

# JJA Office of the Commissioner



**JJA Office of the Commissioner**  
*Transition Information November 1, 2010*  
*Prepared by J. Russell Jennings, Commissioner*

**Vision**

“Changing lives of at-risk youth and their families for safer, stronger Kansas communities.”

**Mission**

The Juvenile Justice Authority assists youth to become successful and productive citizens by providing leadership and support to:

- Prevent youth from becoming involved in the juvenile justice system
- Provide community supervision for youth who are involved in the juvenile justice system
- Provide safe, secure, humane and restorative confinement of youth to enhance public safety
- Promote public safety by holding youth accountable for their behavior, and improve the ability of youth to live productively and responsibly in their communities.

As we strive to meet our mission, Kansans will enjoy safer communities through prevention, intervention, rehabilitation and reintegration services provided to children and their families.

**I. Staffing**

- Public Information Officer, Bill Miskell (shared with KDOC)
- Executive Assistant, Sara Lawson
- Senior Administrative Assistant, Liz Wilson
- Inspector General, Sarah Fertig

**II. Scope of Responsibilities**

- Agency head.
- Member of Governor’s cabinet.
- Responsible for: overseeing all agency operations.
- Lead development and implementation of policy and budget for juvenile justice system including prevention, juvenile intake and assessment, intervention, graduated sanctions and two juvenile correctional facilities.
- Coordinates legislative initiatives, prepares and delivers legislative testimony.
- Represent agency with Legislature, public, media, and stakeholder groups.

**III. State Interagency Collaboration and Workgroups**

- Kansas Criminal Justice Coordinating Council
- Health and Human Services Cabinet Team
- Public Safety Cabinet Team

- Departments of Social and Rehabilitation Services, Health and Environment, and Corrections
- Kansas Commission on Graduation and Dropout Prevention and Recovery - *No Longer mtg.*
- Community Case Management Agencies
- Children's Alliance

#### **V. Reports and Management Information**

- Weekly Cabinet Report

#### **VII. Significant Issues**

Effort is underway to make sure the two (2) JCFs operate positive, rehabilitative programs that minimize the use of segregation, physical force, and restraints. Particular effort is being placed on enhancing program availability and quality.

Juvenile Detention Alternative Initiative in partnership with Annie Casey Foundation. A new initiative focused on community based evaluation of detention practices currently involving Wyandotte, Johnson, Sedgwick, Douglas and Shawnee counties.

Finance challenges regarding the loss of Recovery Act Justice Assistance Grant funds that provide \$500,000 to community corrections agencies and \$378,000 that support funding for juvenile corrections officers at both Larned and Kansas Juvenile Correctional Complex, Topeka.

## **JJA Community and Facility Programs Division**

*Transition Information (October 2010)*

*Prepared by Dennis A. Casarona, Deputy Commissioner*

### **I. Staffing**

Staffing consists of:

- Agency Deputy Commissioner
- 2 Superintendents of the Juvenile Correctional Facilities
- 2 Public Service Executive II positions serving as unit directors
- 1 Public Service Administrator II
- 1 Public Service Administrator
- 6 Program Consultant II Positions
- 1 Juvenile Justice Specialist
- 1 Public Service Executive I (Unfunded)
- 2 Program Consultant II positions (Unfunded)
- 4 Kansas University Physicians, Inc. (KUPI) contract staff

### **II. Scope of Responsibilities**

The Community and Facility Programs Division is responsible for providing technical assistance and support, consultation, oversight and quality assurance and training to enhance successful partnerships with local juvenile justice stakeholders for the implementation and operation of comprehensive juvenile justice and prevention services for juvenile correctional facilities, community supervision agencies, Juvenile Corrections Advisory Boards, juvenile intake and assessment programs, and residential providers.

The Division is comprised of two operating units, Integrated System Programs, (ISP) and Community Programs (CP), and the facility medical management contract group, Kansas University Physicians, Inc. (KUPI). Additionally, the responsibility for the coordination, support and administration of the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Act programs and requirements fall under the Division. The Interstate Compact for Juveniles is administered and managed under this Division. The Division is led by the Deputy Commissioner, who also provides supervision and support to the juvenile correctional facility superintendents.

The **Community Programs** unit's primary role in the juvenile justice system is to provide technical assistance, support and training to local communities to aid them in their operation of the juvenile justice system in Kansas. Additional roles include coordination of federal regulatory compliance and supervision practices, quality assurance and standards compliance. Daily functions include, but are not limited to:

- Provide support, technical assistance and training to Juvenile Corrections Advisory Boards (JCAB).
- Administration of Prevention and Graduated Sanctions Grants operated by local units of government.
- Provide support and technical assistance for juvenile intake and assessment programs (JIAS).
- Provide support and technical assistance for community supervision agencies (CSA).
- Community-level technical assistance and data trend analysis related to disproportionate minority contact (DMC).
- Provide subject matter expertise support to the Information Technology (IT) Division and system end users.

- Coordination with other State agencies for the operation of Title IV-E and Title XXI (i.e. Medicaid) programs of the Social Security Act.
- Administration and management of Interstate Compact on Juveniles (ICJ).

The **Integrated System Programs** unit's primary role is to provide technical assistance and quality assurance to juvenile correctional facilities and residential providers to strengthen the services offered to youth within the state and to ensure compliance with state statutes, regulations, standards, and policies. Daily functions include, but are not limited to:

- Process of all legal documents regarding direct commitments to juvenile correctional facilities, facilitation of admission and coordination of transports to reception and diagnostic units (RDU), quality assurance for good time calculations and admission/release documentation verification.
- Provide training, technical assistance and coordination of Youth Level of Service/Case Management Inventory (YLS/CMI) instrument. In addition, offers yearly refresher training to ensure assessment scoring fidelity across the state.
- Oversight and support for residential providers, including quality assurance site visits. Provides technical assistance to ensure compliance with programmatic standards and outcome expectations.
- Managing operations of federal reentry initiative. Administer the program and system coordination between juvenile correctional facilities staff, community reentry facility and community supervision agencies to support effective communications and coordination of the reentry and aftercare process.
- Data collection and trend analysis for Use of Force (UOF), Performance-based Standards (PbS), Community-based Standards (CbS) and quality assurance for facility and community juvenile justice processes.
- Providing quality assurance and technical assistance of key operational and programmatic areas to include, but not limited to: Use of Force review, Social and Rehabilitation Services (SRS) Hotline calls and follow-up, and to be that liaison between the community and juvenile correctional facilities to foster and strengthen relationships and build collaborations.
- Review residential critical incident reports to ensure appropriate follow-up to individual incidences, and to identify residentially-based compliance trends.
- Work with community supervision agencies and other juvenile justice stakeholders to assess the availability and sufficiency of residential and treatment services relative to the needs of the youth served, and develop strategies for gaps identified.

**The Division's responsibilities under the OJJDP Act functions include, but are not limited to:**

- Administration, technical assistance and support of OJJDP grant funds
- Supports and staffs activities of the Kansas Advisory Group (KAG)
- Liaison between the agency, KAG and the agency's contract monitor of OJJDP Act compliance requirements

**KUPI Responsibilities include, but are not limited to:**

- Serve as agency medical director for both juvenile correctional facilities
- Establish facility medical policies and protocols, and provide compliance oversight
- Provides health services quality assurance oversight through routine and situational file reviews
- Provides training to facility health services staff

### **III. Division Milestones/Accomplishments**

Summary of past accomplishments and/or successes over the last 12 to 18 months

#### **GRANT FUNDING AND QUALITY ASSURANCE**

- Graduated Sanctions Funding Formula
- Increased emphasis on prevention programs
  - Adoption of Primary/Secondary/Tertiary prevention definitions
  - FY10 revised quarterly reports: parallel Juvenile Accountability Block Grant (JABG) performance measures, move focus toward also tracking results 1 year after completion of program, standardize data collection and reduce errors in data reported to JJA
  - Adoption of University of Kansas Children's Initiative Fund (CIF) data collection methodology in FY11 grant applications to assist JCAB's to have clearer picture of programs for factors of Model or best practice program, program theory of change, fidelity to program model
- JCAB/Community Planning Enhancement Project (CPEP) Initiative
  - Engage JCAB's at their meetings through JJA attendance
  - Training for JCAB members
    - 2008 member trainings on Juvenile Justice system, JCAB role with comprehensive plan and grant process, Communities That Care (CTC), DMC overview
    - 2009 Summit for JCAB Chair/Administrative Contact (AC) and training on "What Works"
  - Including JCAB Chairperson on some specific communications to AC (letters, data, etc)
    - Providing copy of Case Read data to JCAB Chairperson
  - Contract with Greenbush for CTC data by judicial district
  - Focus on DMC by JCAB's
    - DMC Matrix 2008 (first time for Kansas)
    - DMC sessions at 2009 Governor's conference
    - Technical assistance on review of matrix data, understanding RRI calculations, how to initiate the conversation in communities
  - Results: As of September 2010, 7 judicial districts have initiated a planning process for a new comprehensive community plan (4<sup>th</sup>, 8<sup>th</sup>, 29<sup>th</sup>), are in process of updating plans (19<sup>th</sup>, 28<sup>th</sup>) or have updated plans (5<sup>th</sup>, 18<sup>th</sup>)
- Adoption of Judicial District Performance Indicators (JDPI) and posting of data to JJA website using MAPS (Managed Administrative Performance Stats)

#### **FEDERAL REQUIREMENTS**

- Title XVI (Medicaid) and Title IV-E of the Social Security Act
  - Monthly face-to-face visits between community supervision officer and youth in state custody
  - Revised Independent Living plans for youth in custody and data collection on Independent Living services provided in accordance with National Youth Transition Database (NYTD) requirements

#### **COMMUNITY SUPERVISION AGENCIES**

- New Community Supervision Standards (CSS)

- Case Reads/Quality assurance for case plans and supervision practices (contacts, timely plans, best practices)
- Training of Supervision Agency staff
  - YLS/CMI Implementation
  - YLS/CMI annual refresher
  - CASIMS (Community Agency Supervision Information Management System) (3x's year)
  - Supervision Planning (trained all in 2008, incorporated as ½ day in new YLS/CMI currently)
  - Technical Assistance Teleconferences (TAT) (monthly)
  - New Interstate Compact for Juveniles
- Collaboration with Keys for Networking under federal grant (Children's Health Insurance Program) to provide assistance with access to Medicaid for youth returning home from placement or in the community with no family insurance
- Provision of monthly data for local program management
  - Plan dates, late chronos, YLS/CMI dates, open cases
  - Face-to-face data reports

#### **JUVENILE INTAKE AND ASSESSMENT PROGRAMS**

- New Juvenile Intake Standards
- Training of JIAS staff
  - Technical Assistance Teleconferences (TAT)
  - New Interstate Compact for Juveniles
- Provision of monthly data for local program management
  - Monthly JIAS data uploaded to Juvenile Justice Intake Management System (JJIAMS)

#### **JUVENILE CORRECTIONAL FACILITY SYSTEM**

- Quality Assurance Oversight
  - Journal Entry Verification
    - Developed and implemented five (5) point verification process
  - KUPI
  - Use of Force (UOF)
  - SRS Hotline
    - Developed and implemented response protocol

#### **RESIDENTIAL PROVIDER SYSTEM**

- Implementation and Re-Structuring of Residential Provider System
  - Preferred future development and implementation (July 2007)
- Juvenile Justice Foster Care
  - Implementation and enhancements to standards
  - Added initial training component
  - Created and posted online overview training (KSTrain)
- Critical Incident Reporting
  - Data tracking and analysis
  - Follow-up with residential providers regarding concerning trends
- Residential SRS Hotline
  - Data tracking and analysis

- Follow-up with facilities regarding concerning trends
- Developed and implemented response protocol
- CbS Pilot (April 2008)
  - Provided initial training to current eleven (11) YRC II providers
  - Provided technical assistance
  - Data monitoring and assistance in the development of Improvement Plans
  - Conducted refresher training
  - Monthly TAT calls in conjunction with Council of Juvenile Correctional Administrators (CJCA)
- Annual Provider Site Visits
  - Enhanced relationship and process to include a more technical assistance approach
- Annual Provider Agreement Renewal
  - Enhanced review process, notification and tracking

## **INTEGRATED SYSTEMS**

- Creation and enhancements to Standard Operating Procedures
  - Institutionalizing practices for consistency and sustainability
- Effective Communication/Motivational Strategies (ECMS)
  - Brought in under Project STAR (Success Through Achieving Reentry) to provide juvenile justice system staff with a “learning experience” designed to integrate specific knowledge (Social Learning Theory, What Works Research, Stages of Change and Motivational Interviewing) in a conceptual frame work (Understanding Criminal Logic, Offender Management, Risk Control/Risk Reduction Strategies) through the demonstration and practice of specific communication skills and techniques that reduce resistance to change
  - Six certified ECMS trainers within JJA
  - Approximately 70 individuals trained (5 trainings)
  - Conducted/conducting follow-through with trained personnel from 2 agencies to assist with implementation, practice and evaluation
- YLS/CMI Implementation and enhancements
  - Research of risk/need assessment tool, creation of standards, Train the Trainer Training, statewide training (220+ officers), implementation (January 23, 2007), annual refresher training, etc.
  - Increase system capacity by expanding the usage of the YLS/CMI at court services (post-adjudication and pre-disposition)
    - 5<sup>th</sup> JD, 7<sup>th</sup> JD, 10<sup>th</sup> JD, 18<sup>th</sup> JD and 22<sup>nd</sup> JD
  - Increased YLS/CMI Trainer capacity at JJACO (Juvenile Justice Authority Central Office) (2010)

## **IV. Major Initiatives and Projects**

Summary of current major initiatives and projects for the next 12 to 18 months (FY 2011 through FY 2013)

## **GRANT FUNDING AND QUALITY ASSURANCE**

- Development and Implementation of Prevention program site visits
  - Develop scored assessment instrument (summer 2011)



- Engage communities in enhancing local oversight and evaluation of local prevention programs (summer 2012)
- Re-evaluate current prevention block grant application and process
  - Engage communities to determine current needs, current gaps (summer 2011)
  - All districts update their comprehensive strategic plan from 1998 (summer 2013)
  - Develop database for application submission, management and reporting of program data and reporting demographic data/outcomes (2013)
- Expand on-line training topics for JCAB members through 2013
  - Juvenile justice system
  - Role of JCAB/BOCC(Board of County Commissioners)/AC/JJA
  - Evaluating programs
  - Using DMC data
  - DMC reduction strategies
- Develop and implement grant modification process (January 2011) for in-year program changes to outcomes, target population, curriculum, etc.

### **FEDERAL REQUIREMENTS**

- Expand quality assurance case reads to capture all IV-E requirements (2013)

### **COMMUNITY SUPERVISION AGENCIES**

- Implement 2<sup>nd</sup> edition of Community Supervision Standards (summer 2011)
- On-line training for CSA Staff (through FY13)
- Identify funding resource for implementation of I-GRAD for juvenile offenders, or other similar means to ensure these youth get credit for education obtained at each school attended

### **JUVENILE INTAKE AND ASSESSMENT PROGRAMS**

- Implementation of New Assessment Instruments (implementation summer of 2012)
  - Revised intake questionnaire
  - Replace MAYSI/POSIT with JJA developed tool
  - Adopt or develop a detention decision tool
  - Include suicide screening tool as part of above or separate
- Training for JIAS Program Staff (summer of 2012)
  - Implementation of new Assessment Instruments
  - Implementation of new Juvenile Justice Information System (JJIS)
  - Periodic new staff training on assessments and JJIS
- Develop and implement quality assurance process for JIAS to assure that Standards are being met (2013)

### **JUVENILE DETENTION ALTERNATIVE INITIATIVE**

- Juvenile Detention Alternative Initiative: gain acceptance of Kansas by the Annie E. Casey Foundation to then engage detention centers, JCAB's and communities in reduction of the use of detention.

### **JUVENILE CORRECTIONAL FACILITY SYSTEM**

- Centralization of Sentence Computation

- Involvement in new JJIS Re-write project
  - Centralization of all JCF direct commitment processes at JJACO
- Prison Rape Elimination Act (PREA)
  - Development of Taskforce to ensure compliance to federal standards
    - Identification of statewide PREA Coordinator
- Education Services
  - Measure of Academic Progress (MAP): Quality Assurance and Analysis
  - Earned Credits: Quality Assurance and Analysis
- Grievances Quality Assurance
  - Development of SOP for review of grievances to ensure policy, procedure and follow-through compliance
    - Randomly select five (5) grievances from each JCF on a monthly basis
    - Grievances will be reviewed for timeliness, content and follow-through of response
    - Provide feedback to Superintendent and Deputy Commissioner on a routine (monthly) basis. Submit cumulative audit report to JJA Inspector General for assistance in IG's yearly grievance audit
- Disciplinary Reports (DR) Quality Assurance
  - Development of SOP for disciplinary reports to ensure policy, procedure and follow-through compliance
    - Randomly select five (5) DRs from each JCF on a monthly basis
    - DRs will be reviewed for timeliness, content and follow-through of response
    - Provide feedback to Superintendent and Deputy Commissioner on a routine (monthly) basis.
- Use of Force (UOF)
  - Enhancements to data tracking (see Strategic Action Plan)
  - Data will be examined and provided to JCF Superintendents and management staff on a monthly, quarterly, annual, and ad hoc basis
  - The primary focus on use of force will provide a means of evaluating trends, reasons for the applications of force, and the factors involved, as well as identifying training issues.

## **RESIDENTIAL PROVIDER SYSTEM**

- Community-based Standards (CbS)
  - Effective July 1, 2010 all Youth Residential Center II providers were required to participate in the CbS facility assessment process as a condition of their service contract with the JJA
  - CbS will become a valuable tool for both JJA and providers. Data collection and analysis will provide an opportunity to gain better outcomes for youth through stronger and more efficient facility operations
  - CbS will provide for improved state oversight and will serve as a valuable management tool for facility administrators
  - Work in conjunction with Council of Juvenile Correctional Administrators (CJCA) in providing technical assistance for residential providers through improvement plans and data collection for the Community-based Standards pilot project.
- YRC II Realignment
  - Restructure YRC II's to align levels of service to youth risk levels
- Residential Provider Site Visits

- Develop and implement a process (site tool) to examine practices and application of standards, program plans, etc.
  - Each site visit will include a process to measure the adherence and program compliance to the appropriate standards according to the Provider Handbook
- Continue to provide oversight and technical assistance for the residential provider system through site visits
- Juvenile Justice Foster Care (JJFC)
  - Enhancements to initial training
  - Refinement of site visit process
  - Refresher trainings (based on 2010 site visits)
  - Video/Online training (all topics including initial)
  - Data outcome comparison to YRC II
- Transition Living Program (TLP) and Community Integration Program Standards Revision Project

## **INTEGRATED SYSTEMS**

- Effective Communication/Motivational Strategies (ECMS)
  - Continued enhancement of current training and knowledge, including thorough implementation and sustainability within JJA system
  - Coordinate additional training/coaching by creator/author of ECMS
  - Restructuring training to match the needs of the current system
- Youth Level of Service Case Management Inventory (YLS/CMI)
  - Enhance training and technical assistance practices to community supervision officers and court services officers
  - Continue to increase capacity by expanding the usage of the YLS/CMI at court services at post-adjudication and pre-disposition
  - Provide YLS/CMI overview and abridged scoring training to residential providers to enhance programming planning
- Standardized Residential Provider Referral Packet
- Project STAR and Reentry practices
  - Parenting group/curriculum (Keys for Networking or University of Cincinnati)
  - Revision of standards/policies to improve and sustain system reentry practices

## **IV. Challenges and Obstacles**

The primary challenge of the Division, in carrying out its responsibilities and initiatives, is the stability and level of both community and central office funding. Any significant decreases in funding to communities could impede efforts to advance community initiatives. Any reduction to Division funding would affect operating capacity, and impact the pace of its initiatives.

# **JJA Research and Program Development Division**

*Transition Information November 1, 2010*

*Prepared by Jennifer A. Pealer, Ph.D.*

*Assistant Commissioner of Research and Program Development*

## **I. Staffing**

- The Assistant Commissioner currently supervises 6.0 FTE and 2.0 PTE:
  - The Training Director is responsible for planning, developing, overseeing, conducting and evaluating the overall training programs to meet agency training goals and objectives.
  - The Research Analyst is responsible for developing reports regarding program performance from source data in agency information systems; and plans organizes and conducts research tasks designed to assist the agency to assess needs of the juvenile offender population.
  - The Business Systems Analyst provides operational and business support during the development, implementation and maintenance of the juvenile justice information system (JJIS) to juvenile justice programs.
  - The Project S.O.A.R. Grant Program Manager is responsible for the daily management of Project S.O.A.R. (Successful Outcomes Achieving Reentry) awarded by the US Department of Justice's Office of Juvenile Delinquency and Prevention Programs.
  - The Project S.O.A.R. Sex Offender Assessment Specialist is responsible for conducting a comprehensive pre-disposition sex offender evaluation protocol for youth. The Specialist prepares a court report outlining the risk and need factors and providing recommendations for supervision, treatment and level of care. The Sex Offender Specialist provides programming for juvenile sex offenders within the juvenile correctional facility.
  - The M.O.S.A.I.C. Project Sex Offender Risk Management Officer creates a structured curriculum-based juvenile specific sex offender training protocol for community-based agencies, treatment providers and other stakeholders to enhance the management, treatment and supervision of juvenile sex offenders.
  - Two (2) part-time interns assist in a process and outcome evaluation of the Office of Juvenile Delinquency and Prevention Program prevention programs within the state.

## **II. Scope of Responsibilities**

- Responsible for conducting all major research initiatives for the Juvenile Justice Authority including data analysis and report writing for JJA staff, state and community partners and constituents.
  - Evaluate data provided by community supervision agencies and juvenile correctional facilities and disseminate monthly, quarterly and annual reports.

- Responsible for development, training and technical assistance, implementation and oversight for evidence based practices for juvenile offenders for community supervision agencies, juvenile correctional facilities, residential providers and stakeholders.
- Responsible for developing forecast models to determine changes in population for the juvenile correctional facilities and the residential provider system.
- Responsible for grant-writing activities.

### **III. Major Initiatives and Projects**

Summary of current and major initiatives and projects for the next 12 to 18 months:

- Project S.T.A.R. (Success Through Achieving Reintegration) is a federal reentry grant awarded by the US Department of Justice's Office of Juvenile Delinquency and Prevention Program.
  - The Research and Program Development Division works closely with the ISP Unit/Programs Division to provide training and technical assistance on evidence based practices for juvenile offenders to staff within the juvenile correctional facilities, the community reentry facility and the community reentry officers.
  - Conduct an Evidence Based Correctional Program Checklist evaluation on the programming within the juvenile correctional facilities, community reentry facility and community reentry agencies to determine adherence to evidence based practices to reduce recidivism.
  - Collect data to conduct a process and outcome evaluations and cost-benefit analysis to determine the effectiveness of Project S.T.A.R.
- Project S.O.A.R. (Successful Outcomes Achieving Reentry) is a federal grant for the management of juvenile sex offenders.
  - Expand the comprehensive sex offender assessment protocol to all counties within Kansas to provide the courts with empirical data related to the risk of sexual and general recidivism for adolescent sex offenders prior to disposition.
  - Assist in the creation of an evidence based structured sex offender curriculum for juvenile sex offenders to reduce sexual recidivism.
  - Ensure that moderate and high risk juvenile sex offenders receive the appropriate treatment while incarcerated within a juvenile correctional facility.
  - Provide on-going training and technical assistance to juvenile correctional facility staff on the management and treatment of juvenile sex offenders.
- The M.O.S.A.I.C. (Management of Sex Offenders Across Integrated Communities) Project is a grant funded by the Comprehensive Approaches to Sex Offender Management (CASOM) to develop a training curriculum to assist staff working with juvenile sex offenders.

- Develop a training curriculum to increase the knowledge and skills of juvenile justice partners in relation to best practices in the supervision, management and treatment of juvenile sex offenders including SORNA compliancy.
  - To increase the knowledge and awareness of the community with respect to community supervision, treatment and management of juvenile sex offenders.
- Youthful Level of Service/Case Management Inventory is a standardized risk/needs assessment instrument designed for juvenile offender.
  - Work with each judicial district to assist in the implementation of the YLS/CMI at the pre-disposition stage of processing.
  - Continue to provide training and technical assistance for the YLS/CMI to community supervision officers, court services officers and residential providers.
  - Norm and validate the YLS/CMI for the Kansas juvenile justice population.
- Conduct research within the juvenile correctional facilities.
  - Develop and implement an evidence-based standardized classification system using known predictors of antisocial behaviors for youth sentenced to a juvenile correctional facility.
  - Conduct an evaluation of the conditional release violators to determine the reasons for the youth returning to a juvenile correctional facility. Develop and assist with the implementation of a conditional release violator curriculum targeted for violators with short sentences.
- Training within the Kansas juvenile correctional facilities.
  - Conduct a comprehensive content analysis of the current initial and annual training provided to the juvenile correctional facility staff to determine adherence to best practices for the supervising the forensic population.
  - Enhance the current training protocol for juvenile correctional facilities to align with evidence based practices for changing behaviors.
  - Develop an agency training catalog listing all available training courses.
  - Complete the implementation of the agency's learning management system to incorporate both online and live training events.
  - Develop additional online training opportunities related to the supervision, management and treatment of juvenile offenders.
- Assist in the restructuring of the residential provider system to align the youth residential centers (YRC-IIs) in the principles of effective interventions by separating low, moderate and high risk youth and providing technical assistance in: what works with juvenile offenders; effective techniques to change antisocial behavior; developing and implementing effective behavior management systems and specific curriculums for juvenile offenders to change behavior.
- Increase the effectiveness of prevention programs within the state.
  - Complete a process and outcome evaluation of the Office of Juvenile Justice and Delinquency Prevention funded prevention grants.

- Develop a self assessment protocol to be utilized by the Administrative Contacts within each judicial districts to evaluate state-funded prevention programs' adherence to evidence based practices.
- Provide training and technical assistance to prevention program staff on evidence based practices for juvenile offenders.
- Continue to implement evidence based practices and programming within Kansas.
  - Partner with the Department of Corrections to develop training for supervision officers on effective practices to increase public safety through risk reduction techniques.
  - Provide training and technical assistance to supervision agencies to implement a substance abuse curriculum for juvenile offenders, Pathway to Self-Discovery and Change.
  - Provide training and technical assistance to implement cognitive behavioral curriculums (Thinking for a Change, Motivation to Change, Choices, Changes and Challenges) designed to restructuring thinking and teach skills.
  - Develop and implement a parenting curriculum to teach the parents of the juvenile offenders' skills to increase the youth's success.

**JJA Fiscal Division Transition Plan**  
*Transition Information November 1, 2010*  
*Prepared by Keith Bradshaw, Director of Operations*

**I. Staffing**

- Director (Unclassified)
  - Asst. Director (Non-FTE Unclassified)
  - Accountant III (Classified)
  - Accountant I (Classified)
  - Public Service Administrator (Non-FTE Unclassified)
  - Architect (Non-FTE Unclassified)
  - Office Assistant (Non-FTE Unclassified)

**II. Scope of Responsibilities**

- Accounting, budgeting, and procurement functions for Central Office.
- Financial management of the state block grant programs, federal grants, and various smaller grant programs including prevention trust fund and detention center grants.
- Oversight of JCF budgets.
- Coordinate procurement efforts common to all JCFs such as the JCO uniform and health services contracts.
- Track and maintain Central Office inventory.
- Development and maintenance of the agency's continuity of operations plan.
- Management and implementation of the agency's Five-Year Capital Improvements Program.

**III. Interagency Collaboration and Workgroups**

A. Interagency Collaboration

- JJA quarterly Title IV-E claim is submitted to SRS who submits with the SRS claim to the feds.
- Public Information Officer position is shared with KDOC. Every quarter JJA interfunds 20% of salary to KDOC.
- Regular interaction with Division of the Budget and Legislative Research Department.

B. Workgroups

- Continuity of Operations Planning Team led by the Adjutant General's Office. Meets monthly.
- Health and Human Services Policy Group led by Governor's Office. Meets weekly during the legislative session.



- Public Safety Policy Group led by Governor's Office. Meets weekly during the legislative session.
- Public Safety Facilities Planning Workgroup. Meets as needed.
- Medicaid Fiscal Officers group led by KHPA. Meets monthly.
- Medicaid Deputy Directors group led by KHPA. Meets monthly.

#### IV. Major Issues

##### Consensus Caseload

JJA began participating in the consensus caseload process in April 2009. Over 43% of the agency's SGF budget is dedicated to the purchase of services budget, which is used to pay out-of-home placements in the community. Youth who are removed from the home and placed in a residential facility or other out-of-home placement are done at the order of the court, which JJA has no control over. This is similar if not identical to the child in need of care system in SRS. In fact, SRS and JJA utilize many of the same placements and both juvenile offenders and CINCs can be found in the same placement. However, since the split from SRS, JJA caseloads have not been included in the consensus caseload process. As a result, JJA has had to absorb any changes in the purchase of services budget within existing resources or request an enhancement. In addition, when reductions are calculated the SGF funds allocated to POS would be included the base, thus increasing the reduction the agency would be subjected to.

By being included in the caseload process JJA can be reasonably assured that POS will be adequately funded each year and will not have budget reductions based in part on expenditures the agency has no control over.

The FY 2011 approved budget for POS is \$23,331,916 from the State General Fund for FY 2011, a decrease of \$435,816 from the amount agreed to by the Consensus Caseload Group. The reduction was made by the Legislature in anticipation of Medicaid recoveries made through a cost recovery project mandated by the by the Legislature. The Consensus Caseload Group is scheduled to meet on October 28.

##### SMART

The SMART system went live with the start of the current fiscal year. After several challenges many issues have been resolved. There are still some issues with generating reports that is being addressed by the SMART team. In the meantime, Fiscal continues to work with the existing data and reports to generate reports that compare expenditures to the budget. This is critical for tracking the budget status.

The change has also necessitated a revision to the agency's Title IV-E cost allocation plan. The new CAP is near completion and once testing should begin in a few weeks.

## Policy Reviews

The SMART transition has resulted in some changes in the business processes at Central Office and the JCFs. A team from CO and KJCC is currently revising KJCC fiscal policies, with final drafts for the Commissioner's review scheduled for October 13. Next the Central Office policies will be reviewed and revised, with an estimated completion date of January 1. Finally, LJCF policies will be revised by mid-February. I anticipate that this will only take a few weeks as we will use the KJCC policies as a starting point and adjust as necessary to accommodate arrangements and issues unique to LJCF.

## Budget

The FY 2011 Legislative Approved budget is \$53,884,865 from the State General Fund. This includes \$25.7 million for facility operations, \$23.3 million for POS, and \$19.6 million for graduated sanctions. In addition, the Legislature shifted \$3.8 million from the Children's Initiatives Fund to the SGF for prevention programs.

The FY 2012 budget was submitted on September 15. Per DOB instructions, a 5.0% reduced resource package was included. If adopted, JJA would reduce prevention block grants by \$2.3 million. The impact of such a reduction is discussed in the agency's budget request.

In FY 2010 JJA received \$1,757,700 Recovery Act—Justice Assistance Grant for case management and facility operations. This is a two-year grant, with \$878,885 allocated annually in FY 2010 and FY 2011. Of this, \$500,000 is for case management services funded through the graduated sanctions grant program, \$106,664 is for three JCO positions at LJCF, and \$272,221 is for seven JCO positions at KJCC. This funding will not be available in FY 2012. Enhancement requests have been included to replace this with SGF.

Other enhancements include a 2.5% salary increase for the JCO I classification at a cost of \$160,605, \$228,439 for KJCC to cover the shortfall in operating funds for the female campus, \$182,337 to sustain the sex offender assessment and programming developed with a federal grant, and \$68,700 to replace three vehicles at LJCF.

## Surplus Property

JJA is still in possession of the Atchison Juvenile Correctional Facility. All utilities have been shut down except one electric meter that powers the city's water tower. We are in the process of having that meter switched over to the city. The facility has been mothballed but some structures are starting to deteriorate. The property needs to be disposed of as soon as possible.

# **JJA Information Technology**

*Transition Information November 1, 2010*

*Prepared by Kelby Marsh, Director of Information Technology*

## **I. Staffing**

- Central Office - 12 IT positions
- JCF's – each JCF has 1 technical support staff supervised by the JCF

## **II. Scope of Responsibilities**

- Operations Administration: Network, servers, database, security, Internet, intranet, system application design and development, wireless and voice communication, and Helpdesk services for agency applications. User community includes JJA Central office, two JJA JCF's, and approximately 700 community users in judicial districts for system applications.

## **III. State Interagency Collaboration and Workgroups**

### **A. Information Technology Related**

- Information Technology Advisory Board (ITAB): Monthly, IT Director attends, sponsored by DISC.
- Information Technology Management Council (ITMC): Bi-weekly for cabinet agencies; IT Director attends, sponsored by DISC.
- Information Technology Security Council: Monthly, Security Administrator attends, sponsored by DISC.
- Kansas Criminal Justice Information System (KCJIS): Monthly for agencies who access KBI information; IT Director attends, sponsored by KBI and DISC.

### **B. Business Process Related**

- SRS/JJA Social Security Administration (SSA) Data:  
A nightly batch job will run to supply select clients in a flat file to the EATSS system. These clients will be added to a database file. The file will then be used to determine if a request can be made to SSA for information on that client.
- Child and Family Services Review (CFSR):  
CFSR is a set of Federal Service Delivery Outcomes that States are required to achieve for youth and families served through child welfare and federal foster care programs. Department of Health and Human Services (DHHS), Administration of Children and Families (ACF) is the lead federal division.
  - SRS is the lead Kansas agency. JJA assists and participates in planning, case reviews, and training. Tanya Keys is the JJA lead.
  - JJA Custody Case Management Population falls under this federal review. Current activities are rehearsals and planning activities for the on site federal review June 2007. This on site review is a weeklong event.

- States not meeting federal requirements are required to engage a program improvement plan and may face financial penalties if conditions of program improvement are not met.
  - National Youth in Transition Database – JJA sends data to SRS on youth that are 17 and in Foster care so that SRS staff can survey them in accordance with Federal standards
- Recidivism Outcome Measures:  
Kansas Department of Corrections (KDOC) provides JJA with data sets of new adult offenders. This data set is used to help measure recidivism of youth who leave Juvenile Correctional Facilities.
  - AFCARS (Adoption and Foster Care Analysis Reporting System):  
Semi annually, JJA sends SRS a specific file formatted with federal requirements for youth's records in who IV-E eligible and served in custody supervision.

#### **V. Significant Due Dates**

- April 10<sup>th</sup>, Federal AFCARS semi annual report due to SRS.
- September 1<sup>st</sup>, 3 Year IT Plan due to Dept. of Admin.
- October 31<sup>st</sup>, IT Security Assessment due to Dept. of Admin.
- October 10<sup>th</sup>, Federal AFCARS semi annual report due to SRS.

#### **VI. Reports and Management Information**

Reports are available in shared drives on the network, in system applications or on the Internet via the "Data and Reports" link. Reports are typically organized by service population.

- Routine JCF reports are updated weekly and monthly.
- Routine JISP and Custody supervisions reports tend to be updated monthly.
- Currently, research staff is focused on designing aggregate data reports.
- Examples of reports attached in Appendix A.

#### **VII. Projects**

##### A. IT Current

- a. Continuation of virtualization project
- b. Expand offsite warm replication at Kansas Juvenile Corrections Complex
- c. Vulnerability and penetration scanning to evaluate network and application security
- d. JJIS rewrite project. This project will replace the three main JJIS systems (CASIMS, JIAMS and JCFS)
  - i. Two rounds of Joint Application Design sessions completed
  - ii. First iteration of Functional and Technical design specs completed
  - iii. First production rollout scheduled for July 2012
- e. Switching infrastructure upgrades
- f. UPS battery replacement

g. Central Office PC refresh

B. IT Future

- a. Migrate email services from GroupWise to Microsoft Exchange
- b. Wichita offsite disaster recovery site
- c. Continuation of IT rewrite project
- d. Infrastructure upgrades at two facilities
- e. IT policy review and training development

# **JJA Human Resources Unit**

*Transition Information November 1, 2010*

*Prepared by Craig Kibbe, Director of Human Resources*

## **I. Staffing**

- Central Office – 2 Positions
  - Human Resource Director (unclassified)
  - Human Resource Professional I (classified)
- Juvenile Correctional Facilities – each JCF has a Human Resources Department. Central office provides consultation and works closely with the facility staff to set and ensure consistent interpretation and implementation of policies and regulations.
- FTE Count – Total 499.5
  - Central Office - 45.0
  - Kansas Juvenile Correctional Complex – 297.5
  - Larned Juvenile Correctional Facility – 157.0

## **II. Scope of Responsibilities**

Human Resource Unit is a support function whose primary focus is recruiting, selecting, training, and retaining a quality workforce that can meet the mission and objectives of the agency. We work in partnership with the agency's leadership to ensure that Human Resource programs and policies align with the agency's needs and support the service focus of the agency. The unit is responsible for all the components of a human resource program, including:

- Recruitment
- Compensation
- Position Management
- Benefits
- Performance Management
- Affirmative Action/Equal Employment Opportunity

## **III. State Interagency Collaboration and Workgroups**

- Recruiter's Network- Quarterly
- Human Resource Conference Planning Team- Monthly
- HR Cabinet Meetings
- Mediation/conflict resolution services
- Position Classification Team- Quarterly (when active)

## **IV. Significant Projects**

- KOSE/Teamsters Union Negotiations

- Implementation of new performance management process
- Implementation of Time Clocks Plus

#### **V. Upcoming Projects**

- Expansion of Professional Development for Supervisors and Managers
- Pre-employment testing added to recruitment process for operations positions

# **JJA Legal and Investigations Division**

*Transition Plan Information November 1, 2010*

*Prepared by Lisa Mendoza, General Counsel*

## **I. Staffing**

- 2 attorney positions
- 1 Special Investigator II
- JCFs – no assigned investigators at this time

## **II. Scope of Responsibilities**

- Legal: Represent the agency in all litigation matters at the administrative, state and federal level; provide legal advice and consultation to the Commissioner, agency managers, employees, and community partners on issues concerning legal rights, obligations and privileges that relate to the management of the agency, the custody and control of juveniles, the operation of juvenile correctional facilities and community juvenile justice services; review and prepare contracts; review agency policies and standards for legal sufficiency; develop agency regulations; respond to records requests (KORA and other litigation related requests); and provide training on legal issues to agency employees and community partners.. Areas of focus include: (a) legal compliance, advice and counsel, (b) risk management, including investigations, (c) personnel matters, including training, and (d) legislative matters (as requested).
- Investigations: Oversee special employee investigations concerning alleged policy violations, some of which may also have a criminal component; work with investigators from the Kansas attorney general's office, Kansas Bureau of Investigation, local law enforcement and prosecutors on investigations and information sharing; provide testimony as necessary in administrative, civil and criminal hearings.

## **III. Interagency Collaboration**

### **A. Legal Related**

- Kansas Supreme Court Task Force on Permanency Planning: General Counsel appointed to four year term expiring June 30, 2012, and attends monthly meetings.
- Juvenile Offender/Child in Need of Care Advisory Committee, Kansas Judicial Council: General Counsel attends monthly meetings.
- Court/Education/JJA/SRS Liaison Committee Meeting: General Counsel attends monthly meetings between September and May. JJA shares hosting responsibilities with Department of Education, Department of



Social and Rehabilitation Services, and the Judicial Branch. JJA is the hosting agency for FY11.

- Agency General Counsel Meeting: General Counsel attends monthly meetings of all state agency general counsel with Governor's Chief Counsel.

#### **IV. Significant Dates**

- Teamsters' Deadlines:
  - June 27, 2010 – MOA effective date
  - January 29, 2012 to February 28, 2010 – Window to propose amendment, modification or termination of MOA
  - January 29, 2012 – Window opens for any attempts to decertify union [see K.S.A. 75-4327(d)]
  - March 29, 2012 – Window closes for any attempts to decertify union
  - June 26, 2012 – MOA expires; automatic renewal from year to year unless notification provided in accordance with above time table
    - Teamsters Supplemental Meet and Confer: Ongoing. Additional meeting dates to be scheduled in the near future.
    - Judicial Council Meetings: October 22, 2010. Other committee meetings will be scheduled in the near future.
    - Kansas Supreme Court Task Force on Permanency Planning meetings: November 12 and December 10, 2010; January 14, February 11, March 11, April 8 and May 13, 2011.
    - Liaison Committee Meetings: October 15, November 19, and December 17, 2010; January 21, February 18, March 18, April 15, and May 20, 2011.

#### **V. Pending Litigation**

<b>Case Caption</b>	<b>Case Number</b>	<b>Case Type</b>	<b>Case Status</b>
Adriene Harris v. KJCC	Kansas Human Rights Commission Case No. 33767-10	Discrimination based on race.	Investigation by KHRC is pending.

Case Caption	Case Number	Case Type	Case Status
Dwayne Anthony v. KJCC	Kansas Human Rights Commission Case No. 33896-10	Discrimination based on age, race, religion, sex, color, and retaliation.	Mediation completed; unsuccessful. Investigation by KHRC is pending.
In the Matter of the Appeal of Michael Myrick	Kansas Civil Service Board Appeal No. 11CB0007	Appeal of three (3) day suspension	Hearing rescheduled for November 9, 2010
Trego County Detention and Secure Care Center	N/A	Bond Indebtedness	Review by Kansas Development Finance Authority pending.
The Law Company (LJCF construction issues)	N/A	Building / structural defect(s) claim.	Review by Division of Facilities Management pending; next steps include identification of structural engineer to review defects.

#### VI. Pending Projects

- Participation in Teamsters supplemental meet and confer negotiating sessions and drafting of management proposals and counter-proposals.
- Collecting and compiling information for employee discipline database (on-going).
- Revise juvenile code book for placement on agency website (on-going).
- Complete review and revision of all existing JJA regulations related to juvenile correctional facilities, youth resident discipline, hearing, grievance and claims processes. Once final approval has been obtained both internally and externally, training on the amendments will be required.
- Annual and Basic Legal Issues training (ongoing).
- Supervisory Training – Legal Issues (ongoing).
- Community Legal Issues training (2 times a year).

# **JJA Office of Inspector General**

*Transition Information November 1, 2010*

*Prepared by Sarah Fertig, Inspector General*

## **I. Staffing**

- 4 positions in Central Office:
  - Inspector General (unclassified)
  - State Auditor II (classified)
  - State Auditor I (classified – currently vacant to meet shrinkage)
  - Public Service Administrator II (classified)
- IG reports to Commissioner and supervises State Auditor and Public Service Administrator positions.
- Public Service Administrator serves as JJA's Policy Administrator - maintains and updates JJA policies and assists with compliance audits.

## **II. Scope of Responsibilities**

The Office of Inspector General is an independent, executive-level branch of JJA that is tasked with performing objective assessments of a variety of JJA functions. K.S.A. 75-7024(a)(4) authorizes the Inspector General (IG) to enforce compliance with contracts and to perform audits as necessary to ensure compliance with contracts. IMPP 01-131 further grants the IG access to any JJA staff or documents necessary to complete an audit, as well as outlines general procedures for various types of audits. In 2009 the IG division issued its own Audit Manual, which can be found on JJA's website.

Historically, the IG division has focused on reviewing recipients of JJA grant funds for compliance with JJA's financial standards, which grantees agree to follow as a condition of receiving the funds. Since FY 2008, all 31 judicial districts have been audited at least once for grant compliance. Other fiscal compliance activities include:

- Auditing community provider purchase-of-service payments for accuracy;
- Reviewing the JJA Fiscal Database for errors that may have occurred while a key position was vacant; and,
- Auditing recipients of federal grants for compliance with federal standards.

In addition to fiscal compliance work, the IG assesses other compliance-related issues. This work is typically assigned by the Commissioner, although periodically the IG will independently identify an area of risk that requires further review. Recent projects have included:

- A contract compliance review of a new service provider in response to concerns from community supervision officers about the quality of service provided;
- A review of overtime payments at a juvenile correctional facility that incurred disproportionately high overtime costs;

- A case study of the treatment of a particular youth in a community residential placement.

The IG strives to follow performance standards promulgated by several professional audit organizations, including:

- The Association of Inspectors General *Principals and Standards for Offices of Inspector General*
- The Institute of Internal Auditors *Standards for the Professional Practice of Internal Auditing*
- The United States Government Accountability Office *Government Auditing Standards* (the "Yellow Book")

Although the IG division is not required by statute to follow these standards, it has chosen to do so in order to enhance the quality and integrity of the IG function.

In September 2010 the Policy Administrator position was transferred into the IG division. This position implements policy directive from the Commissioner and agency management team, including drafting, reviewing, finalizing, and coordinating the distribution of agency-wide policies.

#### **IV. IG's Relationship with JJA and Partners**

The IG division initially operated as an enforcement mechanism. In the past several years, the IG division has migrated to a more collaborative approach, whereby auditors focus less on strictly reporting errors and more on working with auditees to improve their fiscal processes and achieve voluntary compliance. We also allow auditees the opportunity to correct and errors on their own (and document the correction) instead of routinely reducing grant payments to recoup unallowable expenditures. This transition has improved the relationship between the IG division and community partners. Community partners now regularly contact the IG division for guidance on fiscal issues to ensure that they remain compliant with JJA standards.

#### **V. Upcoming Projects**

- Ongoing fiscal compliance audits of community corrections agencies;
- Audit of FY10 payments to four juvenile detention centers;
- Follow-up audits of judicial districts whose fiscal management processes raised concerns in earlier audits;
- Collaboration with JJA Fiscal Division to update KJCC's fiscal policies Complete review and revision of all agency policies and facility orders to meet updated American Correctional Association (ACA) standards;
- Revise juvenile code book for placement on agency website (ongoing).

# KANSAS JUVENILE CORRECTIONAL COMPLEX

*Transition Plan Information November 1, 2010*

*Prepared by Katrina Pollet, Superintendent*

1440 NW 25<sup>TH</sup>  
Topeka Ks 66618

## I. Staffing

- Superintendent, Katrina Pollet
  - Deputy Superintendent, Mark LaBouchardiere
  - Assistant Superintendent-Operations, Linda Hull-Viera
  - Assistant Superintendent-West Campus/Programs, Casey Woodward
  - Business Manager, George VanHoozer
  - Human Resource Manager, Shawna Mercer
- Staffing Levels
  - FTE: 235.5
  - Contract Staff (Education staff): 63

## II. Budget and Capacity

FY2011 Budget Allocations: \$16,942,660

- **Beds-East/Male**
  - Design Capacity: 300
  - Budget Capacity: 225
    - Average Daily Population: 210
- **Beds-West/Female**
  - Design Capacity: 30
    - Average Daily Population: 18
    -

## III. Accomplishments past 18 months

- Finalist for the Barbara Allen-Hagen award for making sure KJCC is safe for youth and staff by reducing the number of uses of force and the number of youth/days in segregation
- Decreased staff and youth batteries

- Created cross domain work groups which is strengthening the lines of communication between all areas of the facility
- Successfully transferred female population from the Beloit Juvenile Correctional Facility to the KJCC-West on Aug 19, 2009
- Helped female population and staff deal with the death of the Assistant Superintendent Lori Lamer, in a car accident within a week of moving from the Beloit facility
- Created monthly meetings between administration and youth
- Created monthly meetings between superintendent and gang leaders-this has significantly reduced the number of fights between gang members within the facility and is causing gang members to work together for the common good
- Created quarterly meetings between administration, Aramark, and youth to improve food service
- Reorganized segregation to where youth are not in segregation for long periods of time and are seen by social services on daily basis while segregated-new policies created in conjunction with Central Office
- New Programming in which youth are programmed by their assessments and placed in programming at an earlier stage in their incarceration:
  - Thinking For a Change
  - Choices, Changes, Challenges
  - Motivation to Change
  - Aggression Replacement Training which consists of three major components: Anger Control; Morale Reasoning; and Structured Learning Techniques (social skills building)
- Created a quarterly Superintendents forum so the staff would have access to the superintendent along with a staff suggestion box which staff utilize on a regular basis to make the staff have ownership in the facility
- SMART
- Reorganized living units based on Risk/Needs scores of the youth-first of its kind in the nation

#### IV. Goals

- Ensure the programming in the school continues to progress
- Ensure programming needs for the females are appropriate
- Work with the volunteers to ensure they have their needs met
- Ensure the relationship between the two unions continue to improve

# Larned Juvenile Correctional Facility

*Transition Plan Information November 1, 2010*

*Prepared by Kyle Rohr, Superintendent*

1301 KS HWY 264

Larned, KS 67550-9365

## **I. Staffing**

- Administration
  - Superintendent, Kyle Rohr
  - Deputy Superintendent, Wendy Leiker
  - Juvenile Corrections Director, Gerald Jenisch
  - Program Director, Anita Ellison
  - Business Manager, Rob Manry
  - Human Resource Manager, Sheila Edwards
  - Westside School Principal, Casey Cloninger
  - Administrative Officer, Gayla Burger
  
- Staffing Levels
  - FTE: 152
  - Contract Staff (Education Staff): 28

## **II. Budget and Capacity**

FY 2011 Budget Allocations: \$8,803,177

- Beds
  - Design Capacity: 152
  - Budget Capacity: 122
  
- Average Daily Population
  - FY 10-104
  - FY 11-104

## **III. Accomplishments past 18 months**

- Westside School
  - The Kansas Career Pipeline
    - Provides students, their parents, counselors, and educators with reliable educational and career planning information and resources
    - Empowers students with the understanding it takes to complete their graduation plan and see the necessary education required to complete career goals



- Career pathways
  - Identify the knowledge and skill learners' need as they follow a pathway toward their career goals
  - Implemented our first career pathway in Architecture & Construction this year
  - Future goals of implementing the Manufacturing pathway the following year
  
- BCC-Barton Community College
  - Dual credit classes in cooperation with Barton County Community College
  - Regular college credit courses
  - Grant program to help prepare students for the workforce in the areas of manufacturing, welding, and computer skills
  - The program is offered during school and non-school hours and ranges from three to ten months
  - The student is given a certificate of completion, which will be placed in their placement file
  
- Programming
  - Project SOAR (Successful Outcomes Achieving Re-Entry)
    - Provided for two positions at each facility to provide intensive sex offender programming along with cognitive behavioral programming related to non-sexual behaviors
    - Under Project SOAR, the sex offender program is nine to twelve months in duration and addresses the unique needs of juvenile sex offenders to reduce their risk for reoffending
    - The number of contact hours for the current programming is at a minimum of 150 hours
  - Reintegration
    - A Reintegration Class for youth has been created that assists the youth into successful reentry to their community
    - Youth enroll in this class ninety days before their release
    - During this time, youth review the program skills learned while at the facility, review their community's resources, review skills needed to be a successful probationer, and develop a packet of information that will assist the youth in their transition
  - Independent Living Skills Program
    - Helping youth write resumes, cover letters, and reference letters and receive school credit for completing the class
    - This will establish a permanent placement file, for the students, to be taken with them when they leave the facility
    - Students will have the opportunity to improve interview skills and discuss appropriate social skills throughout the school year

- Program Enrollment Committee
  - Committee of program staff who act as representatives for each program class (i.e. Thinking for a Change, Anger Management, Motivation to Change, Choices, Changes, Challenges, etc.)
  - This committee is responsible to ensure program completion for each youth in the facility
  - A computerized program tracker has also been developed that lists every youth, their level of need, release date, their program needs, and also tracks their progress as they complete the specialized programs
- Safety and Security
  - Segregation
    - Implemented new policies and procedures to improve conditions of confinement
    - Created Segregation unit
  - Training
    - Developed “Back to Basics” training-All too often we get so caught up in schedules that we forget the basic security practices
  - Dust Collection System
    - This new system collects dust in the wood shop areas which allows for a healthier environment
    - The new system has all mechanical aspects of the system housed outside, which creates a safer and much quieter environment
  - Smoke Evacuation System
    - The new smoke evacuation system primarily is used in the welding shop areas. This was needed as the previous equipment was designed to filter the air, but did not do a good job
    - The new system allows for the doors to remain closed and has conditioned make-up air for the welding area

#### IV. Goals

- Continue to develop and expand reintegration classes at Westside School and through Programming Classes
- Sustain SOAR program
- Reorganize training classes to enhance On the Job training with classroom training to maximize staff retention levels
- Continue to improve on safety and security practices to provide a safer environment for both staff and youth