1.6%	28
ESCAPE 2- 23 HOURS	1.7%	31
ESCAPE 24 HOURS	8.8%	158
ESCAPE 24+ HOURS	2.8%	50
ESCAPE UNKNOWN	2.2%	40
TRANSFERED, DETAINED, DIED OR DATA MISSING	8.1%	144
TOTAL	100.0%	1796

CLIENT OUTCOME (DETAILED)

VALUE LABEL	PERCENT (%)	FREQUENCY (N)
SUCCESS	44.4%	798
DRUGS- ALCOHOL	3.1%	56
DRUGS- MARIJUANA	3.0%	53
DRUGS- COKE/CRACK	3.2%	58
DRUGS- SPEED	.2%	4
DRUGS- LSD	.1%	1
DRUGS- BARBITUATES	.1%	1
DRUGS- OTHER	.8%	14
DRUGS- UNKNOWN	.1%	1
HOUSE TECHNICAL: FIGHTING	1.0%	18
HOUSE/TECHNICAL: NON-DRUG CONTRABAND	.3%	6
HOUSE/TECHNICAL: REFUSE WORK/PROG PLAN	10.5%	188
HOUSE/TECHNICAL: DISOBEY ORDER	1.6%	29
HOUSE/TECHNICAL: FALSE STATEMENT	.6%	11
HOUSE/TECHNICAL: ASSOCIATION W/FELON	.2%	3
HOUSE/TECHNICAL: DRUG CONTRABAND	.3%	6
HOUSE/TECHNICAL: UNKNOWN	.1%	1
ACCOUNTABILITY - DID NOT CALL IN	.4%	8
ACCOUNTABILITY- NOT AT DESTINATION	1.6%	28
ACCOUNTABILITY- LATE RETURN	.7%	13
NEW CHARGE- MISDEMEANOR	.7%	12
NEW CHARGE- FELONY	1.6%	28
NEW CHARGE- PETTY/ CITY ORDINANCE	.1%	2
NEW CHARGE- TRAFFIC	.1%	1
NEW CHARGE- UNKNOWN	.3%	5
ESCAPE LATE 1 HOUR	1.6%	28
ESCAPE 2- 23 HOURS	1.7%	31
ESCAPE 24 HOURS	8.8%	158
ESCAPE 24+ HOURS	2.8%	50
ESCAPE UNKNOWN	2.2%	40
TRANSFERED, DETAINED, DIED OR DATA MISSING	8.1%	144
TOTAL	100.0%	1796

APPENDIX F

INFRACTIONS AND PROGRAMS

COMMUNITY RESPONSIBILITY CENTER

VIOLATION	PERCENT (%)	FREQUENCY (%)
SUCCESS	53.8	49
DRUGS- ALCOHOL	4.4	4
DRUGS- MARIJUANA	2.2	2
DRUGS- COKE/ CRACK	4.4	4
DRUGS- OTHER	1.1	1
HOUSE TECHNICAL: FIGHTING	1.1	1
HOUSE TECHNICAL: NON- DRUG CONTRABAND	1.1	1
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	7.6	7
HOUSE TECHNICAL: DISOBEY ORDER	2.2	2
ACCOUNTABILITY: DID NOT CALL IN	2.2	2
ACCOUNTABILITY: NOT AT DESTINATION	2.2	2
NEW CHARGE: MISDEMEANOR	3.3	3
NEW CHARGE: FELONY	2.2	2
ESCAPE LATE 1 HOUR	3.3	3
ESCAPE 2- 23 HOURS	1.1	1
ESCAPE 24 HOURS	7.6	7
MISSING	1.1	1
TOTAL	100.0	92

WILLIAMS STREET CENTER

VIOLATION	PERCENT (%)	FREQUENCY (N)
SUCCESS	34.1	95
DRUGS- ALCOHOL	1.8	5
DRUGS- MARIJUANA	1.4	4
DRUGS- COKE/ CRACK	5.0	14
DRUGS- OTHER	1.4	4
HOUSE TECHNICAL: FIGHTING	1.4	4
HOUSE TECHNICAL: NON- DRUG CONTRABAND	.4	1
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	16.0	45
HOUSE TECHNICAL: DISOBEY ORDER	1.4	4
HOUSE TECHNICAL: FALSE STATEMENT	.7	2
HOUSE TECHNICAL: ASSOCIATION W/ FELON	.4	1
HOUSE TECHNICAL: DRUG CONTRABAND	.4	1
ACCOUNTABILITY: LATE RETURN	1.1	3
NEW CHARGE: MISDEMEANOR	.4	1
NEW CHARGE: FELONY	1.8	5
NEW CHARGE: UNKNOWN	1.4	4
ESCAPE LATE 1 HOUR	1.1	3
ESCAPE 2- 23 HOURS	2.2	6
ESCAPE 24 HOURS	13.3	37
ESCAPE 24+ HOURS	11.1	31
ESCAPE UNKNOWN	1.4	4
MISSING	1.8	7
TOTAL	100.0	281

INDEPENDENCE HOUSE

VIOLATION	PERCENT (%)	FREQUENCY (N)
SUCCESS	47.7	92
DRUGS- ALCOHOL	1.6	3
DRUGS- MARIJUANA	3.6	7
DRUGS- COKE/ CRACK	4.1	8
DRUGS- BARBITUATES	.5	1
DRUGS- OTHER	1.0	2
DRUGS- UNKNOWN	.5	1
HOUSE TECHNICAL: FIGHTING	1.6	3
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	6.2	12
HOUSE TECHNICAL: DISOBEY ORDER	2.1	4
HOUSE TECHNICAL: UNKNOWN	.5	1
ACCOUNTABILITY: NOT AT DESTINATION	1.6	3
ACCOUNTABILITY: LATE RETURN	1.6	3
NEW CHARGE- MISDEMEANOR	1.0	2
NEW CHARGE- FELONY	2.1	4
ESCAPE LATE 1 HOUR	.5	1
ESCAPE 2- 23 HOURS	1.6	3
ESCAPE 24 HOURS	9.8	19
ESCAPE 24+ HOURS	5.2	10
ESCAPE UNKNOWN	2.6	5
MISSING	4.6	17
TOTAL	100.0	201

PEER I

VIOLATION	PERCENT (%)	FREQUENCY (N)
SUCCESS	8.5	5
DRUGS- COKE/ CRACK	1.7	1
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	18.6	11
HOUSE TECHNICAL: DISOBEY ORDER	1.7	1
ACCOUNTABILITY: NOT AT DESTINATION	1.7	1
ESCAPE LATE 1 HOUR	16.9	10
ESCAPE 2- 23 HOURS	5.1	3
ESCAPE 24 HOURS	15.3	9
ESCAPE 24+ HOURS	3.4	2
ESCAPE UNKNOWN	6.8	4
MISSING	20.3	17
TOTAL	100.0	64

PIKES PEAK COMMUNITY TREATMENT CENTER

VIOLATION	PERCENT (%)	FREQUENCY (N)
SUCCESS	40.6	78
DRUGS- ALCOHOL	5.2	10
DRUGS- MARIJUANA	3.6	7
DRUGS- COKE/ CRACK	3.6	7
DRUGS- OTHER	.5	1
HOUSE TECHNICAL: FIGHTING	1.0	2
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	10.4	20
HOUSE TECHNICAL: DISOBEY ORDER	1.6	3
HOUSE TECHNICAL: ASSOCIATION W/ FELON	.5	1
HOUSE TECHNICAL: DRUG CONTRABAND	1.6	3
ACCOUNTABILITY: DID NOT CALL IN	.5	1
ACCOUNTABILITY: NOT AT DESTINATION	1.0	2
ACCOUNTABILITY: LATE RETURN	1.0	2
NEW CHARGE: FELONY	3.1	6
NEW CHARGE: PETTY/ CITY ORDINANCE	.5	1
ESCAPE LATE 1 HOUR	2.1	4
ESCAPE 2- 23 HOURS	1.6	3
ESCAPE 24 HOURS	14.6	28
ESCAPE UNKNOWN	3.6	7
MISSING	3.4	10
TOTAL	100.0	196

HILLTOP HOUSE

VIOLATION	PERCENT (%)	FREQUENCY (N)
SUCCESS	72.7	32
DRUGS- ALCOHOL	2.2	1
DRUGS- MARIJUANA	2.2	1
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	7.5	4
HOUSE TECHNICAL: DISOBEY ORDER	4.4	2
HOUSE TECHNICAL: FALSE STATEMENT	4.4	2
ACCOUNTABILITY: NOT AT DESTINATION	2.2	1
ESCAPE 24+ HOURS	2.2	1
MISSING	2.2	1
TOTAL	100.0	45

LARIMER COUNTY COMMUNITY CORRECTIONS

VIOLATION	PERCENT (%)	FREQUENCY (N)
SUCCESS	70.4	38
DRUGS- MARIJUANA	3.5	2
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	13.0	7
HOUSE TECHNICAL: DISOBEY ORDER	1.6	1
ACCOUNTABILITY: NOT AT DESTINATION	1.6	1
NEW CHARGE: FELONY	3.5	2
ESCAPE 24 HOURS	1.6	1
ESCAPE 24+ HOURS	1.6	1
ESCAPE UNKNOWN	1.6	1
MISSING	1.6	1
TOTAL	100.0	55

CORRECTIONAL ALTERNATIVE PLACEMENT SERVICES

VALUE LABEL	PERCENT. (%)	FREQUENCY (N)
SUCCESS	32.5	13
DRUGS- ALCOHOL	2.5	1
DRUGS- MARIJUANA	2.5	1
DRUGS- COKE/ CRACK	2.5	1
HOUSE TECHNICAL: FIGHTING	2.5	1
HOUSE TECHNICAL: REFUSE TO WORK/ PROG PLAN	27.5	11
HOUSE TECHNICAL: DISOBEY ORDER	10.0	4
HOUSE TECHNICAL: FALSE STATEMENT	2.5	1
ACCOUNTABILITY: NOT AT DESTINATION	10.0	4
ESCAPE UNKNOWN	5.0	2
MISSING	2.5	2
TOTAL	100.0	41

LOFT HOUSE

VALUE LABEL	PERCENT (%)	FREQUENCY (N)
SUCCESS	41.3	33
DRUGS- ALCOHOL	2.5	2
DRUGS- MARIJUANA	3.8	3
DRUGS- SPEED	2.5	2
HOUSE TECHNICAL: FIGHTING	5.0	4
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	19.6	16
HOUSE TECHNICAL: FALSE STATEMENT	2.5	2
ACCOUNTABILITY: DID NOT CALL IN	2.5	2
ACCOUNTABILITY: NOT AT DESTINATION	1.3	1
NEW CHARGE: FELONY	1.3	1
ESCAPE LATE 1 HOUR	1.3	1
ESCAPE 2- 23 HOURS	1.3	1
ESCAPE 24 HOURS	8.8	7
ESCAPE UNKNOWN	3.8	3
MISSING	2.5	2
TOTAL	100.0	80

BOULDER COMMUNITY TREATMENT CENTER

VALUE LABEL	PERCENT (%)	FREQUENCY (N)
SUCCESS	45.2	33
DRUGS- ALCOHOL	4.1	3
DRUGS- MARIJUANA	2.7	2
DRUGS- COKE/ CRACK	5.4	4
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	16.5	12
HOUSE TECHNICAL: FALSE STATEMENT	1.4	1
HOUSE TECHNICAL: DRUG CONTRABAND	1.4	1
ACCOUNTABILITY: LATE RETURN	1.4	1
NEW CHARGE: PETTY CITY ORDINANCE	1.4	1
ESCAPE LATE 1 HOUR	1.4	1
ESCAPE 2- 23 HOURS	4.1	3
ESCAPE 24 HOURS	4.1	3
ESCAPE UNKNOWN	5.4	4
MISSING	5.5	5
TOTAL	100.0	74

MESA COUNTY WORK RELEASE PROGRAM

VALUE LABEL	PERCENT (%)	FREQUENCY (N)
SUCCESS	69.7	46
DRUGS- ALCOHOL	3.0	2
DRUGS- MARIJUANA	3.0	2
DRUGS- OTHER	1.5	1
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	3.0	2
HOUSE TECHNICAL: DISOBEY ORDER	3.0	2
ACCOUNTABILITY: NOT AT DESTINATION	1.7	1
NEW CHARGE: FELONY	1.5	1
NEW CHARGE: TRAFFIC	1.5	1
ESCAPE 24 HOURS	1.5	1
ESCAPE 24+ HOURS	1.5	1
MISSING	9.3	13
TOTAL	100.0	73

LONGMONT COMMUNITY TREATMENT CENTER

VALUE LABEL	PERCENT (%)	FREQUENCY (N)
SUCCESS	51.5	34
DRUGS- ALCOHOL	3.0	2
DRUGS- MARIJUANA	6.3	4
DRUGS- COKE/ CRACK	7.7	5
DRUGS- SPEED	1.5	1
DRUGS- OTHER	3.0	2
HOUSE TECHNICAL: FIGHTING	1.5	1
HOUSE TECHNICAL: NON- DRUG CONTRABAND	1.5	1
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	3.0	2
HOUSE TECHNICAL: FALSE STATEMENT	1.7	1
HOUSE TECHNICAL: ASSOCIATION W/ FELON	1.6	1
NEW CHARGE: MISDEMEANOR	1.5	1
NEW CHARGE: FELONY	1.5	1
ESCAPE LATE 1 HOUR	1.5	1
ESCAPE 2- 23 HOURS	4.5	3
ESCAPE 24 HOURS	3.0	2
ESCAPE UNKNOWN	3.0	2
MISSING	3.0	4
TOTAL	100.0	68

WELD COUNTY COMMUNITY CORRECTIONS

VALUE LABEL	PERCENT (%)	FREQUENCY (N)
SUCCESS	52.6	50
DRUGS- ALCOHOL	6.5	7
DRUGS- MARIJUANA	3.1	3
DRUGS- COKE/ CRACK	6.5	7
DRUGS- SPEED	1.1	1
HOUSE TECHNICAL: FIGHTING	1.1	1
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	5.1	5
HOUSE TECHNICAL: DISOBEY ORDER	1.1	1
HOUSE TECHNICAL: FALSE STATEMENT	1.1	1
ACCOUNTABILITY: LATE RETURN	1.1	1
NEW CHARGE: MISDEMEANOR	2.1	2
NEW CHARGE: FELONY	2.1	2
NEW CHARGE: UNKNOWN	1.1	1
ESCAPE 2- 23 HOURS	5.1	5
ESCAPE 24 HOURS	6.1	6
ESCAPE: UNKNOWN	1.1	1
MISSING	3.1	3
TOTAL	100.0	97

ALPHA HOUSE

VALUE LABEL	PERCENT (%)	FREQUENCY (N)
SUCCESS	49.0	25
DRUGS- ALCOHOL	7.5	4
DRUGS- MARIJUANA	1.9	1
HOUSE TECHNICAL: NON- DRUG CONTRABAND	1.9	1
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	7.5	4
HOUSE TECHNICAL: DISOBEY ORDER	1.9	1
ACCOUNTABILITY: NOT AT DESTINATION	7.5	4
NEW CHARGE: MISDEMEANOR	1.9	1
NEW CHARGE: FELONY	1.9	1
ESCAPE LATE 1 HOUR	1.9	1
ESCAPE 24 HOURS	7.5	4
ESCAPE 24+ HOURS	5.5	3
ESCAPE UNKNOWN	1.9	1
MISSING	2.2	2
TOTAL	100.0	53

ARAPAHOE COMMUNITY TREATMENT CENTER

VIOLATION	PERCENT (%)	FREQUENCY (N)
SUCCESS	53.9	76
DRUGS- ALCOHOL	3.4	5
DRUGS- MARIJUANA	3.4	5
DRUGS- COKE/ CRACK	1.4	2
DRUGS- LSD	.7	1
DRUGS- OTHER	.7	1
HOUSE TECHNICAL: FIGHTING	.7	1
HOUSE TECHNICAL: NON- DRUG CONTRABAND	.7	1
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	7.7	11
HOUSE TECHNICAL: DISOBEY ORDER	1.4	2
ACCOUNTABILITY: DID NOT CALL IN	1.4	2
ACCOUNTABILITY: NOT AT DESTINATION	.7	1
ACCOUNTABILITY: LATE RETURN	1.4	2
NEW CHARGE: MISDEMEANOR	.7	1
NEW CHARGE: FELONY	.7	1
ESCAPE LATE 1 HOUR	.7	1
ESCAPE 2- 23 HOURS	1.4	2
ESCAPE 24 HOURS	17.3	26
MISSING	1.7	2
TOTAL	100.0	143

PHOENIX CENTER

VIOLATION	PERCENT (%)	FREQUENCY (%)
SUCCESS	49.4	38
DRUGS- ALCOHOL	5.1	4
DRUGS- MARIJUANA	1.3	2
DRUGS- COKE/ CRACK	1.3	1
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	14.8	12
HOUSE TECHNICAL: DISOBEY ORDER	1.3	1
HOUSE TECHNICAL: DRUG CONTRABAND	1.3	1
ACCOUNTABILITY: DID NOT CALL IN	1.3	1
ACCOUNTABILITY: NOT AT DESTINATION	6.4	5
ACCOUNTABILITY: LATE RETURN	1.3	1
NEW CHARGE: FELONY	2.6	2
ESCAPE 24 HOURS	5.1	4
ESCAPE UNKNOWN	7.2	6
MISSING	1.6	7
TOTAL	100.0	85

SAN LUIS VALLEY COMMUNITY CORRECTIONS

VALUE LABEL	PERCENT (%)	FREQUENCY (N)
SUCCESS	47.8	32
DRUGS- ALCOHOL	3.0	2
DRUGS- MARIJUANA	11.8	8
DRUGS- COKE/ CRACK	6.0	4
DRUGS- OTHER	1.5	1
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	4.5	3
HOUSE TECHNICAL: DISOBEY ORDER	1.5	1
HOUSE TECHNICAL: FALSE STATEMENT	1.5	1
ACCOUNTABILITY: NOT AT DESTINATION	3.0	2
NEW CHARGE: MISDEMEANOR	1.5	1
ESCAPE LATE 1 HOUR	1.5	1
ESCAPE 24 HOURS	1.5	1
ESCAPE 24+ HOURS	1.5	1
MISSING	13.4	11
TOTAL	100.0	69

ROCKY MOUNTAIN COMMUNITY CORRECTIONS

VIOLATION	PERCENT (%)	FREQUENCY (%)
SUCCESS	50.0	17
DRUGS- ALCOHOL	2.9	1
DRUGS- OTHER	2.9	1
HOUSE TECHNICAL; NON DRUG CONTRABAND	2.9	1
HOUSE TECHNICAL: REFUSE WORK/ PROG PLAN	11.8	4
ESCAPE LATE 1 HOUR	2.9	1
ESCAPE 2- 23 HOURS	2.9	1
ESCAPE 24 HOURS	8.8	3
MISSING	14.7	5
TOTAL	100.0	34

APPENDIX G

EMPLOYMENT/EDUCATION BIBLIOGRAPHY

APPENDIX G

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***NOTE:** copies of the preceding may be obtained from either the National Institute of Corrections Information Center or from the Colorado Division of Criminal Justice.

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