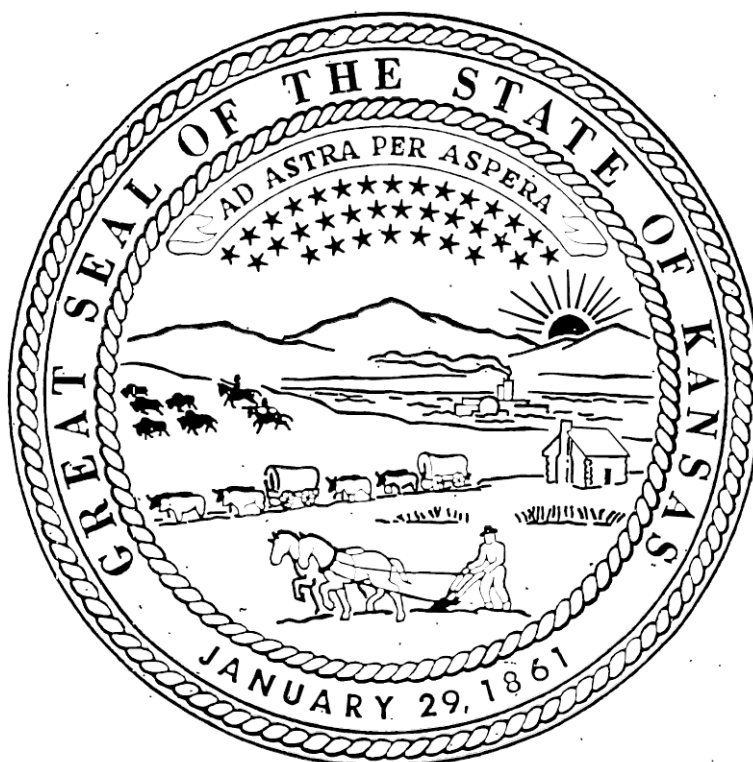


**Kansas Department of Corrections  
Community Corrections Services Division**



**Kansas Community Corrections  
Statewide Risk Reduction Initiative**

**Annual Report**

**January 5, 2012**

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Ray Roberts, Secretary

Sam Brownback, Governor

January 5, 2012

The Honorable Sam Brownback  
Governor of the State of Kansas

Honorable Members of the Kansas Senate  
And Kansas House of Representatives

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. During Fiscal Year (FY) 2011, there was a decrease in revocations and a slight increase in successful completions. Compared to the baseline FY 06 data, successful completions have increased 29.8% and revocations have decreased 11.8%.

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, the Kansas Department of Corrections (KDOC) Community Corrections Services team has continued to provide training opportunities for officers and technical assistance for local agencies. The training and technical assistance is tailored and provided according to the needs of each individual agency. In order to continue to enhance community corrections agencies' ability to plan with their partners to promote probationer success and reduce probationer risk, the 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, one agency identified the need to gain assistance in strategic planning and has gone through the FSPI process. The Community Corrections Services team has maintained the internal capacity and continued to provide the FSPI without 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,

A handwritten signature in black ink that reads "Ray Roberts". The signature is written in a cursive, flowing style.

Ray Roberts  
Secretary 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 2011 revocation goals.

### **Statewide Community Corrections Risk Reduction Initiative 2012 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 2011 included both refreshers for training provided previously, new training and technical assistance.

- ◆ Advanced Communication and Motivational Strategies (ACMS) Refresher. A four hour refresher class that discusses more in depth the advanced communication techniques including an opportunity to practice the advanced skills and provides a review of communication traps.
  - 12 Community Corrections staff and 50 Parole and Facility staff were trained.

- ◆ Effective Motivational Interviewing. A four hour refresher class that discusses how to identify offender's statements indicating the desire and commitment to change. This provided staff with the opportunity to listen to conversations and identify those change statements.
  - 69 Community Corrections staff were trained.
- ◆ Case Management Series
  - A 7-day course designed to build skills in effective case management. Topics include: Evidence Based Practices, effective communication, LSI- R<sup>®</sup> rater certification, and motivational interviewing.
  - 11 Community Corrections staff, 1 Facility staff and 7 Parole staff were trained.
- ◆ Intro to Cognitive Behavioral Intervention Tools
  - 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.
  - 16 Community Corrections staff, 30 Parole and Facility 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.
  - 15 Community Corrections 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<sup>®</sup>, and how to effectively create a supervision plan that has the most impact on that offender. These trainings focus on 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.
  - 51 Community Corrections staff were trained.
- ◆ Coaching for Quality: Supervision Practices and Services
  - 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, the LSI-R<sup>®</sup> and case plans. 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.

- 12 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).
  - 52 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<sup>®</sup> into effective supervision planning.
  - 122 Community Corrections staff were trained and were provided feedback on their case plans.
- ◆ LSI-R<sup>®</sup> (Level of Service Inventory-Revised) Stand Alone Training
  - This trains staff on how to administer the LSI-R<sup>®</sup> and earn rater certification.
  - 6 Community Corrections staff were trained.
- ◆ LSI-R<sup>®</sup> Refresher
  - This is a four hour refresher class that reviews the scoring guide and focuses on those domains that are difficult to score. Staff participated in various scoring exercises.
  - 62 Community Corrections staff were trained.
- ◆ LSI-R<sup>®</sup> Technical Assistance
  - This process involves the review of completed LSI-R<sup>®</sup>'s and providing one-on-one feedback with officers. This allowed for the staff to inquire and gain additional guidance on accurately scoring the assessment.
  - 62 Community Corrections staff were provided one-on-one feedback.
- ◆ LSI- R<sup>®</sup> Assistance
  - KDOC Community Corrections Services staff assisted Probation and Parole staff with the completion of LSI- R<sup>®</sup> assessments.
  - 30 Community Corrections and 3 Parole assessments were completed.
- ◆ TOADS (Total Offender Activity Documentation System)
  - This 8 hours class introduces new staff to the TOADS system. This system holds data for offenders assigned to Community Corrections, Parole and the Facility.
  - 2 Skills Developers were trained to deliver this training.
  - 14 Community Corrections staff were trained.

- ◆ Ethics in Corrections: Fighting Temptations
  - This 1 hour seminar was presented at the Unified Government Staff Retreat at the request of Unified Government management.
  - 50 Community Corrections staff were trained.
- ◆ Training Assistance
  - The Skill Developer assisted Re-Entry Skills Developers in delivering two trainings; Substance Abuse and Responsivity and So You Think You Are Having a Bad Day.
  - 7 Parole staff were trained in each of the curriculums
- ◆ Desk Audits
  - This process includes identifying 15% of an staff's caseload and pulling the corresponding LSI-R<sup>®</sup>'s and case plan. Skill Developers checked LSI-R<sup>®</sup> for inter-rater reliability, read chronological notes to determine if a reassessment should be completed and if the case plan addresses the criminogenic needs identified in the LSI-R<sup>®</sup>. Findings were then presented in report format to the Director of the agency.
  - 357 LSI-R<sup>®</sup>'s were reviewed
  - 298 Case Plans were reviewed

***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 eight 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 July of 2011, the third phase of FSPI (see page 85, for a logic model describing the initiative) began with Northwest Kansas Community Corrections selected to participate. Training and technical guidance will be customized to the agency, broadly speaking, however, the agency 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.

Starting in July 2011 the seminar series were presented web-based and classroom format. 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:

- Change Management
  - The seminar will help with the understanding 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.
  - 2 Parole staff, 7 Central office staff, 9 Community Corrections staff, 12 Court Services staff, and 10 Facility staff were trained.
- Effective Teams
  - 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.
  - 1 Parole staff, 4 Community Corrections staff, and 11 Facility staff were trained.
- The Visionary Leader
  - The 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.
  - 2 Parole staff, 2 Central Office staff, 7 Community Corrections staff, and 8 Facility staff were trained.
- Process Facilitation
  - 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.
  - 2 Parole staff and 6 Community Corrections staff were trained.

The seminar series topics that have not yet been delivered but have been scheduled to be delivered in FY 2012 are:

- Integrated Model (Evidence Based Principles, Organizational Development and Collaboration)
- Strategic Planning and Quality Assurance

### **Community Corrections Victim Service Liaison**

Following an evaluation of integral systems in 2009, 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. In late 2010, grant funds were utilized to hire a Community Corrections Victim Services Liaison (CCVSL) in the 8<sup>th</sup> Judicial District. The CCVSL is currently housed in the Junction City (Geary County) Community Corrections office and is supervised by the KDOC Office of Victim



Services (OVS) Liaison Supervisor. Throughout the first year of this pilot program, the CCVSL developed program materials for victims/survivors, implemented training for key community partners, established a Program Management Team to provide input and guidance on the development of the program, and began providing services to victims. The CCVSL currently provides services to victims in Dickinson, Geary, Marion, and Morris Counties. Basic notification services currently provided include assignment to community corrections, disposition of revocation hearings, transfer of supervision, and discharge from supervision. A survey to assess the need for additional notification services has been completed with the goal of enhancing, without duplicating, notification services. In addition to providing notifications, the CCVSL provides safety planning services to victims and referrals to community advocacy programs. The CCVSL partners with supervision staff to address issues of offender restitution and the use of certified Batterer's Intervention Programs. The partnership between the KDOC Community Corrections Services and the KDOC Office of Victim Services continues to be a critical component aiding in the effort to promote victim services within community corrections and expand across the state.

#### **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.

## Grant Awards

<b>Community Corrections Agency</b>	<b>TOTAL</b>
02nd Judicial District	<b>\$187,000.00</b>
04th Judicial District	<b>\$443,000.00</b>
05th Judicial District	<b>\$356,515.00</b>
06th Judicial District	<b>\$322,000.00</b>
08th Judicial District	<b>\$475,300.00</b>
11th Judicial District	<b>\$465,000.00</b>
12th Judicial District	<b>\$146,500.00</b>
13th Judicial District	<b>\$324,000.00</b>
22nd Judicial District	<b>\$224,000.00</b>
24th Judicial District	<b>\$176,500.00</b>
25th Judicial District	<b>\$367,280.00</b>
28th Judicial District	<b>\$811,205.00</b>
31st Judicial District	<b>\$354,600.00</b>
Atchison County	<b>\$159,000.00</b>
Central Kansas	<b>\$382,081.00</b>
Cimarron Basin Authority	<b>\$328,000.00</b>
Cowley County	<b>\$351,000.00</b>
Douglas County	<b>\$450,000.00</b>
Harvey/McPherson	<b>\$450,000.00</b>
Johnson County	<b>\$2,192,800.00</b>
Leavenworth County	<b>\$168,500.00</b>
Montgomery County	<b>\$268,000.00</b>
Northwest Kansas	<b>\$400,000.00</b>
Reno County	<b>\$495,000.00</b>
Riley County	<b>\$433,000.00</b>
Santa Fe Trail	<b>\$336,000.00</b>
Sedgwick County	<b>\$3,942,800.00</b>
Shawnee County	<b>\$929,000.00</b>
South Central Kansas	<b>\$260,000.00</b>
Sumner County	<b>\$155,000.00</b>
Unified Government	<b>\$1,380,000.00</b>
<b>TOTAL</b>	<b>\$17,733,081.00</b>

## **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.

### ***Technical Assistance and Oversight***

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.

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 Development***

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) 2011 Community Corrections Revocation Data**

The chart on page 13 provides information on the number of probationer files closed in FY 2011 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 2011  
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	106	22	84.6%	3	11.5%	1	3.8%	26	24.5%	79	74.5%	1	0.9%	0	0.0%
4th District	113	8	44.4%	6	33.3%	4	22.2%	18	15.9%	77	68.1%	18	15.9%	0	0.0%
5th District	87	25	86.2%	3	10.3%	1	3.4%	29	33.3%	42	48.3%	16	18.4%	0	0.0%
6th District	82	11	73.3%	4	26.7%	0	0.0%	15	18.3%	37	45.1%	27	32.9%	3	3.7%
8th District	208	38	65.5%	16	27.6%	4	6.9%	58	27.9%	98	47.1%	47	22.6%	5	2.4%
11th District	114	20	62.5%	11	34.4%	1	3.1%	32	28.1%	70	61.4%	5	4.4%	7	6.1%
12th District	29	1	33.3%	0	0.0%	2	66.7%	3	10.3%	24	82.8%	2	6.9%	0	0.0%
13th District	68	12	60.0%	4	20.0%	4	20.0%	20	29.4%	41	60.3%	5	7.4%	2	2.9%
22nd District	59	12	92.3%	0	0.0%	1	7.7%	13	22.0%	42	71.2%	1	1.7%	3	5.1%
24th District	54	4	33.3%	5	41.7%	3	25.0%	12	22.2%	30	55.6%	11	20.4%	1	1.9%
25th District	120	33	76.7%	10	23.3%	0	0.0%	43	35.8%	69	57.5%	7	5.8%	1	0.8%
28th District	186	52	66.7%	17	21.8%	9	11.5%	78	41.9%	89	47.8%	15	8.1%	4	2.2%
31st District	65	13	68.4%	6	31.6%	0	0.0%	19	29.2%	36	55.4%	9	13.8%	1	1.5%
Atchison	45	13	86.7%	1	6.7%	1	6.7%	15	33.3%	24	53.3%	5	11.1%	1	2.2%
Central Kansas	124	26	72.2%	8	22.2%	2	5.6%	36	29.0%	69	55.6%	13	10.5%	6	4.8%
Cimarron Basin	128	14	56.0%	10	40.0%	1	4.0%	25	19.5%	81	63.3%	22	17.2%	0	0.0%
Cowley	94	10	83.3%	1	8.3%	1	8.3%	12	12.8%	61	64.9%	21	22.3%	0	0.0%
Douglas	126	23	63.9%	11	30.6%	2	5.6%	36	28.6%	81	64.3%	7	5.6%	2	1.6%
Harvey/McPherson	136	30	76.9%	7	17.9%	2	5.1%	39	28.7%	75	55.1%	18	13.2%	4	2.9%
Johnson	535	88	54.0%	54	33.1%	21	12.9%	163	30.5%	314	58.7%	34	6.4%	24	4.5%
Leavenworth	76	12	63.2%	8	42.1%	1	5.3%	19	25.0%	34	44.7%	21	27.6%	0	0.0%
Montgomery	91	18	56.3%	9	28.1%	5	15.6%	32	35.2%	50	54.0%	8	8.8%	1	1.1%
Northwest Kansas	141	17	50.0%	11	32.4%	6	17.6%	34	24.1%	99	70.2%	5	3.5%	3	2.1%
Reno	156	33	71.7%	11	23.9%	2	4.3%	46	29.5%	90	57.7%	18	11.5%	2	1.3%
Riley	143	12	52.2%	11	47.8%	0	0.0%	23	16.1%	79	55.2%	38	26.6%	3	2.1%
Santa Fe Trail	103	25	75.8%	5	15.2%	3	9.1%	33	32.0%	41	39.8%	26	25.2%	3	2.9%
Seawick	1195	372	62.1%	153	25.5%	74	12.4%	599	50.1%	561	46.9%	5	0.4%	30	2.5%
Shawnee	290	53	69.7%	20	26.3%	3	3.9%	76	26.2%	191	65.9%	6	2.1%	17	5.9%
South Central Kansas	72	13	100.0%	0	0.0%	0	0.0%	13	18.1%	52	72.2%	7	9.7%	0	0.0%
Sumner	35	13	92.9%	1	7.1%	0	0.0%	14	40.0%	19	54.3%	2	5.7%	0	0.0%
Unified Government	591	147	83.5%	28	15.9%	1	0.6%	176	29.8%	327	55.3%	70	11.8%	18	3.0%
<b>STATEWIDE</b>	<b>5274</b>	<b>1152</b>	<b>66.3%</b>	<b>433</b>	<b>24.9%</b>	<b>153</b>	<b>8.8%</b>	<b>1738</b>	<b>33.0%</b>	<b>2926</b>	<b>55.5%</b>	<b>478</b>	<b>9.1%</b>	<b>132</b>	<b>2.5%</b>

## **Statewide Data**

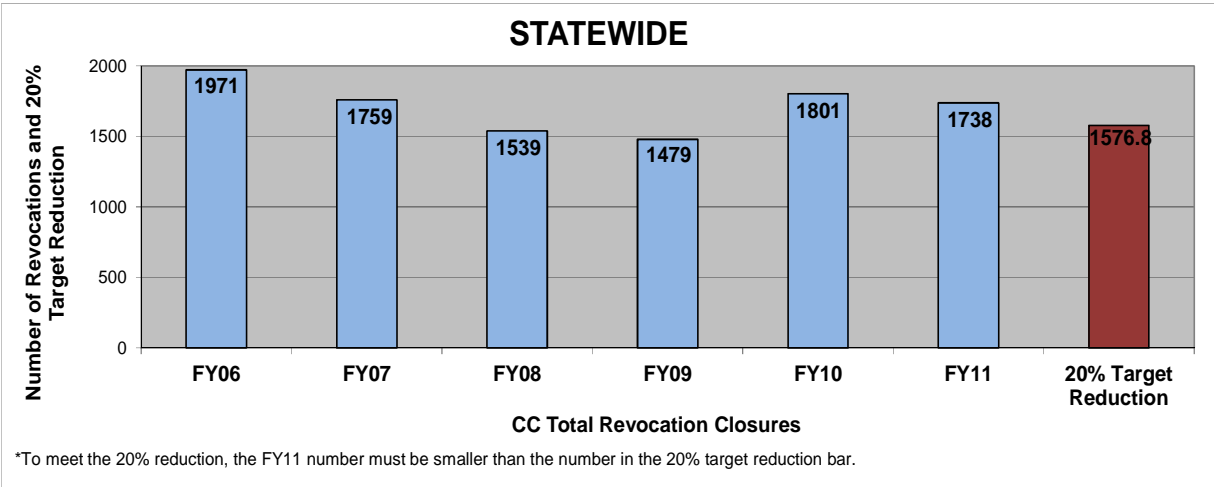
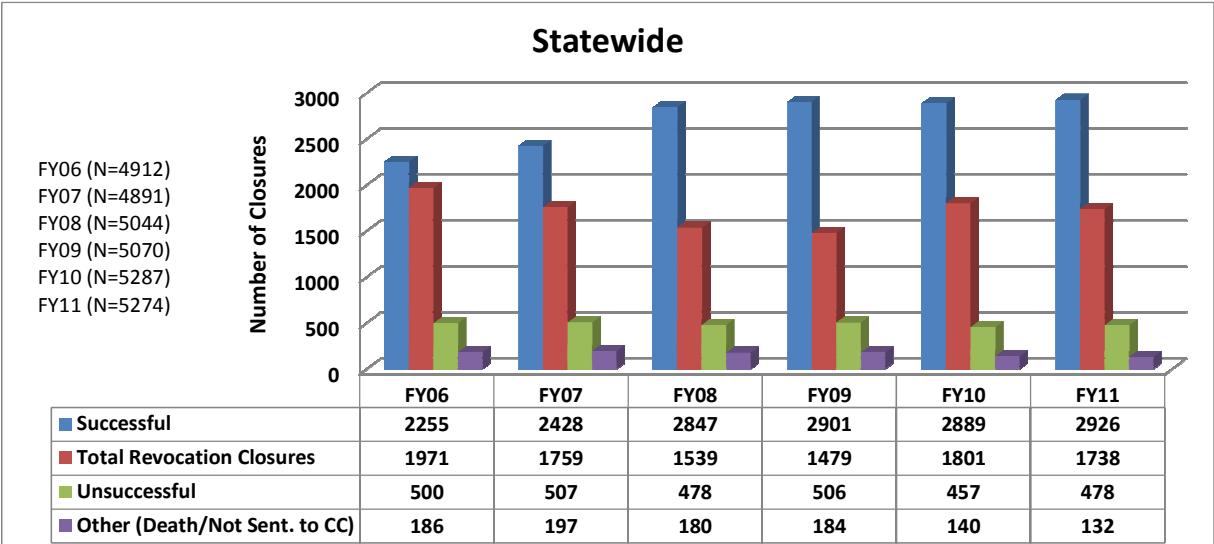
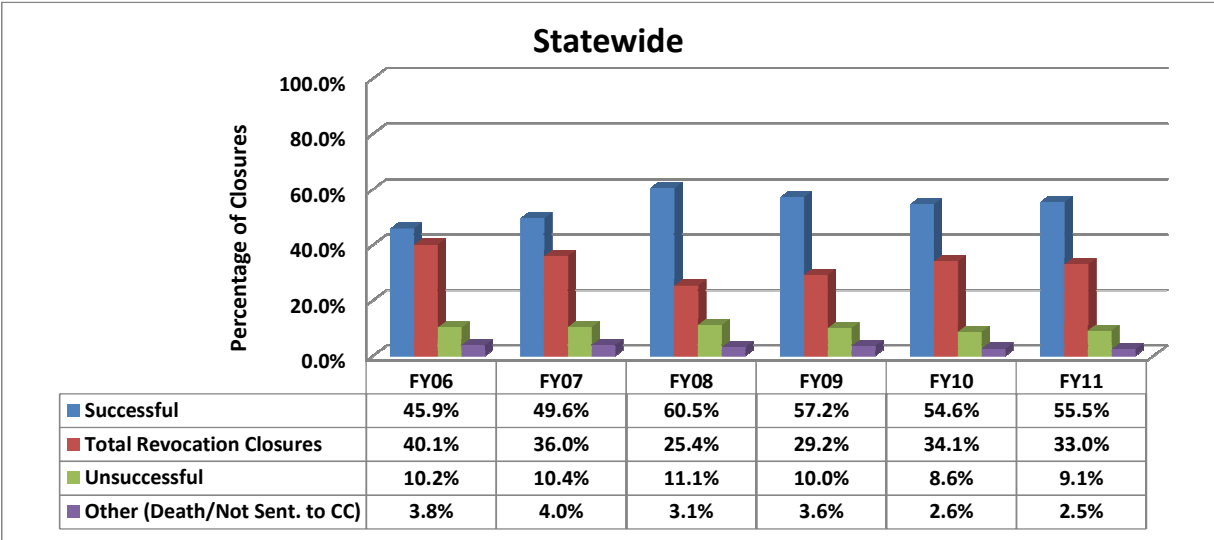
Since the development and implementation of the statewide risk reduction initiative under SB 14, the overall population of probationers under community corrections supervision has grown from 7,406 on June 30, 2006 to 8148 at the end of FY 2011. The annual number of probationers completing cases sentences also increased from 4,912 in FY 2006 to 5,274 in FY 2011.

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 2011.

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 2011. 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% and rose slightly to 55.5% in FY 2011.

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. In FY 2011, the number of offenders revoked to prison decreased from the previous fiscal year to 1,738. This is an 11.8% reduction from the FY 2006 baseline data.

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 2011.

## 4<sup>th</sup> 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 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 FY2012. Through assessment of LSI-R data, local resources, and identifying gaps in services, the Fourth Judicial District Community Corrections has prepared the following grant proposal:

### Target Population (based on FY2010 LSI-R data)

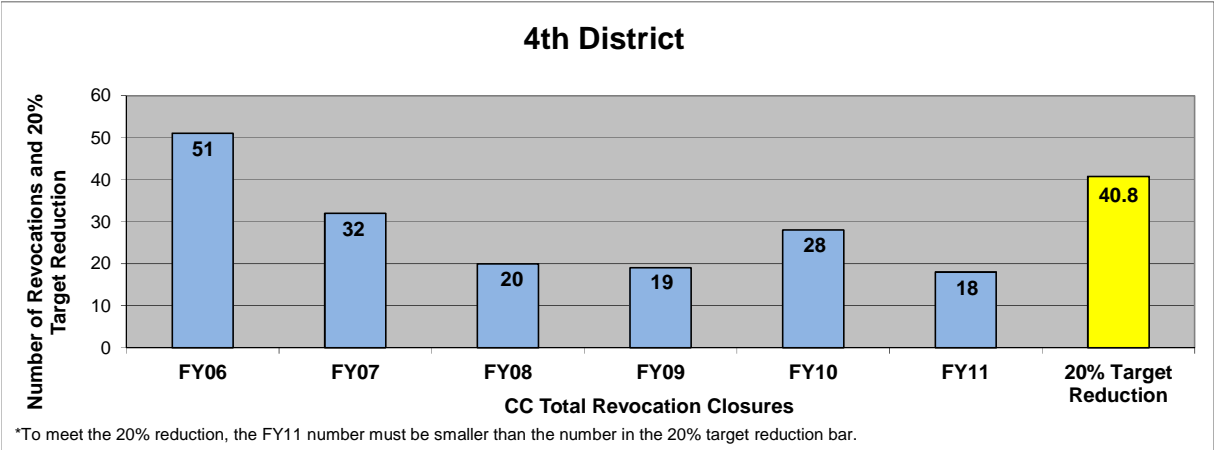
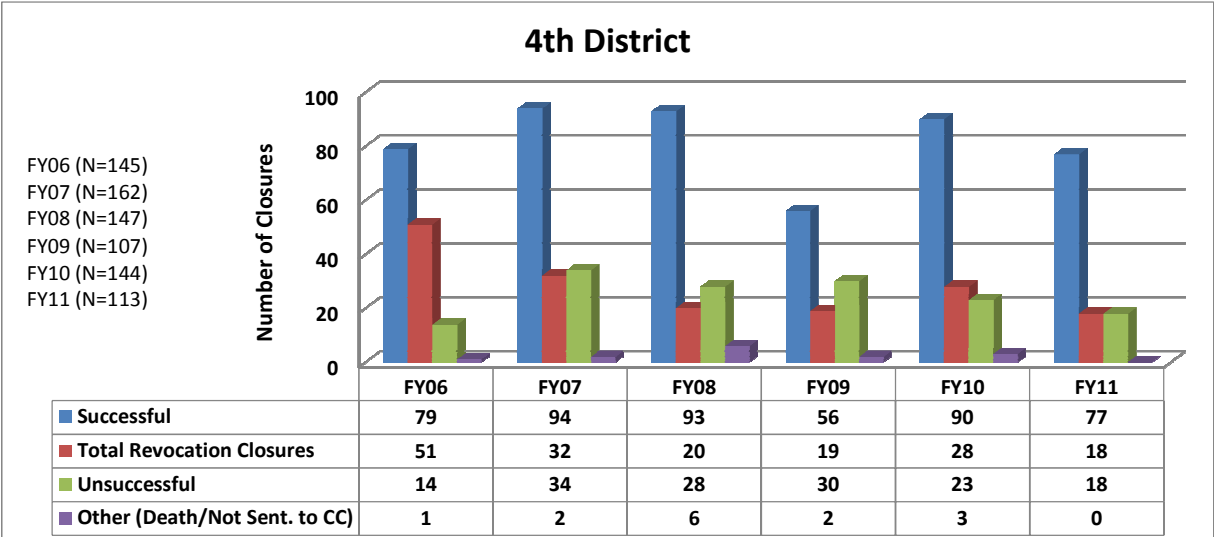
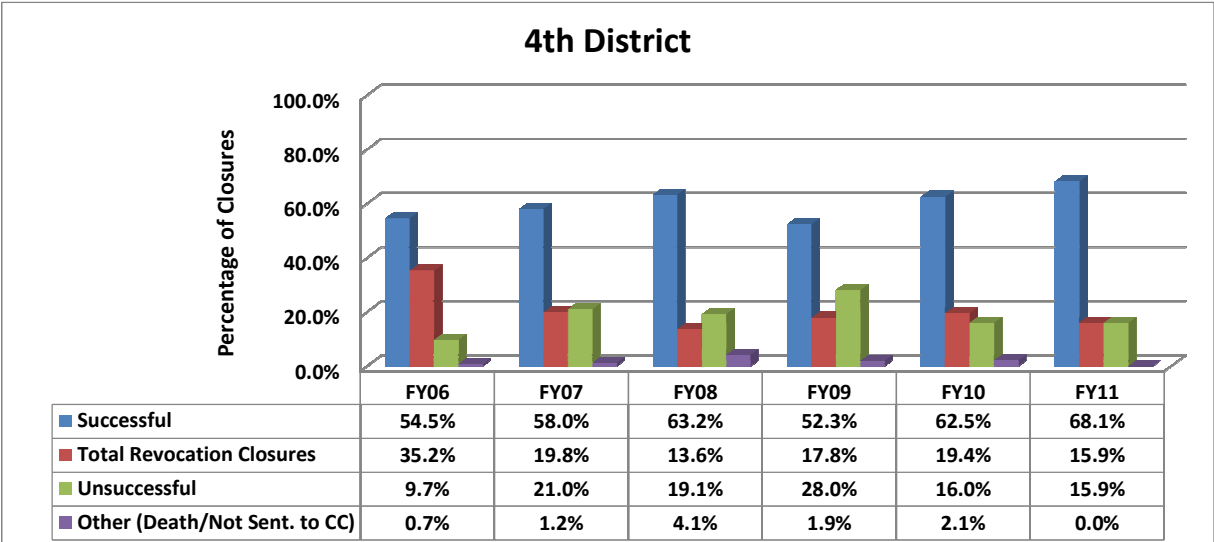
- AISP – offenders scoring 24(+) on the LSI-R
- AISP – offenders scoring 17-23 on the LSI-R, with an Attitudes / Orientation domain score of High or Very High
- AISP – offenders scoring 17-23 on the LSI-R, without an Attitudes / Orientation domain score of High or Very High (requires staffing approval – officer discretion)
- AISP – offenders scoring Moderate to Very High and have an identified need in any one of the ten domains contained within the LSI-R

### 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)
- Quality assurance for motivational interviewing, LSI-R, and group facilitation
- Participation in the KDOC sponsored Facilitated Strategic Planning Initiative (FSPI)

### Prioritized Gaps / Programming to Address Gaps in Services

- Development of an Internal Motivational Interviewing (MI) Assessment and Quality Assurance Program
- Participation in training related to the development of highly structured supervision plans, along with the development of a quality assurance program
- The evaluation, selection and implementation of cognitive skills programming that is more applicable for offenders being supervised in a community setting, to include a quality assurance program
- Provide training to officers in the area of engaging family members in the supervision process
- Further development and integration of protocols that assist the agency with increasing opportunities for positive reinforcement for staff and offenders.



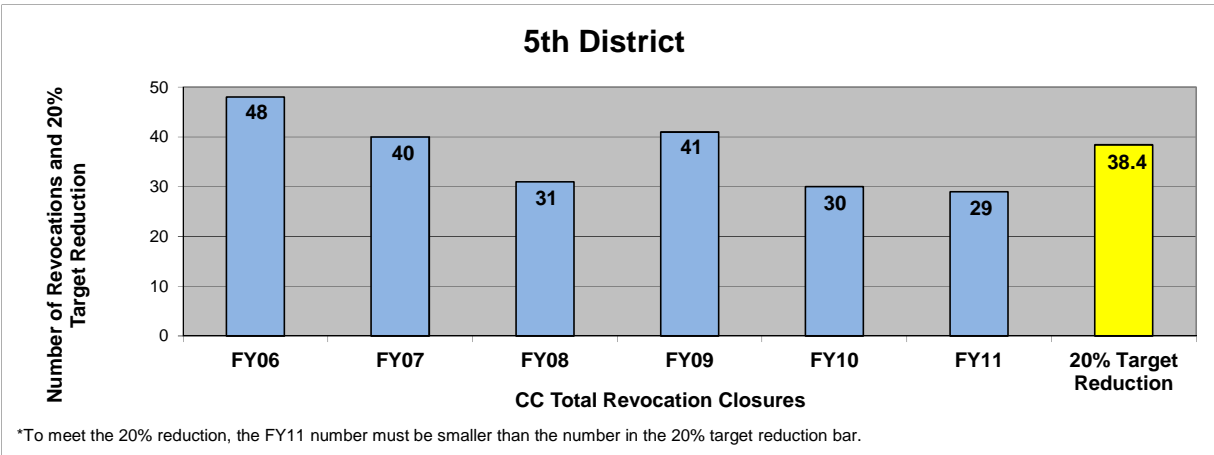
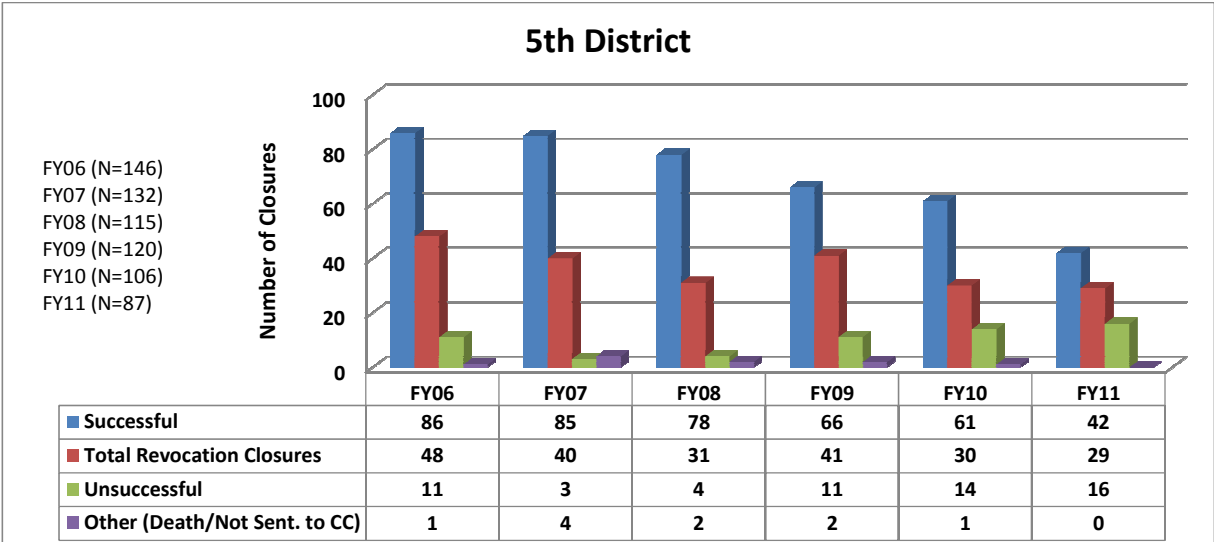
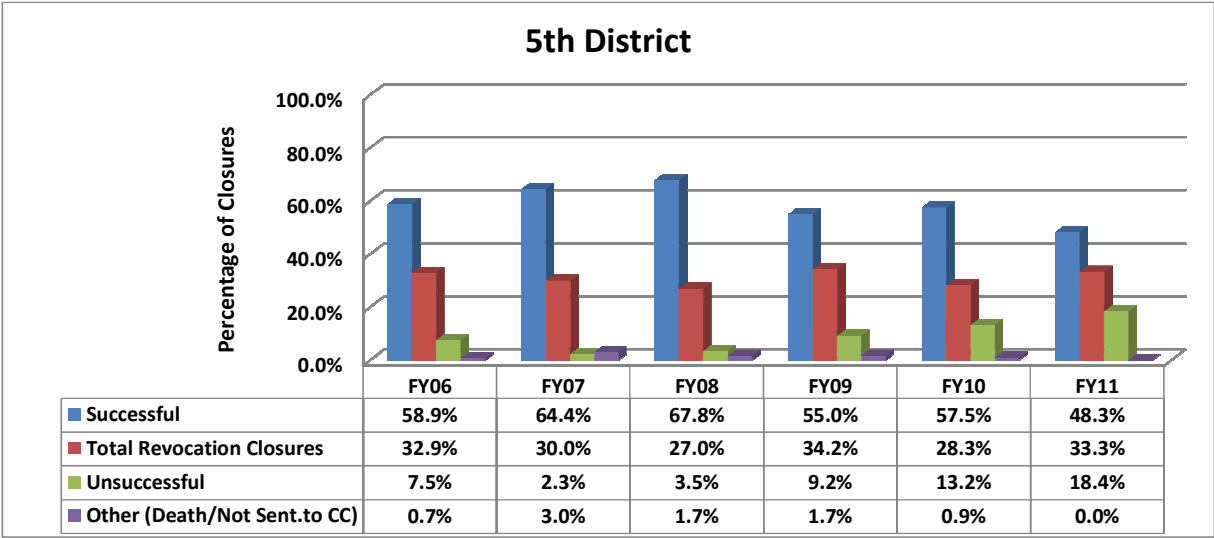
## **5<sup>th</sup> Judicial District Community Corrections**

The recommendations represented in our FY 2012 Community Corrections Comprehensive Plan represent the culmination of four 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 and having the 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 2010 thirty-one offenders supervised by our agency were revoked and sent to a prison in the State of Kansas. Of those, fourteen or 45 percent were absconders who were apprehended and subsequently revoked. The average length of time spent working with each offender, excluding absconders, was nearly ten months. Twenty-six were revoked for condition violations and five were for new law violations. Supervising them was a formidable task. In some instances, individuals posed a very real danger to our community and had to be removed summarily without the opportunity for an intervention. 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 priorities in FY 2012 are to be 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 resources. We have tried to fully integrate evidence-based practices, organizational development and collaboration with external stakeholders to facilitate our offenders' successful completion of community corrections supervision.



## **6<sup>th</sup> 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, 2011, our average daily population was 151.8, a reduction of 25.8 from FY 2010. It should be noted we anticipate a significant increase in our ADP in the upcoming months of March, April and May of 2011 due to numerous cases still pending sentencing within the Sixth Judicial District.

For FY 2012, the Sixth Judicial District will continue to focus on programs that follow the principals of evidence based practices (EBP), as well as, supporting the agency vision and mission statements 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.**

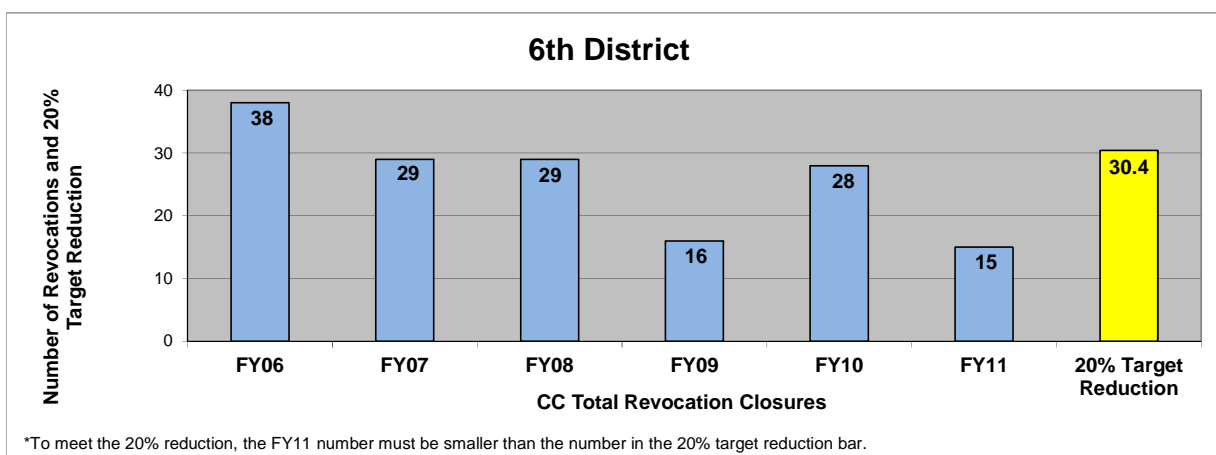
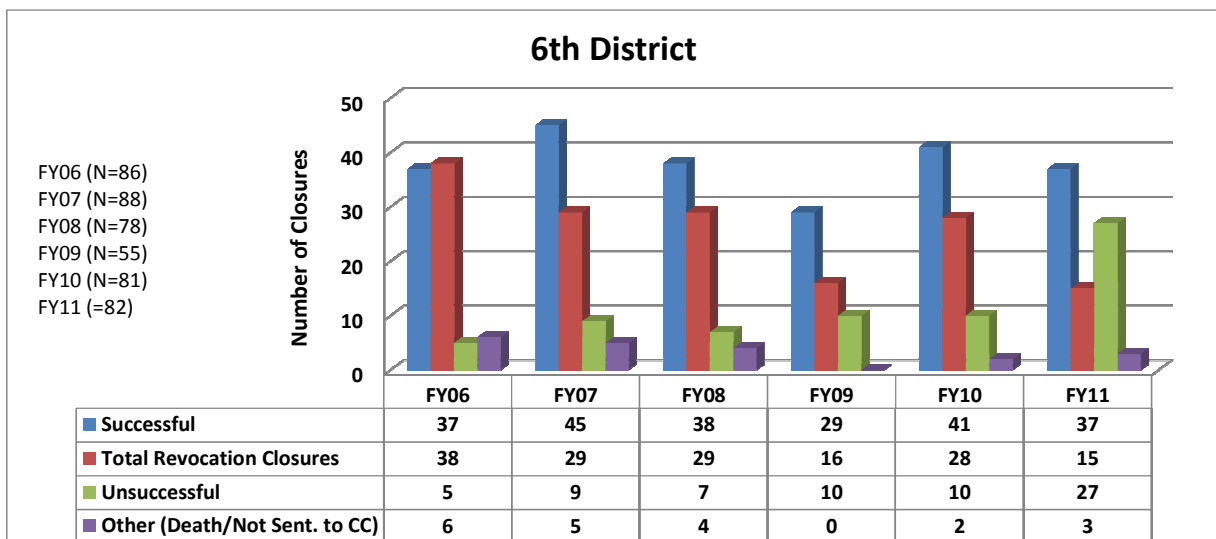
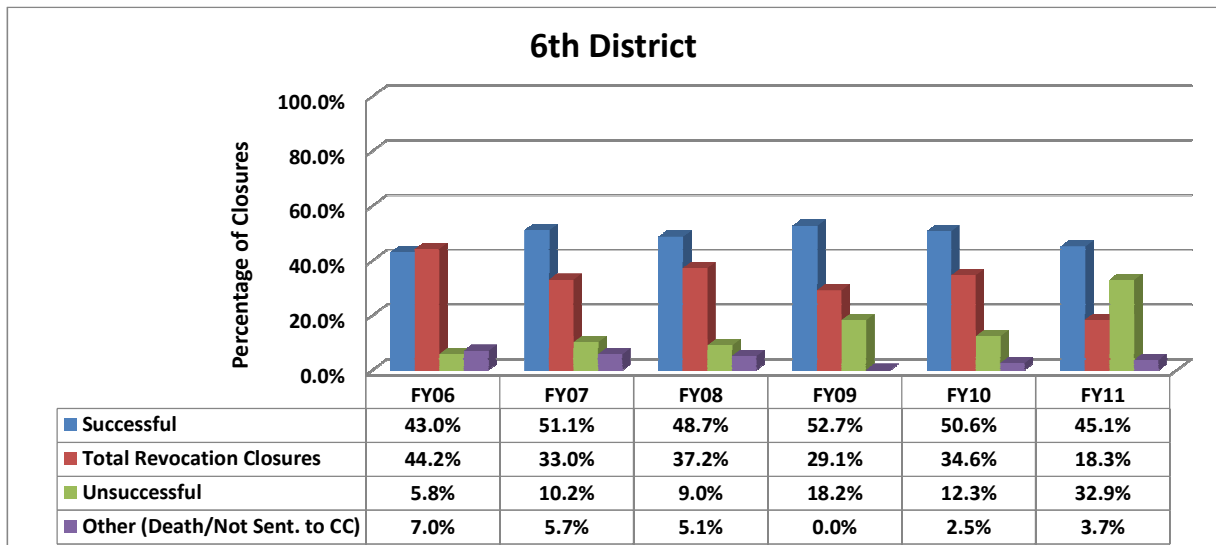
### **Mission Statement:**

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

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

We will also pursue the possibilities of new partnerships with community based programs, especially those that support our efforts to reduce conditional violators by twenty percent (20%) of FY 2006.

In the last year we implemented a substance abuse treatment group for offenders in Linn County who did not have access to intensive substance abuse treatment. This was made possible by our FY 2010 request for unexpended funding to the Kansas Department of Corrections. The agency has also continued to have offenders attend the Initial Offender Orientation class, the Thinking for a Change program, and the Life Management / Life Skills classes.



## **8<sup>th</sup> 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 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 began 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).

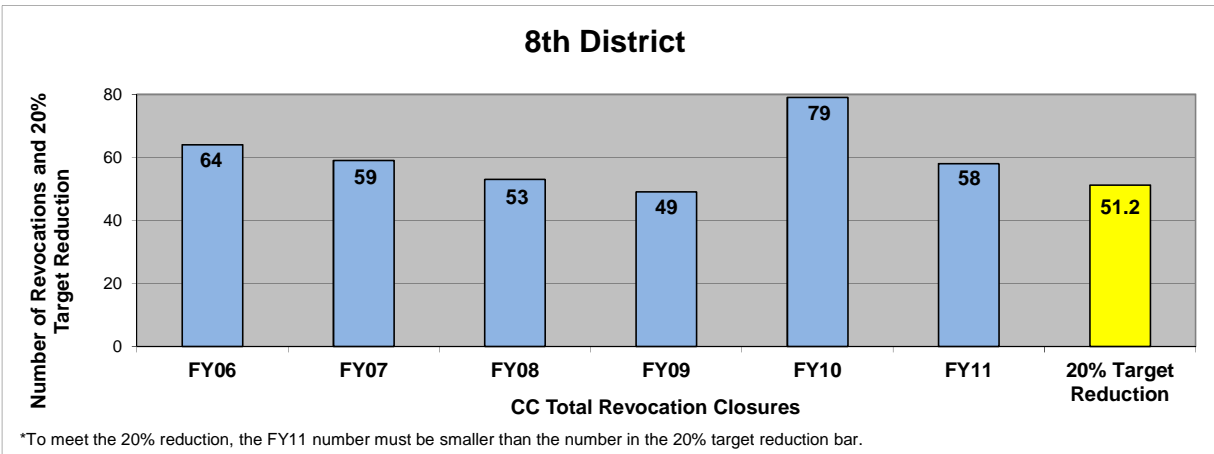
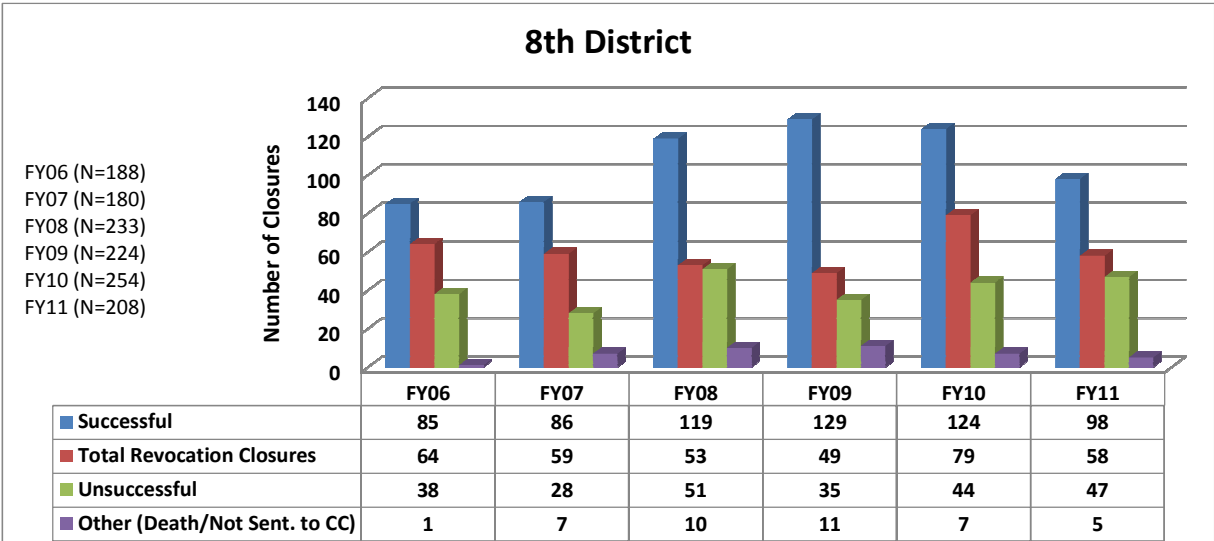
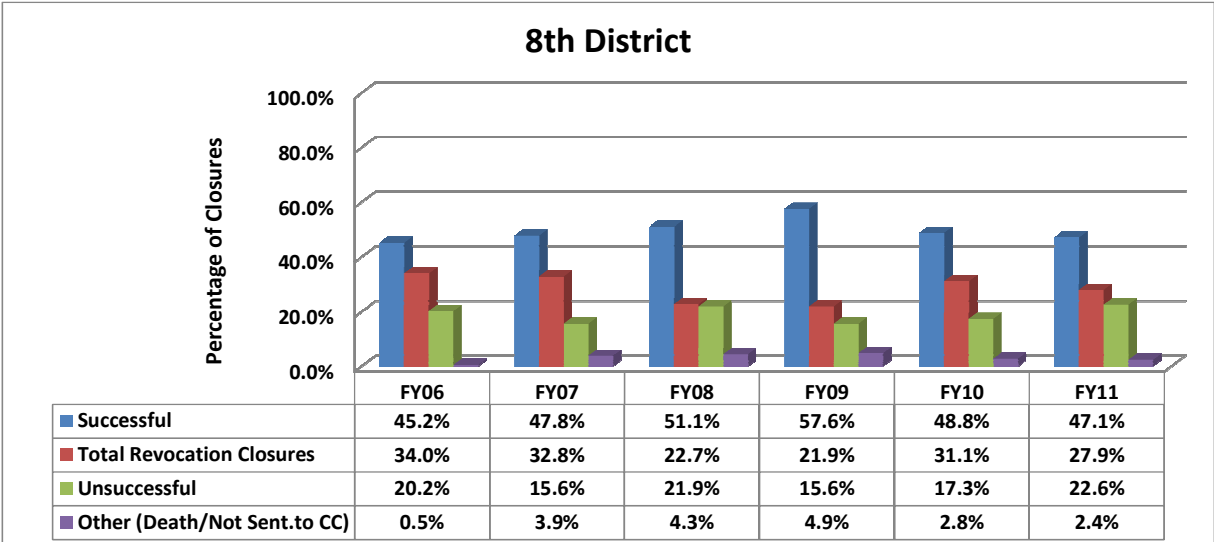
The 8thJDCC continues to actively support, implement and practice efforts of EBP. Staff promote positive change and work diligently towards collaboration efforts with other agencies to identify gaps in services and to brainstorm how to fill the identified gaps such as sex offender programming, collaboration 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 grid, and identifying and training stakeholders and the public. All of these efforts are done to meet the mission of the agency:

*The mission of the 8<sup>th</sup> Judicial District Community Corrections is to hold our clients accountable in the community by assessing the needs of each client to identify appropriate interventions and resources while promoting public safety.*

Efforts for State Fiscal Year (FY) 2011 include improvement in quality assessments and motivational interviewing skills, implementation of in-house Cognitive Behavioral Programming for Moderate to High Risk offenders, establishing measurement procedures and the reasons behind revocations, and ensuring that the size of caseloads for officers is manageable.





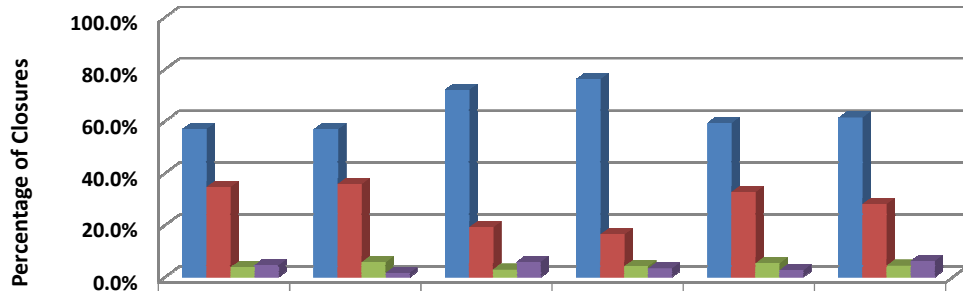
## **11<sup>th</sup> Judicial District Community Corrections**

The 11<sup>th</sup> Judicial District Community Corrections provides adult only intensive supervision to the citizens of Cherokee, Crawford and Labette Counties. As of January 2011, this agency had a Year to date Average daily population (ADP) of 240, ranking 8<sup>th</sup> of the 31 state Community Corrections agencies. This figure indicates a 3% rise from FY 2010 January numbers. 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 14<sup>th</sup> highest overall of the 31 different community corrections programs. In our first two years of full implementation of Risk Reduction programming this agency achieved a 46% revocation reduction rate. Successful completions increased from 57% in FY 2006 to 76.2% in FY 2009, where we recorded the third highest success rate amongst all 31 Community Corrections agencies, a percentage that was 19% higher than the statewide average. In 2010, with the full effects of a national economic downturn being felt, this agencies successful discharges dropped to 59.3%, a reduction of 17% from the previous year. We were still ranked 13<sup>th</sup> highest of the 31 districts being 4.7% above the statewide average. Our revocations numbers mirrored those in FY 2006 but with a 14% increase in ADP.

Our revocation data identifies the need of cognitive restructuring along with employment as major contributing factors in unsuccessful completions among our clientele. To address those issues, we are providing cognitive behavior groups as well as employment skills programs district wide to clientele who have been identified as having a priority need as assessed through 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. By addressing criminogenic factors, through our in-house programming, such as thinking processes, beliefs, values, employment and motivation, we empower clients to move towards positive self-development. Staff play the lead role in our risk reduction efforts. Trained in Motivational Interviewing, Case Management and Risk Reduction practices they work to build positive collaborative relationships with their clients by supporting accountability and recognizing the motivating factors for each probationer. They work diligently to assist in the development of individualized case planning goals geared towards the success of all clientele. Supervisors focus on quality assurance thru contact reviews and file audits while coaching and strengthening the Evidence Based Principles that produce outcomes consistent with client reformation.

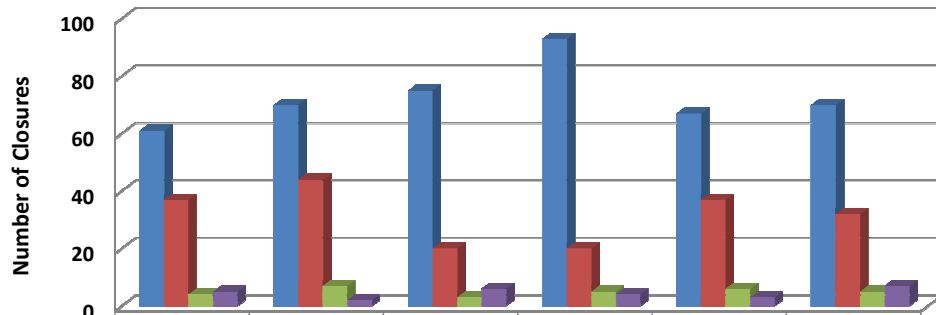
In FY 2012, this agency looks to continue the forward progress we have achieved since initiation of Risk Reduction efforts. We will strive to maintain fidelity in all programming and to expand our aftercare cognitive programming to our Labette County region. We propose to increase awareness of the Evidence Based Approach and our agencies programming to stakeholders and collaborative partners while continually evaluating and targeting those interventions to meet the needs of the community and our clientele. We'll continue to stimulate the knowledge base of our officers with skills training, mentoring, and challenge them to identify and focus strategies on quality supervision, by promoting more group based contacts to help alleviate caseload stresses and enhancing client coping skills through peer interactions. Lastly, the implementation of a re-engagement program will increase our agencies ability to reduce our condition violator population. In achieving these goals, we strengthen our ability to meet/exceed the 20% revocation reduction rate.

### 11th District



	FY06	FY07	FY08	FY09	FY10	FY11
Successful	57.0%	56.9%	72.1%	76.2%	59.3%	61.4%
Total Revocation Closures	34.6%	35.8%	19.2%	16.4%	32.7%	28.1%
Unsuccessful	3.7%	5.7%	2.9%	4.1%	5.3%	4.4%
Other (Death/Not Sent. to CC)	4.7%	1.6%	5.8%	3.3%	2.7%	6.1%

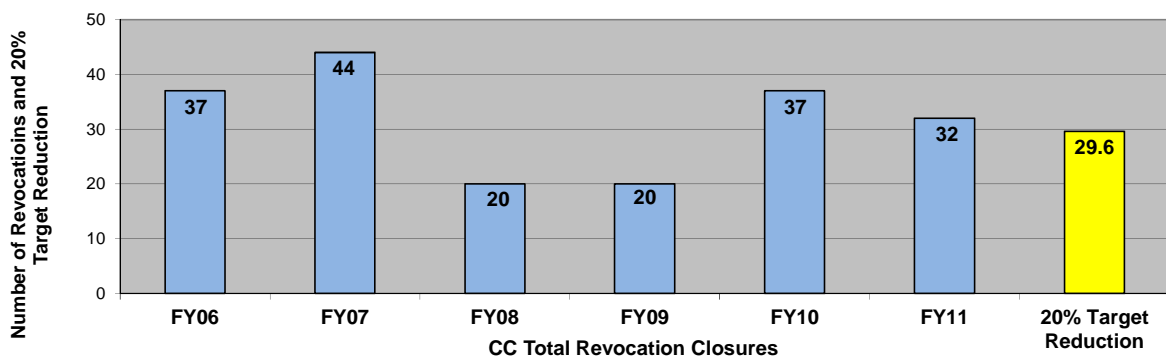
### 11th District



FY06 (N=107)  
 FY07 (N=123)  
 FY08 (N=104)  
 FY09 (N=122)  
 FY10 (N=113)  
 FY11 (N=114)

	FY06	FY07	FY08	FY09	FY10	FY11
Successful	61	70	75	93	67	70
Total Revocation Closures	37	44	20	20	37	32
Unsuccessful	4	7	3	5	6	5
Other (Death/Not Sent. to CC)	5	2	6	4	3	7

### 11th District



\*To meet the 20% reduction, the FY11 number must be smaller than the number in the 20% target reduction bar.

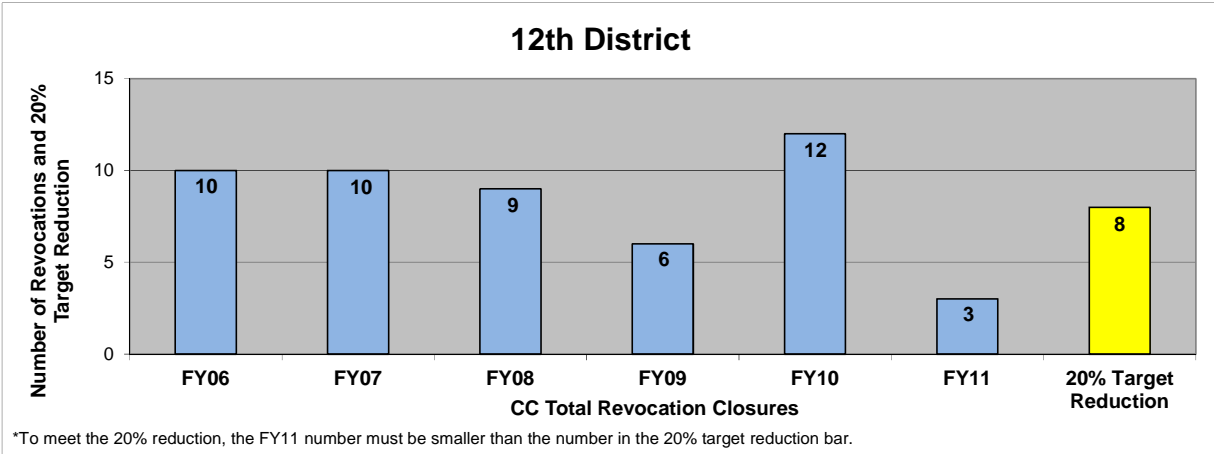
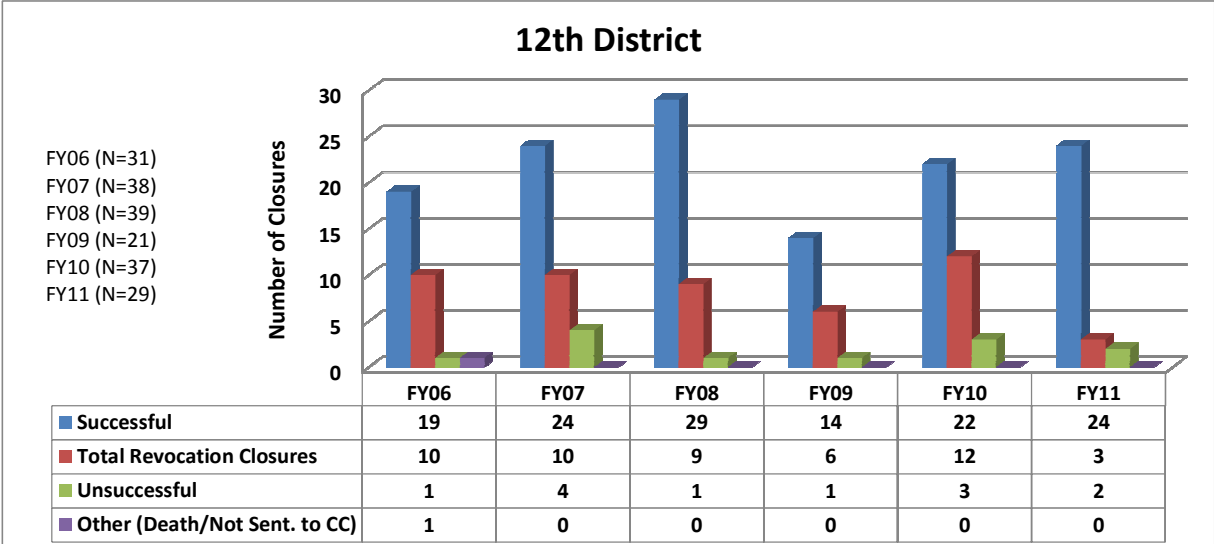
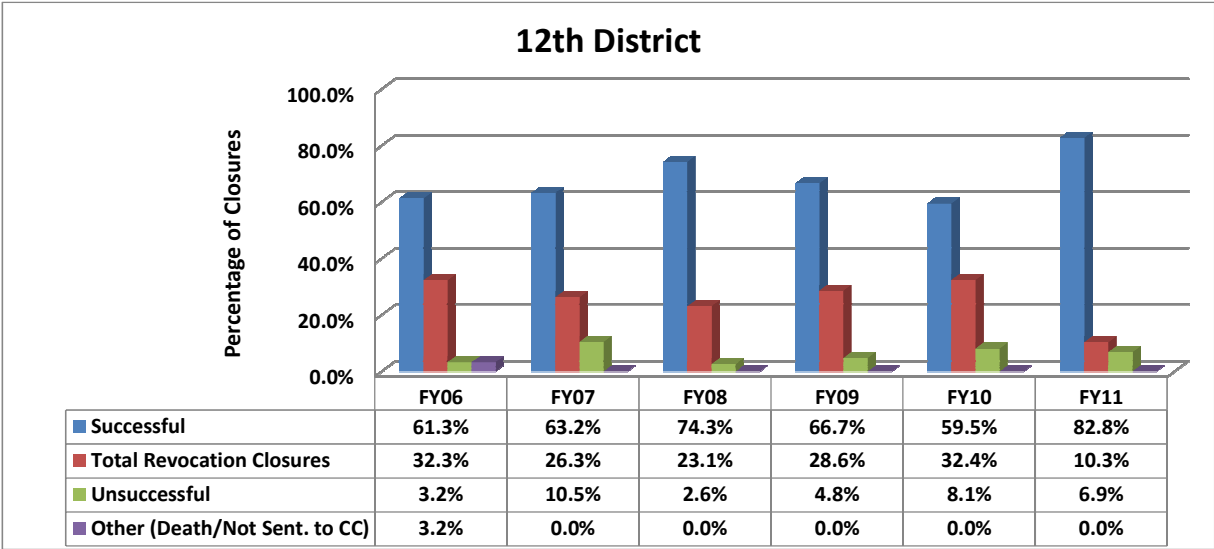
## **12<sup>th</sup> Judicial District Community Corrections**

The 12<sup>th</sup> 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: Parole and Court Services.

Working with our consultant, we put together a strong, purposeful, evidence based supervision program (EBP), incorporating all 8 evidence-based principles for effective interventions. In our grant proposal for FY12 we have deleted repetitive goals/objectives that were in our FY11 plan as well as those previously achieved. What remains are those goals/objectives that are tied to identified gaps (which are not new) and to the needs (high/very high domains) Our agency goal/objective for FY12 is to maintain our practice model, strategies, staffing levels, our resources and to maintain our goal of reducing revocations to prison by 20%.

The most critical component to the success of our plan for the coming year is our CC team. While each staff member is an exemplary officer, with unique talents, the team as a whole exceeds expectations and standards consistently each member's skill set complements the others. By maintaining staff levels we are able to meet supervision standards, address the criminogenic needs of our probationers, target appropriate levels of supervision/services for all offenders (LSI-R), and continue to integrate EBP's of providing feedback and rewarding offender success into our program.

In 2007 staff, team of stakeholders and our 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. We refined/updated our matrix in FY11. We will continue to focus on increasing public safety, reducing probationer risk, increasing successful completion of community corrections supervision and will continue to evaluate our program/policies to establish and implement EBP 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 continue to offer our in-house cognitive group to offenders and we continue to collaborate with the 28<sup>th</sup> J.D facilitator in continuing to improve/update our program delivery. We continue to partner with other area resources to provide services for our probationers. 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.



### **13<sup>th</sup> Judicial District Community Corrections**

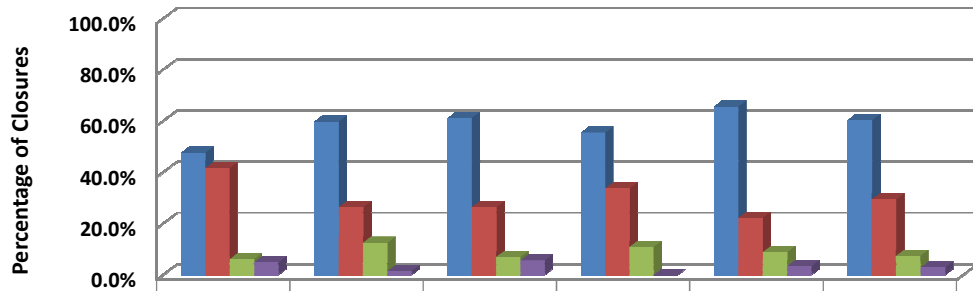
The 13<sup>th</sup> Judicial District is comprised of Butler, Elk and Greenwood counties. The 13<sup>th</sup> District Community Corrections agency administers the Adult and Juvenile Intensive Supervision programs and the JJA Case Management department within the District. Butler County is the host county through an active and valid inter-local agreement agreed upon and signed by the three (3) counties. Butler is geographically the largest county in the state of Kansas at 1,428 square miles. With 65,880 residents, Butler is the eighth most populated county in Kansas. The largest city, and county seat, is El Dorado with a population of 13,021 (census-2010). The bulk of the remaining 52,000 in population is spread throughout the numerous other mid-size towns in the county such as Augusta, Andover, Rose Hill and Towanda or in one of the many rural sub-division housing pockets. There are thirteen (13) incorporated cities in Butler County.

In FY2006, thirty four (34) clients assigned to community corrections supervision were revoked by the District Court in the 13<sup>th</sup> District. It was apparent that many of these unsuccessful clients displayed an unwilling attitude to change 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 behavior modification tools 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).

13<sup>th</sup> District Community Corrections developed the Risk Reduction Initiative Plan strategy in 2007 that addressed both of these factors, and with the major goal of reducing revocations by 20% annually from the FY2006 number of thirty four (34). This would be twenty seven (27) offenders or less revoked per year. Public safety would also be enhanced with the implementation of Evidence Based Supervision Practices. Adult ISP staff has received Advanced Communication Motivational Strategies, Cognitive Behavioral Intervention and updated Case Plan training. Staff normally participates annually in a number of EBP refresher courses and recertifies in the delivery of the LSI-R risk assessment tool as required. The result of staff acquiring the skills to deliver EBP supervision methods has resulted in a more comprehensive and structured delivery of supervision methods, as well as reduced revocation rates. In three (3) of the four (4) full years after FY2006, this agency met the 20% revocation reduction rate. The year that was not under the target was only one (1) revocation above the target rate. Data indicates that the target rate will also be met in FY2011.

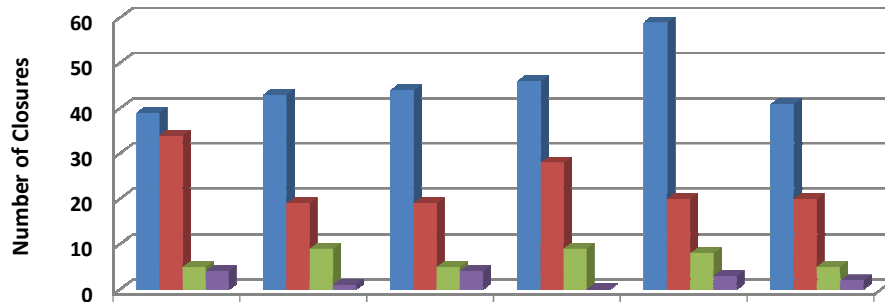
The 13<sup>th</sup> District Community Corrections FY2012 Comprehensive Plan Grant Application addresses the agencies current adult offender supervision practices, assessing the progress of implementation of the Integrated Model of supervision, identifying gaps between current practice and the Integrated Model and finally, the goals and objectives for FY2012 that will assist in closing these identified gaps.

### 13th District



	FY06	FY07	FY08	FY09	FY10	FY11
Successful	47.6%	59.7%	61.1%	55.4%	65.6%	60.3%
Total Revocation Closures	41.5%	26.4%	26.4%	33.7%	22.2%	29.4%
Unsuccessful	6.1%	12.5%	6.9%	10.8%	8.9%	7.4%
Other (Death/Not Sent. to CC)	4.9%	1.4%	5.6%	0.0%	3.3%	2.9%

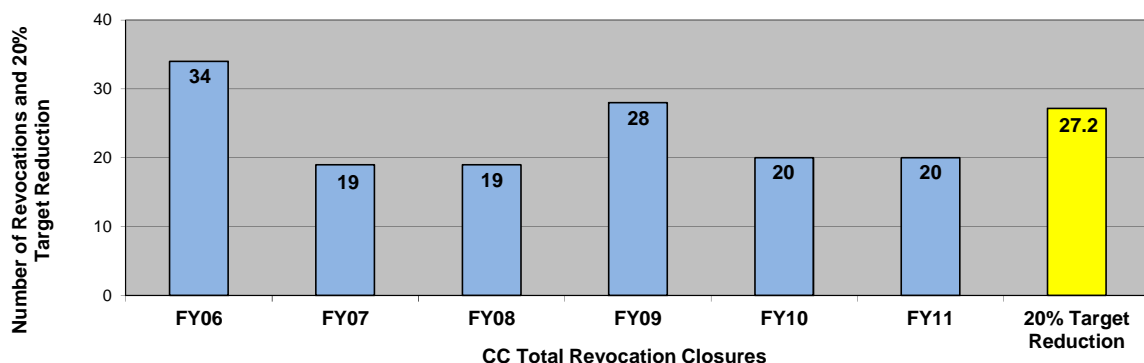
### 13th District



FY06 (N=82)  
 FY07 (N=72)  
 FY08 (N=72)  
 FY09 (N=83)  
 FY10 (N=90)  
 FY11 (N=68)

	FY06	FY07	FY08	FY09	FY10	FY11
Successful	39	43	44	46	59	41
Total Revocation Closures	34	19	19	28	20	20
Unsuccessful	5	9	5	9	8	5
Other (Death/Not Sent. to CC)	4	1	4	0	3	2

### 13th District



\*To meet the 20% reduction, the FY11 number must be smaller than the number in the 20% target reduction bar.

## 22<sup>nd</sup> 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 average offender is a Caucasian, male, 30 years of age, with less than a twelfth grade education. The 22<sup>nd</sup> had a 65.8% successful closure rate and a 4.1% unsuccessful closure rate for FY2010. The districts area of concern is its revocation rate. After reaching a low in FY2008 of 7.6% or six offenders being sent to prison, the FY2010 rate increased to 28.8% or 21 offenders being sent to prison. Revoked offenders historically average 3.4 domains that score out at high risk. The three predominant domains are Education/Employment, Companions and Substance Abuse. Unsuccessful offenders historically average 2.4 domains that score out at high risk. Again, the domains of high risk are Companions and Education/Employment. Successful offenders average 1.7 domains that score at high risk. The domain of high risk is Companions. In past years employees were hired and trained to implement programs to address those areas of risk, and yet, revocations increased. Rather than dwell only on the problem areas within the district, the agency chose to evaluate its strengths as well.

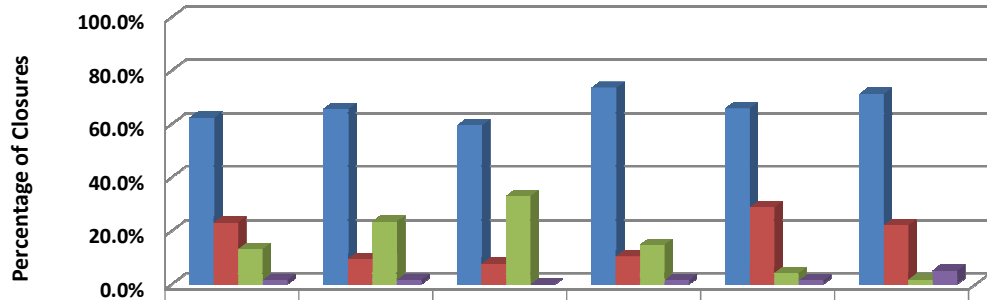
The biggest assets of the 22<sup>nd</sup> are the people who provide supervision to its probationers. Offenders are treated with respect. This is the most often cited reason by offenders for their success on agency satisfaction surveys. Officers help offenders with transportation by supplying bicycles the agency has gotten from the Ellsworth Correctional Facility, food from community food pantries, clothing from community thrift shops, accommodations and jobs through local acquaintances, and even needed prescriptions through community help funds. The agency also looked at what strengths were common between successful and unsuccessful offenders. The LSI-R scores pointed to family. 53% of revoked offenders scored at LOW risk in the Family domain. Unsuccessful offenders scored 83% at LOW risk. Successful offenders scored 85% at LOW risk.

After reviewing LSI-R stats, agency numbers, and offender survey comments, the 22<sup>nd</sup> has chosen to move towards a more strength-based, family-focused approach in working with offenders to better utilize the resources available to the offender within their own community. Strength-based practice considers the talents, abilities, and capacities of offenders and focuses on strengthening these to reinforce positive behavior. Families, anyone who provides support and encouragement, can greatly influence and motivate individuals when they want to fulfill responsibilities to the people close to them.

The 22<sup>nd</sup> will focus on strength-based, family-focused practices in FY12. Staff will take this concept, along with the training they have already received in motivational interviewing and case management, and apply it to the daily supervision of offenders and agency policy to work towards its mission statement to 'promote justice, enhance public safety, and enforce offender accountability through the diligent pursuit of innovative and proven offender management and treatment programs'.

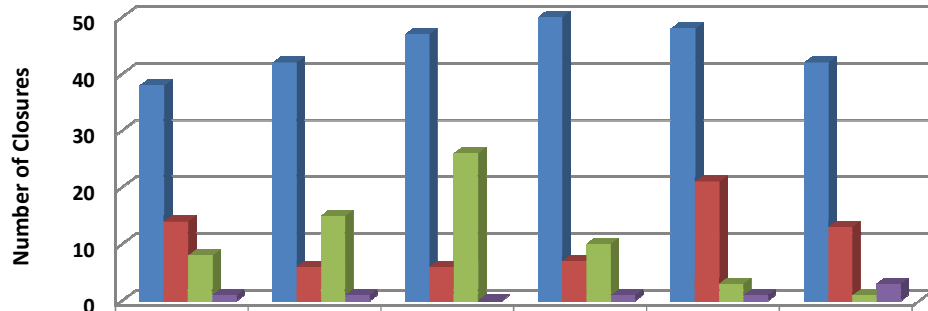


### 22nd District



	FY06	FY07	FY08	FY09	FY10	FY11
Successful	62.3%	65.6%	59.5%	73.5%	65.8%	71.2%
Total Revocation Closures	23.0%	9.4%	7.6%	10.3%	28.8%	22.0%
Unsuccessful	13.1%	23.4%	32.9%	14.7%	4.1%	1.7%
Other (Death/Not Sent. to CC)	1.6%	1.6%	0.0%	1.5%	1.4%	5.1%

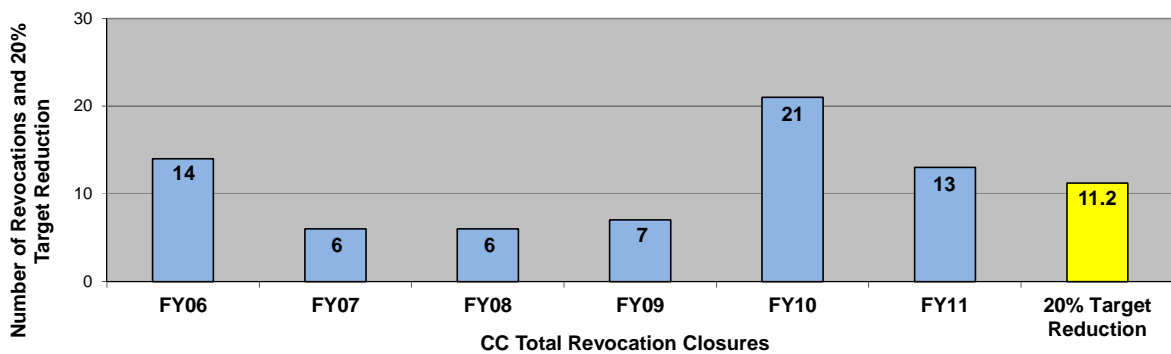
### 22nd District



FY06 (N=61)  
 FY07 (N=64)  
 FY08 (N=79)  
 FY09 (N=68)  
 FY10 (N=73)  
 FY11 (N=59)

	FY06	FY07	FY08	FY09	FY10	FY11
Successful	38	42	47	50	48	42
Total Revocation Closures	14	6	6	7	21	13
Unsuccessful	8	15	26	10	3	1
Other (Death/Not Sent. to CC)	1	1	0	1	1	3

### 22nd District



\*To meet the 20% reduction, the FY11 number must be smaller than the number in the 20% target reduction bar.

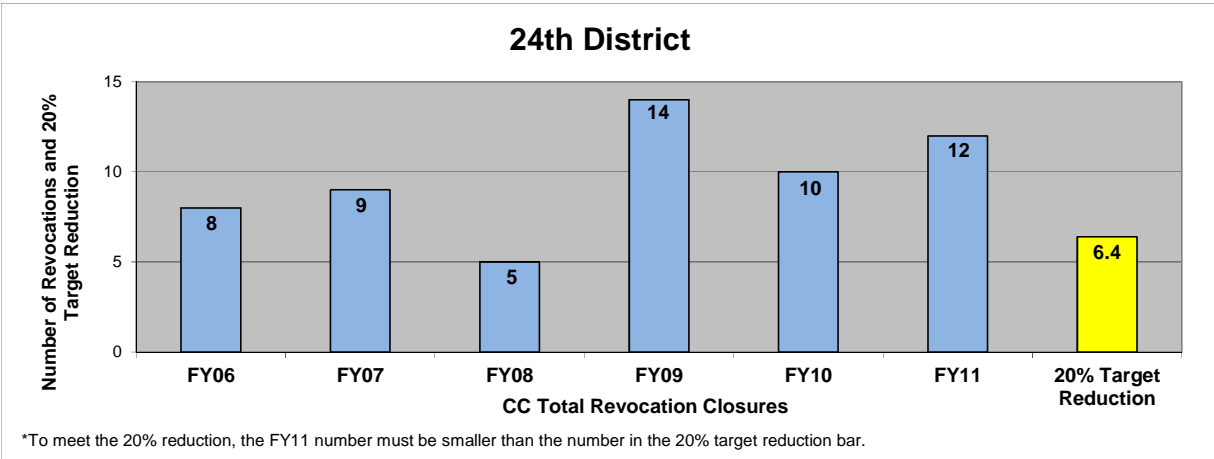
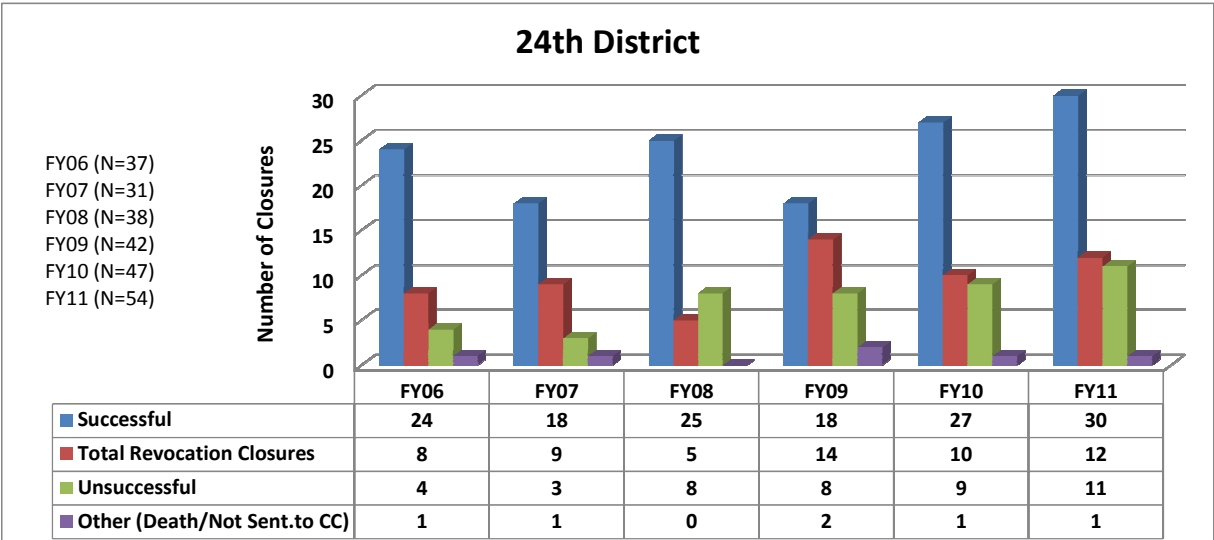
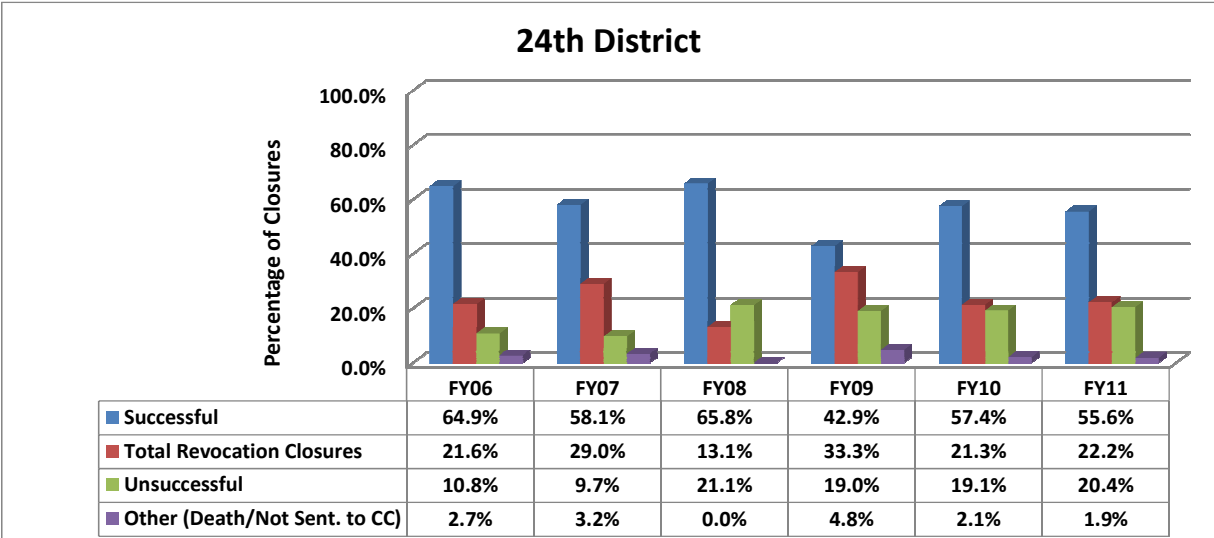
## **24<sup>th</sup> Judicial District Community Corrections**

The 24<sup>th</sup> Judicial District Community Corrections Program provides intensive supervision and monitoring to a targeted population of high-risk felony offenders. The 24<sup>th</sup> 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 overwhelming task of trying to reduce revocation rates by 20%. This was difficult as the data used as a baseline revocation rate for the 24<sup>th</sup> Judicial District was Fiscal Year 2006, which was 21.6% and accounted for .40% of statewide revocations.

As part of the Risk Reduction Initiative, the agency created a reduced and specialized Officer, established a graduated sanction, violation & incentive response methodology, required all officers to be trained on the Level of Service Inventory-Revised, Cognitive Behavior Tools, Advanced Communication and Motivational Strategies (ACMS), and Case Management, initiated "Thinking for a Change" classes for offenders, changed existing policy and procedure to come into compliance with EBP. The agency has made EBP a part of current practice and understands the practices can be used as an instrument for increasing the effectiveness of supervision. As with all instruments, EBP needs continual monitoring and evaluating as to its effectiveness, training to reinforce skills, and adjustments to current practice in order to sustain the risk reduction initiative.

In Fiscal Year 2012, the agency will continue to learn, develop, and practice skills and implement efforts to increase the likelihood of offender success. The focus in Fiscal Year 2012 will be to restructure the way cognitive behavior programming is being offered to make it more available and cost effective. The agency will look at building more collaboration within the community and will continue with organization development for existing staff as well as training all new staff in EBP.



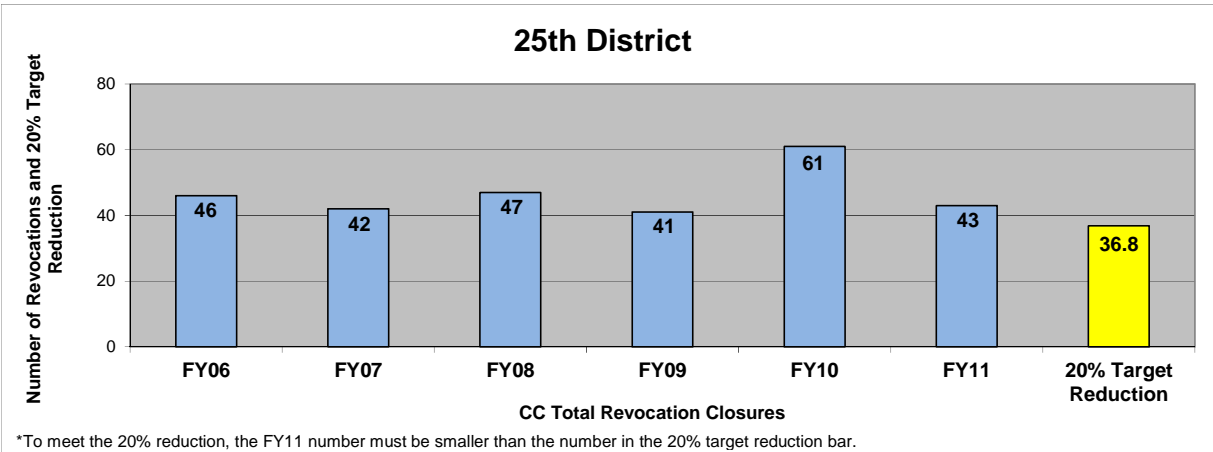
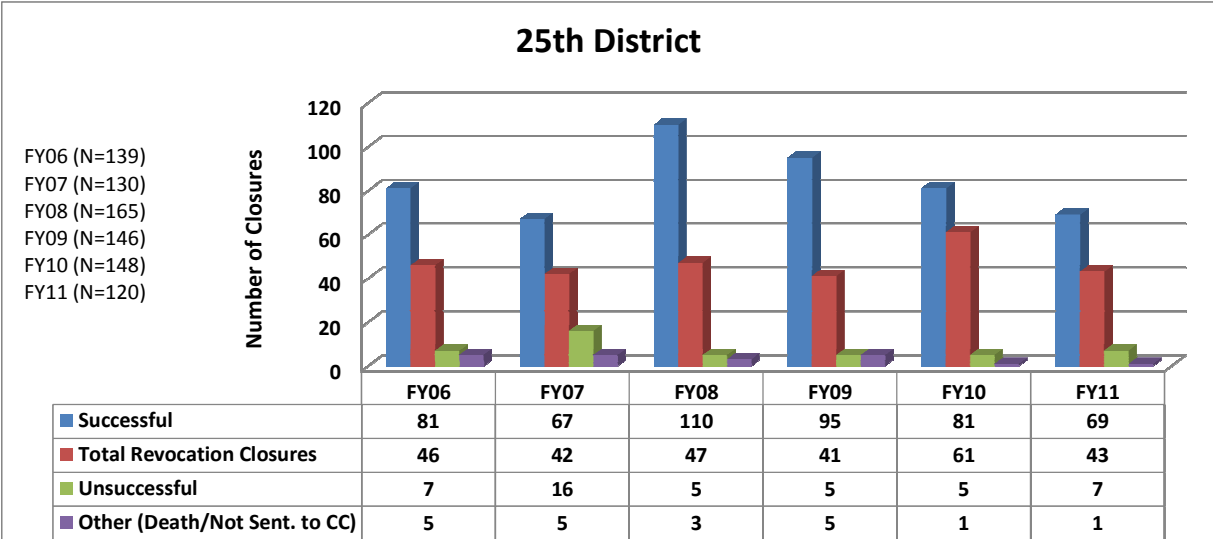
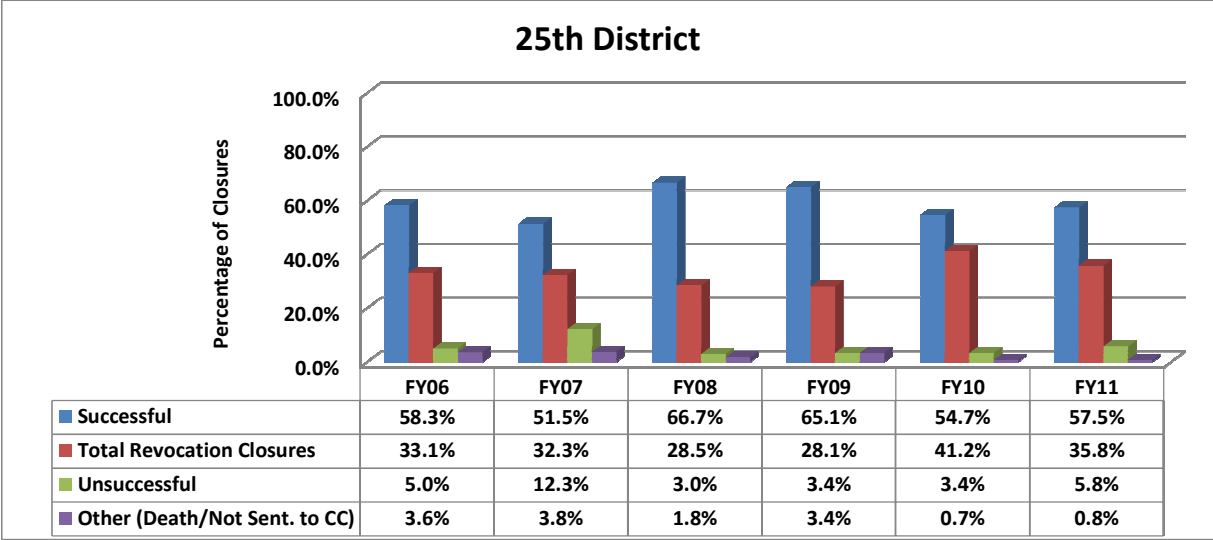
## **25<sup>th</sup> Judicial District Community Corrections**

Since the inception of the Risk Reduction Initiative, the 25<sup>th</sup> Judicial District Community Corrections has not met the state wide 20% goal or the agency's 25% goal for a reduction in the number of revocations from the FY 2006 rate. The agency had 46 revocations in FY 2006 and 61 revocations in FY 2010. This is an increase in revocations of 33% (rounded) over FY 2006. The agency had 81 successful closures in FY 2006 and FY 2010. As a result, the agency's goal of a 25% decrease or 34.5 offenders and the state's goal of 20% or 36.8 offenders were not met. We need to continue to use evidenced based practices; and, refine and focus our risk reduction efforts and resources in FY 2012 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 by the lack of local resources, but by staffing and funding issues, and these appear likely to continue in the coming fiscal year.

For FY 2012, 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 for offenders at medium to high risk for revocation: 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.



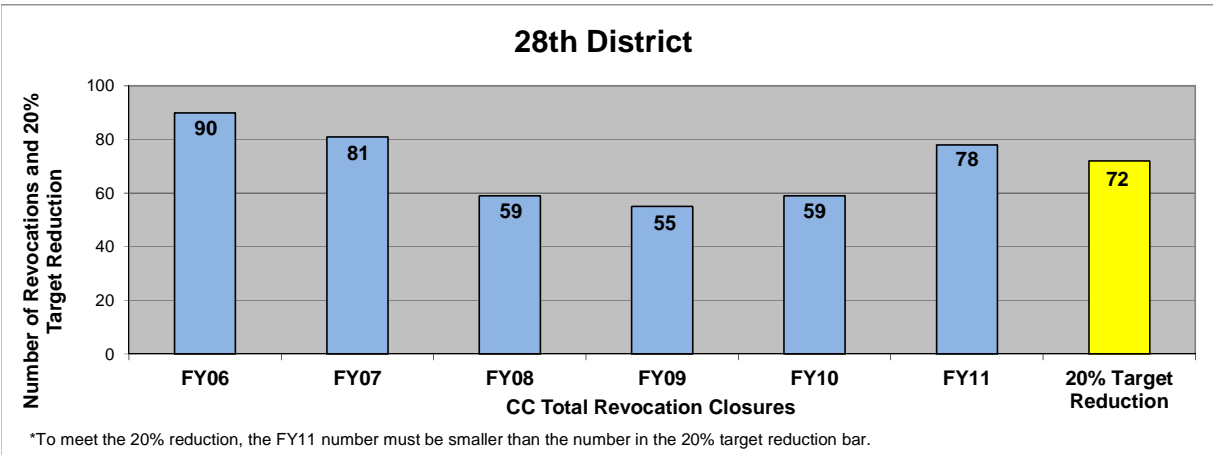
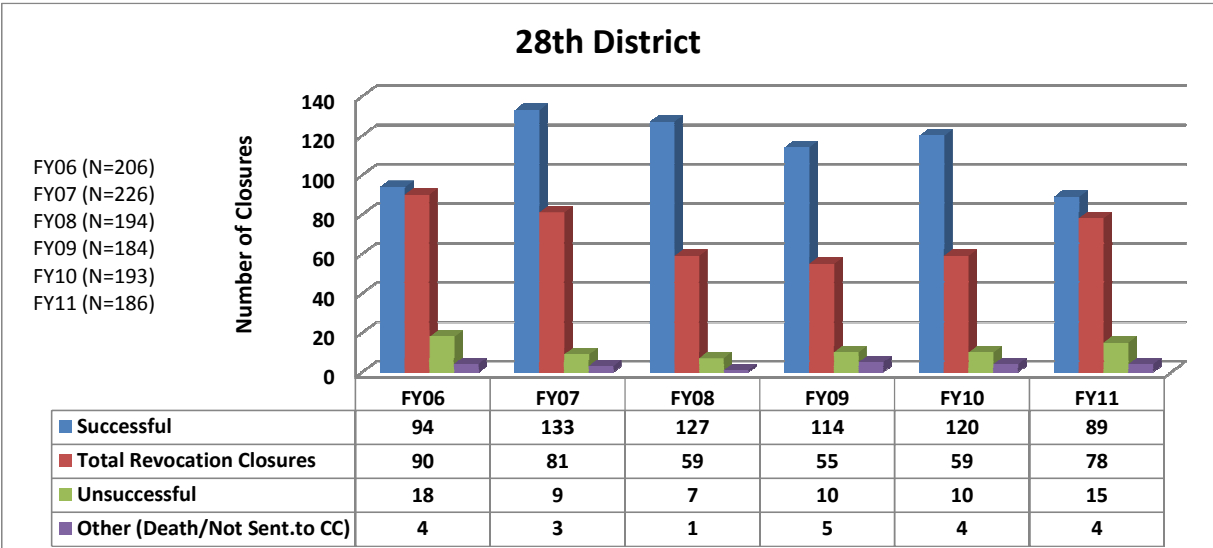
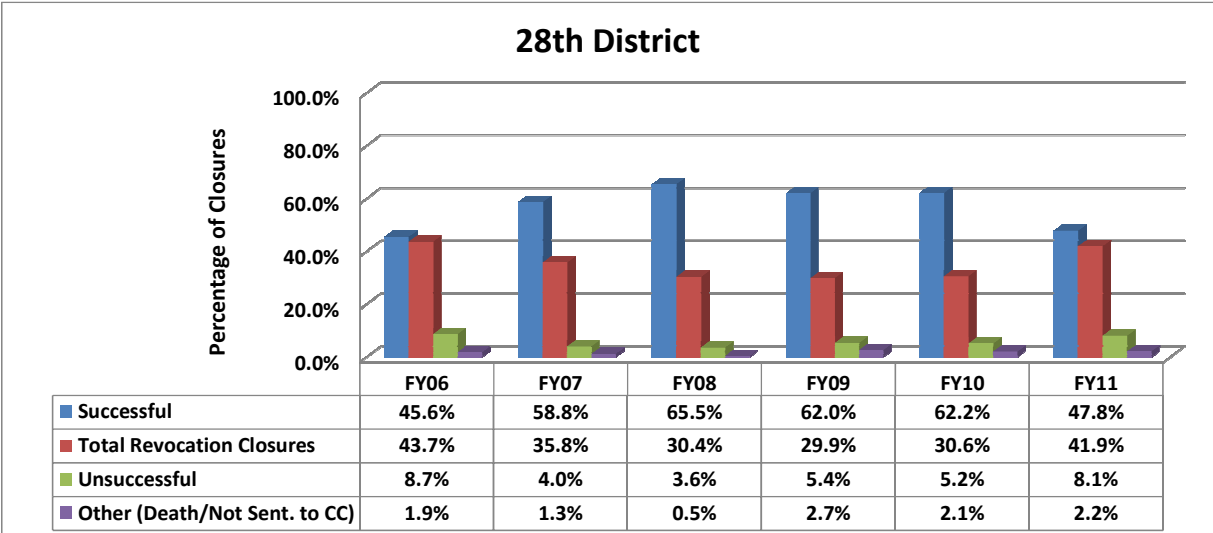
## **28<sup>th</sup> Judicial District Community Corrections**

Tough going. Getting further behind. Resource deprivation. Which services will be cut? The work must get done. Doing more with less. In all service areas the economic trends have hit severe levels including the justice systems. As a result of years of cuts, the justice system has had to “triage needs” to some degree, defining what is critical and leave the less pressing issues for when there is available staff and resources. This critical time should engage thoughts of shared resources and cooperative spending, breaking down the silos and working together in a way it has not been done before. It is going to be a tough year, making extremely tough decisions but the Kansas criminal judicial system has built a foundation on an excellent philosophy of doing business better, no longer guiding their programs by the popular idea or the pet program of the day. Instead, utilizing evidence based practices, drawn from current research in the field of academics.

Evidence-based practices are powerful tools that take time and dollars to implement but once 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. Focusing on identifying risk factors across a wide spectrum of an offender’s life and engaging them in identifying their own unique set of issues that need to be addressed in order to reduce that risk, with the ultimate goal to continue in making our citizenry much safer than in the past.

The 28<sup>th</sup> Judicial District Community Corrections implemented evidence based practices many years ago. In the years preceding implementation and philosophy change, this agency has focused on one set vision, mission and values. We built a strong foundation, work based on sound research and focusing on the risk of the client. This agency created a productive agency culture, valuing employees, providing feedback, measuring effectiveness, and practicing inclusive management. The agency believes clients can make positive change if given the tools to improve their lives.

Into FY12 this agency realizes that substantial changes are happening and the expectation is that we must maintain operations with possibly fewer staff and much diminished resources. This agency will work to increase reliance on volunteers, building upon our existing faith based initiative increasing mentors for adult clients. The agency, Board, and community partners will be asked to assist us in reviewing current organizational structure and strategy, making sure the right talent is on the problems that face us, and build that silver lining under the dark cloud. The director will continue to build a relationship that includes continued education and data on risk reduction strategies, with the County Attorney’s office, in hopes of changing gut feelings over to research based data and efforts. Supervisors and staff will continue to be trained and encouraged to strengthen their skills and enhance their passion toward the work that is expected of this agency.



## **31<sup>st</sup> Judicial District Community Corrections**

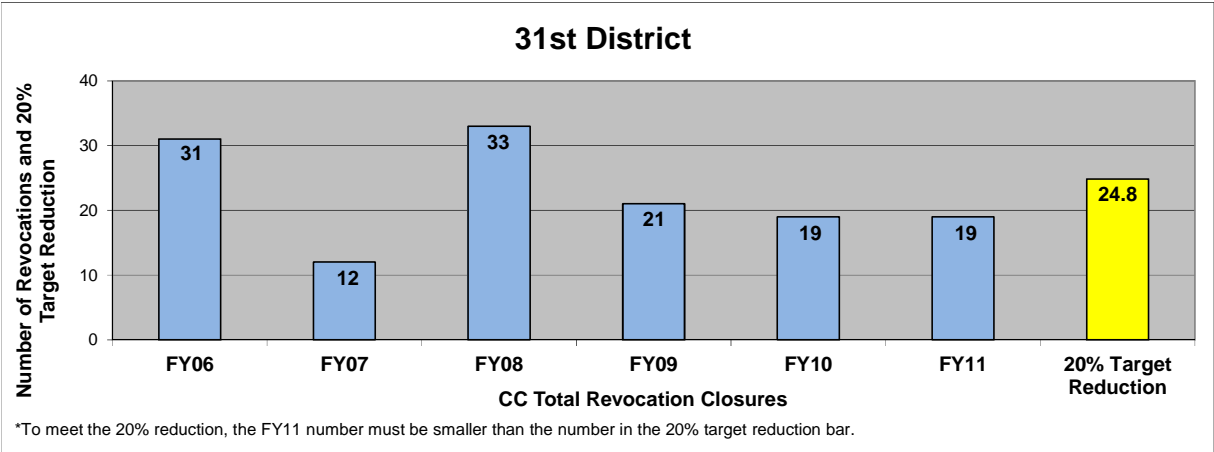
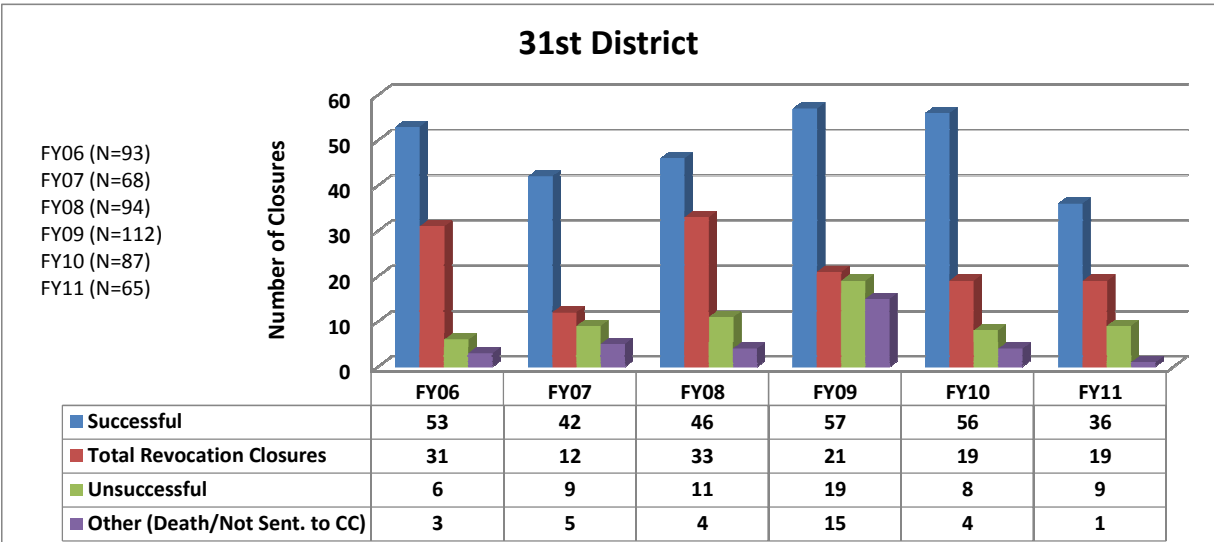
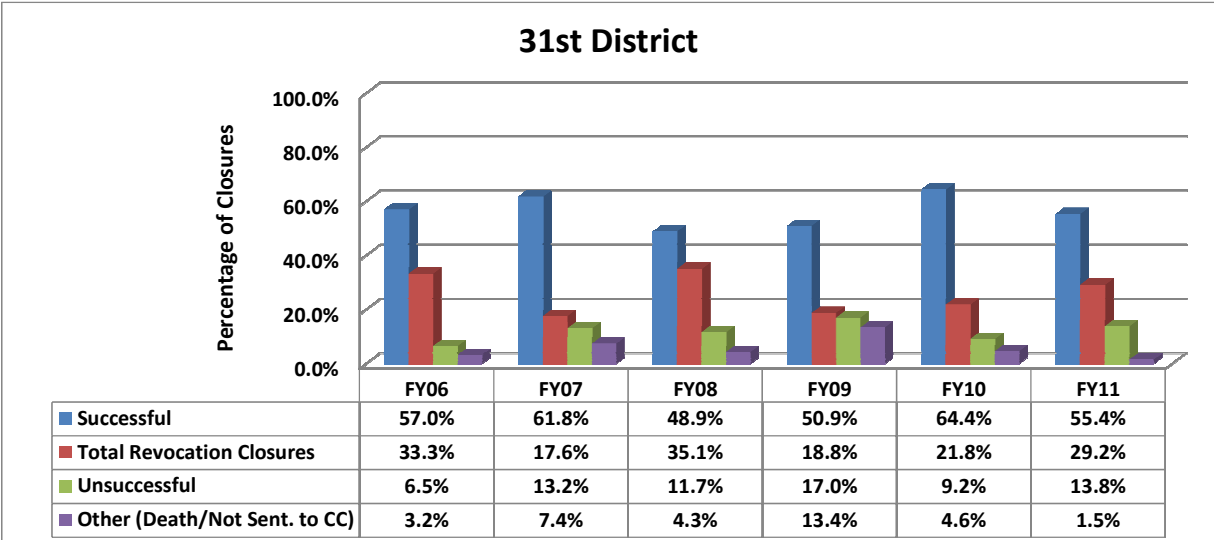
This plan explains the direction of the Thirty-First Judicial District's efforts to improve probation supervision effectiveness by continuing a structure for recidivism reduction that is supported by evidence based practices. Our process of implementation is on-going and focuses equally on evidence based 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 (ACCC) is in the 1<sup>st</sup> Judicial District 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 plan is to continue this initiative and provide our probationers with behavioral changing tools so that the probationers have a better chance of becoming successful while on probation and after.

Atchison County Community Corrections goal is working to have 80% of probationers successfully completing probation. As well as lowering the number of probationers entering prison. Our projected goal is to have no more than 12.8 probationers close as a revocation.

For FY2012, we will target probationers whose overall LSI-R level score as a level 2 or 3. ACCC will continue to use Thinking for a Change which is a cognitive behavioral program. 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.

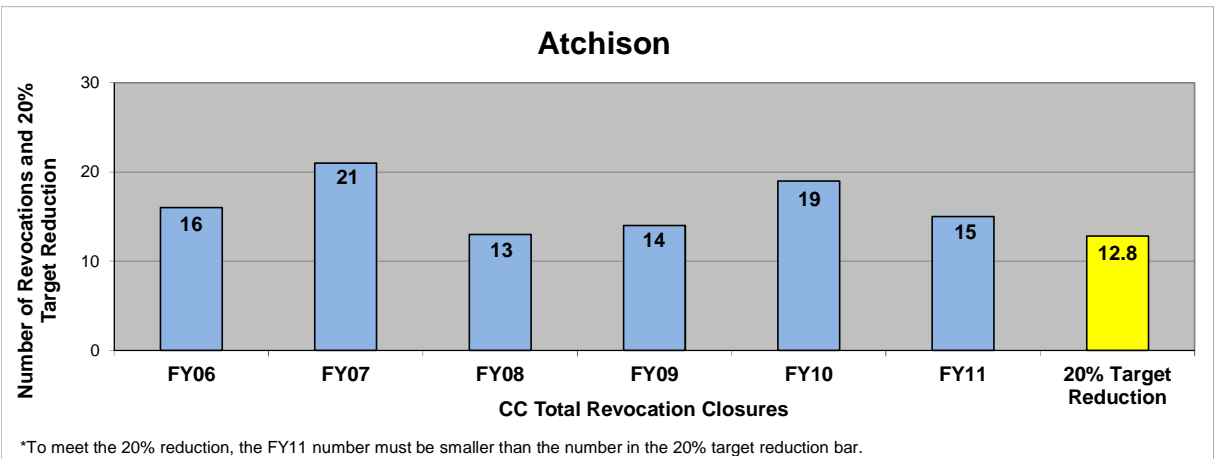
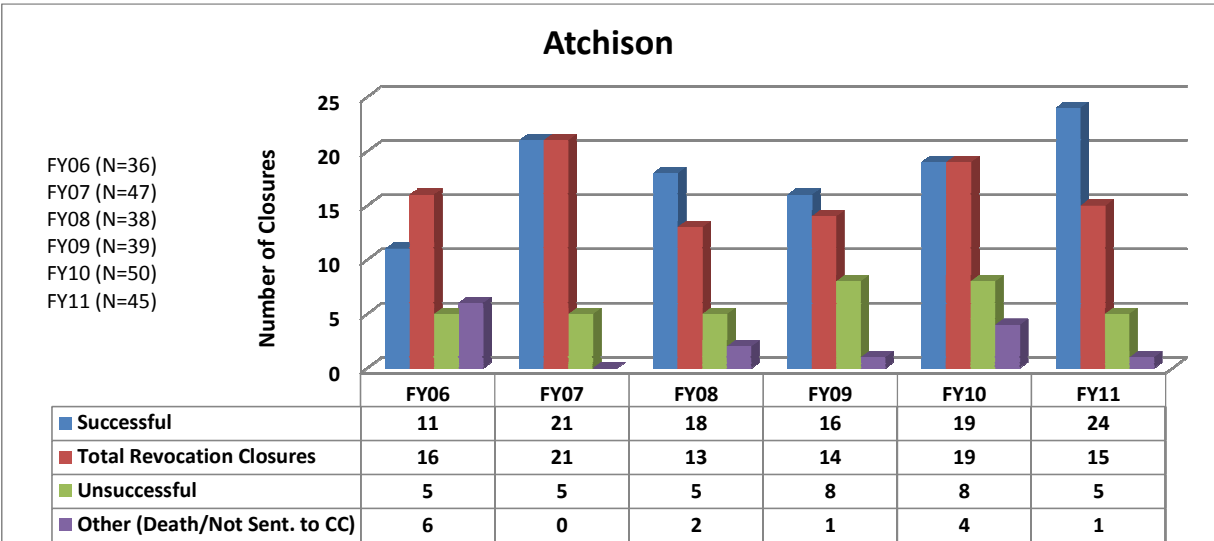
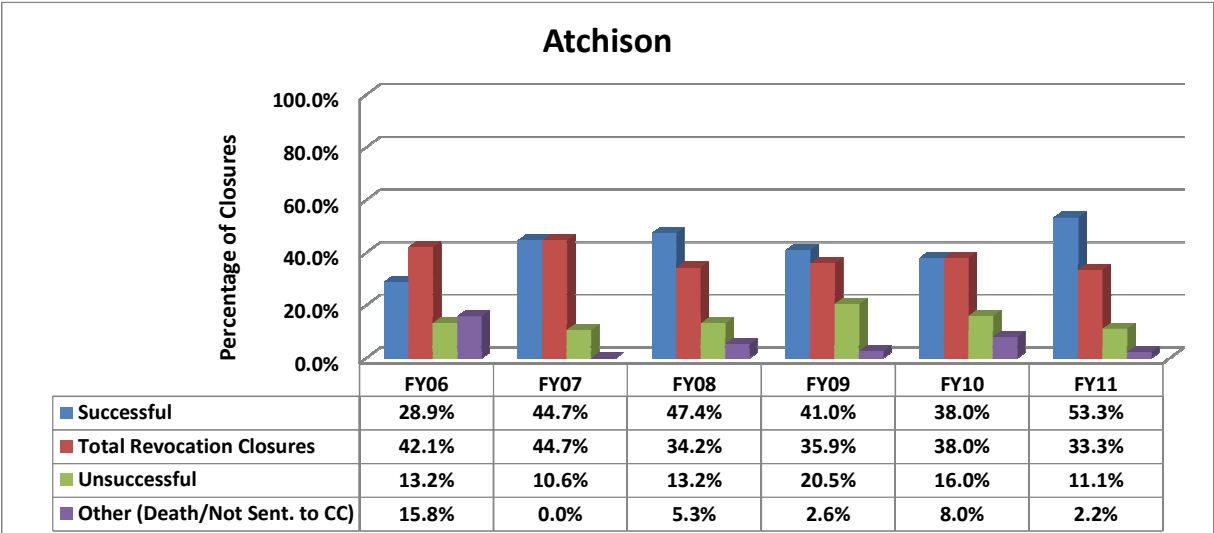
ACCC will also continue to focus on employment of our employable probationers for FY2012. During FY2012 officers will be trained in Workforce Development which will aid probationers in their employment search skills. This is an approved curriculum by KDOC who will also provide training.

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.

ACCC will also work on closing gaps of three of the eight principles of evidence based practice. This agency will focus on: 1. Measuring Relevant Process/Practice 2. Providing Measurement Feedback and 3. Increasing Positive Reinforcement.

In FY2012, ACCC will enroll in Facilitated Strategic Planning. For starters this program will help the agency work on closing the gaps listed above as well as provide direction, increase collaboration and establish a vision.

Officers have been trained in Motivational Interviewing and Case Management which plays a part in building a positive working relationship with their probationer. ACCC's goal is to improve and build upon the evidence based practices steps we have implemented thus far.



## Central Kansas Community Corrections

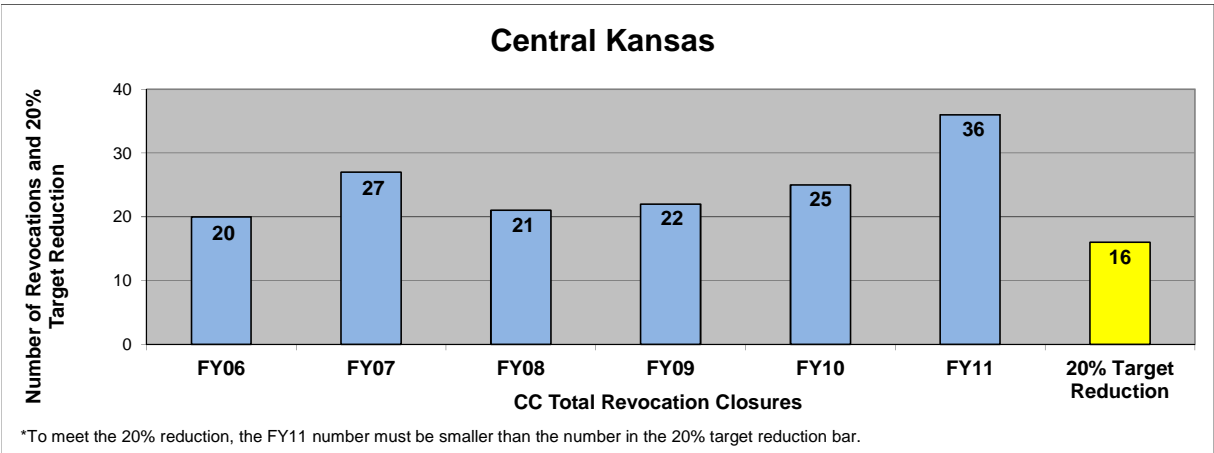
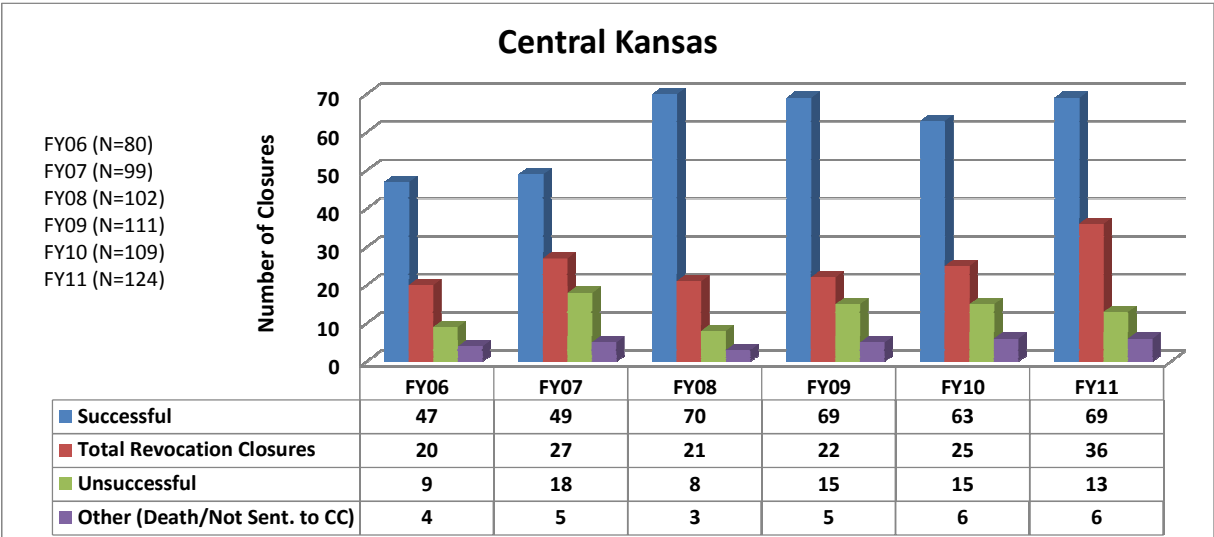
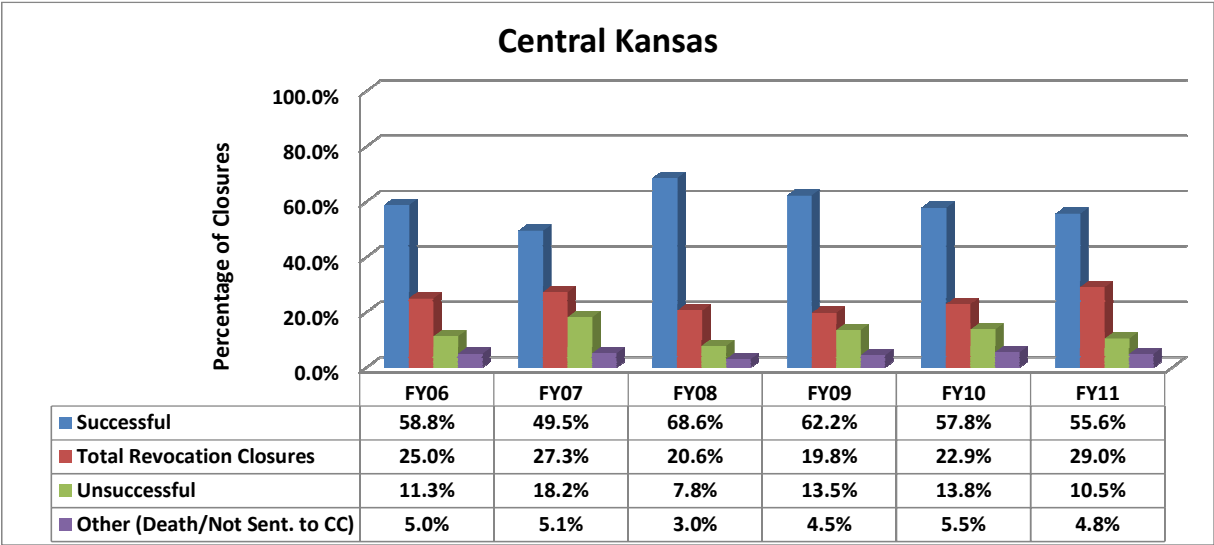
Central Kansas Community Corrections serves the Twentieth Judicial District, encompassing Barton, Ellsworth, Rice, Russell and Stafford counties; a total of 4,014 square miles. The agency's use of local resources strengthens the delivery of services to our offender population. CKCC staff continues to 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 located in Barton and Rice counties.

Intensive Supervision Officers have been trained to deliver case-management skills as taught in Advanced Communication and Motivational Strategies (ACMS), Cognitive Tools and Case Management Trainings, as offered by the Kansas Department of Corrections. 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 12, the agency will continue to support EBP and work to close the gaps in the integrated model while building on the skill-sets of the officers, ensuring that assessments are scored correctly, case plans are directed by the high-risk domains and that communication between officer / offender reflect motivational interviewing.

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 establishing a pattern of prosocial decisions. CKCC will continue to evolve in case-management practices to support Evidence-Based Practices in order to effectuate offender success.



## Cimarron Basin Community Corrections

Cimarron Basin Community Corrections provides intensive supervision to the 16<sup>th</sup> & 26<sup>th</sup> 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.

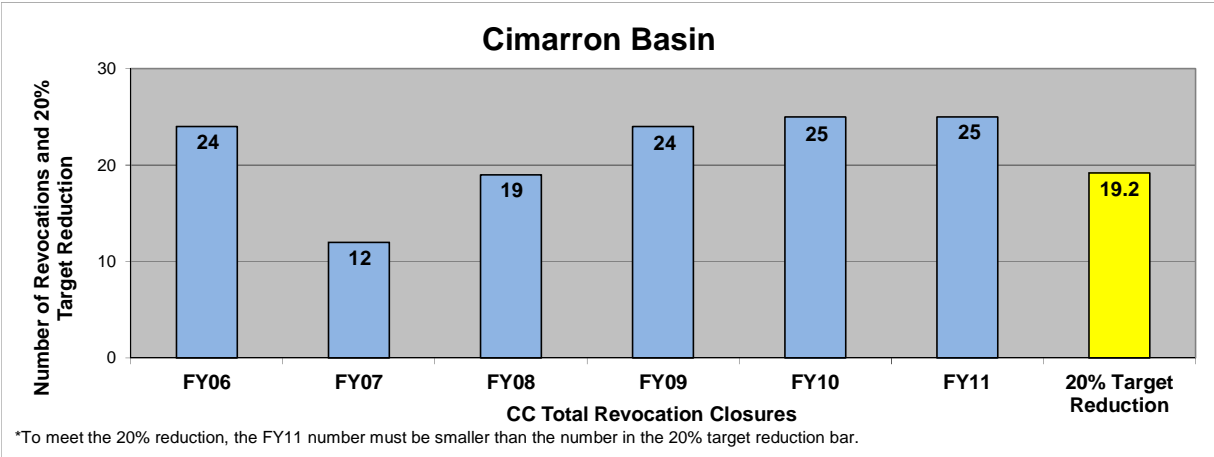
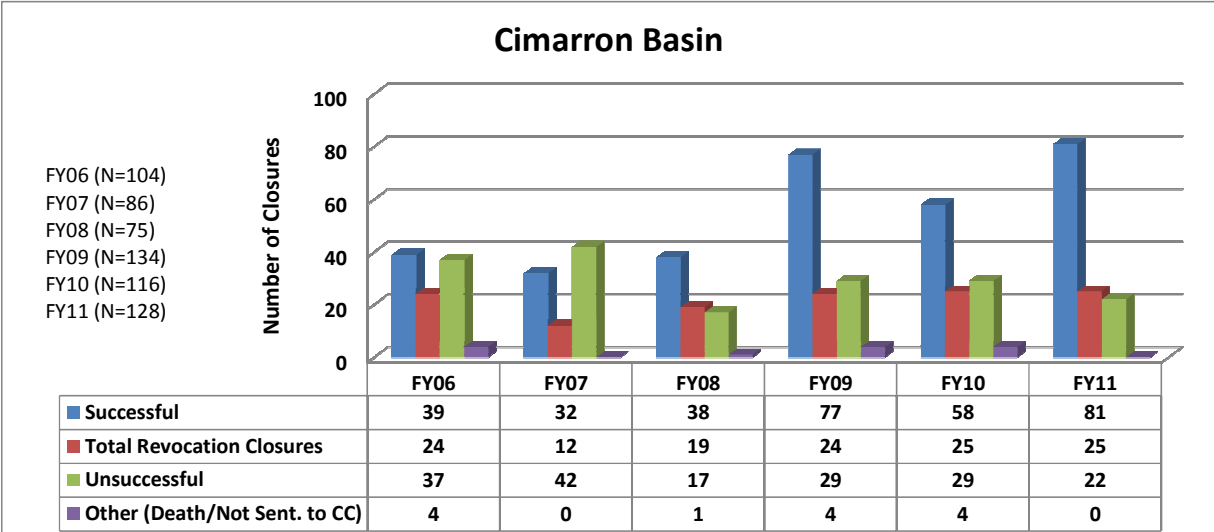
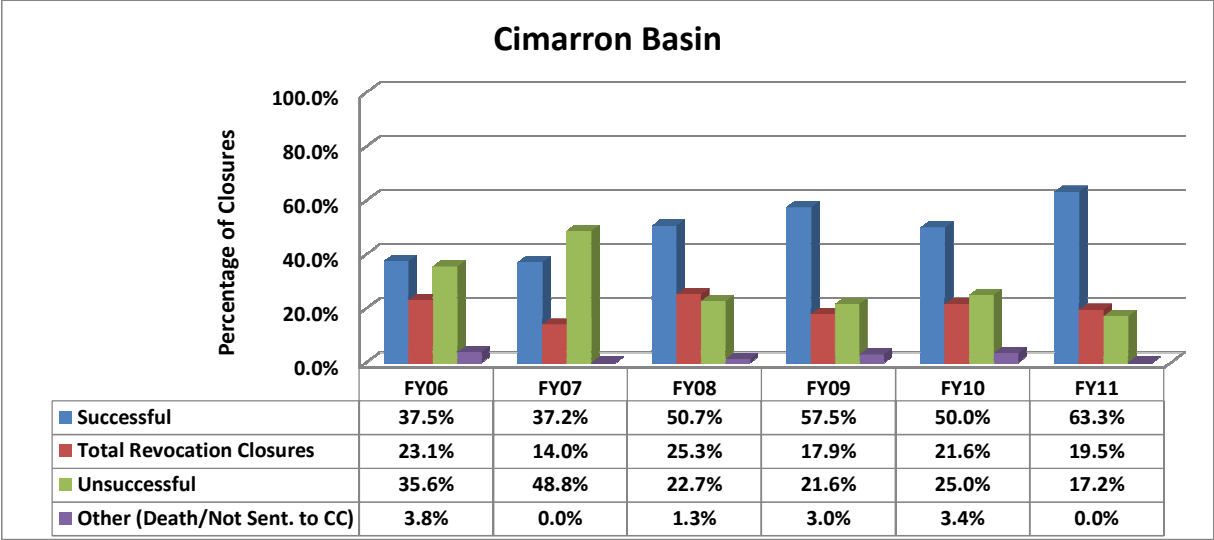
During FY12, Cimarron Basin Community Corrections will focus on working to better understand the offenders assigned to us. The offenders bring with them a lifetime of negative thinking and attitudes, resulting in poor choices and consequently leading them into the court system. Offenders also use this 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 FY11, we have found that offenders who score high in the areas of leisure/recreation, financial, companion and attitude 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 FY12, 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 19<sup>th</sup> 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 36,311 per the 2010 census. Winfield, the County Seat, is the second largest city within the county with a total population of 12,301 and Arkansas City is the largest city with a population of 12,415. The 19th Judicial District operates two separate Courts, one in Winfield and one in Arkansas City.

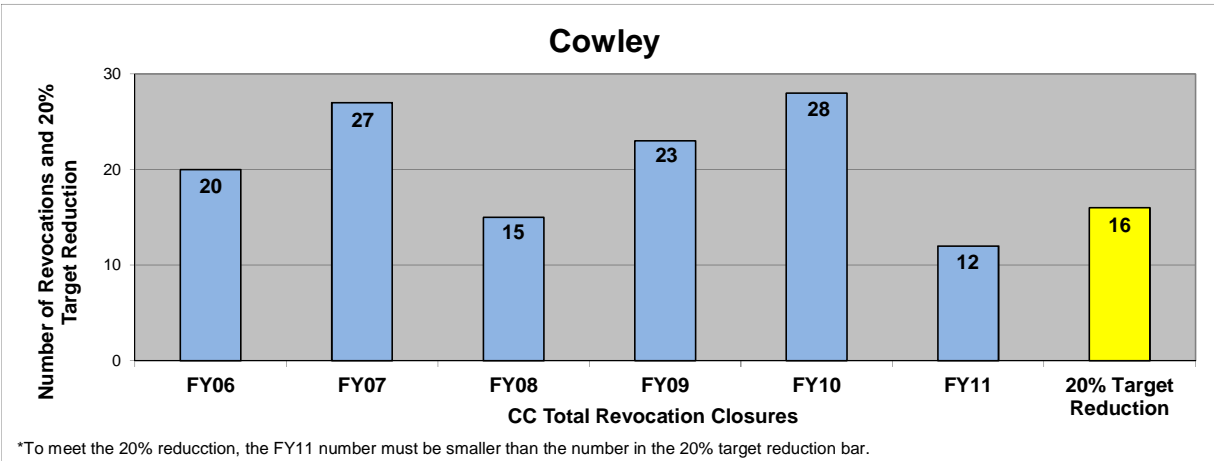
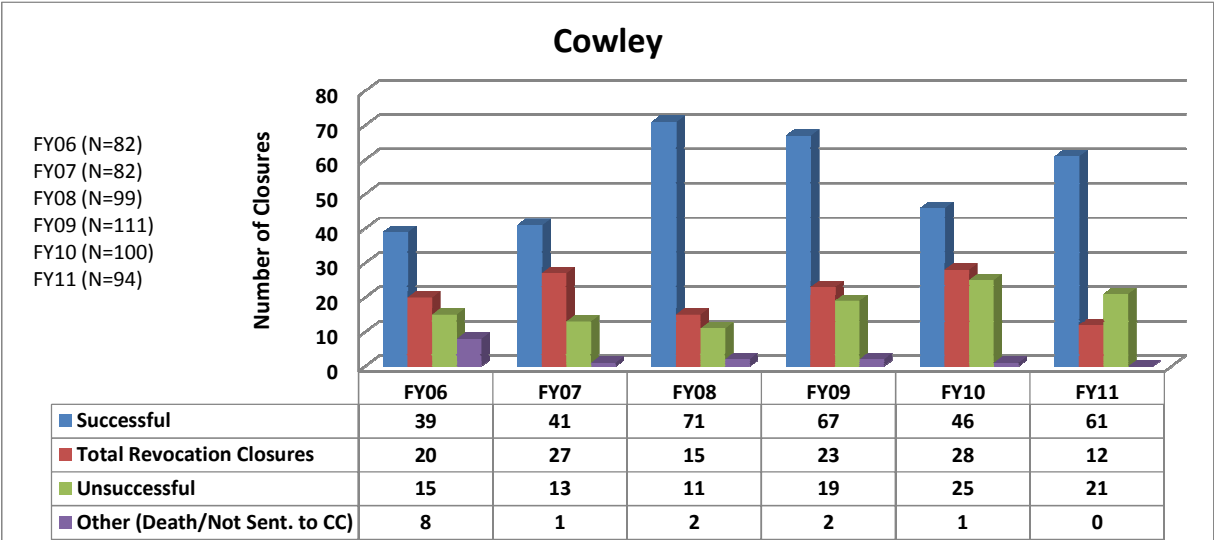
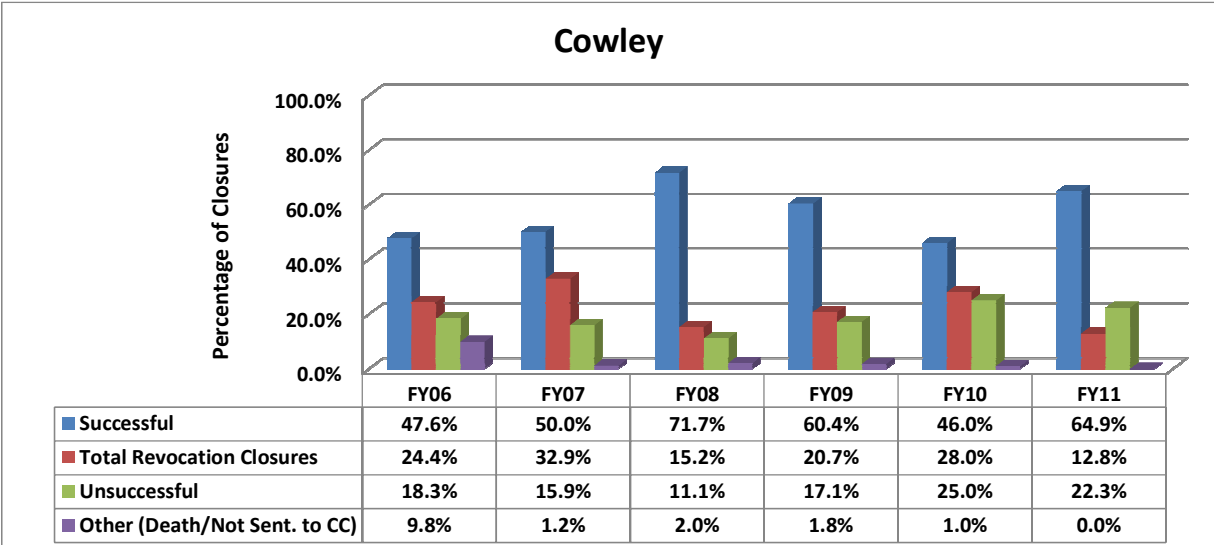
Cowley County Community Corrections provides three basic components for the Courts' consideration at the time of sentencing. The first is intermediate level sanctioning and supervision options in sentencing felony offenders to the Adult Intensive Supervision Program (AISP) versus prison sentences. The 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. The third is the Cowley County Drug Court Program which was implemented at the end of FY09. 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 increased 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.

This plan is targeted to assist those clients that defined by the LSI-R as being at a high or very high risk on probation or to re-offend. In Cowley County, the areas of greatest risk are alcohol and drug related problems, leisure/recreation and education and employment problems.

In 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.

Since November 10, 2008, Cowley County Community Corrections and State Parole partnered together to begin offering Cognitive Outreach Groups (COG), which is firmly based on the National Institute of Corrections Thinking for a Change Program. The goals in implementing the program are to: increase the number of clients who successfully complete probation and parole, reduce recidivism and improve clients' abilities to take control of their thoughts, behaviors and lives.





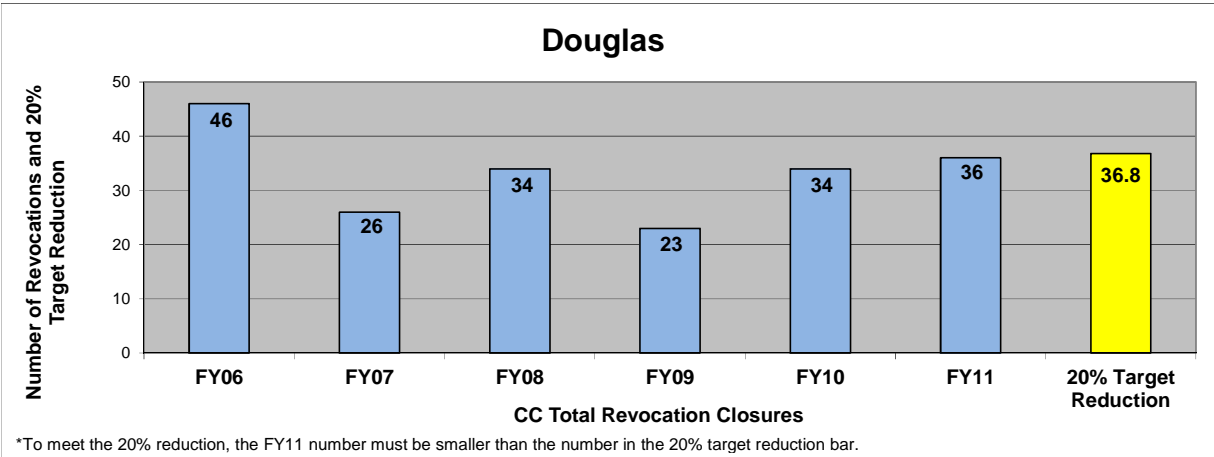
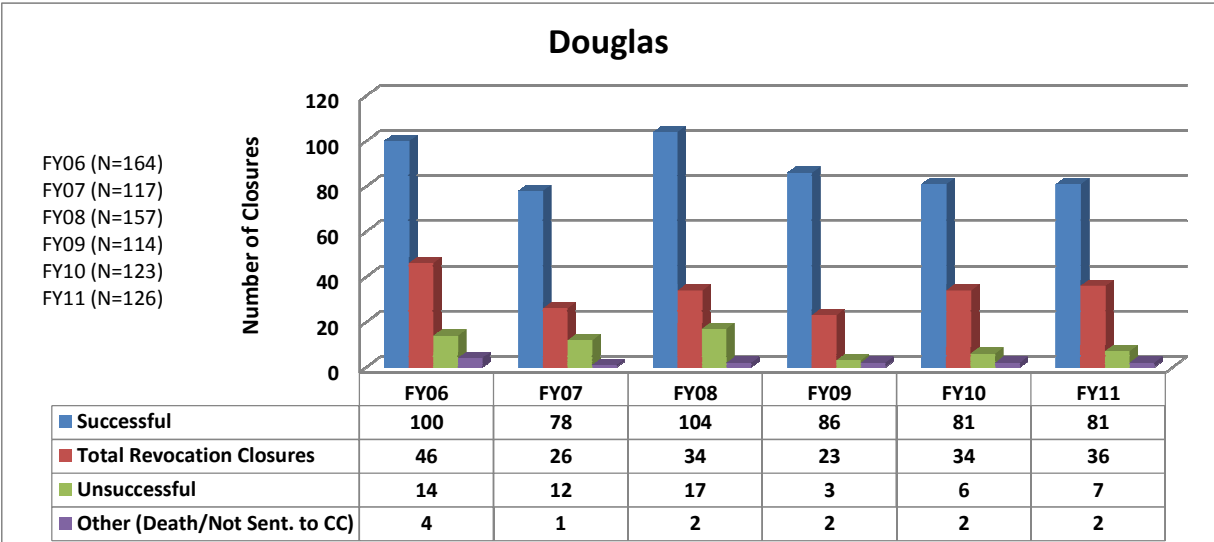
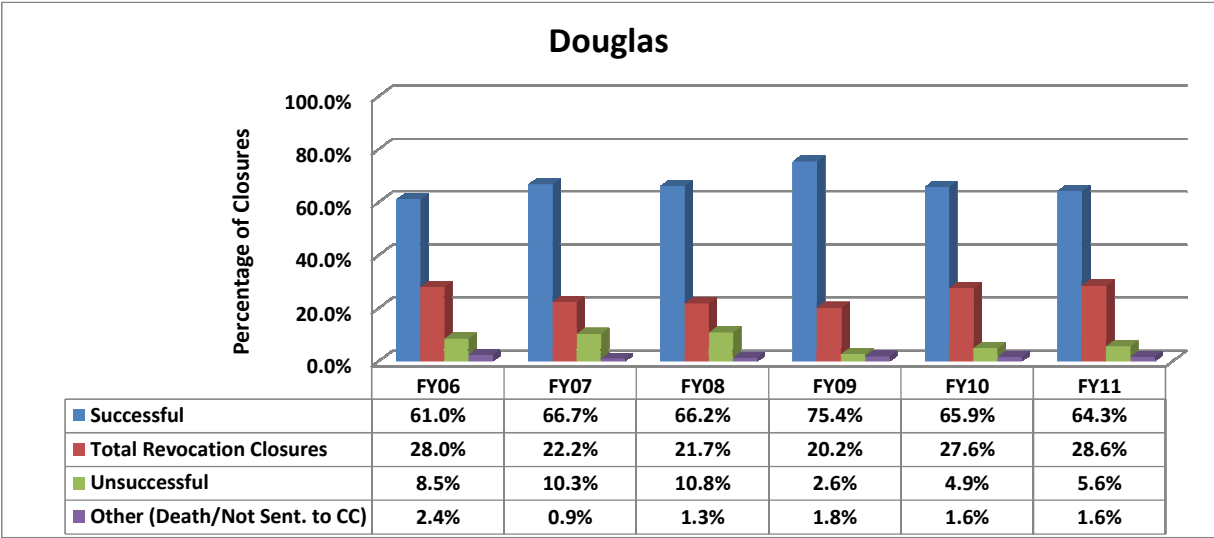
## Douglas County Community Corrections

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. During FY 2010 our agency received 187 offender referrals to include Court assignments and courtesy transfer referrals. Out of the 187 offenders, 19 were not assigned to our program. As of April 20, 2011 (FY 2011) our agency has received 189 offender referrals with 17 of the offenders pending assignment to Community Corrections and 25 were not assigned. Based on FY 2011 referral data it is clear our agency exceeded the number of referrals received in FY 2010 and have approximately two months remaining. In addition, our agency is supervising more offenders with presumptive prison sentences. Therefore, staff will need to work on utilizing evidence based practices to ensure lower revocation rates and higher successful terminations. In addition, it is very important our agency initiate all components of our risk reduction initiative program as we move forward in FY 2012.

Currently, our agency has five full-time adult ISP officers that contribute their time supervising offenders. In addition, the Chief Executive Probation Officer (*who will be retiring May 31, 2011*) and the Deputy Director contribute .25 each supervising offenders. During FY 2010 and the beginning of FY 2011, two of the five full-time adult ISP officers supervised mainly high risk offenders as determined by the Level of Service Inventory – Revised (LSI-R). Due to a steady rise in offender referrals and high risk offenders, our agency was forced to consider alternatives to help decrease caseload size to allow for more manageability. Therefore, our agency made an administrative decision that all ISOs would supervise two caseloads, a high risk and a low risk. Our agency continues to believe that based on research, 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. The high risk offenders are still provided with three to nine months of intensive risk reduction-focused services that occupy 40-70% of their free time. In addition, 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.

Our agency's priority needs for FY 2012 to address offender success is to fully implement our incentives/rewards, mentoring, and cognitive skills programs, with limited staff. In addition, we will need to closely monitor caseload sizes. We will continue with our clothing bank along with the offender employment classes.

The incentives/rewards program is close to being completed and since our agency was awarded FY 2010 unexpended funds, the last step is to finish purchasing items for the program. Our agency compared the Crossroads and Thinking for a Change (T4C) curriculums and made an administrative decision to continue with Crossroads since the curriculum now allows for fewer participants for the classes to be successful. Our agency will continue to work toward implementing our mentoring program. Lastly, our agency has added a quality assurance piece to the program that allows for supervisors to not only review documentation but also observe ISO/offender contact and provide written along with verbal feedback. Training based on evidence based practices will still be integral for our agency. Lastly, we will continue to closely monitor the number of offender referrals through our internal database and monitor offender success through KDOC reports.



## Harvey/McPherson Community Corrections

Harvey/McPherson Counties Community Corrections (HMCCC) will strive to decrease revocations by 20% from the FY 2006 rate. The target population will be probationers scoring 24 and above on the initial LSI-R and subsequent re-assessments. To accomplish the decreased revocation rate, as well as increase the number of successful completions from FY 06 and lower assessment scores, the agency will continue to implement evidence-based practices in the supervision of probationers.

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

Management will educate various community members and business leaders about the structure and priorities of community corrections on a quarterly basis during FY 2012. Contacts will focus on soliciting members and leaders to become pro-social resources for high risk probationers. In addition, probationers will be encouraged to seek a support person within the family or community. The agency intends to assist probationers in identifying and accessing sustainable resources in order to lower the high risk Leisure/Recreation, Companions, and/or Attitudes/Orientations LSI-R domain scores.

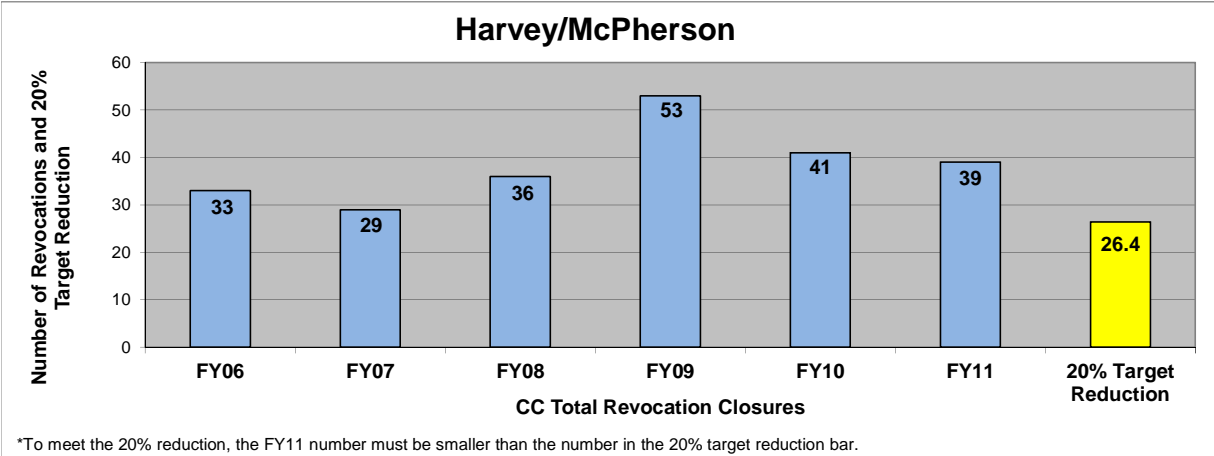
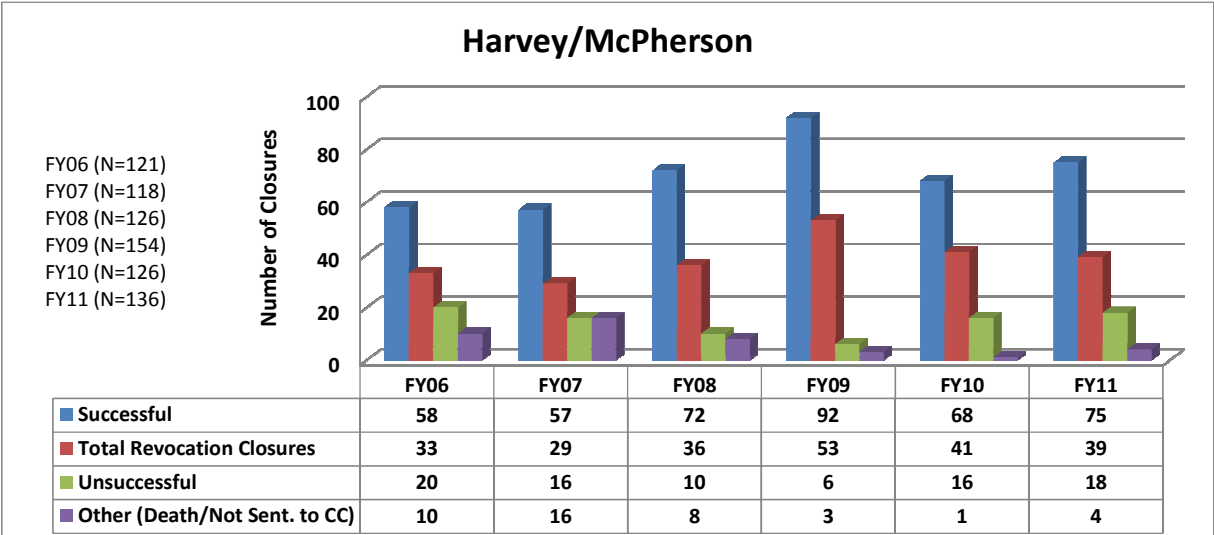
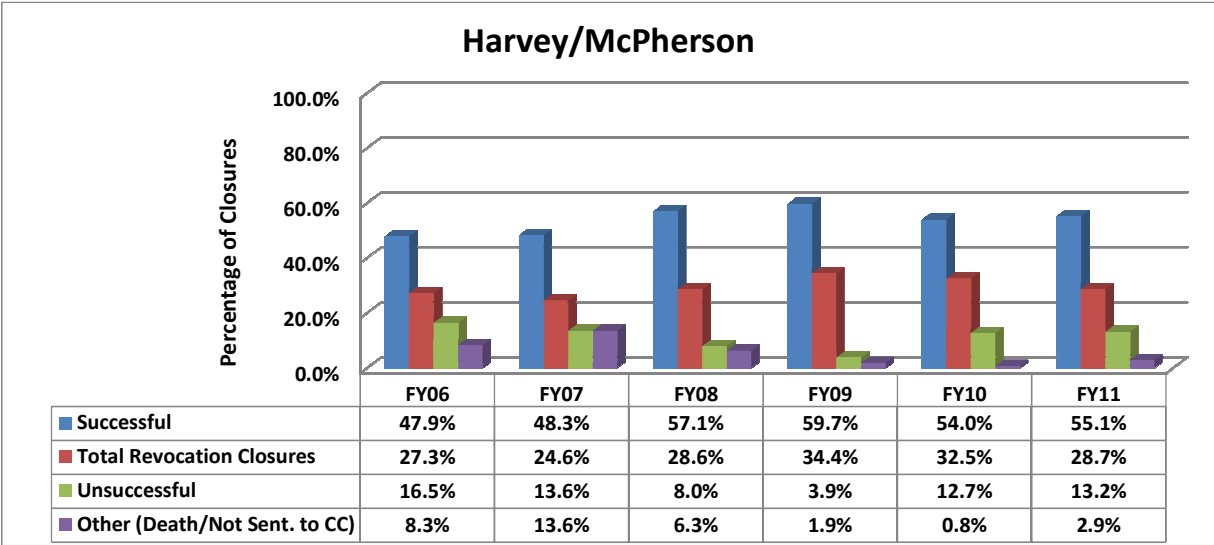
The agency will continue utilizing cognitive-behavioral group services. The Commitment to Change program is a cognitive-based program developed by Stanton E. Samenow. The agency believes the cognitive behavioral group will assist in lowering the Companions, Attitude/Orientation, and/or Leisure/Recreation domain scores.

During FY 2012, HMCCC will gather data regarding the local absconder population and research national data on what works for this population of probationers to form a strategy to increase the agency's success rate.

The 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 Advanced Communication and Motivational Strategies (ACMS). Agency data suggests the utilization of ACMS with high risk probationers has significantly reduced the overall LSI-R scores of the successful population.

The agency will continue to provide positive reinforcement to probationers through acknowledgement of achievements by a variety of means. Positive probationer behaviors have been acknowledged by certificates for successful program completions, reduced costs, gift cards, and written and verbal recognition.

HMCCC 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 Coordinators are responsible for the development and delivery of employment services that address the identified needs of individual probationers.



### **Johnson County Community Corrections**

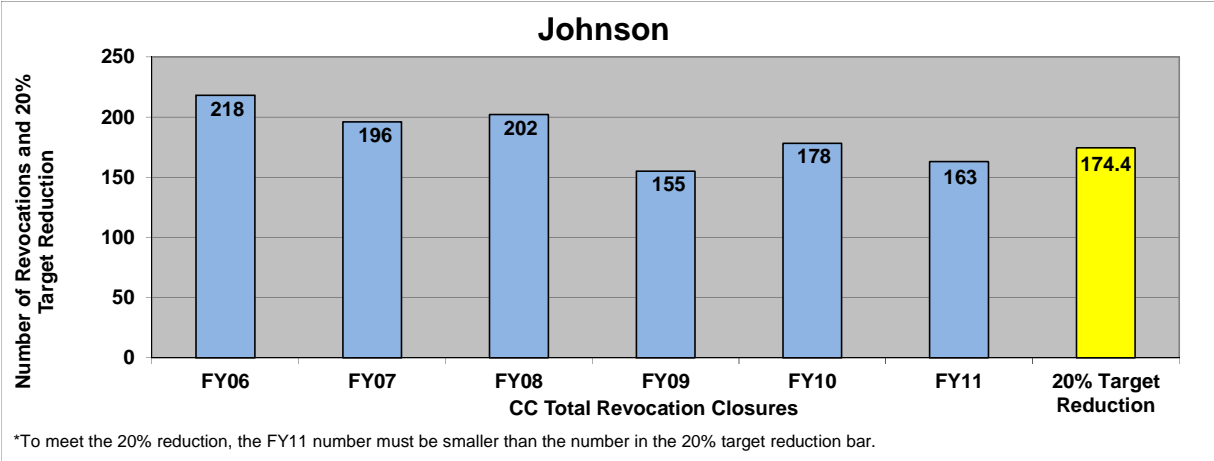
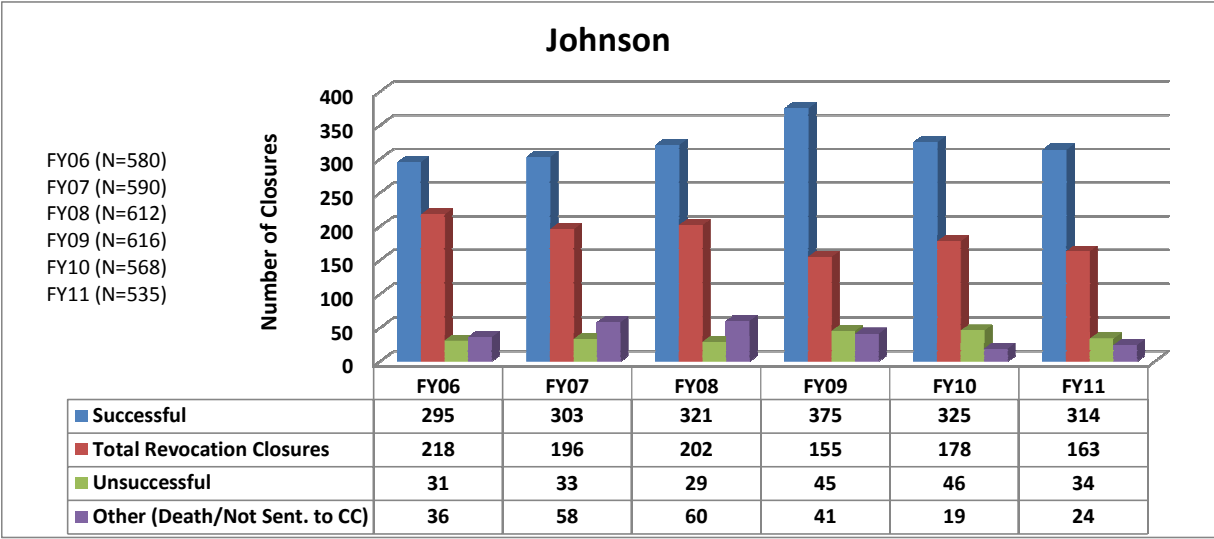
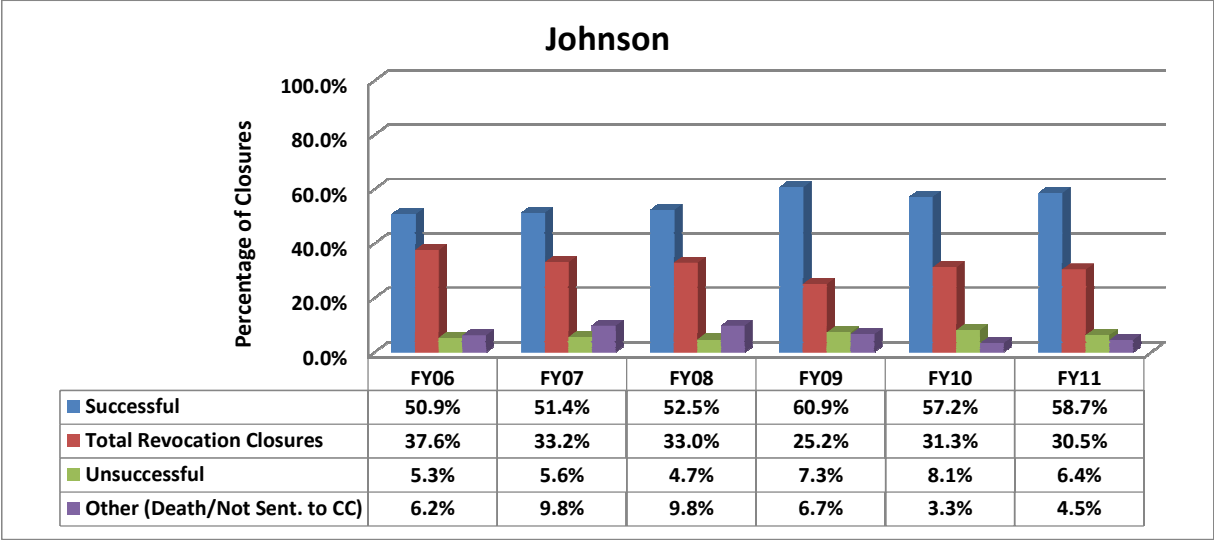
Johnson County Department of Corrections (JCDOC) offers an array of services and evidence-based interventions to the community corrections offenders in the Kansas 10<sup>th</sup> Judicial District. In addition to intensive supervision services, the department includes a 398 bed Residential Facility providing residential probation services, traditional work release, long-term substance abuse treatment (Therapeutic Community), and office space for 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.

Client services are targeted based upon measured need as identified using the Level of Services Inventory- Revised (LSI-R) and set forth in each client's case plan. Most services are either free or provided at a reduced cost for both intensive supervision and residential clients. The majority of programs available for Residential Center clients are provided onsite at the facility. Available services for community corrections clients in either program include the Thinking for a Change (T4C) program, substance abuse services, mental health services, educational programs, employment placement services, transportation assistance, and housing assistance.

During early 2012, the department will pilot Moral Reconciliation Therapy (MRT) in place of the Thinking for a Change (T4C) program to better meet the needs of the community corrections population. The open-ended MRT program better meets the needs of the department's Residential Center population. The program format will also allow clients to continue the program without interruption as they move between the Residential Center and the Intensive Supervision Program.

The department's Therapeutic Community (TC) is housed in a separate building at the Residential Center and is currently licensed to provide long-term treatment for up to 40 clients who have severe substance abuse disorders. These clients typically have extensive criminal histories and have failed under less intensive levels of treatment. During early 2012, the department will utilize local Alcohol Tax Funds to add a modified mental health component to the existing program to better serve clients suffering from co-occurring disorders.

The department is also employing the Evidence Based Practices Skills Assessment (EBPSA) to evaluate training and organizational strengths in the use of effective correctional practices. The tool is designed to gauge the extent to which correctional staff members demonstrate the skills necessary to successfully implement and use Evidence-Based Practices (EBP). The department will use the EBPSA to better identify weaknesses in the correctional skills of the department staff so that training plans and quality assurance strategies may target those weaknesses.



## **Leavenworth County Community Corrections**

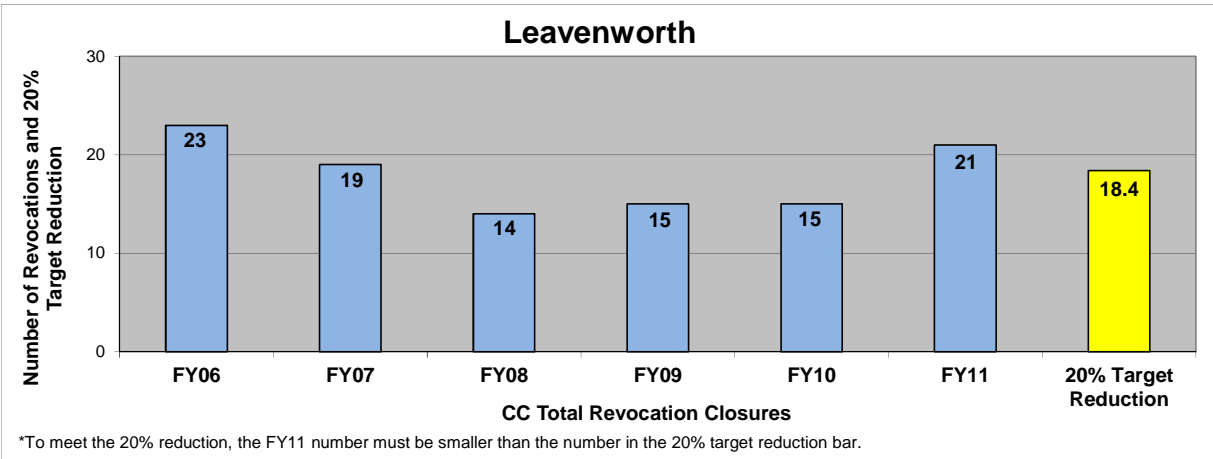
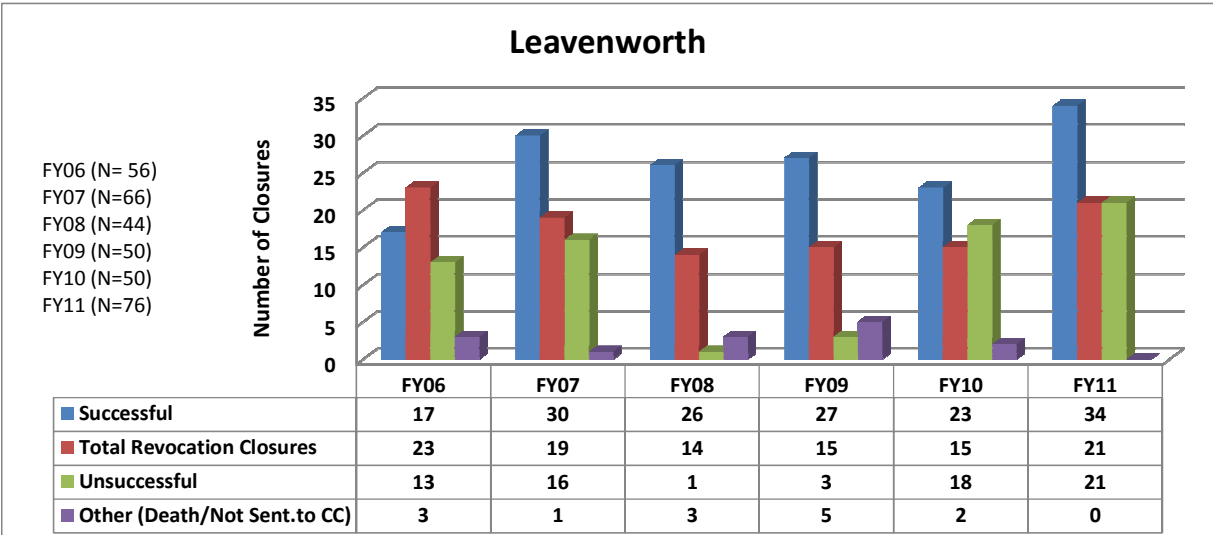
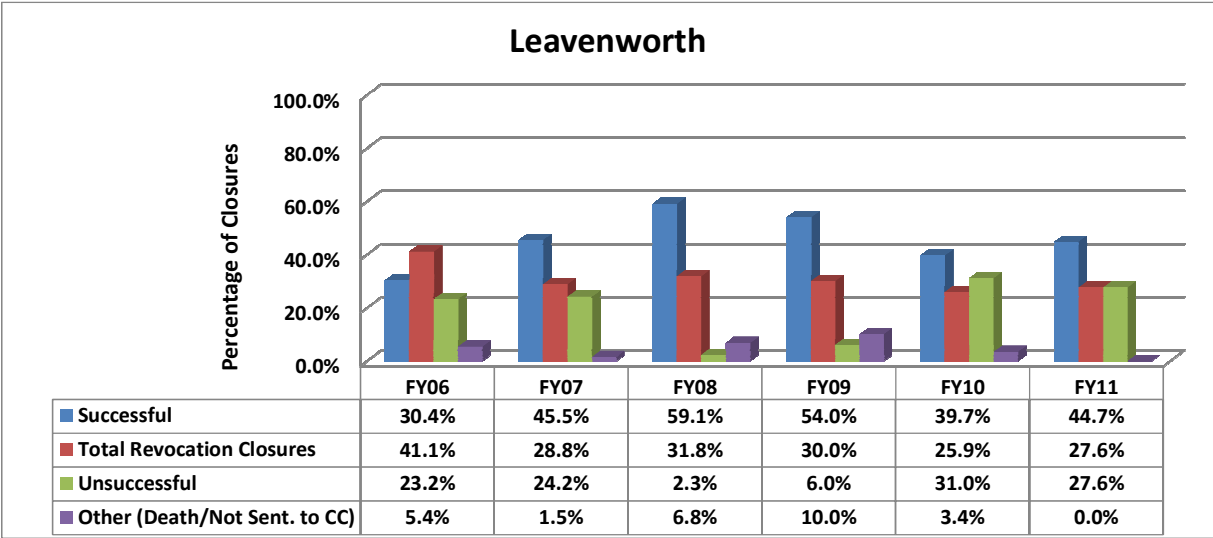
Leavenworth County Community Corrections is seeking grant funds in the amount of \$172,980.00. These funds will be used to facilitate the Community Corrections Office and provide financial assistance to high risk offenders for evaluations and treatment. Leavenworth Community Corrections officers will apply evidence-based practices and elevated sanctions to the offenders to continue the goal of reducing 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 four offenders participate and successfully complete the program which resulted in two offenders obtaining employment within three weeks of program completion. FY12 goal is to run two T4C groups with the collaboration of Lansing Parole or The Guidance Center.

Leavenworth Community Corrections officers will attend Regional Meetings with other Community Corrections agency's to gain insight, introduce new resources and techniques for the supervision of offenders. These officers will continue to attend/participate in training provided by KDOC.





## Montgomery County Community Corrections

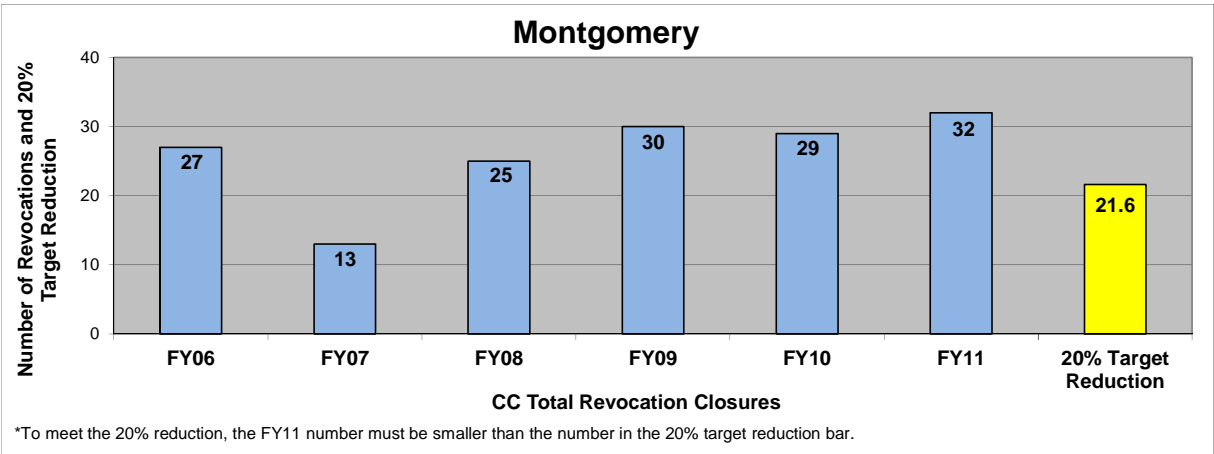
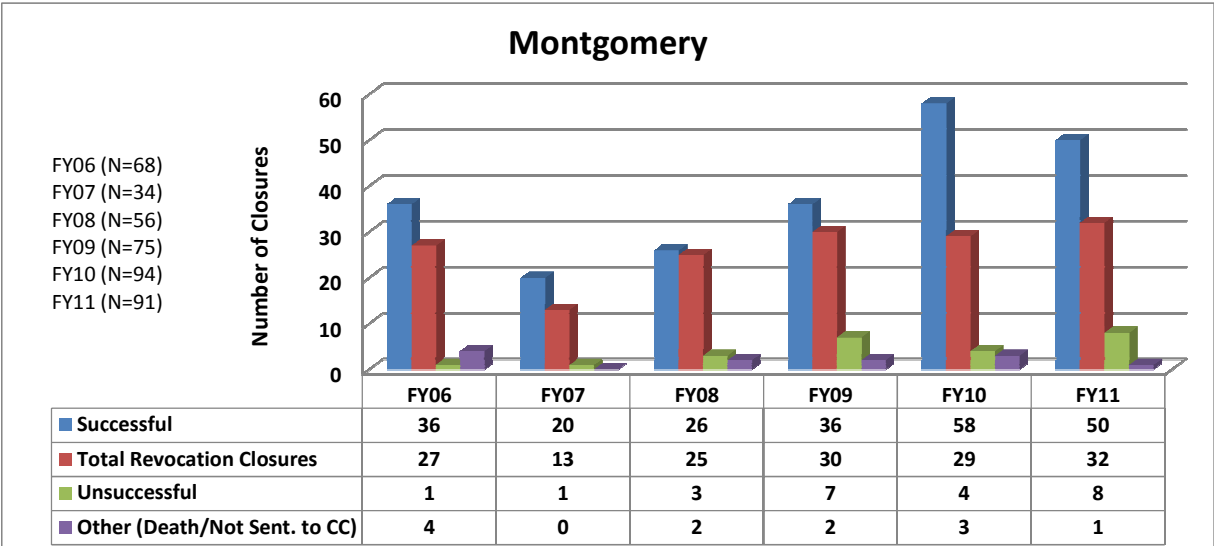
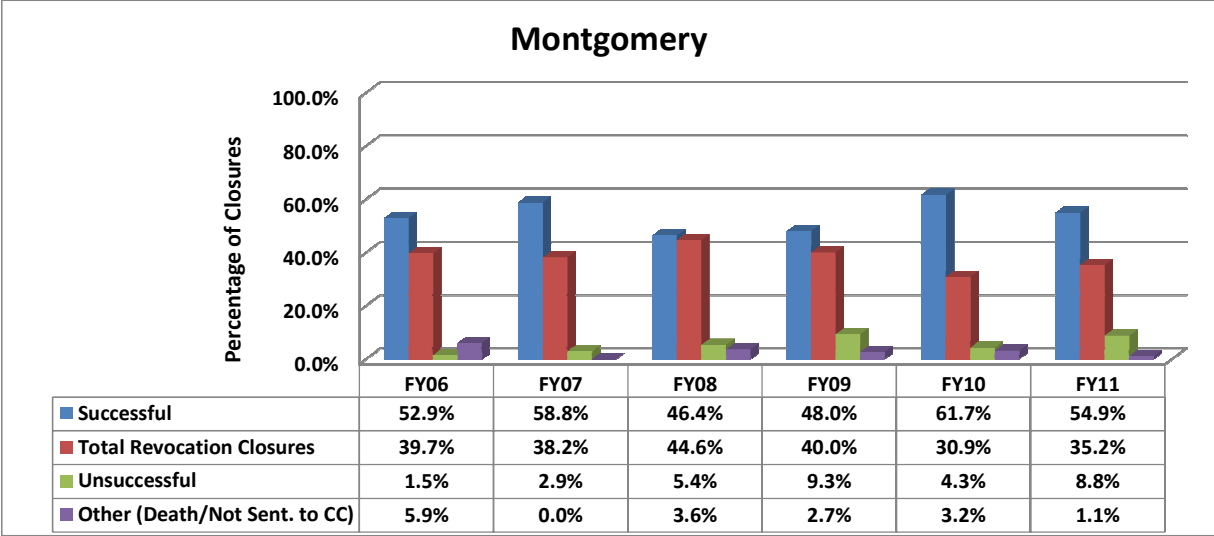
Montgomery County Community Corrections comprises the 14<sup>th</sup> Judicial District, serves Montgomery and Chautauqua Counties which border Oklahoma in southeast Kansas, and covers an area of 1,287 square miles.

In terms of agency achievements in FY 2010, we finished above the state average of 54.6% for total successful offender case closures with a percentage of 61.7%. Also, we finished the year below the state average of 67.9% for the total percentage of condition violation revocations with a percentage of 58.6%. In addition, we finished the year below the state average of 34.1% for the total of all revocation closures with a percentage of 30.9%.

For FY 2012 we shall continue to prioritize our risk reduction efforts and focus the structure and strategic application of services and resources on LSI-R supervision level I & II offenders. FY 2010 termination data according to LSI-R supervision level shows that 83.3% of condition violation revocations occurred when the offender was either on supervision level I or II. Additionally, FY 2010 termination data according to supervision level shows that 83.4% of new felony revocations occurred when the offender was either on supervision level I or II. FY 2010 revocations according to LSI-R domain scores show that the higher percentage of revocations took place when the domains of leisure/recreation, companions, alcohol/drug, and attitudes/orientation scores were high. Accordingly, the greatest percentage of offenders successfully completing their probation had reduced risk in those very same domains. In a budget year where funding and resources may be restricted, it is prudent to get the best “bang for the buck” by targeting services and resources towards the higher risk offenders. We will endeavor to work smarter and collaborate more in an effort to become more efficient.

The agency faces challenges with the increase of offenders being assigned for supervision with higher risk scores in criminal history as a result of downward dispositional departures from presumptive prison sentences. 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 the implementation of the Integrated Model incorporating evidence-based principles, organizational development, and collaboration as a way of doing business.

Because the LSI-R and the case plan based on the LSI-R drive the supervision process, perfecting our offender assessments and offender case plans are ongoing functions. Monitoring these areas helps to achieve greater fidelity to program design, service delivery principles, as well as, building accountability and maintaining integrity to the agency’s mission and the ultimate goal of reduced recidivism. Our in-house cognitive-behavioral group treatment (T4C) 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. The resulting pro-social attitudes and behaviors are positively reinforced by the supervising officers.



## Northwest Kansas Community Corrections

The FY 12 Risk Reduction Initiative (RRI) is based on an integrated strategic risk reduction model that incorporates evidence-based practices. The RRI goals are increasing public safety; targeting the criminogenic needs of medium and high risk probationers by utilizing evidence-based community supervision methods and practices; reducing the risk levels of the LSI-R domains of probationers; decrease substance abuse usage; reduce methamphetamine abuse, addiction and incarceration of offenders addicted to methamphetamine; decrease domestic violence victimization; increase organizational development; achieve a 70% successful completion rate, and a reduction of offender revocation rates by at least 20% from the FY 06 revocation rate.

The resources developed to accomplish the goals of the plan include a grant from the Ellis County United Way to provide temporary and permanent housing for offenders in need of housing for accommodations.

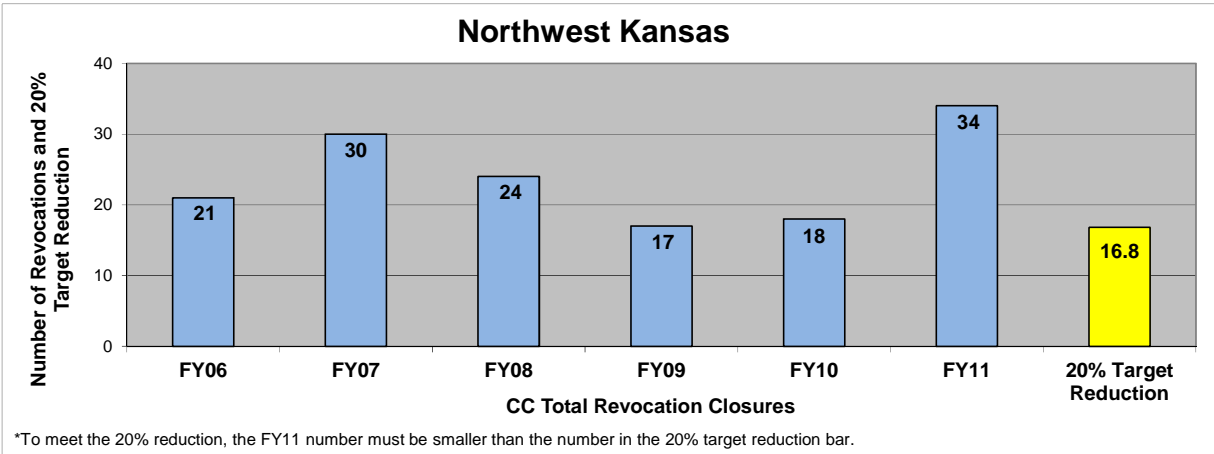
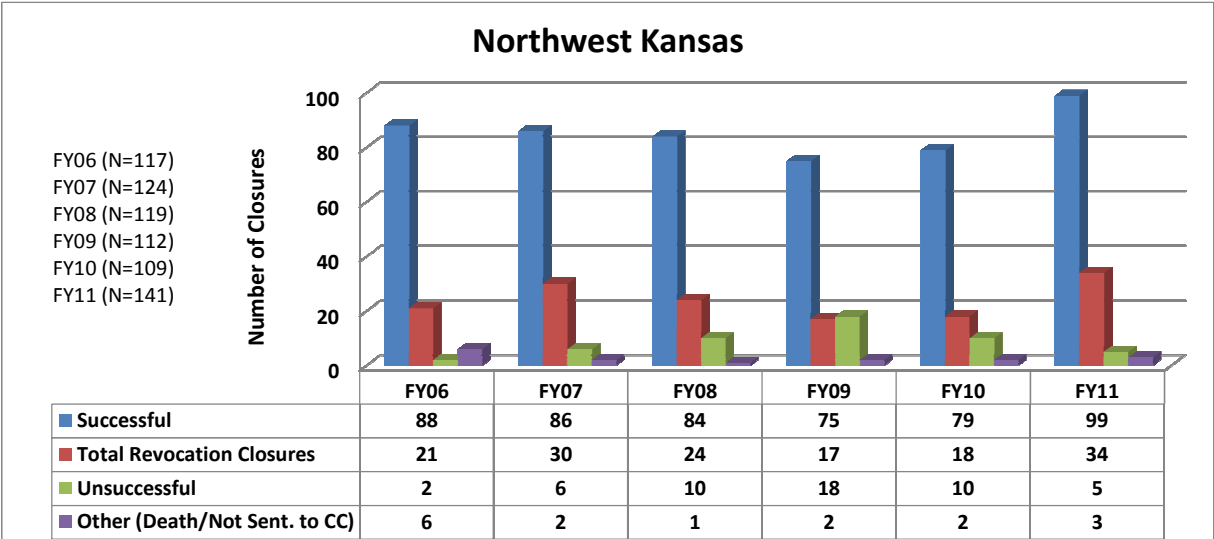
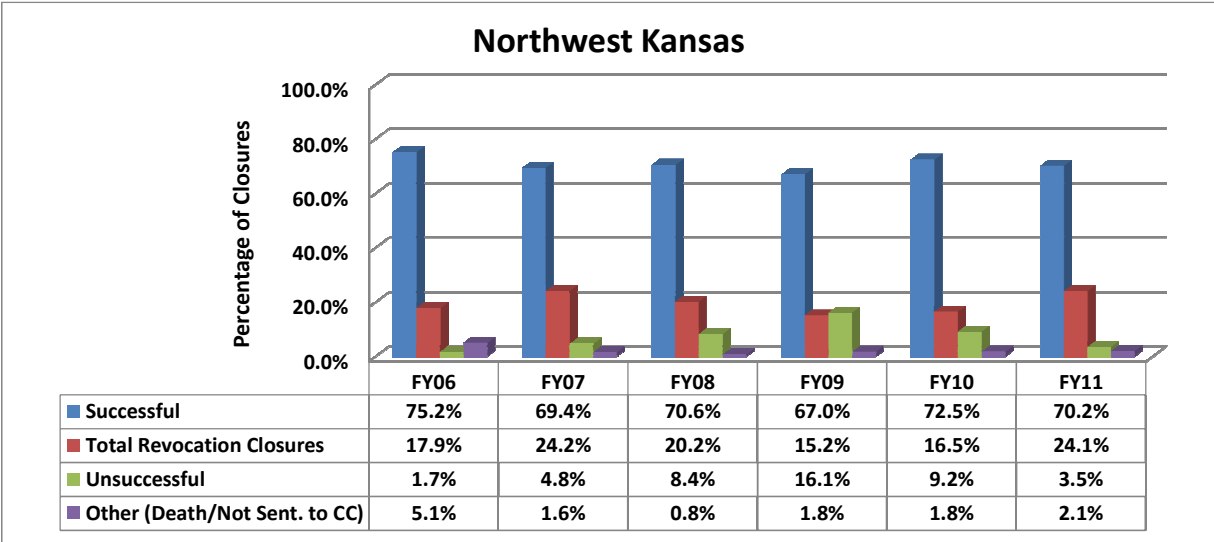
Through the Byrne grant, NWKCC will contract and collaborate with the Smoky Hill Foundation (SHF) to provide an outpatient methamphetamine specific treatment program that will decrease methamphetamine substance abuse and incarceration and substance abuse outpatient treatment program developed with SHF. The Byrne grant will also provide substance abuse evaluations, outpatient, individual, and after-care treatment to all offenders in need of treatment. .

The Byrne grant will also allow NWKCC to contract with Forensic Evaluation Services (FES) to provide mental health assessments, evaluate and refer offenders for mental health prescriptions, provide immediate individual mental health sessions, make referrals and monitoring of all other mental health needs.

Through the Byrne grant, FES also provides a cognitive evidence-base anger management program. The program provides a 12 week anger management that focuses on the core concepts of violence that also includes substance abuse and mental health issues. The program provides positive reinforcement by providing offenders with a certification of completion and a pizza party at the end of the program.

Through the Violence against Women's Act grant, NWKCC will also contract with FES to provide a Batterer's Intervention Program that meets all the essential elements and standards of the Kansas Attorney General's office. In FY 11, NWKCC and FES received a provisional certification from the Kansas Attorney General's office to provide the Batterer's Intervention Program. NWKCC, FES, also signed a memorandum of understanding with Northwest Kansas Domestic and Sexual shelter to provide all relevant information regarding victims of the batterer in the program. Once more collaboration is completed with NWKSDS, NWKCC and FES will apply for full certification for the program.

NWKCC is also contracted with the Kansas Department of Corrections to provide parole services. The contract provides sex offender treatment through DCCCA. NWKCC has in-house sex offender treatment in the Hays and Norton office. NWKCC staff is present for every sex offender session. Sex offenders are required to take a polygraph every six months.



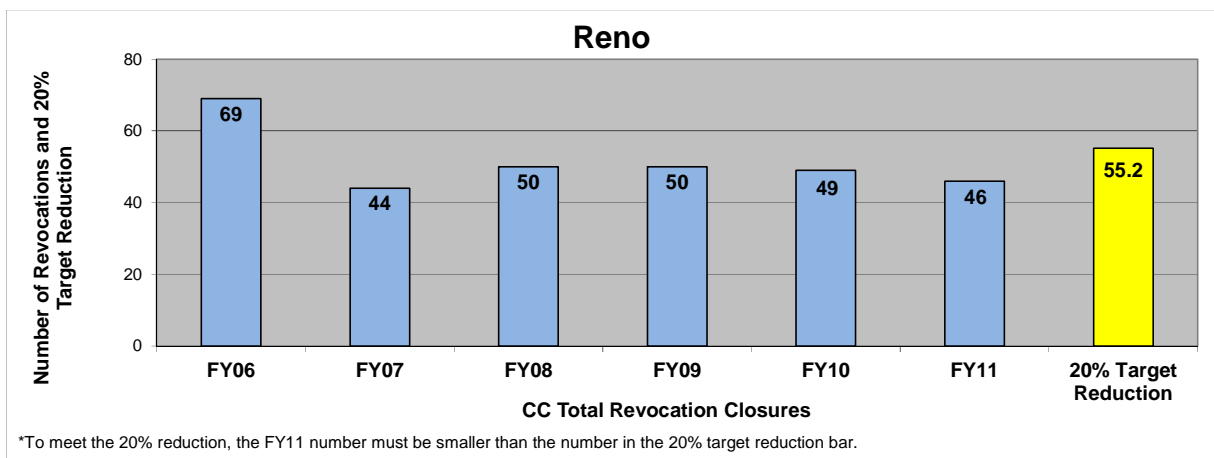
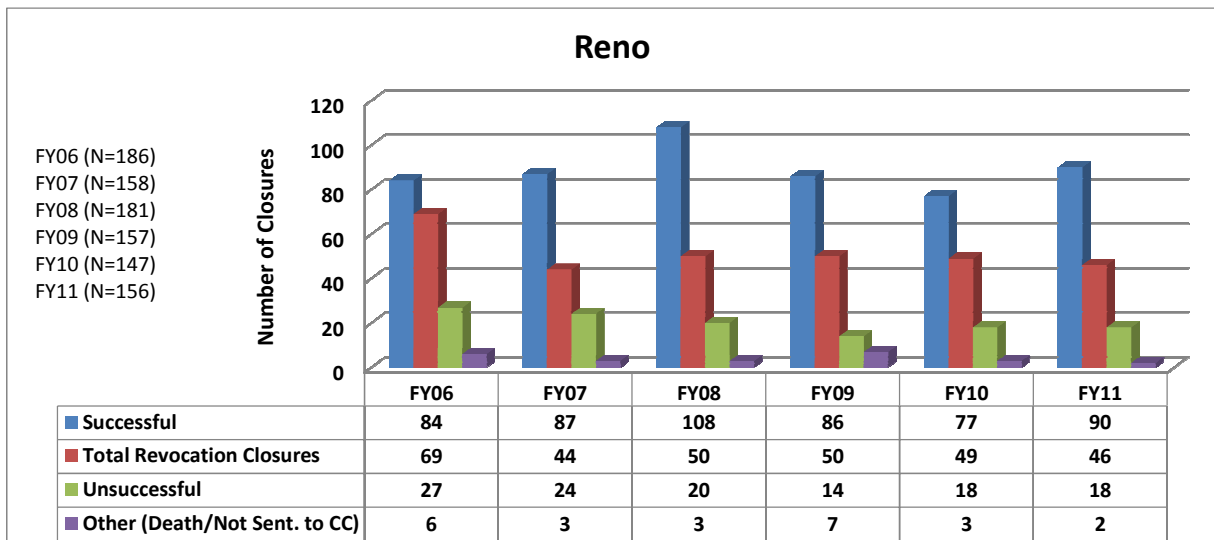
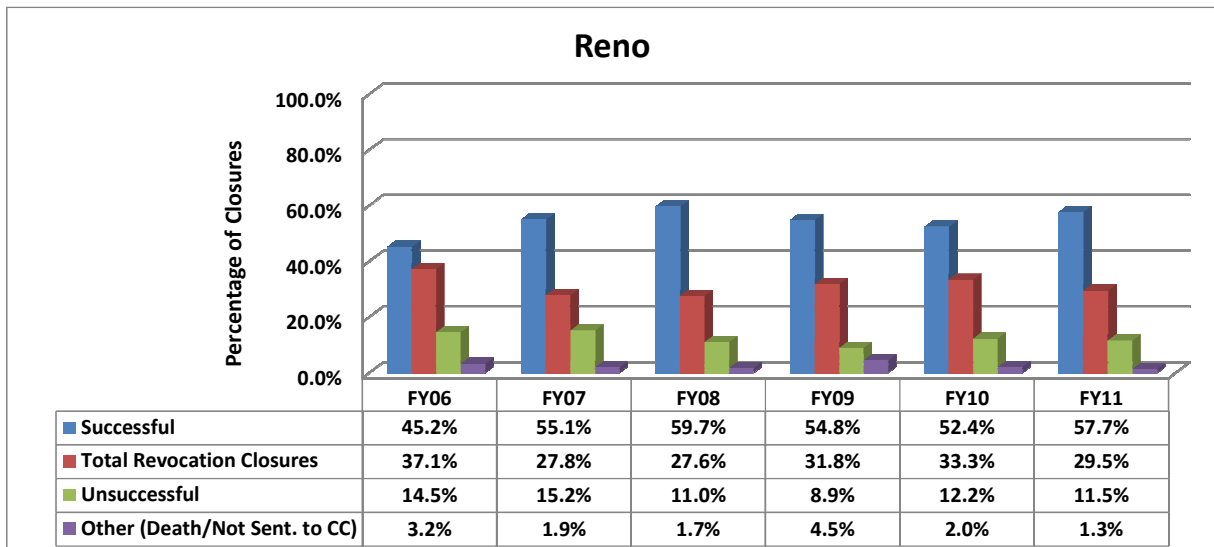
## Reno County Community Corrections

Reno County Community Corrections seeks to provide services to address the criminogenic needs of Reno County offenders. Public safety has been, and will remain, a priority of this agency. Providing timely and effective services for offenders goes hand-in-hand with public safety; risks can be reduced when an offender's needs are adequately addressed.

Reno County Community Corrections reviewed data from the Level of Service Inventory – Revised (LSI-R) to distinguish areas of concern for revoked offenders against offenders who were successful. In SFY12, the agency will concentrate its efforts towards the following areas:

- Reduce revocations by 20% by maintaining peer support and continued training for ISOs using the skills of Advanced Communication and Motivational Strategies.
- Decrease the number of offenders who are underemployed or unemployed through implementation of a formal job search procedure and through working with the Offender Workforce Development Specialist (OWDS).
- Commence drug court in Reno County using community collaboration to efficiently address and reduce offender substance abuse problems.

Reno County Community Corrections has an experienced and well-trained staff whose dedication serves to fulfill the mission of the agency to enhance public safety and increase offender success through quality management. Our agency has found that the most effective supervision practice occurs when a strong interpersonal relationship is built with the offender, as this lays the foundation to aid us in providing more successful results.



## 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 continue to be the focus in FY12.

With the passage and implementation of SB14, we were able to prioritize a Risk Reduction Specialist position that was responsible for delivering cognitive education classes and Offender Workforce Development Specialist services. However, with the projected reduction to community corrections funding state-wide, we are not able to prioritize the position moving forward.

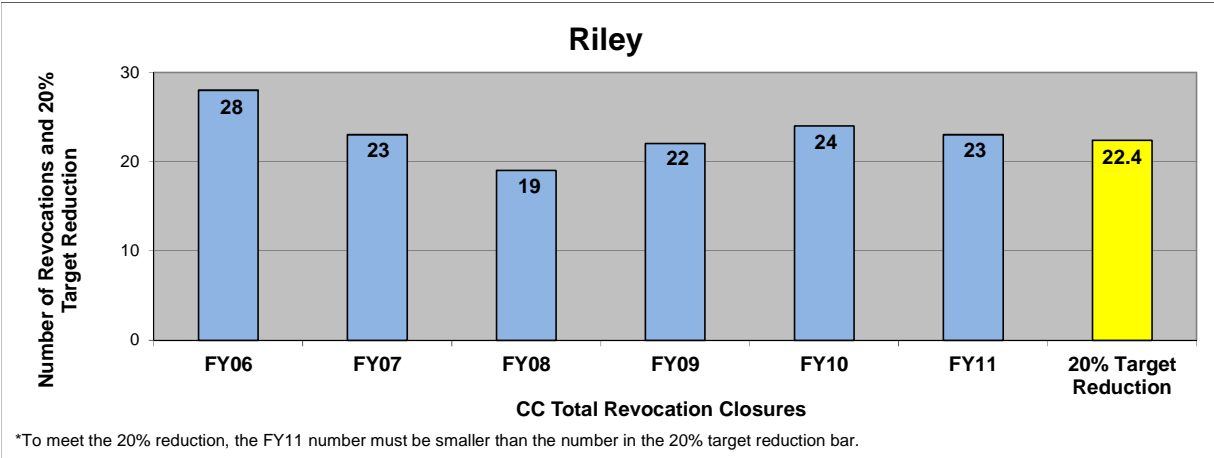
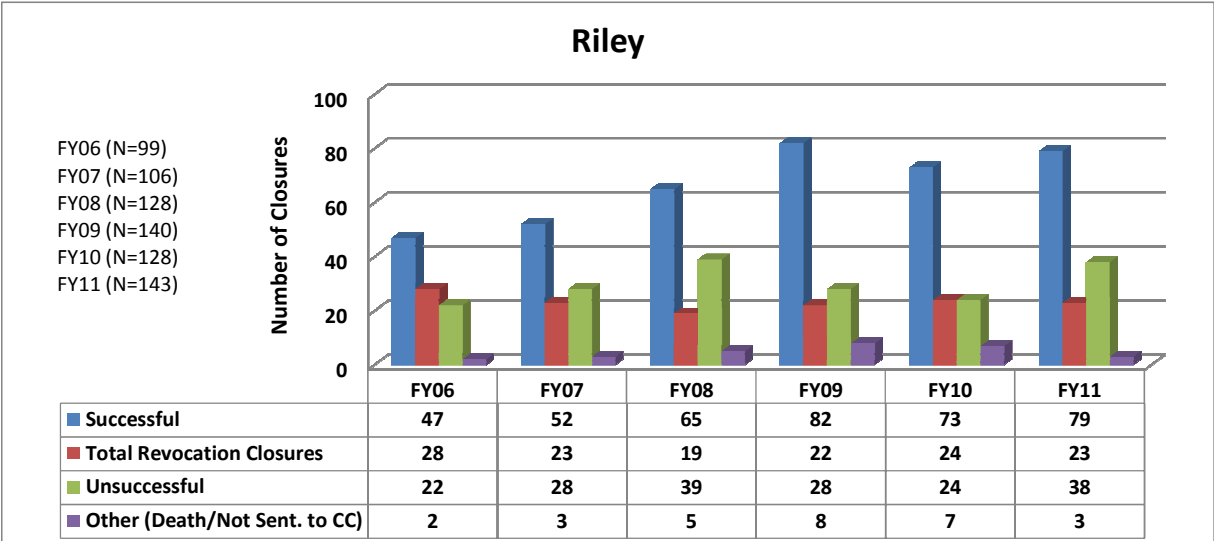
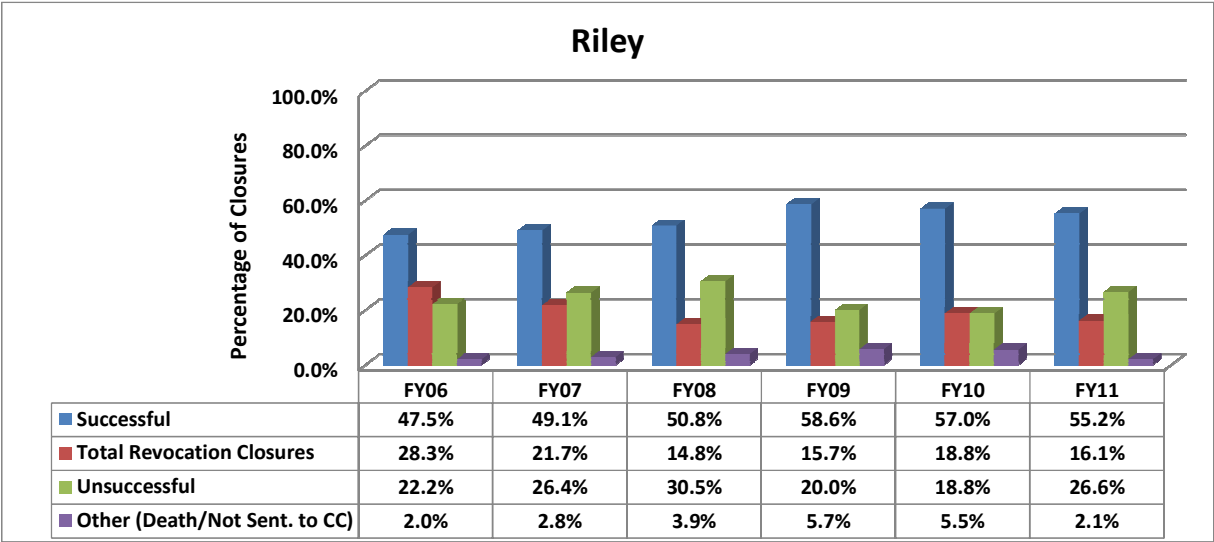
We continue to provide “Thinking for a Change” as our cognitive education curriculum. The Risk Reduction Specialist also provides daily offender employment services, fine tuning what services are provided to whom and to what extent. To truly impact offender’s long-term employability it is fundamental 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.

In FY12, 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 endeavor to help our probationers change their criminal behavior to reduce recidivism and decrease revocation resulting in probationers going to prison.

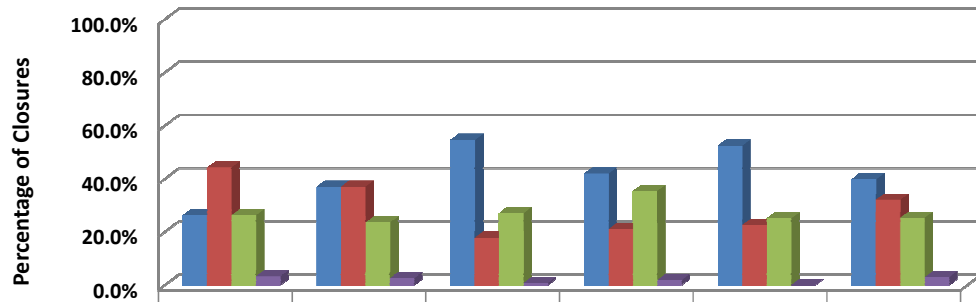
SFTCC will focus on several areas in FY12 to accomplish this and to move forward with the risk reduction initiative. We will continue to evaluate LSI-R scoring so that ISOs can better target interventions to criminogenic risks/needs to change problematic behavior. We will more effectively engage ongoing support of our probationers' natural communities to help reinforce desired behaviors. We will establish a Cog Group to help address negative behavior and provide another targeted intervention to reduce LSI-R scores. 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 within our community 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 22.7% in FY10. More importantly than decreasing our revocation rate was the increase in our successful termination rate. SFTCC had 38 more probationers successfully complete our program in FY10 than we did in FY06. This increased our successful termination from 26% in FY06 to 52% in FY10.

SFTCC continues to provide Cognitive-based programs in the areas of Drug & Alcohol Education, Problem Gambling Education, Theft Accountability, and Anger Management/Domestic Violence. We provide an in-house GED program and interventions in the areas of Employment, Budgeting, and Counseling. In FY12 we will provide a new Cog Class to assist our probationers who are struggling with program conditions and to address high and very high risk levels in the attitude and orientation domain of the LSI-R. SFTCC will also offer Domestic Violence Offender Assessments and a Batterers' Intervention Program.

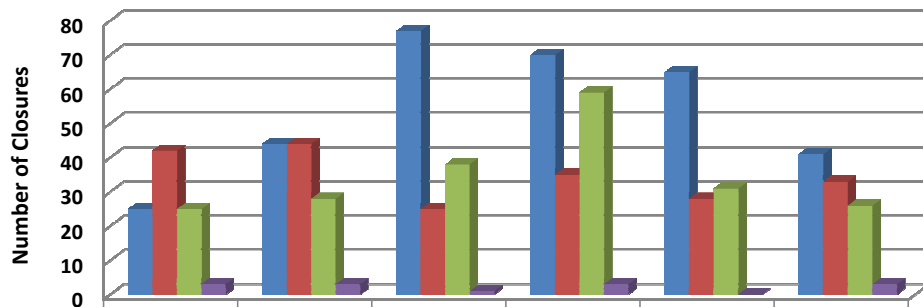
SFTCC's staff is dedicated and wants to continue to make a significant impact in our community and in the lives of our probationers. The changes we have made in our program have increased our ability to provide quality case management that is changing probationer behavior. We have come a long way towards 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.

### Santa Fe Trail



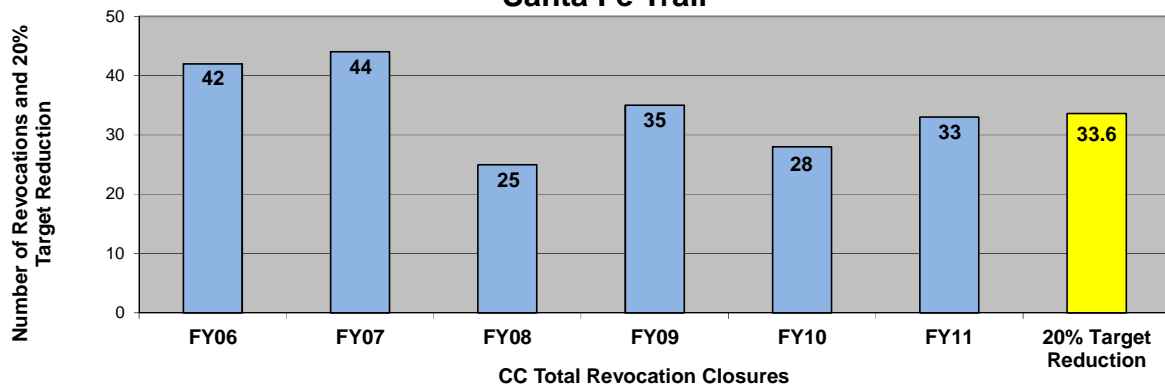
	FY06	FY07	FY08	FY09	FY10	FY11
Successful	26.3%	37.0%	54.6%	41.9%	52.4%	39.8%
Total Revocation Closures	44.2%	37.0%	17.7%	21.0%	22.6%	32.0%
Unsuccessful	26.3%	23.5%	27.0%	35.3%	25.0%	25.2%
Other (Death/Not Sent. to CC)	3.2%	2.5%	0.7%	1.8%	0.0%	2.9%

### Santa Fe Trail



	FY06	FY07	FY08	FY09	FY10	FY11
Successful	25	44	77	70	65	41
Total Revocation Closures	42	44	25	35	28	33
Unsuccessful	25	28	38	59	31	26
Other (Death/Not Sent. to CC)	3	3	1	3	0	3

### Santa Fe Trail



\*To meet the 20% reduction, the FY11 number must be smaller than the number in the 20% target reduction bar.

## Sedgwick County Community Corrections

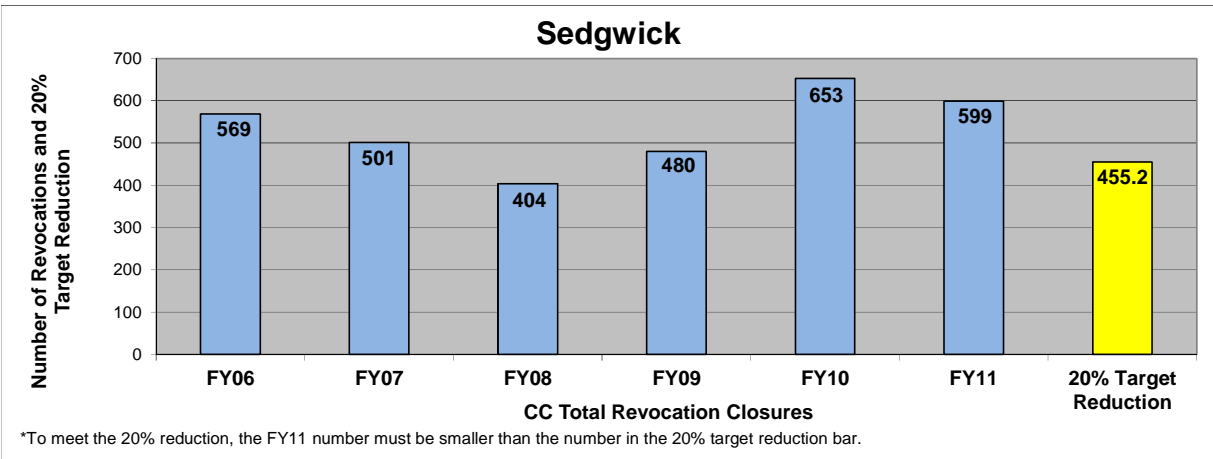
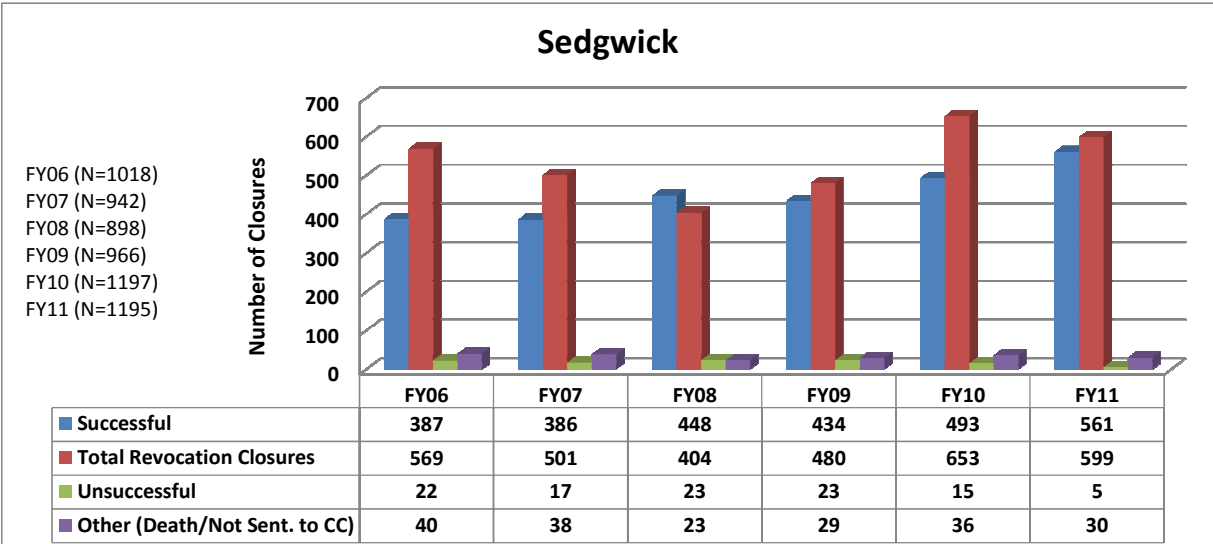
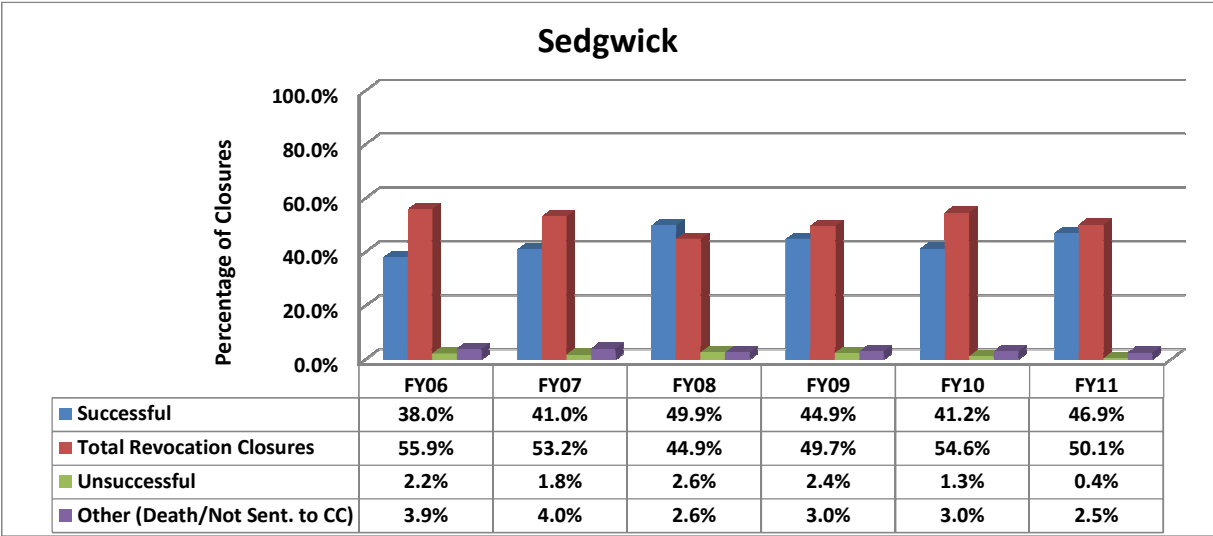
Sedgwick County Department of Corrections operates the Community Corrections Act programs in Judicial District 18. Over 2,900 clients are served annually, with an average daily census that has steadily grown and now approaches 1,600. The program provides the District Court intermediate level sanctioning 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 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 were developed that include reduced officer caseloads, enhanced case planning and management, competency development, cognitive behavioral skills training, reentry management and risk reduction techniques.

Sedgwick County is experiencing positive results with the transition to evidence-based practices. The revocation rates went from 56% in SFY 2006 to 45% in SFY 2008 with full funding of the risk reduction model. In SFY 2009 admissions increased by 168 and the average daily population rose by 93 to 1,410. No additional resources were provided to increase manpower, caseloads grew too large and services became less intensive. At the same time the economic downturn hit the Wichita area and the unemployment rate for our clients increased from 12% to 20%. The revocation rate rose to 50%.

In SFY 2010 and 2011 the unemployment rate increased to 28%, the average daily population grew to 1,457, and funding was reduced causing a reduction in manpower by 5 positions. Caseloads became too large to get the full benefit of the evidence-based model and services were less intensive. The rate of revocations grew to 55%. Disturbingly, the number of individuals revoked for new felony crime arrests jumped from 84 to 155. After analyzing the data with the Advisory Board service delivery was targeted and revocations were reduced to 51% for the twelve month period since making the changes (CY 2010).

Evidence-based practices have been demonstrated to reduce revocations, increase client success and reduce recidivism in our community. It takes staff resources to get the full effect from the investments that have already been made. In our area it costs \$7/day to provide intensive supervision with evidence based programming. The SFY 2012 proposed budget provides \$5/day. The impact will mean further reductions in manpower, increased caseloads, less intensive supervision, less programming and more revocations. Without additional funding the prognosis is more recidivism and cost to taxpayers for local jails and state prisons.



## **Shawnee County Community Corrections/2<sup>nd</sup> Judicial District**

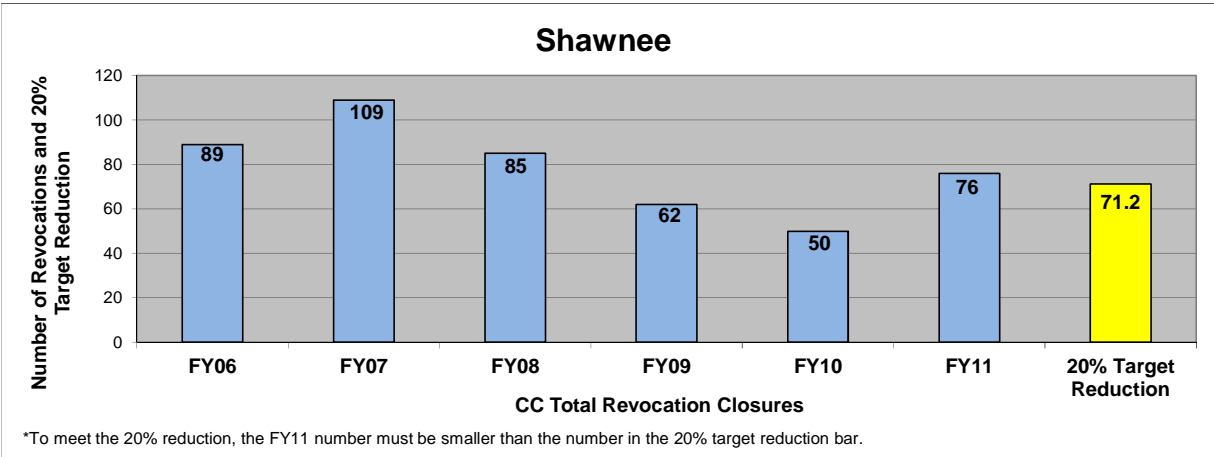
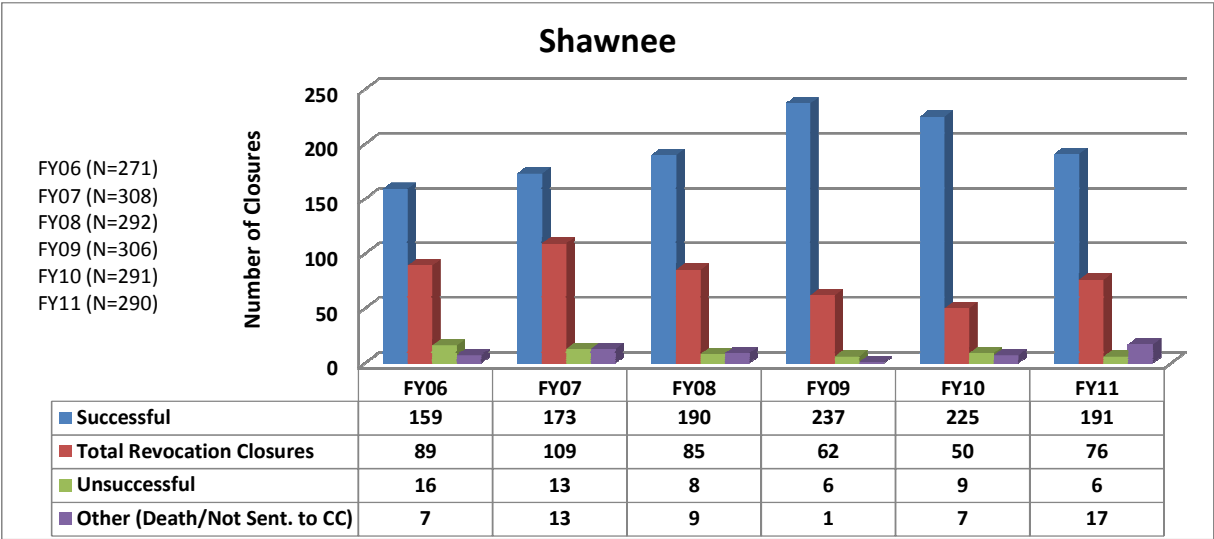
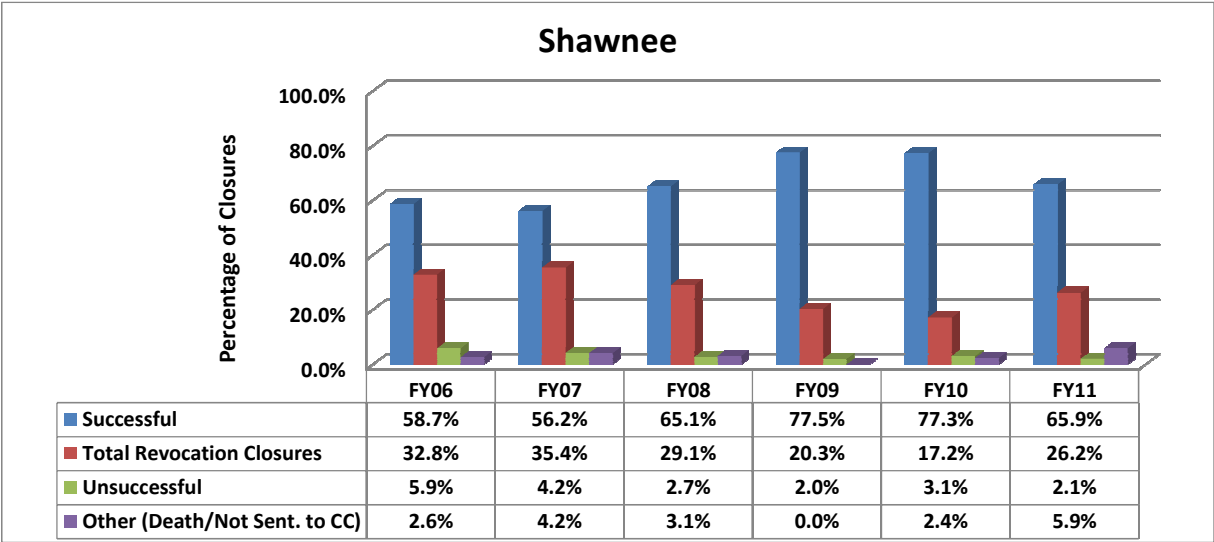
The officers and administrators of Shawnee County Community Corrections are dedicated to reducing probation violation revocation rates by utilizing evidence-based practices, cognitive based resources and partnering with local courts, court services, parole services and others to provide services and non-prison sanctions when appropriate. The primary goal of our agency is to enhance public safety by reducing the risk of those offenders under our supervision. We will do so by promoting their self-efficacy while maintaining the reduction of probation violation revocations by at least 20% from FY06. Although we anticipate a reduction in funding and the loss of valuable resources, our commitment, effort and support of risk reduction will continue.

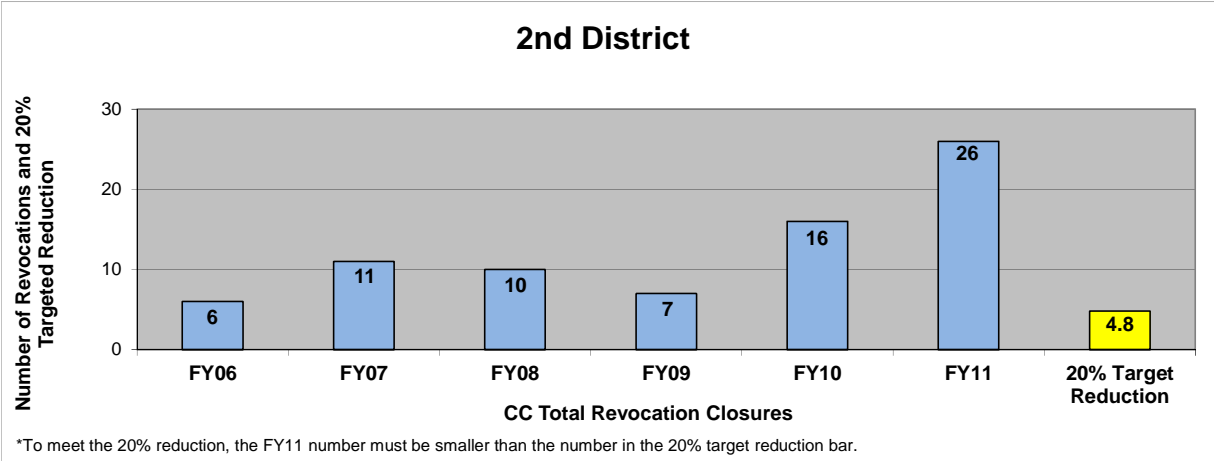
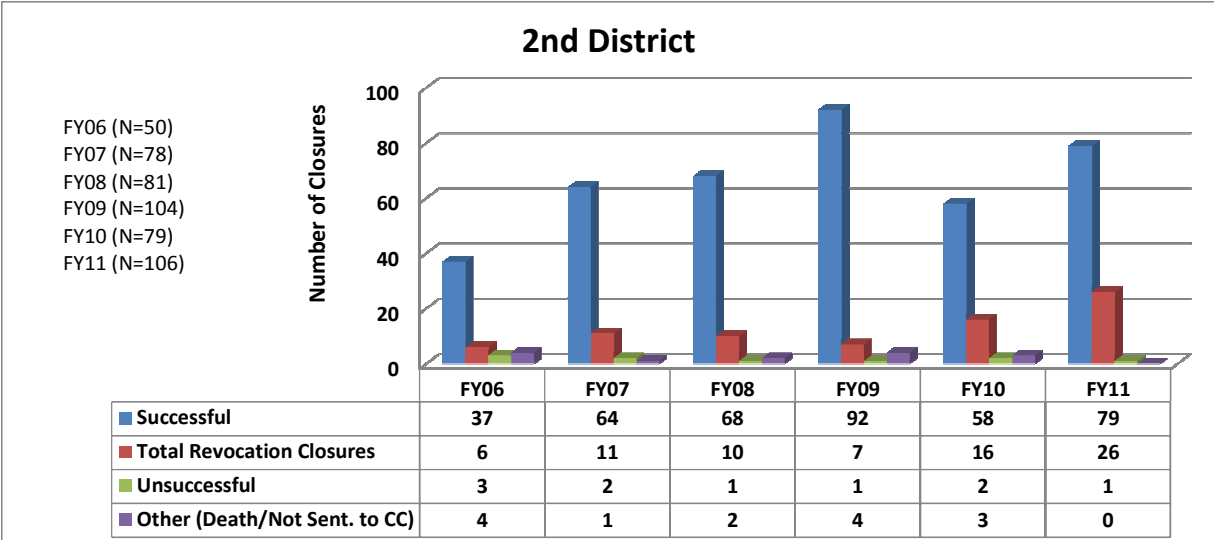
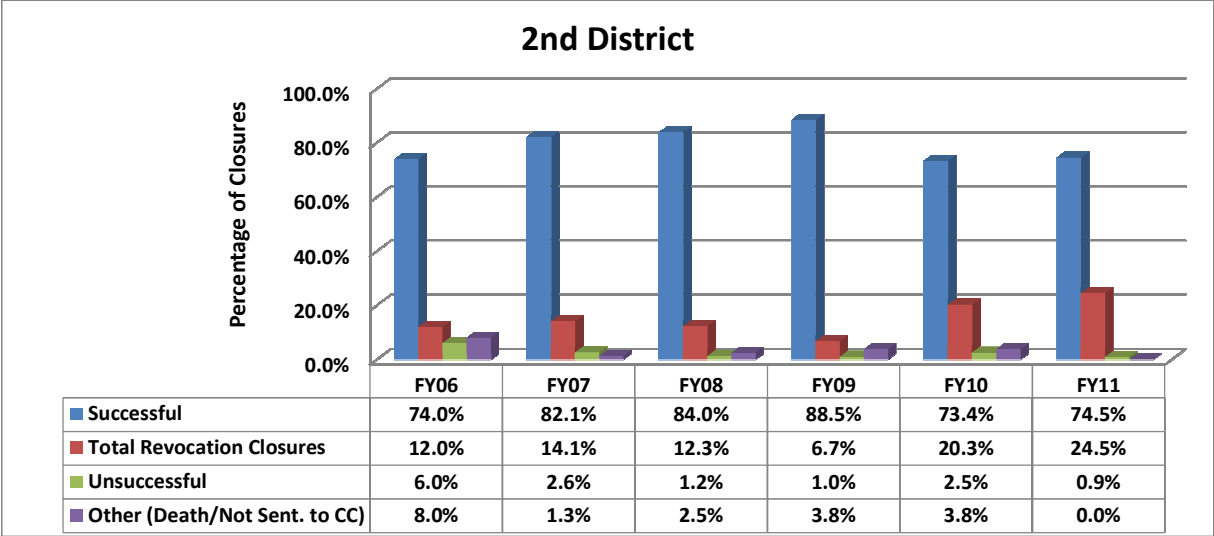
Our Plan this year will focus on Risk Reduction, Collaboration and Assessment and Classification. We are engaged in two pilot projects, Risk Screener and PERKS (Promoting Engagement for Risk Reduction in Kansas). Both pilots could further implementation of evidence based practices. The Risk Screener is a preliminary tool to sort out low risk offenders who would not require the full LSI-R© (Levels of Service Inventory – Revised). This would save officer time and save services by only addressing the needs which brought the offender into the system. In this time of diminishing resources, PERKS promotes collaboration to build local capacity by providing technical guidance through local facilitators, thereby effecting better communication between mental health and criminal justice agencies.

We will make efforts to increase communication between District Court Judges, District Attorney's Office, Court Services and Community Corrections. We will provide opportunities to share information on risk reduction methods, including the importance of the LSI-R© in properly placing and supervising offenders.

We will research the development and implementation of an Accountability Panel. The Panel would meet with high risk offenders in order to hold the offenders accountable for their actions while providing motivation and encouragement to become successful members of the community.

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







### **South Central Kansas 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.

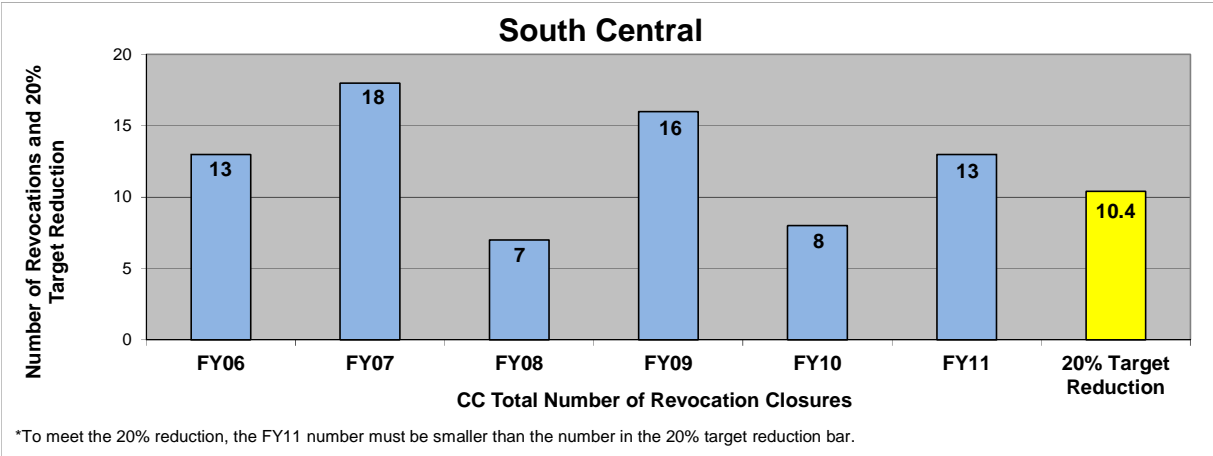
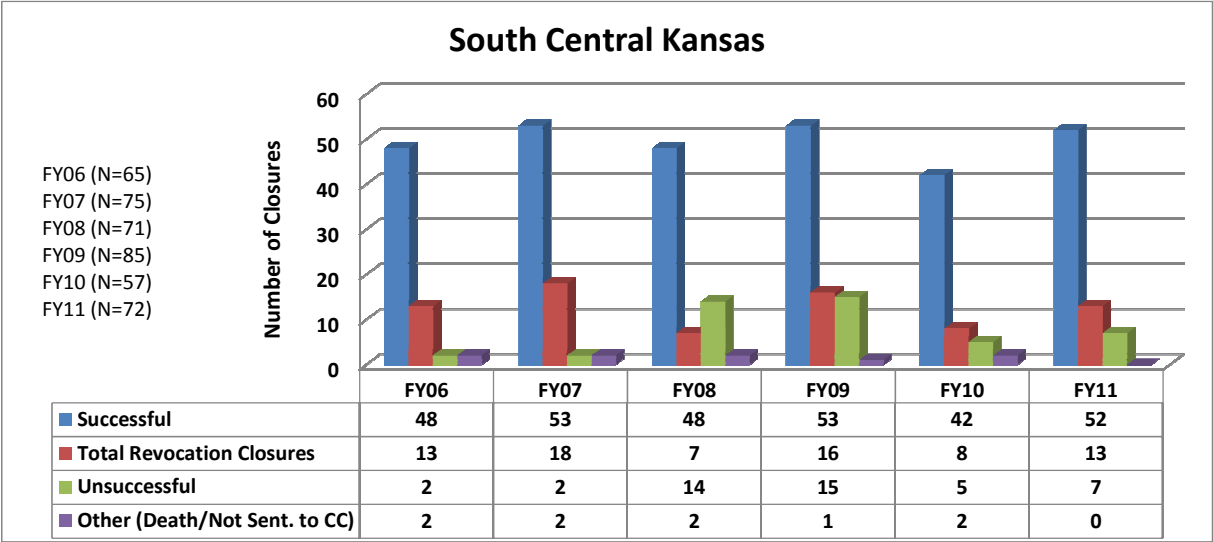
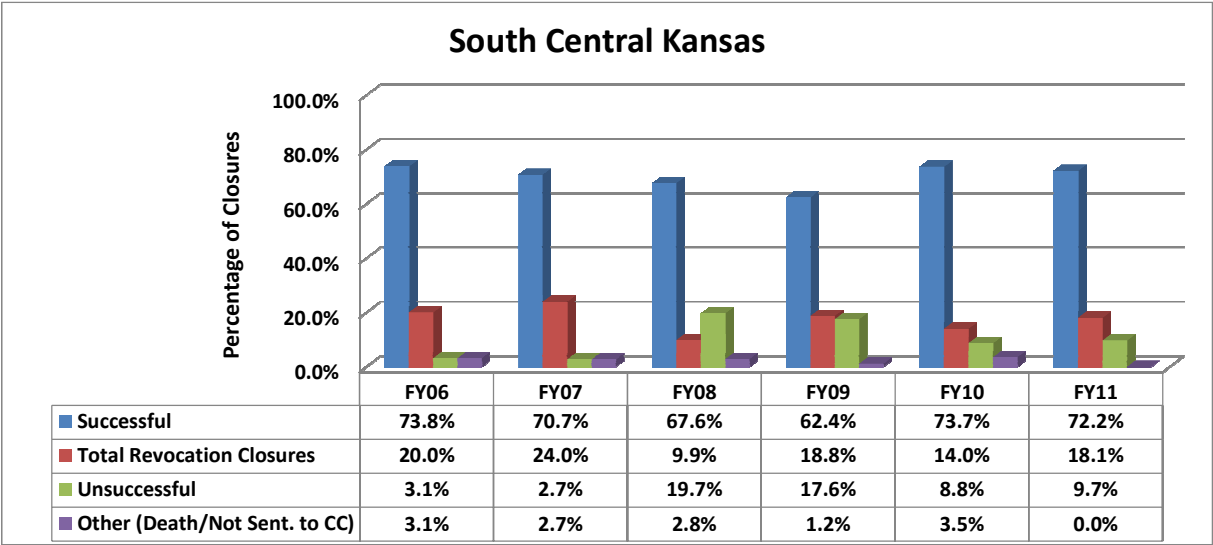
South Central Kansas Community Corrections uses the LSI-R to identify areas of concern that may affect an offender's ability to be successful. In SFY12, the agency will focus its efforts and programming towards those areas of concern. These efforts include, but are not limited to:

- 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

South Central Kansas Community Corrections proposed plan for FY12 is to continue to use evidence-based practices to supervise offenders, complete LSI-R's and case plans in a timely manner, and place offenders in cognitive based programs. The agency will also continue to identify and close gaps between its current practices and the integrated model.

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.

South Central Kansas Community Corrections will enhance its program(s) by attending relevant trainings, program auditing, and regular staff meetings with focus on offender's progress.



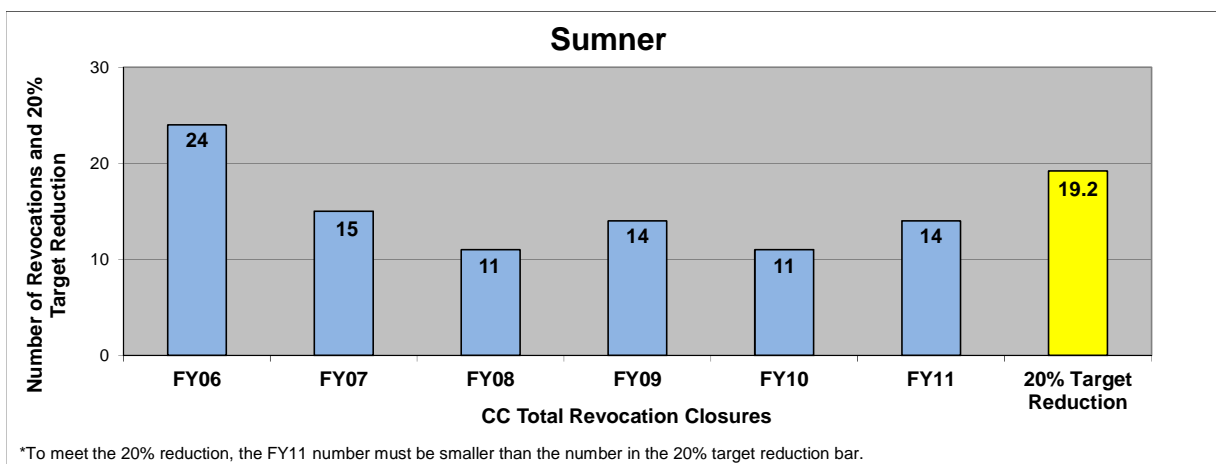
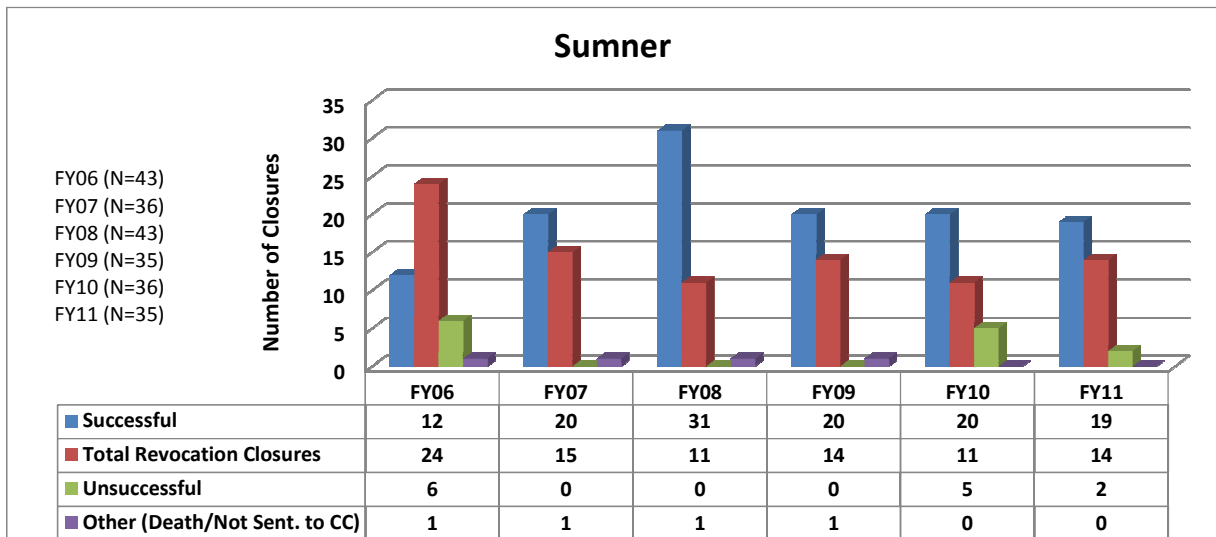
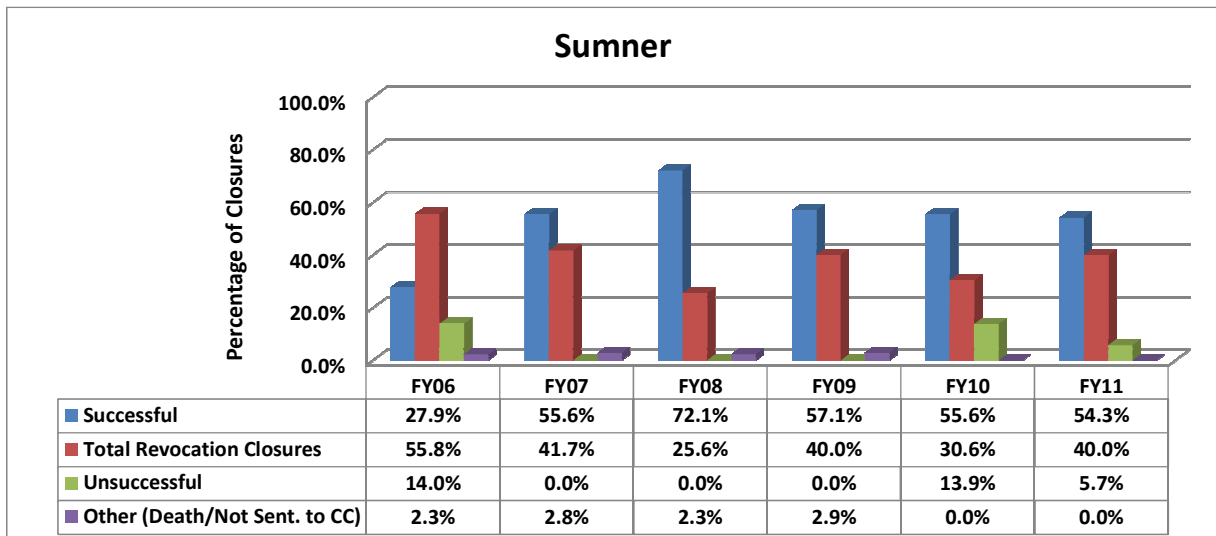
## Sumner County Community Corrections

Sumner County Community Correction serves Sumner County in the Thirtieth Judicial District. This is a service area of 1,182 miles. 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.

Sumner County Community Corrections utilizes the LSI-R to identify not only the risk and needs of our probationer population but their strengths as well. Data shows that by identifying and addressing these areas early in the probationer's supervision it may affect the probationer's successful performance. In FY12, the agency will focus its efforts on addressing those areas of risk and strengths. This will include, but are not limited to:

- “Thinking for a Change” a cognitive behavior group to address moderate to very high risk probationers.
- ISO's will utilize their skills of Advanced Communication and Motivational Strategies (ACMS).
- ISO's will utilize their training to produce highly structured Case Plans that will address strengths and risks for the probationer, and will be utilized as a guide for a successful supervision period.
- ISO's will utilize the Graduated Sanctions/Incentive Response Model.
- Substance Abuse Treatment (Out Patient, Intensive Outpatient, and SB123)
- Mental Health Treatment (Medication Management, Anger Management, Individual Therapy)
- The Agency Director shall implement strategies from Strategic Planning and Quality Assurance and Process Facilitation trainings.

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 FY11, it continues to show a significant difference in scores on the ten domains for the offenders that were successfully released from supervision to those that were revoked. The agency and staff will continue to use the most effective methods in supervision strategies to help our probationers be successful. The agency will continue to hold our probationers accountable to the court, the community and to their victims.



## Unified Government Community Corrections

In the interest of public safety and probationer accountability, the Unified Government /KCK Department of Community Corrections continuously strives to do more with less via strategic efforts to increase program efficiencies and outcomes. As a result of these efforts to change how we do business, the pendulum of change is starting to favor risk reduction over probation compliance which is essential for long-term probationer success.

In analyzing LSI-R data for FY2006 and comparing it to data from FY2010, probationer assessments from intake to discharge, reflect a 7% overall risk reduction for all domains since engaging in evidence-based practices. Specific areas with the most significant decreases included attitudes/orientation, family/marital and education/employment, leisure/recreation and alcohol/drugs. No significant change was detected in domains for financial, accommodations, companions and emotional/personal.

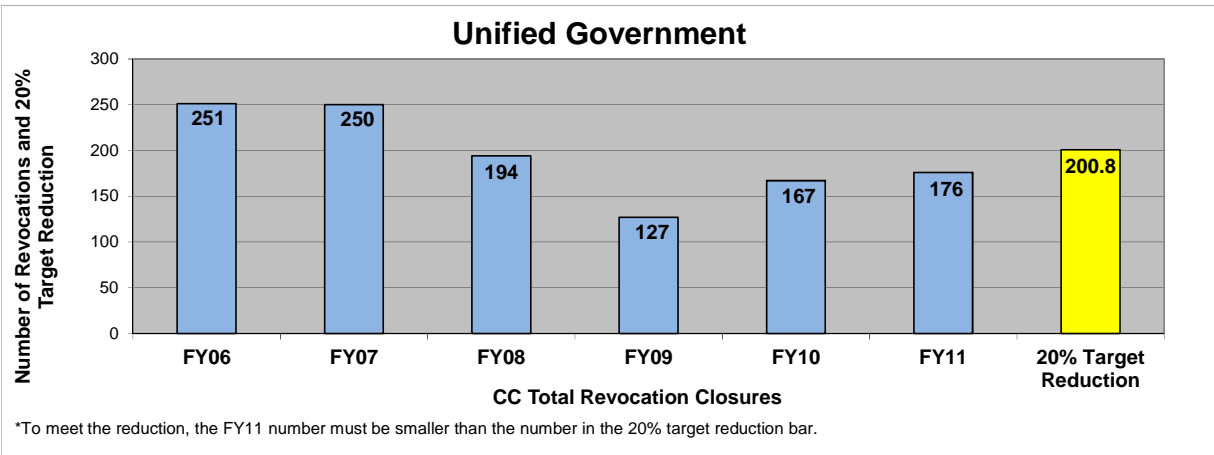
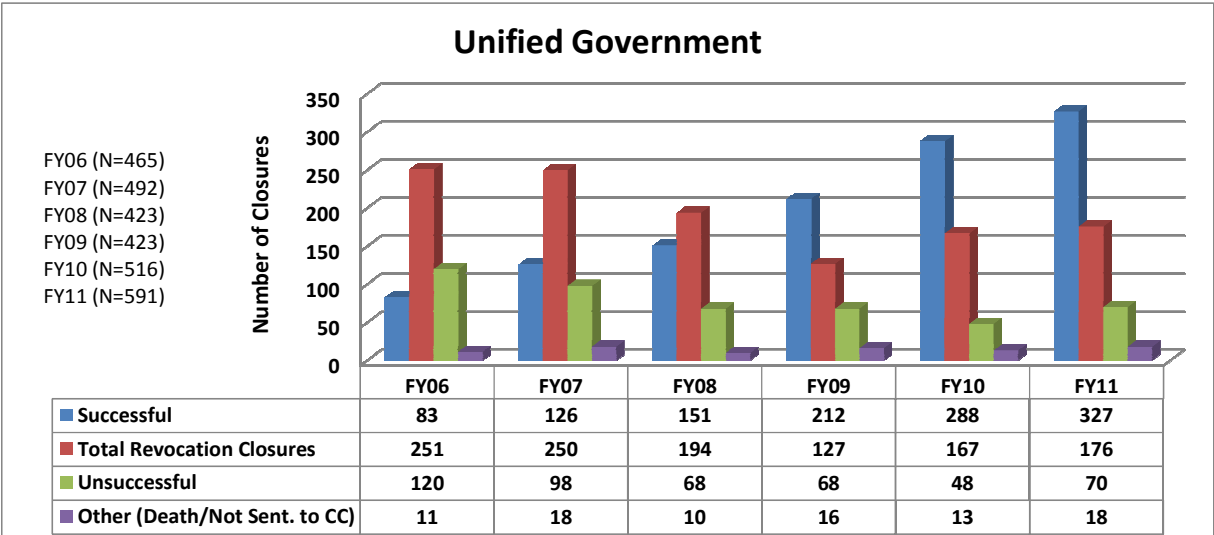
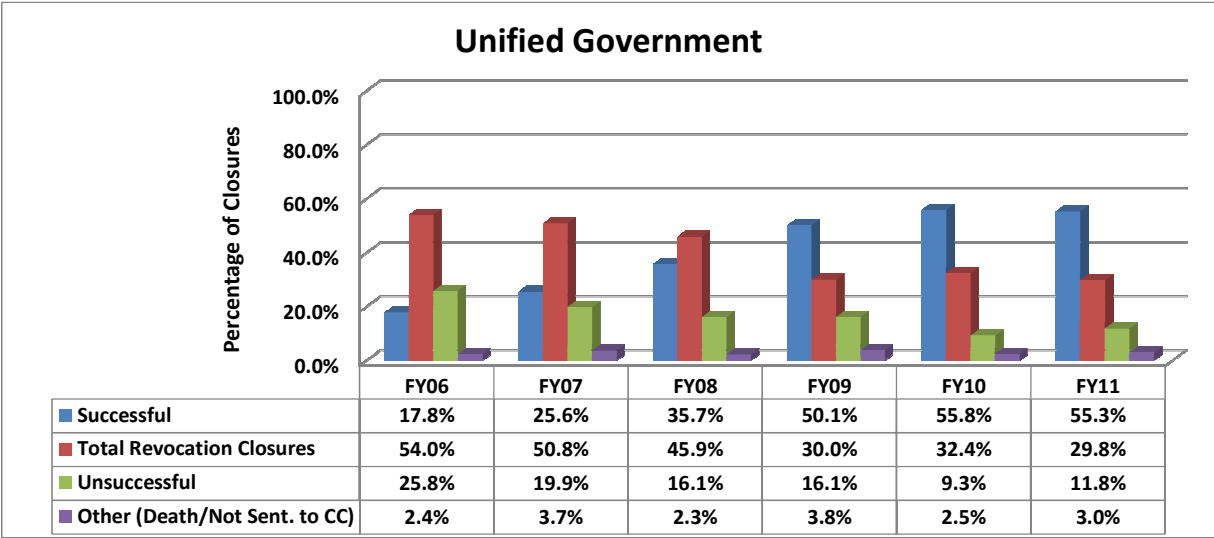
Based on the FY2010 data, our target population for focused intervention in FY2012 will include those who score at elevated risk to recidivate based on valid assessment in the domains for: Education/Employment; Financial; Leisure/Recreation and Companions as well as those at risk in domains for education/employment and attitudes/orientation in order to maintain the advances already made.

With sufficient funding, we plan to maintain current available resources including re-engagement services for probationers who abscond supervision, Drug Court to address substantial probation violation due to drug addiction, treatment vouchers for substance abuse and mental health, bus passes to decrease transportation barriers, and housing vouchers.

Should this department receive enhanced funding from the Kansas Department of Corrections our goal will be to not only maintain existing programs and services but also foster new evidence-based programming to further enhance risk reduction in the 29<sup>th</sup> Judicial District. Our plans for new initiatives include a deeper focus on staff development and quality assurance measures.

Priorities for FY2012 will be to:

- ✚ Continue current and effective efforts to maintain the decrease in revocation rate.
- ✚ Improve program fidelity through staff development and quality assurance efforts.
- ✚ Engage the community via collaborative initiatives for risk reduction.



## 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<sup>®</sup>:** 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 Fiscal Year 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 2008***

KDOC received technical assistance from 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. Also the JEHT Foundation, NIC, KDOC and CEPP convened two Kansas Community Corrections Stakeholder Conferences. 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.

KDOC Community Corrections Services Division team provided “Office Hours Sessions” to provide clarifications on the SB14 RRI application process and “Resource Workshops” for local community

corrections agencies to be exposed to a variety of resources available to assist in RRI planning. During the fiscal year, the SB14 RRI Grant Applications were due in October and grant awards were announced in early November.

The capacity of KDOC Community Corrections Services was built 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.

KDOC Community Corrections Services revised the Community Corrections Plan Grant Application, application review process, and allocation determination process.

KDOC Skill Developers and local community corrections staff began training in Advanced Communication and Motivational Strategies. Subsequent to the initiatives outlined which were designed to build an infrastructure for change, targeted staff skill development began with Advanced Communication and Motivational Strategies, Cognitive Behavioral Intervention Tools and Principles and Practices of Case Management.

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 local community corrections agencies.

KDOC Community Corrections Services attended a retreat with the Crime and Justice Institute in receiving feedback on individual leadership and organizational assessments. Then 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 2009*

KDOC Community Corrections Services began the process of gaining input from local Community Corrections representatives to revise Fiscal Standards and Kansas Administrative Regulations, revised Adult Intensive Supervision Standards to increase alignment with evidence based practice and philosophy, revised Quarterly and Year End Outcome Reporting format for local agencies to be more closely aligned with the Comprehensive Planning Process.

KDOC provided training to fiscal officers' local agencies, on the new audit process with emphasis on internal controls, all LSIR raters were trained in updated scoring guide, and trained local Community Corrections Staff in Cognitive Behavioral Intervention Tools, Advanced Communication and Motivational Strategies, and Principles and Practices of Case Management. KDOC Community Corrections Services received training for Quality Assurance, Organizational Development, Project Management, Facilitative Leadership from Interaction Institute for Social Change, and completed certification to administer and interpret Myers Briggs Type Indicator assessments.

KDOC Community Corrections Services initiated Facilitated Strategic Planning for Phase I Sites. The Phase I agencies attended Strategic Planning Retreat in which they received intensive, individualized support in the implementation and sustainability of EBP, Organizational Development and Collaboration and a Quality Assurance Retreat for one year. The Community Corrections Advisory Committee received a retreat facilitated by Bill Woodward through CJI to begin strategic planning process and set the direction for the coming year.

KDOC Community Corrections Services released the FY2010 Comprehensive Plan Grant Application, published the first ever quarterly newsletter, implemented a new fiscal audit process to focus audit efforts on agencies needing assistance in effective fiscal practice, and negotiated for the inclusion of a local community corrections employee of the year to be included in the state recognition ceremony.

#### *Fiscal Year 2010*

KDOC Community Corrections Services initiated Facilitated Strategic Planning for Phase II Sites. In sustaining the Strategic Planning process, Phase II agencies attended Strategic Planning Retreat and a Quality Assurance Retreat and received intensive, individualized support in the implementation and sustainability of EBP, Organizational Development and Collaboration for one year. 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 and provided technical assistance. Twenty-two agencies were recognized as being KDOC Fiscal Standard Certified.

KDOC Community Corrections Services revised and sustained the Comprehensive Plan Grant Application by receiving feedback from the Community Corrections Advisory Committee to represent the local agencies.

KDOC Skill Developers provided ACMS training refreshers to all local Community Corrections Staff. KDOC Program Consultants developed the seminar series offered to agencies in which did not participate in the Facilitated Strategic Planning Initiative. Therefore the series is available to all Community Corrections directors, supervisors and managers. The seminars offered are as follows: Evidence Based Practices, Organizational Development, Collaboration, Strategic Planning, Quality Assurance, Change Management, Effective Teams, Visionary Leader and Process Facilitation.

#### *Fiscal Year 2011*

During fiscal year 2011, trainings were a focus. KDOC Skills Developers provided online and classroom setting trainings for Community Corrections Staff on Supervision Strategies Series: Low Risk Offenders, Working with Gang Membership, Conflict Resolution in the Workplace, Working with Sex Offenders, and Working with Female Offenders. Other trainings provided were the new case plan format and Coaching for Quality on Motivational Communication. KDOC Research Analyst provided a Data Training course on Basic/Intermediate Excel. KDOC Program Consultants began training the seminar series to parole, facility and Community Corrections directors, supervisors, and managers.

KDOC Community Corrections Services revised and sustained the Comprehensive Plan Grant Application by receiving feedback from the Community Corrections Advisory Committee to represent the local agencies.

KDOC Fiscal Staff provided eight agency on-site audits, two new hands on trainings and technical assistance to local community correction agencies. Five agencies were recognized as being KDOC Fiscal Standard Certified. KDOC Program Consultants provided ongoing technical assistance to the local community corrections agencies.

KDOC Community Corrections Services fiscally supported Community Corrections Advisory Council to sponsor presentations/trainings for Stakeholder Education statewide. The first

presentation was accomplished by Dr. Alex Holsinger, an Associate Professor at University of Missouri-Kansas City, whom presented “What Works and What Doesn’t in Reducing Recidivism for Offenders: The Principles of Effective Intervention,” at the Defense Attorney Conference. The second presentation was accomplished by Richard Stroker a Senior Consultant with CEPP, whom presented “Offender Management and Evidence Based Practice: Working Collaboratively to Improve Public Safety,” at the Chief and Sheriff’s Officer Conference.

***Fiscal Year 2012 (July 1 – December 31, 2011)***

KDOC Community Corrections Services initiated Facilitated Strategic Planning for Phase III Sites. In sustaining the Strategic Planning process, Phase III agencies attended Strategic Planning Retreat and a Quality Assurance Retreat and received intensive, individualized support in the implementation and sustainability of EBP, Organizational Development and Collaboration for one year.

KDOC Program Consultants revised the seminar series trainings available to all Community Corrections directors, supervisors and managers. The seminars offered are as follows: Integrated Model (Evidence Based Principles, Organizational Development, and Collaboration), Strategic Planning and Quality Assurance, Change Management, Effective Teams and The Visionary Leader, and Process Facilitation.

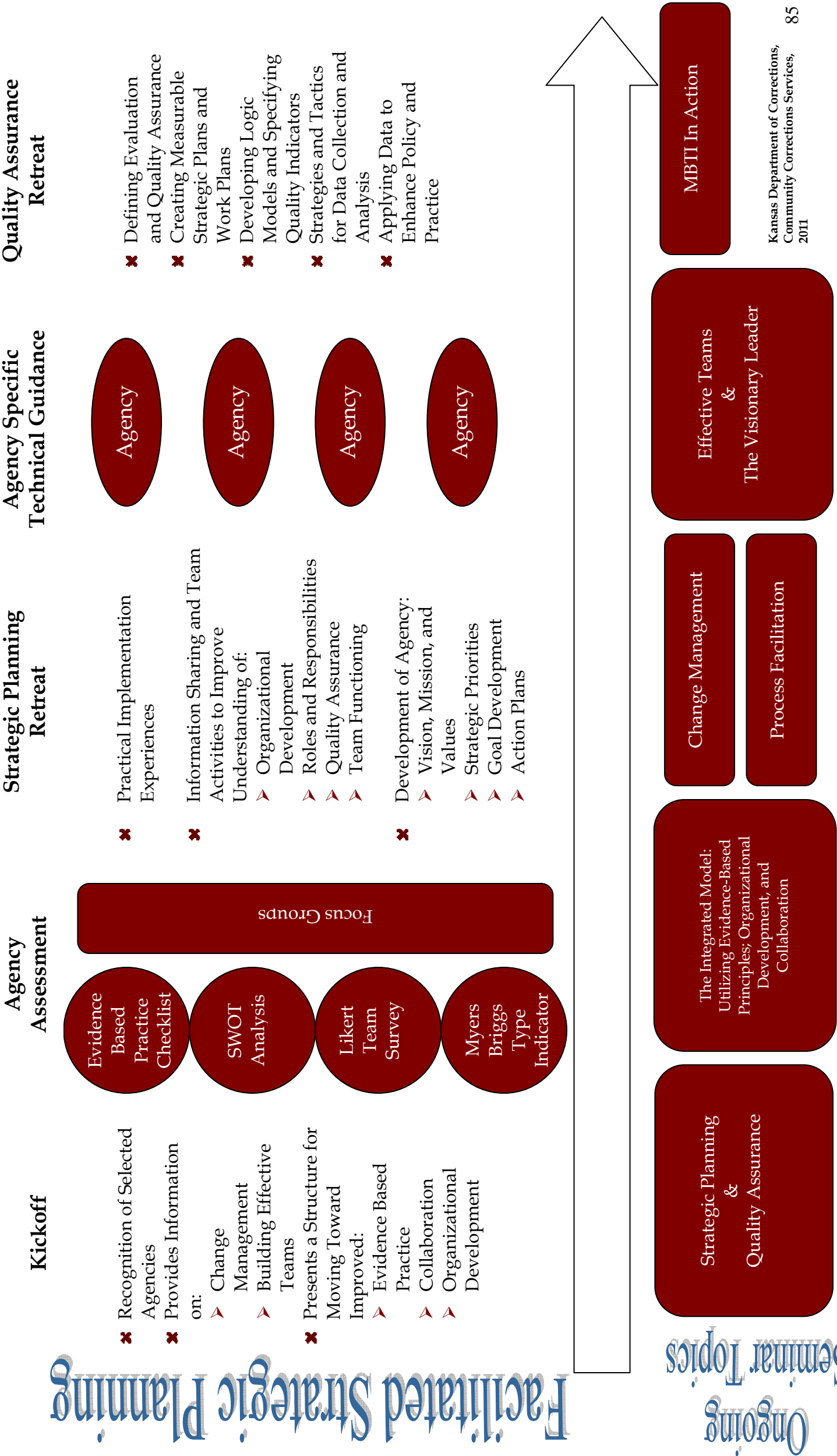
KDOC Community Corrections Services revised and sustained the Comprehensive Plan Grant Application by receiving feedback from the Community Corrections Advisory Committee to represent the local agencies.

KDOC Community Corrections Services fiscally supported Community Corrections Advisory Council to sponsor presentations/trainings for Stakeholder Education statewide. The final training was offered to the Sedgwick County District and Municipal Judges, Prosecutors, and Public Defenders; Sedgwick County Chief Court Services Officers; Sedgwick County Community Corrections Administration, and members of the Community Corrections Advisory Council on Research Based Smarter Sentencing presented by The Carey Group, Frank Domurad and Aimee Wickman. The training provided the research to the practices of plea negotiation, sentencing, and revocation in local jurisdictional criminal justice systems in order to reduce incarceration, enhance offenders to lead law-abiding lives, improve the capacity of the local criminal justice system to change offender behavior and reduce recidivism, and institutionalize a process of smarter sentencing to protect public safety.

KDOC Fiscal Staff provided five agency on-site fiscal audits and eight agencies with technical assistance.

# Facilitated Strategic Planning

## Kansas Community Corrections Agency Capacity Building



# Seminar Descriptions

## The Integrated Model: Utilizing Evidence- Based Principles, Organizational Development, and Collaboration

*EBP is a philosophy – what does that mean and how do I use it?  
Does your agency get regular check-ups?  
We can't do this alone...But how do we work together?*

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 multiple levels. Additionally, you will begin exploring organizational culture; managing organizational change, forming partnerships, and establishing clear team roles and responsibilities.

## Strategic Planning & Quality Assurance

*Do you want to bring focus and direction to your agency?  
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 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. Additionally, the 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.

## 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.

## Effective Teams & The Visionary Leader

*Teamwork ~ What can go wrong and how do you make it right?  
Your playing small doesn't serve the world. ~ N. Mandela*

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. Additionally, the 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.

## MBTI In Action

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

Catapult your agency to new heights by scheduling a full day Myers Briggs Type Analysis and workshop in your agency today! To schedule, contact your Primary Program Consultant.