

# Effectiveness of Contracted Community Corrections Programs in Reducing Recidivism

Performance Audit 18P-05

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# Types of Community Corrections Programs

- Assessment/Sanction
- Treatment
- Prerelease

# Community Corrections Programs and Operators

\$43.9 million for FY2019 (excludes MASC)

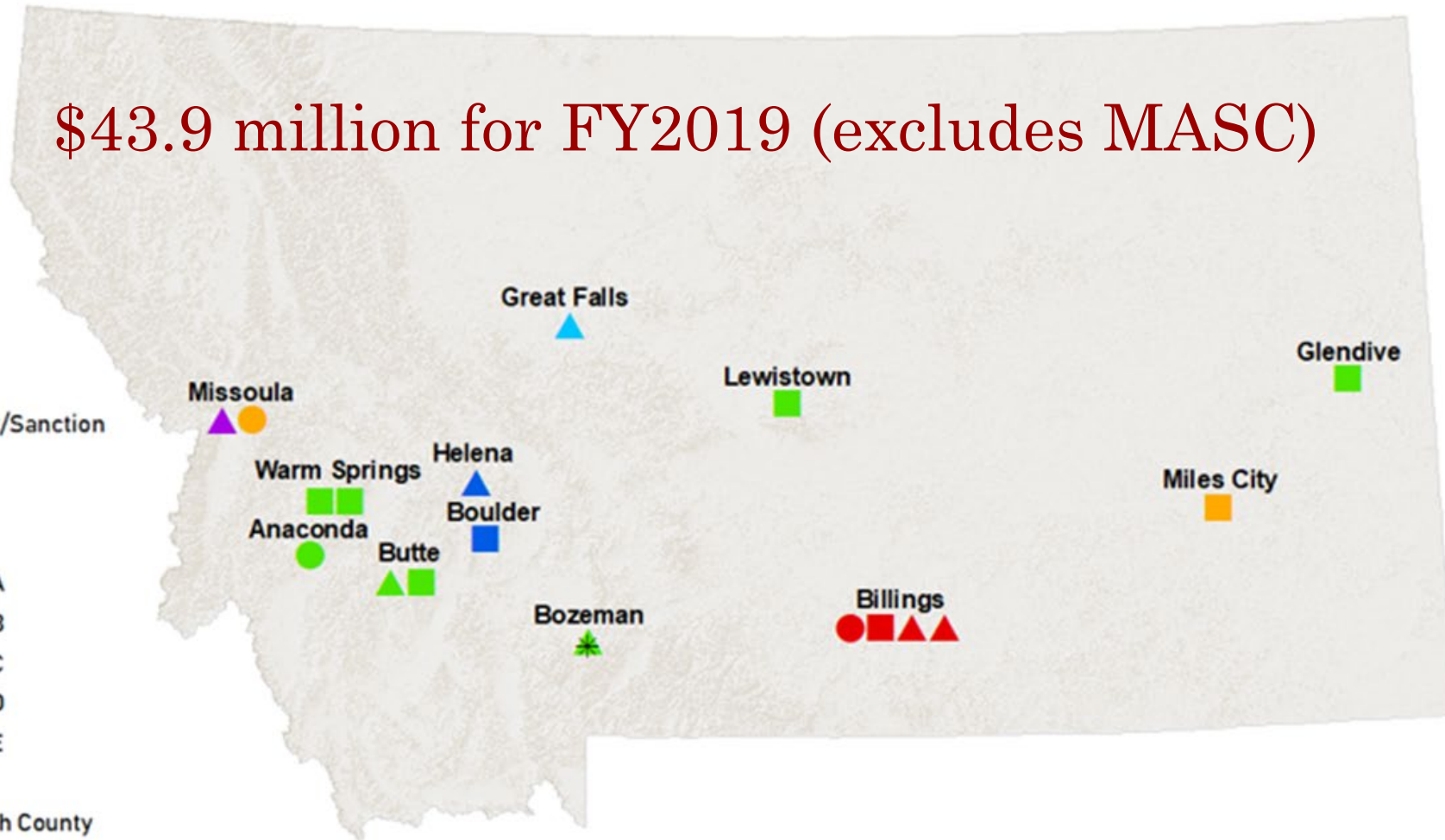
## Legend

### Type

- Assessment/Sanction
- △ Prerelease
- Treatment

### Operator

- Contractor A
- Contractor B
- Contractor C
- Contractor D
- Contractor E
- State
- \* Contract with County



# Scope

- Regular bed space
- Department decision-making
- FY2016 through FY2018 or FY2019
- **Scope limitation:** access to screening packets (pages 6 and 7)

# Objectives

- 1) Contract Management and Monitoring
- 2) Ensuring Appropriate Offender Placement
- 3) Measuring Effectiveness

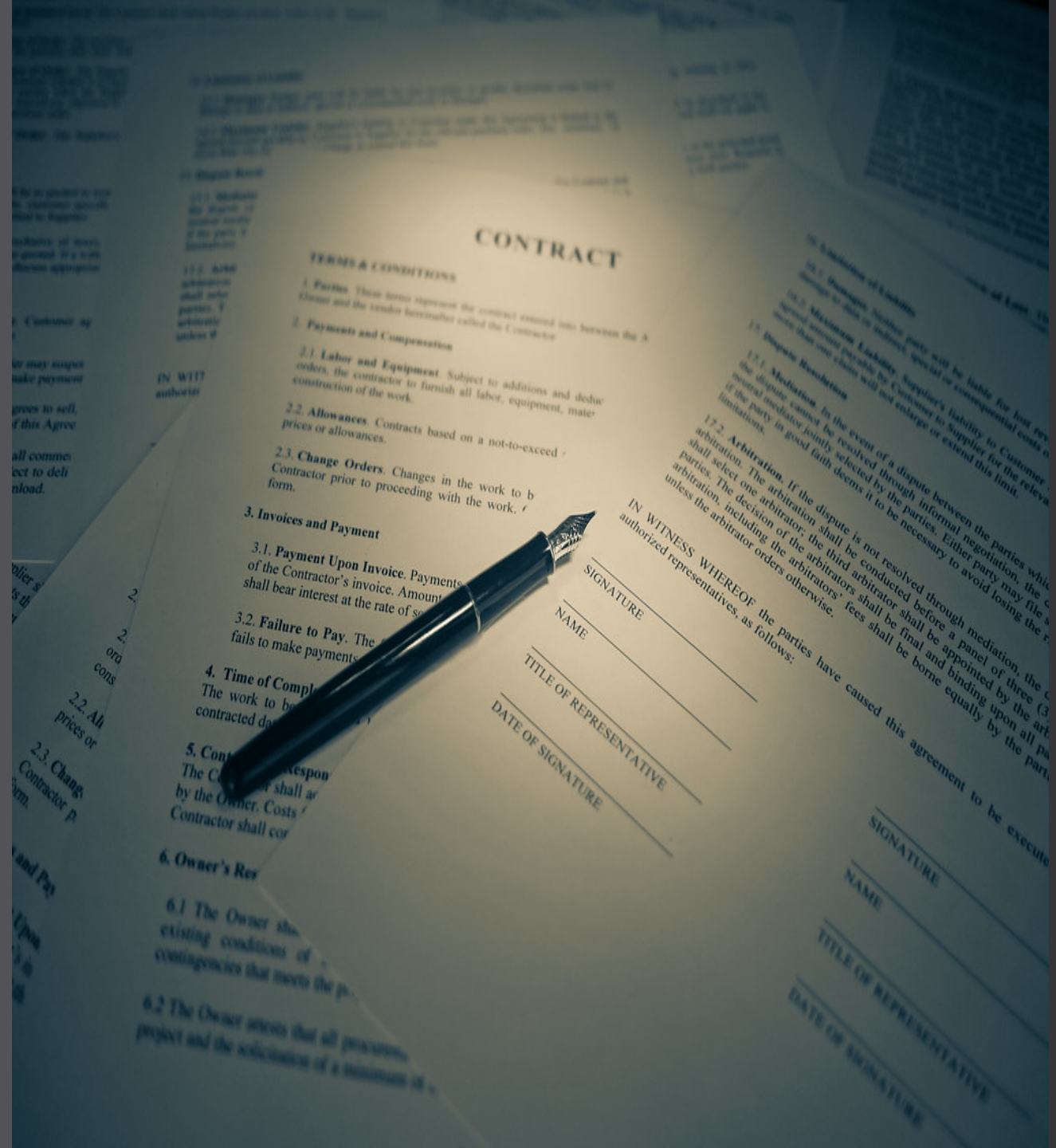
# Objective 1

Contract Management and Monitoring

There has been a decrease in communication and coordination.

The department is working on improving this.

Conclusion (page 13)



No written contract for  
one prerelease since  
September 2017

Amendments not timely  
and not signed last by  
department

State Contracting  
Policy and Best  
Practices Were Not  
Followed

Expanded treatment  
contract capacity without  
public notice

Paid over \$400,000 for  
empty bed space and  
financing-related support  
at two meth programs



# Recommendation #1 (page 16)

Follow state contracting policy and best practices:

- A. Maintain written contracts when paying for services.
- B. Make amendments timely and sign after contractor.
- C. Provide public notice when expanding treatment contracts.
- D. Avoid paying for empty bed space.

# Contracts are Not Sufficiently Monitored

## Findings from QA audits

- Inconsistent follow-up with written corrective action
- No timelines or expectations for follow-up on QA audits

## Contractors not evaluated for performance

- Unclear standards for performance
- Quarterly reporting and invoice tracking instead of performance evaluation
- Site visits not conducted every 6 months and not documented
- Other states clearly evaluate performance

## Recommendation #2 (page 18)

Improve the monitoring of community corrections contracts by developing:

- A. Standard timelines and expectations for following up on findings from quality assurance audits.
- B. Standards for regularly evaluating the performance of community corrections contractors.

## Lengthy Contract Terms Limit the Ability to Make Changes

Contract	Contract Term	Bond Maturity Date
Passages	2007-2025	October 2025
Alpha House PRC	2005-2025	October 2017 (paid off)
Elkhorn	2007-2027	October 2026
Helena PRC	2005-2025	October 2020 (paid off July 2019)
START	2010-2030	N/A
CCP East & West	2010-2017	N/A
Nexus	2007-2027	October 2026
WATCh East & West	2010-2017	N/A
Butte PRC & WTC	2005-2025	N/A
GCRP	2005-2017	N/A
Great Falls PRC	2005-2025	April 2021
Missoula PRC	2005-2025	October 2018 (paid off in FY18)

## Recommendation #3 (page 21)

A. Limit future contracts to seven years or fewer.

B. Seek legislation to limit the terms of the community corrections contracts.

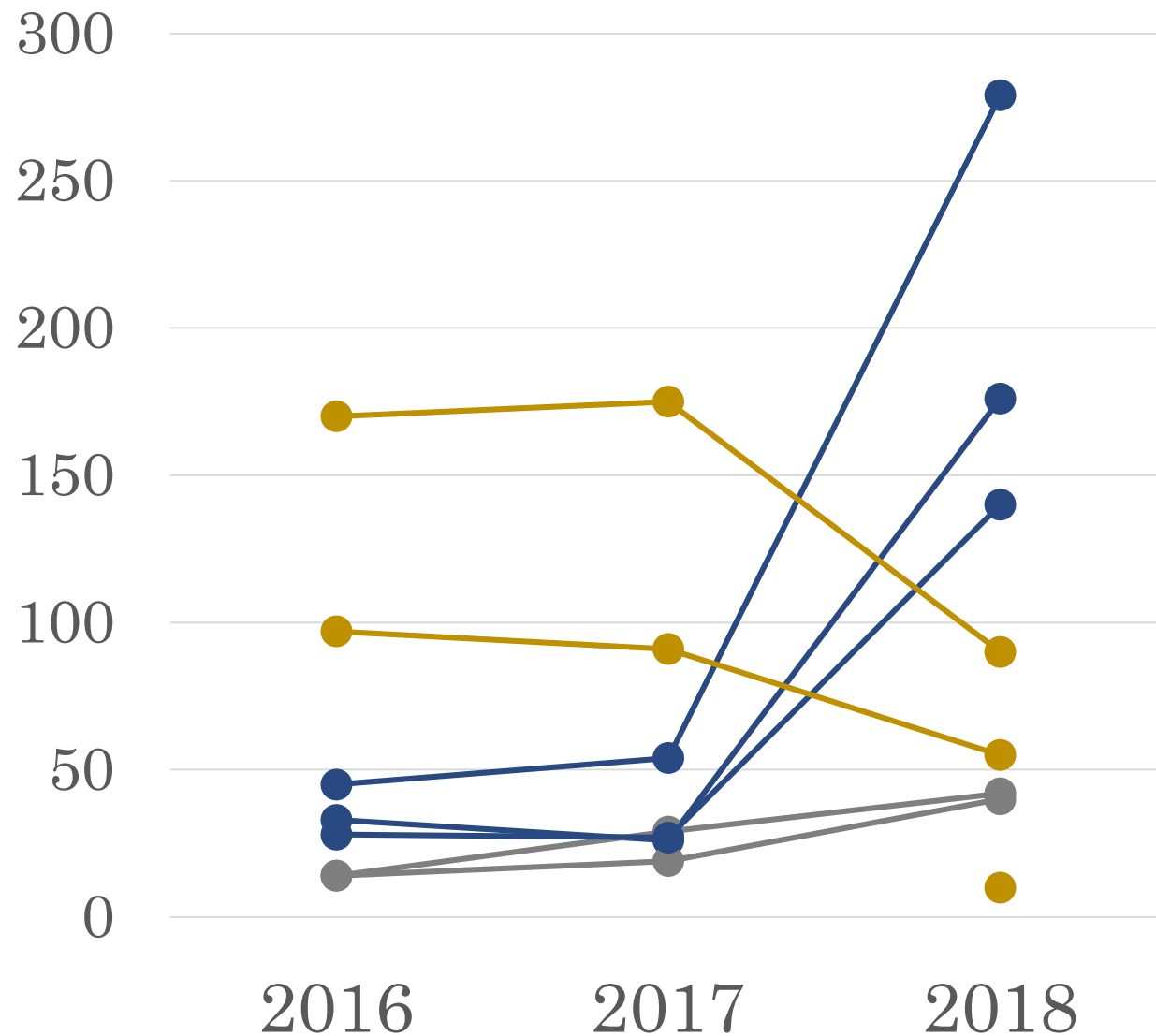
# Objective 2

Ensuring Appropriate Offender Placement

## Shift to Shorter Treatment First

More offenders were placed in **90-day** treatment programs than in **6-month** or **9-month** treatment programs.

- This had unintended consequences.



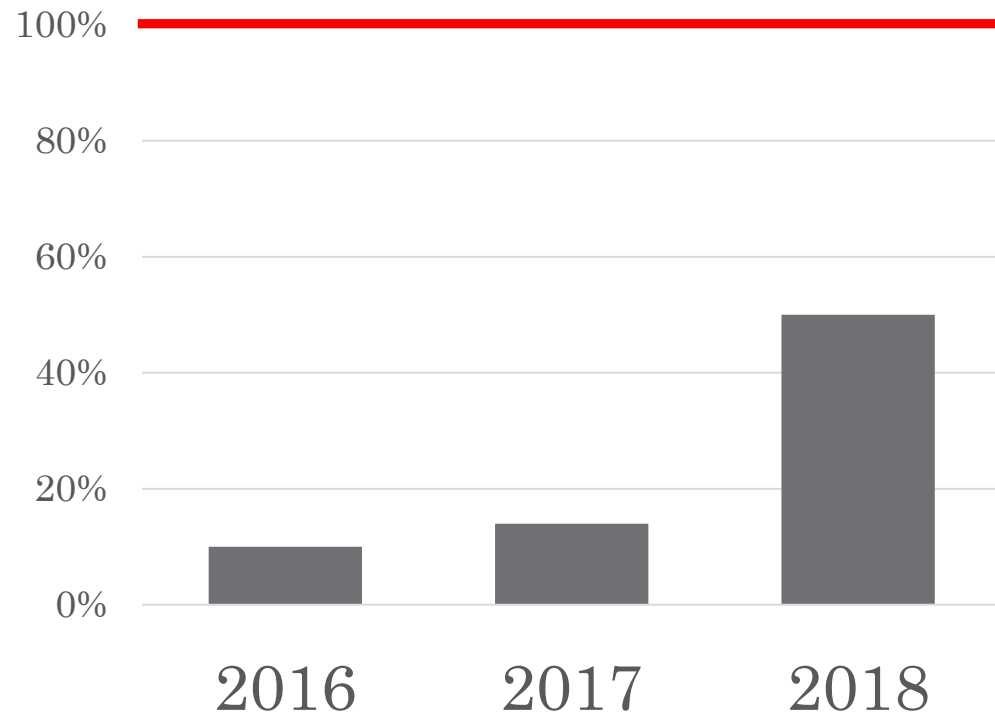
# Conclusion (page 28)

- Statutory and department policy changes related to least restrictive placement first has created inefficiencies.

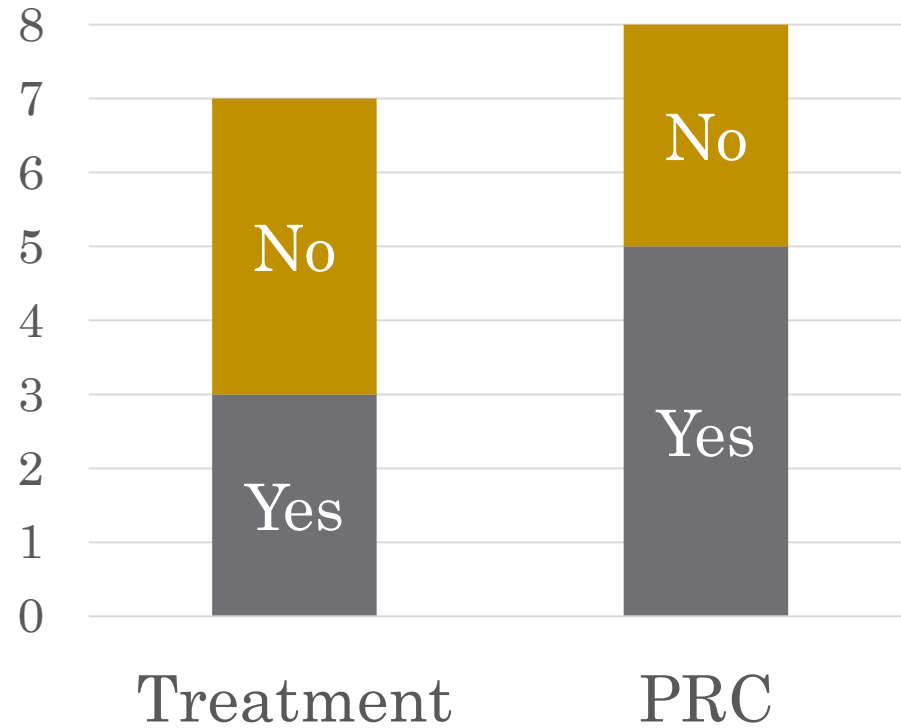


# Focusing on the Right Offenders

Risk Assessments in OMIS



Focused on Moderate or Higher Risk in 2018



# Focusing on the Right Offenders

- Risk is not driving placement (not news)
- No electronic data on treatment needs
  - Level of care recommendation didn't always match placement
- The department does not analyze placement data
- Other states use data to assess offender placement in community corrections

## Recommendation #4 (page 33)

Develop processes to:

- A. Ensure risk and need drive placement in community corrections
- B. Collect data that will allow the department to broadly examine placement in community corrections

# Substance Use Disorder (SUD) Evaluations

- Are not standardized
- Results in inconsistency
  - Screening packet review:
    - different tools
    - different levels of information provided for screening
- Other states have standardized SUD evaluations for offenders referred to community corrections

## Recommendation #5 (page 35)

Require standardized SUD evaluations on offenders referred to community corrections programs.

## Pre-authorizations Not Timely

- PFB - 15 business days
- Director -15 business days
- 13 of 50 not timely
- Wait at assessment centers
  - \$80 to \$100 per day



## Recommendation #6 (page 36)

Ensure pre-authorizations for sexual and violent offenders are conducted in timelines outlined in policy.

# Objective 3

Measuring Effectiveness



## Focus Groups

Residents' perceptions of the effectiveness of community corrections programs were mixed.



# Contractors Assess Effectiveness of Their Own Programs in Varying Ways

- Examples:
  - Decrease in criminality scores
  - Money saved
  - Sober time
  - Successful Employment
- After program completion:
  - Completing department supervision
  - Re-offense
  - Revocation

# Do contracted community corrections programs work?

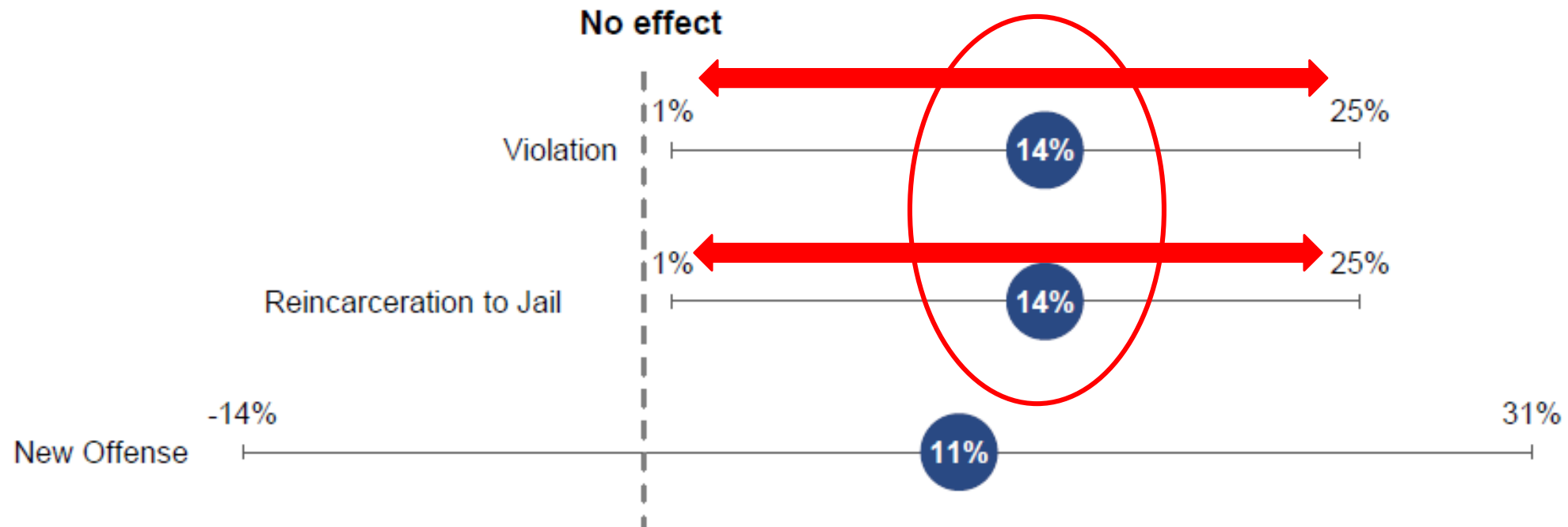
- Found similar groups of offenders released to community in 2016
- Matched based on:
  - Sex
  - Race
  - Age
  - Offense Type
  - Felony Count
  - Correctional Status
  - Risk Level

# Recidivism Events

- Violation
- Reincarceration to Jail
- New offense



## Estimated Reduction in Risk for Recidivism Events



Contracted community corrections programs reduced risk for some recidivism events.

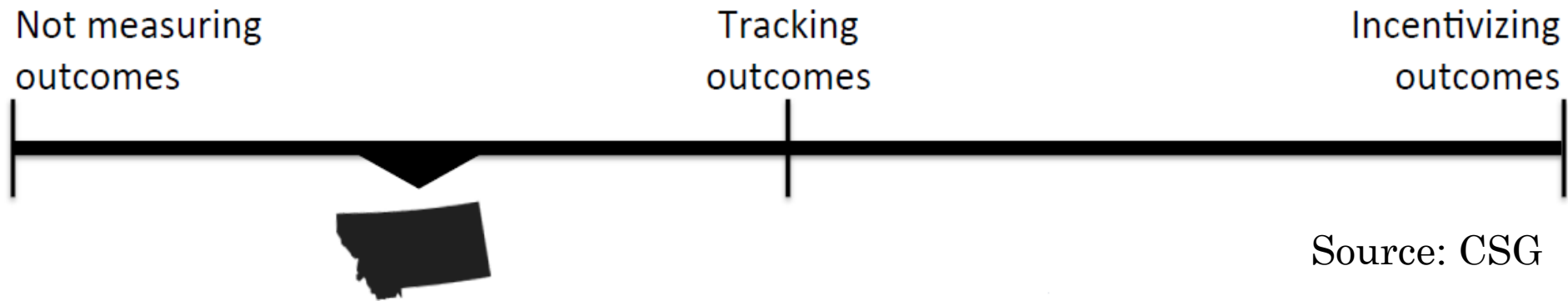


# Conclusion (page 43)



# How does the department measure effectiveness?

- Correctional Program Checklist (CPC)
  - The extent to which programs are evidence-based
- Work toward tracking outcomes



- Other states evaluate community corrections based on offender outcomes

## Recommendation #7 (page 47)

Develop and implement processes to measure the effectiveness of contracted community corrections programs based on offender outcome data.



# QUESTIONS?

