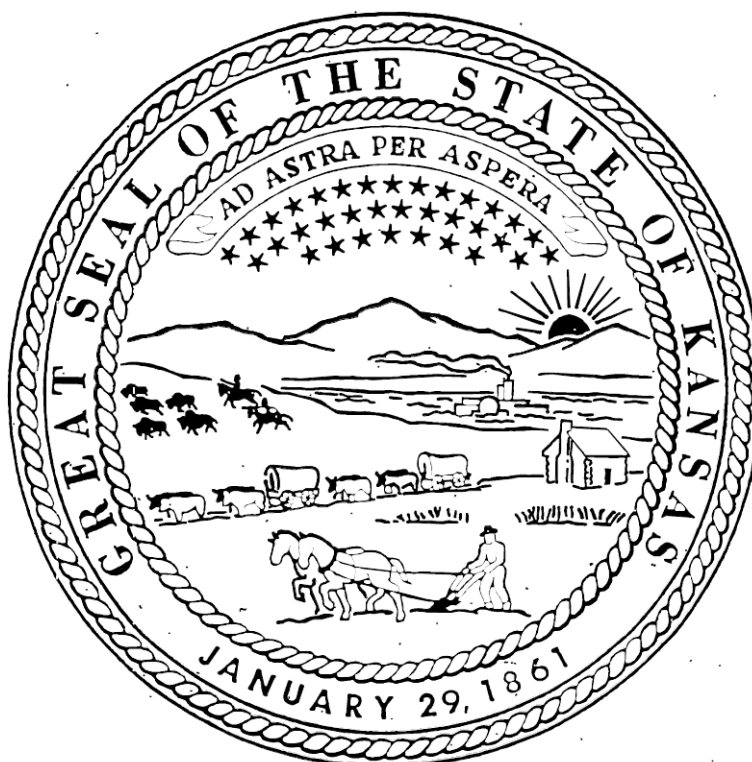


**Kansas Department of Corrections
Community Corrections Services Division**



**Kansas Community Corrections
Statewide Risk Reduction Initiative**

Annual Report

January 3, 2011

January 3, 2011

The Honorable Mark Parkinson
Governor of the State of Kansas

Honorable Members of the Kansas Senate
And Kansas House of Representatives

Honorable Members of the Kansas Reentry Policy Council

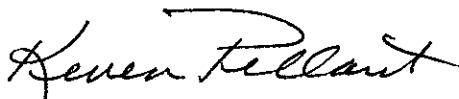
Greetings:

Pursuant to provisions of KSA 75-52,112 I am pleased to present this report to detail the progress of the Kansas Community Corrections Statewide Risk Reduction Initiative and the individual community corrections programs. Statewide Fiscal Year (FY) 2010 saw an increase in revocations and a slight decrease in successful completions. However, there is still overall improvement from the baseline FY 2006 revocation rate with successful completions increasing 28.1% and revocations decreasing 8.6%.

The success described briefly above, and in more detail within the body of the report, is the result of continued collaboration among local, state and national partners, and commitment on the part of community corrections agencies across the state to the implementation of evidence based practices. In the past year, statewide efforts have continued through targeted training opportunities for officers and case managers, and continued technical assistance for local agencies from the KDOC Community Corrections Services team. In order to continue to enhance community corrections agencies' ability to plan with their partners to promote probationer success and reduce probationer risk, KDOC continued the Facilitated Strategic Planning Initiative (FSPI). The FSPI was designed to assist local community corrections agencies in building on the efforts that were put into place with the original statewide risk reduction initiative. This year marked the efforts of three more agencies that identified the need to gain assistance in strategic planning. The capacity of the community Corrections Services team was increased to complete the FSPI with these agencies without the assistance from our national partners.

The Department of Corrections is committed to our role of collaborating with local partners to make Kansas safer for each citizen, and we look forward to the continued success of this legislative initiative.

Sincerely,



Keven Pellant, Acting Secretary
Kansas Department of Corrections

The Statewide Community Corrections Risk Reduction Initiative

Purpose of the Annual Report

This Annual Report is published by the Kansas Department of Corrections (KDOC), Community Corrections Services Division, in accordance with the requirements of K.S.A. 75-52, 112 (formerly House Substitute for Senate Bill 14), and is designed to provide both general and specific information to the Governor, the State Legislature (Secretary of the Senate and Chief Clerk of the House of Representatives), and the Kansas Reentry Policy Council. Information contained in this report includes a discussion of the Kansas Community Corrections Risk Reduction Initiative (RRI); continued progress with the RRI; the RRI grant application, oversight and technical guidance efforts, grant awards; and information on community corrections Fiscal Year (FY) 2006 revocation data and FY 2010 revocation goals.

Statewide Community Corrections Risk Reduction Initiative 2011 Progress

Building an Infrastructure for Change

Beginning in May, 2008, with the kickoff of the Statewide Risk Reduction Initiative, KDOC and their local and national partners began to build an infrastructure for change across the state by providing risk reduction education for local executives, stakeholders and case management staff through a series of conferences and trainings. This foundation has facilitated the work of local community corrections agencies toward the three goals of the Statewide Risk Reduction Initiative which are to increase public safety, reduce the risk level of probationers on community corrections supervision, and increase the percentage of probationers successfully completing community corrections supervision. Agencies funded under this initiative have committed to the philosophy of risk reduction and building a system to facilitate probationer success by targeting the criminogenic needs of medium and high risk probationers utilizing evidence based community supervision methods and practices. The RRI has continued through a number of training and technical guidance initiatives (see p. 81 for a timeline of the risk reduction initiatives).

Targeted Skill Development

The training initiatives in 2010 included both refreshers for training provided previously and new training.

- Advanced Communication and Motivational Strategies (ACMS)
 - A four day training on basic communication skills, effective communication with offenders and advanced communication techniques for working with high risk offenders.
 - 3 Parole staff and 16 Court Services officers were trained.

- Advanced Communication and Motivational Strategies (ACMS) Refresher Training of Trainers
 - A four hour refresher class that discusses the advanced communication techniques more in depth including an opportunity to practice the advanced skills and it also provides a review of communication traps.
 - 10 trainers were trained to deliver this curriculum.
- Case Management Series
 - A 7-day course designed to build skills in effective case management. Topics include: Evidence based practices, effective communication, LSI- R[®] rater certification, and motivational interviewing.
 - 2 Community Corrections staff, 8 Facility staff were trained.
- Community Supervision Domestic Violence Curriculum
 - A two part workshop which defines domestic violence and different forms of abuse, discusses recognition of power and control tactics, and covers supervision strategies for abusers. The workshop also discusses Protection from Abuse orders, No Contact orders, and third party notifications. Other topics include victim confidentiality, why victims recant, barriers to safety, and the impact of domestic violence on children.
 - 17 Community Corrections staff, 14 Court Services staff, 8 Parole staff, 1 Facility staff were trained.
- Cognitive Behavioral Intervention Tools Training of Trainers
 - A two day seminar covering skills case managers can use to assist offenders in reshaping their thinking to make more pro-social choices. Topics include: Thinking reports and thinking check-ins, social skills, and problem solving skills.
 - 2 trainers completed the training and teach-back process; 10 Facility staff and 1 Community Corrections staff were trained.
- Conflict Resolution
 - This training assists in identification of where conflict may occur in the workplace and helps to guide toward a resolution.
 - 16 Community Corrections Staff were trained.
- Working with Offenders from Generational Poverty
 - The course discusses three predominant economic classes in America and examines the stereotypical attitudes and beliefs held toward each referenced group. This course focuses on generational poverty and examine the relationship between poverty and crime. With the knowledge of poverty culture norms, there will be an increase of

effective communication and supervision of offenders who come from generational poverty.

- 5 Parole staff and 26 Community Corrections Staff and 4 Juvenile Staff were trained.
- Supervision Strategies Series
 - This set of web-based trainings covers the characteristics of certain offender groups, how those characteristics score on the LSI R[®], and how to effectively create a supervision plan that has the most impact on that offender. These trainings are aimed at the officer with experience in the range of 0 to 2 years, though a more experienced officer could attend these courses as a refresher or to gather new skills. The topics for these trainings include: Working with Low Risk Offenders, Working with Gang Membership, Working with Sex Offenders, Working with Female Offenders, Working with Alcohol/Drug Offenders, and Working with Mentally Ill Offenders.
 - 76 Community Corrections Staff were trained.
- Coaching for Quality: Motivational Interviewing
 - This training is specific to Directors, Managers and Supervisors and is currently being offered statewide. Participation allows for Directors, Managers and Supervisors to learn about the coaching process and to practice giving feedback to officers specific to motivational interviewing. Throughout this process, a coaching relationship is developed between the agency and the skill developer to ensure these techniques are being applied at the agency level.
 - 1 Parole supervisor, 21 Community Corrections Adult Supervisors and 5 Juvenile Supervisors were trained.
- Case Plan Template Training
 - This web-based training provides an introduction of the new case plan format and will discuss effective utilization of the new document in the Total Offender Activity Documentation System (TOADS).
 - 320 Community Corrections Staff were trained.
- Case Planning Technical Assistance
 - This process assisted Community Corrections agencies by delivering customized training focusing on translating the LSI- R[®] into effective supervision planning.
 - 3 KDOC Community Corrections Skills Developers attended staff retreats in Sedgwick, Geary and Saline Counties.
- LSI- R[®] Assistance
 - KDOC Community Corrections Services staff assisted Probation and Parole officers with the completion of LSI- R[®] assessments.

- 4 Community Corrections and 54 Parole assessments were completed.
- Data Training
 - This training course consisted of Basic/Intermediate Excel with an emphasis on exporting data followed by learning which TOADS reports to run for specific information in order to gauge officers' and the agency's progress.
 - 16 Community Corrections staff were trained.

Facilitated Strategic Planning Initiative

The Facilitated Strategic Planning Initiative (FSPI) resulted from the work that the KDOC Community Corrections Services Team accomplished with the assistance of the Crime and Justice Institute (CJI). This initiative provided intensive planning assistance processes which were designed to provide local agencies with technical guidance on strategic planning. Community Corrections Services team has provided this strategic planning initiative with seven community corrections agencies which were individualized to each participating agency. The outcomes associated with this process for each agency will be designed, through strategic planning efforts, to be unique to local strengths and needs. Broadly speaking, however, the outcomes anticipated as a result of the work done by both the KDOC Community Corrections Services team and the selected local Community Corrections agencies include:

- Short Term
 - Enhanced application of the principles of evidence based practice to policy and practice at the state and local level.
 - Clarification of the role of state oversight in local implementation of evidence based practice.
 - Implementation of an individualized agency strategic comprehensive plan.
 - Increased knowledge of evidence based practice, organizational development, and collaboration.
 - Improved research capacity to allow more effective data driven decision making.
- Intermediate
 - Improved organizational functioning within KDOC and selected local community corrections agencies.
 - Enhanced data driven decision making in strategic comprehensive planning and daily operations.
 - Improved collaboration among justice system stakeholders.
 - Strengthened relationship between state and local agencies.
 - Institutionalization of the principles of evidence based practice and risk reduction at the state and local levels.
- Long Term
 - Reduced recidivism defined as technical violations and re-conviction.

In September of 2009, the second phase of agencies were selected to participate in the FSPI (see page 89, for a logic model describing the initiative). Agencies selected were: 4th Judicial District Community Corrections, Central Kansas Community Corrections, and Riley County Community Corrections. Training and technical guidance will be customized to each agency, broadly speaking, however, selected agencies will:

- Participate in an assessment of the strengths and needs of the agency in the areas of evidence based practice, organizational development, and collaboration.
- Participate in a Strategic Planning Retreat to review assessment data; define agency vision, mission and values; discuss and come to consensus on roles and responsibilities within the agency; brainstorm and refine goals, objectives, action steps, timelines and benchmarks; develop work teams to pursue completion of objectives; and define quality assurance and evaluation plans.
- Participate in professional development efforts which may include, but need not be limited to, establishment of professional development plans, targeted training in areas such as evidence based practices, project management, quality assurance, organizational development, and/or collaboration.
- Receive individualized support in the implementation of the agency specific strategic plan.

The FSPI opportunity continued to be offered annually to the local community corrections agencies through an application process. Those agencies not selected have the opportunity to attend a seminar series. The seminar series delivers components of the FSPI in stand alone seminars to be offered in both classroom and webinar format.

Starting in July 2010 the seminar series were presented primarily as web-based trainings based on enrollment preference of the participants. The series was available to all Community Corrections directors, supervisors and managers. Additionally, the series was available to parole and facility directors, supervisors, and managers. The seminars offered, with description and participants, are as follows:

- Evidence Based Practices: Philosophy and Practice
 - The seminar identified the principles of evidence based practice, helped to evaluate the quality of the research supported by the philosophy, and provide practical guidance to assist in applying the philosophy at the client case level, agency level, and state level.
 - 1 Parole staff, 1 Central Office staff, 7 Community Corrections staff and 14 Facility staff were trained.

- Organizational Development
 - This seminar focused on the development of the agency with attention on organizational case management, leadership at all levels, aligning the organization to evidence based principles, understanding the organizational culture, and managing organizational change.
 - 1 Parole staff, 1 Central Office staff, 7 Community Corrections staff and 15 Facility staff were trained.
- Collaboration
 - This seminar discussed collaboration and group dynamics from both theoretical and practical perspectives, helped to understand the importance of clear team roles and responsibilities, and introduced the tools that can be used to understand the impact of those dynamics within the collaborative group.
 - 1 Parole staff, 1 Central Office staff, 11 Community Corrections staff and 14 Facility staff were trained.
- Strategic Planning
 - This seminar provided the steps to bridge the current reality to the desired future through discussion of who should be a part of the process, the importance of developing or refining the agency's mission and vision, and strategies for the development of goals and objectives that move the agency closer to achieving their vision.
 - 2 Central Office staff, 7 Community Corrections staff and 12 Facility staff were trained.
- Quality Assurance
 - This seminar articulated the value of quality assurance and evaluation; identified who should participate in quality assurance and evaluation plan development; define barriers to implementation of quality assurance and evaluation plans.
 - 7 Community Corrections staff and 13 Facility staff were trained.

The seminar series topics that have not yet been delivered but have been scheduled to be delivered in FY 2011 are:

- Change Management
- Effective Teams
- Visionary Leader
- Process Facilitation

Community Corrections Victim Service Liaison

The Kansas Department of Corrections (KDOC) Community Corrections Services documented the need for collaboration among community corrections and victim service agencies due to the prevalence of victims of offenders supervised by community corrections supervision. The documentation included evaluations from a sex offender specific training as well a survey that was conducted. The survey included questions regarding how often Community Corrections officers were speaking with victims and what their knowledge of victim services were. The evaluations and survey both identified a gap in services for victims of offenders supervised by Community Corrections. The KDOC Community Corrections Services then partnered with the KDOC Office of Victim Services (OVS) to promote victim services within community corrections agencies across the state. Because this effort is a pioneer effort to increase collaboration and victim safety within community corrections agencies statewide, grant funds were requested to hire a Community Corrections Victim Service Liaison (CCVSL) in a demonstration site to effectively monitor outcomes prior to expansion across the state. For purposes of this project, KDOC proposes to hire a CCVSL position in the 8th Judicial District. This position will be supervised by the KDOC OVS Assistant Director; and will be positioned at the Junction City Community Corrections office in Junction City (Geary County). The CCVSL will partner with supervision officers and serve victims/survivors of adult offenders under Community Corrections supervision in the target area. The 8th Judicial District service area includes Dickinson, Geary, Marion, and Morris counties.

RRI Application Development, Application Review Process, and Grant Awards

The Comprehensive Plan grant application process was reviewed with a continued focus on evaluation, identification, and planning for closing gaps in collaboration and organizational development in addition to the principles of evidence based practices. This represents full implementation of the integrated model which research indicates is the best model to support sustained reductions in recidivism. This application process meets all statutory and regulatory requirements for Community Corrections comprehensive planning and Risk Reduction funding awarded under K.S. A. 75 -52, 112.

FY 2011 Grant Awards

Community Corrections Agency	TOTAL
02nd Judicial District	\$187,050.00
04th Judicial District	\$449,100.00
05th Judicial District	\$367,515.00
06th Judicial District	\$336,700.00
08th Judicial District	\$485,000.00
11th Judicial District	\$473,000.00
12th Judicial District	\$152,500.00
13th Judicial District	\$337,150.00
22nd Judicial District	\$242,000.00
24th Judicial District	\$185,800.00
25th Judicial District	\$381,000.00
28th Judicial District	\$853,900.00
31st Judicial District	\$361,650.00
Atchison County	\$161,000.00
Central Kansas	\$396,350.00
Cimarron Basin Authority	\$345,150.00
Cowley County	\$352,420.00
Douglas County	\$476,250.00
Harvey/McPherson	\$469,500.00
Johnson County	\$2,280,040.00
Leavenworth County	\$178,300.00
Montgomery County	\$271,000.00
Northwest Kansas	\$426,000.00
Reno County	\$517,000.00
Riley County	\$437,400.00
Santa Fe Trail	\$340,000.00
Sedgwick County	\$4,117,880.00
Shawnee County	\$943,000.00
South Central Kansas	\$269,900.00
Sumner County	\$156,000.00
Unified Government	\$1,500,000.00
TOTAL	\$18,449,555.00

KDOC Community Corrections Services Oversight and Technical Guidance

The mission of the KDOC Community Corrections Services team is to support local community corrections agencies on their journey to promote probationer success and create safer communities. With the guidance of the Director of Community Corrections Services who plays a role in each specialty area, the team provides oversight and technical guidance in a number of different focus areas including grant management, implementation of the integrated model (evidence based practice, collaboration, and organizational development), fiscal management, research and evaluation, and skill development. The team includes a wide range of expertise which enables them to support local agencies in all aspects of operation.

Program Consultants

The Program Consultant's purpose is to provide grant oversight and technical guidance to facilitate the implementation and sustainability of the integrated model in local community corrections agencies with a focus on the executive and organizational level. Consultants assist local agency Directors and staff in evaluating strengths and gaps in their organization and in leveraging their strengths and resources to improve processes and close gaps. This evaluation and planning process is focused on agency operations, culture, and community resources and is accomplished through consultation and collaboration with local Directors, community stakeholders, justice system stakeholders, and national partners.

Program Consultants take the lead role in the development of, and training on, the Community Corrections Comprehensive Plan Grant Application which is not only a funding application but also a planning tool. In addition to developing the document, Consultants train agencies on the use of the tool and provide technical guidance in development and planning. This training and technical guidance ranges from application development training to intensive strategic planning assistance through a series of retreats and individualized support (FSPI). Subsequent to assistance with upfront planning, Program Consultants monitor agency performance, via program outcomes, and funding expenditures, through collaboration with fiscal staff.

To compliment training and assistance in strategic planning, Program Consultants train agency leadership on a variety of topics including, but not limited to, collaboration, organizational development, change management, process facilitation, quality assurance, evidence based intervention, and visionary leadership. Any training offered is fully customizable to the needs of each local community. Consultants strive to describe and document methods of facilitating change, implementation, and sustainability of efforts to reduce probationer risk to be shared with local and national partners.

In addition to working directly with local community corrections agencies, Program Consultants assist the Director with funding determination; preparation of legislative reports and presentations; and serve as members, and in leadership roles, on various statewide taskforces (including the Kansas Reentry

Policy Council Employment, Law Enforcement, Mental Health, and Substance Abuse Taskforces) and KDOC and workgroups (assessment and evaluation, community grant projects, and internal KDOC grant projects). These external efforts further collaboration among departmental divisions and community partners by educating others about the work of Community Corrections and the contributions of the agencies to building solutions to community concerns.

Fiscal Management

The fiscal team's purpose is to reduce financial risk by monitoring each agency's KDOC grant funding. The Accountant interacts with the agencies by processing the fiscal reports, assisting with completion of annual agency budgets, and reconciling quarterly and year end report submissions. The Auditor interacts with the agencies by examining policy and procedures to ensure that each agency has sufficient fiscal internal controls and that practice complies with standards. Once the agency has sufficient internal controls, the Auditor monitors the agency's fiscal practice.

The fiscal team assists the Director in making suggested changes to the Kansas Administrative Regulations (KAR) and KDOC Standards. Once implemented, the fiscal team communicates these changes to the agencies so that they can update their policy and procedures accordingly. The fiscal team also provides annual training to Directors and Fiscal Officers, and articles for the quarterly *Voice of Corrections* newsletter.

The implementation of evidence based practices at the organizational level calls for continual assessment and targeting of resources and interventions. In keeping with those principles, fiscal audits are performed in a way which allows assessment of agency needs targeting technical assistance or auditing those agencies with the greatest need. This process entails reviews by both members of the fiscal team; the auditor will review policies and procedures with particular attention given to internal controls while the accountant will reconcile the cash balance of the KDOC fiscal workbook with the cash balance of the county general ledger. The review is the assessment tool that allows KDOC to determine agency needs for technical assistance or the need for a full fiscal audit. Primary indicators for technical assistance or an on-site audit would include:

- Inability to reconcile the cash balance;
- Insufficient Internal Controls;
- Agency practice varies from policy and procedures;
- Lack of separation of Adult and Juvenile funds.
- Once an agency completes the auditing process, they become fiscally certified and participate in an ongoing quality assurance process involving on-site audits of approximately ten agencies per year by the fiscal team.

Research and Evaluation

The Research Analyst's purpose is to compile, analyze, interpret and report out on statistical and program data for each of the 31 Community Correction agencies. The Research Analyst interacts with the agencies by providing a wide variety of statistical data. On a monthly basis several reports are generated and provided for local agencies to use at their discretion. For example, a report detailing cases that are opened, cases that are sentenced to Community Corrections supervision, and the manner in which offender cases close in each agency and statewide. The Average Daily Population is also generated and compiled into an Excel spreadsheet for agencies to utilize. On a quarterly basis, the Employment Status Report (TOADS) is generated and sent out to each agency. On an annual basis, the Research Analyst provides the agencies with the Community Corrections Statistical Summary which contains information necessary to complete their Comprehensive Plans (Number & percent of closures by fiscal year; departure information; LSI-R data; SB123 compared to Non-SB123 information; etc.) and is accessible by KDOC Internet. The Research Analyst provides technical assistance for individuals regarding analyzing and/or interpreting data and provides responses to data questions or problems. The analyst also responds to various data requests by generating reports, pulling data, analyzing and/or reporting key data elements to agencies.

Skill Developers

The Skill Developer's purpose is to ensure that supervision staff are well trained and equipped to motivate clients into successful completion of probation. This is accomplished through the delivery of activities designed to advance participants knowledge, understanding, and skills. Skill development is a comprehensive and continuous process of professional growth and self-actualization that benefits staff, the organization, officers, and ultimately the community. Skill Developers develop, conduct and coordinate trainings. Whether designing a new training program or improving an existing one, there is a commitment to working with stakeholders and subject matter experts and incorporating existing materials to develop a fully customized training solution.

Fiscal Year (FY) 2010 Community Corrections Revocation Data

The chart on page 13 provides information on the number of probationer files closed in FY 2010 and the rates of revocation by reason. Reasons for closure include revocation for condition violation, revocation for new misdemeanor, revocation for new felony, successful closure, unsuccessful closure, death, and probationers not being sentenced to community corrections. Revocation reasons are shown as a percentage of the number of closed files by agency and statewide. The data presented by agency is unduplicated, meaning that each probationer within the agency is only counted once. However, probationers may be counted in more than one agency if a probationer has cases in multiple jurisdictions. The data at the statewide level is unduplicated, meaning that even if a probationer had files closed in more than one agency the probationer is counted only once in the statewide total.

**Number and Percentage of Community Corrections Offender Files Closed in FY 2010
by Agency and Reason for Closure**

CC Agency	# Offender Files Closed	Revoked-Condition	Total % Revocation Closures	Revoked-New Felony	Total % Revocation Closures	Revoked-New Misdemeanor	Total % Revocation Closures	Total # Revocation Closures	Total % of ALL Revocation Closures	Successful	Total % Closures	Unsuccessful	Total % Closures	Other (Death/Not Sentenced to CC)	Total % Closures
2nd District	79	12	75.0%	3	18.8%	1	6.3%	16	20.3%	58	73.4%	2	2.5%	3	3.8%
4th District	144	12	42.9%	9	32.1%	7	25.0%	28	19.4%	90	62.5%	23	16.0%	3	2.1%
5th District	106	25	83.3%	3	10.0%	2	6.7%	30	28.3%	61	57.5%	14	13.2%	1	0.9%
6th District	81	19	67.9%	8	28.6%	1	3.6%	28	34.6%	41	50.6%	10	12.3%	2	2.5%
8th District	254	61	77.2%	17	21.5%	1	1.3%	79	31.1%	124	48.8%	44	17.3%	7	2.8%
11th District	113	28	75.7%	9	24.3%	0	0.0%	37	32.7%	67	59.3%	6	5.3%	3	2.7%
12th District	37	8	66.7%	3	25.0%	1	8.3%	12	32.4%	22	59.5%	3	8.1%	0	0.0%
13th District	90	14	70.0%	3	15.0%	3	15.0%	20	22.2%	59	65.6%	8	8.9%	3	3.3%
22nd District	73	19	90.5%	2	9.5%	0	0.0%	21	28.8%	48	65.8%	3	4.1%	1	1.4%
24th District	47	3	30.0%	4	40.0%	3	30.0%	10	21.3%	27	57.4%	9	19.1%	1	2.1%
25th District	148	50	82.0%	11	18.0%	0	0.0%	61	41.2%	81	54.7%	5	3.4%	1	0.7%
28th District	193	35	59.3%	19	32.2%	5	8.5%	59	30.6%	120	62.2%	10	5.2%	4	2.1%
31st District	87	13	68.4%	4	21.1%	2	10.5%	19	21.8%	56	64.4%	8	9.2%	4	4.6%
Atchison	50	14	73.7%	3	15.8%	2	10.5%	19	38.0%	19	38.0%	8	16.0%	4	8.0%
Central Kansas	109	20	80.0%	5	20.0%	0	0.0%	25	22.9%	63	57.8%	15	13.8%	6	5.5%
Cimmaron Basin	116	10	40.0%	14	56.0%	1	4.0%	25	21.6%	58	50.0%	29	25.0%	4	3.4%
Cowley	100	21	75.0%	3	10.7%	4	14.3%	28	28.0%	46	46.0%	25	25.0%	1	1.0%
Douglas	123	13	38.2%	13	38.2%	8	23.5%	34	27.6%	81	65.9%	6	4.9%	2	1.6%
Harvey/McPherson	126	30	73.2%	7	17.1%	4	9.8%	41	32.5%	68	54.0%	16	12.7%	1	0.8%
Johnson	568	113	63.5%	45	25.3%	20	11.2%	178	31.3%	325	57.2%	46	8.1%	19	3.3%
Leavenworth	58	9	60.0%	3	20.0%	3	20.0%	15	25.9%	23	39.7%	18	31.0%	2	3.4%
Montgomery	94	17	58.6%	9	31.0%	3	10.3%	29	30.9%	58	61.7%	4	4.3%	3	3.2%
Northwest Kansas	109	14	77.8%	3	16.7%	1	5.6%	18	16.5%	79	72.5%	10	9.2%	2	1.8%
Reno	147	42	85.7%	5	10.2%	2	4.1%	49	33.3%	77	52.4%	18	12.2%	3	2.0%
Riley	128	18	75.0%	3	12.5%	3	12.5%	24	18.8%	73	57.0%	24	18.8%	7	5.5%
Santa Fe Trail	124	15	53.6%	10	35.7%	3	10.7%	28	22.6%	65	52.4%	31	25.0%	0	0.0%
Sedgwick	1197	438	67.1%	155	23.7%	60	9.2%	653	54.6%	493	41.2%	15	1.3%	36	3.0%
Shawnee	291	43	86.0%	2	4.0%	5	10.0%	50	17.2%	225	77.3%	9	3.1%	7	2.4%
South Central Kansas	57	6	75.0%	2	25.0%	0	0.0%	8	14.0%	42	73.7%	5	8.8%	2	3.5%
Sumner	36	9	81.8%	2	18.2%	0	0.0%	11	30.6%	20	55.6%	5	13.9%	0	0.0%
Unified Government	516	104	62.3%	58	34.7%	5	3.0%	167	32.4%	288	55.8%	48	9.3%	13	2.5%
STATEWIDE	5287	1222	67.9%	431	23.9%	148	8.2%	1801	34.1%	2889	54.6%	457	8.6%	140	2.6%

Statewide Data

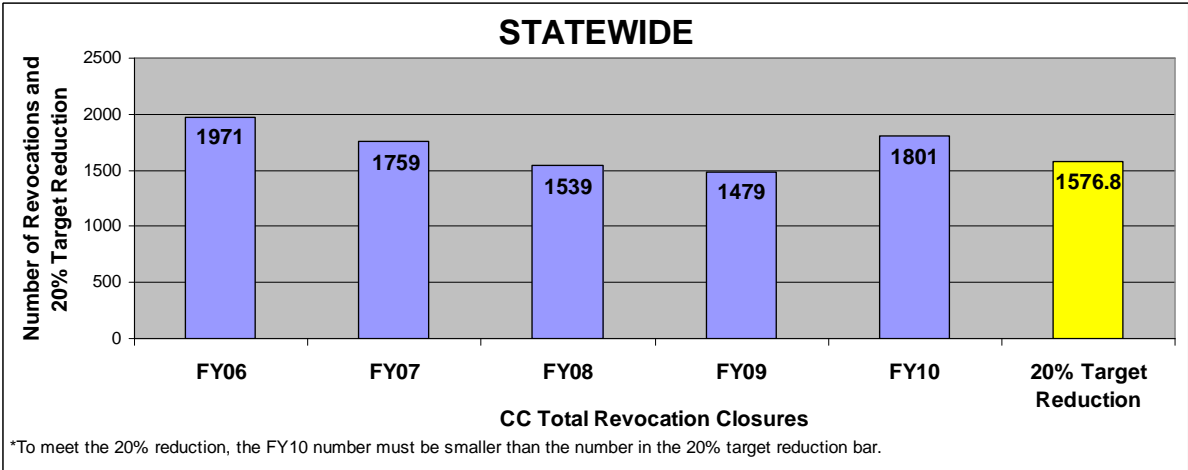
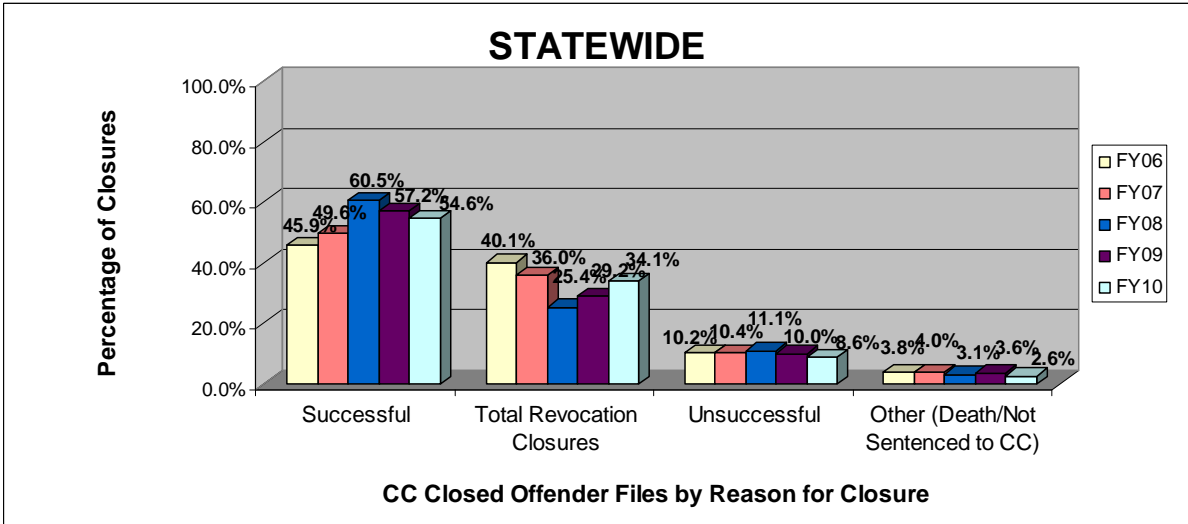
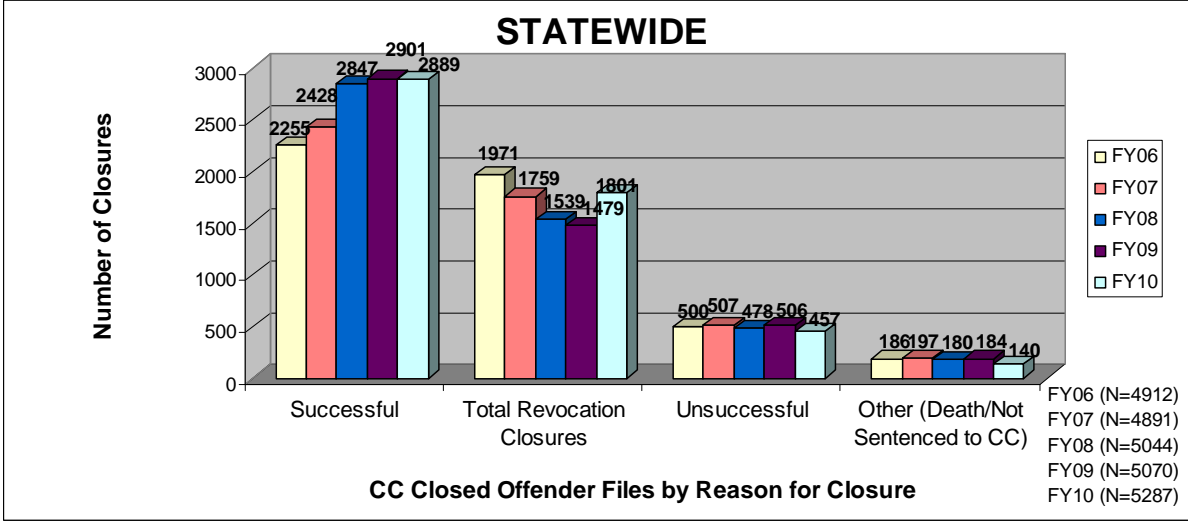
Since the development and implementation of the statewide risk reduction initiative under SB 14, the overall population of probationers under community corrections supervision has grown from 7,406 on June 30, 2006 to 7951 at the end of FY 2010. The annual number of probationers completing cases sentences also increased from 4,912 in FY 2006 to 5,287 in FY 2010.

The intent of the legislation was to increase offender success as well as to reduce the number of probation revocations coming to prison. The charts on page 15 provide information regarding the number and percentage of closures for community correction closed probationer files by reason for closure for fiscal years 2006 through 2010.

The charts reflect that both the number of probationers successfully completing their cases, as well as the percentage of cases closing successfully, increased during the time frames from FY 2006 to FY 2010. In FY 2006, only 46% of probationers were successful at the time the case closed. By FY 2008, that percentage increased to a high of 61% of all cases closed. In FY 2009, the percentage of successful closures dropped and continued to drop in FY 2010 to 54.6%, although it was still higher than FY 2006.

The legislation also required agencies across the state to set goals of reducing revocations by 20%. In FY 2006, a total of 1,971 probationers were revoked and sent to prison. In order to meet the 20% reduction, community corrections agencies needed to reduce that number to 1,577 offenders. In other words, they needed to revoke at least 394 fewer offenders to prison. Community Corrections agencies as a whole, exceeded that goal. By FY 2008, only 1,539 offenders were revoked to prison, achieving a total reduction of 21.9% statewide. During FY 2009, the number of offenders revoked to prison decreased even further to a total of 1,479. In FY 2010, the number of offenders revoked to prison increased to 1,801. This is an 8.6% reduction over FY 2006 levels.

Some agencies met or exceeded the 20% targeted reduction, and others did not meet their goal to reduce revocations. Most agencies showed an overall growth in the number of offenders under probation supervision, however, most agencies also showed an increase in the number of offenders successfully completing supervision, and therefore the agency successful completion rate increased. In other words, despite an increase in the number of offenders under supervision, local agencies were able to show a greater success rate when compared to FY 2006. Information regarding individual agency performance is contained in their respective agency sections.



Individual Agency Risk Reduction Efforts and Data

The information in this section summarizes individual agency risk reduction efforts in data. For each agency you will find:

- An indication of the goal set for revocation reduction and progress toward that goal.
- The abstract from each agency's comprehensive plan grant application which summarizes the proposed plan to implement and sustain the critical elements of the agency and risk reduction initiatives.
- Data regarding the number and percentage of closures for community corrections probationer files by reason for fiscal years 2006 through 2010.

4th Judicial District Community Corrections

The Fourth Judicial District Community Corrections, an agency providing services to the citizens of Anderson, Coffey, Franklin, and Osage Counties, is seeking grant funds in the amount of \$447,800.00. These funds will be used to facilitate Intensive Probation and Risk Reduction Services in the Fourth Judicial District, as well as to pursue a variety of initiatives at the local level to reduce the conditional violators in the Fourth Judicial District by 25%, or 13 in FY2011. Through assessment of LSI-R data, local resources, and gaps in services, the Fourth Judicial District Community Corrections has prepared the following grant proposal:

Target Population (based on FY2009 LSI-R data)

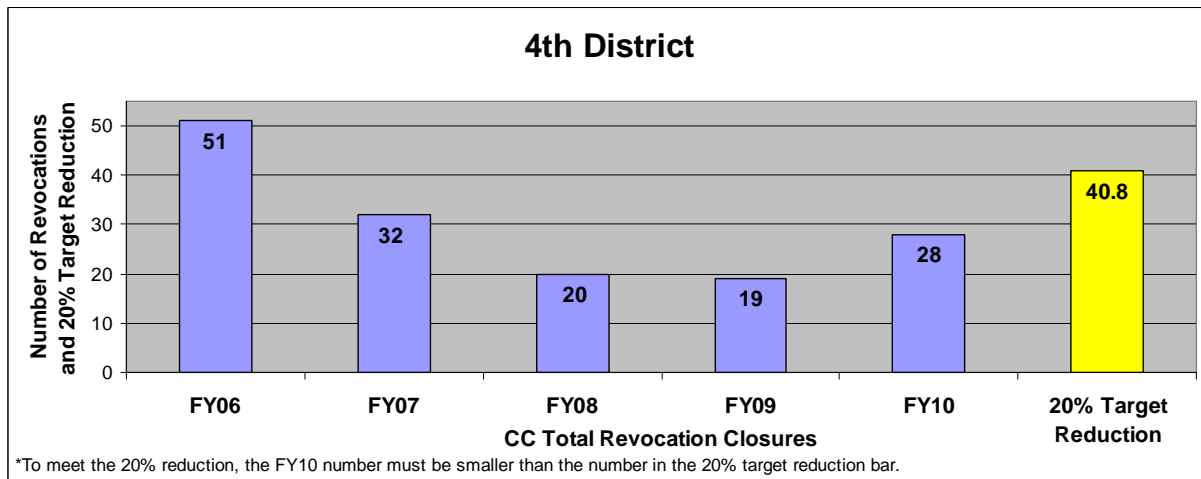
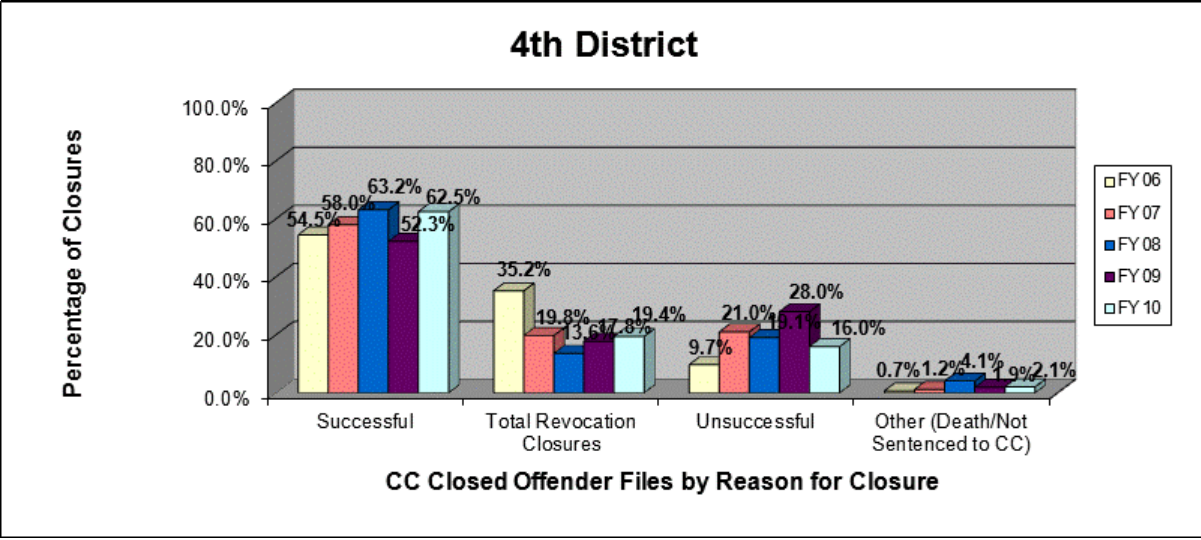
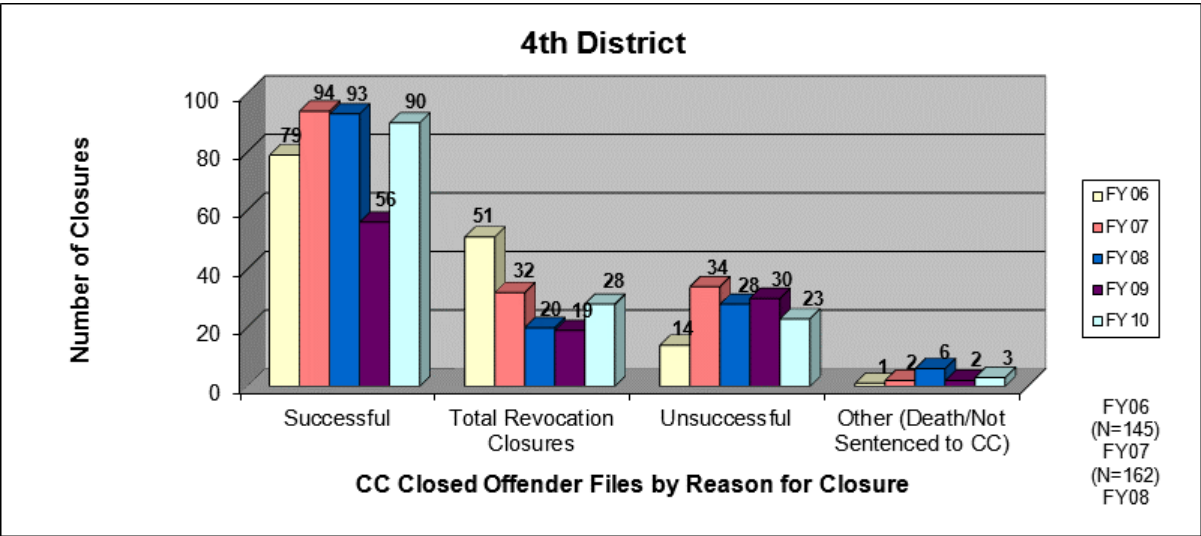
- SB 123 – offenders scoring Moderate – Very High on the LSI-R
This population is already receiving cognitive education through SB 123
- AISP – offenders scoring 24(+) on the LSI-R
- AISP – offenders scoring 17-23 on the LSI-R, with an Attitudes / Orientation domain score of High or Very High
- AISP – offenders scoring 17-23 on the LSI-R, without an Attitudes / Orientation domain score of High or Very High (requires staffing approval – officer discretion)
- AISP – offenders scoring Moderate to Very High on the Education / Employment domain, or those who are unemployed or underemployed

Currently Available Resources – Evidenced Based Practices

- Financial assistance to offenders to eliminate barriers / reduce risk
- Risk / need assessment utilizing the Level Services Inventory – Revised / Screening Version (LSI-R - SV) and the full LSI-R
- Staff trained in Motivational Interviewing (MI)
- Cognitive education classes for offenders
- Offender workforce development services
- Surveys for offenders exiting program (successful, unsuccessful, conditional violators)
- Specialized caseloads (Franklin County only) and group reporting for level 4 offenders
- Quality assurance for motivational interviewing, LSI-R, and group facilitation

Prioritized Gaps / Programming to Address Gaps in Services

- Development and implementation of quality assurance protocols to assess each staff member's abilities to develop supervision plans that target identified risks / needs
- Further implementation of protocols to engage natural supports within the community
- No protocols for providing measurement feedback to the communities being served
- Implementation of sanctioning options and development of incentive options
- Reevaluate agency job descriptions and evaluation components
- Provide training to officers in the area of engaging family members in the supervision process



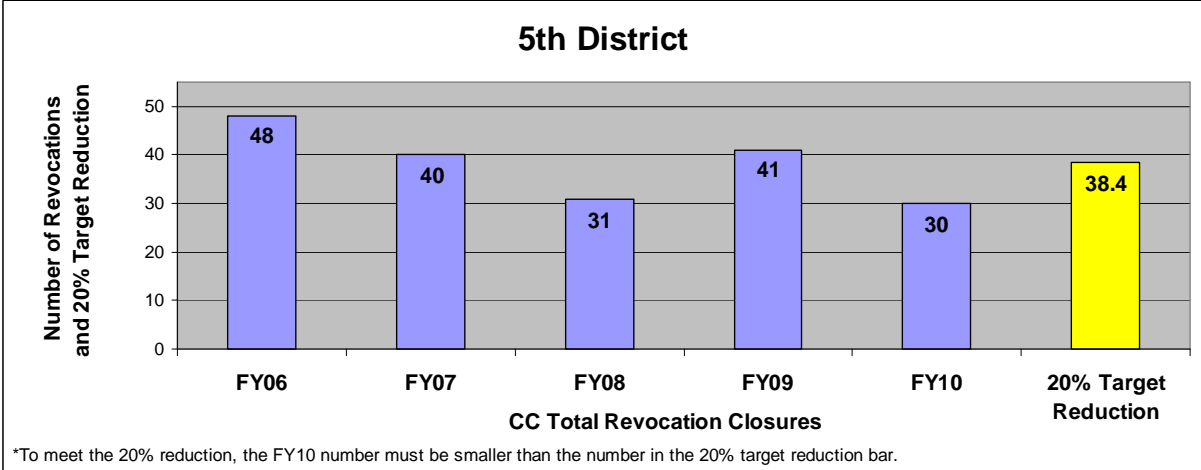
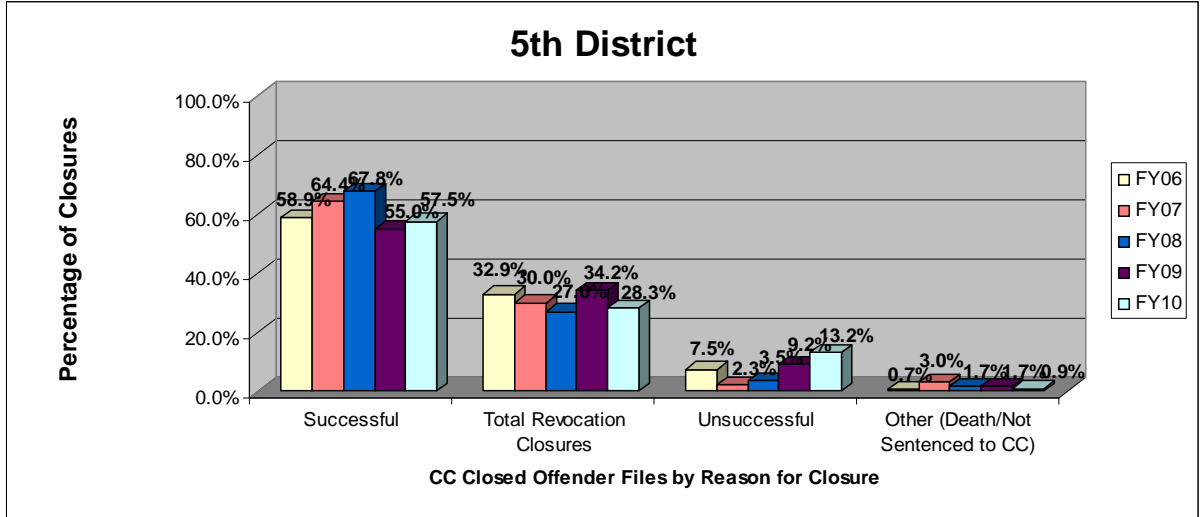
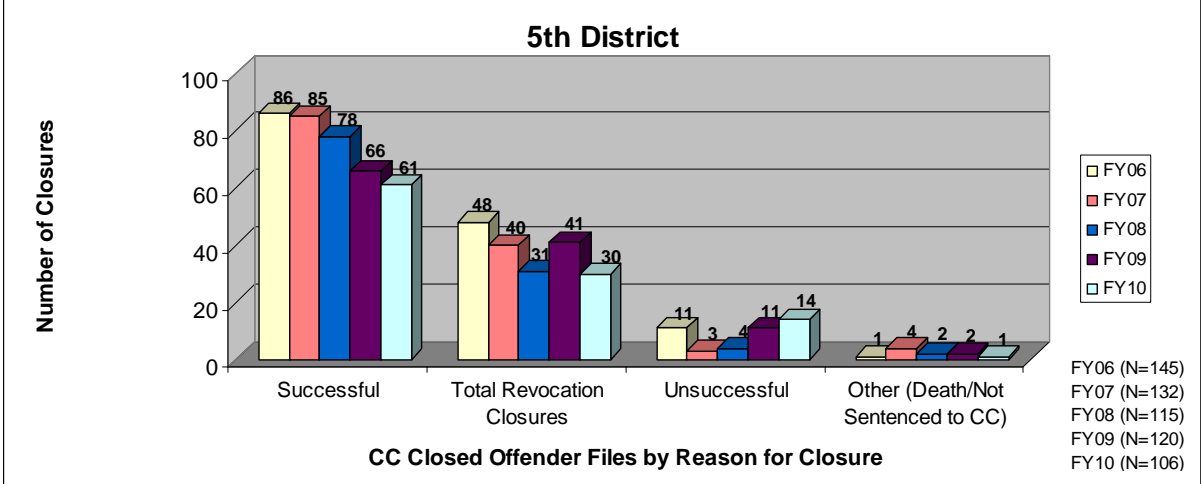
5th Judicial District Community Corrections

The recommendations represented in our FY 2011 Community Corrections Comprehensive Plan represent the culmination of three years of experience gained, questions asked, and lessons learned in the process of implementing evidence-based practices. Our recommendations are a product of numerous meetings between staff and stakeholders, an intensive review of our offender data, program outcomes, and an honest assessment of our agency's capabilities. Our recommendations were strongly influenced by considering the criminogenic risk and need posed by the population we supervise in combination with our promise to protect the community in which we work and reside. The judiciary, Community Corrections Advisory Board and local governing authority are in complete agreement with these recommendations.

We are committed to working with this difficult population by only utilizing supervision methods that effectively bring about behavioral change in offenders. Success will require effective monitoring in the delivery of services, fidelity to procedures that correlate to increased accountability and a sustained integrity to the agency's mission. This involves collecting and reviewing offender data, concentration on closing gaps, and flexibility to make adjustments to our plan as the need arises. In order to take on these tasks our agency will continually support and encourage one another as we make every effort to reach our program goals and performance outcomes.

In FY 2009 forty-one offenders supervised by our agency were revoked and sent to a prison in the State of Kansas. Fourteen were absconders who were apprehended and subsequently revoked. Thirty-three offenders or eighty percent were unemployed at the time of intake. Forty-eight percent received the maximum risk score possible in the attitude/orientation domain of the Level of Service Inventory – Revised (LSI-R). The average length of time spent working with this population, excluding those who absconded, was twelve months. They received an average of six community-based interventions prior to revocation being sought. Supervising them was a formidable task. In some instances, individuals posed a very real danger to our community and had to be removed summarily with few or no interventions. The combined efforts of agency staff, local stakeholders and the judiciary required a large commitment of resources in the areas of funding, personnel and time.

Our agency's primary objective in FY 2011 is to hold one another accountable for ensuring we are a program that effectively implements risk, need and responsivity principles to reduce the number of revocations in the Fifth Judicial District. We will achieve this by targeting moderate to high-risk offenders using the LSI-R in combination with group-oriented, cognitive-behavioral programs, offender workforce development services, specialized caseloads and referrals to community-based interventions. All of our agency's risk reduction initiatives are interconnected. They are not designed to work in isolation from one another, and collectively, they make up our agency's priorities for FY 2011.



6th Judicial District Community Corrections

The Sixth Judicial District Community Corrections Program provides adult supervision services to Bourbon, Linn and Miami Counties. The administrative office is located in Paola, Kansas with satellite offices in Mound City and Fort Scott, Kansas.

As of March 1, 2010, our average daily population is 177.6, a reduction of 6.8 from FY 2009. For FY 2011 the agency will continue to focus on evidence based programs that support the agency vision and mission statement as follows:

Vision Statement:

We envision an enriched quality of life in our communities through empowering our clients to be law abiding and productive individuals.

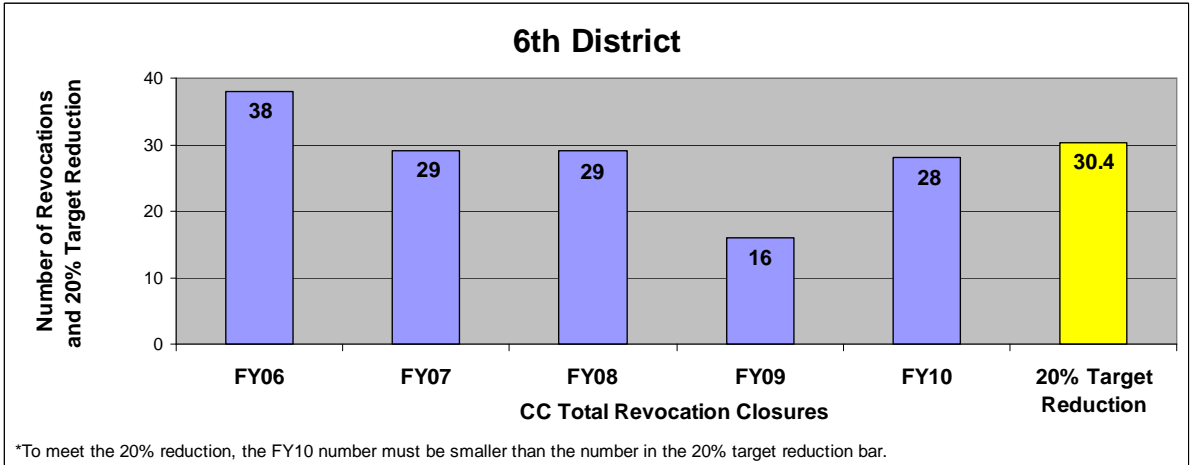
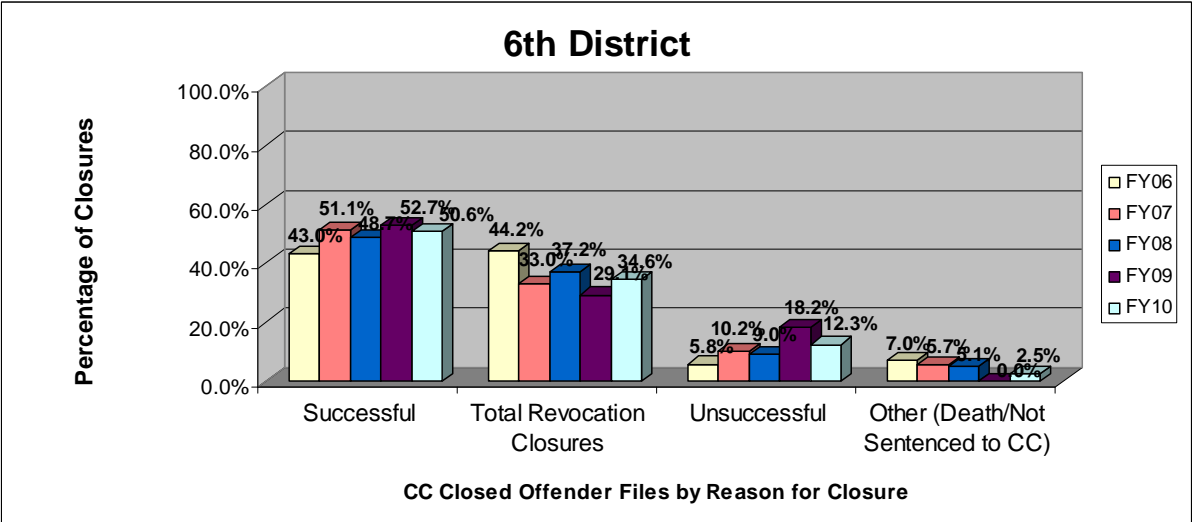
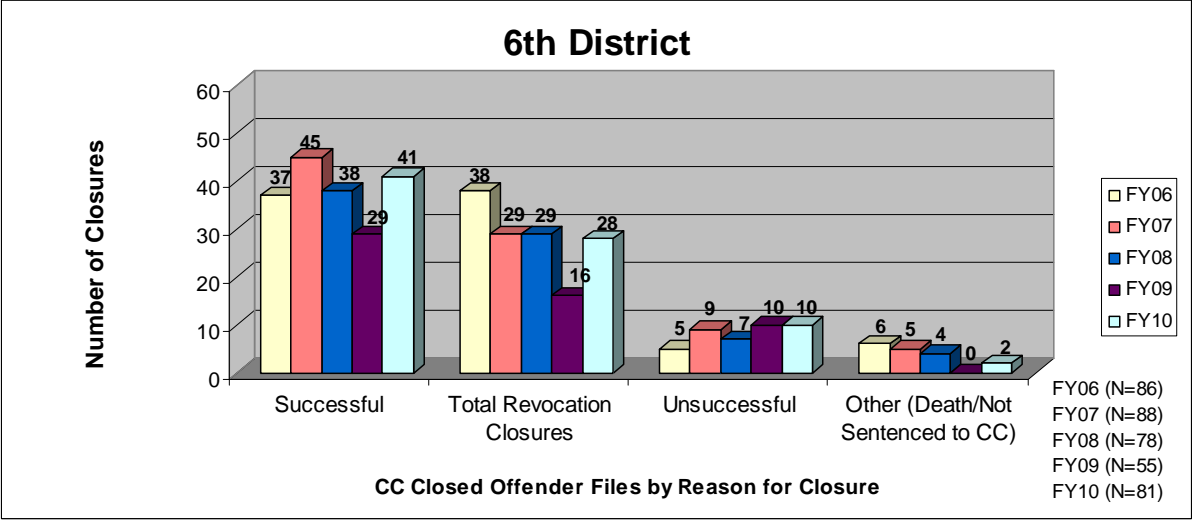
Mission Statement:

The mission of the Sixth Judicial District Community Corrections is to maximize the potential of its residences through effective community based support and educational services.

We will continue to provide these evidence based practice (EBP) programs in the Sixth Judicial District for FY 2011 as well as pursue other community based programs that are available on a local level especially those that support our efforts to reduce conditional violators by twenty percent (20%) of FY 2006.

The agency will continue to utilize all available community resources and increase structure and monitoring of high risk offenders. By doing this we anticipate a substantial reduction in condition violations and offenders returning to prison.

In the last year we have not implemented any new programs. The agency has continued to have offenders attend the Initial Offender Orientation class, the Thinking for a Change program, the Life Management / Skills classes and the Offender Workforce Development program.



8th Judicial District Community Corrections

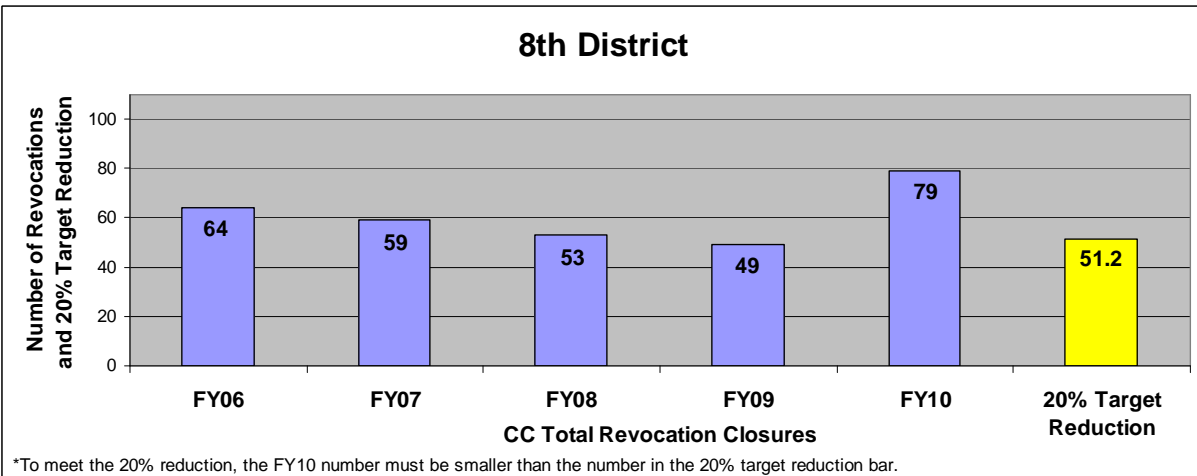
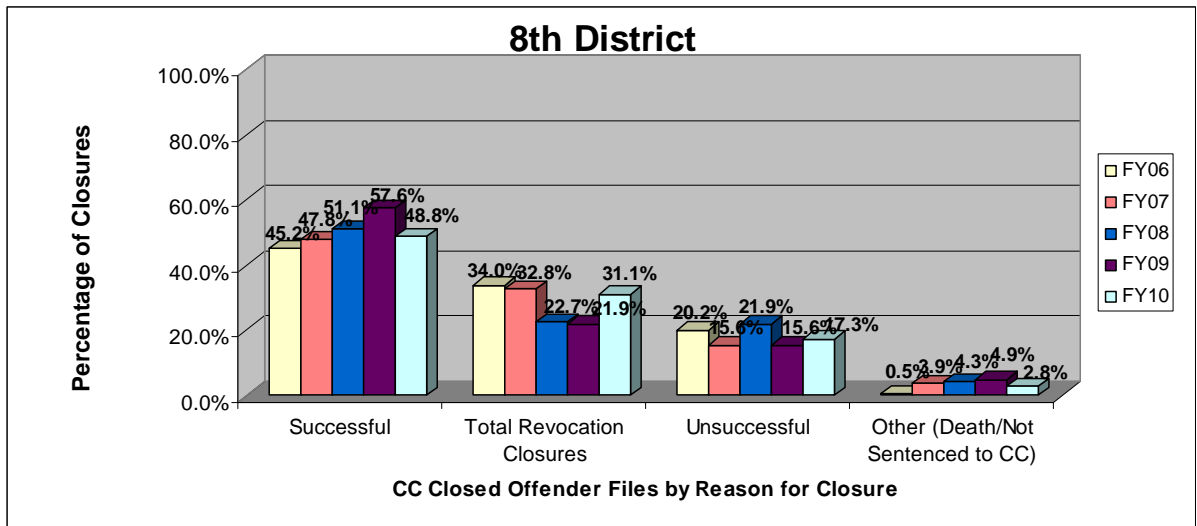
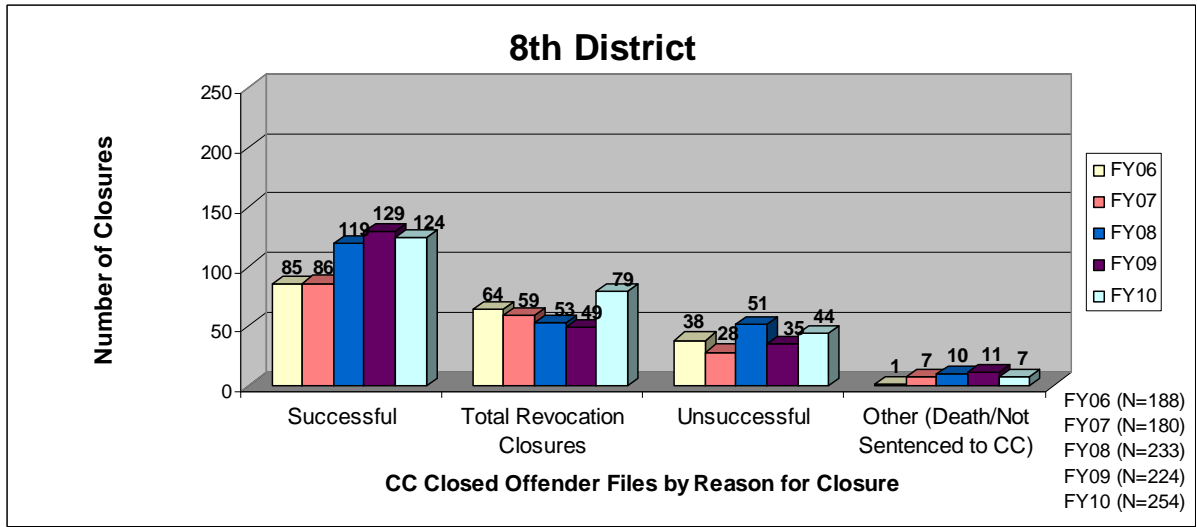
The 8th Judicial District Community Corrections (8thJDCC) has been in operation since 1992 with Administrative Offices located in Geary County. Over the past few years, the agency started actively implementing Evidence Based Practice (EBP) first by working through the understanding of every position (from line staff officers to the director), next through trainings and then with organizational development. The agency's first line of priority was to promote buy-in within the agency (in-house staff members).

Agency support of EBP was established through collaborative trainings with both Administrative Staff and Line Staff, which created a level playing field that allows multilevel communication. This multilevel communication resulted in reviewing agency policies and practices, as well as it begun the shift to the philosophy of effective case management practices, not only with clients but also with staff members. The majority of our officers have less than five years experience as an Intensive Supervision Officer (ISO). This has been beneficial with the change in tone of supervision from more of a get tough on crime philosophy (directive and punitive) to that of ensuring all available resources have been exhausted (holistic approach).

The 8thJDCC continues to actively support, implement and practice efforts of EBP. Staff promotes positive change and works diligently towards collaboration efforts with other agencies to identify gaps in services and to brainstorm how to fill the identified gaps such as sex offender programming, collaboration building and continued organizational development. Whether it is through collaboration with local stakeholders to fill gaps, or through officers designing programming/strategies specific to the needs of their clients, all officers show excellent initiative.

Current and on-going efforts of this agency include continued review and revisions of policy, participation in trainings, changes in technology (on-line trainings, database review), safety procedures, standard assessments, sanctions grids, and identifying and training stakeholders and the public.

Efforts for FY11 include continued collaboration building, development of sex offender programming, continued organizational development to include trainings for staff and the development of solid data tracking procedures, along with maintaining our current practices of supervision. The Community Resource Panels (CRP) in each county will become more familiar with the process designed during FY10 therefore allowing for helpful input on the management of offenders from community members. Our cognitive behavioral programming will be fine tuned to ensure clients are receiving every resource possible to assist them with making the change to a pro-social lifestyle.



11th Judicial District Community Corrections

The 11th Judicial District Community Corrections provides adult only intensive supervision to the citizens of Cherokee, Crawford and Labette Counties. As of January 2010, this agency had a Year to date Average daily population (ADP) of 232, ranking 8th of the 31 state Community Corrections agencies. We strive for successful completion of each client assigned by utilizing community-based and agency developed interventions while adhering to evidence-based practices and Kansas Department of Corrections Intensive Supervision Standards.

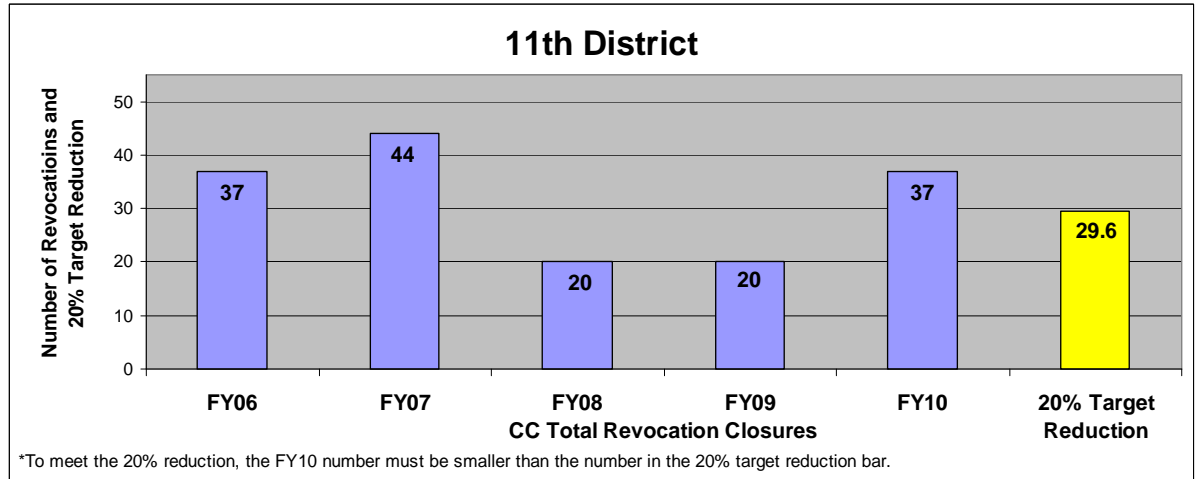
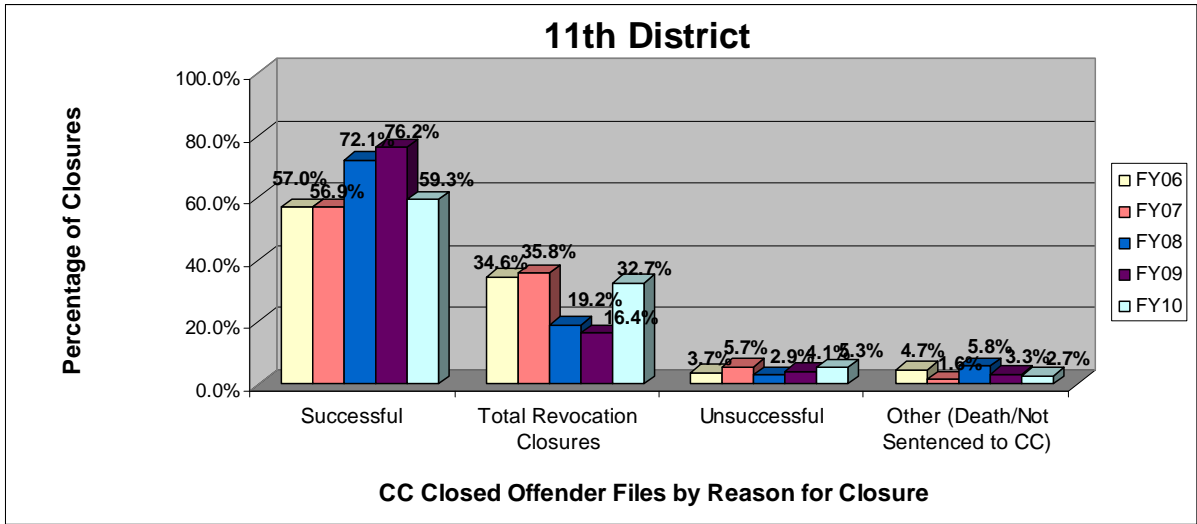
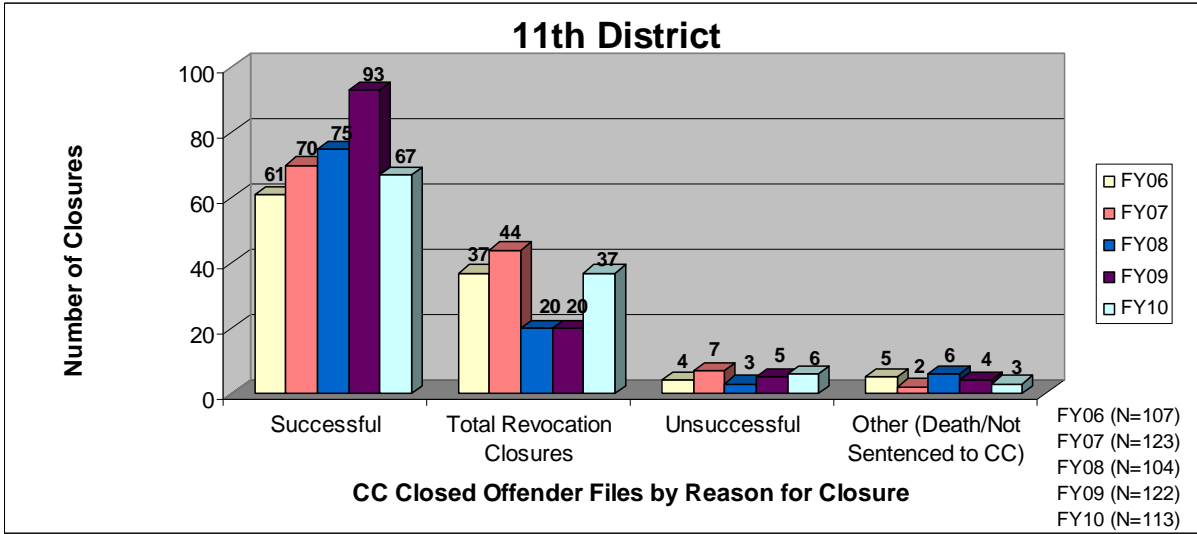
Our program strives to maintain a 20% reduction in revocation rates within our baseline statistics gathered during FY 2006. At that time, our agency revocation rate stood at 34.6%, over 5% lower than the statewide average and 14th highest overall of the 31 different community corrections programs. In our first two years of full implementation of Risk Reduction programming this agency has achieved a 46% revocation reduction rate. Successful completions increased from 57% in FY 2006 to 76.2% in FY 2009. In FY 2009, this agency recorded the third highest success rate amongst all 31 Community Corrections agencies, a percentage that is 19% higher than the statewide average.

A study of our data has identified cognitive restructuring along with employment as major contributing factors for revocations and unsuccessful completions among our clientele. Previous risk reduction funding allowed this agency to promote an employee as a Program Specialist/ISO II, certified in Thinking for a Change (T4C) as well as Offender Workforce Development (OWDS). The Specialist provides cognitive behavior groups as well as employment skills programs district wide to clientele who have been identified as having a priority need as assessed by the Level of Service Inventory-Revised (LSI-R), a statewide mandated assessment tool. Classes are co-facilitated with the local State Parole Office, promoting collaboration among agencies striving for the same goals; improving the lifestyle and success of its clientele. To date, 78 clients have successfully completed T4C. Twenty-five (25) of those individuals have been released from supervision, with 20 or 80% having been discharged successfully.

By addressing criminogenic factors such as thinking processes, beliefs, values, employment and life skills we increase the ability of clients to gain employment, and more importantly, help clients understand the impact of building a career versus just having a job. Meta-analysis has confirmed cognitive programming is effective at reducing recidivism and revocation rates. The Specialist now provides a new group, Getting Motivated to Change, based on Texas Christian University's developed curriculum, designed to address motivation and a readiness for change. This group is used for many clientele as a preemptory class before the Thinking for a Change Curriculum.

In addition, the Program Specialist provides pre-employment classes to include interviewing and resume skills, individual assessments of employment skills, problem solving for obstacles or barriers, and also tracks clients after employment to monitor and support job retention skills. We believe employed clients are not only impacted financially, but gain access to medical care, improve their family's quality of life, increase positive social contacts, improve self esteem, and improve mental health issues that tend to go along with stagnant lifestyles.

Our Intensive Supervision Officers play the lead role in risk reduction. They are trained in Motivational Interviewing, Case Management and Risk Reduction practices and work diligently to develop individualized case planning goals geared towards the success of all clientele.

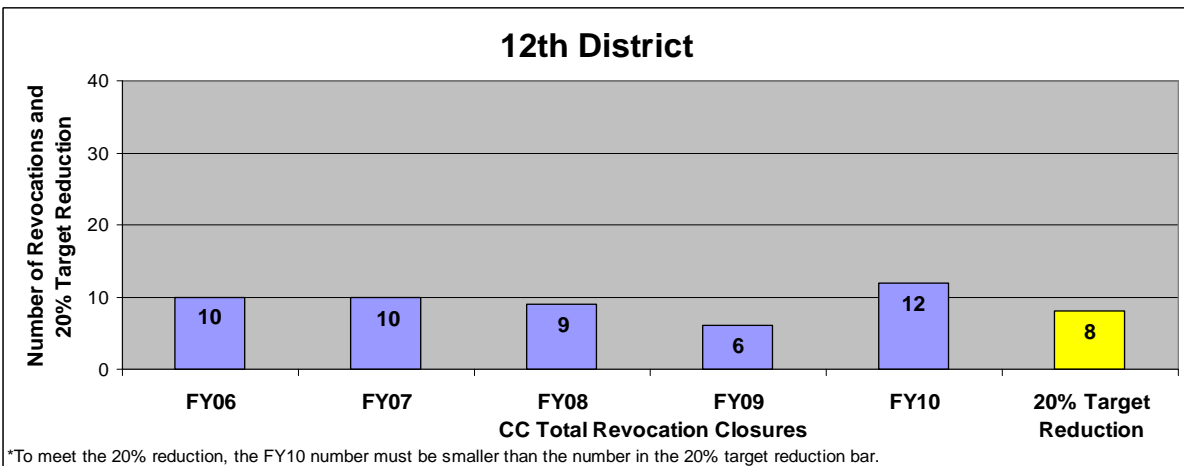
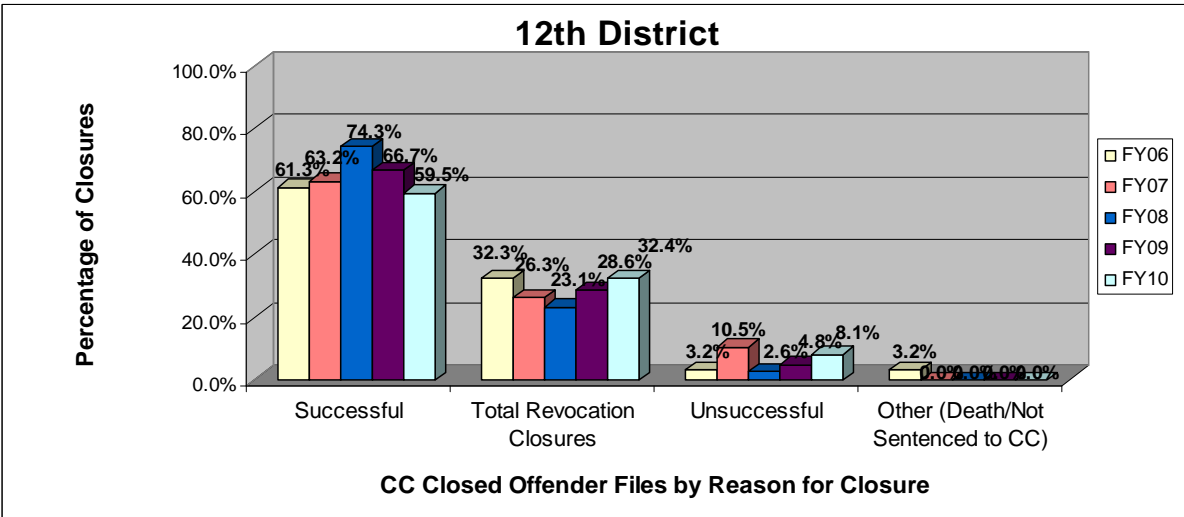
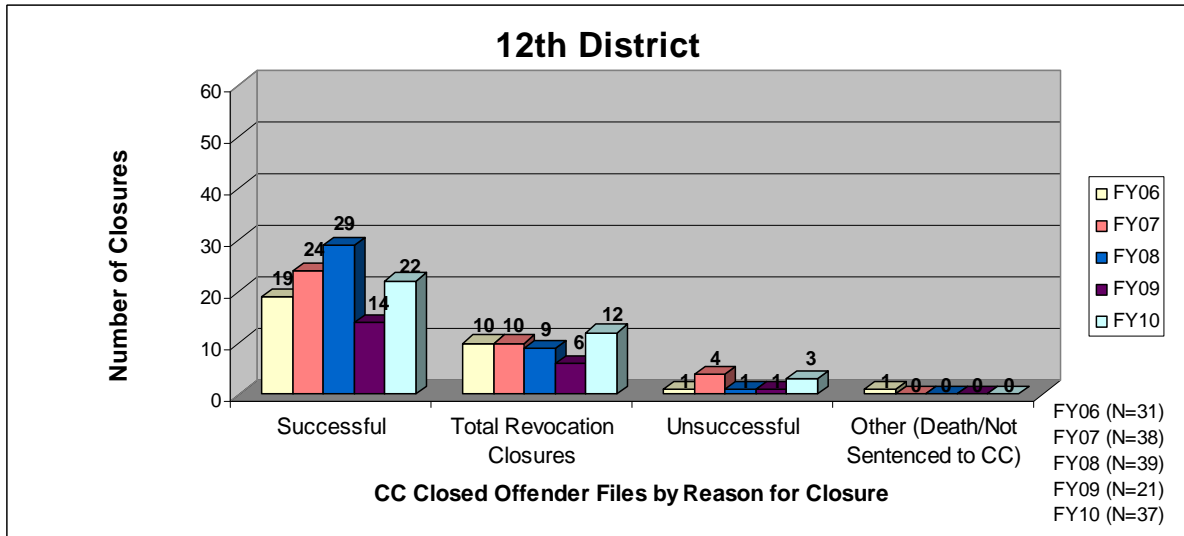


12th Judicial District Community Corrections

The 12th Judicial District is a vast, rural, sparsely populated area covering six counties: Washington, Republic, Jewell, Cloud, Mitchell and Lincoln. These counties cover 4,558 square miles. Our administrative office is housed in Concordia in the Cloud County Courthouse. The agency houses both Community Corrections and Juvenile Justice Authority staff for the district. Staff travels to meet with offenders in office space shared throughout the district with other supervision agencies in the district: CC/JJA, Parole and Court Services.

Working with our consultant, we put together a strong, purposeful, evidence based supervision program, incorporating all 8 evidence-based principles for effective interventions. Our grant proposal was funded through our initial SB14 funding in 2007. Our agency goal/objective for FY11 is to maintain our 2007 practice model, strategies, staffing levels, our resources and to maintain our goal of reducing revocations to prison by 30%. To date the 12th has been highly successful in meeting the goals/strategies of our plan.

Our plan is to maintain adequate staffing levels to meet the supervision and criminogenic needs of our probationers, to provide/maintain trained staff, to target appropriate levels of supervision and services for all offenders through the use of the LSI-R, continue to integrate evidence based practices of providing feedback and rewarding success into our program: with our clients, our staff, our in-house programs/outside services and our policies. We will continue to focus on increasing public safety, reducing probationer risk and increasing successful completion of community corrections supervision. We will continue to draw on our community stakeholders to assist in reviewing our programs and policies to establish and implement evidence based practices. We are working with service providers to review and evaluate services to ensure that they are effective, and to modify or abandon those that are not. We are delighted to have our in-house cognitive group up and running in FY10 and this was accomplished through collaboration with the 28th J.D. We continue to partner with other area resources to provide services for our probationers. Staff, team of stakeholders and consultant developed a matrix of rewards and sanctions for consistent responses to probationer's successes and violations, using a 4 to 1 ratio of reward to sanction. This has been found to be most effective in bringing about probationer success. We will continue to monitor our offenders' progress and we will reward their progress. The last key component to our plan is monitoring and evaluation. We are tracking everything we do that relates to offenders, and documenting program progress, successes, and failures. Practices and services that do not have evidence of effectiveness will be modified, enhanced or abandoned. It is a new way of doing business for Community Corrections: reliance on proven programs and documenting their success locally.



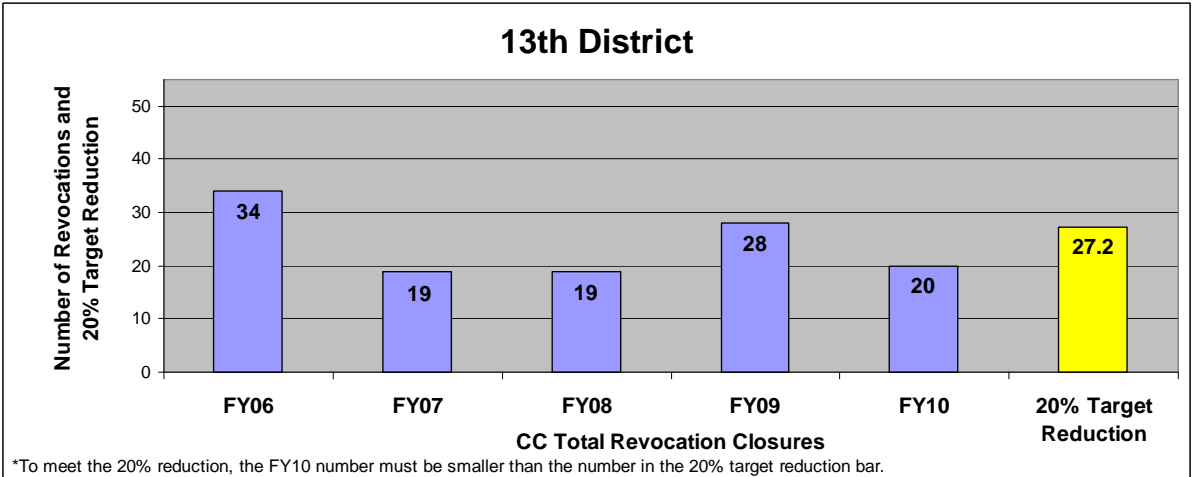
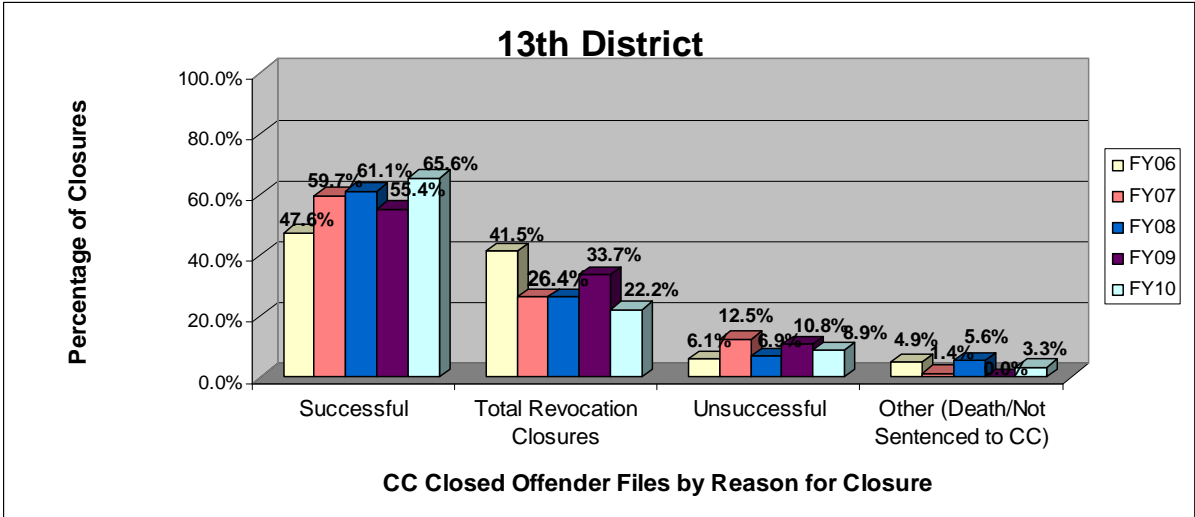
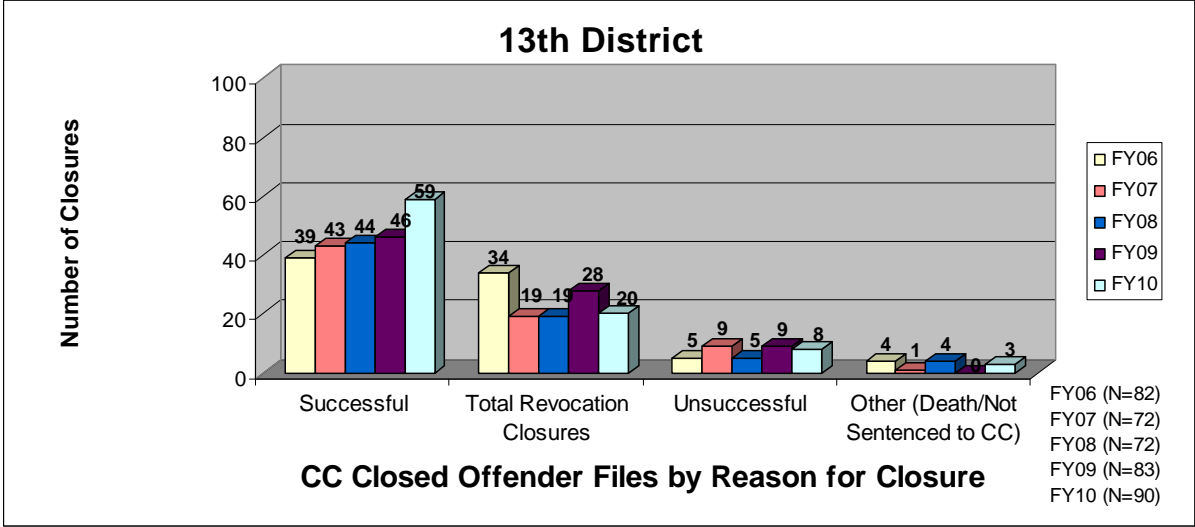
13th Judicial District Community Corrections

The 13th Judicial District is comprised of Butler, Elk and Greenwood counties. The 13th District Community Corrections agency administers the Adult and Juvenile Intensive Supervision programs and the JJA Case Management department within the District. Butler County is geographically the largest county in the state at 1,428 square miles. With 63,562 residents, Butler is the eighth most populated county in Kansas. The largest city, and county seat, is El Dorado with a population of 12,659 (2006). The bulk of the remaining 51,000 in population is spread throughout the numerous other mid-size towns in the county such as Augusta, Andover, Rose Hill and Towanda and in many rural sub-division housing pockets.

Thirty Four (34) clients assigned to community corrections supervision were revoked by the District Court in the 13th District in FY2006. It was apparent that many of these unsuccessful clients displayed an unwilling attitude to change, what had become to them, ingrained criminal behavior patterns. This was indicated by the fact that 33% of revocations were due to new criminal convictions. These revoked clients did not have the functioning skills available to them that are necessary to change negative lifestyle and criminal behavior tendency patterns. The remaining revocations in FY2006 were due to condition violations, with one of the most common violations being absconding (simply failing to report).

13th District Community Corrections developed the Risk Reduction Initiative Plan strategy in 2007 that addressed both of these factors, with the main goal of reducing revocations by 20%. Public safety would also be enhanced with the implementation of Evidence Based Supervision Practices. In FY2009, Adult ISP staff received Advanced Communication Motivational Strategies, Cognitive Behavioral Intervention Tool and updated Case Plan training. In FY2010 Adult ISP staff participated in a number of EBP refresher courses as well as recertified in the delivery of the LSI-R risk assessment tool. The result of staff acquiring updated supervision training has resulted in a more comprehensive and structured delivery of supervision methods.

The 13th District Community Corrections FY2011 Comprehensive Plan Grant Application continues to address the major components contained in the Districts FY2008 SB14 RRI Plan. If this FY2011 Comprehensive Plan Grant Application is approved, the goal of a 20% reduction from the FY2006 revocation rate will be enhanced greatly due to the fact that necessary tools will be in place to assist assigned community corrections clients in becoming productive and pro-social citizens.



22nd Judicial District Community Corrections

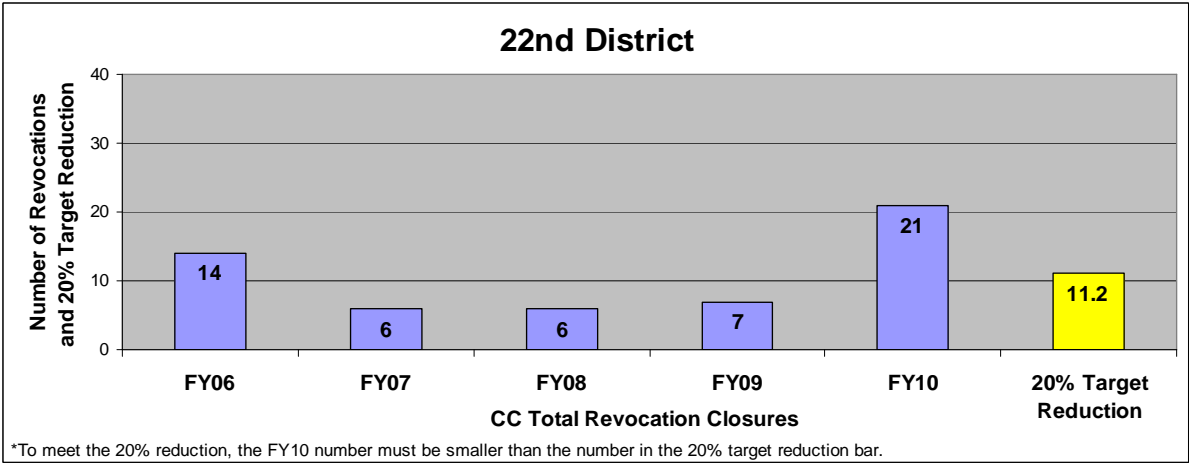
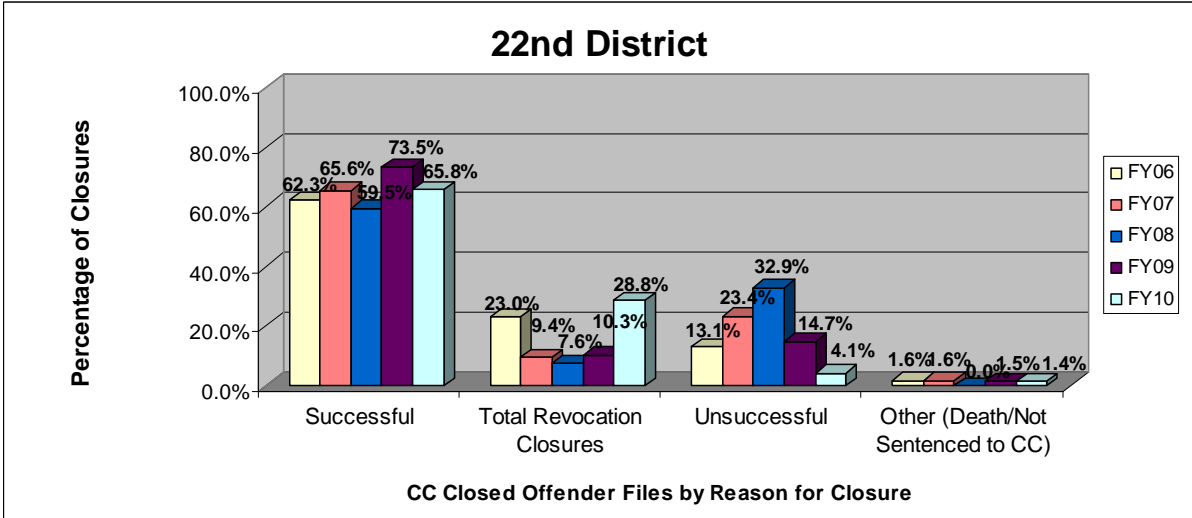
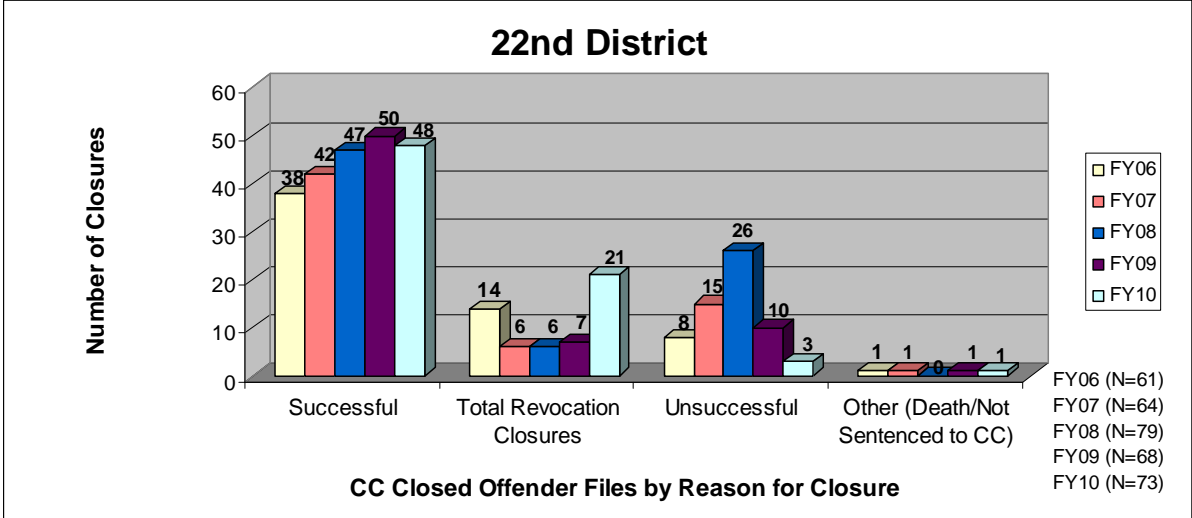
The Twenty Second Judicial District Adult Community Corrections serves the citizens of Brown, Doniphan, Marshall and Nemaha counties. We are located in the very northeastern corner of Kansas bordering the states of Missouri and Nebraska. Our main office is located in the Masonic Hall of Hiawatha in Brown County (the administrative county). We have a satellite office located in the Marshall County Courthouse located in Marysville. We provide services to the citizens within an area of 2,584 square miles.

Our twelve-month ADP has gone from 79.3 for FY2006 to 106.4 as of March 31, 2010. The successful closure rate has gone from 62.3% (38) to a high of 73.5% (50) in FY2009. It is projected to be 66.7% (46) for FY2010. Revocation rates have gone from 23.0% (14) for FY2006 to a low of 10.3% (7) for FY2009. It is projected to be 29.0% (20) for FY2010. We credit the gradual improvement in achieving our best results in FY2009 to searching for and partnering with a quality SB123 provider and the addition of a High Risk Officer. We credit the projected drops in offender achievement to the fact that because of budget reductions we could not keep the High Risk Officer position and to the current difficult economic situation. This position worked with probationers who were unemployed and at a high risk of re-offending. So while our successful closure rate for SB123 offenders remains at a respectful 80%, non SB123 offenders have dropped to 62.1%.

During FY2010 it was our goal to contract out for Job Readiness classes within our district. Just as with SB123 services it was difficult to find the service, let alone one of quality. Once we were able to partner with Mirror, Inc. of Topeka to deliver SB123 programming within our Hiawatha offices, we saw a continued improvement with SB123 offenders. Job Readiness programming has proven to be the same way. While we were able to finally find someone to contract with to deliver the programming, reliability and quality is lacking.

The agency's goal for FY2011 is to share a position 50/50 with the juvenile side of the 22nd's Community Corrections. This position will teach job readiness skills using the curriculum of 'Tackling the Tough Skills: A Curriculum for Building Skills for Work and Life', developed by Rosilee Trotta and published by the University of Missouri. Its curriculum addresses Attitude, Responsibility, Communication, and Problem Solving to culminate in Preparing For the Workplace. This program has been submitted to KDOC for approval. This position will also work to develop and coordinate Volunteer Program for offenders. Volunteering can play an important part in developing leadership skills, building character, and exploring career possibilities. Offenders will be matched to community needs and volunteers will be matched with offenders to give support in areas of difficulty. The agency will strive to provide services to its probationers that would otherwise not be available to them using community volunteers. The agency will focus in-house training to increase its use of Motivational Interviewing to support offenders as they identify their strengths and ability to create change from within.

The 22nd Judicial District is committed to ensuring the safety of its communities and being accountable for the funding it receives to promote the successful closure of offender's probation time with community corrections.



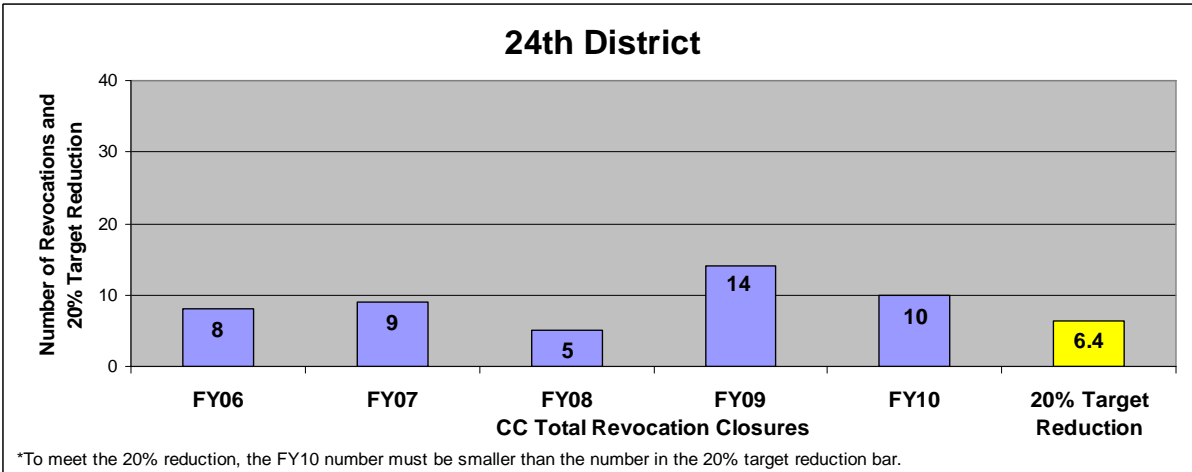
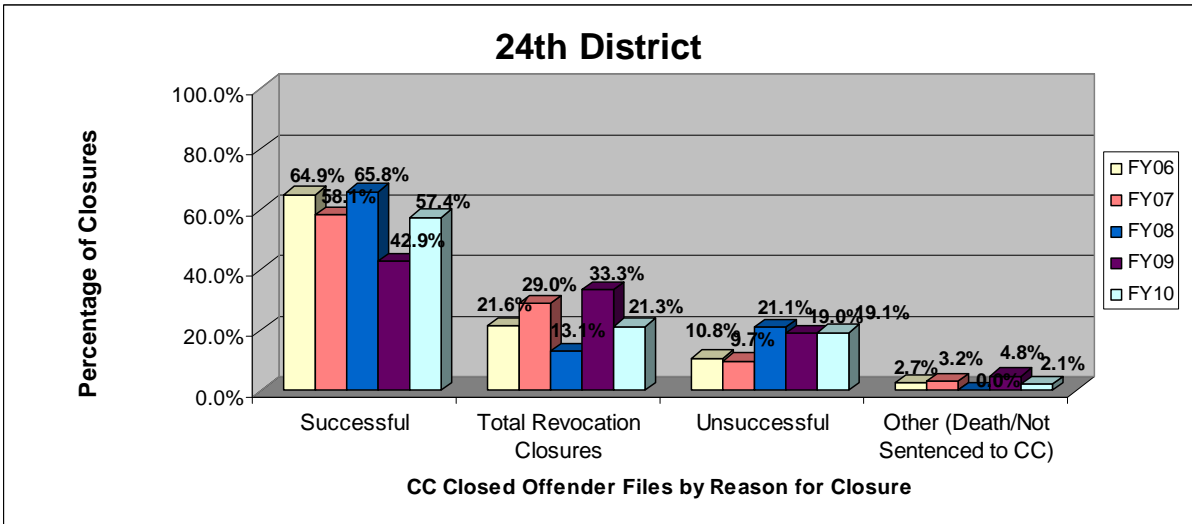
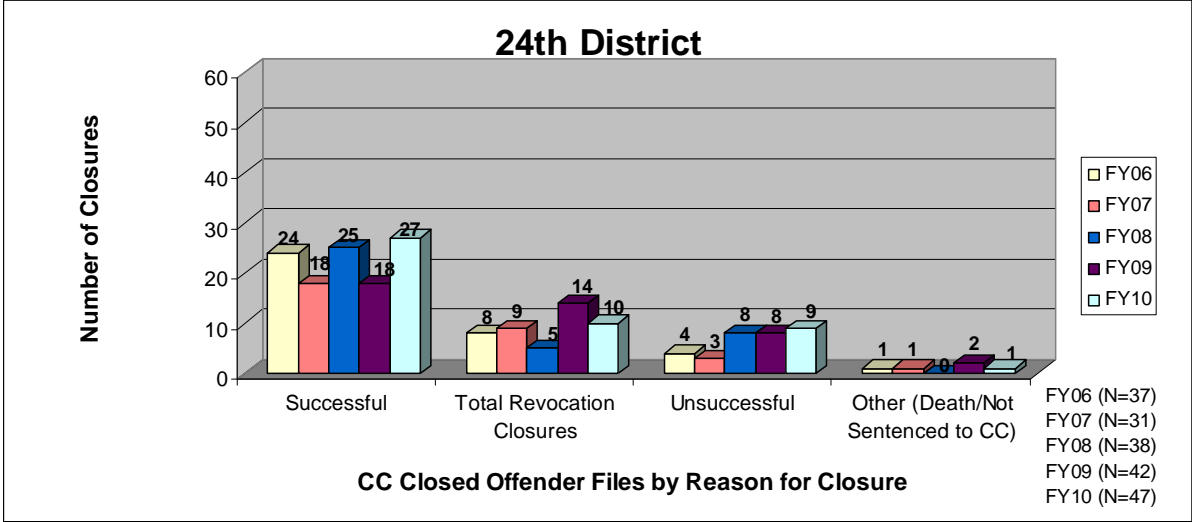
24th Judicial District Community Corrections

The 24th Judicial District Community Corrections Program provides intensive supervision and monitoring to a targeted population of high-risk felony offenders. The 24th Judicial District encompasses Edwards, Hodgeman, Lane, Ness, Pawnee, and Rush counties and 4746 square miles. Community Corrections strives to ensure public safety in the community by providing interventions and services to offenders that help reduce their risk of re-offending.

As part of the Senate Bill 14 Risk Reduction Initiative Plan in Fiscal Year 2008, the agency identified gaps between the current practice and evidence-based practices and set out a plan to fill the gaps. With the Senate Bill 14 Risk Reduction Initiative, the agency had the daunting task of trying to reduce revocation rates by 20%. This was difficult as the data used as a baseline revocation rate for Senate Bill 14 was Fiscal Year 2006, which was 21.6% and accounted for .40% of statewide revocations. In Fiscal Years 2009 & 2010 the agency continued to work to fill the gaps identified in the Senate Bill 14 Risk Reduction Initiative. The baseline revocation data used in Fiscal Years 2009 and 2010 continued to be a very low 21.6%.

The components of the agency's plan for Fiscal Year 2011 will be to strengthen the Evidence Based Principles put into place through Fiscal years 2008, 2009, and 2010 that have shown through monitoring to need improvement. The agency will focus on targeting interventions, reviewing skills learned in Advanced Communication and Motivational Strategies, and continue auditing of an officer's use of the skills. The agency will continue to have a reduced and specialized officer, utilize intermediate sanctions community supervision model, and utilize treatment options to include cognitive behavior programs.

In fiscal year 2011, the agency will strive to increase the number of offenders successfully completing supervision and reduce the revocation rate by 20% from the fiscal year 2006 baseline rate of 21.6%. In order to accomplish the goal, the agency will continue to learn, develop, and practice skills and implement efforts to increase the likelihood of offender success.



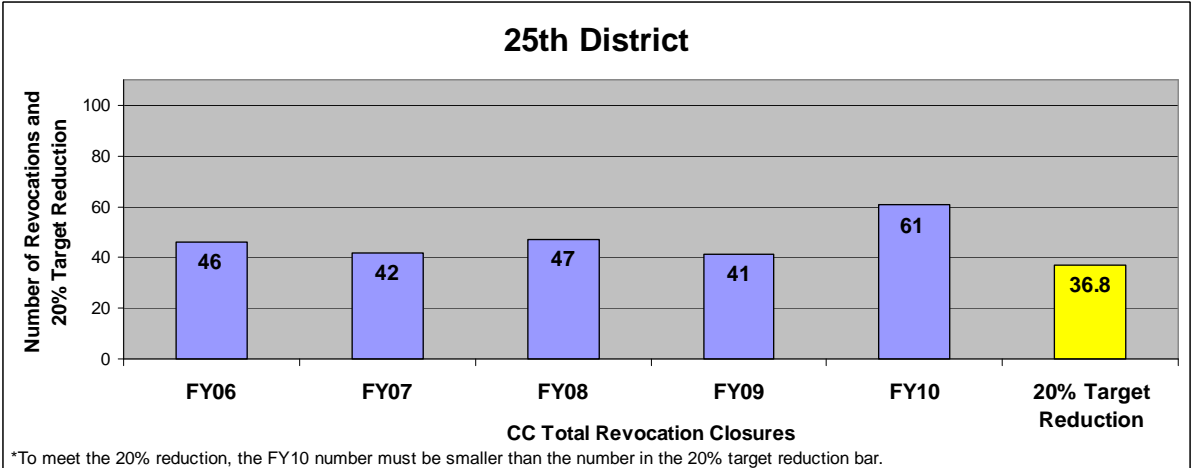
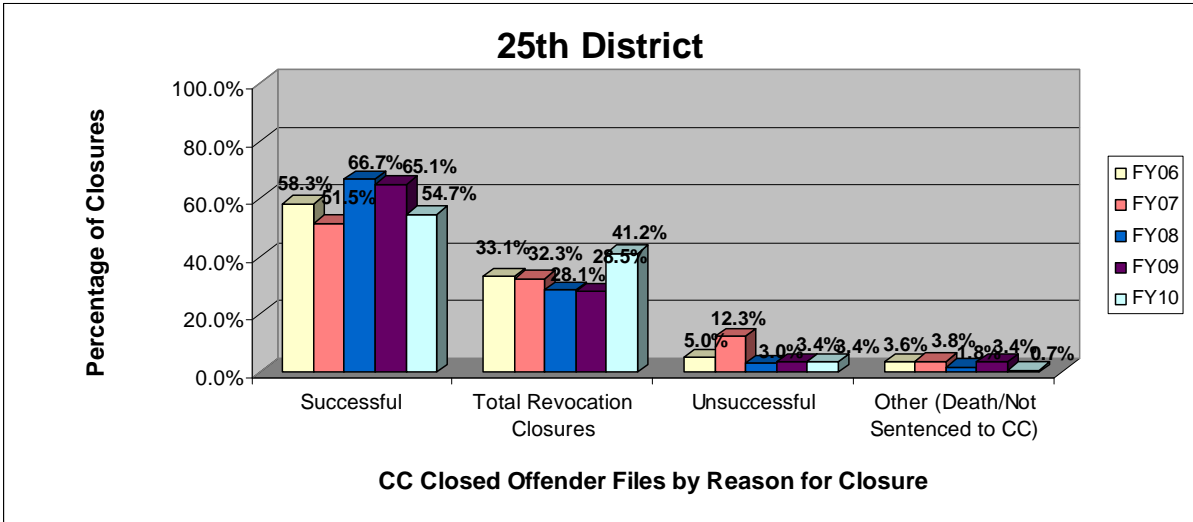
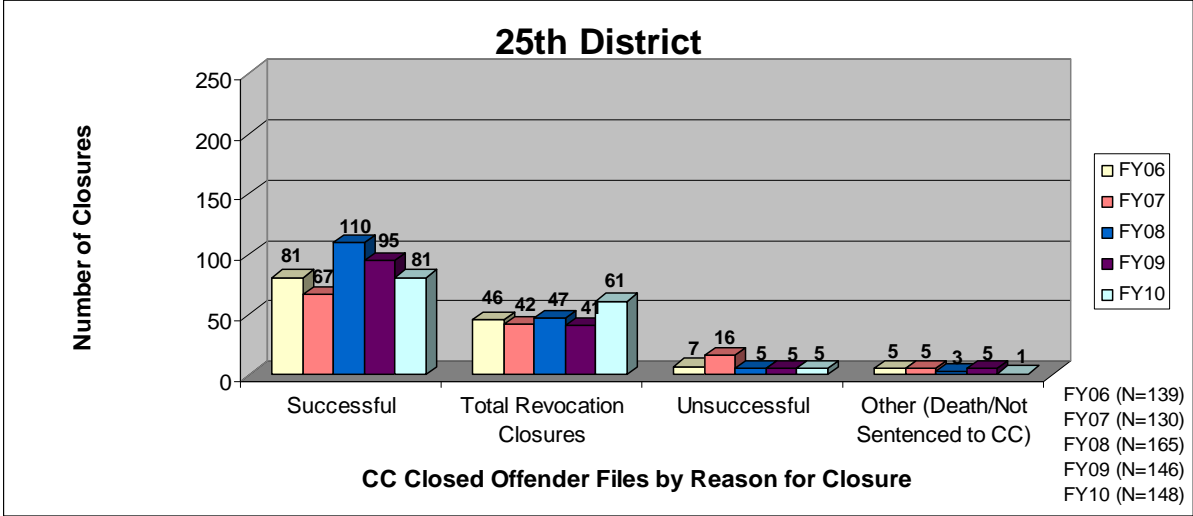
25th Judicial District Community Corrections

Since the inception of the Risk Reduction Initiative, the 25th Judicial District Community Corrections has not met the 20% state wide goal or the agency's goal of a 25% reduction in the number of revocations from the FY 2006 rate. Even though the agency is moving in the right direction, in light of the 10.9% reduction from the FY 2006 revocation rate in FY 2009 and a revocation rate of 28.5% (.7% lower than the state's overall rate of 29.2%), we need to continue to use evidenced based practices; and, refine and focus our risk reduction efforts and resources in FY 2011 on the offenders most likely to fail while under supervision.

While the agency has faced many obstacles in finding, developing and implementing resources in Western Kansas over the years, we have found creative ways to deliver cost effective services to the offender population (e.g., our internal substance abuse treatment and life skills programs). We have been challenged not only by the lack of local resources, but by staffing and funding issues, and these appear likely to continue in the coming fiscal year.

As revealed in the LSI-R data for FY 2009, there were significant differences in scores on 3 (Family/Marital, Alcohol/Drug Problem and Attitudes/ Orientation) of the 10 domains for offenders that successfully completed and those that were revoked. Further, the offenders' level of supervision, at the time of termination, indicated that the prospect for successfully completing probation decreased as the supervision level increased (from low to high). For FY 2011, in an effort to increase the number of offenders successfully completing community corrections supervision and reduce the revocation rate by 25% from the FY 2006 rate, the agency will target services at the medium to high risk for revocation offenders: those on supervision Levels 1 and 2 and scoring High or Very High on the LSI-R domains identified as problematic for successful completion of supervision (Family/Marital, Alcohol/Drug Problem and Attitudes/ Orientation). The agency will use the following evidence-based and integrated strategies:

- a behavioral case plan based on the LSI-R domains for meaningful supervision and effective interventions for all low risk and targeted medium to high risk offenders;
- evidence-based practices (motivational interviewing, targeted behavioral case planning, case management, cognitive behavioral tools, a cognitive behavioral approach in the delivery of substance abuse treatment and life skills education, and the OWDS employment program model);
- specialized caseloads by high and medium risk (Levels 1, 2 or 3) and low risk (Level 4);
- group reporting as an option for Level 4 offenders (requiring a "thinking" report at each meeting); and,
- a Sanctions and Response Methodology that allows the violation response to be tailored to the violation as well as that of the offender, and offers incentives for success.



28th Judicial District Community Corrections

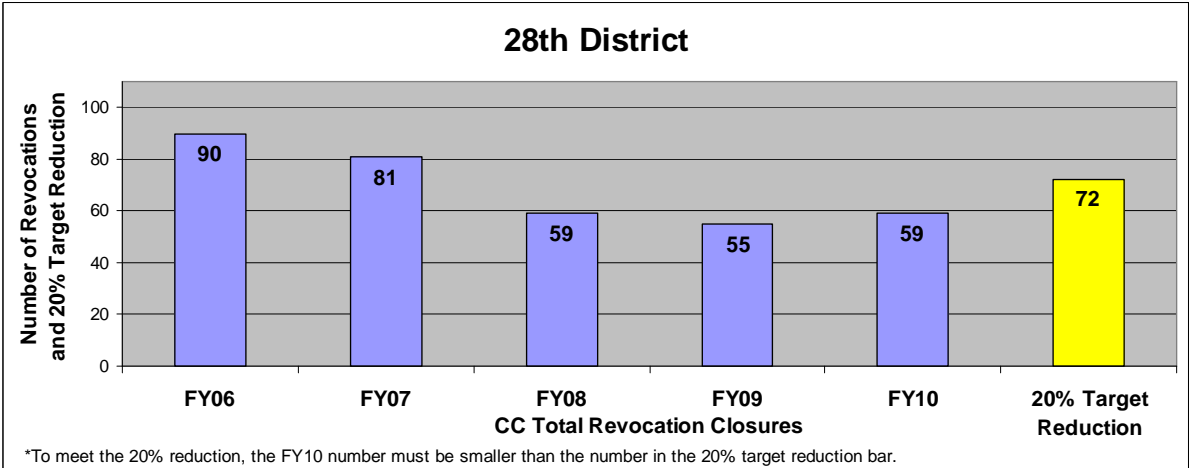
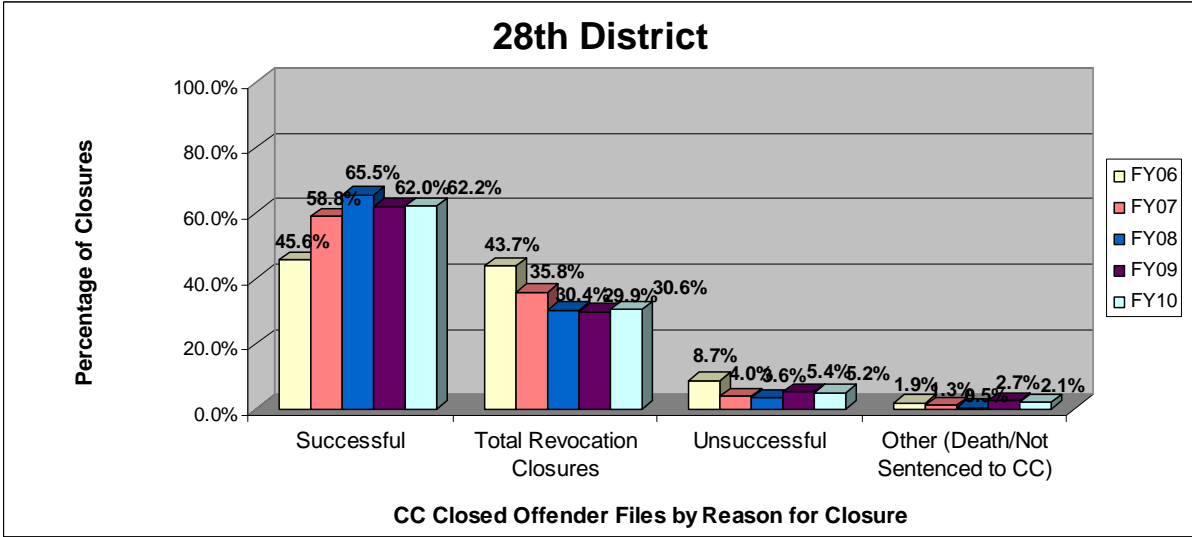
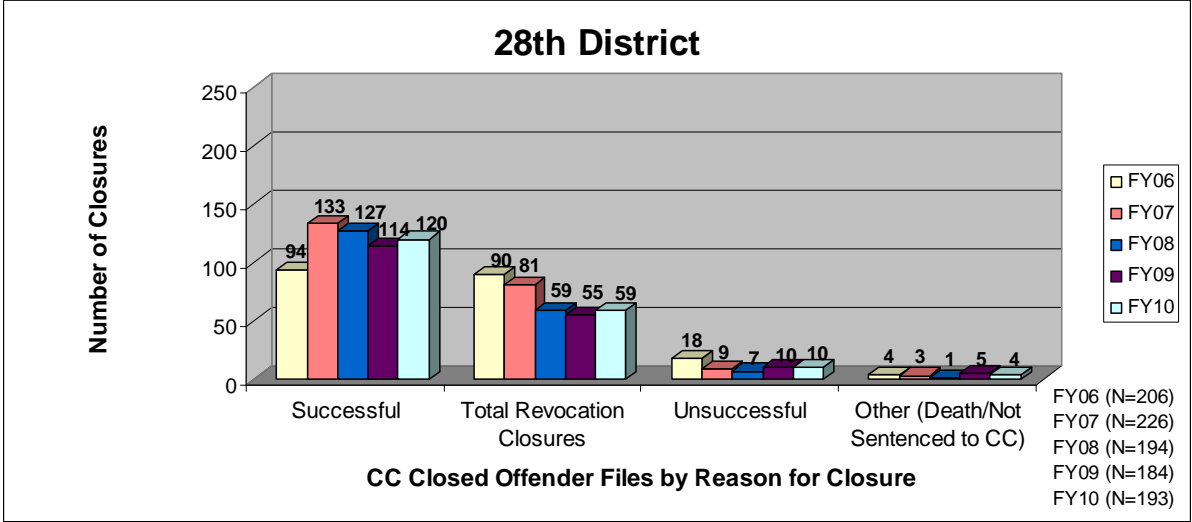
Recent economic trends have placed States under severe economic pressure. Many states, including Kansas, have reduced the size and scope of their justice systems. Closing prisons and the elimination of funding for rehabilitative programming are occurring while we continue to look for ways to work more efficiently with any available funds. Conversations with State representatives suggest a strong likelihood for more financial cuts in the future. With these reductions there is most likely a criminogenic effect, but this agency also believes that the potential for positive impacts do exist.

Evidence-based practices are a powerful tool for increasing the effectiveness of probation. These practices do take time and dollars to implement but once the tools have been implemented improving upon effectiveness can be less complex and expensive. An effective supervision practice with clients lies simply in our interactions with them. A strong interpersonal relationship with the client can be the foundation to all the work we do and can assist us in providing more effective client supervision.

The 28th Judicial District Community Corrections continues to serve Saline and Ottawa counties. Staff has worked many years developing and practicing skills to implement efforts to increase the likelihood of client success. Implementation of evidence based practices, skill training, quality assurance, measured results, and a true passion to strengthen the clients desire to succeed, are all pieces of the successful puzzle this agency has built. A system designed to make appropriate caseload assignments, the Resource Specialist building a community collaborative like none we have seen before, and four cognitive behavior based client groups, provided in-house, at varying times of day and evening, add to the success of the clients assigned to supervision.

Into FY11 this agency will build upon strategic planning efforts to increase awareness and participation of staff and Board members in the success of those we serve. A faith based initiative, developed during FY10, will be enhanced to work with adult clients needing mentors and wanting to be a part of a faith based community. Supervisors within the agency will strengthen their leadership skills and staff mentoring and will enhance their passion toward the work that is expected of a supervising agency. Staff and Board members will work to build upon agency respectability; promoting public safety while lowering recidivism by reducing risk and increasing success by promoting behavioral change. A continuation of client exit interviews along with a newly developed random client interview process, at varying times of their supervision, will aid in detecting client needs, predictors of negative behavior, and understanding and acceptance of supervision aspects.

Continued strategies for monitoring success of the agency as outlined above, will be at different levels of the agency to include line staff, supervisors, and administrative staff. The entire agency staff will support and monitor success while sharing those outcomes with stakeholders and community members.



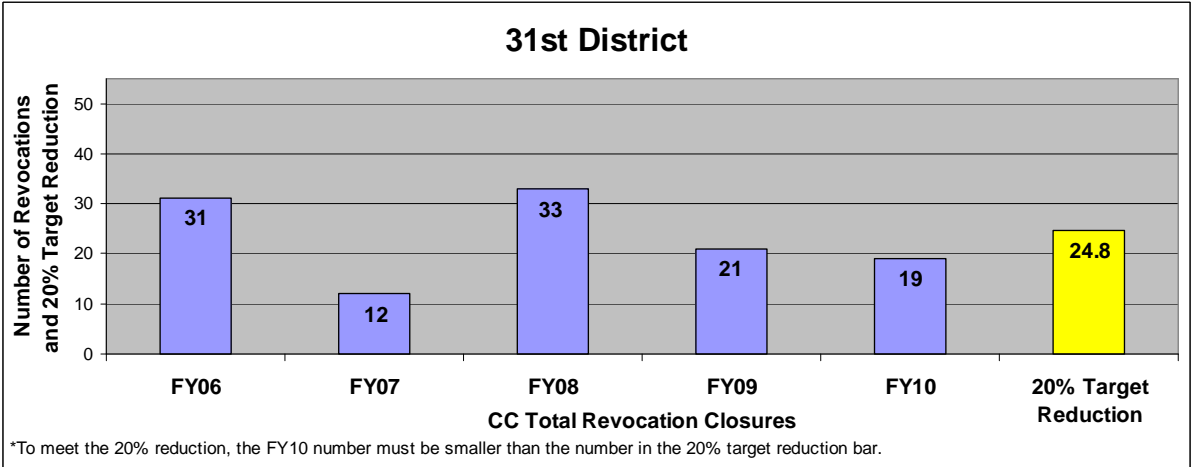
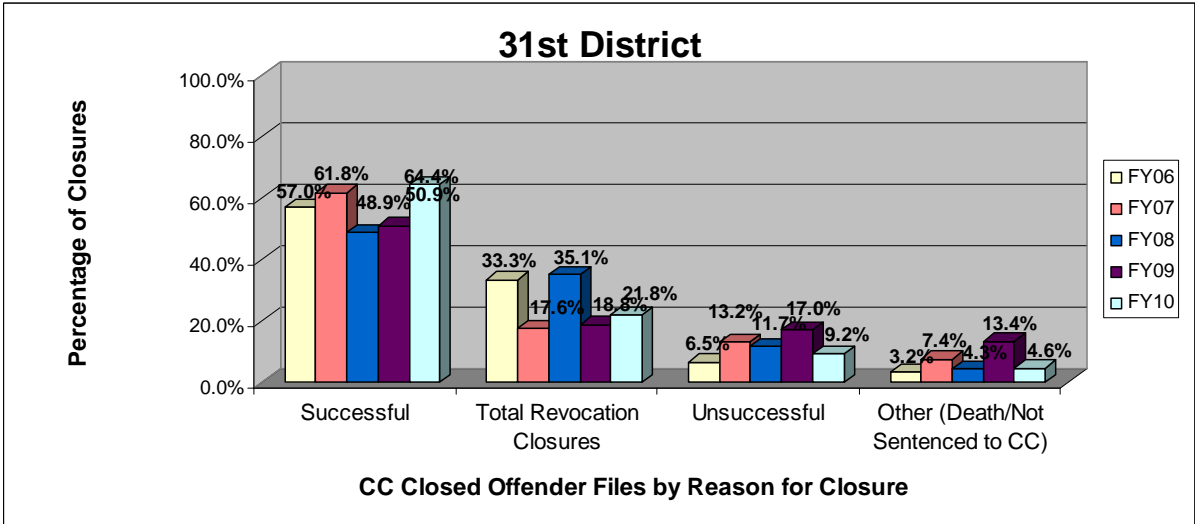
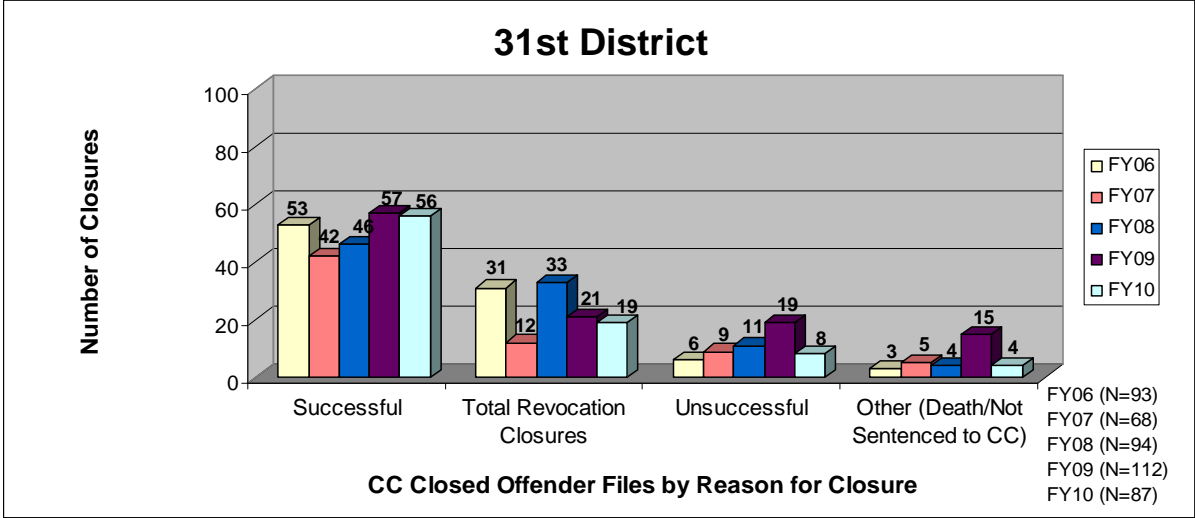
31st Judicial District Community Corrections

This plan explains the direction of the Thirty-First Judicial District's efforts to improve probation supervision effectiveness by continuing a structure for recidivism reduction that is supported by evidence based practices. Our process of implementation is on-going and focuses equally on evidence based practices, organizational development and collaboration.

Our mission is to promote public safety by applying the appropriate level of supervision as indicated by the risk/needs score and/or as required in special cases by local policy.

Our vision:

- To continue to develop management/employee skills, knowledge and attitudes related to evidence based practices.
- To continue collaboration with community partners to offer services to offenders who are willing to make positive behavior changes.
- To reduce and sustain a revocation rate that is, at a minimum, 20% below the program's FY 2006 revocation rate.
- To evaluate outcomes based on recidivism reduction.



Atchison County Community Corrections

Atchison County Community Corrections is located in the northeastern section of Kansas bordering the state of Missouri. Our office is located at 729 Kansas Avenue in Atchison, KS. This agency works with both adult and juvenile probationers in Atchison County.

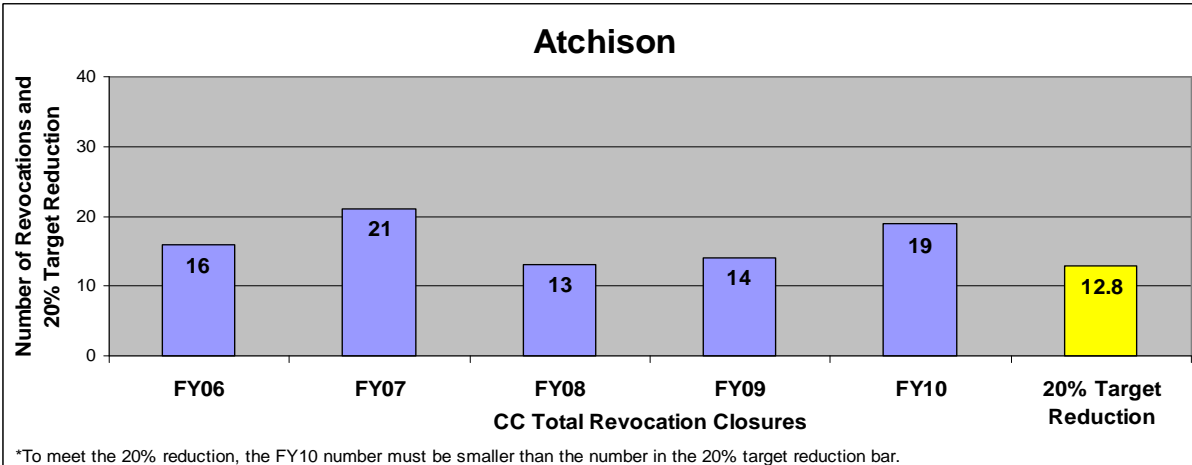
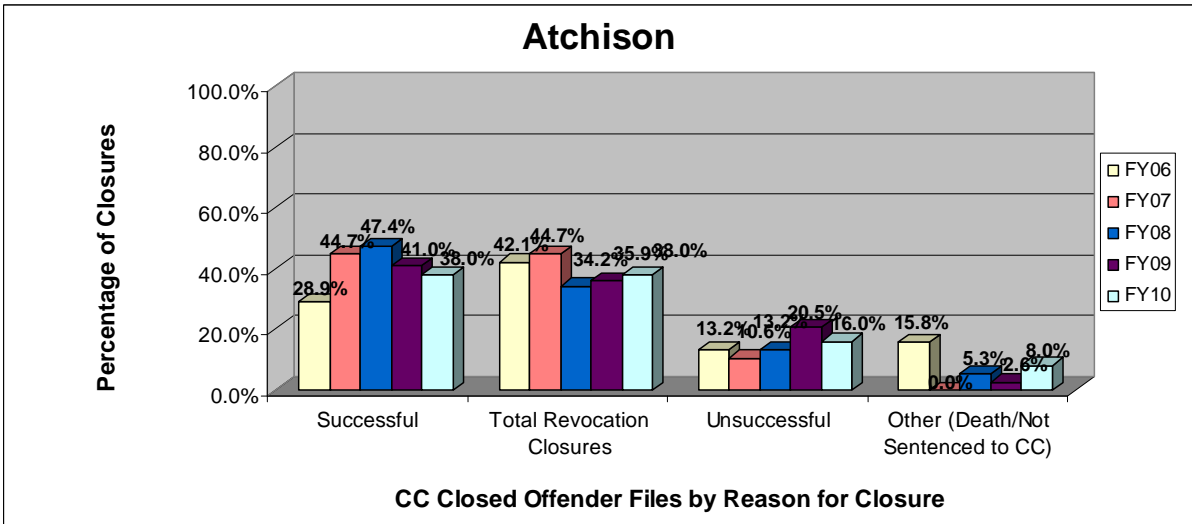
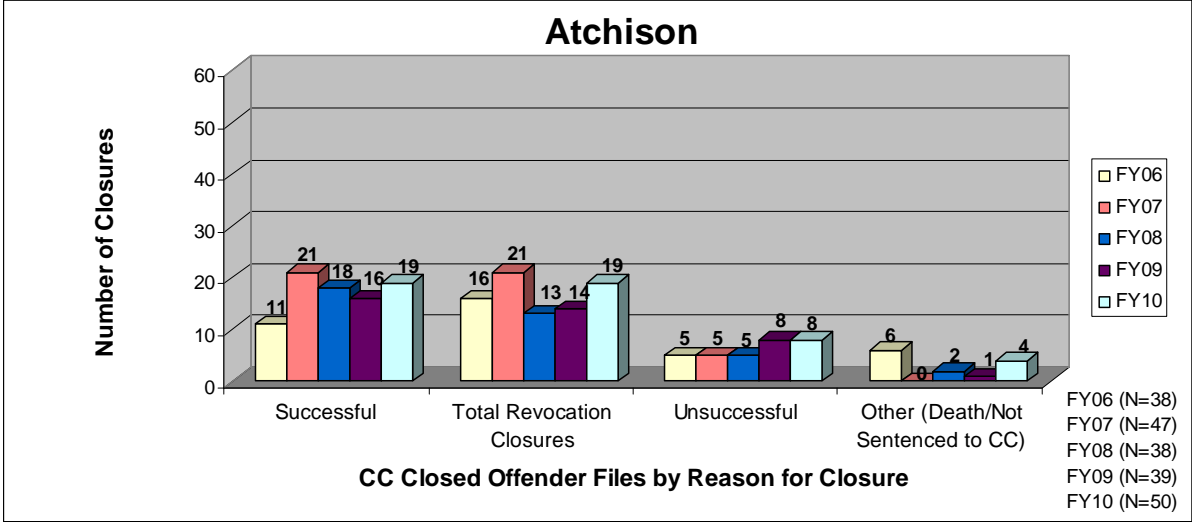
Atchison County Community Corrections understands that the State of Kansas is trying to reduce revocation rates and improve offender success while maintaining community safety. Our goal is to continue this initiative and provide our probationers with behavioral changing tools in order for all to become successful while on probation and continue this way after they have completed their probation.

Atchison County is working towards lowering the number of probationers entering prison. In FY06, there were 16 revocations, in FY07 there were 21, FY08 we had 13 revocations and in FY09 there were 15 closures by revocations. Our projected goal is to have no more than 12.8 cases closed as revocations. For FY2010, we will continue to use a Cognitive Behavioral Group. For the probationers who participate in this group we anticipate a decrease in impulsive thinking, they will learn to identify negative thinking patterns and increase personal responsibility. Officers will make the referrals for the Cognitive Behavior groups which will be determined by the levels of the overall score on the Level of Service Inventory-Revised (LSI-R). Those who score as a levels two (2) or three (3) will be referred to the group.

Adult Case Managers with Atchison County Community Corrections will be implementing the Thinking for a Change program. The officers were trained to facilitate this program which is an approved curriculum by KDOC.

Data collection will be done quarterly according to State Standards. Data analysis will be monitored by ISO's and Director to make sure the desired outcome is being achieved.

This agency will also continue to focus on employment of our employable probationers for FY2010. Once again we are teaming up with parole to share services and look forward to participating in the Offender Workforce Development Services offered by the local parole officer. In trade, parolees will be referred to the Thinking for a Change program which will be facilitated by the adult officers of Community Corrections.



Central Kansas Community Corrections

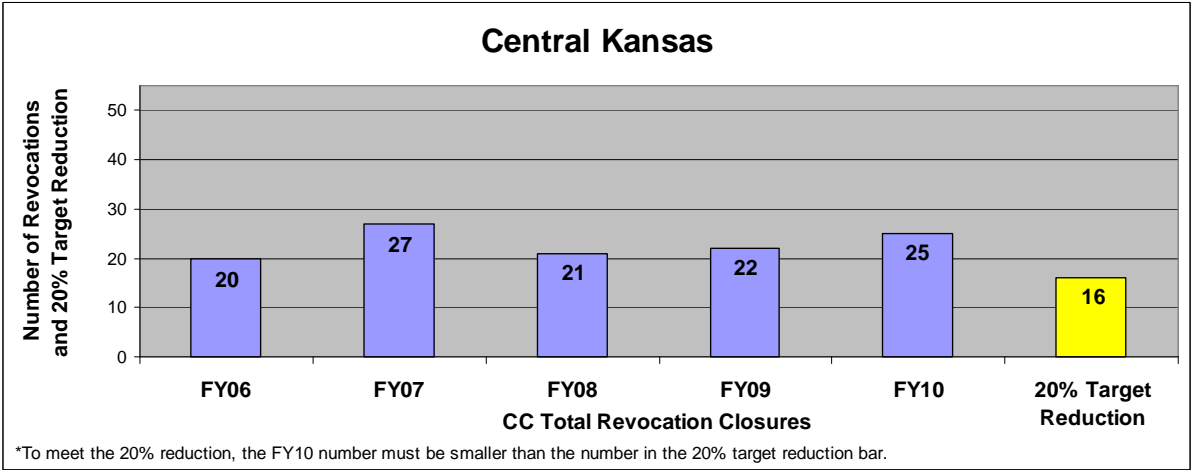
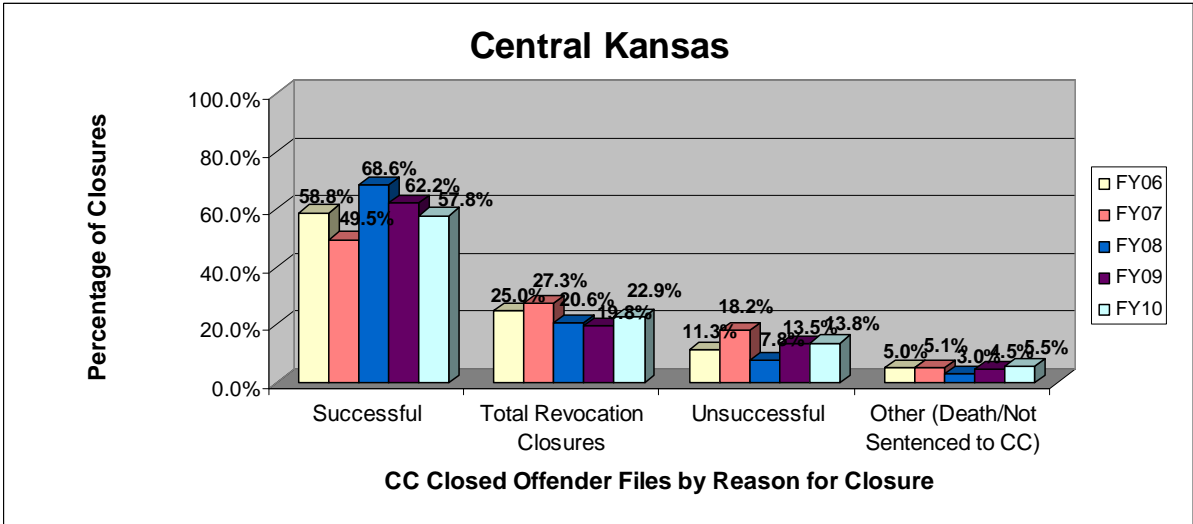
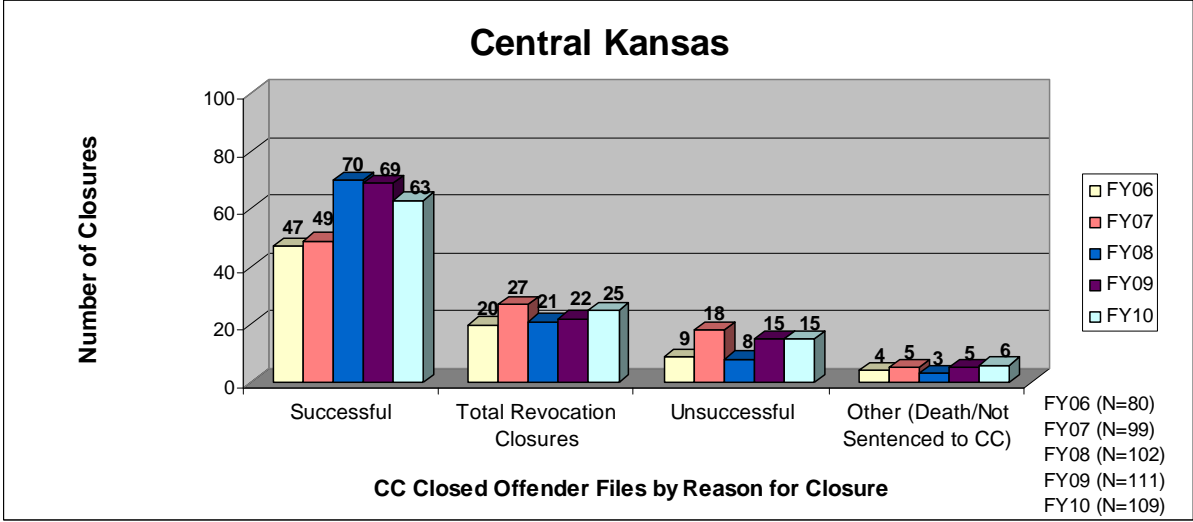
Central Kansas Community Corrections serves the Twentieth Judicial District, encompassing Barton, Ellsworth, Rice, Russell and Stafford counties. The agency's use of local resources strengthens the aid in excellent delivery of services to our offender population. CKCC staff is dedicated and continues to serve the five county District by seeking interventions that meets the needs of offenders while keeping public safety as the priority.

CKCC directs case management efforts and programming toward the concerns identified in the Level of Services Inventory – Revised (LSI-R). These efforts include but are not limited to extensive drug testing, cognitive-behavioral groups, substance abuse treatment and acting as resource brokers for assistance within the community as well as statewide services. Interventions offered by CKCC include Cognitive Behavioral classes using the Crossroads curriculum and Thinking for a Change, to address the identified high risk factors and effectuate positive self change within the participant. Additionally, CKCC has priority access to Gateway to Recovery, an Addiction and Prevention Services approved in-house outpatient substance abuse program

Currently, all Intensive Supervision Officers have been trained and are required to use skills as taught in Advanced Communication and Motivational Strategies (ACMS), Cognitive Tools and Case Management Trainings, as offered by the Kansas Department of Corrections in addition to any other approved training to better educate the ISOs in their case management endeavors. Offenders who are identified as medium to high risk have more opportunities to change their behavior using a wide array of cognitive services on a more proactive basis than in the past. New tools such as the use of Thinking Reports, Sanctions and Response Methodology to address offender behavior, individualized attention with regard to cognitive groups and the inclusion of the family in the probationer's supervision will aid in the success of the offender in the behavior change process.

In a time where every entity is working to be fiscally conservative; the agency will not be creating new programming, but rather focusing on quality assurance. Current case management strategies are supported by the principles of Evidence Based Practice to maximize offender success / public safety. In FY 11, the agency will build on the skill-set of the officers to trust that assessments are scored correctly, that case plans are directed by the high-risk domains and that communication between officer / offender reflect motivational interviewing. By ensuring these skills, CKCC can better trust the outcome data. CKCC uses the data to examine the "why" behind the offenders' success, or lack there of to change or enhance future programming.

Philosophies of intensive supervision have been challenged throughout all levels of the district, but in the end the support throughout the service area is the same: We all want to live in a safer Kansas with offenders who are held accountable for their actions; learning from their mistakes and learning to make prosocial decisions in the future. CKCC will continue to evolve case-management practices to be in-line with Evidence-Based Practices to assist in effectuating offender success.



Cimarron Basin Community Corrections

Cimarron Basin Community Corrections provides intensive supervision to the 16th & 26th Judicial Districts which includes Clark, Comanche, Grant, Gray, Haskell, Kiowa, Meade, Morton, Seward, Stanton & Stevens Counties and encompasses an area of 8,262 miles. Our goal is to provide interventions that meet the needs of the offender and provide public safety.

Intensive Supervision is designed to provide structured contact with an Intensive Supervision Officer for the term of probation. The ISO initiates collateral contacts with treatment providers, family members, employers and significant others. Offenders are required to complete all court ordered conditions including observance of a curfew and frequent drug/alcohol testing.

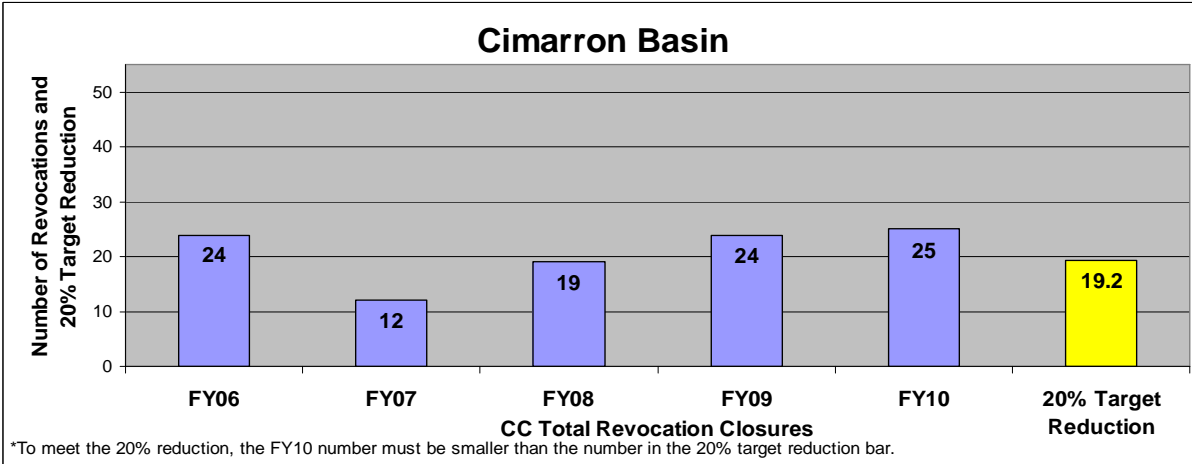
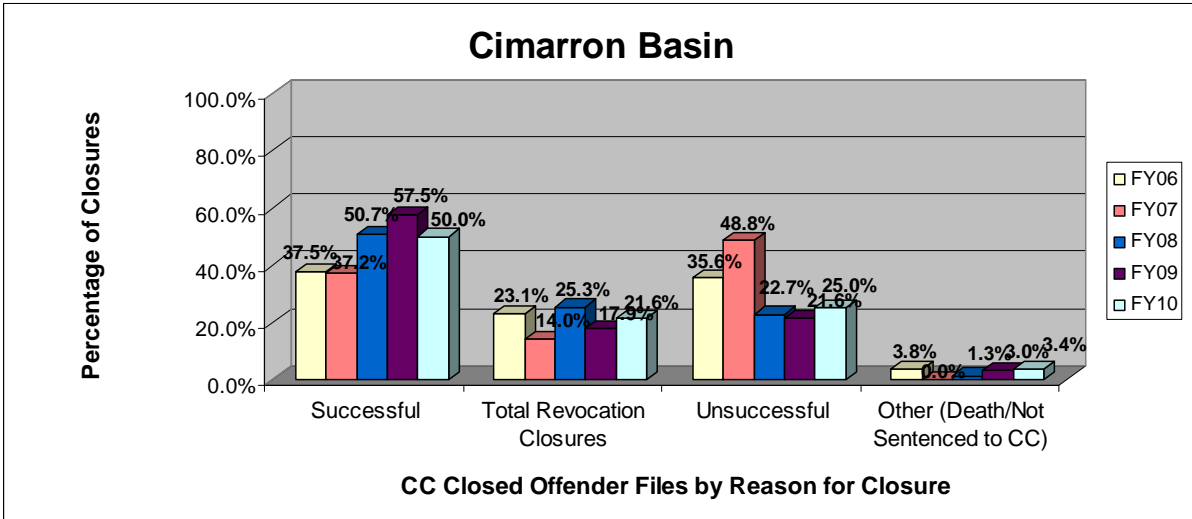
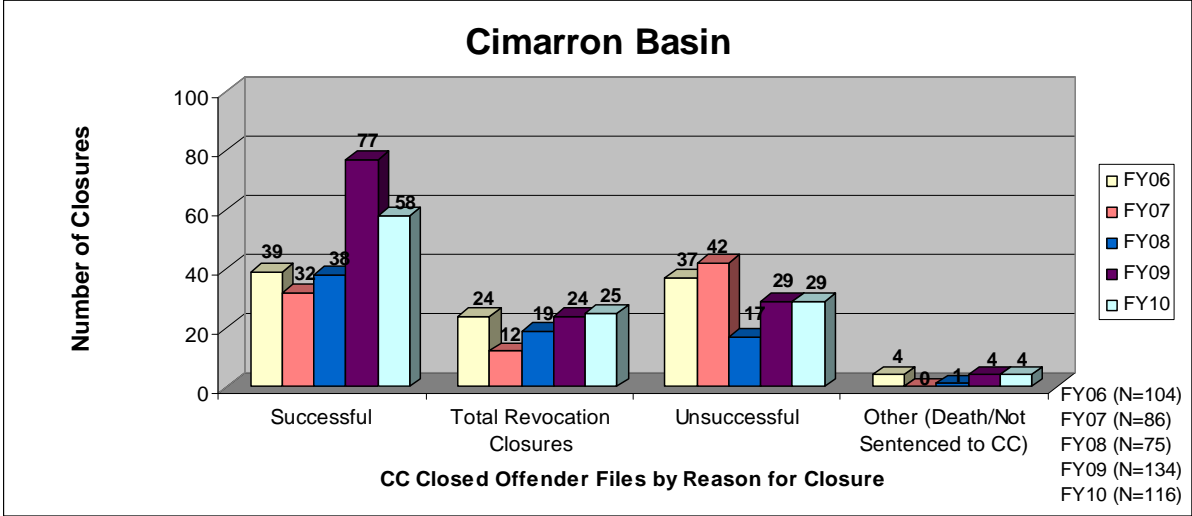
During FY11, Cimarron Basin Community Corrections will focus on working to better understand the offenders assigned to us. The offenders bring with them a lifetime of negative thinking and attitudes, resulting in poor choices and consequently leading them into the court system. Offenders also use this negative thinking in the way they respond to being on supervision, falling back into old behaviors they feel comfortable with when a crisis is presented.

In order to address the needs of the offenders, CBCC implemented a Drug and Alcohol Outpatient Program to provide assessments, one-on-one and group counseling, and drug and alcohol education. These services are utilized not only by our offenders but also by the local schools, parole, SRS, court services, public defenders and the county attorney's office for diversion programs.

Our Getting It Right Program addresses negative thinking by encouraging offenders to examine eight basic thinking errors that lead to criminal behavior. With the expansion of the Getting It Right Program, we are able to provide classes in responsible thinking, anger management, and relapse prevention for substance abuse. Offenders also learn skills including financial responsibility, employment, time management and coping skills that encourage successful incorporation into the communities the offenders live in. These programs are available to all offenders of our service area. Offenders are also able to utilize other community resources, and local law enforcement assist in assuring public safety by providing surveillance.

In reviewing the LSI-R data for FY10, we have found that offenders who score high in the areas of leisure/recreation, education/employment, financial and companion domains are at a higher risk for failure in our program. Offenders who are identified as medium to high risk will be referred to resources that will address their specific needs and give them the opportunity to develop skills that will help them change and improve behaviors.

As we look to FY11, Cimarron Basin Community Corrections will work to fine tune the successful programs we have established as well as look to utilize new resources to address the domain areas that put our offenders at a higher risk to fail. Cimarron Basin Community Corrections will continue to work for the successful completion of probation for our offenders.



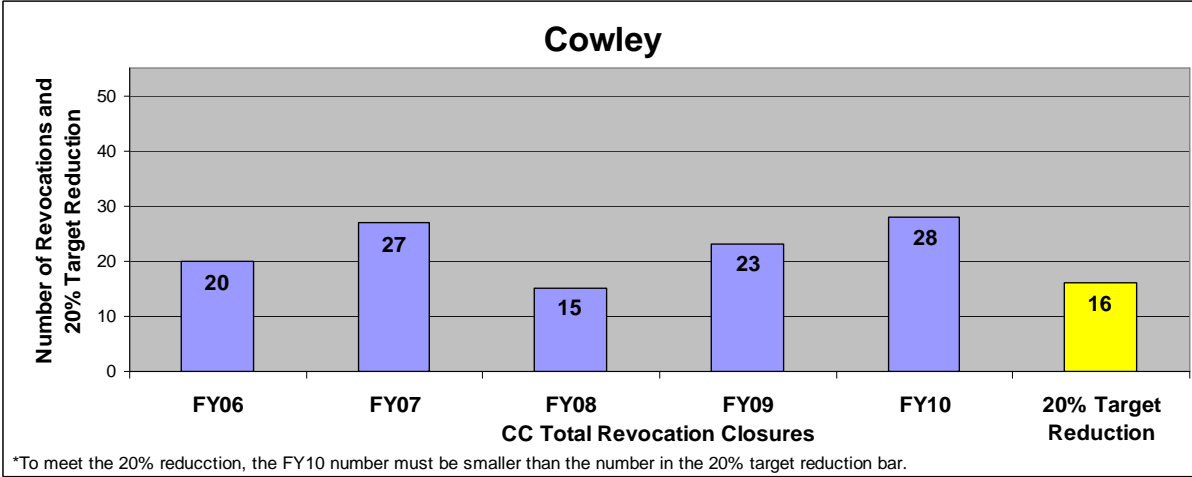
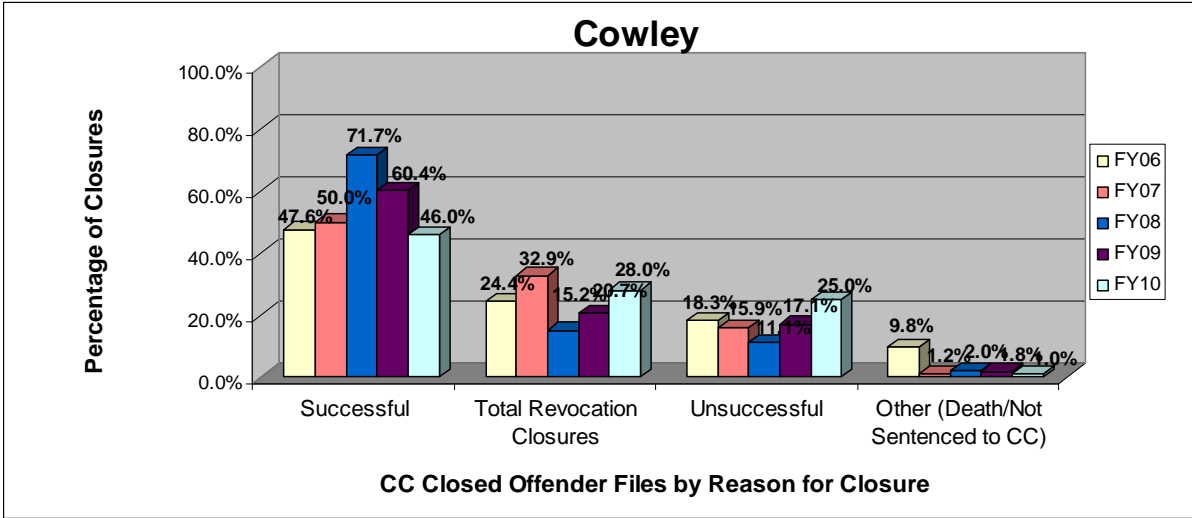
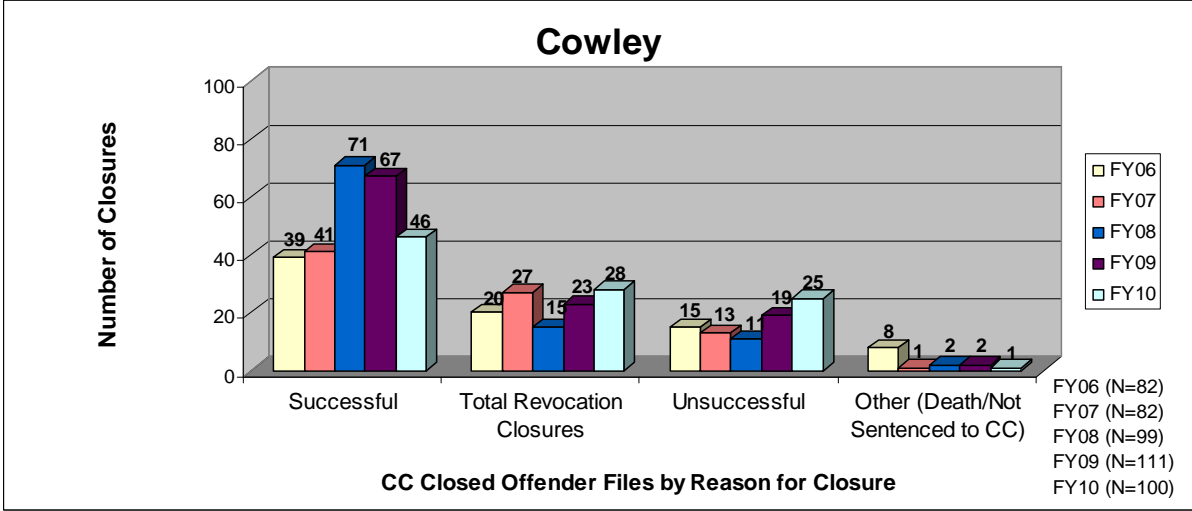
Cowley County Community Corrections

Cowley County Community Corrections operates the Community Corrections Act programs in the 19th Judicial District. Cowley County is located in south central Kansas on the Oklahoma border and within one-hour drive of Wichita. Cowley County encompasses 1,126 square miles with a total population of 34,931. Winfield is the largest city within the county with a total population of 11,741 and Arkansas City is the second largest city with a population of 11,416. The 19th Judicial District operates two separate Courts, one in Winfield and one in Arkansas City. Over 375 clients were served in FY09 in Cowley County, with an average daily population of 148.6.

Cowley County Community Corrections provides two basic components for the Courts' consideration at the time of sentencing. The first is intermediate level sanctioning and supervision options in sentencing felony offenders to probation (AISP) vs. prison sentences. The second is the Cowley County Community Corrections Day Reporting Program, which is an SRS, certified level one outpatient drug and alcohol treatment program, which provides cognitive based treatment to all offenders needing outpatient treatment.

This plan is targeted to assist those clients that defined by the LSI-R as being at a medium or high risk on probation or to re-offend. In Cowley County, the areas of greatest risk are alcohol and drug related problems and education and employment problems. In FY09, 58% of the defendants sentenced to Cowley County Community Corrections for supervision were for alcohol or drug related crimes. We are currently implementing specialized caseloads, enhanced case planning, cognitive behavioral skills training, and risk reduction techniques, which will target these needs within Cowley County. As of March 08', we began providing an Education and Employment learning lab within our office to assist offenders with education and employment needs. We are currently in collaboration with Cowley College to provide a G.E.D./high school diploma completion program in our office for all our offenders and State Parole offenders needing to complete their high school diploma or obtain their G.E.D. We have a computer lab set up for offenders to do job searching on-line as well as the ability to work on resumes and job applications.

A new program implemented at the end of FY09 in Cowley County was a Drug Court program. In collaboration with the District Court, all offenders convicted under the provisions of SB123 and placed on Community Corrections are assigned to the Drug Court Program. Certain non-SB123 offenders are potentially considered for assignment to the Drug Court if the sentencing Judge refers them for evaluation to the program. Collaboration and partnerships with local providers has enhanced service delivery and increase accountability of our offenders. We feel the implementation of this program has greatly increased the chances of our drug related offenders to be successful as well as increased public safety.



Douglas County Community Corrections

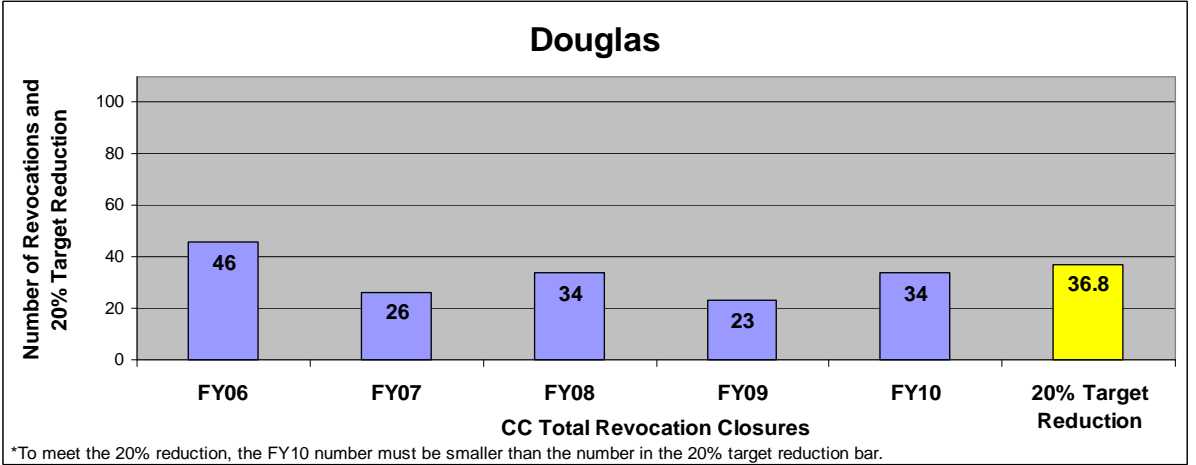
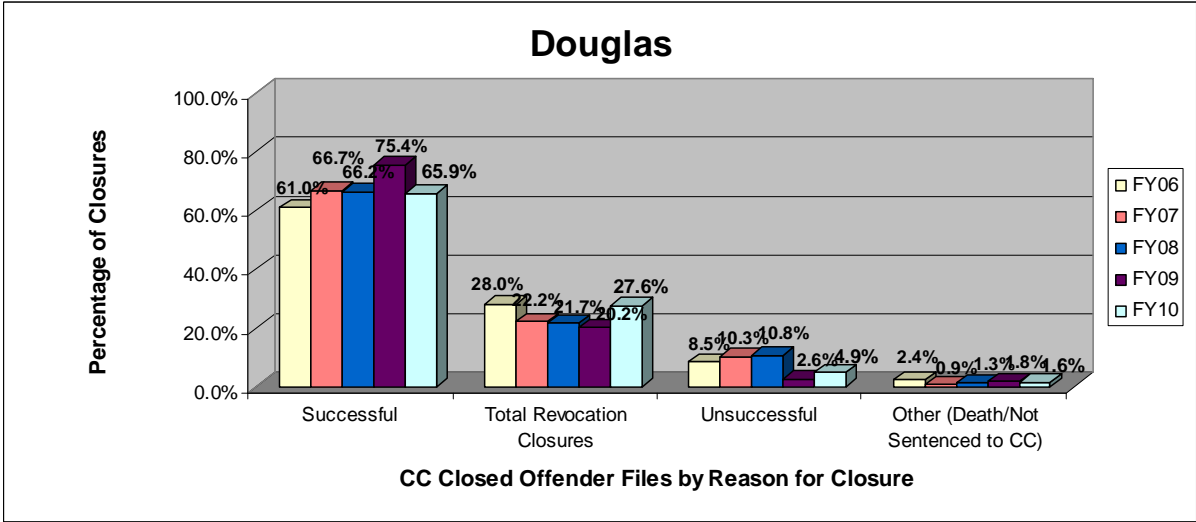
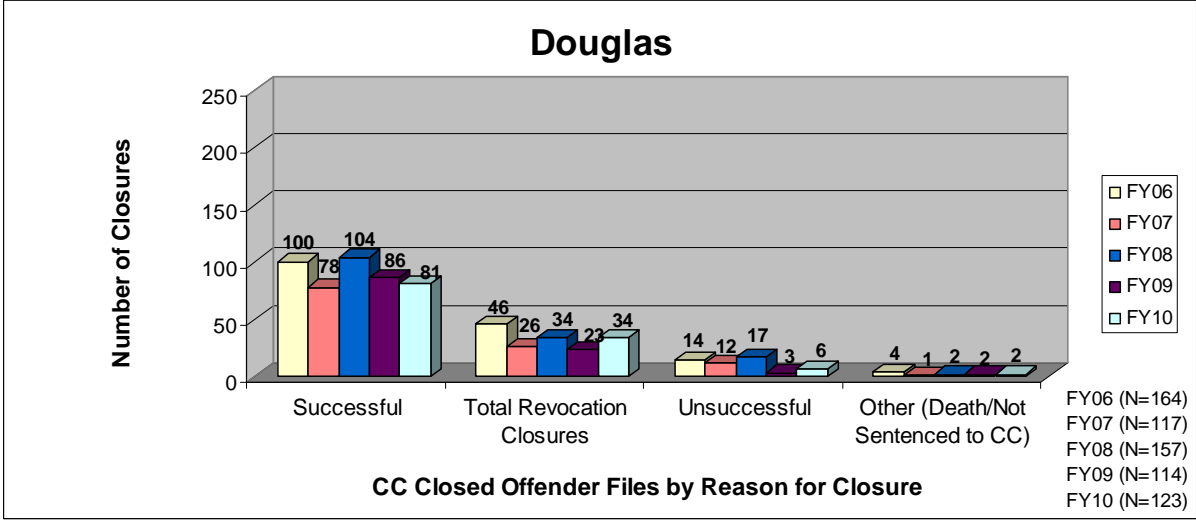
Douglas County Community Corrections is committed to enhancing public safety by helping offenders be successful while on probation and preparing them to live law-abiding and productive lives upon their successful discharge. In that regard, the Risk Reduction Initiative (RRI) has enabled us to establish a dynamic program for medium and high risk offenders as determined by the Level of Service Inventory – Revised (LSI-R) for all assigned offenders and the Static 99 for all assigned sex offenders. The program provides offenders with three to nine months of intensive risk reduction-focused services that occupy 40-70% of their free time. Once all program components are fully implemented, the program will incorporate the use of evidence-based tools to enhance the offender's own intrinsic motivation for a changed life.

Part of our program was to establish specialized caseloads and this was completed. We have the equivalent of three full-time officers for direct Adult Intensive Supervision Probation (AISP), supervising level III/IV adult offenders. The Chief Executive Probation Officer and AISP Officer III (Deputy Director) contribute .25 each supervising adult level III/IV offenders. Lastly, we have two full-time RRI officers that supervise level I/II offenders. Having specialized caseloads enables the ISOs to more effectively address offender risk and needs areas and to assess what services would be appropriate and available to help the offender successfully complete probation and become a productive citizen within the community. Our agency will continue to target appropriate treatment interventions and programs to match the offender's individualized needs, taking into account such things as dosage and responsivity. Due to a steady rise in caseload numbers for level I/II offenders, our agency is considering alternatives to help decrease caseload size during fiscal year 2011 (7/1/10 – 6/30/11). A quality assurance piece has also been added to our program.

It is still a requirement of our program that all staff that interacts with offenders is trained in evidence based practices. The majority of staff has attended Advanced Communication Motivational Strategies (ACMS), Cognitive Skills and Case Management training. Furthermore, three ISOs passed the LSI-R Recertification. Our two RRI officers are trained and certified to administer the Static 99 to all sex offenders. The RRI officers along with one AISP officer are also certified to facilitate cognitive skills classes within our agency utilizing the Cross Roads curriculum. Due to the high number of offenders required for the Cross Roads curriculum our agency is considering changing to the Thinking for a Change curriculum, which requires fewer offenders. Our agency will have a continuing commitment for all officers to participate in ongoing refresher training.

Our agency is currently working toward developing our RRI program as a whole. We have made progress toward developing our mentoring program and incentives/rewards program. Our goal is to have both components implemented by December 31, 2010. This has been a slow and time consuming process due to limited staff. We have implemented the SCRAM program, continuous alcohol monitoring that is discussed in further detail in the Current Practice/Operations and Program Strategy/Design sections. We have implemented a clothing bank for offenders in need and have begun a weekly employment class.

Our agency goal for FY 2011 is to see improved offender success that translates into at least a 30% reduction of offenders being revoked to prison.



Harvey/McPherson Community Corrections

Harvey/McPherson Counties Community Corrections (HMCCC) encompasses 1,439 square miles and is located in the Central Region of Kansas. Offices are located in Newton and McPherson.

HMCCC will strive to decrease revocations by 20% from the FY 2006 rate. The target population will be probationers scoring moderate to high risk on the initial LSI-R and subsequent re-assessments. To accomplish this goal, as well as increase the number of successful completions, the agency will continue to implement evidence-based practices in the supervision of probationers.

HMCCC will continue to utilize individualized case planning to assure effectiveness of supervision. The officer's focus is on the risk, need and responsivity of all probationers and assuring the probationer is accountable during his/her probation term. Supervisors complete quality assurance audits to assure the high-risk domains are emphasized on the supervision plan and policies are followed throughout the life of the plan.

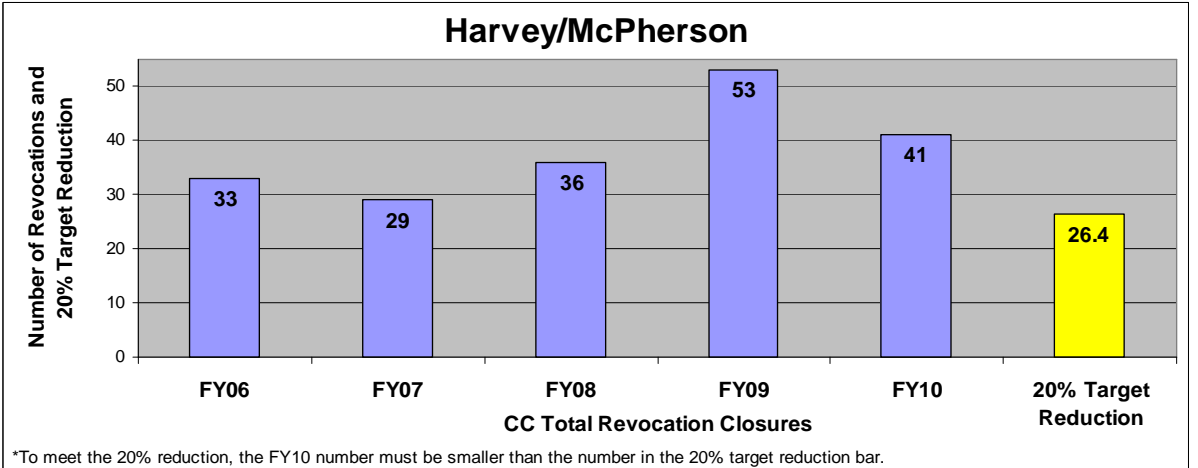
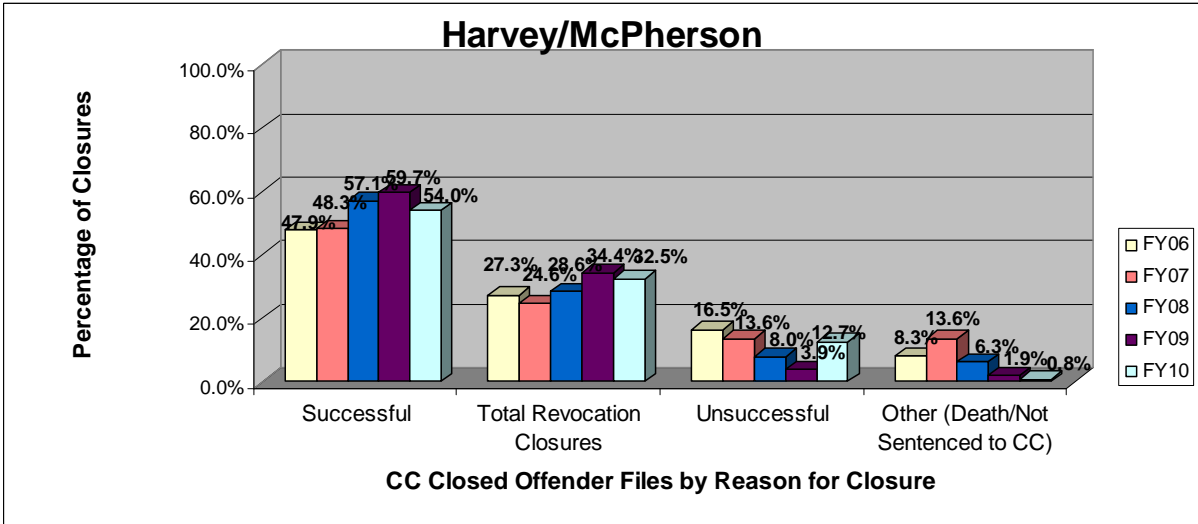
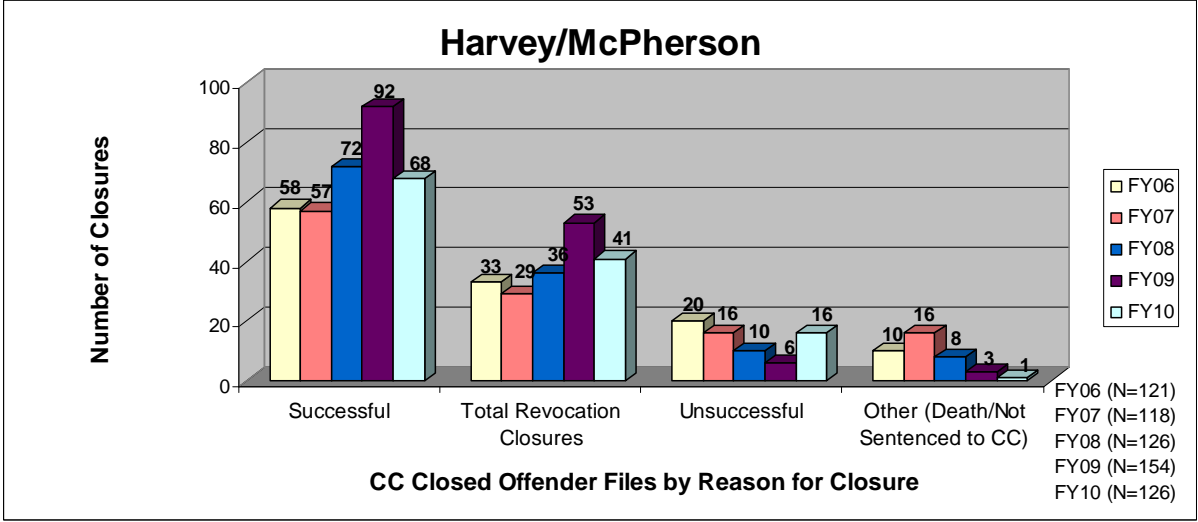
The agency continues utilizing cognitive-behavioral group services. The Commitment to Change program is a cognitive-based program developed by Stanton E. Samenow. Cognitive programs have proven effective by assisting probationers with the identification and elimination of thinking errors and habitual behaviors that led to irresponsible choices.

The implementation of a peer coach has provided probation officers feedback on their use of interviewing skills with probationers. Officers continue to utilize, practice and consistently learn skills utilizing the Advanced Communication and Motivational Strategies (ACMS). The communication skills are utilized to assess probationer motivation, reduce resistance to change and reinforce commitment to change.

The agency will continue to provide positive reinforcement to probationers through acknowledgement of achievements by a variety of means. Certificates for successful program completions, reduced costs, gift cards, letters of recognition and verbal recognition are some of the practices to reward successful probationer behaviors.

The agency will continue to utilize the Offender Workforce Development Specialist and a designated staff member to provide for the delivery of employment services for unemployed/underemployed adult probationers. The Employment Program Coordinator's are responsible for the development and delivery of employment services that address the identified needs of probationers, including but not limited to the following areas: evaluation of skills and job readiness, the application process, appropriate dress and appearance, job-searching skills, interviews and interviewing skills, resume writing techniques, how to discuss conviction and incarceration, employer testing, and job retention. The program coordinators contact employers as needed.

HMCCC also provides an internal Menu Program targeting the following criminogenic needs: antisocial thinking; negative peer associations; resistant attitudes; poor parent-child relationship; violence; and judgment. The sessions include Choices, Conflict Resolution and Budgeting. The goal of menu programming is to reduce the number of probationers violating their conditions of supervision by providing appropriate life skills topics and helping them to gain the knowledge of how to apply information in their daily life.



Johnson County Community Corrections

Johnson County Department of Corrections (JCDOC) offers an array of services and evidence-based interventions to the community corrections offenders in the Kansas 10th Judicial District. In addition to intensive supervision services, the department includes a 348 bed Residential Facility which provides residential services for probation clients, traditional work release, long-term substance abuse treatment (Therapeutic Community), and an electronic monitoring program. Community corrections clients who receive services at either the Residential Center or the Intensive Supervision Field Services Office have access to a variety of programs and services to address their individual needs. These services are targeted for each client based upon their measured need as identified using the Level of Services Inventory-Revised (LSI-R) and set forth in each client's case plan. Available services include substance abuse treatment, cognitive skills interventions, employment services, educational assistance, financial training, mental health services, transportation assistance, housing assistance and many others.

With the Senate Bill #14 initiative in SFY 2008, JCDOC targeted a 22% reduction in revocations from the SFY 2006 level prior to the end of SFY 2009. Strategies for the reduction included a change in philosophy, employment of evidence-based interventions, and extensive staff training. JCDOC surpassed that goal, reducing the rate of revocations by nearly 29%, and appears likely to sustain the reduction in the current fiscal year.

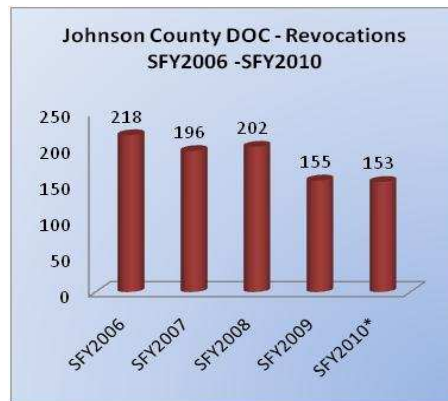
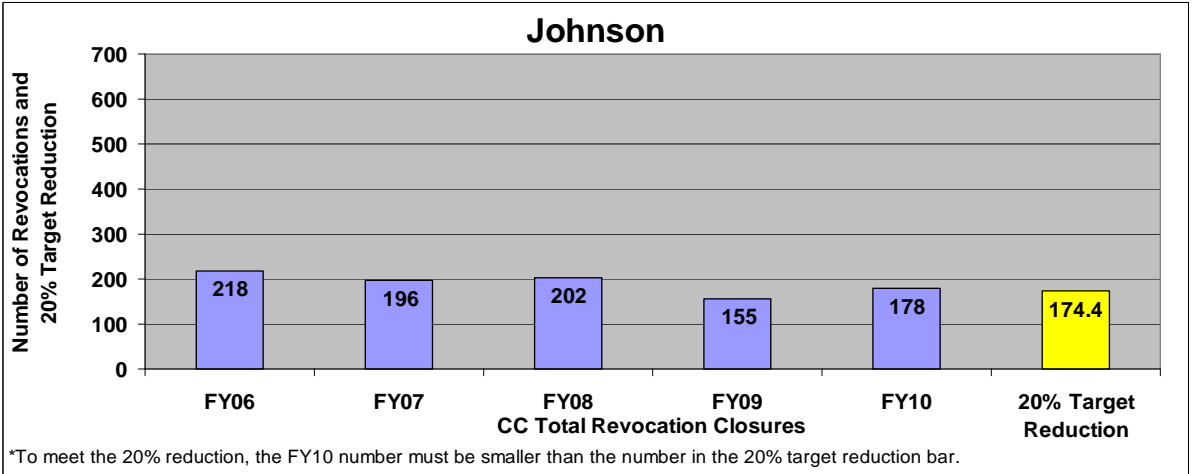
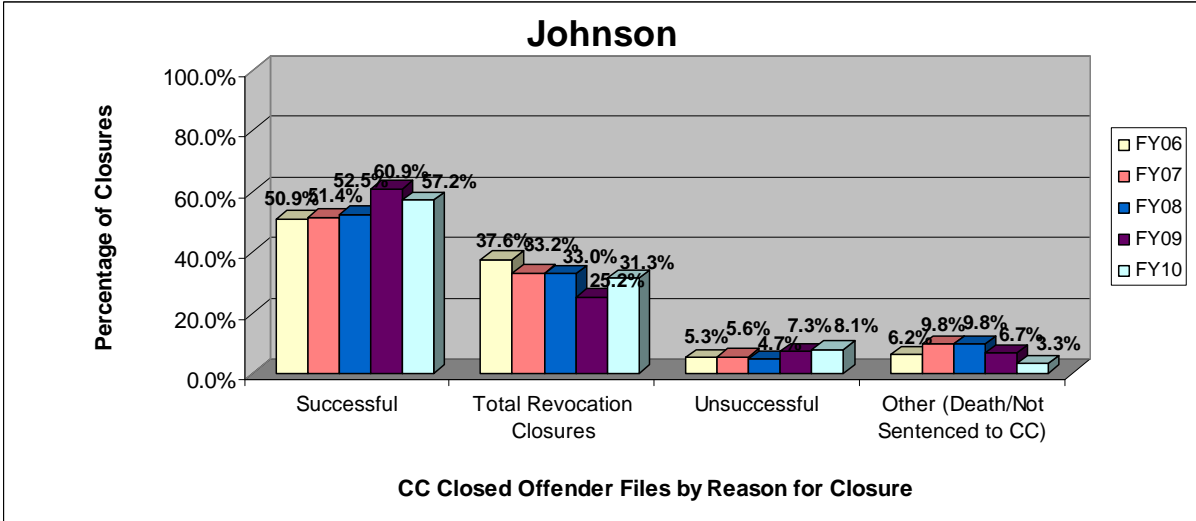
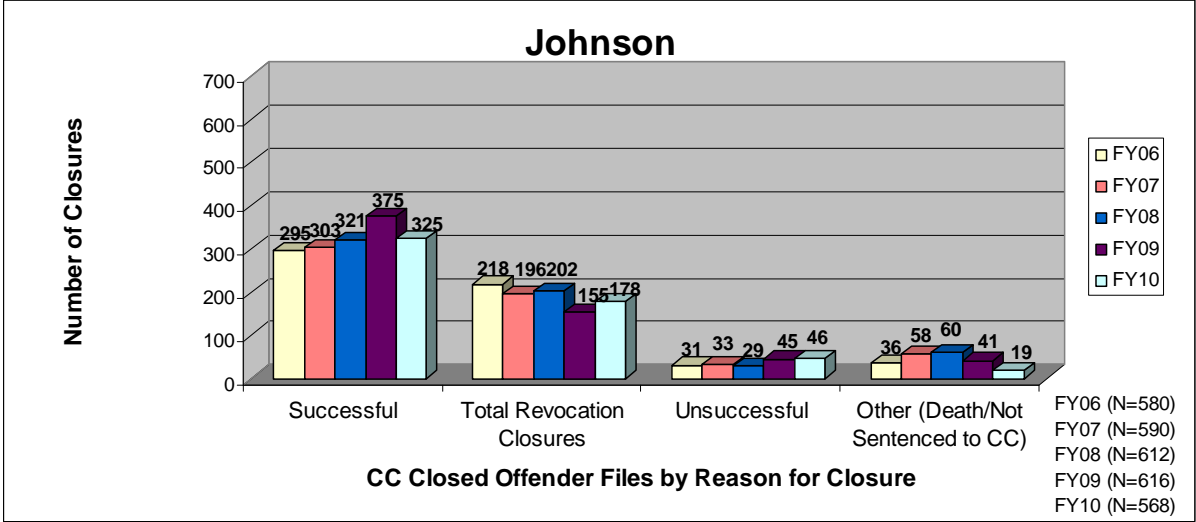


Figure 1: * SFY 2010 – Projected revocations

Efforts during SFY 2011 will focus on two department subpopulations that were unsuccessful during SFY 2009 and SFY 2010: (1) Clients who discontinued reporting or absconded from supervision, and (2) clients who were removed from the Residential Center due to technical violations. These two target subpopulations make up 64% of the SFY 2010 year-to-date prison admissions from JCDOC programs that had not committed new criminal offenses. Improving efforts to keep these populations engaged and involved in department programs will directly impact the department's success rates.

Through improvements of service delivery, the use of evidence based practices, and the employment of targeted interventions, JCDOC will further increase the successful population by 5% during SFY 2011.



Leavenworth County Community Corrections

Leavenworth County Community Corrections sought to reduce their fiscal year 2006 revocation rate by 20%; the agency has achieved a 113% reduction. Successful completions have increased from 30.4 % in FY 2006 to 54% in FY 2010.

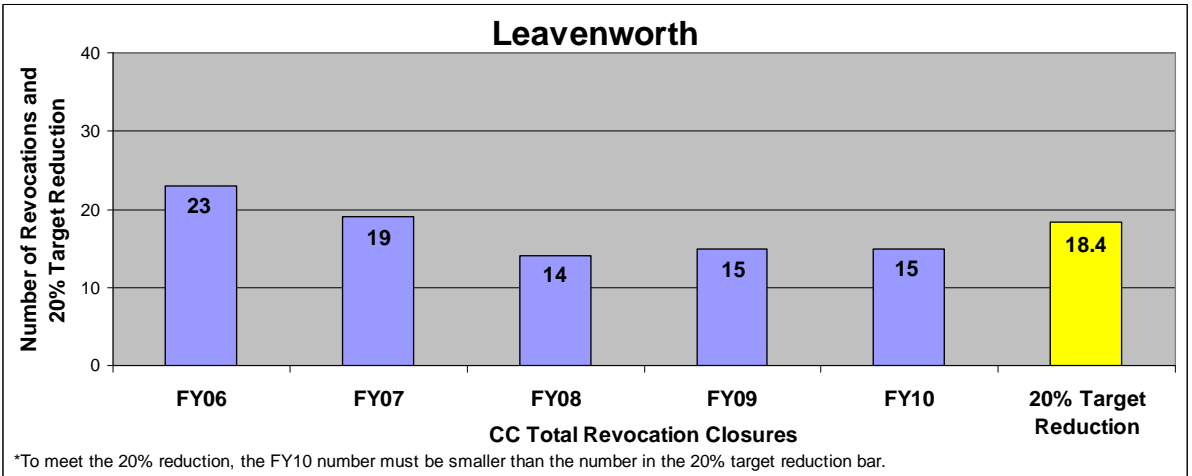
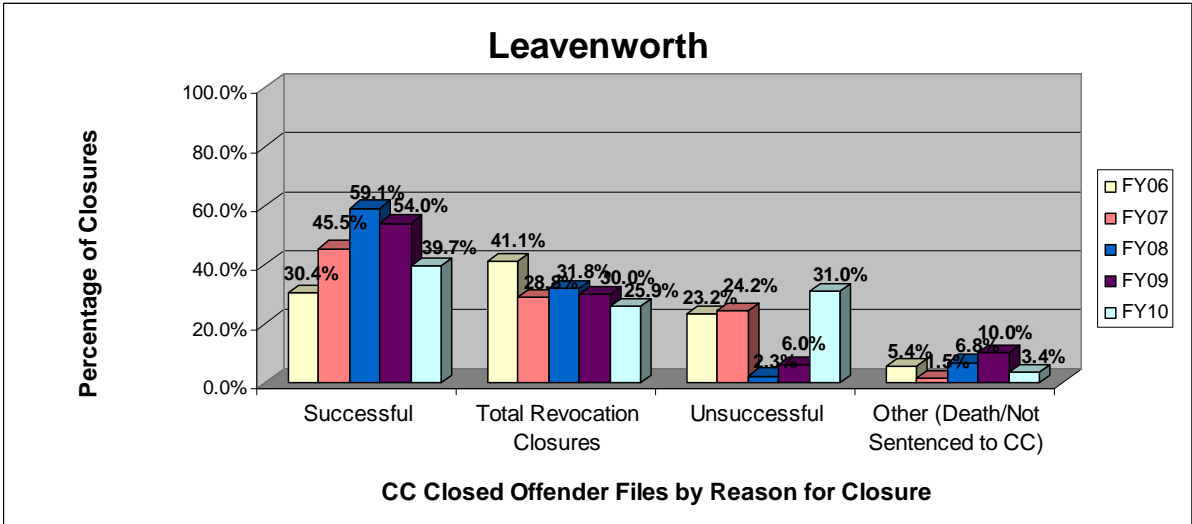
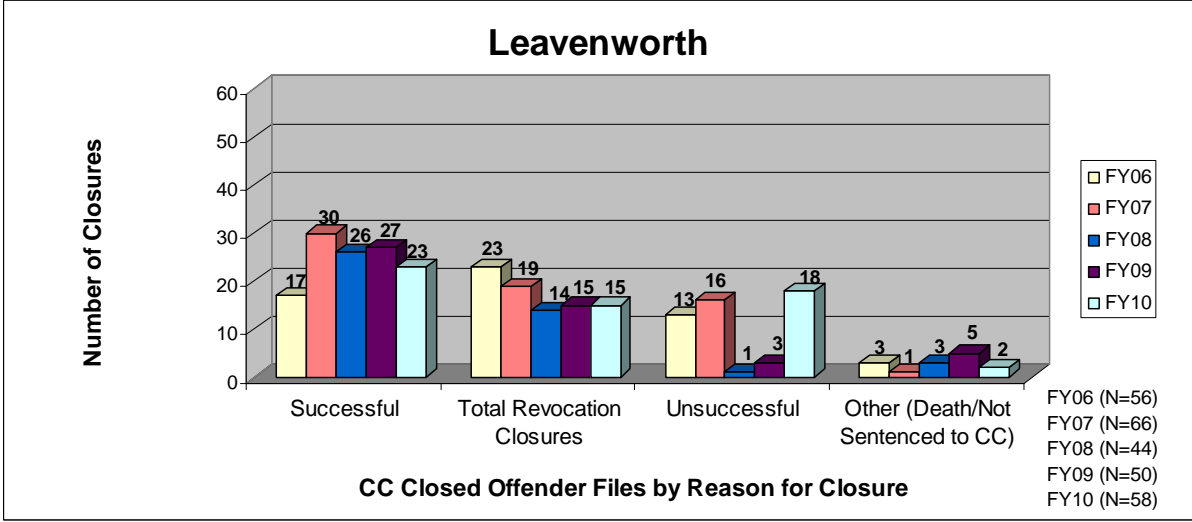
Leavenworth County Community Corrections is seeking grant funds in the amount of \$186,000.00. These funds will be used to facilitate the Community Corrections Office and provide financial assistance to high risk offenders for evaluations and treatment. This office will continue the goal to reduce revocation and recidivism rates and increase public safety.

Leavenworth County has limited services available for probationers. There are available services in the metro area but finances and stable means of transportation are limited to the majority of our offenders. This office has created a T4C program to compensate for offenders that need guidance and have also reached out to other Community Corrections agencies for collaboration.

Leavenworth Community Corrections has one ISO that is a facilitator for T4C and created a T4C group with Lansing Parole to provide free services to probationers that need direction, but who were not ordered any specific treatment by the Courts. One program was completed and results showed promise; Leavenworth had three offenders participate in the program and all three obtained employment within six weeks of program completion.

Leavenworth Community Corrections ISO's will be attending Regional Meetings with other Community Corrections agency's to gain insight into new methods of supervising offenders. This will open up new resources and techniques that will benefit both supervising ISO's as well as the offenders.

Leavenworth Community Corrections will continue to focus on employment with offenders. Offenders that are employable will be placed on the job search program and required to report daily to their probation officer with job contact information. Employable offenders are placed on the job search program after 30 days from sentencing if not employed.



Montgomery County Community Corrections

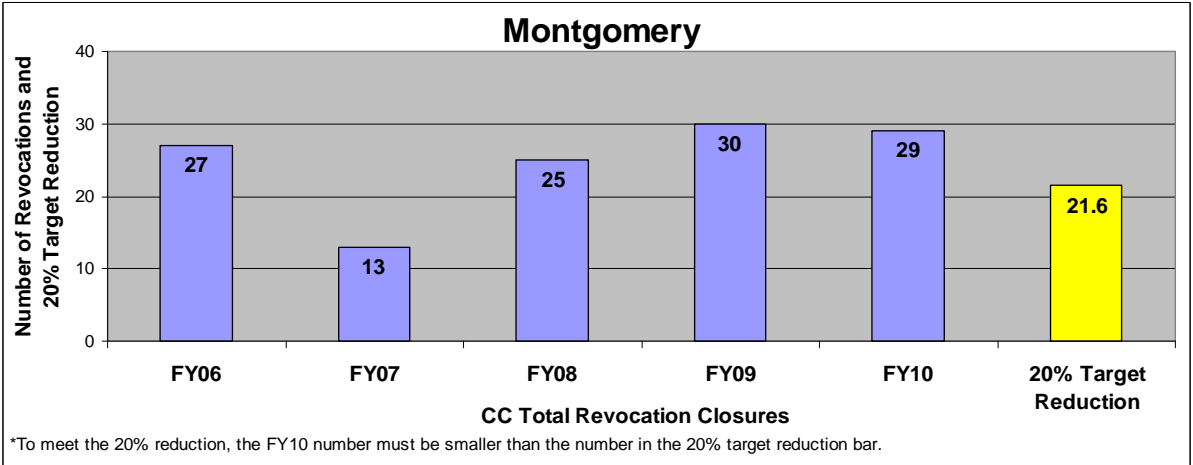
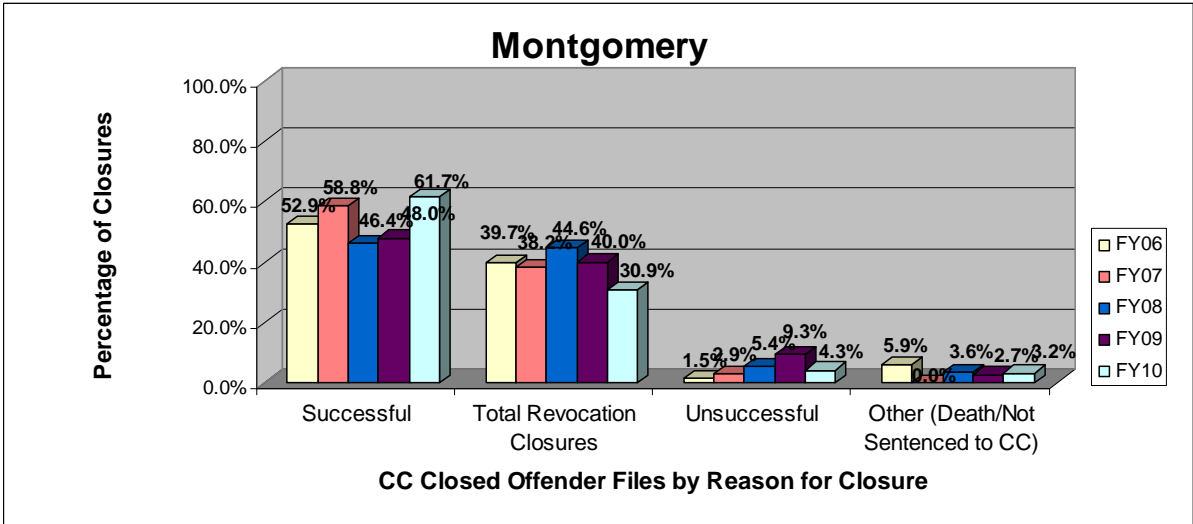
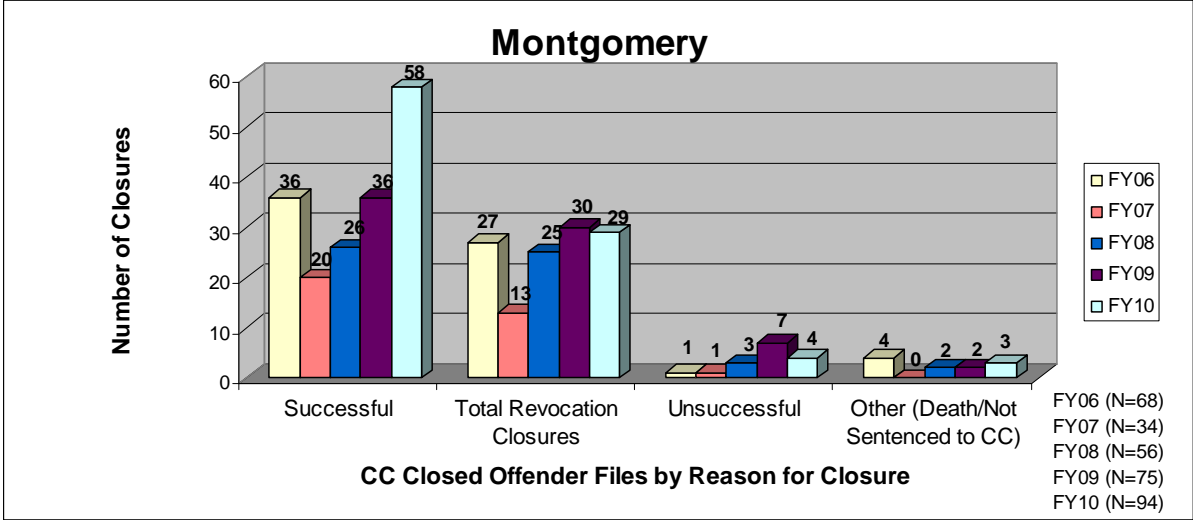
During FY 2011, we shall continue to prioritize our risk reduction efforts and focus the structure and strategic application of resources on LSI-R supervision level I & II offenders. FY 2009 data shows that unsuccessful terminations for condition violations (76.5%), new felonies (100%), and new misdemeanors (66.7%), occurred while offenders were on the two highest supervision levels, I and II. Additionally, there is higher incidence of all types of revocations (condition violation, new felonies, and new misdemeanors) for offenders who score high/very high risk in the following domains: criminal history, financial, family/marital, accommodation, emotional/personal, and attitudes/orientation.

FY 2009 data on successful termination by supervision level and LSI-R domain shows that those offenders who have the greatest percentage of successfully completing their probation will have reduced risk in the education/employment, family/marital, alcohol/drug problem, attitudes/orientation domains and be supervised at the reduced risk of the two lowest supervision levels, III & IV. Interestingly, the common LSI-R domain scores of family/marital and attitudes/orientation, significantly impact both unsuccessful and successful offender terminations.

The agency faces challenges with the increase of offenders being assigned for supervision with higher risk scores in criminal history. Of course, breaking down barriers with offenders who demonstrate risky attitudes/orientation toward their sentence and supervision is also a challenge. The agency will continue to employ the Eight Evidence-Based Principles for Effective Interventions and collaborate with the appropriate treatment providers to intervene and address those issues of financial, family/marital, accommodation, emotional/personal, and attitudes/orientation.

Perfecting our offender assessments and offender supervision plans are ongoing functions. Our officers are trained in techniques to enhance motivation and promote behavioral change in offenders. We are prioritizing our supervision and treatment resources for offenders who are at higher risk to re-offend, as well as, addressing these offenders' greatest criminogenic needs. Officers are focused on considering the offenders' individual characteristics, such as: culture, gender, motivational stages, developmental stages, and learning styles when matching offenders to services. Our in-house cognitive-behavioral group treatment is an integral part of the supervision process for appropriately identified offenders. Pro-social skills are not just taught to the group attendees, but are practiced or role-played and the resulting pro-social attitudes and behaviors are positively reinforced by the supervising officers.

Monitoring the delivery of services and fidelity to procedures helps build accountability and maintains integrity to the agency's mission and on the ultimate goal of reduced recidivism through the use of evidence-based principles.

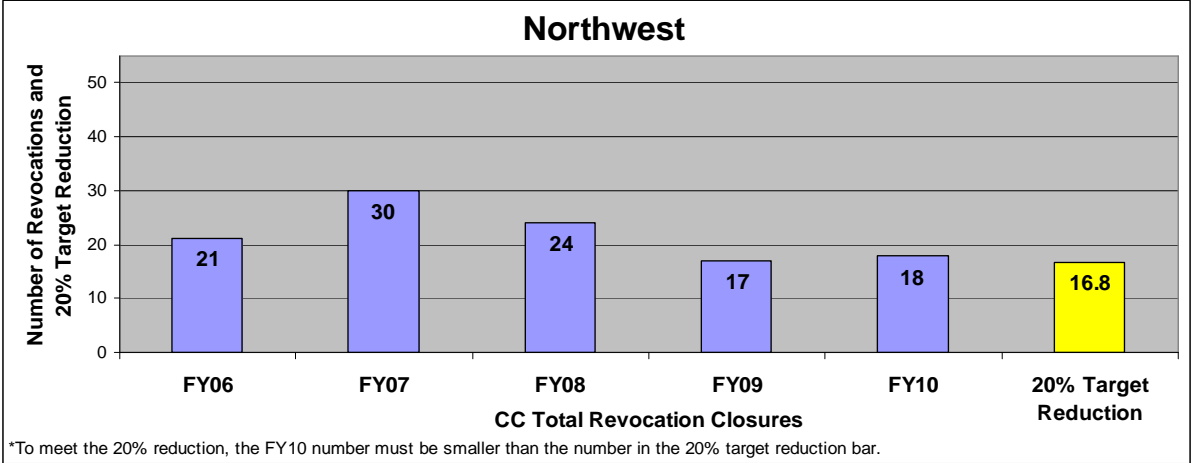
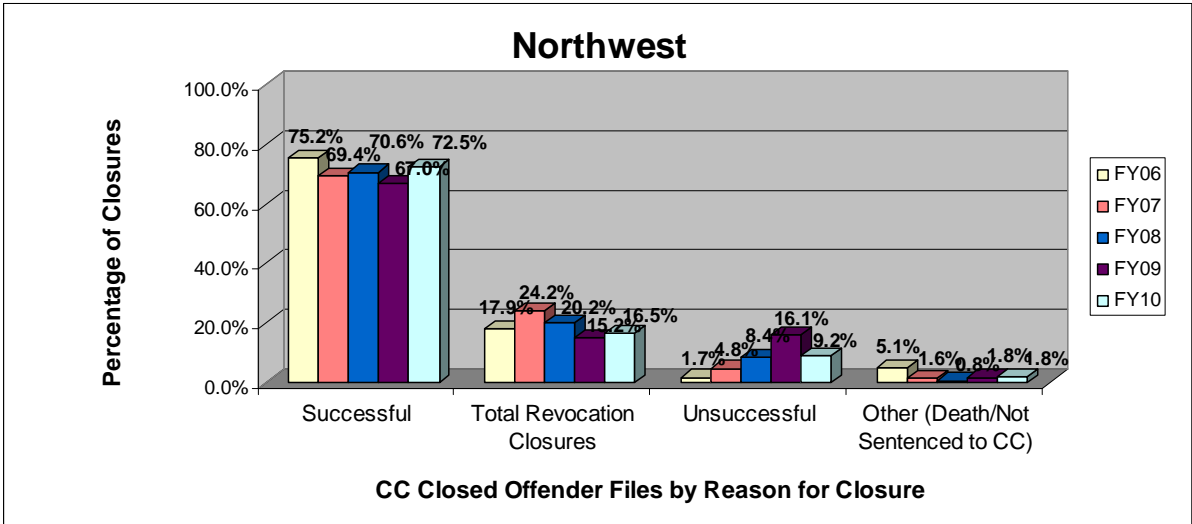
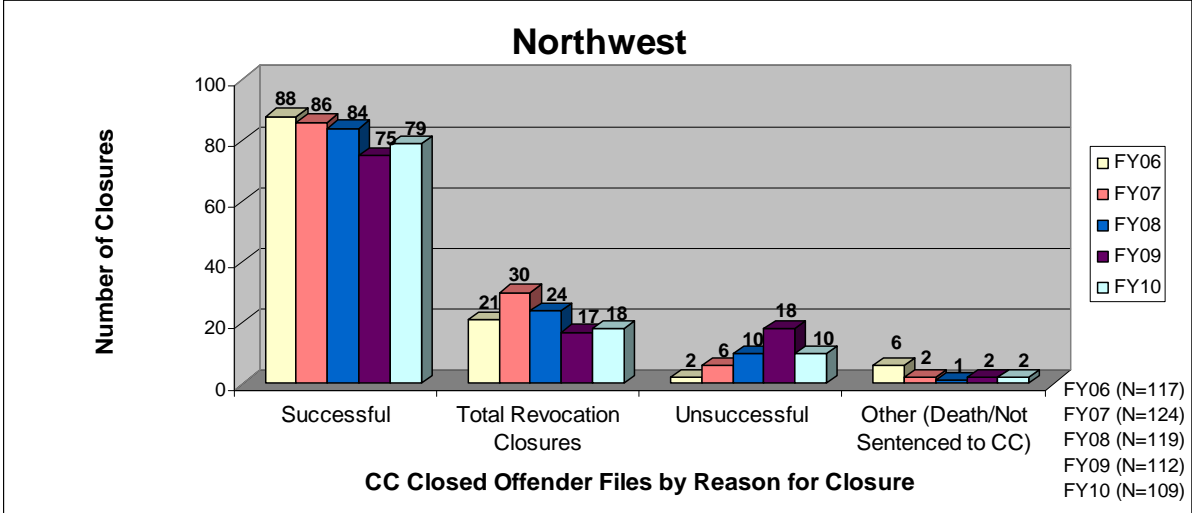


Northwest Kansas Community Corrections

The risk reduction risk reduction plan for Northwest Kansas Community Corrections (NWKCC) is based on an integrated and strategic risk reduction model and evidence-based practices. To identify the risk and needs of the offenders, NWKCC utilized the Level Service Inventory-Revised (LSI-R). NWKCC collaborated with key stakeholders that included board members, judges, treatment providers, county attorneys, community volunteers and other community leaders to develop a plan based upon the identified risk and needs of the offenders the agency serves.

The components of the plan include completing accurate and timely LSI-R assessments, developing case plans with offenders based upon the LSI-R, and using a specialized intensive supervision officer to reduce the revocation rates among higher-risk offenders. Effective, research based, behavioral treatment interventions will be action oriented, focus on current factors that influence behavior, and enhance intrinsic motivation to engage offenders in developing their own case plans. Additionally, the treatment interventions will build on goals and strengths of offenders, while using cognitive behavioral techniques to help offenders correct their irrational thoughts and beliefs that lead to anti-social behavior. Enhanced Intrinsic Motivation is used through motivational interviewing techniques. Skill Trained with Directed Practices is accomplished through cognitive behavioral methods that include but not limited to thinking reports. Positive reinforcement techniques include verbal praise, pizza hut certificates, curfew extensions, increased traveling privileges, or waiver of community service work hours.

NWKCC developed the following targeted intervention at no financial costs to the offender to help assist them in becoming law abiding and pro-social members of their community. NWKCC developed a gender oriented individual and outpatient group methamphetamine specific treatment program in FY02. Program components include two specific methamphetamine counselors; cognitive behavioral treatment methods; early recovery skills; family relation skills; relapse prevention; social support and maintenance; positive reinforcement; increased drug testing and surveillance. NWKCC and Forensic Evaluation Services (FES) contracted to provide mental health assessments for offenders with emotional and cognitive problems that interfere with their ability to handle life's stressors to the appropriate mental health service. NWKCC is also contracted with FES to provide a cognitive-based anger management violence program and a Batter's Intervention program that is designed to meet all the essential elements and standards of the Attorney General's office. NWKCC, Smoky Hill Foundation, and Central Kansas Foundation contracted to provide assessments and a cognitive based outpatient substance abuse treatment program. Through collaboration with the United Way a housing assistance program was also developed. Offenders who need emergency housing are provided with motel lodging. Offenders who are in need of permanent housing are provided with a deposit or monthly rent. A food assistance program was developed to provide offenders who have urgent grocery needs with food. Transportation tickets are provided through collaboration with the Developmental Services of Northwest Kansas. NWKCC contracted with Workforce Development to provide employment services that includes resumes, interview skills, and job placement. A transformational faith-based community workshop was also developed to assist offenders with employment, financial, family, emotional, housing, and transportation problems.



Reno County Community Corrections

The Mission of Reno County Community Corrections (RCCC): The mission of RCCC is to increase public safety. Prison is a short-term solution for public safety, - a band-aid approach. Achieving lasting public safety- solving the problem- requires helping offenders become responsible citizens. Our comprehensive plan is designed to reduce unnecessary prison revocations and increase probationer success in becoming responsible citizens.

The Strategy for achieving our mission: The National Institute of Corrections (NIC) advocates an “Integrated Model” to increase successful probations. RCCC began applying this model of successful change in its FY 2008 Risk Reduction Initiative plan (SB 14) and continues to expand application of this model in its FY 2011 Comprehensive Plan. This model places equal emphasis on three areas:

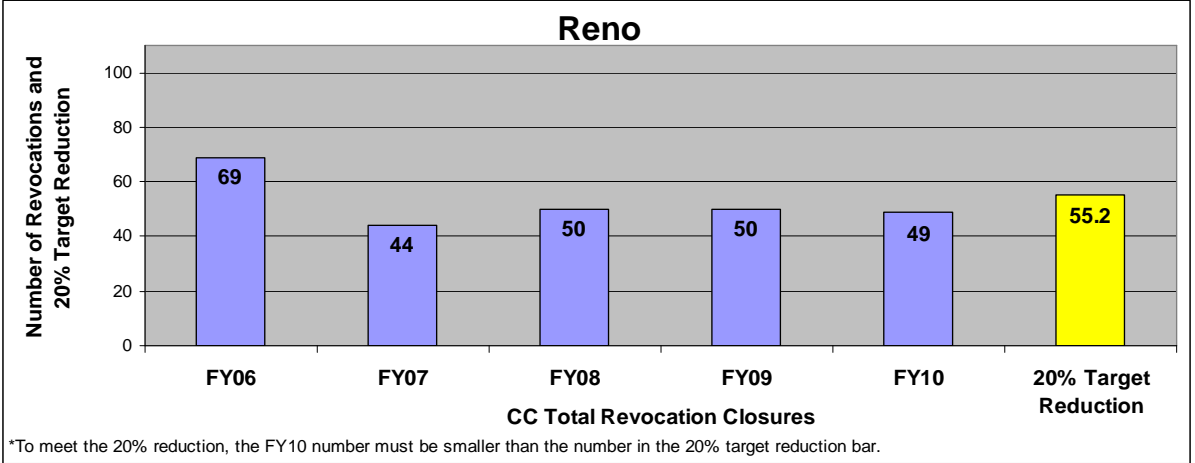
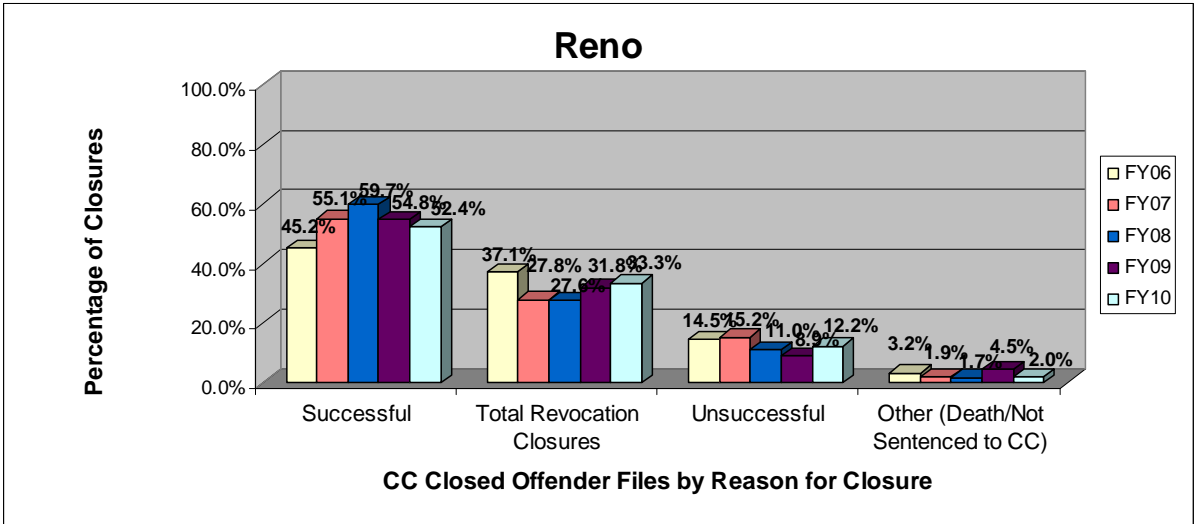
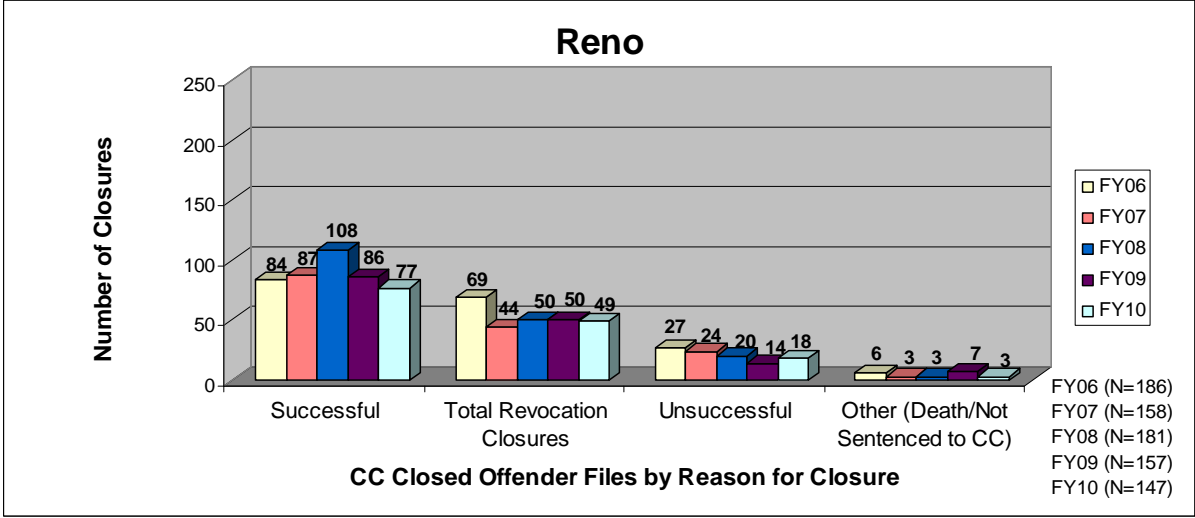
- 1 Evidence-based practices. Evidence-based practices are research-based interventions about what works to help probationers complete probation successfully. Evidence-based interventions are applied to the risk factors (“criminogenic needs”) that lead to recidivism (new crimes) and revocations.
 - 2 Community Collaboration. RCCC continues to develop partnerships with community agencies with interventions, not possessed by RCCC, that address the criminogenic needs of its probationers.
 - 3 Organizational development. NIC’s study found that agencies increased probationer successes for short periods but then tended to lose those gains over time unless the organization itself also changed. NIC says that organizational development is necessary to sustain those gains.

Results for FY 2009: During FY 2009 (the latest FY data available) RCCC reduced revocations by 28% from its FY 2006 base-line number. Although final revocation numbers are not in, during FY 2010 RCCC continues reducing unnecessary prison commitments and is on track to achieve the 20% reduction mandated by SB 14.

The criminogenic needs targeted in the FY 2011 Comprehensive Plan: The LSI-R[®] is a statewide assessment tool that identifies criminogenic needs. RCCC reviewed LSI-R[®] data from FY 2009 to identify the criminogenic needs that most distinguished revoked probationers (failed community corrections and sent to prison) from successful probationers. The LSI-R[®] data reveals the following criminogenic needs:

- 1 Attitudes/Orientation (criminal thinking)
- 2 Education/Employment
- 3 Alcohol/Drugs
- 4 Family/Marital issues
- 5 Accommodation (housing situations)

This FY 2011 Comprehensive Plan describes RCCC’s next steps in applying the Integrated Model to reduce unnecessary revocations and increase probationer success.



Riley County Community Corrections

Riley County Community Corrections provides risk reduction services in Riley and Clay Counties. The administrative office is located in Manhattan, Kansas, with a satellite office in Clay Center. The average daily population is 180 offenders under supervision. All supervision practices, interventions and referrals are developed using the framework of evidence-based principles, with the ultimate goal of reduced recidivism. Staff have received extensive training in motivational interviewing and the principles of risk reduction. Measuring offender, staff and program outcomes with an emphasis in quality and program fidelity will be the focus in FY11.

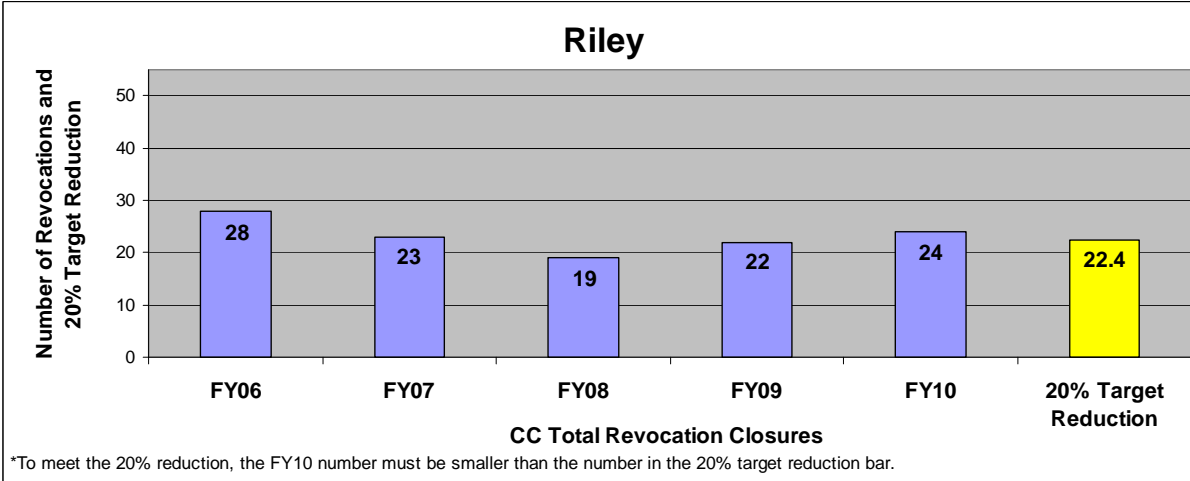
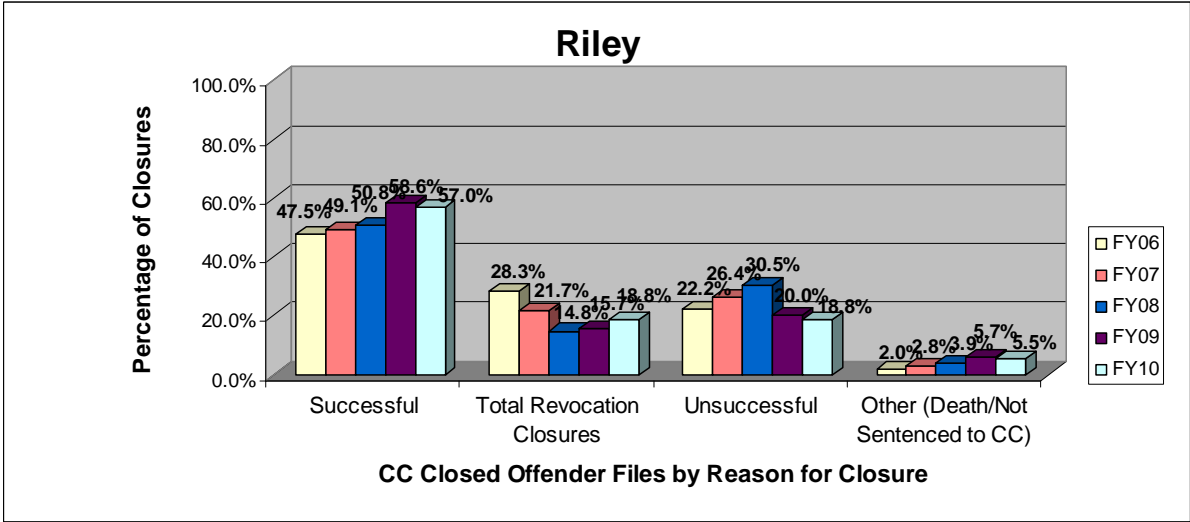
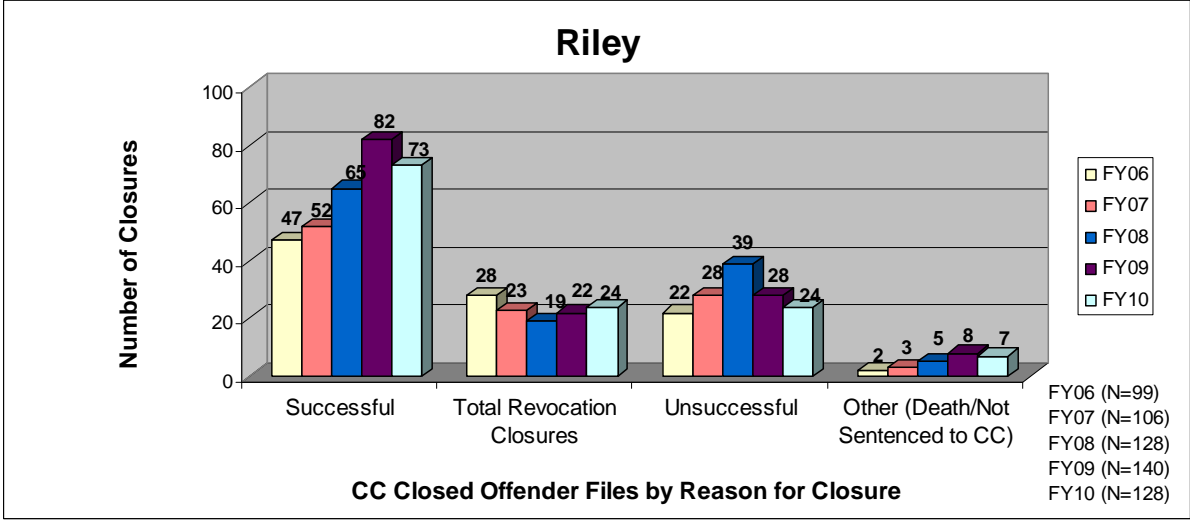
With the passage and implementation of SB14, we were able to prioritize a Risk Reduction Specialist position that is responsible for delivering cognitive education classes and Offender Workforce Development Specialist services. The Risk Reduction Specialist also targets specific criminogenic risk/need domains through the use of short, risk-specific exercises with offenders on an individual basis.

We continue to provide “Thinking for a Change” as our cognitive education curriculum. The Risk Reduction Specialist also provides daily offender employment services, fine tuning what services are provided to whom and to what extent. To truly impact offender’s long-term employability it is fundamental to determine the appropriate level of services needed. Part of offender employment services includes an aftercare component called Job Club. Job Club is offered on a monthly basis to those offenders who have realized success from our offender employment services.

A foundation of evidence-based practice includes measuring your relevant processes and practices through formal and informal evaluation tools (NIC, 2004). An important aspect in our plan includes the quality assurance of motivational interviewing skills, for the administration of the LSI-R© risk/need instrument, and for the development of case supervision plans. A review of at least three officer-client interactions per officer will occur every quarter in order to assess, sustain and augment the staffs’ application of motivational interviewing skills.

Another aspect of the risk reduction initiative includes providing a risk-based workload formula for assigning clients to officers. Having recently re-structured our specialized caseloads to be risk and workload driven, it will be imperative that we continually assess the effectiveness of this system. Other major aspects of our risk reduction initiative include risk-based drug testing, an intermediate sanctions model/violation response guideline, researching conditions per severity level, as well as revamping our local policies and procedures to reflect the principles of evidence based practices.

Through staff’s hard work (6.5 FTEs), we have been able to increase our successful termination rate to 58.6%, and to reduce our revocation rate to 15.7% in FY09. In FY11, we will continue to strive for increasing public safety, reducing the risk level of probationers on community corrections and increasing probationers successfully completing community corrections supervision.



Santa Fe Trail Community Corrections

Santa Fe Trail Community Corrections implemented evidenced-based practices to achieve better probationer outcomes. We are determined to provide supervision that promotes law-abiding lifestyles in our probationers to help keep our community safe. We strive to increase the number of probationers who successfully terminate from our program by providing better supervision. We strive to help our probationers change their criminal behavior to reduce recidivism.

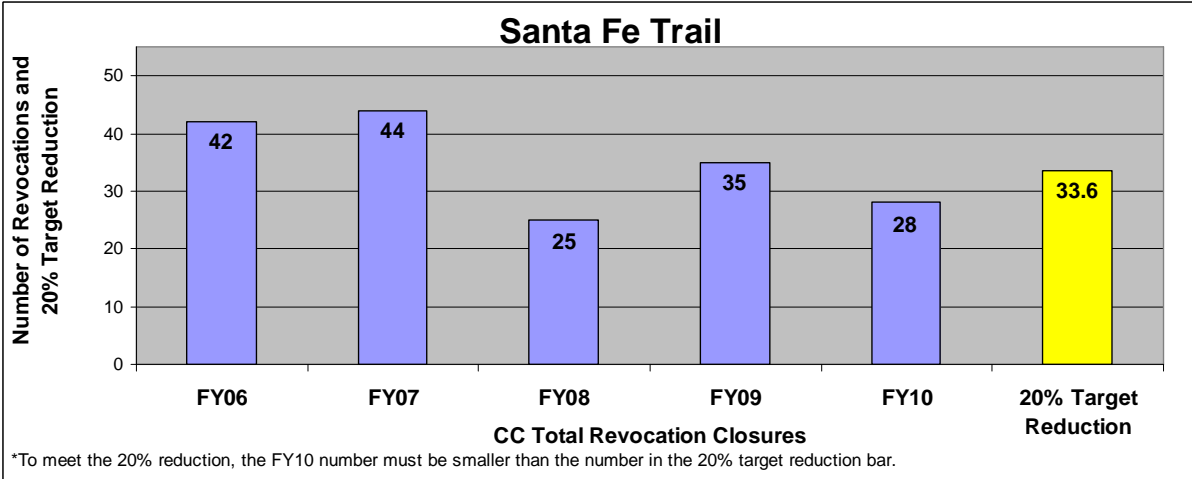
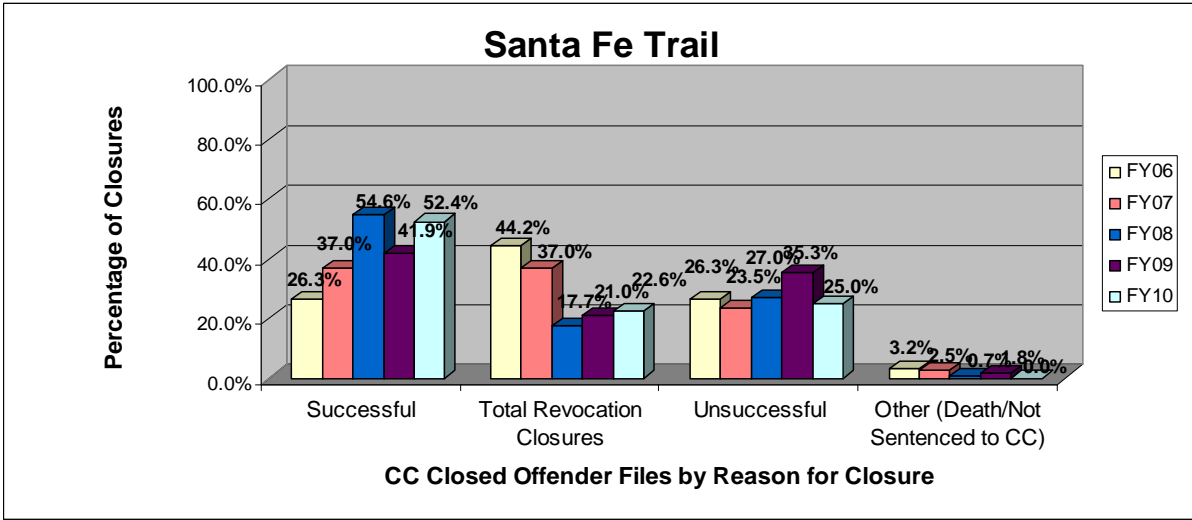
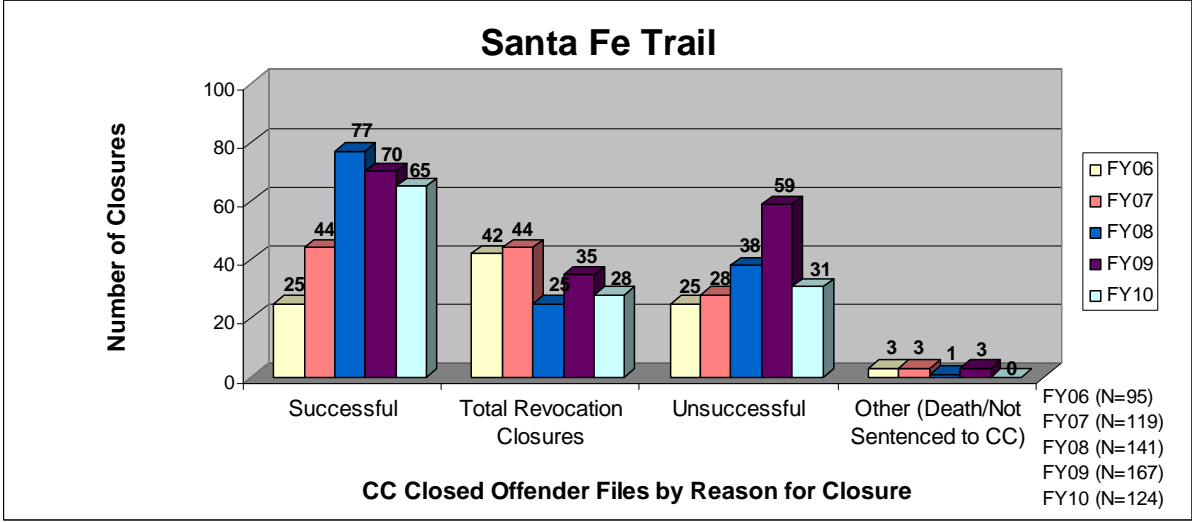
SFTCC will focus on several areas in FY11 to accomplish this and to move forward with the risk reduction initiative. We will evaluate LSI-R scoring so that ISOs can better target interventions to criminogenic risks/needs to change negative behavior. We will more effectively engage ongoing support of our probationers' natural communities to help reinforce desired behaviors. We will modify the infrastructure of our agency to work more efficiently as a team streamlining our efforts working to achieve better outcomes. We will strengthen the partnerships we currently have to ensure agencies are working together to assist the probationers we have in common. We will build new relationships with community stakeholders that will support and sustain our efforts with the integrated model to change the lives of our probationers and make our community safer.

Through the hard work and dedication of our staff, SFTCC was able to reduce our probationer revocation rate from 44% in FY06 to 21% in FY09. More importantly than decreasing our revocation rate was the increase in our successful termination rate. SFTCC had 45 more probationers successfully complete our program in FY09 than we did in FY06. This increased our successful termination from 26% in FY06 to 42% in FY09.

SFTCC continues to provide cognitive-based programs in the areas of Drug & Alcohol Education, Theft Accountability, and Anger Management/Domestic Violence. We also provide an in-house GED program and interventions in the areas of Employment, Budgeting, and Counseling. We were able to expand our services in FY10 by providing the Drug and Alcohol Education Class and Anger Management/Domestic Violence Class in Spanish. In FY11 we will provide a new Problem Gambling Education Class to assist our probationers and community with gambling issues that may arise from the Boot Hill Casino and Resort that opened in December of 2009.

SFTCC's current staff is dedicated and wants to continue to make a significant impact in our community and in the lives of our probationers. The dramatic changes we have made in our program have increased our ability to provide quality case management that is changing probationer behavior. We have come a long way towards our pursuit to implement the "The Eight Principles of Evidence-Based Practices". We will continue to pursue excellence in the services that we provide as we help guide the probationers assigned to our agency in successfully completing our program and living law-abiding lifestyles in our community.

With adequate and continued funding, SFTCC will continue to successfully provide quality supervision that will: increase the number of successful terminations by at least 25% as compared to FY06; decrease the condition violator rate by at least 25% as compared to FY06; and have a positive influence in our community and in the lives of our probationers.



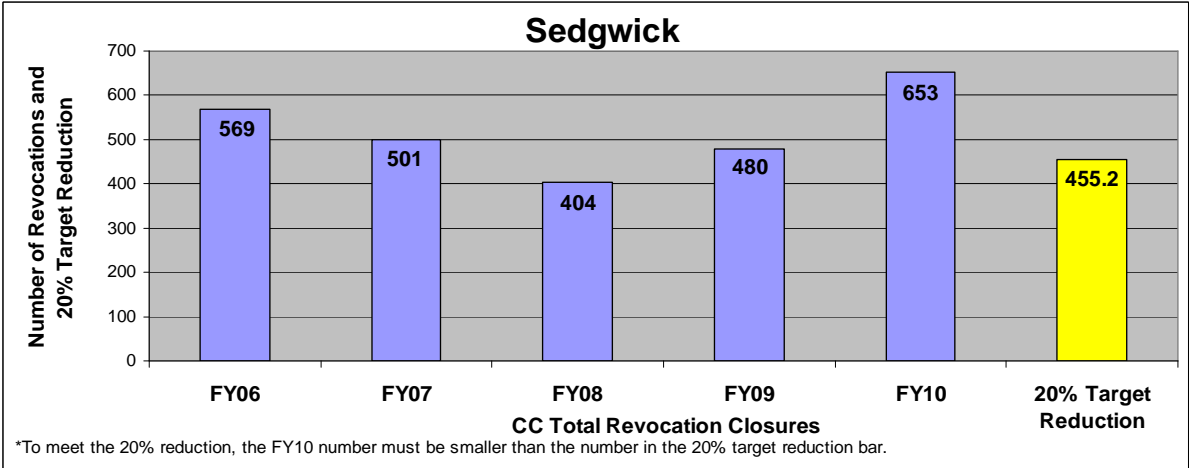
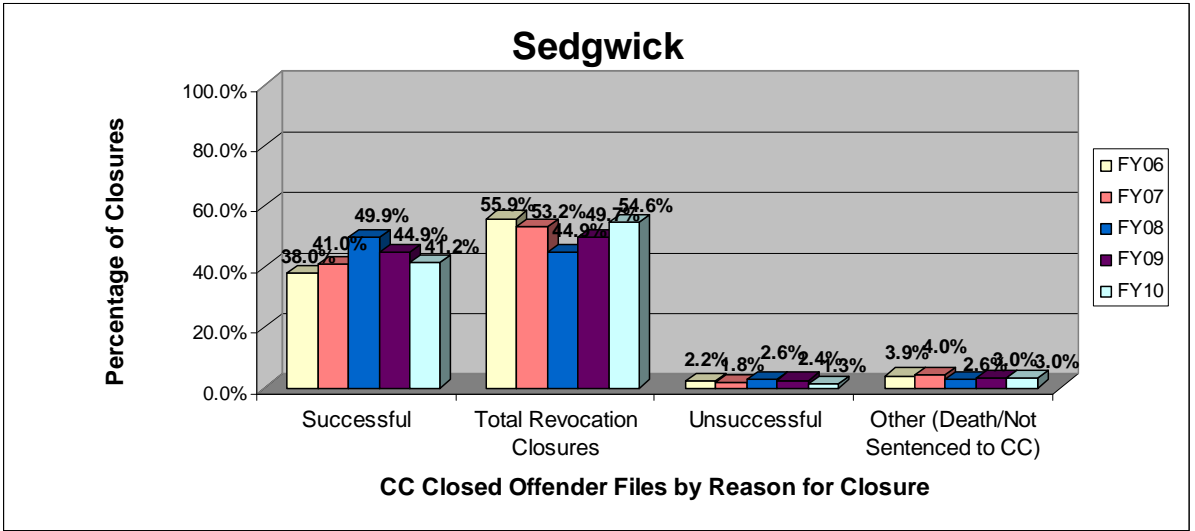
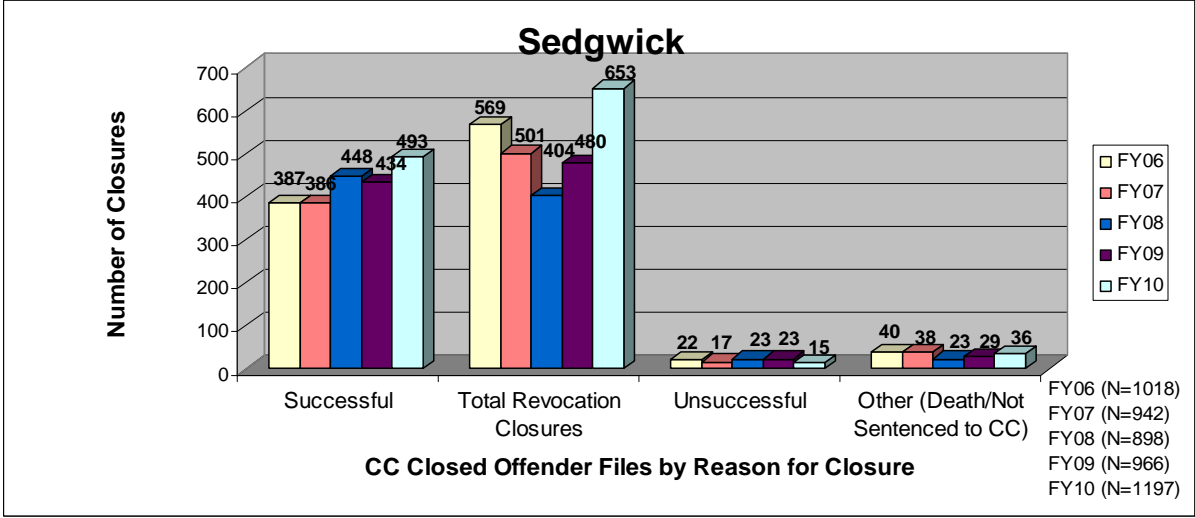
Sedgwick County Community Corrections

Sedgwick County Department of Corrections operates the Community Corrections Act programs in Judicial District 18. Over 2,700 clients are served annually, with an average daily census that is growing rapidly and now exceeds 1,600. The program provides the District Court intermediate level sanctioning and supervision options in sentencing felony offenders to probation vs. prison sentences. Supervision options include intensive supervised probation with the client providing the living arrangement or residential placement in a structured program before returning to live on their own in the community.

The Community Corrections Advisory Board and Criminal Justice Coordinating Council engaged in planning with the department to analyze performance data, study evidence-based research, and design strategies to reduce risk to the public, increase client success and reduce prison admissions by 20% or more. A Risk Reduction Plan was developed and approved by the Board of Sedgwick County Commissioners. The Plan was implemented in phases during the first half of 2008.

The plan targets two client groups that are at high to moderate risk to reoffend and/or fail to succeed on probation and, subsequently, enter prison. The first is the Risk Reduction Group assigned to intensive supervision and scoring in the moderate to high-risk category on the LSI-R assessment instrument. The second is the Reentry Group and includes clients returning to live in the community from the residential center. Specialized and proven interventions have been developed that include reduced officer caseloads, enhanced case planning and management, competency development, cognitive behavioral skills training, reentry management and risk reduction techniques. Collaboration and partnerships to enhance service delivery, track performance and ensure accountability have been identified to help facilitate service integration into the local system. Wichita State University is providing ongoing assessment and evaluation of results for use in making course corrections in the plan.

Sedgwick County is experiencing positive results with the transition to evidence-based practices. In SFY 2009 client revocations of probation were reduced by 15.6% and successful completions increased by 12% from the baseline year (SFY 2006). These outcomes are positive, but represent a significant decline from the previous year (29% reduction). It is very reasonable to expect improvement with investment of resources for staffing to support the model. Evaluation data is producing valuable information to guide us in refining our efforts to improve results. The challenge we face is having enough resources to hire and train enough officers to deliver services with fidelity to replicate the model. This comprehensive plan is based upon the continuance of funded residential services and increased state funding to address growth in clients to serve at SFY10 service levels. It must be noted that services have been reduced significantly due to funding since FY08. Simply stated, too many clients and too few staff has negatively impacted services, client outcomes and public safety due to recidivism. Without additional funding for staff positions, the prognosis is more recidivism.



Shawnee County Community Corrections/2nd Judicial District

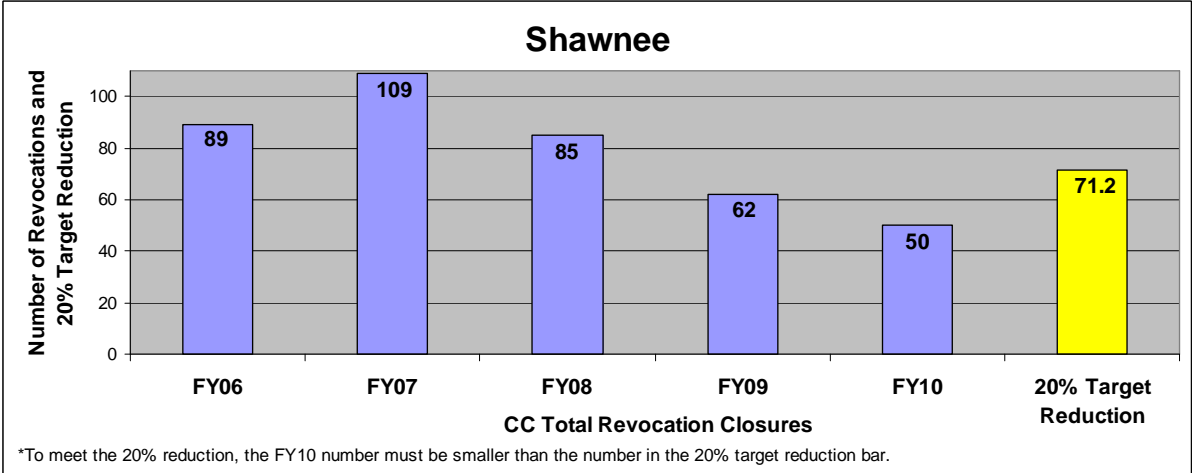
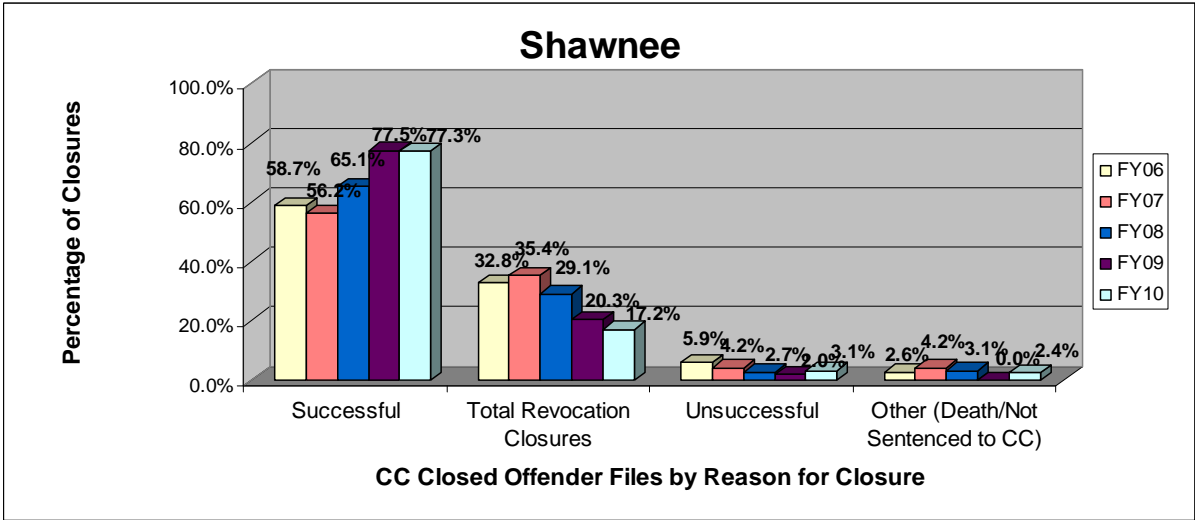
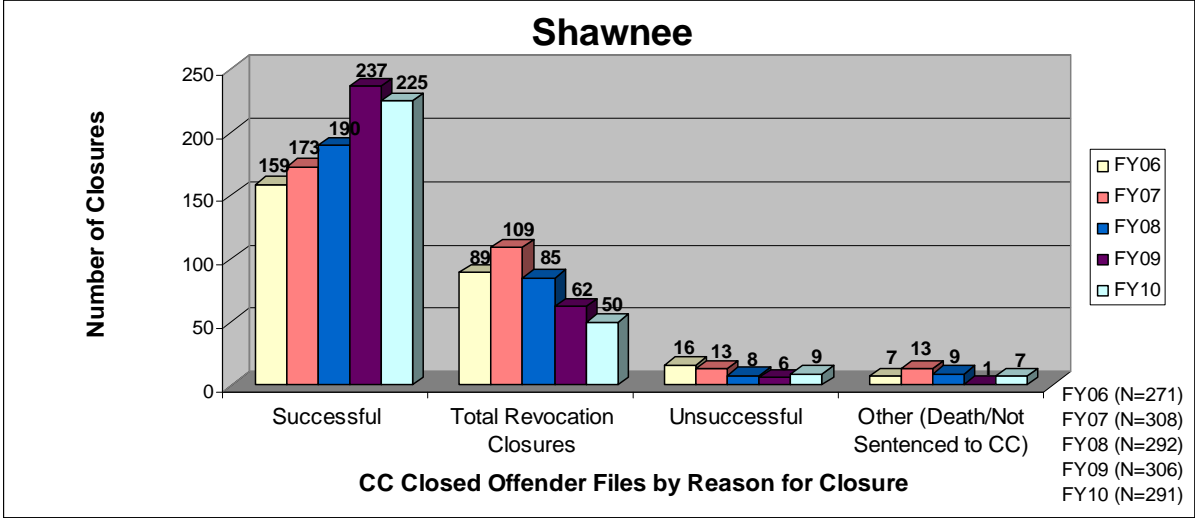
The employees of Shawnee County Community Corrections are dedicated to reducing conditional violator revocations rates by utilizing evidence-based practices and principles, cognitive based resources and partnering with local courts to provide non-prison sanctions when appropriate. The primary goal of Shawnee County Community Corrections is to reduce the risk of those offenders under our supervision, promote their self-efficacy and maintain the reduction of condition violator revocations by at least 20% from FY06.

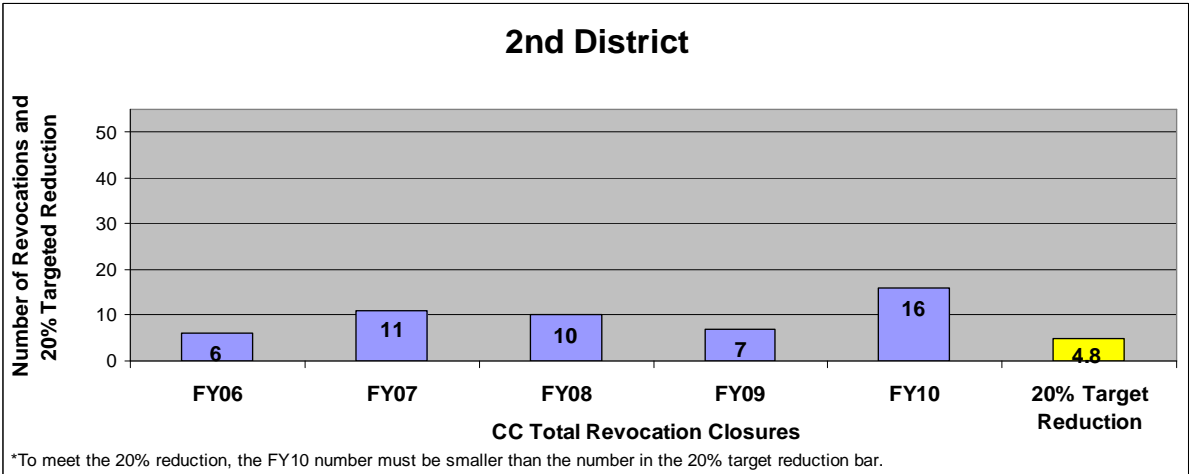
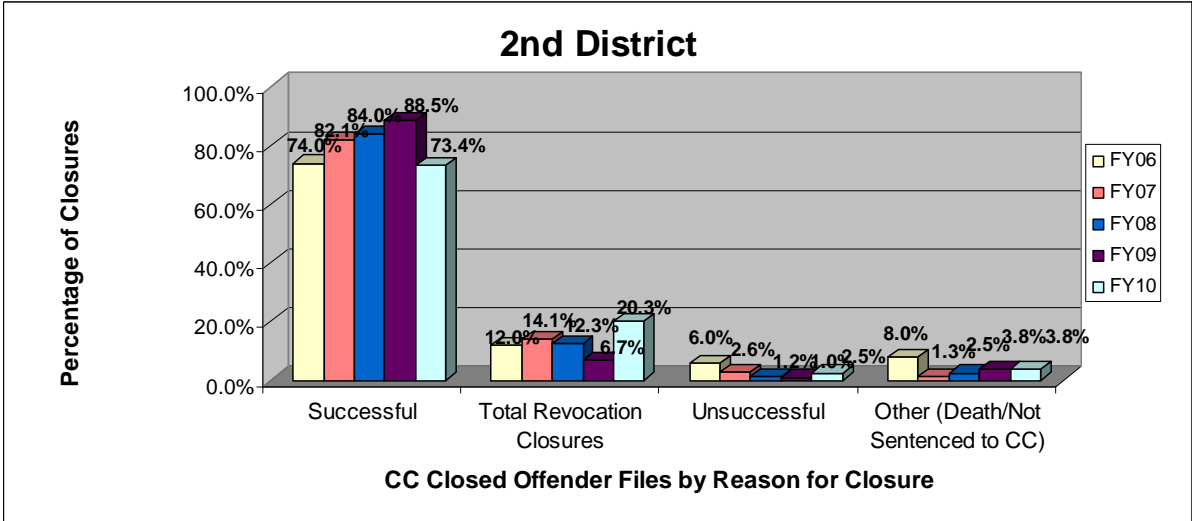
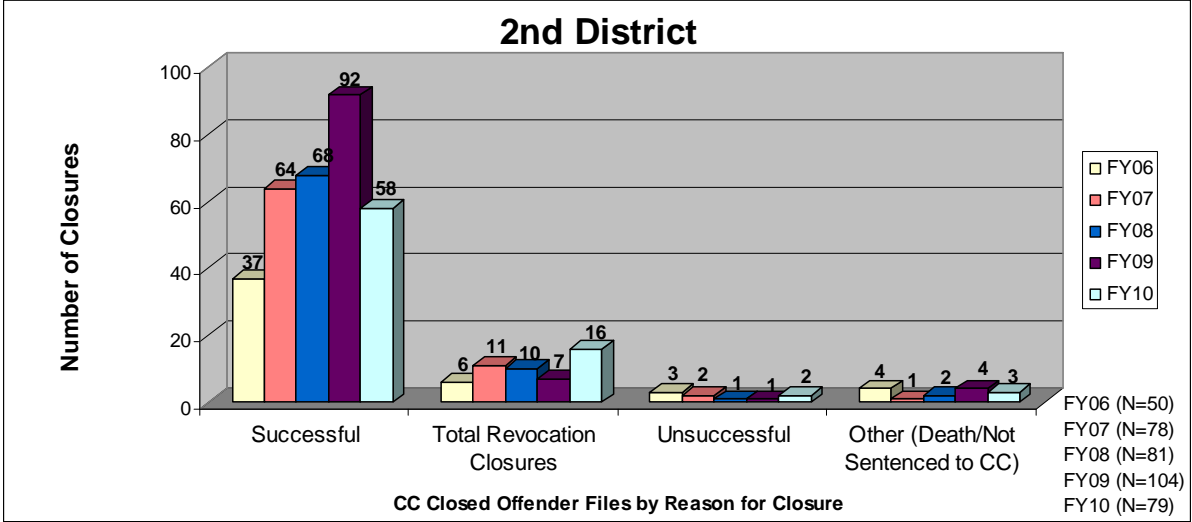
Upon completion of participation in the Strategic Planning Initiative of 2008-09, Shawnee County Community Corrections continues to implement evidence-based practices and policies both in our agency procedures and policy, through our officers in all interactions with our assigned population and with our community stakeholders, treatment providers and court administrators.

The agency provides evaluation of risk through the LSI-R and case plan. In addition to the resources available in the community, the agency provides in-house Anger Management group as well as Cognitive Skills Improvement group, three course sessions each yearly, consisting of 14 weekly meetings with Jim and Mary Woodward of Shunga Creek Mental Health Services, both LSCSW's providing cognitive-based skill training. If necessary, offenders are referred to employment seminars, job fairs and Thinking for Change cognitive skill based classes provided free of charge by Deb Alexander, with Kansas Parole Services.

Shawnee County Community Corrections has provided funds to pay for evaluations in the area of substance abuse, mental health, and sex offender evaluations for indigent clients needing to access resources quickly. The agency has also provided documentation and funding to the Kansas driver's license bureau to assist offenders with identification cards, birth certificates and social security cards when needed.

Shawnee County Community Corrections continues their partnership with Topeka Police Department and the Gang Task Force. We engage monthly with local SB 123 treatment providers, as well as field service meetings involving both Court Services and Kansas Parole.





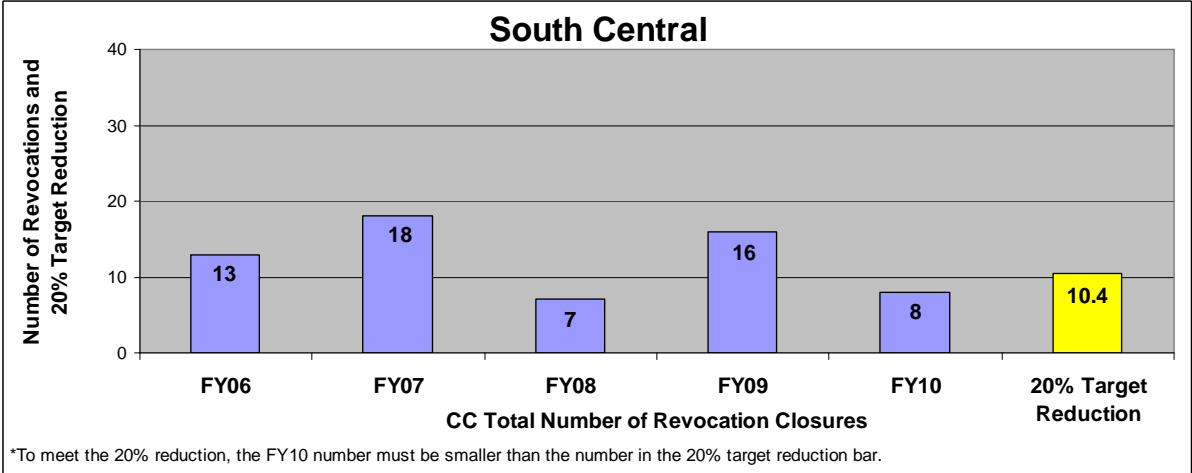
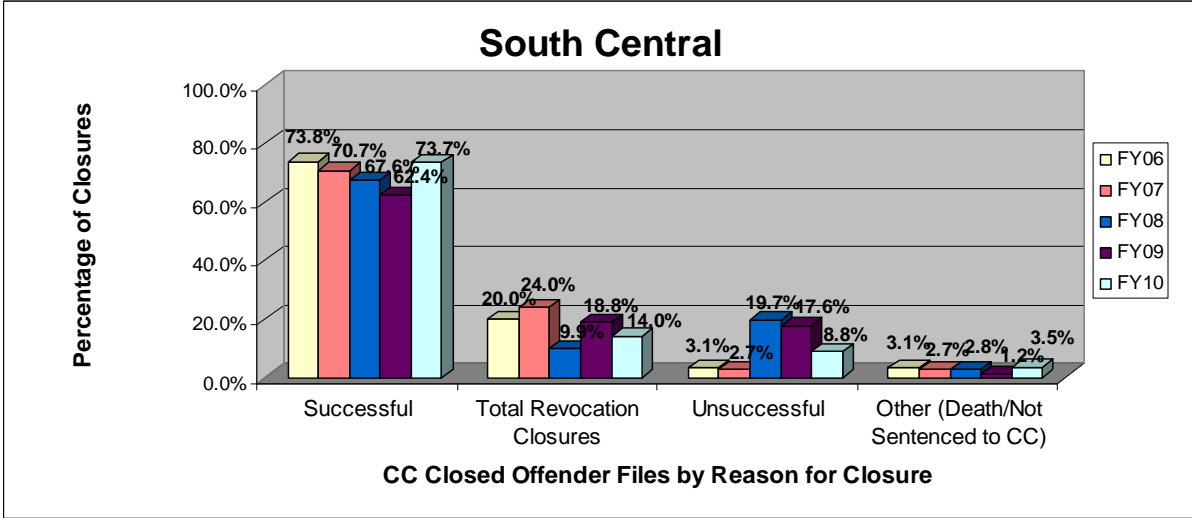
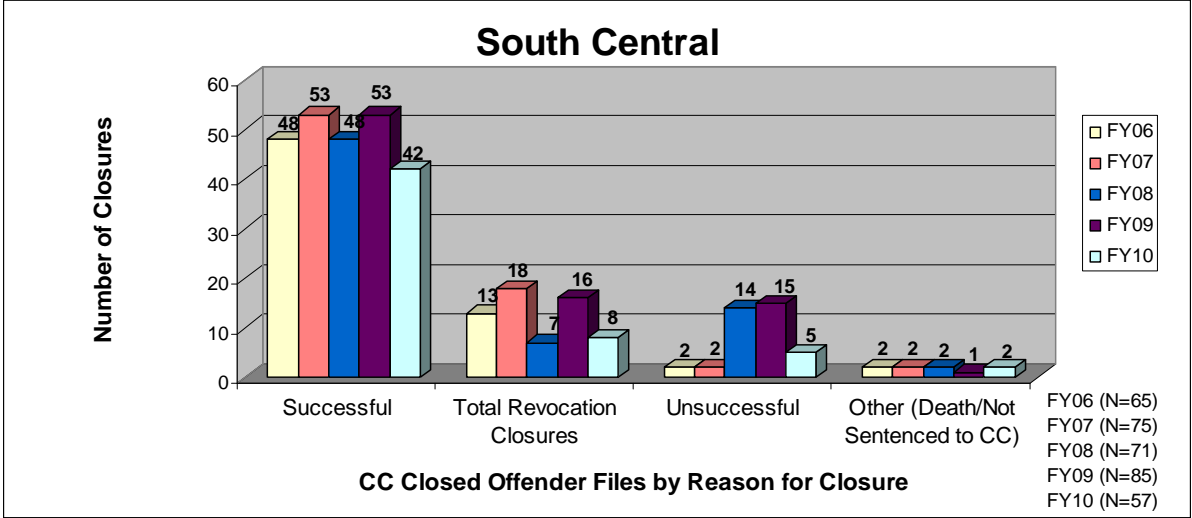
South Central Community Corrections

South Central Kansas Community Corrections serves Barber, Harper, Kingman and Pratt Counties of the 30th Judicial District. This is a service area of 3,583 miles. Each county has an office and with the exception of Barber has at least one Intensive Supervision Officer residing in the county. ISO's residing in the county strengthens the delivery of services to our offender population.

South Central Kansas Community Corrections uses the LSI-R to identify areas of concern that may affect an offender's ability to be successful. In SFY11, the agency will focus its efforts and programming towards those areas of concern. These efforts include, but are not limited to:

- Cognitive Behavioral Classes using the "Getting It Right" curriculum
- "Thinking For A Change" groups to address high-risk domains
- Trained ISO's using the skills of Advanced Communication and Motivational Strategies (ACMS)
- Drug Testing
- Probationer Support Program
- Graduated Sanctions
- Substance Abuse Treatment
- Mental Health Treatment

Offenders who are supervised by highly trained staff using the most up to date supervision strategies have a much greater chance to be successful. South Central Kansas Community Corrections staff will continue to stress offender accountability and responsibility, which will insure that public safety remains a priority.



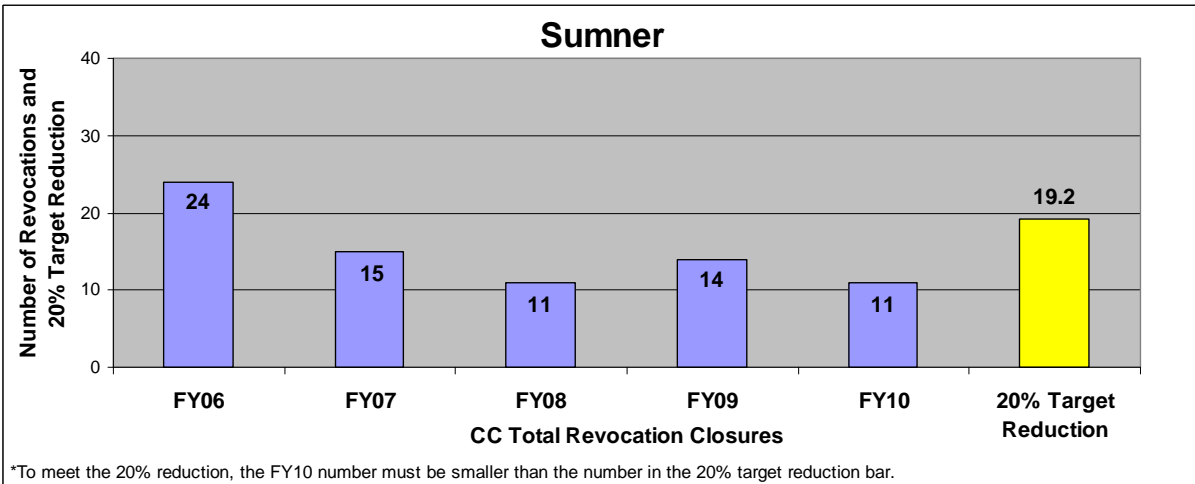
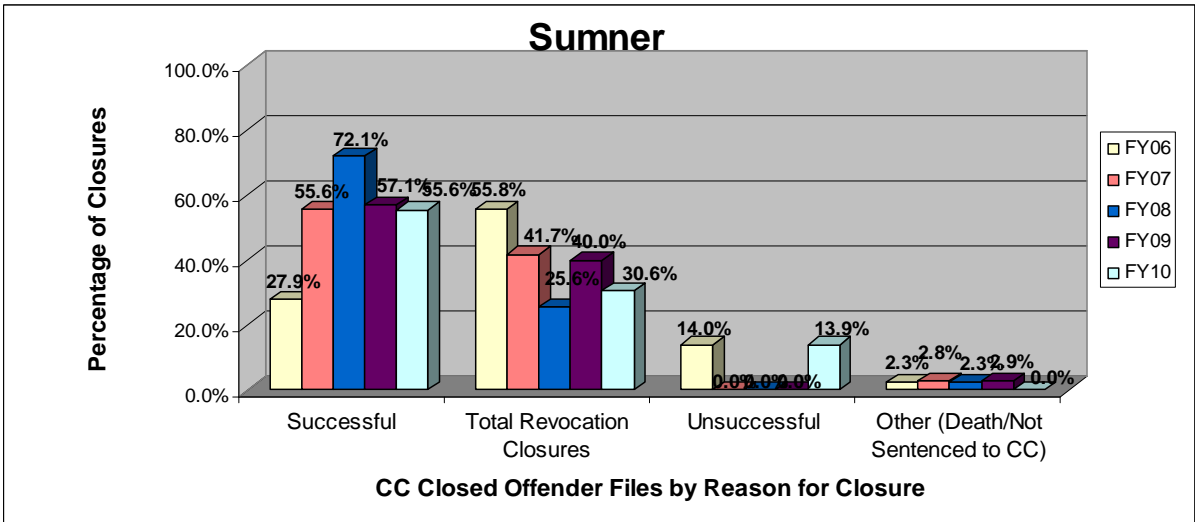
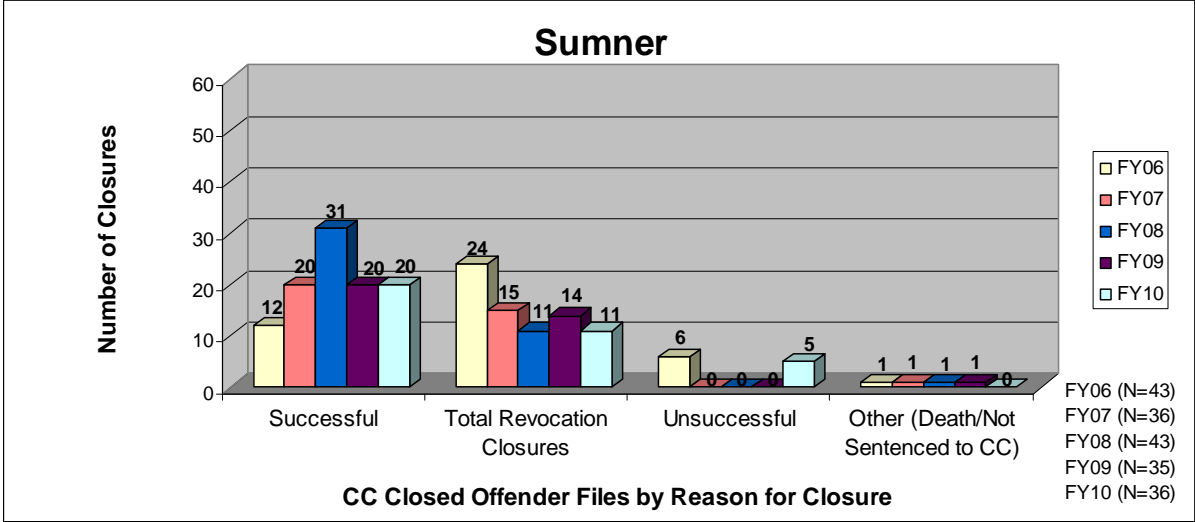
Sumner County Community Corrections

Sumner County Community Correction serves the Thirtieth Judicial District. The agency provides intensive supervision and monitoring to a population of high-risk felony probationers. The agency strives to ensure a safe and local partnership with community stakeholders, which promotes public safety by providing highly structured community supervision and community resources to offenders, and holding offenders accountable to their victims and the community.

During the past three years, Sumner County Community Corrections has been dedicated to using a behavior outcome approach and evidence-based practices to increase the number of probationers who successfully complete their term of supervision. The agency has focused on policy changes, training staff, and quality assurance so that we may provide the best opportunity for offender success without sacrificing public safety. These efforts have resulted in Sumner County Community Corrections reducing its revocation rate from 55.8% in FY06 to 41.7% in FY07, 25.6% in FY08 and 40% in FY09. The agency has been able to increase its successful completion of supervision from 27.9% in FY06 to 55.6% in FY07, 72.1% in FY08, and 57.1% in FY09. The agency has averaged annually 24 probationers completing supervision successfully in FY07, FY08, and FY09 compared to only 12 probationers in FY06.

Sumner County Community Corrections has collaborated with other agencies to form new partnerships in the community. This has allowed the agency to bring new programming and new services to the community. Over the past three years the agency has formed partnerships with Sumner Mental Health Center (SMHC). SMHC has provided the agency with many services for probationers ranging from cognitive based programs, substance abuse, anger management, psycho therapy, and medication management. Mirror Inc. continues to be vital to the success of the agency providing SB123 treatment, Intensive Out-Patient Treatment, and the curriculum of Thinking for a Change which identifies high risk behaviors, and strives for self change in the participants. The agency has tried to form a partnership with Futures Unlimited to provide transportation for probationers to and from any court ordered programming which has not been successful. The agency continues to utilize Fresh Start which is providing an opportunity in the community for probationers to earn their high school diploma. During FY10, the agency has started to work with Cowley County Community College to set up an on-line GED Program in the community.

Sumner County Community Corrections will continue to utilize the LSI-R data to identify probationer's risk factors and profile their criminogenic needs. The agency will utilize the LSI-R data to prioritize case management efforts and to match probationers with programs that are proven to be effective with the offender population. When looking at the analysis of the LSI-R Data for FY10, it continues to show significant a difference in scores on the ten domains for the offenders that were successfully released from supervision and those that were revoked. With the probationers that were revoked, there were four domains identified problematic: Education/Employment, Attitude/Orientation, Alcohol/Drug, and Leisure/Recreation. The agency will continue to target services such as T4C for probationers scoring at a Moderate to Very High risk level in two of the four domains identified as problematic.



Unified Government Community Corrections

The Unified Government/KCK Department of Community Corrections has put forth tremendous effort to integrate the strategic model for evidence-based practices into current business practices with increasing emphasis on outcomes. Our department has continued to transition from a focus on probation compliance to one of risk reduction. Recognizing the apparent correlation between risk reduction and successful probation outcomes, we want to maintain our momentum by continuing to incorporate aspects of current programming that is working. Also, in the upcoming fiscal year, we want to establish quality assurance measurements to ensure that we are being effectively responsive to the needs of probationers, staff and the public.

As identified through the analysis of probationer success and failure rates:

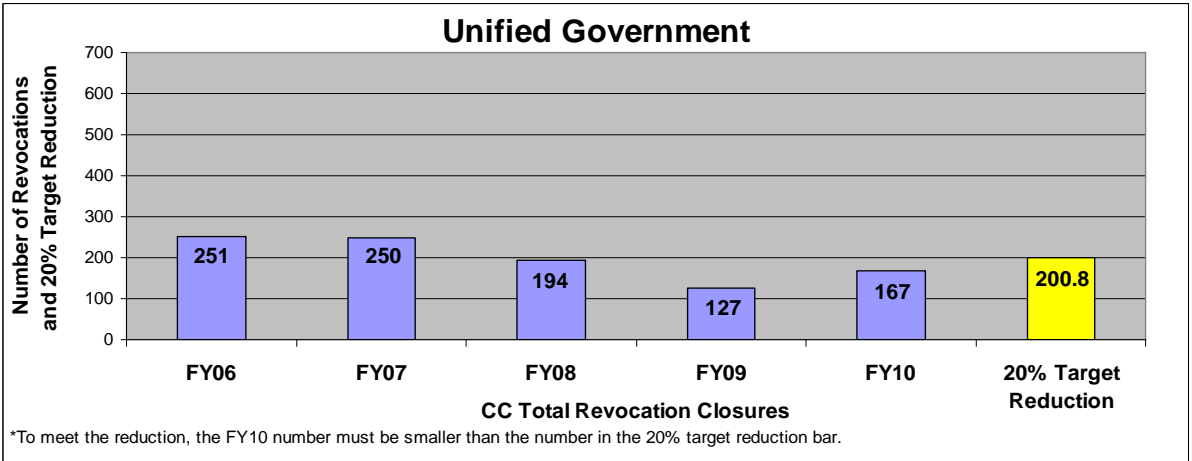
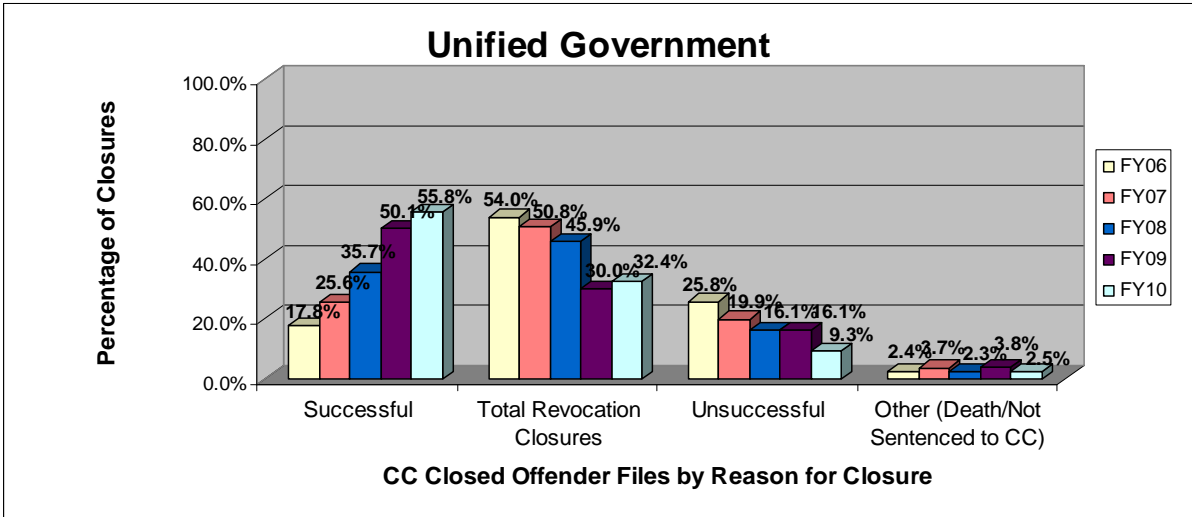
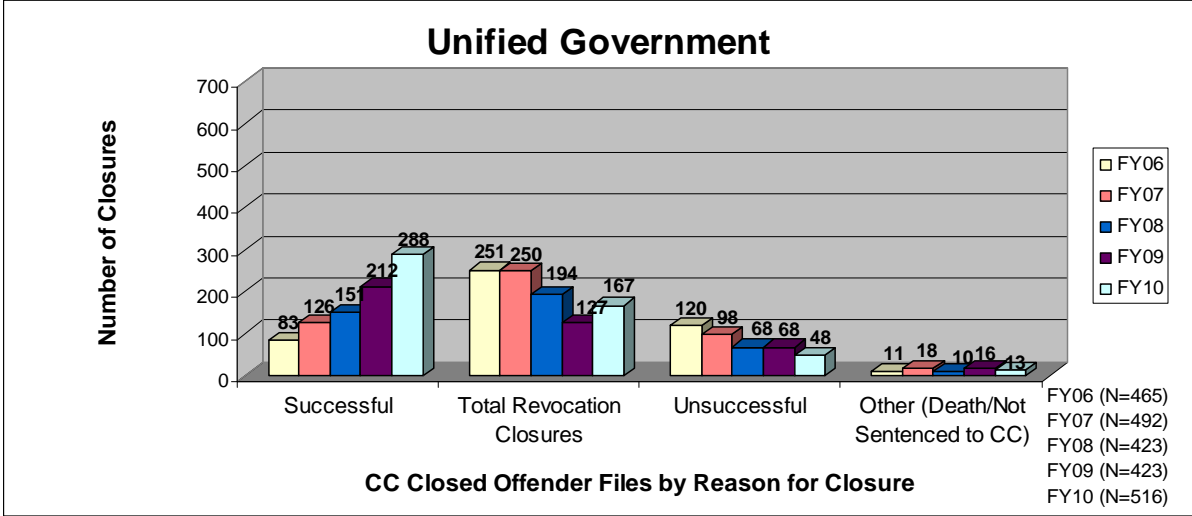
Our target population for change continues to be those probationers who are identified through valid assessment at elevated risk to recidivate in the domains for 1) education/employment; 2) substance abuse and 3) attitudes/orientation with the additional domain for emotional/personal.

Currently available in-house resources to address each of the aforementioned areas of risk include: 1) Offender Workforce Development services and GED/education vouchers; 2) Drug Court, urinalysis screening, substance abuse assessments and treatment vouchers; and 3) Cognitive based skills training. Additional resources include re-engagement services to re-engage inactive probationers.

Should this department receive sufficient funding from the Kansas Department of Corrections our aim is to increase responsiveness to the needs of probationers with mental health issues and sex offenders via the development of specialized caseloads and additional staff training.

Additional priorities for FY2011 will include:

- Increasing program fidelity through staff development and quality assurance measures;
- Engaging community stakeholders in departmental efforts to help eliminate barriers to offender success while promoting public safety;
- Continuing efforts to decrease the revocation rate for assigned probationers.



Glossary

Acronyms

ACMS: Advanced Communication and Motivational Strategies

CEPP: Center for Effective Public Policy

CSG: Council of State Governments

JEHT: Justice Equality Human dignity and Tolerance Foundation

KDOC: Kansas Department of Corrections

LSI-R[®]: Level of Service Inventory-Revised

NIC: National Institute of Corrections

OWD: Offender Workforce Development

OWDS: Offender Workforce Development Specialist

RRI: Risk Reduction Initiative

TOADS: Total Offender Activity Documentation System

Offender File Closure Types

Revoked Condition Violation: A closure type utilized when probation is revoked by the court for technical violation(s) of ordered conditions, and the probationer is ordered to serve a prison term.

Revoked New Misdemeanor: A closure type utilized when probation is revoked by the court for conviction of a new misdemeanor while on supervision, and the probationer is ordered to serve a prison term.

Revoked New Felony: A closure type utilized when probation is revoked by the court for conviction of a new felony while on supervision, and the probationer is ordered to serve a prison term.

Successful Closure: A closure type utilized when a probationer file is considered successful in that the probationer is not revoked to the KDOC.

Unsuccessful Closure: A closure type utilized when a probationer unsuccessfully terminates supervision in a manner other than revocation to the KDOC, however, the court does not classify the case as successful.

Death: A closure type utilized when a probationer dies while on supervision.

Offender Not Sentenced to Community Corrections: A closure type utilized when a probationer who is supervised by community corrections in the pre-sentence phase (specific to Senate Bill 123 probationers) is not sentenced to community corrections; rather is released or a different sentence is imposed.

Risk Reduction and Case Management Terminology

Assessment: A process by which relevant information is synthesized to establish the overall internal and external traits of the offender to assist in the development of an individualized case management plan.

Case Management: Comprehensive approach to post-conviction supervision of offenders to reduce risk and support reintegration by; assessment, development and implementation of programs & interventions.

Case Management Plan: A specific & dynamic document/tool developed with the offender based on assessment processes to track work & progress towards risk reduction & management of needs.

Classification: A process of assessing, evaluating and categorizing offenders to facilitate effective case management.

Criminogenic Needs: Dynamic factors of the offender that, when changed, are associated with changes in the probability of recidivism.

Custody: Means by which inmates are assessed regarding the risk that they present to themselves, other inmates, staff, and the community based upon a standard set of criteria.

Dynamic Risk: Risk factors that can change to either increase or decrease an offender's potential for engaging in criminal behavior.

Intervention: Any strategy used to reduce risk/need areas and/or interrupt/redirect behavior.

Need Principle: Identifying and prioritizing interventions based upon criminogenic needs.

Non-criminogenic Needs: Dynamic factors that is not necessarily associated with the probability of recidivism.

Program: A structured intervention or activity designed to reduce risk and/or support successful reintegration.

Protective Factors: Life events or experience that reduce or moderate the effect of exposure to risk factors.

Reentry: Phase of the Case Management Plan in preparation for release to the community.

Reentry Report: Summary of the reentry efforts and information related to offender derived from the Case Management Plan.

Reintegration: The process by which an offender merges back into society after conviction, as a pro-social, law abiding, and productive member of his/her community.

Release Planning: Coordinating the final steps of release from incarceration and returning to the community which includes obtaining release papers, reporting instructions, medication, property, money and other information about release.

Responsivity Principle: Matching intervention strategies (External responsivity factors) to the learning style, ability, and readiness (Internal responsivity factors) of the offender.

Risk: Potential of an offender engaging in unlawful behavior.

Risk Containment: External control on offenders in response to behaviors so that the offender is less likely to engage in criminal behavior (e.g., incarceration, GPS monitoring, curfew, etc.).

Risk Factors: Research based elements that increase the potential of an offender to engage in criminal behavior.

Risk Management: A set of strategies that incorporates Risk Containment & Risk Reduction

Risk Principle: Identifying an offender's level of risk, through an assessment process, and matching the type and intensity of intervention to the offender's risk level.

Risk Reduction: Assisting offenders in developing & using internal controls to address dynamic risk and need area so that the offender is less likely to engage in criminal behavior.

Static Risk: Risk factors that generally do not change.

Supervision: Monitoring the behavior of an offender utilizing Risk Management strategies.

Community Corrections Statewide Risk Reduction Initiative Time Line

In Fiscal Year 2008 Senate Bill 14 was signed into law beginning the Community Corrections Statewide Risk Reduction Initiative (SB14 RRI) in earnest. The passage of this legislation is one of many events that have moved the philosophy of evidence based practice and risk reduction forward throughout Kansas. Beginning in 2004, the Kansas Department of Corrections (KDOC) began intensively working toward implementing evidence based risk reduction and reentry in correctional facilities and parole. These efforts within the department, with the legislature, and with community and state stakeholders will be documented in a separate comprehensive timeline that is under development. Since July 2007, however, KDOC and their national partners have worked to expand this philosophy and build an infrastructure for change in community corrections by providing unprecedented opportunities for local agencies and stakeholders to come together, learn about EBP, discuss the potential impact of implementation on their communities, and plan collaboratively to make changes which promote probationer success and reduce probationer risk and revocation, thus increasing public safety.

Four million dollars of the money appropriated under Senate Bill 14 was awarded as grant funds to local community corrections agencies through a competitive grant process implemented by the Kansas Department of Corrections. Any Kansas Community Corrections agency was eligible to apply for SB14 RRI funding to enhance risk reduction efforts and reduce revocation rates by at least 20%. Each of the 31 Kansas Community Corrections agencies applied, and all were funded under this initiative. Funded agencies have committed to the philosophy of risk reduction and building a system to facilitate probationer success by targeting the criminogenic needs of medium and high risk probationers utilizing evidence based community supervision methods and practices.

An essential element of the SB14 RRI has been collaboration among KDOC, national partners (The Center for Effective Public Policy (CEPP), Council of State Governments (CSG), the Crime and Justice Institute (CJI), Justice Equality Human dignity and Tolerance (JEHT) Foundation, National Institute of Corrections (NIC), etc.), and local community corrections agencies to build an infrastructure for change by providing risk reduction education for local executives, stakeholders and case management staff. This statewide effort continues to build on this foundation through targeted training opportunities for officers and case managers throughout the state; and continued technical assistance for local agencies in areas including, but not limited to, evidence based practice implementation and sustainability, organizational development, collaboration, research and data utilization, and fiscal management.

Fiscal Year 2007

July 2007

- ✘ KDOC received technical assistance from the Center for Effective Public Policy (CEPP) in the development of the SB14 RRI grant application and review process. The application procedure facilitated local agencies through a risk reduction planning process.
 - In early July, KDOC and CEPP met with local agency directors from across Kansas to discuss the SB14 RRI, the application, evidence based practices, and subsequent technical assistance opportunities.
 - In mid July, KDOC and CEPP provided a two-day training to local agency directors and agency representatives to assist in the development of risk reduction initiatives and the grant application.

August 2007

- ✘ KDOC held “Office Hours Sessions” at locations across the state.
 - A selection of the KDOC Community Corrections Services Division team (Director, Program Consultants, Fiscal Auditor) was available to answer questions and provide clarification on the SB14 RRI application process.
- ✘ KDOC Community Corrections Services hosted the first of two Resource Workshops for local community corrections agencies to provide them with exposure to a variety of resources available to assist in RRI planning.
 - Resources presented included, but were not limited to: Mental health resources, discussion of KDOC contracts that include services and rates available to local agencies, information on recruiting and working with volunteers, and presentations by the two Parole Directors and a Community Corrections Director who discussed their experience of implementing evidence based practices.

September 2007

- ✘ KDOC Community Corrections Services held “Office Hours Sessions” at locations across the state.
- ✘ KDOC Community Corrections Services hosted the second of two Resource Workshops for local community corrections agencies to provide them with exposure to a variety of resources available to assist in RRI planning.
- ✘ KDOC was awarded Prisoner Reentry Initiative grant funding which included a Risk Reduction Planner / Skill Developer Position.
 - This position was modified to reflect changes in the KDOC Community Corrections Services Division to be solely a Skill Developer due to the increase in the number of Program Consultants in the Division made possible by the passage of Senate Bill 14 (See December, 2007).

October 2007

- ✘ SB14 RRI Grant Applications were due to KDOC Community Corrections Services October 1, 2007.
 - Grant applications were reviewed on merit individually and independently by one of three grant review teams. Each team consisted of three reviewers, and a fourth reviewer who read all applications in order to provide an overall perspective of the application pool.

November 2007

- ✘ SB14 RRI grant awards were announced in early November.
 - KDOC Community Corrections Services Division staff continued to provide technical assistance to facilitate the ongoing development of the local risk reduction initiatives with a specific focus on agencies whose planning processes were in need of further development before implementation of local initiatives could begin.
- ✘ The JEHT Foundation, NIC, KDOC, and CEPP convened two Kansas Community Corrections Stakeholder Conferences.
 - Through the conferences, agency directors and stakeholders were provided information on the philosophy of risk reduction and the potential impact that implementation may have on increasing public safety, reducing the risk of probationers on community corrections supervision, and increasing the percentage of probationers successfully completing supervision.
 - Agency teams spent time during the conference planning for community implementation using the information presented at the conference with the assistance of a facilitator.
- ✘ KDOC CC Services provided fiscal officer’s training to local agencies.

December 2007

- ✘ KDOC Community Corrections Services built capacity in order to meet the oversight requirements outlined in SB14, and increase the amount of technical assistance provided to local agencies in designing, implementing, and monitoring local risk reduction initiatives.
 - The team which originally consisted of the Director, a State Auditor II, and two Program Consultant II positions, added seven new team members. The positions added include: an Accountant II, an Administrative Specialist, two Community Corrections Skill Developers, two Program Consultant II positions, and a Research Analyst III.
 - It is important to note that while Skill Development Staff had been hired by this date, they were not trained to train until April, 2008.
 - In addition to KDOC Skill Developers, local community corrections staff were trained as trainers in Advanced Communication and Motivational Strategies to assist in training delivery and act as local experts.

January 2008

- ✘ KDOC Community Corrections Services published the first Annual Report on the Community Corrections Statewide Risk Reduction Initiative which formally began with the passage of Senate Bill 14.

February 2008

- ✘ KDOC Community Corrections Services began revising the Community Corrections Comprehensive Plan Grant Application, application review process, and allocation determination process.
 - Designed to integrate the principles of risk reduction and evidence based practices into the overall agency grant application and award process.
 - Combined the SB14 application and review strategy into the local agency plan / application.
 - Ensured that the documents and processes met statutory and regulatory requirements and represented a useful planning process for local agencies.

February 2008 (cont'd)

- ✘ KDOC Community Corrections Services Advanced Communication and Motivational Strategies Master Trainers trained the first of three groups of KDOC Skill Developers and local community corrections staff to be trainers of the curriculum.
- ✘ KDOC Community Corrections Services staff and Facilities Management staff presented information on initiatives begun under Senate Bill 14 to KDOC Central Office staff.

March 2008

- ✘ KDOC Community Corrections Services introduced the revised FY 2009 Community Corrections Comprehensive Plan Grant Application and Review Process.

April 2008

- ✘ KDOC Community Corrections Services trained local directors on the revised FY 2009 Community Corrections Comprehensive Plan Grant Application and Review Process.
- ✘ KDOC Community Corrections Services Advanced Communication and Motivational Strategies Master Trainers trained the second of three groups of KDOC Skill Developers and local community corrections staff to be trainers of the curriculum.
- ✘ KDOC entered into a cooperative agreement with the National Institute of Corrections and the Crime and Justice Institute to receive coaching on executive leadership and complex project management to achieve the implementation of evidence based practices on offender risk reduction in the KDOC Community Corrections Services Division and selected local community corrections agencies.

May 2008

- ✘ KDOC and their national partners convened two Statewide Risk Reduction Training Workshops for community corrections supervisory and case management staff.
 - The purpose of this training was to provide staff statewide with information on the philosophy of risk reduction and evidence based practices.
- ✘ KDOC Community Corrections Services and CJI held a kickoff meeting for the initiative to continue implementation of evidence based practices on offender risk reduction in the KDOC Community Corrections Services Division and selected local community corrections agencies.

June 2008

- ✘ Subsequent to the initiatives outlined above which were designed to build an infrastructure for change, targeted staff skill development began. The three initiatives provided as a part of the Statewide Risk Reduction Initiative were:
 - Advanced Communication and Motivational Strategies
 - Cognitive Behavioral Intervention Tools
 - Principles and Practices of Case Management
- ✘ KDOC Community Corrections Services Retreat with the Crime and Justice Institute.
 - Received feedback on individual leadership and organizational assessments including: the Leadership Circle Profile 360° survey, Myers-Briggs Type Indicator, Emotional Intelligence Inventory, Likert Organizational Climate Survey, and Team Assessment.
 - Began Strategic Planning Process including the development of workgroups focused on: Building internal capacity, building local capacity, communication, the grant award process, marketing, positive reinforcement, and skill development (training for local case management staff).

Fiscal Year 2008

July 2008

- ✘ KDOC Community Corrections Services Advanced Communication and Motivational Strategies Master Trainers trained the third of three groups of KDOC Skill Developers and local community corrections staff to be trainers of the curriculum.
- ✘ KDOC Community Corrections Services presented an incentive program for timely report submission for local community corrections agencies to the Community Corrections Advisory Committee.
 - The Advisory Committee declined implementation.

August 2008

- ✘ KDOC Community Corrections Services began the process of gaining input from local Community Corrections representatives to revise Fiscal Standards and Kansas Administrative Regulations.
- ✘ KDOC CC Services provided fiscal officer's training to local agencies.
- ✘ KDOC Community Corrections Services structured formal Strategic Action Planning and Team Building meetings.

September 2008

- ✘ KDOC Community Corrections Services met with CJI onsite as a follow up to the June retreat.
- ✘ KDOC Community Correction Services held the Kickoff Ceremony for Phase I Facilitated Strategic Planning Sites.
 - Local community corrections agencies selected included: The 6th Judicial District, The 8th Judicial District, Harvey and McPherson Counties, and Shawnee County / 2nd District.
 - Agencies selected receive intensive, individualized support in the implementation and sustainability of EBP, Organizational Development, and Collaboration through September 2009.

- ✘ KDOC Community Corrections Services introduced the revised Quarterly and Year End Outcome Reporting format for local agencies.
 - The format was changed to more closely align with the revised Comprehensive Planning Process.

October 2008

- ✘ KDOC Community Corrections Services Administrative Assistant position held vacant due to budget constraints related to the economic downturn.
- ✘ KDOC Community Corrections Services implemented a “High Five” and “You Rock” recognition board for division employees.
 - Various rewards have been developed for staff based on this recognition (e.g., books, coffee, parking privileges, etc.).
- ✘ KDOC Community Corrections Services hosted a Strategic Planning Retreat for Phase I Facilitated Strategic Planning Sites. Phase I sites:
 - Received feedback on organizational assessments including the Likert Organizational Climate Survey and The Texas Christian University Organizational Readiness for Change Assessment.
 - Completed assessments such as the CJI EBP Checklist and SWOT Analysis.
 - Began the strategic planning process including goal and action plan development.

November 2008

December 2008

- ✘ KDOC Community Corrections Services released the FY 2010 Community Corrections Comprehensive Plan Grant Application and review process which was modified based on input from the Community Corrections Advisory Committee and grant review teams, respectively.
- ✘ KDOC Community Corrections Services formally added a system to recognize individuals who contribute significantly to the team atmosphere (the Fred Factor) and discussion of Individual Development Plans into Team Building meetings.
- ✘ KDOC Community Corrections Services staff trained to administer the EBP Checklist by CJI.
- ✘ All local Community Corrections Staff trained in Cognitive Behavioral Intervention Tools.

January 2009

- ✘ All local Community Corrections Staff trained in Advanced Communication and Motivational Strategies.
- ✘ KDOC Community Corrections Services Division provided training on the FY 2010 Community Corrections Comprehensive Plan Grant Application.
- ✘ KDOC Community Corrections Services Division published the first ever quarterly newsletter.
 - The goals of this newsletter are to share information about evidence based and promising practices; highlight work being done across the state; communicate important events, dates and deadlines; and recognize and reinforce agency, director and officer accomplishments.
- ✘ KDOC Community Corrections Services Director and two local Community Corrections Directors attended the CJI Inter-Site Summit.
- ✘ KDOC Community Corrections Services received Quality Assurance training from CJI.
- ✘ KDOC Community Corrections Services met with CJI for a project update meeting.

February 2009

- ✘ KDOC Community Corrections Services began the process of gaining input from local Community Corrections representatives to revise Adult Intensive Supervision Standards to increase alignment with evidence based practice and philosophy.
- ✘ All local Community Corrections Staff trained in Principles and Practices of Case Management.

- ✘ KDOC Community Corrections Services received Organizational Development training from CJJ.
- ✘ KDOC Community Corrections Services received Project Management training from CJJ.

March 2009

- ✘ KDOC Community Corrections Services and selected Parole and Reentry Services staff received Facilitative Leadership Training from the Interaction Institute for Social Change.
- ✘ KDOC Community Corrections Services Division provided training on the FY 2010 Community Corrections Comprehensive Plan Grant Application.

April 2009

May 2009

- ✘ KDOC Community Corrections Services hosted, with facilitation by Bill Woodward through CJJ, a one day retreat for the Community Corrections Advisory Committee.
 - The purpose of this retreat was to revisit the charge of the group, develop a vision and mission for the committee, review past accomplishments and challenges, begin the strategic planning process to set the direction for the coming year, and set a quarterly meeting schedule to continue the work.
- ✘ KDOC Community Corrections Services implemented a new fiscal audit process.
 - The new process requires a review of fiscal policy and procedures and the county general ledger to focus audit efforts on agencies needing assistance in effective fiscal practice.
- ✘ KDOC Community Corrections Services hosted a Quality Assurance Retreat for Phase I Facilitated Strategic Planning Sites.
- ✘ KDOC Community Corrections Services negotiated for the inclusion of a local community corrections employee of the year to be included in the state recognition ceremony.

June 2009

- ✘ KDOC Community Corrections Services provided training on the new audit process with emphasis on internal controls showing adherence to evidence based practices.
- ✘ All Community Corrections LSI-R[®] raters trained in updated scoring guide which took effect July, 2009.
- ✘ A selection of KDOC Community Services staff presented to the division on Individual Development Planning.
- ✘ KDOC Program Consultants completed certification to administer and interpret Myers Briggs Type Indicator assessments to facilitate local and departmental organizational development efforts.

Fiscal Year 2010

July 2009

- ✘ KDOC Community Corrections Services held final Strategic Planning and Team Meetings with CJJ.
- ✘ KDOC Community Corrections Services revised Strategic Action Planning and Team Building meetings after discussion in follow up Strategic Action Planning and Team Building Meetings with CJJ.
- ✘ Local Community Corrections Agencies involved in the Phase I Facilitated Strategic Planning Initiative, and other selected local agency staff, received Facilitative Leadership Training from the Interaction Institute for Social Change.
- ✘ KDOC Community Corrections Services Division formally recognized local and KDOC Community Corrections Services staff for Parole, Probation, and Community Corrections Appreciation Week.

August 2009

September 2009

- ✘ KDOC selected three local agencies to participate in the second phase of the Facilitated Strategic Planning Initiative.
 - Local community corrections agencies selected included: The 4th Judicial District Community Corrections, Central Kansas Community Corrections, and Riley County Community Corrections.
 - Agencies selected receive intensive, individualized support in the implementation and sustainability of EBP, Organizational Development, and Collaboration through September 2010.

October 2009

- ✘ KDOC Community Corrections Services held the Kickoff Ceremony for the second phase of the Facilitated Strategic Planning Initiative.
- ✘ KDOC Community Corrections Services Program Consultant II position held vacant due to budget constraints related to the economic downturn.
- ✘ Preliminary policy and procedures audit reports sent to agencies.

November 2009

- ✘ KDOC Program Consultants facilitated on-site completion of the local executives and focus groups and Myers Briggs assessments for agencies participating in the Facilitated Strategic Planning Initiative.
- ✘ KDOC fiscal staff completed fiscal policy review and fiscal workbook reconciliation for all local community corrections agencies.

December 2009

- ✘ All local Community Corrections Staff provided ACMS refresher training.
- ✘ KDOC Community Corrections Services hosted a Strategic Planning Retreat for the second phase of the Facilitated Strategic Planning Initiative.

February 2010

- ✘ Nineteen agencies recognized as being KDOC Fiscal Standard Certified at Director's meeting.
- ✘ KDOC fiscal staff provided technical assistance to two agencies.
- ✘ KDOC Community Corrections Services hosted a Quality Assurance Retreat for Phase II Facilitated Strategic Planning Sites.

March 2010

- ✘ KDOC fiscal staff provided technical assistance to four agencies.

April 2010

- ✘ KDOC fiscal staff provided technical assistance to one agency.

May 2010

- ✘ KDOC CC Services provided training on the revised fiscal workbook, a review of the year end process, the budget adjustment process, and splitting expenditures between funding sources.

June 2010

- ✘ Three agencies recognized as being KDOC Fiscal Standard Certified at Director's meeting.
- ✘ KDOC fiscal staff provided technical assistance to one agency.

Fiscal Year 2011

July 2010

August 2010

- ✘ KDOC fiscal staff performed one on-site audit and provided technical assistance to one agency.

September 2010

- ✘ KDOC fiscal staff provided technical assistance to one agency.
- ✘ KDOC Community Corrections Skill Developers provided online training for Supervision Strategies: Low Risk Offenders to local agency staff.
- ✘ KDOC Community Corrections Skills Developers provided training on Coaching for Quality: MI in Pittsburg to local agency directors and a parole supervisor.

October 2010

- ✘ KDOC Community Corrections provided a Data Training course at TCF to CC-Directors consisting of Basic/Intermediate Excel with an emphasis on exporting data followed by learning which TOADS reports to run for specific information in order to gauge officers' and the agency's progress.
- ✘ Five agencies recognized as being KDOC Fiscal Standard Certified at Director's meeting.
- ✘ KDOC fiscal staff performed one on-site audit.
- ✘ KDOC Community Corrections Skills Developers provided training on Coaching for Quality: MI in Salina to local agency directors, supervisors and juvenile supervisors.
- ✘ KDOC Community Corrections Skill Developers provided online training for Supervision Strategies: Working with Gang Membership to local agency staff.
- ✘ KDOC Community Corrections Skills Developers provided training on Conflict Resolution in the Workplace in Topeka to local agency directors and staff.

November 2010

- ✘ KDOC Community Corrections provided a Data Training course at the Wichita Parole Office to CC-Directors consisting of Basic/Intermediate Excel with an emphasis on exporting data followed by learning which TOADS reports to run for specific information in order to gauge officers' and the agency's progress.
- ✘ KDOC fiscal staff performed one on-site audit and provided technical assistance to one agency.
- ✘ KDOC fiscal staff performed one on-site audit.
- ✘ KDOC Community Corrections Skill Developers provided online training for Supervision Strategies: Working with Sex Offenders to local agency staff.

December 2010

- ✘ KDOC Community Corrections provided a Data Training course at TCF to CC-Directors consisting of Basic/Intermediate Excel with an emphasis on exporting data followed by learning which TOADS reports to run for specific information in order to gauge officers' and the agency's progress.
- ✘ KDOC Community Corrections Skills Developers provided training on Working with Offenders from Generational Poverty at two sites, Pittsburg and Junction City. This training was provided to local agency directors and staff.
- ✘ KDOC Community Corrections Skill Developers provided online training for Supervision Strategies: Working with Female Offenders to local agency staff.
- ✘ KDOC Community Corrections Skills Developers provided online training for the new case plan format to local agencies. All officers in the state are trained.

Facilitated Strategic Planning

Kickoff

- * Recognition of Selected Agencies
- * Provides Information on:
 - Change Management
 - Building Effective Teams
- * Presents a Structure for Moving Toward Improved:
 - Evidence Based Practice
 - Collaboration
 - Organizational Development

Evidence Based Practice Checklist

SWOT Analysis

Likert Team Survey

Myers Briggs Type Indicator

Focus Groups

Agency Assessment

- * Practical Implementation Experiences
- * Information Sharing and Team Activities to Improve Understanding of:
 - Organizational Development
 - Roles and Responsibilities
 - Quality Assurance
 - Team Functioning
- * Development of Agency:
 - Vision, Mission, and Values
 - Strategic Priorities
 - Goal Development
 - Action Plans

Strategic Planning Retreat

- * Defining Evaluation and Quality Assurance
- * Creating Measurable Strategic Plans and Work Plans
- * Developing Logic Models and Specifying Quality Indicators
- * Strategies and Tactics for Data Collection and Analysis
- * Applying Data to Enhance Policy and Practice

Agency Specific Technical Guidance

Agency

Agency

Agency

Agency

Quality Assurance Retreat

Ongoing Seminar Topics

Strategic Planning
Change Management

Quality Assurance
Effective Teams

Organizational Development
Principles of EBP Philosophy and Practice

MBTI In Action
The Visionary Leader

Process Facilitation
Collaboration

Seminar Descriptions

Strategic Planning

Do you want to bring focus and direction to your agency?

This seminar will provide the steps to bridge your current reality to your desired future through discussion of who should be a part of this process, the importance of developing or refining the agency's mission and vision, and strategies for the development of goals and objectives that will move you closer to achieving your vision.

Change Management

Change will happen. Why not plan for it?

This seminar will help you understand the difference between change and transition, the phases of transition that must be attended to affect long term change and importance of and strategies for leadership through the transition process. The focus will be on the transition process, and leadership, both on the agency as well as individual level.

Quality Assurance

You know where you have been.

You know where you want to go.

So, how do you know if you have arrived?

This seminar will articulate the value of quality assurance and evaluation; identify who should participate in quality assurance and evaluation plan development, define barriers to implementation of quality assurance and evaluation plans.

Effective Teams

Teamwork ~ What can go wrong and how do you make it right? This seminar will identify the characteristics that successful teams share and help you understand the benefits of trust, leadership, and commitment in building effective teams.

Organizational Development

Does your agency get regular check ups?

Learn how to keep your organization healthy through this seminar which will focus on the development of your agency with attention on organizational case management, leadership at all levels, aligning your organization to evidence based principles, understanding the organizational culture, and managing organizational change.

EBP Principles: Philosophy and Practice

EBP is a philosophy – what does that mean and how do I use it?

This seminar will identify the principles of evidence based practice, help you evaluate the quality of the research that supports the philosophy, and provide practical guidance to assist you in applying this philosophy at the client case level, agency level, and system level.

MBTI In Action

Why do people act like that? Come to think of it, why do I?

By taking the Myers-Briggs Type Inventory as an agency, you will increase self-awareness and confirm self-perception, appreciate and learn to capitalize on your own strengths and those of others, and discover normal differences in people. You can then work toward a plan to incorporate these differences to catapult your agency to new heights.

The Visionary Leader

Your playing small doesn't serve the world. ~ N. Mandela

This seminar will help you embrace your power to ignite others in realizing the significant impact that values, vision, problem identification, and mission have on the ability of members of a collaborative team to work together effectively.

Process Facilitation

Effective meetings~ myth or reality?

This seminar will make effective meetings a reality for your agency. You will gain insight into how to include the right people, structure a meeting, build consensus, and design and sustain new initiatives.

Collaboration

We can't do this alone... But how do we work together?

This seminar will discuss collaboration and group dynamics from both theoretical and practical perspectives, help you understand the importance of clear team roles and responsibilities, and introduce you to tools that you can use to understand the impact of these dynamics within your collaborative groups.