

**Kansas Offender Risk Reduction  
& Reentry Plan**

**KOR<sup>3</sup>P**

***Everyone is Responsible for Success***

**November 2006**

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## **Introduction**

The Kansas Offender Risk Reduction & Reentry Plan (KOR<sup>3</sup>P) contains a vision for offender success and community safety through comprehensive statewide risk reduction and reentry initiatives and services. This plan will outline the current status of the work, and the objectives and strategies for the future. Our vision is that Kansas can be a national leader, through innovative approaches such as resource-blending, marketing, sound policy, collaborative and widely-supported systems change and integration, rigorous evaluation and faithful course-correction. It is our desire and plan to demonstrate that through success-oriented and evidence-based practices, centered around engaging case management, the number of Kansans (and Americans) going to prison can decrease, neighborhoods can be revived and transformed; children of offenders can escape the stigma, confusion, and emotional upheaval of having a parent in prison and escape the cycle of incarceration; and hope can be rekindled in the hearts and homes most impacted by the enormous rates of imprisonment and re-imprisonment in this state and country. Kansas enjoys leadership in the state, and at the national level, and has the opportunity to participate in an exciting endeavor to implement and sustain risk reduction principles as a permanent part of offender management.

## **Vision, Mission, Guiding Principles & Goals of KOR<sup>3</sup>P**

### *Vision*

Every offender released from prison will have the tools needed to succeed in the community.

### *Mission*

By using evidence-based practices, we will increase compliance with conditions of supervision and the ability of offenders to reintegrate, which will result in safely reducing revocations among Kansas parolees and probationers through a risk reduction philosophy and a three-phase plan.

### *Guiding Principles*

- Reentry is a legitimate community safety strategy
- Risk reduction is as important as risk containment
- Risk reduction and reentry is not a program – it's a way of doing business
- People can change
- People should be accountable
- We can have an impact on the ability of offenders to be successful citizens after prison
- Change and innovation are positive and necessary
- Targeting highest risk offenders will have the most impact
- Targeting multiple criminogenic risk/need areas will lead to the best outcome

- Engaging is a critical part of the work; it pertains to responsibility
- Case management is the heart of the work; it must be targeted and individualized
- One size does *not* fit all
- Reentry is a community issue, relevant to local government
- Neighborhood and victim representatives should have a voice
- Systems integration is necessary, for the most sustained success in giving offenders access to necessary support and services
- Programs and practices must adhere to the research
- Rigorous evaluation must be part of the process, with a willingness to course-correct as needed
- Information systems must support the work, including through shared data between agencies and organizations

### *Goals*

■ **Goal # 1: *Reduce Revocations:*** *To safely reduce the number of revocations from parole supervision (by increasing compliance and successful reintegration) by 50 % by June 2011.*

■ **Goal # 2: *Organizational/Cultural Change:*** *To create an organizational and cultural environment that supports risk reduction and reentry work with offenders.*

■ **Goal # 3: *Risk Reduction Case Management:*** *To establish system wide individual risk reduction planning and case management from the time the offenders enter the system to the time they discharge parole supervision.*

■ **Goal # 4: *Housing:*** *To increase housing units available to returning offenders by 500 by June 2009 by accessing existing housing and increasing existing housing stock.*

■ **Goal # 5: *Cognitive Services:*** *To address cognitive issues with offenders who are high-risk in any cognitive area (attitudes and orientation, leisure time, companions), to reduce the risk of offenders on this domain, to reduce overall risk of the offender.*

■ **Goal # 6: *Employment:*** *To increase the ability of offenders to sustain employment, with 50% of the offenders who are high risk in education/employment becoming employed within 30 days of release and remaining employed at least 6 months with the same employer.*

■ **Goal # 7: *Build Capacity of Community & Faith Based Organizations (CFBOs):*** *To increase services available to offenders through CFBOs by building the capacity of the CFBOs to 1) interface and network effectively with corrections and each other, 2) compete for grants/funding and 3) provide risk reduction services to offenders*

- **Goal # 8: Legal Barriers: Identification (DLs) and Detainers:** *Through relationships with law enforcements, courts, prosecutors and Division of Motor Vehicles, to address pending detainers and driver's license issues in a timely way to remove them as barriers to reentry whenever possible.*
- **Goal # 9: Family Issues and Child Support:** *To address child support and family issues with offenders to remove barriers and stabilize family relations, to increase pro-social behavior and to increase the amount of child support collected.*
- **Goal # 10: Transportation:** *To ensure offenders have access to transportation when returning to communities so they are able to access services, attend treatment, engage in job search and employment, meet with parole officers, and function in the community and address risk/needs issues.*
- **Goal # 11: Law Enforcement:** *To engage law enforcement agencies across the state in reentry work to help reduce new victims and revocations.*
- **Goal #12: Substance Abuse:** *To ensure all offenders who are high risk for substance abuse are assessed, have timely access to treatment in the facilities and in the community, so revocations due to drug use, treatment failure, positive drug tests, or absconding due to substance use, are reduce by 50%.*
- **Goal# 13: Offenders with Mental Illness:** *To ensure that all offenders with mental health needs have adequate transitional planning and connection to ongoing, timely and targeted services upon return to the communities, so revocations due to lack of treatment/medication are reduces by 50%.*
- **Goal# 14: Building Public Support:** *To raise awareness about and support for giving offenders another chance when they return to communities from prison, so they can access services, neighborhoods, support and other needs to reduce revocations*
- **Goal #15: Data and Evaluation:** *To engage in ongoing robust and vigorous monitoring and evaluation of the state's comprehensive risk reduction and reentry plan.*
- **Goal #16: Legislative Support:** *To have ongoing oversight and support of the legislature of the Kansas plan, to ensure the comprehensive Kansas plan for risk reduction and reentry is implemented to increase public safety, reduce recidivism and avert costs and growth in the prison population.*
- **Goal #17: Kansas Reentry Policy Council:** *To establish and sustain a reentry policy council that supports the development and implementation of the KOR3P by promoting interagency collaboration, investing in neighborhood based strategies, and holding state agencies accountable for the outcomes of the plan.*

■ **Goal #18: *Steering Committee:*** *To establish and sustain a Steering Committee to develop the implementation plans necessary for execution of the KOR3P.*

■ **Goal #19: *Engaging Local Communities:*** *To establish relationships with local communities that include support from elective officials, key stakeholders and citizens, that enables the KOR3P plan to be implemented in ways that are defined and designed by the local communities.*

■ **Goal #20: *Probation and Community Corrections:*** *To enlist and engage the participation of probation and community corrections in the state's comprehensive risk reduction and reentry plan.*

## **Defining the Need for KOR<sup>3</sup>P**

KOR<sup>3</sup>P has developed over a period of several years, in response to increasingly pressing needs raised by the return of offenders to Kansas communities. Each year in Kansas, nearly 5900 offenders are admitted to prison, and 5800 are released; nearly one out of four released offenders in fiscal year 2006 released on a full discharge, without any further supervision. At the time of release, risk/needs assessment data indicate the following about the risk/needs at the time of release:

- 24 percent are homeless, in that they have no home they can or are permitted to go live
- 60 percent are high risk in the area of employment
- 35 percent have been diagnosed with substance abuse or addiction, and one-third are high-risk in the area of drugs and alcohol
- 23 percent are high risk in the area of family/marriage
- 52 percent are high risk in the cognitive area (attitudes and orientation)
- At least one-third have some barrier to obtaining a driver's license and to reliable transportation
- Nearly 15 percent have a pending warrant *that we know about* for some outstanding legal matter (often related to unpaid child support, unresolved fines regarding traffic matters, or pending misdemeanor matters, many pertaining to domestic violence)
- Nearly all offenders face daunting financial issues, including limited or no funds and income, bad credit histories, and various obligations such as the outstanding child support and traffic matters, supervision fees, co-pay for treatment or placement at a community residential bed, and family/household obligations

These are all in addition to supervision requirements, concerns by neighborhoods and the community-at-large about their presence, difficulties accessing treatment, housing and employment, and an overall stigmatization that makes reintegration and success challenging.

Like many jurisdictions, Kansas was facing large return rates, with 50 percent of the offenders being released returning for very short periods within six months, compared to 14 percent committing new crimes. Some data analysis done in the past few years indicates that higher risk offenders were returning at the rate of 60 percent or higher, and offenders with mental illness were reaching return rates of 70 percent. In 2005 a review of admission date indicated that 52.5 percent of the offenders admitted to prison served six months of time or less.

Thus Kansas was facing an enormous expenditure of resources, with offenders moving in and out of prison rapidly and frequently, with substantial risk and need factors

going unattended, which led to even higher return rates. It was essential that the department identify strategies to slow down the return rates, and safely stabilize offenders in the community after release. Given the level and type of risk/need areas, it was equally apparent that the work with offenders in terms of risk reduction and reentry had to begin at the time they entered the prison system.

## **Steps Already Taken to Achieve Vision, Mission & Goals of KOR<sup>3</sup>P**

The KOR<sup>3</sup>P has developed over a period of several years. During the past several years, at least since 2001, the Kansas Department of Corrections (KDOC) has undertaken a broad review of policies, practices, services and programs to determine, how to impact the ability of offenders to succeed upon return to their communities, after incarceration; to identify ways to safely reduce the number of revocations for condition violations on parole; and to increase the capacity of the KDOC, other state agencies, and local communities to work with offenders effectively, to prevent the number of people coming or returning to prison. This inquiry opens up an array of issues, including,

- how to hire, prepare and support staff in doing risk reduction work;
- how to establish broad-based reentry services for offenders leaving prisons;
- how to identify what risk areas need to be addressed with offenders from the time they enter the system, and deploy resources accordingly;
- how to engage state and local agencies and organizations effectively, so they are genuinely involved and able to be part of the solution on a sustained basis;
- how to use information and communication to impact community and public attitudes;
- how to work with the media effectively; and,
- how to address the many criminogenic issues and needs that arise for offenders when they try to succeed and reintegrate (e.g., housing, employment, family issues, financial issues, transportation, identification, substance abuse and/or mental health treatment needs, medical care, problem-solving pro-socially, connecting to support systems, and effectively re-engaging as a citizen).

Since this work began, KDOC and its many partners have had the opportunity to learn from experience, the research, and national experts, about what is effective when doing risk reduction and reentry work. This has allowed us to engage in long-term strategic planning, with local, state and national constituents and advisors, to develop a systemic plan for infusing risk reduction and reentry practices into corrections work



throughout the state. That plan will be detailed here, with various strategies, including how to gain and use resources to carry out this plan. Doing this work has underscored the pressing need for comprehensive and quality evaluation, which has given rise to a review of our data collecting, tracking and reviewing abilities, as well as the degree to which our current information system does or does not support risk reduction case planning and reentry planning with offenders. Thus as part of our planning we are doing a broad assessment and restructuring of our information systems and their capacity to meet the needs associated with this work.

In addition to several technical assistance grants (including ones to address condition violators, offenders with mental illness, organizational culture, offender housing, and partnerships with law enforcement), through the Serious and Violent Offender Reentry Initiative (SVORI) federal grant, we were able to establish a comprehensive reentry program in Shawnee County. That site served as an incubator, and allowed us to work through the details of establishing a reentry program that began work with offenders prior to release, assessed risk and need and engaged in case planning that targeted risk areas, included strengths-based strategies and accountability, and engaged key service providers and other community members. That program has demonstrated success to date, with return rates staying at 20 percent or lower.

With what we learned through the program in Shawnee County, we began work with two other large counties, Sedgwick and Wyandotte, involving elected officials, law enforcement, the faith community, neighborhood representatives, victims and victim services, formerly incarcerated individuals, and other service providers and constituents. In Sedgwick County, this culminated in a reentry program that began enrolling participants in April 2006, funded one-third by the county and two-thirds by the state. Numerous community meetings have been held in Wyandotte County, and the Unified Government has officially voted to support reentry work; however, at this time we have not achieved the financial commitment needed from that county to move forward on a reentry program.

### ***Internal & Organizational Changes***

Risk reduction and reentry is seen by many as a philosophical shift from how corrections has done business in the past. Many corrections professionals have seen their work as more risk-containment oriented and less focused on internal change, or what some call rehabilitation. This led to a dynamic where offender resistance was often met with counter-resistance, and notions of engaging offenders in the effort to change, intervening in anti-social thinking, or helping offenders learn to address their areas of risk and need effectively, was seen as “soft” on crime. In addition, the work in corrections is often dominated by inflexible policy, black-and-white strategies, and rigid structure and lines of authority. The end result is that offenders are moving through the system with limited contact with corrections staff that pertains to internal change, and processes that govern work rather than long-term success as the goal. This is not to say that corrections

workers aren't concerned about the welfare of offenders or their families; often they are, appropriately so. It does say, however, that security-oriented structures in facilities and in community supervision are often the dominant focus of the work, and staff frequently are not hired, trained, developed, evaluated, or promoted on the basis of whether they helped an offender succeed.

Thus an important part of this work involves internal change. This includes change in policies, procedures and practices; change in skills that are sought and developed; and change in expectations, role definition and priorities. The degree and nature of the change amount to a change in organizational culture, and redefinition of roles and responsibilities. Thus, through various means, we have established new or different services or practices at various places in the system, within and without KDOC, to move everyone toward a risk reduction philosophy, and a success-oriented and accountability-based model for working with offenders. Some highlights of what has been done during the last several years are the following:

- Training in motivational interviewing, cognitive reflective communication, and purposeful communication.
- Employee forums to address planning and implementation.
- Assessment of organizational culture in parole services
- Establishment of multi-discipline teams at the state level to address policy issues, and at the local level to engage in specialized release planning and case management
- Interfaces between parole and facilities, in at least three ways,
  - Teams of parole officers and facility counselors conducting parole orientation sessions with offenders in the facilities who are within six months of release
  - Parole officers and facility counselors participating in transition team meetings in individual cases with reentry staff and specialists
  - Strategic planning sessions between parole and facility staff to implement risk reduction strategies regionally
- Community forums to address returning offenders
- Change in how we talk with the media, with more focus on the risk reduction work being done, and more openness and access
- Implementation of the LSI-R, at entry into the system, prior to release, and on parole; and some case planning is occurring, in reentry programs and on parole, based on assessed risk and needs

- 3-day workshop on risk reduction and reentry involving staff from all areas of operation and levels within the department
- Policy review to reassess whether policies support risk reduction and reentry

### ***Broad Support***

A substantial amount of work has been done to gain broad community support and involvement in risk reduction and reentry work. In the past, state corrections officials and staff conducted their work largely removed from the local communities, interacting only when problems arose. Little was done to involve the community in the reintegration effort, save a few willing participants who approached the department, and feedback to officials largely pertained to how offenders were being contained and how to respond when a crisis presented itself. The dialogue with state officials, including legislators and other state agencies pertained to bed space capacity and providing inmate labor in various situations. While the KDOC had always engaged in programming and rehabilitation efforts, these efforts received only limited public attention, and many did not see this as an important part of the department's role and mission.

In these past several years the nature of the dialogue has changed. State officials and legislators have been presented with detailed information about risk reduction and reentry, and have been invited to participate as partners. At the state level there has been some noticeable success, which has helped build an infrastructure to support the ongoing work. This includes:

- The Kansas legislature established a committee to address recodification, rehabilitation and restoration, called the legislative 3Rs committee. Three subcommittees were formed, on reentry, behavioral health and recodification, and these subcommittees met and worked throughout 2005. During the 2006 legislation session the 3Rs committee was extended for another year, after presenting detailed reports from all three subcommittees. The Secretary and many of his staff worked closely with these subcommittees, particularly on reentry and behavioral health, and the end result was a series of valuable recommendations that would enhance risk reduction and reentry work in Kansas.
- Also as a result of the work with the legislature, including the 3Rs committee, a Kansas Reentry Policy Council has been formed and is in place. The Council is made up of several key cabinet members, and the Chair and Vice-Chair of the legislative 3Rs committee. An Executive Director is employed, effectively September 24, 2006, and will be carrying forward the Council's work. The Council will focus on marketing and public education/advocacy, supporting neighborhoods and communities in addressing systemic issues that impact returning offenders, and ultimately even those issues that cause people

to go to prison in the first place, and evaluation and outcomes for all risk reduction and reentry work.

- In addition, by virtue of information-sharing, and the success shown to date with risk reduction and reentry efforts, the department has gained widespread and bi-partisan support from the legislature, Governor's office and Cabinet members. The Health and Human Services Sub-Cabinet has supported risk reduction and reentry efforts, by forming multi-agency teams to address policy issues, and devoting staff time to support the work. As noted above, many of these Cabinet members are also members of the Kansas Reentry Policy Council, and as described further below under individual goals, these state agencies have been key players in some of the work that has already occurred, and that will occur in the future.

- A legislative summit on risk reduction and reentry was held in Wichita, Kansas in April 2005. This session was attended by dozens of legislators, as well as local officials and community partners, and keynote speakers included Governor Kathleen Sebelius and Senator Sam Brownback, both supporters of risk reduction and reentry work. Significant policy issues were discussed, after a review of current data about the imprisonment and return rates in Kansas, and the week after the summit, the legislature funded two-thirds of the Sedgwick County Reentry Program (which is co-funded by Sedgwick County), as well as allocating funds to being dialogue in Wyandotte County about a shared funding effort, and funds to sustain the Shawnee County program.

In addition to work done at the state level, the department has done significant work in the local communities, including the following work that focuses on the four largest urban areas in Kansas (Sedgwick County/Wichita, Shawnee County/Topeka, Wyandotte County/Kansas City, and Johnson County/Olathe and Overland Park and surrounding areas):

- In Sedgwick County, where the largest number of releases occurs each year, in February 2003 a community meeting on reentry was held in Wichita called the Wichita Assembly. This event was planned by the city, county and state, after a great deal of community concern was voiced in connection with a community residential bed center located in that community and the opening of a day reporting center. The event involved over 150 local representatives (including representatives of neighborhood organizations, the service industry, law enforcement, elected officials, the local university, former offenders, family members, victims, etc.) to discuss this topic. The group made specific recommendations about how to move forward, including the formation of a City/County Offender Reentry Task Force. A few months later the task force was formed, which included representatives from state corrections. After over a year of work, which included focus groups, surveys, data review, literature review, consultation with national experts, in-depth review of existing practices, study of best-and-evidence-based practices, forums with neighborhoods, interviews with key local officials, and meetings with the editorial board of the local paper, the task force made a series of recommendations in a detailed

report. Two significant things have flowed from that work, along with a number of ongoing smaller initiatives:

- First, the county agreed to fund one-third of a reentry program, and that program began January 2006, with participants enrolled in April 2006, and to date over 60 participants are being served. Two key components of this program are 1) the placement of a reentry liaison at the Wichita Police Department, and 2) the placement of a reentry housing specialist at the City's Housing and Community Services department.
- Second, the city and county are actively engaged in a project to rehabilitate and transform distressed neighborhoods in northeast Wichita, where the largest number of offenders come from to go to prison, and return to after prison. This project has gained broad support from the city and community, and the city is now working to obtain funding for project planning. This, of course, will have a significant impact on risk reduction and reentry by removing many of the most daunting and pernicious barriers to reintegration, and helping to break the cycle of imprisonment that has become generational. The project will include redevelopment, entrepreneurial opportunities, job opportunities, and service coordination in the neighborhood.
- In Shawnee County, where the second highest number of releases occur each year, as part of the work done to apply for SVORI funds, the KDOC convened meetings with over fifty partners in the county, to share information about reentry, and gain support of the community. These partners have remained involved in the work, some more than others. For instance, key service providers in the area of housing, employment and mental health and substance abuse treatment have remained actively involved in the reentry program in Shawnee County. The Topeka Police Department (TPD) houses a position funded by the state (now, originally SVORI), and through two changes in who is holding the position of Chief of Police, and a change in the form of city government (moving to a stronger city manager model), the TPD has remained actively involved. Even so, the local governments are not fully engaged, and more work is needed in that regard. As a result of the willingness of the local government in Sedgwick County to co-fund a reentry program there, the legislature desires to see a similar model in all local jurisdictions where reentry programs are located. The Secretary and his staff have started dialogue with City Council members and County Commissioners in Topeka and Shawnee County to move toward a funding partnership. A year ago the City Council reviewed a proposed ordinance that would have placed significant restrictions on housing for sex offenders; this provided the occasion for dialogue between the Secretary and members of the City Council about offenders in general, which the Secretary will build on to pursue this relationship. In addition, the local community mental health center is not fully engaged, particularly at the leadership levels, despite numerous boundary spanning meetings. Due to the work between case managers in reentry and case managers at the local center, service access has improved, but again there is more work to be done in this regard.

- Wyandotte County, where the third highest number of releases occurs, has presented a challenge. Over four years ago, when funding was available through the federal government (under the VOITIS grants), Kansas set on a course to use those funds to establish a day reporting center in Wichita, Topeka and Kansas City. (Wyandotte County is where Kansas City, Kansas is found. It abuts Johnson County, a far wealthier and larger county in Kansas [see below]. It also abuts Kansas City, Missouri, a large metropolitan community, so there are many dynamics about jobs, economic issues, demographics/population [Wyandotte County has the largest proportionate population of African Americans in Kansas], and the crossing-back-and-forth between Johnson County and KCMO.) The relationship between the local Unified Government in Wyandotte County and the state legislature has been and continues to be strained, and in the end this (along with many other factors, including self-image, political dynamics, etc.) caused the community to be adamantly opposed to the opening of a Day Reporting Center. This county has perhaps poorest in resources (until some recent economic development) of any large county in the state, and there is a substantial need for services for offenders, on probation, community corrections and parole supervision. Even so, after a series of extremely strident community meetings, highly publicized with inflammatory headlines, the DRC was stillborn.

It took at least a year of “quiet time” before the community could even be approached again. In late 2003 and early 2004, the Secretary and some of his staff began approaching officials in the community, making it clear the goal was not to place a DRC, but instead to address the realities of the issues associated with returning offenders. This culminated in a large community meeting, sponsored and supported by the Kansas City, Kansas Area Chamber of Commerce, United Way of Wyandotte County, and a group of neighborhood associations called the Dottes; and was hosted by the Kansas City, Kansas Community College, in January 2004. This day-long event established a good platform to continue working on reentry in the community. During the rest of 2004 a Steering Committee formed out of the community meeting met to address reentry. The University of Kansas facilitated the work, and the National Institute of Corrections made funds available to bring in representatives from several jurisdictions that had done similar work in their communities. In January 2005, a final meeting was held, where recommendations were finalized for a reentry program in Wyandotte County.

From there, conversations occurred with members of the legislative delegation from Wyandotte County (who had been involved in the planning from the beginning), and the Unified Government, including a new mayor elected in January 2005. As a result, the Kansas legislature funded two-thirds of the cost of a reentry program in Wyandotte County, subject to the local government providing a one-third match. In March 2006, the Unified Government voted to support the reentry program, and work with the KDOC to enter a partnership. However, in the last round of budget decisions in July 2006, funds were not allocated for the cost of one-third of the program. The Secretary and his staff are in dialogue now with local organizations about the possibility

of a partnership between private foundations to get the program started, with the thought that the impact of the program will finalize the Unified Government's financial support.

It is important to note several things that have taken place meanwhile that support reentry work in Kansas City: 1) Gracious Promise, a faith-based organization, has augmented its work with families of offenders with significant reentry components, including case management and housing services; this organization works closely with the KDOC and desires to continue in a working relationships; 2) Wyandotte Focus, a small faith-based initiative, was funded with the support of Senator Brownback, and has begun working with offenders in the county in the areas of housing and employment, though at this point they are not willing to serve sex or violent offenders; 3) the local community mental health center, The Wyandot Center, has entered a strong partnership with the KDOC, participating in the ongoing work regarding offenders with mental illness; the Center has agreed to have a staff person make contact prior to release with offenders who are seriously and persistently mentally ill (SPMI), who can be housed at Topeka (women) or Lansing (men) Correctional Facilities, to establish a relationship with the offender prior to release, to be ready to provide services immediately upon release; and 4) the local public housing authority has worked with the KDOC to identify strategies for increasing access on a case-by-case basis, when it is safe to do so, for returning offenders, particularly if they have family living in public housing already. So there are relationships in place to build on, and the strong resistance the community demonstrated four years ago to any activity with the KDOC has substantially decreased.

The approach taken with Johnson County has been somewhat different. This county has a population that nearly matches Sedgwick County, but the rate of offenders coming from and going to this county is less half (about 1800 releases to Sedgwick County per year, compared to less than 500 releases to Johnson County per year). This is a county rich in resources, and with a strong community corrections program, including one of only two community residential centers (the other being in Sedgwick County). The relationships in this county have been forged mainly through Community Corrections, the court and probation, and a slowly-budding relationship with the community mental health center. It should be noted that the parole office in Olathe, the county seat, has always had good working relationships with local providers, so this county has not had quite the level of crisis in accessing services as others. In addition, Heartland RADAC, the regional alcohol and drug assessment center that serves northeast Kansas, is in Johnson County, and the KDOC has a strong working relationship with this organization, which provides quality services and sees the value of this partnership.

Two examples of a partnership between the KDOC and Johnson County, besides the (relatively) good rapport between the community and the parole office, is found in: 1) the Johnson County Community Residential Center will take placements from returning offenders; they do a thorough screening and work closely with KDOC release planners to place offenders returning to the area who would benefit from going through the center; and, 2) during 2003 and 2004, under the auspice of the Kansas Sentencing

Commission, several staff from the KDOC facilitated a pilot effort involving the LSI-R. Through a change in legislation (that still stands), the judges were given discretion to assign offenders to either traditional probation, community corrections, or the residential center, based on their LSI-R scores rather than based on the sentencing grid in place in Kansas. Multiple planning meetings were held with judges, prosecutors, public defenders, service providers, and probation and community corrections staff, to implement this pilot. Dr. Alex Holsinger from the University of Missouri at Kansas City provided research support. In the end, the LSI-R was implemented in probation and community corrections; and the analysis done by Dr. Holsinger showed a substantial improvement in placements and outcomes due to the change in placements. The use of the LSI-R continues in this form to this date, and had an impact on the legislature mandating the use of the LSI-R in the passage of Senate Bill 123 (which placed first-time drug offenders in the community with cognitive-based treatment and assessment and case planning pursuant to the LSI-R).

There is a strong infrastructure in place in Johnson County to build on with augmented risk reduction and reentry resources and services. The local corrections agencies will be key partners. The leadership at the community mental health center have expressed a desire to work more closely with the KDOC as well, so this is a place where a relationship can be built.

In addition to work done in the four largest counties, the KDOC has worked with local partners, in housing, employment and local corrections agencies, to build partnerships in the second tier of counties, including Saline (Salina), Reno (Hutchinson), Douglas (Lawrence) and southeast Kansas. Another 15 percent of offenders in Kansas release to these areas, so risk reduction and reentry services will be important to establish. Saline county is within 30 miles of Ellsworth Correctional Facility, and Reno county is where Hutchinson Correctional Facility is located, as well as where the KDOC's director of Offender Workforce Development Specialist training and services is housed (who has recently relocated to the local workforce development center to strengthen that relationship). Staff in these facilities are working closely with various providers in these nearby counties; and parole staff in each of these locations continue to work to establish risk reduction and reentry services through partnerships with local providers. It will be important to include resources and work in these areas, as well as the scattered counties where a small number of offenders are placed throughout the state.



## **Administration & Models for KOR<sup>3</sup>P**

### *Administration*

The management of risk reduction and reentry work statewide will require an infrastructure of support at the state level. Over the course of the past several years, KDOC has established relationships with key cabinet members and legislators related to this work. This has included a great deal of information-sharing, and strategic planning with cabinet members and their staff, identifying common missions, common populations, and specific strategies to share resources, and work with the offender population and their families together.

As result of the work done over several years, the Kansas legislature established the 3Rs legislative committee, which led to the formation of the Kansas Reentry Policy Council (KRPC). The KRPC is now in place, and its membership includes the Secretaries of Corrections, Social and Rehabilitation Services (SRS), Health & Environment (KDHE), Commerce and the President of the Kansas Housing Resources Corporation (KHRC). In addition, the Kansas Parole Board (KPB) Chair and Chair and Vice Chair of the 3Rs committee are members. (It will be necessary to review adding possible other members in the future, including permanent legislative positions, the Commissioner of the Juvenile Justice Authority (JJA), the Secretary on Aging, the Secretary of Revenue [or her representative from the Division of Motor Vehicles] and the newly-established Kansas Health Policy Authority. Each of these agencies has some part in risk reduction and reentry work.)

As the chart below illustrates, the KRPC will provide oversight to the work, including advocacy in the form of public education and marketing; policy support, including promoting necessary legislative change and agency policy and procedure change; support of communities in establishing local and neighborhood-based initiatives; and oversight of the progress and outcomes of risk reduction and reentry work. By involving key Cabinet, legislative and other members, those with authority to make the necessary change and progress will be involved in strategic planning.

At the same time, statewide implementation will be shepherded by a statewide steering committee, which will consist of representatives from these various agencies, who have sufficient authority from the agency head to implement change. The steering committee will meet regularly, engage in strategic planning related to each of the goals of the plan, identify topics that require detailed implementation plans, and form task forces to develop these implementation plans. The KRPC will review and approve the implementation plans, which will then return to the Steering Committee to move forward. The task forces formed will at times be planning task forces, and at times be implementation task forces, depending on the status of the work around a given issue. For instance, there is a pressing need to develop a specific implementation plan for offenders with disabilities (including mental illness) to be able to process benefits

applications prior to release, so that benefits are in place at the time of reentry; and, if an offender is revoked, to suspend payment of the benefits during incarceration without dissolving the eligibility status of the offender. This issue has been identified as a critical one for future success. Representatives of KDOC, SRS and the new health authority would be formed into a task force, under the oversight of the Steering Committee, to develop a specific implementation plan to accomplish this goal. There are dozens of issues of this nature that would be addressed by the appropriate task force, formed and guided by the Steering Committee.

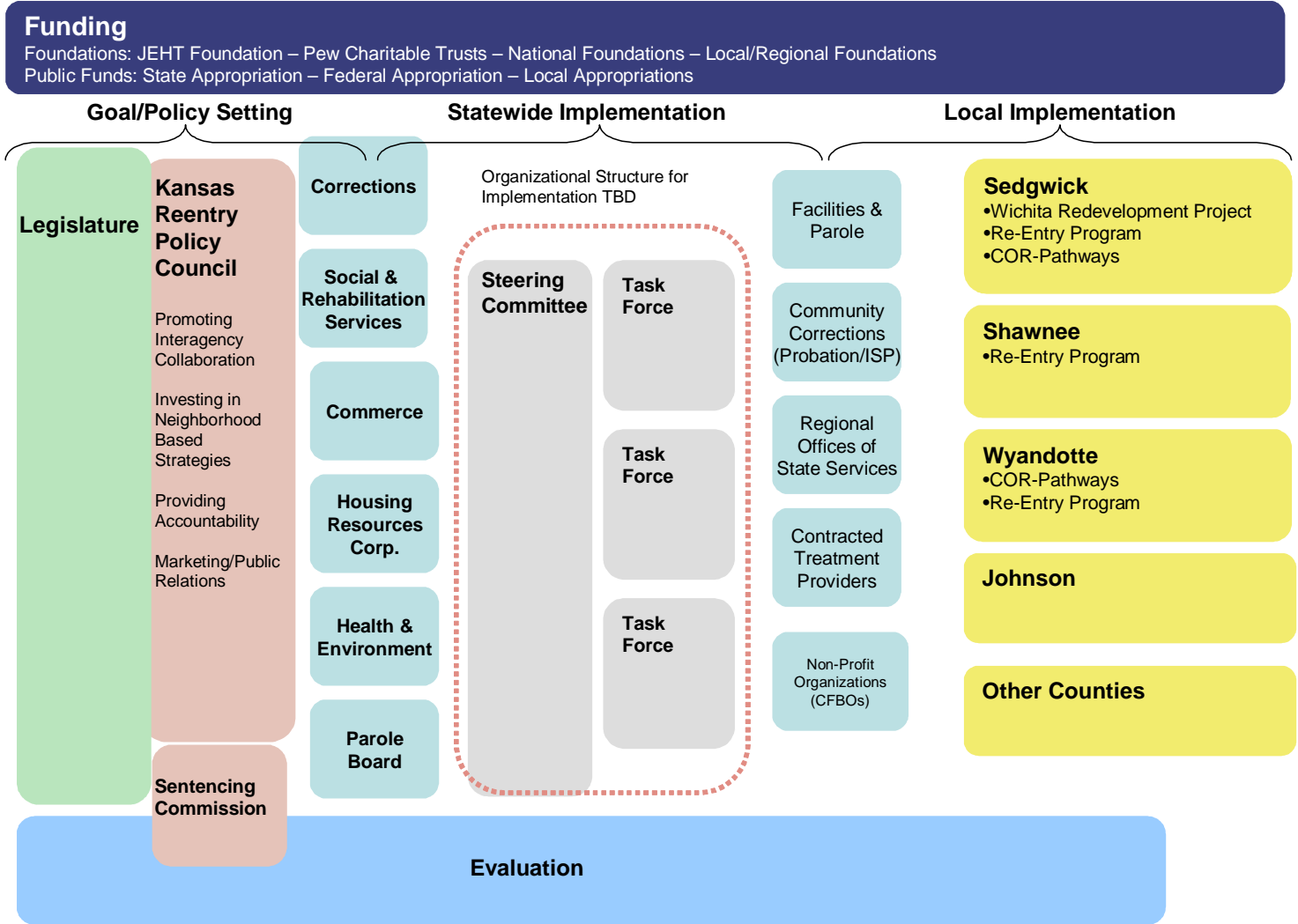
Meanwhile the KRPC has hired an Executive Director, who will be a liaison between the KRPC and the Steering Committee, to ensure the KRPC is addressing policy issues at the management and legislative level, to remove barriers, and promote the progress of the work. As recommendations are developed, they will be presented through the Executive Director to the KRPC, for feedback and follow-up as necessary. At the same time, the Executive Director and KRPC will promote the work through public education, and develop and implement a marketing plan. Also the Executive Director will work with the KRPC to establish benchmarks for outcomes, and to gather, review and report on data that tracks how the work is progressing, identify areas where progress is stalled, and develop strategies to overcome barriers.

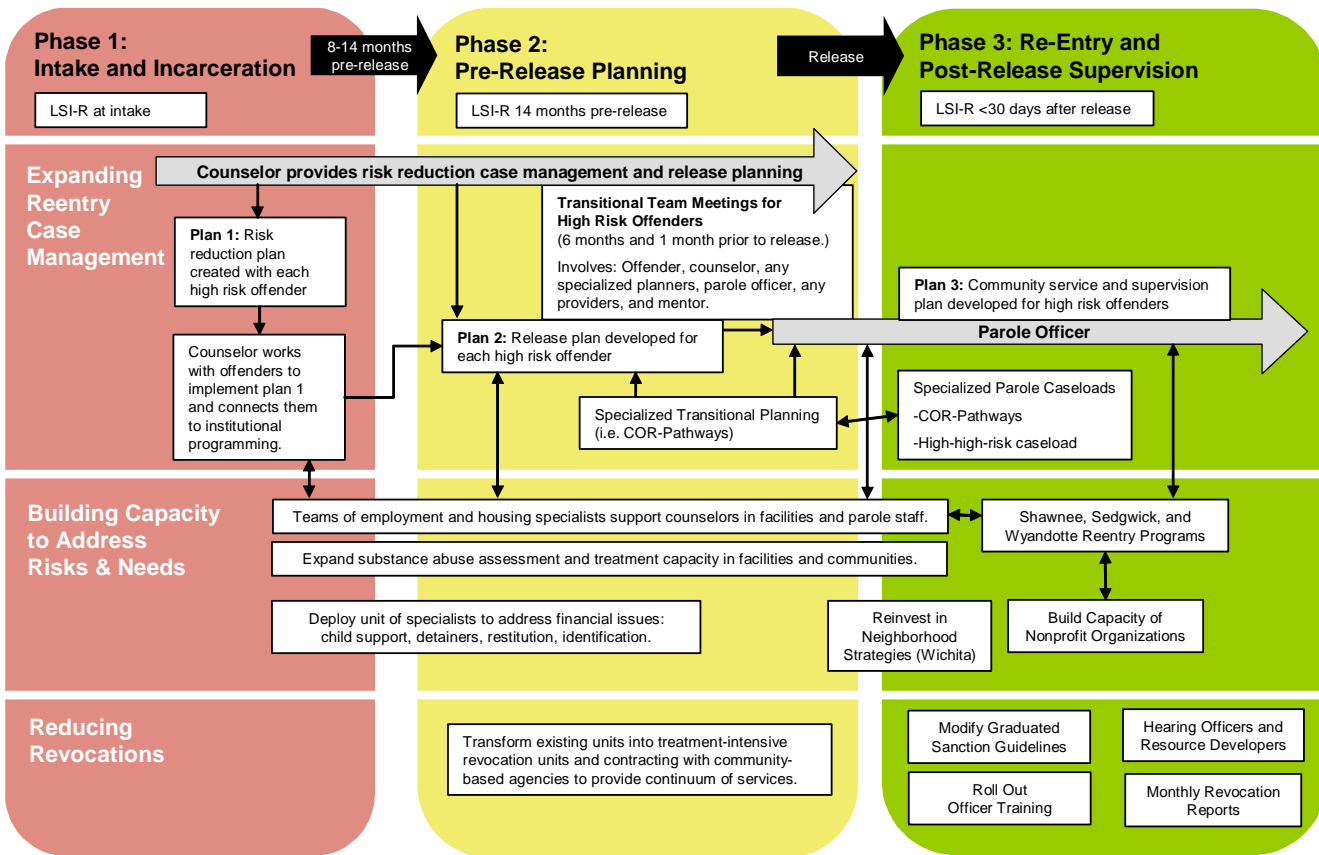
In addition, a team of statewide reentry staff has been established, under the supervision of the KDOC Reentry Director and deputy secretaries of Programs, Field Services and Facilities Management. These statewide staff will work closely with the Steering Committee, often serving on the task forces by topic, to address implementation of statewide practices. These statewide positions include a team of reentry staff, specialists in mental health and substance abuse and family services, financial specialists, and positions to address capacity-building with community and faith based organizations, business development, community initiatives and custody and classification issues, all of which impact risk reduction and reentry work. These statewide positions are strategically placed in agencies or divisions of KDOC to engage various staff whose work involves or impacts the ongoing risk reduction and reentry effort.

The KRPC, Steering Committee, and statewide staff, will work with local staff, in the facilities, parole and community organizations, to support their work in moving forward with multi-discipline and multi-agency case work. Local positions will include mental health and substance abuse specialists, housing and job specialists, case managers to work with the highest-risk offenders, and volunteer developers who will work with community and faith-based organizations and individuals wishing to provide volunteer support to risk reduction and reentry work. The Reentry Director and her staff will work with local specialists, department managers (including wardens, deputy wardens, classification administrators, parole directors and parole supervisors), and statewide specialists in and out of KDOC, to coordinate work between the state positions and local positions; and work closely with the Executive Director of the KRPC to coordinate all of the on-the-ground work with the policy and planning work of the KRPC.

# Models

This chart reflects the administrative infrastructure for the plan.





The model for risk reduction and reentry work in Kansas, at least to begin, covers the period from incarceration to discharge from parole. This chart reflects how the work is done across this spectrum. As we move forward with developing risk reduction case management and case planning, the work will be designed to begin with offenders as they enter prison, and continue unbroken until the offender is discharged from post-release supervision. As discussed further below, under specific goals, in developing case management automation and data support, and comprehensive training, representatives of community corrections are involved, with the goal of moving the model back to the period when an offender is under supervision in community corrections. This is so because today the biggest feeder into prison is community corrections, where there is a significant revocation rate. A recent review of available data reflected these revocation rates on probation (which most frequently occurs in community corrections, rather than traditional probation). (Community Corrections in Kansas is governed at the local level, by counties or consortiums of counties, with some oversight of the budget and programming by the KDOC. Traditional probation, on the other hand, is governed by court services, and is therefore under Judicial Administration.)

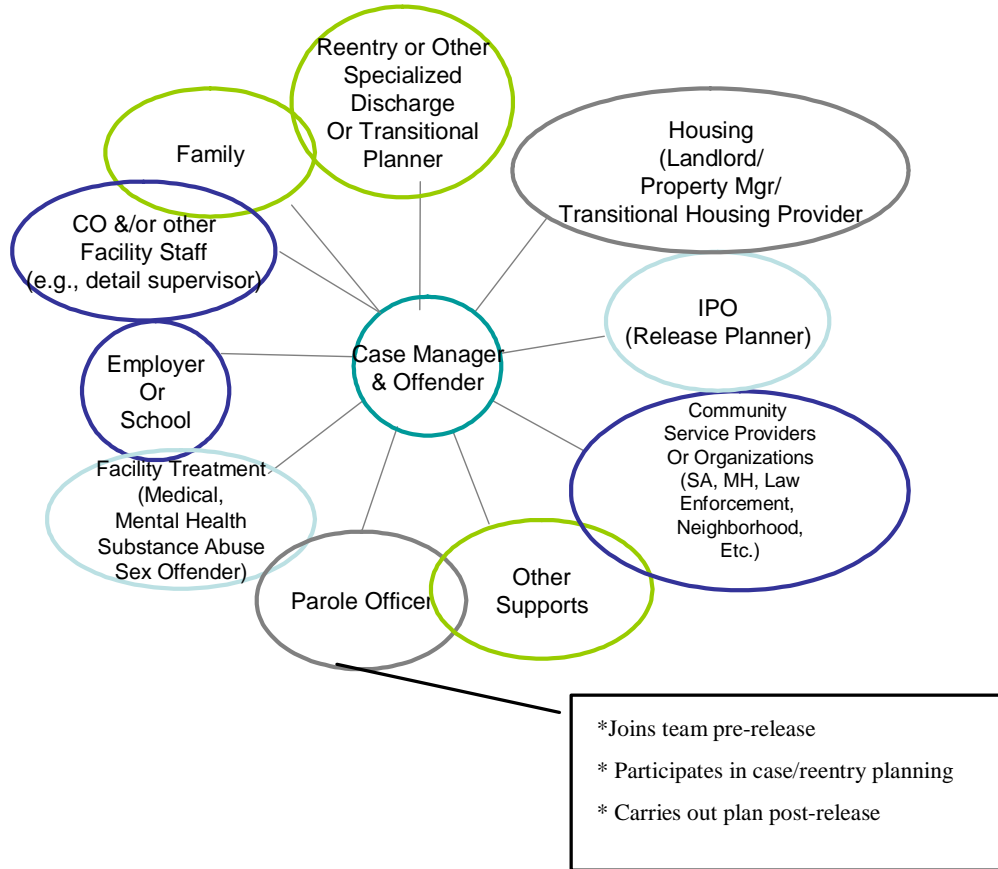
The goal of this model is to stop treating the period of incarceration as completely disconnected from the offenders' time in the community before and after incarceration. Strategies will be employed that enable KDOC to have information upon the offender's entry from key agencies, including community corrections and the courts, mental health and substance abuse providers, housing information, family information, information on

financial obligations, information on pending legal matters that will lead to detainers, and so forth. Also at entry the offender's risk and need areas will be assessed (which is already occurring), and a case plan for risk reduction developed based on that assessment. The period of incarceration will be used to carry out case planning to reduce risk, with decisions about housing, employment, program participation, visits, etc., made in the context of the case plan. As the offender nears his or her release point, the case plan will convert to a release plan, which will feed the supervision plan in the community. Ongoing risk/need assessment will occur, to assess the progress of risk reduction, with the intense doses of case management and treatment being deployed for high-risk offenders.

A recent review of admissions data indicated that 52.5 percent of offenders serve six months or less. This is in large part due to the number of parole and probation violators entering prison. Therefore, a significant part of the strategy will be to establish case planning and case management for short-term offenders, to break the cycle of return. That work will follow this same model, just in a more condensed form.

Another way of conceptualizing the work in Kansas is the model below, which depicts a multi-discipline approach to working with the offender to address risk. Historically, various individuals or organizations have interacted with the offender, before, during and after prison, but seldom have they worked together. The case management model being developed in Kansas will center on this multi-discipline approach to case management. The offender will be a key participant, and a lead case manager will work alongside the offender to develop a risk reduction plan, and eventually a release plan and supervision plan. Along the way, those who impact risk, and/or are impacted by the offender's return, will be engaged to participate, including through transition team meetings, and appropriate information sharing and co-case management.

# Multi-Discipline Model



## **Goals, Objectives, Strategies & Resources for Implementation of KOR<sup>3</sup>P**

In this section we will provide specific objectives and tasks, at the state level and at the local and community level, for each of the goals of this plan. As described further below there are staff in place, in KDOC and in various other agencies, which have put their hand to risk reduction and reentry work, full time or as part of their ongoing duties. Those positions have evolved over time, as the state has undertaken to enhance risk reduction and reentry work. Through this grant application process, additional staffing has been identified to establish system wide and statewide services. Funding for some of those positions is sought through this grant, to initiate the position, with the state picking up the funding (usually after 12 months, a few times after 6 months).

Meanwhile, through the normal budget process, the Secretary and his staff are seeking additional funding for case managers and program dollars (including education, vocational training/job preparedness, substance abuse treatment, and housing services and voucher funds). In addition, during the last two years, discharge planning services for offenders with special needs (including mental illness and medical needs) have been substantially increased through a new contract for mental health and medical services, and that issue will continue to receive review. All of these strategies are combined here, to establish the necessary level of services. How many of the positions in the proposed additional staffing plan will ultimately be needed will relate in some substantial measure to how much success we have as a department in increasing our own capacity to do case management with the risk reduction model, how well we build the capacity of community and faith based organizations to do so, and how much we are able to restore and enhance programs.

A snapshot of the positions requested through JEHT funds, in years 1, 2 and 3, identified by particular goals, is found at the end of this section. This table shows where the positions we are asking JEHT to fund over a three-year period, will be applied to specific goals (though at times they are overlapping), against the backdrop of existing positions, the overall staffing pattern, and a series of strategies employed by the KDOC and its partners to gain or redeploy other resources to support this work.

As detailed below, JEHT funds will not fill all positions for the desired staffing; nor will these funds address the need for comprehensive evaluation, additional treatment and other programming, or marketing costs. Those issues will be addressed through other funding requests, with JEHT funds leveraging those requests. However, the funds do, goal-by-goal, provide specific positions to target specific areas, building on what is already in place, and providing a platform to seek other funding, plug in other resources (such as additional programs and case managers), to lead to a statewide comprehensive risk reduction and reentry model and approach. Further, in some respects, positions that are administrative, or Reentry Specialists (shown in Goal #2, Organizational and Cultural



change), will impact all of the areas, as they build the overall risk reduction and reentry model across the state. Also, though a goal may not show specific devoted staff (e.g., transportation, law enforcement), as noted below, these goals have strategies and tasks, and work is underway and will continue in those areas, using existing resources, or building resources in the future.

As indicated above, over the past several years, some resources have been garnered to establish specialists around the state, including reentry case managers, housing, employment, cognitive and substance abuse specialists, teams of mental health specialists in the facilities, parole and community, and trained Offender Workforce Development Specialists. At the same time, release planners have redefined their roles so they are engaged more in risk reduction and reentry rather than strictly release planning, and victim services positions as well as a cadre of trained Offender Workforce Development Specialists have been established throughout the state. A directory of all these positions is found at **Appendix 1**. This list of staff, which has grown gradually over the past four years, illustrates that there is an infrastructure of work already taking place in the area of risk reduction and reentry.

Also meanwhile, as set out in greater detail in the attached plan, a great deal of skills training has taken place, and various initiatives are underway as the managers and their staff review ways to implement risk reduction and reentry work throughout the department. This follows a successful reentry program being piloted in Shawnee County, which also led to a formal program in Sedgwick County; all of which supported infusing risk reduction and reentry practices throughout the department, as described above.

To continue moving forward on implementing the goals of the plan, the department has identified a staffing pattern that will support the work. The concept is to establish specialty positions, in the department, and within various key service industries (e.g., housing, substance abuse, workforce development, mental health), to take these key roles:

- Establish specialized services for special needs and high risk offenders
- Work with case managers to deliver those services to the offenders, as part of a case plan, in a multi-discipline team model
- Siphon off some of the highest risk/need cases, and take the lead in developing a case plan, and doing case management.
- Establish effective working relationships with the industries they interface with or represent (e.g., housing, workforce development, mental health, etc.) to open access to services for returning offenders
- Provide guidance to their site (facility, parole office) on effective practices in the discipline, for more effective case management
- Serve as a resource of information and related services/resources for case managers

- Conduct classes on their topic (e.g., job preparedness classes, good tenant-ship classes, etc.)
- Assist in collecting data for analysis of the impact of the work

These staff would provide an infrastructure of support, whether through some specialized work, through skills development, through volunteer development, or as a liaison to a key service industry, for all of the staff of KDOC to engage in risk reduction and reentry work. The staffing pattern is found at **Appendix 2**. At **Appendix 3** is a planning worksheet that will be used within the department, and made available to partners, so every time resources are available they are deployed consistent with this plan, consistent with the principles and model of risk reduction and reentry, and consistent with the work already underway.

The funds requested from JEHT would be used to fund a portion of these positions, staggered over time, so that the work can continue to move forward. The legislature would be asked to pick up all of the positions after 6-12 months of funding from JEHT, and also fund additional similar positions, to meet the full staffing set out in the plan. Funding is also requested to support a major upgrade/revision of the KDOC data information system; that work is described in detail in the plan, and reflects the relationship between the overhaul of the data system and risk reduction and reentry case management and case planning. Also some funding is included in the proposed budgets to support training and skills development necessary to build the capacity of KDOC and active partners to engage in effective risk reduction and reentry work.

Funding is requested for specific staff (along with a few other items, discussed in this same section below), and these staff are plugged in to work on specific goals (though at times they have a role in several goals). It is important to note that the intent of the staffing plan is *not* to lay down a duplicate layer of corrections case managers, service providers, mental health case managers, job developers, housing providers, and so forth, nor is it to establish a duplicate track of services for offenders within or without the corrections system. Rather, it is to use these positions to integrate systems in a systematic and sustainable way; to build the skills and knowledge of the corrections and service industries in doing this kind of work, and to establish the model in a structured way; all of which strategies we believe will enable the systems to move toward these practices, and keep them alive. It is likely that specialists will be needed indefinitely, to support case management; and we foresee the likelihood that some measure of “reentry case managers” will be needed in the system for the indefinite future, to work with the highest risk offenders in an intense and comprehensive manner. Key parts of the plan, at the same time, are to build the skills and ability, through various strategies, of existing case managers, indeed all corrections staff in some measure, as well as staff in partner agencies and volunteers in the community, to work with offenders in this manner.

Through these goals and objectives, the hope and intent is that communities, systems, families, volunteers, and anyone else touching the lives of offenders, will have the tools in hand, and put them readily into use, to break the cycle of incarceration that

has led to the kinds of numbers of imprisonment and re-imprisonment that brought about this effort. From the police officer who first encounters the individual, to the service provider working with the family, to the judge setting terms of probation, to the parole board member deciding release or discharge, and everywhere else along the way, risk reduction is the model we hope to establish.

In addition to funds requested for staffing, some funds are also solicited to support the upgrade of the KDOC information systems (OMIS/TOADS), which will enable automated case planning, integration of data systems within KDOC and between KDOC and key partner agencies (e.g., housing, SRS [child support enforcement, mental health, substance abuse, etc.], and so forth). This upgrade will also provide an opportunity, as discussed under Data & Evaluation below, to review the process of case planning, and develop a flow chart of the processes, and interface with various data systems, so that case planning can be fully supported by the data system. It will also allow review of data elements collected and reported, to support risk reduction and reentry work by reporting real time relevant data on cases and caseloads, and by enhancing the ability to pull data relevant to risk reduction and reentry for individual cases, and to evaluate impact.

In addition funding is requested of \$12,000 for a small one-time partnership in Reno County, to build on an existing partnership, and leverage some available funds, to establish an Offender Workforce Development Specialist in that county. Also funds are requested for positions at the Kansas Sentencing Commission for evaluation and programming staff, as part of the overall plan to have rigorous and robust evaluation of the work done in Kansas.

Finally, funding is requested for voucher funds. It may be useful to pause here and discuss the department's experience with voucher funds, and the vision for this component the KOR<sup>3</sup>P. Through SVORI funds, the Shawnee County Reentry Program received some funds for housing vouchers, and eventually identified those funds as a resource for broader voucher use. In communicating with landlords and property managers, one of the realities we learned is that they want some assurance that rent will be paid, and property will not be damaged. This input, coupled with the fact that we know from experience a certain portion of offenders (probably at least one-fourth) come out of prison homeless and without any funds, causing the department to rely on missions and short-term department-funded hotels for housing. This is far less desirable and productive than making some modest voucher funds available for an offender, for security deposits and rent for a few months, while the offender finds employment. At the same time, we have seen that gaps can be closed in terms of transportation, equipment or clothing for employment, assessments for treatment, and sometimes other financial needs, such as paying off unpaid utility bills (from the past), paying for furniture or hygiene items, or helping pay off fines on driver's licenses so an offender can get a valid driver's license for employment. We have also learned that it is valuable to use the occasion of providing voucher funds to address money management, and work with the offender on budgeting. Also it is a good occasion to talk about accountability through a

viable repayment plan, of at least some of the funds. All of this experience led the department to include voucher funds in both existing reentry programs, and also seek further funds in the upcoming budget request for FY 2008, as well as to augment these funds by asking JEHT to provide some voucher funds. While we are still learning about how well this strategy will work, to date it has been useful. The department has developed a policy on voucher funds, with useful tools for the practitioner included, in collaboration with case managers across the state. The process and progress is being tracked closely, for more lessons and information about the effectiveness of this tool. We anticipate that it will fill gaps and fit needs that no other strategy can satisfy, and can be used to leverage many other resources with time.

**Goal #1: Reduce Revocations:** *To safely reduce the number of revocations from parole supervision by 50% by June 2011.*

Many of the objectives and strategies listed under other goals below will impact the rate of revocations. Further, it is noteworthy that over the past two years revocations have been reduced from over 200 each month to under 90 per month, a rate that has now been sustained for five months (as of September 2006). It will be important to continue building risk reduction and reentry services, so this rate can be safely sustained, and so offenders can be more compliant and more able to reintegrate fully and successfully into their communities.

Also, meanwhile, in early 2006 an in-depth analysis was done of revocation data for a two-year period, to identify trends in reductions, causes, correlation between risk levels and revocation decisions, and to identify areas and issues that can be strategically targeted to enhance the ability of offenders to remain successfully and safely in the community. The data disclosed several issues that are addressed in the objectives below, including a lower reduction-in-revocations rate in Wichita; high rates of substance abuse and failure to report as the causes of revocations; and the fact that revocations are still occurring at approximately the same rate across risk levels, suggesting that risk is not being considered to the degree it might be when making revocation decisions.

Specific objectives and strategies for this goal are:

- To increase the ability of parole officers to reduce risk by establishing a clearly-defined case management strategy based on risk reduction principles, that is an integral part of parole supervision.

***The Lead Skills Developer will develop the case management training, with support and assistance from current KDOC staff, including reentry, programs, parole and facility.***

- ***The Lead Skills Developer is already employed and has started this work***
- ***In November 2006 a tri-state workshop will be held in Kansas City, Missouri, that includes a Kansas team (including the Lead Skills Developer); this workshop will address case management training needs, and provide an opportunity to develop some of this training and a training strategy***
- ***The plan is for the training and training plan to be completed and ready to start July 1, 2007.***

***Field Skills Developers in facilities and parole will deliver the comprehensive case management training to case managers in KDOC, in the facilities, reentry and parole.***

- *The goal is to identify staff within KDOC or community corrections to recruit for these positions; these will be new positions*
- *This training should start July 1, 2007*
- *In addition to training for case managers in KDOC, with time community corrections will be invited to participate in this training, so this same work is taking place prior to (and hopefully ultimately in lieu of) incarceration*
- *In addition to the main curriculum for case managers, additional modules will be developed and delivered to:*
  - *Corrections officers and support staff in the prisons and parole*
  - *Volunteers*
  - *Community partners*

*After the case management training is delivered, the Lead Skills Developer and Field Skills Developers will work closely with supervisors, on site, to assess the quality of implementation; to coach and mentor; to support supervisory oversight and implementation; and to diagnose further training and implementation needs for the second phase of this work. We anticipate the training taking a year, or through June 30, 2008. Quality control may be phased in, as groups complete training; also after July 1, 2009, it will be necessary to maintain training both for new staff and for follow-up needs.*

- *To make available real-time data to parole staff about the status of parolees in risk areas (employment, housing, law enforcement contact, treatment, etc.), that is used to determine the risk status of cases and caseloads, and to keep parole staff informed of the impact of their risk reduction work.*
- *Establish a data collection and reporting system that enables parole staff to see real-time risk-relevant information about their caseloads on an ongoing basis. This would include information about the rates of employment, housing status/tenure, treatment, access to services, contact with law enforcement, participation in risk reduction activities, and so forth, on an ongoing basis.*

*The Reentry Data & Program Manager will be working with the IT division, and facility, parole, reentry and administrative staff to develop a data collection and reporting system, from the time of entry to discharge; as well as one automated case planning tool; all of which will support and enable this work.*

*The Reentry Data & Program Manager is employed and has started this work. She has established a multi-discipline team including KDOC staff from all areas of operation, and including some representatives from Community Corrections. We anticipate the planning and implementation will take a year. From there training will be provided on the use of data and the automated case planning tool.*

- To engage in ongoing review of revocation data to identify the causes of revocations for targeted strategic planning.

*An analysis of 2 years of data related to revocations was completed and a report provided in 2006. This review will be ongoing to assess the impact of implemented strategies.*

- To ensure parole officers have resources necessary to address areas of risk/needs.
  - Establish specialists (e.g., mental health, employment, housing, cognitive, family, etc.) in parole in risk areas
  - Provide training to parole staff in development of resources, collaboration, networking, effectively accessing, navigating, etc., to more effectively use available resources and teach offenders how to do the same
- To ensure substance abuse treatment is available timely and at the level as needed for parolees
  - Pre-release assessments consistent with community treatment assessment through RADACs
  - Pre-release care coordination through RADACs
  - Post-release care coordination through RADACs
  - Gap analysis to determine gaps in capacity in partnership with SRS and treatment providers
  - Cross-training between corrections and substance abuse
  - Pilot in Wichita some form of treatment center or devoted treatment services, such as a pre-revocation center, with cognitive-based treatment, and/or in-patient treatment, and/or vouchers for treatment

*The Mental Health/Substance Abuse Specialists at KDOC and SRS will work with Programs, Parole and Reentry staff of KDOC and Substance Abuse (as well as Mental Health) staff at KDOC to do these tasks. These positions were filled effective September 25, 2006. While a detailed plan with tasks and time lines has been developed related to issues regarding mentally ill offenders, these two staff will need to develop this more detailed plan related to substance abuse.*

*Meanwhile technical support is being provided by the Council of State Governments to support ongoing work by KDOC and the Kansas Sentencing Commission to develop further substance abuse treatment resources in parole, and likely some form of a pilot project will be done in Sedgwick County (Wichita) where the highest rates of parolees are found, as well as the lowest rate of decrease in revocations.*

*Finally, as discussed under substance abuse below, positions placed at local Regional Alcohol and Drug Assessment Centers (RADACs) and MH/SA Specialists*

***will work with facility and parole staff to assess offenders, and coordinate their access to local substance abuse treatment services.***

- To have a method for reviewing cases at the point of revocation to ensure risk/need issues have been addressed, and that risk is factored into the revocation decision.
  - Supervisor training/coaching
  - Establish Hearing Officers in parole who review proposed revocations; clearly define their roles and establish their authority vis-à-vis the Parole Board and Parole Supervisor; so there will be a neutral entity reviewing proposed revocations, to ensure risk/need issues are addressed, and that revocations are used when necessary and appropriate. (In addition to a determination of whether a violation has occurred, *Morrissey* states that the final parole hearing is used to determine whether the offender should be revoked *because of* that violation. This strategy would help bring more focus to that issue, providing information to the Board to inform on whether revocation is the best outcome; and to provide feedback to parole about whether to pursue a revocation under the circumstances, given the level of risk, as the only option to enhance public safety.)

***The Parole Management Team will take the lead on this objective. No new staff is devoted to this strategy, other than the Hearing Officers as indicated.***

***There has been substantial training and dialogue in parole for the past two years to address this issue; policy changes have been made, as well as changes in practice. All of the ongoing resource development and skills development will support this goal.***

Key activities underway

- Case planning training with all parole staff
- All revocations are reviewed by parole directors for final approval
- Monthly review of number of revocations trends
- Voucher fund and policy and system for use established with ongoing monitoring
- Broad-based group of system owners and users is reviewing information system for overhaul
- Case management training is being actively developed, including a supportive supervision component



### Key next steps

- Continue reviewing key policies to ensure they support risk reduction work
- Advocate for 12 additional parole officers requested for FY 2008 budget and if obtained use this resource to establish specialized caseloads
- As supported supervision training is being developed for delivery, identify interim methods to assess readiness of supervisor corps and ability of existing supervisors to coach, mentor and support the KOR3P with training
- Create and implement a process for supervisors reviewing revocations that sustains the quality and impact of the current review

### TA needed

- Repeat the workshop from June 2006 with all parole staff.

*Goal #2: **Organizational/Cultural Change:** To create an organizational and cultural environment that supports risk reduction and reentry work with offenders.*

The objectives and strategies for this goal are:

- Continue to assess and address organizational culture, identifying barriers to risk reduction and reentry, and devising strategies to change the culture to an environment that is comfortable with and receptive to risk reduction and reentry work.
  - Follow up on cultural assessments in parole
  - Conduct cultural assessments in central office and facilities, and follow up
  - Develop strategic plan based on assessment results
- Target specific organizational points that are critical to risk reduction work and reentry, applying staff resources to those areas to serve as change agents to change the organizational culture.
  - Establish a position in classifications to address risk reduction and reentry, recruiting a person with classification experience, to work with classification administrators and unit team staff to redefine the role of unit team case managers and staff, to streamline and/or remove some of the tasks they currently perform, and identify strategies for implementing risk reduction and reentry strategies within the classification work in the department.
  - Establish reentry specialists in the facilities to work with case managers in implement risk reduction and reentry work; to model and teach the work; and to serve as change agents while supporting the work locally.
- Use case management training and follow-up work with case managers as a key point to change organizational culture.
- Use communication tools, such as the *R3Q* newsletter currently in development, as a platform for organizational cultural change.
- Use key decision making points in terms of staffing issues, e.g., recruitment, writing position descriptions, announcing positions, screening applications, interviews/assessments, performance reviews, promotions, and other personnel decisions, to reinforce the value of risk reduction, reward risk reduction, and develop the skills of risk reduction.
- Develop a program plan for use of formal programs that supports the plan, and inculcate a philosophy with case managers in using programs as tools

and resources for case management rather than as the only component of case management.

- Ensure that the strategic action plan and overall strategic planning of the department is consistent with and supportive of this plan.
- Developing a learning organization culture, including using naturally occurring meetings, training, in-service and other dialogue with staff to reinforce use of data and knowledge and implementation of evidence-based practices.

***This work will be done by a combination of staff; managers of the agency will have a key role in this work. Resources for this work include:***

***The Classification Risk Reduction & Reentry Specialist will be devoted full-time to this work, and is a JEHT-funded position in the first year. This position will work with Classification Administrators and other custody and classification staff to review and revise policies, practices and procedures that have been in place for years, which often have the impact of disrupting risk reduction work.***

***For instance, there is a significant amount of movement between facilities (for the male offenders; all the women are housed in one facility, and the difference in the ability of counselors to do case management work is apparent), for reasons related to security, at the request of the offenders, because of programs situated at different locations in the state, and so forth. While movement is at times necessary, if a single case plan is established from the outset, and if the movements are reviewed against the backdrop of that work, where the offender will release to, and so forth, it is possible to reduce the inability of case managers to work with offenders to reduce risk. In addition, the manner in which caseloads are established and assigned, and the mission of various living units can be reviewed, to identify and implement strategies that will increase the ability of case managers to engage in risk reduction case management.***

***The KDOC management team is engaged in substantial work to address the infrastructure issues, including organizational culture, skill development, recruitment, hiring, training, promotion, etc. Leadership Development Academies and Supervisor-to-Manager courses have been developed and are being delivered (now into the second year) including staff from all areas, where these issues are emphasized in detail, and where specific strategies are identified for implementation to help create an environment that fosters risk reduction. This work will be ongoing for years.***

### Key activities underway

- Ongoing dialogue between specialized case managers and custody, classification and unit team staff, related to actual cases, to demonstrate different practices related to inmate movement, use of program resources, and other strategies for case planning and case management.
- As a result of ongoing dialogue described above, active review is occurring of key formal policies related to programs, classification issues, and decision making, to revise them so they reflect risk reduction strategies.
- Administrators and managers of key operational areas are using existing meetings and discussions to shift focus from processes to more discussion and analysis of how to infuse risk reduction principles into the administration and management of programs, services, practices and policies and procedures.
- Some job descriptions have been reviewed and rewritten, particularly in parole and reentry, to reflect the role of staff in risk reduction and reentry.
- A cultural assessment has been done in parole.

### Key next steps

- Follow up on cultural assessment in parole.
- Conduct cultural assessment in central office and facilities, including contract staff.
- Begin review and rewrite of unit team position descriptions, determining content and timing of implementation.
- Establish a method for more accurately identifying program needs and develop a comprehensive plan for use of program resources.

### TA needed

- Cultural assessments

*Goal #3: Risk Reduction Case Management: To establish system wide individual risk reduction planning and case management from the time the offenders enter the system to the time they discharge parole supervision.*

The objectives and strategies for this goal are:

- To develop a single start-to-finish dynamic case plan for risk reduction for all offenders, that is implemented by comprehensive case management
- To identify the skills and abilities needed for risk reduction and reentry work
  - Prior to the CEPP workshop (held June 2006) an internal group identified skills/areas of training
  - During the CEPP workshop during break out groups brain storming occurred that augmented this list of skills/areas for training
  - A lead skills developer has been hired to begin developing comprehensive case management training
  - A tri-state 3-day meeting will be held in the fall of 2006 to work on this training
  - Training will be finalized and ready for delivery, and a training schedule and plan will be developed, no later than June 2006
  - Three additional skills developers will be hired to begin July 1, 2006, and additional positions added as necessary/resources are available
- To develop comprehensive case management training for all corrections case managers, corrections officers, other corrections staff, volunteers and community/service partners, that teaches the skills needed for risk reduction and reentry work.
  - The training will include specific modules for corrections officers, other corrections staff (e.g., programs, detail supervisors [maintenance, food service, construction, etc.], administrative, support, etc.), volunteers, community/service partners, and supervisors (addressing coaching, modeling, mentoring and quality control)
  - After classroom training, skills developers will work with supervisors, case managers, and others, to ensure implementation of the skills, and to identify additional training needs to sustain the work
- To ensure every offender receives a risk/needs assessment upon entry
- To ensure every offender receives an updated risk/needs assessment as part of release planning

- To ensure every offender has a risk reduction case plan that fits his/her level of risk/need
- To ensure risk reduction case management occurs with every high risk offender through ongoing dynamic case planning
- To ensure programs/services are targeted to high-risk offenders
- To ensure that treatment and interventions are targeted to risk/need areas
- To ensure the supervision strategies on parole are based on effective risk reduction principles
- To automate a case planning process that enables and supports risk reduction case planning from entry to discharge from parole (and eventually is implemented in community corrections for similar work prior to and/or to prevent incarceration)
  - A work group was formed in 2005 to develop a release planning instrument; this has been completed and a short-term version is almost automated.
  - A new/broader work group, multi-discipline, from all areas of the department, and including representatives of community corrections, has been formed that will pick up the work here, and develop a flow chart of the process from entry to discharge, indicating data needed (including data interfaces with outside agencies as appropriate). This group's work will be coordinated with the remaking of the data system; and coordinated with various information systems within the department's information/data system; so that in the end there will be a comprehensive case planning system for risk reduction work, that interfaces with necessary information systems for security and offender management.

***The Reentry Data Program Manager will take the lead on the development of a single automated case plan and supportive data system, as discussed at Goal #1 above. This position will work with a multi-discipline that has been established to develop the case planning process and instrument. As of September 2006, a temporary automated release plan has been completed by an earlier work group; this will allow the work to continue while this more comprehensive case plan tool is developed, and the data system revamped both in its platform and its content, to support case planning. This work group will literally map out all of the steps of the process; all of the automation/population/functions needed; the data to be captured and its content; and***

*the interface to other data systems or functions. This map will be used by a team of IT staff that has been devoted to the development of this new system, so they can program and implement the automated case plan and related data. Then, the Reentry Data and Program Manager will convene a team of trainers to train staff in the use of this system.*

*Also as indicated at #2 above, the Lead Skills Developer and Field Skills Developers will develop and deliver the case management training to support risk reduction work throughout the system.*

#### Key activities underway

- Reentry and Data Program Manager and Lead Skills Developer positions have been established
- Comprehensive case management training is being developed
- Broad-based group of system owners and users is reviewing information system for overhaul, and
  - As part of this process a single start-to-finish dynamic case plan is being developed, with community corrections involved
  - As part of this process, the assessments done at admission are being reviewed to determine if adequate discipline-specific assessments are being done, and whether additional assessments are needed for a targeted risk assessment that is consistent with community services in Kansas

#### Key next steps

- Develop a plan for implementing the training once modules are completed that takes into consideration existing training, and identifies sequence of training for case managers and supervisors
- After completing outline for skills needed and subjects to be covered in training, complete comprehensive search and survey of existing modules to address identifies needs, and/or develop modules that aren't in existence/found
- Develop a plan for building internal capacity, identifying the role of existing faculty (e.g., SB 123 trainers), the role of the Lead Skills Developer and upcoming Field Skills Developers, the role of adjunct professors within the system, and the need for additional Field Skills Developer and how they will be obtained.
- Train all faculty, full or part time, as master trainers in all developed curriculum for a "degree" in case management.

#### TA needed

- Find lessons plans that are in existence that reflect evidence-based practices in the areas needed and/or help write them
- Find more resources for more Field Skills Developer

*Goal #4: **Housing:** To increase housing units available to returning offenders by 500 by June 2008 by accessing existing housing and increasing existing housing stock.*

The objectives and strategies for this goal are:

- Increase knowledge and information regarding housing needs of offenders, including homeless rate among offenders in Kansas
  - Work with Homeless Coalition to complete point-in-time survey count
  - Work with HMIS Program Manager to establish data tracking for homeless offenders within the state HMIS system
  - Establish method within KDOC for capturing homeless information about offenders as they enter the system
  - Ensure common definition/understanding between housing providers and corrections on definitions of homeless or housing need in data tracking
  - Routinely report information gained from this data about levels and types of homelessness
  - Use this data to develop a needs report of offenders as it relates to housing upon release
  
- Increase knowledge and ability of offenders on how to be a good tenant so offenders can get and keep housing at a higher rate
  - Training module has been developed
  - Trainers have been trained
  - Establish and implement a method of identifying all offenders who have housing needs at the time of release
  - Administer training to offenders who have been identified as having housing needs
  - Conduct pre-and-post test with offenders to ensure they have proficiency in the information
  - Obtain “before” data from offenders about housing status; follow-up with offenders for “after” data to see if class had impact
  - Surveys with landlords/property managers to determine impact of offenders’ participation in classes from their perspective in terms of their tenant-ability
  
- Increase knowledge and ability of case managers on how to work effectively with property managers, so that they can support offenders in getting and keeping housing.
  - Develop training for case managers on effectively working with landlords/property managers



- Finalize brochure and information sheet for housing specialists and case managers to use in communicating with landlords and property managers
  - Deliver training state wide
  - Follow-up with case managers to determine and critically evaluate level of implementation of trained material
  - Housing specialists around the state will work with and serve as a resource for case managers to address relationships with landlords and property managers
- Increase willingness of property managers to make existing housing available to returning offenders by addressing barriers and resolving concerns
    - Administer landlord and property manager satisfaction surveys
    - Housing specialists will make themselves available to address concerns raised by landlords and property managers
    - Housing specialists will follow up with corrections case managers to address concerns by landlords and property managers and identify strategies to resolve them
    - Second Chance for Housing training (developed by Local Initiative Support Corporation) will be delivered in Kansas City in October 2006; trainers will be trained; the training will then be repeated by trained trainers statewide
    - Housing specialists will follow up with participants in the training to see if they are implementing the strategies learned in the training
- Increase housing stock, by housing specialists working with corrections and housing developers to partner in developing more housing which includes (in whole or part) housing for offenders, including special needs (mentally ill in particular) offenders.
    - Work with developers in other jurisdictions who have established partnerships with corrections for offender housing, to get technical assistance
    - Meet with state housing staff to develop a specific concept paper/plan
    - Pursue necessary funding package, through grants and state dollars, for project based on shared/blended funding, to establish housing units, including supported housing, transitional housing, and permanent housing.

***The positions to carry out these tasks are (JEHT funding is not requested for any of these positions):***

***Reentry Housing Director (current position funded by KDOC housed with Kansas Housing Resources Corporation)***

***Reentry Housing Specialist (NE Kansas) (current position funded by KDOC and housed with Kansas Housing Resources Corporation)***

***Reentry Housing Specialist (Wichita) (current position which is part of the Sedgwick County Reentry Program; funded 2/3rds by KDOC and 1/3rds by Sedgwick County)***

***An additional eight housing specialists statewide are identified in the staffing plan at Appendix 2. The plan is to illustrate the value of the three housing specialists already in place, and seek funding through joint funding efforts by housing organizations and the state, to broaden this work. Also part of the work of the housing specialists involves training case managers in how to access and sustain housing more effectively, which may have an impact that reduces the need for more housing specialists.***

***Also the degree to which developers are willing to work with KDOC and KHRC to develop further housing will impact how much the housing specialists are needed.***

#### Key activities underway

- Delivery of LISC training in Kansas, Housing for a Second Chance (completed in Kansas City in October; anticipate repeating in Wichita in February or March).
- Hiring two Reentry Housing Specialists to be employees of Kansas Housing Resources Corporation.
- Housing Specialist established in Wichita and now working on a landlord reentry conference for November 28, 2006.
- Kansas Housing Resources Corporation is developing a business plan for partnering with a developer to develop additional transitional and/or special needs housing.
- Tenant responsibility training is being delivered to offenders in some facilities.

#### Key next steps

- Develop training module for case managers on working effectively with property managers, to be included in case management training.
- Approach developers about a partnership to develop housing
- Establish an effective strategy for maximizing the use of new housing dollars if obtained, e.g., through more housing specialists, voucher funds, partnering with developers, etc.

#### TA needed

- Sponsor additional sessions of Housing for a 2<sup>nd</sup> Chance (TA training).
- TA on partnership with developers to increase housing stock

*Goal #5: Cognitive Services: To address cognitive issues with offenders who are high-risk in any cognitive area (attitudes and orientation, leisure time, companions), to reduce the risk of offenders on this domain, to reduce overall risk of the offender.*

- Establish cognitive classes in all facilities and parole offices.
- Establish a continuum of cognitive services in all facilities and parole offices, to augment classes.
- Establish a method for identifying the offender's readiness for cognitive classes, and implement preparation strategies, to enhance the effectiveness and productivity of cognitive classes.
- Develop and implement strategies to ensure the offenders participating in cognitive work are engaged in cognitive redevelopment 40-70% of the time until they are no longer high risk in this area, including
  - Provide tools to corrections officers, detail supervisors, and other corrections staff, as well as volunteers, to enable them to employ cognitive strategies in their work with offenders.
  - Ensure cognitive strategies are employed in case management in working with high-risk offenders.
  - Ensure cognitive components are included in all programs and services for high-risk offenders, in particular employment work because of the pro-social impact of sustained employment, and its buffering ability on cognitive risk.
  - Develop and implement strategies for quantifying the measure of time offenders doing cognitive work are engaged in cognitive redevelopment, to ensure the 40-70% standard is met.
- Develop and provide cognitive sessions, informational and development, for family members and support persons, so they can reinforce the work done on cognitive issues with offenders.

*The staffing requested through JEHT funds includes five facility Job/Cognitive Specialists. There are currently two such positions in the system, one associated with each formal reentry program (Shawnee and Sedgwick Counties). In addition, scores of staff in KDOC have been trained in Cognitive Reflective Communication, Advanced Community and Motivation Skills and Thinking for a Change. What is missing is a formal plan to implement cognitive programs and services throughout the department so that the 52% of offenders who are high risk in this area can get the risk reduction services and case management they need. These positions will work closely with reentry and program staff to develop comprehensive and specific strategies to*

*implement more cognitive services. (Additional positions are needed and funding will be pursued through other means.)*

*Several strategies to be considered are:*

- *Establish a formal mechanism for reviewing all formal programs and all curriculum, whether through grants, local funding, contract staff, or otherwise, to ensure it includes effective cognitive elements, and follow up to ensure they are implemented as written*
- *Train a cadre of skilled volunteers to deliver cognitive classes and cognitive services, including one-on-one mentoring, group work, work with families, and so forth. There are approximately 20-25 volunteers doing this work now between the two reentry programs; this needs to be increased and closely monitored.*
- *Establish formal mechanisms in living units and parole offices to reinforce classroom work through structured and purposeful measures that address cognitive issues.*
- *Establish a method for measuring whether we are meeting the 40-70% dose principle, to ensure the dose is strong enough for the desired outcomes.*

*We do not have this piece fully developed; these positions will work as a team to develop them further, working closely with reentry, facility, parole and program staff. We will require further technical assistance in this effort.*

#### Key activities underway

- Job/Cognitive Specialist being hired at Lansing Correctional Facility.
- Funding for positions in January includes additional Job/Cognitive Specialists at EDCF, HCF and LCF.
- A 2-day curriculum for using cognitive tools in case management has been developed, has been delivered to some parole staff, and will be part of the case management training.
- Ongoing training of staff to be facilitators of cognitive classes.

#### Key next steps

- Develop a strategy for expanding the capacity of the department and its partners/volunteers, to deliver more services as described above.

#### TA needed

None.

*Goal #6: **Employment:** To increase the ability of offenders to sustain employment, with 50% of the offenders who are high risk in education/employment becoming employed within 30 days of release and remaining employed at least 6 months with the same employer.*

The objectives and strategies for this goal are:

- Identify all offenders entering/in the system who are high risk/need in the area of employment
  - All offenders entering prison are assessed for risk/need related to employment, including
  - Skills/interests assessments are completed with all offenders
  - Ability to achieve sustained employment is assessed
  - Barriers to employment are identified
- A case plan related to employability is developed with all offenders who are assessed as high risk for employment
  - Job assignments during incarceration are based on assessed area of skill/interest whenever possible
  - Case managers interact with job supervisors to build on skills/employability, and to capture progress, or make course corrections as necessary
  - Offenders develop a portfolio of skills/abilities based on pre-incarceration and incarceration history, with letters of reference from employers within prison
- Offenders who are high risk for unemployment receive job preparedness services during incarceration, and are high priority for vocational training and education services
  - Classes are available as needed for job preparedness
  - Job specialists work with high risk offenders and case managers to do employment case planning (identifying barriers, developing plans to overcome them, mock interviews, resume/application preparation, job search skills developed, job fair participation, etc.)
  - Offenders have access to job search tools as part of release planning
  - Community workforce development/job preparedness agencies/organizations are trained in working with offenders, and continue job preparedness/career development post-release
- Increase and enhance vocational training and education programs in prisons, and access to such programs in the community
  - Obtain funding through the state for more vocational programs
  - Establish vocational programs that are market relevant

- Partner with businesses and vocational training to develop vocational training that fits the market place needs and access to jobs in the Kansas market
  - Obtain and/or sustain funding through the state for more educational programs, including special education and literacy
  - Evaluation and quality control of vocational training and education programs to ensure they are delivered consistent with risk reduction principles
  - Work with education and vocational training programs in the community to increase offender access after release, including working with Education Opportunity Corporation (a University of Kansas-based program that provides support to persons with felony convictions in gaining access to college education opportunities, including funding)
- Offenders help meet the workforce needs of businesses
  - Partnerships with businesses are developed to meet workforce needs
  - Private industries are increased in prisons
  - Work release opportunities are increased in prisons
  - Job development occurs in the community, targeting vocations with growth and/or workforce shortages

*The five Job/Cognitive Specialists requested through JEHT funds will advance work already being done by an Offender Workforce Development Specialist Program Manager, a Business Developer in Sedgwick County, two Job Specialists attached to the two reentry programs (Shawnee and Sedgwick counties), and the 70+ trained OWDSs. In addition, JEHT funding will provide a Business Developer at the Kansas Department of Commerce. These core staff will work with facility, parole, reentry and programs staff to implement the above strategies. Training is already taking place in all locations to provide case managers with a two-day version of OWDS to give them tools in case management. We are reviewing how to implement a skills-interest assessment at RDU. (The EDCF RDU Reentry Specialist will help in this effort, along with addressing other issues related to risk reduction information needed at entry.) NIC is funding a research initiative to measure the impact of the OWDS model on condition violators. Heartland Works, the administrator for the Workforce Investment Board in Northeast Kansas, has obtained funding for an Industry Specialist; this person is developing job opportunities in areas where workforce needs are unmet, and in the process working with Lansing and Topeka Correctional Facilities and parole offices in Northeast Kansas to deploy offenders as part of this workforce. That agency will partner with KDOC to pursue a Department of Labor grant to build on this work.*

### Key activities underway

- OWDSs are delivering a 2-day training in tools for job preparedness to case managers.
- Corrections to Career program with one area WIB (NE Kansas).
- MOA under way with Department of Commerce to establish partnerships with businesses to meet workforce needs through offenders as employees
- Business developer in Wichita

### Key next steps

- Identify and implement a method for assessing all offenders upon entry in skills/interests, and a method for doing job assignments
- Develop and implement a strategy for ensuring and vocational training classes based upon risk level in education/employment, and tied to skills/interests assessment
- If additional vocational training dollars are received, use them to implement market-relevant vocational training programs

### TA needed

- Evaluation of impact of OWDS model in job preparedness; this is starting with support from NIC.

*Goal #7: **Build Capacity of Community & Faith Based Organizations (CFBOs):** To increase services available to offenders through CFBOs by building the capacity of the CFBOs to 1) interface and network effectively with corrections and each other, 2) compete for grants/funding, and 3) provide risk reduction services to offenders.*

The objectives and strategies for this goal are:

- To establish consistent delivery of risk reduction services statewide by CFBOs
  - Establish a resource manual for CFBOs
  - Develop a training plan/manual for CFBOs
  - Make these resources available consistently around the state, including through online services
- CFBOs are able to effectively work with corrections, with access to facilities and parole offices, and the ability to effectively navigate the system to work with offenders
- CFBOs are able to effectively compete for discretionary grants to fund risk reduction and reentry work
- Volunteers who are managed statewide in a way that promotes their ability to engage in effective best practices and evidence-based practices related to risk reduction and reentry, by:
  - Recruiting, Screening and Selecting Volunteers
    - Develop volunteer plan that reflects “tracks” of where volunteers can be deployed, each one with a basic description of the work (e.g., administrative, volunteer coordinator, case management, self-help groups, recreational, religious programs/services, various classes, resource developer, mentoring, etc.)
      - Position descriptions
      - Performance Reviews
      - Short/sweet handbook
        - Overview of KDOC, basics
        - Overview of volunteer opportunities by track
      - One application form statewide
      - One common set of any other forms required, streamlined to the last paper possible
      - Application and other forms available on Web and process is Web-based and user friendly
        - One common set of any other forms required, streamlined to the least paper possible



- Key policies with key provisions emphasized available on Web for easy access
- Stream lined user friendly method for getting volunteer ID badge initially and for renewals (consider longer periods than annual)
  - Station to get ID badge in parole/reentry, where they can do background checks and ID badges
- One statewide common database with all necessary information tracked, available to all facilities and parole
  - Include information when a volunteer is barred for misconduct so that any applicant to any location can be screened
- Training Volunteers
  - One common curriculum statewide
    - Training at any location suffices for every location
    - Facilities can implement a short tour and basic orientation unique to the facility beyond the core training
  - All volunteers receive,
    - Overview of KDOC
    - Basic safety/emergency response
    - Rules of conduct for volunteers/overview of key policies
    - Undue familiarity/maintaining proper boundaries
    - Purposeful communication
    - Principles of good volunteerism
    - Overview of reentry and risk reduction, including risk/needs assessment/LSI-R and basic principles
  - Volunteers who will deliver any kind of class, program or service related to reentry and risk reduction receive,
    - Principles of reentry and risk reduction
    - Basic overview of risk reduction research
    - Basic overview of Kansas plan
    - Basic overview of key initiatives
    - Review of the role of volunteers in reentry
  - Volunteers who will serve as mentors receive specialized training, screening and oversight related to mentoring
  - Any training modules amenable to being Web based with pre-and-post tests to ensure proficiency are placed online

- Supervision of Volunteers
  - Volunteers are seen/managed as unpaid employees with position descriptions, performance reviews and ongoing feedback
  - Substantive curricula are reviewed for consistency with principles of reentry and risk reduction, with quality control, observation and critique of classes, etc.
  - A method is established to ensure the risk reduction and reentry work done by volunteers at any location is coordinated with other risk reduction and reentry work at that site, without duplication, and that volunteer resources are deployed to fill gaps and consistent with the risk reduction and reentry plan of that site
  - Create a method for regular assessment in both directions, volunteer-to-KDOC and KDOC-to-volunteer on how the work is going
  - Recruit volunteers to serve as volunteer administrators, to provide oversight and quality control
  - Do periodic surveys with volunteers with targeted issues related to risk reduction and reentry
  - Establish a statewide newsletter for information-sharing, updates and recognition of volunteers who engage in risk reduction and reentry work

***JEHT funding provides for a statewide CFBO Developer, and for five local Volunteer Developers. These positions will carry forth this part of the plan. There is a Volunteer Developer in the Northern Parole Region already in place who is doing some of this work. There are also Volunteer Developers in two facilities (Lansing and Topeka) who will participate in this work. Ideally every facility and all the larger parole offices would have a Volunteer Developer, given the importance of the work described above; resources will be pursued for that outcome.***

#### Key activities underway

- A statewide group is developing a) tracks for use of volunteers in KOR3P, b) position descriptions, and c) a training plan for volunteers.
- An additional volunteer developer will be established in the Southern Parole Region in January.
- A survey is being done in the three large facilities of all current volunteer-run activities, to identify a) those that can be used for social activities to redirect offenders in leisure time activity when this is a high-risk area, and b) to identify what current activities relate to risk reduction for proper monitoring and deployment.
- A policy has been developed and is under review for monitoring volunteers delivering family services

Key next steps

- Develop a single application, screening and selection form and process and place it on the Web
- Develop a single training curriculum statewide for volunteers delivering.
- In January 2008 when a statewide position is hired, develop a handbook for volunteers. Meanwhile capacity building is happening one-on-one.

TA needed

None.

*Goal #8: Legal Barriers: Identification (DLs) and Detainers: Through relationships with law enforcement, courts, prosecutors and the Division of Motor Vehicles, to address pending detainers and driver's license issues in a timely way to remove them as barriers to reentry whenever possible.*

The objectives and strategies for this goal are:

- Offenders are assessed for risk/need in financial areas, and these issues are addressed from the time of reentry so they are mitigated as barriers at the time of release
  - Identify accurate status of DL and barriers to getting a DL and develop a plan to address it
  - Identify any pending child support arrearage or potential, and develop a plan to address it
- Offenders receive support in obtaining identification documents (driver's license, birth certificate, social security card, etc.) prior to release
  - Establish and sustain relationships with appropriate agencies to process requests for identification items
  - Ensure all offenders address this issue prior to release
  - Work with Department of Revenue, Division of Motor Vehicles, to establish information-sharing to address barriers to obtaining a DL
  - Consider legislation that permits a restricted license if a payment plan is established to pay fines on DLs, and establish unit at Motor Vehicles to manage/oversee payments and restricted licenses (including collection so that fines won't be significantly increased by costs of private collection agencies)
- Offenders have the ability to address financial issues that will raise barriers prior to release, including pending matters related to driver's licenses and child support arrearages
  - See objectives and strategies related to child support
  - See objectives and strategies related to increased employment/job preparedness opportunities
- All pending detainers are identified at entry, or during incarceration, so that those which can be addressed and resolved prior to release are, so that release plans are not disrupted by the need to respond to non-felony detainers
  - Work with law enforcement and prosecutors to identify detainers earlier
  - Work with law enforcement and prosecutors to establish dialogue to address pending matters that can be addressed short of personal appearance, prior to release

### Key activities underway

- A Financial Detainer Specialist has been established and is working with release planners and reentry staff to address detainers on a case-by-case basis.
- A letter has been sent to all law enforcement and child support agencies to establish dialogue about identifying detainers earlier and working to resolve them. Follow-up is occurring.
- The detainer policy has been rewritten and facility, parole and reentry staff are meeting to implement the policy in November and December.
- As part of the proposed legislative package, reentry has requested language be added to the criminal history information statutes that require the reporting of all warrants issued, for any reason (including violation of city ordinances, and failure-to-appear on child support cases) with the KBI.
- Reentry has proposed to the 3Rs committee that they advance legislation that allows a restricted driver's license pending payment of fines if a payment plan is established, rather than suspending the license for non-payment.
- Building on previous policy initiatives and relationships with partner agencies (e.g., Motor Vehicles, Vital Statistics, SSA), reentry and facilities management staff are communicating with Kansas jails about changing the practice so that offenders who enter jails with ID are allowed to bring the ID with them into the prison system.

### Key next steps

- Reprogramming OMIS to enable use of the information system to identify offenders with known detainers and to track efforts made to resolve detainers (expected to happen in March 2007).
- Implement policy regarding detainers, working with facilities to address detainers earlier, and communicate with offenders to identify unlogged detainers.
- In January 2007 establish a Financial Specialist at Motor Vehicles to implement further strategies regarding DLs.
- Follow up with SSA on federal law changes about identification needed to get a SS card and implement any necessary changes in the existing practices between KDOC facilities and local SSA offices to accommodate these changes in the law.

### TA needed

None.

*Goal #9: **Family Issues and Child Support:** To address child support and family issues with offenders to remove barriers and stabilize family relationships, to increase pro-social behavior, and to increase the amount of child support collected.*

The objectives and strategies for this goal are:

- Develop a plan for addressing family issues that identifies the role of corrections and the role of the community, and has strategies for engaging and involving the community in its role, including,
  - Orientation/information sessions and tools for families related to incarceration and parole
  - Provide information to families in meaningful ways, through Web postings, brochures, meetings and other forums
  - Information meetings and support groups in the community for family members
  - Identifying victim issues related to families and involving victim services in the development of the plan
  - Work with Social and Rehabilitation Services Child and Protective Services staff to identify strategies for working together regarding families with a member in prison
  - Seeking technical assistance to support development of a plan about the role of corrections in addressing family issues, particularly of children of incarcerated parents
  - Establish referral resources for family members
  - Involve family members in release planning, as part of the transitional team, when/as appropriate
  - Identify alternatives for providing positive/pro-social supports for offenders and/or family members, when/as appropriate
- Identify offenders who are high risk/need in the area of family/marital, and develop case plans to address these issues consistent with the above.
- Develop and implement strategies for case managers to use in working with families as part of case management.
- Develop and implement strategies to address domestic violence and batterers' intervention in appropriate cases.
- Develop and implement guidelines for volunteers working with families on family issues, to ensure the work is evidence-based and safe.
- Review the model implemented in Hawaii and similar models to identify a pilot (and eventual additional programs) for children of incarcerated parents,

especially since the architect of Supporting Children of Incarcerated Parents (SKIP) (the Hawaii model) is now in Wichita, Kansas.

- Address child support obligations of offenders including so the issue is managed during and after incarceration, including by
  - Establish a method at reception to identify offenders who have pending or potential child support issues
  - Communicate with child support enforcement and courts to mitigate arrearages
  - Participate in parenting and job preparedness classes; work with child support enforcement to establish viable payment plan during and after incarceration
  - Using models in place around the country, work with SRS/child support enforcement to establish arrearage management strategies, including agreements to reduce deductions, and to reduce arrearages as incentive for participating in parenting, job preparedness, and maintaining employment

*KDOC has been working with community partners to address needs of families for two years. Some things have been clearly identified as strategies to pursue, including work related to child support arrearages, and family information avenues and orientations.*

*Regarding child support issues, KDOC and SRS Child Support Enforcement (CSE) managers have worked together to accomplish three tangible things underway at this time:*

- *A detailed report has been prepared from KDOC's data information system with demographics regarding offenders in prison and under parole supervision; SRS is now writing an answering report, to identify the volume of offenders who are in the child support enforcement data base; when this is completed (SRS anticipates one or two more months from October 2006), the two agencies will work together to pursue arrearage management strategies from there, requesting technical assistance from a few jurisdictions who have done this successfully. This work will be supported by the EDCF RDU Child Support Enforcement Specialists. That person will work with incoming offenders to address their pending child support obligations. As KDOC and SRS establish arrearage management strategies, those will be incorporated into the work at EDCF, so offenders don't ignore the issue during incarceration, and instead work within the system to manage and mitigate impact.*
- *CSE staff are going into prisons and parole offices providing education to offenders about this issue. The statewide reentry unit is actively working to increase these classes at this time.*

- *At a meeting between KDOC reentry staff and all of the CSE program administrators and attorneys statewide, an agreement was reached that allows case managers and the Financial Detainer Specialist to contact CSE offices when a detainer for child support is identified to identify what arrangement the offender can make about future payments (or current if the offender is in work release or a private industry job) that will result in the warrant being withdrawn. This will reduce the occasions when a release plan is disrupted because of a pending warrant over nonpayment of child support, while at the same time addressing the offender's obligations in this regard.*

*JEHT funds are requested for two additional Child Support Enforcement staff to help carry forward the plan that is developed from this work. It is most likely additional staff will be needed; through technical assistance from jurisdictions that have established good arrearage management strategies (e.g., Massachusetts, Texas), where they have shown increases in overall collection (after paying for case management, parenting, and job preparedness), and further planning, we hope to "make the case" for these additional resources to address this issue further.*

*Regarding other family issues, further planning and technical support is needed. The reentry programs have had good success doing information sessions and orientations with family members, which is building trust with families. They have also convened local teams of providers in the community to match those providers to family members whose loved ones are coming home. A program called Support for Kids of Incarcerated Parents (SKIP) was developed and implemented in Hawaii which has shown positive results. Coincidentally the lady who developed and implemented the program is now in Wichita, Kansas; we have met with her and gotten information from her, and will be working with her to identify a way to put a pilot in place for fathers and children at the minimum unit in Winfield. A preliminary review indicates this program follows critical best practices, most notably lots of practice, and incorporating actual sessions between fathers and children (during visits, etc.) to let them practice and get better at parenting.*

*It is necessary to obtain technical assistance in three critical areas: 1) developing programs for children to connect to their parents; 2) identifying what role KDOC should have in the communities in meeting the overall needs of families who have loved ones in prison, and identifying how KDOC can move that effort forward; and, 3) building on work done to date to address domestic violence issues. The victim services division of KDOC has worked with community providers, amassed some data, and implemented some strategies; but this issue has not been fully addressed.*

*Funding is requested from JEHT for a statewide Family Specialist to house at SRS, in the first year of funding, to take the lead on this work. Four additional Family Specialist positions are included in the funding requested, to place in the field.*



***Recently a relationship has been established with the person who designed the SKIP program in Hawaii and we are working towards piloting that program at Winfield Correctional Facility. It is an evidence-based program that is very interactive and has a lot of skills application, working with fathers of incarcerated children, building parenting skills, and rebuilding or strengthening the bond with the children, working closely with the custodial parent/person in the community.***

***Recently a relationship has been established with Family Justice (who co-facilitates the Housing for a Second Chance training through Local Initiative Support Corporation), who has developed training for case managers for effective ways to work with families, and otherwise can support development of family strategies. Dialogue has already started about Family Justice training trainers and staff in Kansas to implement their model.***

#### Key activities underway

- KDOC reentry staff met with all of the program administrators of Child Support Enforcement and agreed that each office would provide a point-of-contact to the Financial Detainer Specialist for checking on pending detainers for failure-to-appear, and attempting to resolve the detainer. Follow-up is occurring on this.
- SRS has taken a large file of data to match to their data system to identify the offenders who are in the CSE system; from there SRS has agreed to work with KDOC to identify, develop and implement arrearage management strategies.
- As noted above, a policy has been developed to monitor volunteer-delivered family services, to ensure they are based on evidence-based practices.
- A Family Specialist will be established at SRS in January 2007, and a CSE Specialist at EDCF's RDU at the same time.
- Vera Institute has proposed an agreement with KDOC to deliver training/focus groups with KDOC staff regarding culturally competent DV classes.

#### Key next steps

- Work with Family Justice to develop a plan to train KDOC and SRS staff in their training regarding case managers working with families, and implement that as part of case management training.
- Review the Supporting Kids of Incarcerated Parents (SKIP) program from Hawaii and establish a pilot at Winfield Correctional Facility (the developer/implement of the program is now in Wichita, KS) and evaluate the impact of this pilot to determine if should be put in place in other facilities.
- Work with Family Justice and possible other TA providers to develop a plan for working with SRS to deploy the services of SRS for families more effectively for offenders' families.

- Work with a TA provider to identify additional strategies to implement regarding families.
- Review the services through Gracious Promise at LCF for children who come to LCF to visit, where they have access to quality activities while the adults visit, to see if this should be implemented elsewhere.
- Work with SRS to identify strategies for arrearage management regarding child support obligations.

#### TA needed

- Family Justice training regarding working with families for case managers and other training/programs/models they have developed.
- Funding and evaluation support for implementing SKIP as a pilot at WCF.
- TA regarding arrearage management from providers/subject experts who established programs in Massachusetts and Texas (Jessica Pearson, et al.)

*Goal #10: **Transportation:** To ensure offenders have access to transportation when returning to communities so they are able to access services, attend treatment, engage in job search and employment, meet with parole officers, and function in the community and address risk/needs issues.*

The objectives and strategies for this goal are:

- Identify transportation needs of returning offenders
  - Assess transportation gaps for offenders to guide a plan for developing more transportation resources, using offender surveys to assess the gap
- Increase transportation for offenders
  - Work with statewide transportation group, Kansas United We Ride, that is a work-in-progress to address offender needs as part of statewide needs
  - Provide vouchers to offenders upon release to increase access to transportation
  - Work with transportation providers to identify strategies to increase coverage and access
  - Develop partnerships with state and local entities to pursue grant funds for transportation
  - Review possible legislation that either immunizes volunteer transportation providers and/or increases access to affordable insurance for coverage
  - Continue using strategies such as making bicycles available through prison programs for transportation in the community
- Address barriers to transportation related to DLs; see above

*A full plan for transportation has not been developed. The statewide reentry unit will take the lead on developing this plan in the next year. Meanwhile, a multi-agency statewide effort is underway, under the title Kansas United We Ride, which can be seen at <http://www.kutc.ku.edu/cgiwrap/kutc/uwr/index.php>. KDOC is a part of this work and this will provide an opportunity to advance transportation needs of offenders.*

#### Key activities underway

- Using the existing KDOC transportation system to move offenders closer to point of release as release date nears.
- Participating in the statewide review of transportation needs described above.
- Vouchers are available to help with transportation.

Key next steps:

- Determine legislative receptiveness to possible legislation from the 3Rs report to immunize and/or give access to insurance for community providers to use buses to help in transportation of offenders.
- As neighborhood transformation project develops in Wichita include a neighborhood plan for transportation.
- Review grant options to see if there are any grants available to provide resources for transportation.

TA needed:

Unknown.

*Goal #11: Law Enforcement: To engage law enforcement agencies across the state in reentry work to help reduce new victims and revocations.*

The objectives and strategies for this goal are:

- To have appropriate information-sharing between corrections and law enforcement about offender population
- To involve law enforcement in reentry through partnerships that involve Reentry Police Officers (as we have established in the Shawnee County and Sedgwick County Reentry programs, placing these positions in the police departments, who work with and serve the reentry programs) in doing the following:
  - Participating in transition team meetings with high risk offenders
  - Reviewing home plans to ensure it does not involve placing a returning offender in housing where there are high volumes of police calls
  - Providing information to law enforcement agencies about returning offenders, so they know the risk reduction work being done, and are aware of the presence of the offenders in the community
  - Providing information from law enforcement to corrections staff that would enlighten the release plan, particular as it relates to housing and companions, to intervene in potential for further criminal behavior
  - Serving as liaisons between corrections and special crimes units, e.g., gang units, to support risk reduction work
  - Serving on local accountability panels, to provide perspective of law enforcement and neighborhoods on behavior/activity of offender in the community
  - Working with reentry staff to support message of accountability, letting offenders know they will support their risk reduction and reintegration efforts, but hold them accountable to not become involved in criminal behavior
- To continue working with the International Association of Chiefs of Police as they develop and implement strategies for law enforcement agencies to become more involved in reentry, including,
  - Working with IACP for support in writing position papers, presentations, etc., to use in approaching law enforcement agencies
  - Establish/substantiate the value of law enforcement agencies establishing more Reentry Police Officers
  - Identifying additional ways to partner between corrections and law enforcement that will make reentry work more effective
- To share information statewide with law enforcement agencies about risk reduction and reentry work

- Make formal presentation at association conferences/meetings
- Make information presentations to individual law enforcement agencies
- Establish ongoing information-sharing and dialogue with law enforcement so that risk reduction and reentry work is responsive to concerns of law enforcement and neighborhoods in general, and on case-by-case basis

***A full plan for this work has not been fully developed. This will be done by the Reentry Director, Assistant Reentry Director and Executive Director of the Kansas Reentry Policy Council. Two positions have been established through state and county funding in two police departments, in Topeka and Wichita. The International Association of Chiefs of Police has conducted a study and survey on law enforcement's role in reentry, which included conducting a focus group in Kansas City, Missouri (attended by representatives from several Kansas police departments, including the Reentry Liaison in Topeka), and interviewing KDOC managers and reentry staff. The IACP has indicated a desire to provide technical support to increasing this work in Kansas. The Executive Director of the KRPC will be working with local police departments to provide information about the reentry work taking place, and the role of law enforcement. From these preliminary efforts, a plan will be developed and implemented over the next year.***

Key activities underway:

- Reentry Police Officer in Topeka and Wichita with ongoing activity.
- We participated in the International Association of Chiefs of Police national survey to identify strategies for a corrections/law enforcement relationship related to reentry, and will work with them for further support in encouraging the involvement of law enforcement agencies.
- KDOC leadership met with the new chief in Kansas City in October to reach an agreement to begin a modest information-sharing strategy with a new unit he is developing to start building on that relationship.
- Law enforcement are invited to participate in the LISC Housing for a Second Chance training.

Key next steps:

- KRPC Director to visit chiefs of police around the state to begin marketing this concept.
- Work with the IACP to identify additional strategies.

TA needed

- Planning with IACP.

*Goal #12: **Substance Abuse:** To ensure all offenders who are high risk for substance abuse are assessed, have timely access to treatment in the facilities and in the community, so revocations due to drug use, treatment failure, positive drug tests, or absconding due to substance use, are reduced by 50%.*

The objectives and strategies for this goal are:

- To establish one system for the delivery of substance abuse treatment to all Kansans, without duplication, that is able to meet the needs in a timely manner, with effective practices, with providers who are versed in working with the offender population.
  - Identify level of currently available services, gaps in service, and capacity of the system to work with offenders
  - KDOC and SRS identify a joint strategy to identify needed treatment, in and out of prison; develop a plan for treatment; and seek support for funding for the necessary treatment together; ultimately treatment is available as needed during and after prison
  - Substance abuse treatment providers have the capacity to work with offenders, including assessing the impact of their substance abuse needs on risk, and the ability to do cognitive work with offenders
- To ensure all offenders who are high risk for substance abuse are identified and their treatment needs are met
  - All offenders with substance abuse treatment needs are identified as they enter prison
  - Offenders are assessed in the prison system consistent with how assessments for treatment needs are done in the communities.
  - There is a continuum of levels of treatment in prison and in the community to meet all levels of treatment need
  - Offenders who are high risk for substance abuse have a treatment and relapse plan, and case management is done related to this domain.
  - Offenders have access to assessment and care coordination services as part of release planning
  - There is a continuity of care from community to prison and back to the community for offenders
  - Offenders have timely access to treatment as needed upon return to the community.
- Substance abuse treatment is holistic, evidence-based, includes cognitive components, and is effective in reducing risk in this domain.

- Cross training occurs between corrections and substance abuse treatment providers so practitioners in both areas are familiar with and versed in evidence-based practices of both disciplines
- Co case-management occurs between corrections and substance abuse treatment providers
- All treatment provided in the prison or community for the offender population is established through specific requests for proposals, and is monitored and evaluated to ensure it applies evidence-based practices and is effective in reducing risk in this area

*A detailed action plan has not been developed fully for substance abuse. There are several strategies underway, and the statewide MH/SA Specialists will work with a Task Force formed through the Steering Committee to further develop the plan. The things that have happened already and/or are underway are:*

- *Additional funding is sought through the legislature for additional substance abuse treatment in the facilities and community for offenders. The plan is to establish these services through existing community providers, with the same provider in the facilities and in the community, working with the RADACs, for system integration. During a retreat on October 5 and 6, 2006, the Kansas Sentencing Commission is reviewing data and information supplied by KDOC and the Council of State Governments, to seek their support of this effort. As discussed above related to parole, the goal is to have a pilot in Wichita, where return rates are highest and reduction in revocations lowest, to address substance abuse, which is consistently the greatest cause of revocations according to final action notices when offenders are revoked.*
- *SRS has completed a gap analysis related to treatment needs, which included identifying offenders as a population in need. KDOC and SRS will work together to advance the needs identified in that report.*
- *Through SVORI a 6-person team from Kansas received training as trainers in a cross-training model between substance abuse and corrections workers. That training will be incorporated into the plan.*
- *There are 2.5 positions currently in the RADACs in Northeast Kansas and Wichita working with offenders who are preparing for release. The work done through those positions will identify further strategies for the five additional RADAC positions requested through JEHT funds. The challenge will be to identify ways to assess offenders during incarceration in ways that are consistent with the community's assessment system; and to coordinate care during incarceration consistent with needs upon release.*



*Besides the two statewide MH/SA Specialists, and local MH/SA Specialists and liaisons to the community mental health centers (who often also provide substance abuse treatment), five RADAC positions are requested through JEHT funds. These positions will provide assessment and care coordination services for offenders as they prepare for release.*

*A key issue that will have to be addressed in the plan is co-occurring treatment needs. Recent research through the Department of Justice found that nationally offenders with mental illness in jails and prisons had co-occurring substance abuse issues at the rate of 70%. One of the tasks of this work will be to identify the rate among offenders with mental illness in Kansas prisons. The University of Kansas School of Social Welfare worked with SRS to develop a model called Integrated Dual Diagnosed Treatment (IDDT) which has not been fully implemented in Kansas, though at some of the community mental health centers it has been developed very effectively. Through KDOC's relationship with KU's School of Social Welfare, we will seek support in determining how to address this population as part of this plan. In addition, the Council of State Governments will be providing technical assistance to this part of the work.*

#### Key activities underway

- MH/SA Specialists have been established at KDOC and SRS who have begun surveying existing practices in the field and at the state level.
- KDOC and SRS are working on a model for treating those with co-occurring diagnoses.
- Additional treatment dollars have been requested for treatment. Planning is occurring in Programs with support from Reentry to develop a plan that would deploy these resources, if obtained, to meet the assessed treatment needs of offenders.
- Capacity of treatment providers to work with offenders is increasing as a result of the work done under SB123, which is being evaluated/tracked.
- 2.5 RADAC assessor/care coordinator positions have been established in connection with the Shawnee and Sedgwick County Reentry Programs, who are working with offenders to establish treatment plans prior to release.
- Ongoing TA regarding the therapeutic communities.

#### Key next steps

- Develop a clear comprehensive plan for assessing the full range of treatment needs of offenders as they enter the system, in a manner that is consistent with how treatment needs are assessed and delivered in the community.

- Work with SRS to ensure that strategic planning for treatment needs incorporates offenders, including in the gap analysis.
- Develop and implement a method for assessing the treatment needs of all offenders as they enter prison.

TA needed

- Help in developing a plan, perhaps through specialists through the national association comprised of treatment directors, and/or through Fred Osher of CSG and/or through Mark Stringer of Missouri.

**Goal #13: Offenders with Mental Illness:** *To ensure that all offenders with mental health needs have adequate transitional planning and connection to ongoing, timely and targeted services upon return to the communities, so revocations due to lack of treatment/medication are reduced by 50%.*

The objectives and strategies for this goal are:

- To establish continuity of care for mental health needs of offenders with mental illness from the community to incarceration and back to the community
- To establish base line information about mentally ill and co-occurring offenders, and to increase the rate at which offenders with mental health needs are identified as they enter the prison system.
  - Using data analysis completed by CSG, identify data elements in KDOC system to collect, report and analyzed, about offenders as they enter the system to determine their level of mental health and substance abuse care.
  - Using data-sharing established with SRS and CMHCs, establish method for ensuring all offenders with mental illness entering/in the KDOC system are identified and reported on a routine basis.
  - Develop a similar plan for identifying offenders nearing release with mental health and substance abuse needs.
  - Identify and implement methods for making this information to service providers as appropriate and necessary for offenders to get needed services.
- To increase and sustain data and information-sharing between corrections, prison mental health and community mental health service providers, related to offenders, from the time offenders enter the prison system to the time they discharge from parole.
  - Identify data elements needed
  - Establish method for sharing data between SRS and KDOC
  - Establish method for sharing data between KDOC and contractor (CCS)
  - Establish method for sharing data between KDOC and community mental health centers
- To improve data tracking and analysis related to offenders with mental illness and co-occurring substance abuse.
  - Using data sharing with SRS identify those offenders who enter the system who have had previous substance abuse treatment
  - Establish a method within the KDOC system for cross-referencing offenders with mental health needs with offenders with substance abuse needs

- To increase the number of offenders with mental illness who receive discharge planning services.
  - Review and record all practices within KDOC at this time to determine what portion of offenders with mental illness are getting transitional services prior to release; based on this review, determine additional staffing needed to ensure all offenders with mental illness receive discharge planning services
  - Refine multi-discipline model to be delivered through forensic release planning teams; identify gap in the delivery of the mode; develop a plan for improving the delivery of services under the model; work with existing specialty staff in facilities and parole to identify strategies for implementing the model if/where it is not fully in place; establish additional specialty positions in the facilities and parole, and liaisons in CMHCs, to advance the model.
  - Establish forensic release planning teams in large counties, building on work already underway in Sedgwick and Wyandotte County, adding on Shawnee and Johnson County
  - Establish regional multi-discipline/agency teams to address all aspects of needs of offenders upon release
  - Track data on how many offenders receive release planning services to determine whether all offenders with mental illness are receiving these services; continue to identify gaps in service and develop and implement plan to close the gap
- To increase the number of formal partnerships between corrections and the community mental health centers (CMHCs).
  - MH/SA specialists make formal visits to CMHCs
  - Identify action plan needed to establish formal partnerships with CMHCs to increase access to services
  - Establish written protocols and designated points of contacts with CMHCs
  - Establish data tracking with CMHCs to track contact between CMHCs and corrections and offenders
  - Monitor progress of work with CMHCs and report
- To increase the number of offenders whose applications for benefits are processed pre-release, and to increase the number of offenders who have benefits in place upon release.

- Prepare a detailed chart showing current practices related to benefits access; survey literature for best practices to identify alternatives; prepare recommendations on how to proceed with which agencies/organizations to implement different practices related to benefits access, including recommended policy changes, practice changes, changes in legislation, or otherwise.
  - Contact director of new Kansas Health Policy Authority to address processing of benefits applications
  - Identify action plan for giving earlier and faster access, using models from other states, and recommendations developed between KDOC and SRS in work to date
  - Formally finalize and establish methods for processing benefits applications pre-release, making any policy, procedure or proposing any legislative change necessary to accomplish the same
- To increase the capacity of the community to receive returning offenders with mental illness.
    - Provide cross-training statewide to corrections, mental health and substance abuse to increase ability of systems to work with the offenders together
      - Identify training modules
      - Identify training-of-trainers needed
      - Prepare trainers (MH/SA Specialists, other specialty staff in all systems) (The KDOC and SRS have applied for a small grant through the Mental Health and Justice Collaboration grant, which would fund two additional statewide positions, a full time cross-trainer and a full-time CMHC liaison; if the grant is awarded, this work will be divided among the four statewide positions (the two existing funded by JEHT, to be sustained by the state, and the two grant positions, which the agencies would also ask the state to sustain upon exhaustion of federal grant funds). Otherwise this work will be done by the two MH/SA Specialists at KDOC and SRS.)
      - Prepare schedule and plan for training
      - Deliver training statewide
      - Use pre-and-post-tests to determine increased knowledge
- To increase access to housing adequate for the mental health needs for returning offenders.
    - See housing strategies
    - Work through the MH/SA Specialists to stay connected to ongoing work with newly-established statewide mental health housing specialists in each community mental health center, to identify and implement strategies for accessing those services earlier, including through CMHC liaison positions

- Review possibility of proposing legislation through KDOC and SRS that would remove prohibitions against offenders being housed in group homes
- To increase the number of offenders who have mental health medication available immediately upon release.
  - Mental health specialists in the facilities will establish protocols to ensure medication is provided
  - MH POIIs in the field will work with facility staff to address any gaps in offenders having medication upon release
  - MH/SA statewide specialists will work with KDOC and CCS staff to ensure any gaps are addressed system wide
  - Accessing benefits earlier will also remove some barriers to medication availability
  - Through CMHC liaisons, processes will be reviewed to determine the viability of a pre-release intake, so that medication appointments are not delayed
- To increase the number of offenders who become and stay connected to mental health services when they return to the communities.
  - CMHC liaisons will provide a connection to the CMHCs; as they are established, part of their work will be participating in multi-discipline transition team meetings with offenders, facility staff and parole staff, prior to release; this will enable the offenders to be/feel more connected to the CMHCs, and with the parole staff and CMHC liaison continuing the work after release, the ability and willingness of the offender to stay connected to services will increase

***The statewide MH/SA Specialists at KDOC and SRS will take the lead on implementing this plan, working closely with both agencies. In addition, funding is requested for specialized parole officers in the four largest parole offices (Wichita, Kansas City, Topeka and Olathe), as well as six local liaisons to the community mental health centers.***

***A specialized POII has been hired in Wichita, who is working with two POIs; as of October 2 the community mental health center liaison was hired; these staff will work with the existing discharge planners in the facilities in the area (El Dorado, Hutchinson, Winfield/Wichita), and various community service providers, to establish a geographically-based multi-discipline team. This team is meeting now to develop protocols and determine how to work together. They will focus on offenders returning to Sedgwick County. A similar team will be established in the other large counties. The statewide positions will support the work of the local teams.***

### Key activities underway

- COR-Pathways at EDCF and LCF and discharge planners at all facilities.
- Survey of current practices by COR-P and discharge planners, to be completed by January 2007.
- Geographic-based team in El Dorado/Wichita including facility discharge planners, mental health staff, reentry and parole staff, who are doing multi-discipline transition planning.
- A similar team will be established in early 2007 in Wyandotte County, building on an existing agreement with the community mental health center which involves mental health staff participating in transitional planning at LCF and TCF for offenders who are SPMI and releasing to Wyandotte County. This will include a position at the CMHC and a specialized parole officer, to work with COR-Pathways and the discharge planners at LCF.

### Key next steps

- Apply for collaboration grant to seek a full time trainer and CMHC liaison by 12/12.
- Develop and deliver cross-training.
- Proceed with the information-sharing started with SRS to interface data bases.
- Review practices related to information-sharing at the case level to ensure consistency and compliance with federal laws.
- Establish a temporary data collection method, to build on that at EDCF (for COR-Pathways) to track what work is done with offenders with MI and what services they receive, and track their return rates.
- Engage the Kansas Health Policy Authority to address processing benefits applications.

### TA needed

- SOARS program through SSA about processing benefits applications.
- Other TA to help move forward on processing benefits applications pre-release and/or suspending instead of terminating benefits/eligibility when a person is incarcerated or re-incarcerated.

*Goal #14: **Building Public Support:** To raise awareness about and support for giving offenders another chance when they return to communities from prison, so they can access services, neighborhoods, support and other needs, and to reduce revocations.*

The objectives and strategies for this goal are:

- To conduct research necessary to determine public attitude in Kansas about returning offenders
  - Engage a marketing or research firm to conduct a formal survey to get baseline information
- To provide information to the public about risk reduction and reentry to demonstrate the advantages of risk reduction and reentry work
  - Develop message/vision speech
  - Tell the story of success in multiple arenas
    - Develop a set of stories and make them available to the media and public
  - Develop white papers or position papers for various audiences with the particulars of the advantages of risk reduction and reentry
  - Use conferences, association meetings, and other naturally-occurring events to present the message and vision through various speakers/presenters, representing corrections and partners
- To establish relationships with elected officials and key constituents in the communities that are positive and supportive of risk reduction and reentry work
  - KRPC members and Executive Director make contact with various officials and leaders to provide information and seek support
  - Partner with these elected officials and leaders/constituents to present vision/message as often as possible
- To engage in marketing and information-sharing to impact public attitude in Kansas so that it is more favorable to successful offender reentry
  - Engage a marketing firm to engage in a marketing campaign
  - Continue with media relations that promote positive aspects of risk reduction and reentry

*The Kansas Reentry Policy Council and KDOC Public Information Officer will take the lead on developing a plan for this work. Contact has been made with an advertising agency, which has expressed an interest in working on this project. A plan will be developed for marketing, which will include a specific budget. The Executive Director is already working with the Chair of the Legislative 3Rs committee to do a*



*series of “road show” visits to various communities to make presentations and hold community discussions about offender reentry, which is likely to occur over the next six months.*

Key activities underway:

- Dialogue has taken place with a marketing firm about their willingness to design a marketing plan pro bono.
- The department’s PIO is actively engaged in developing media opportunities to spotlight risk reduction and reentry work.
- Reentry staff and managers are actively engaged in public presentations, through the media, through neighborhoods, and other organization presentations, about risk reduction and reentry.

Key next steps

- 3Rs road shows.
- KRPC will participate in more formal information-sharing sessions, e.g., with police chiefs, sheriffs, counties, cities, etc., through their organizations.
- Find a funder to do the focus group/research to assess current public attitude.

TA needed

- Help getting a funder to do the research.

*Goal #15: **Data and Evaluation:** To engage in ongoing robust and vigorous monitoring and evaluation of the state's comprehensive risk reduction and reentry plan.*

The objectives and strategies for this goal are:

- To identify what outcomes must be measured to evaluate the state's risk reduction and reentry plan.
- To determine the data and information that must be collected to measure these outcomes.
- To overhaul the KDOC current information systems (OMIS/TOADS) and design a system that captures the necessary data and has the capacity to share information with others.
- To identify and partner with outside agencies to assist in capturing the necessary data.
- To leverage additional resources to engage in an ongoing monitoring and evaluation process.
- To build internal capacity to sustain monitoring and evaluation process, both within KDOC and within the state.
- To determine the process of information sharing with key stakeholders .

Key activities underway:

- As part of the overhaul of the information system the case management process is being mapped out, and at each spot data needed for risk reduction work is being identified; this will result in programming that allows us to collect data critical to an evaluation.
- An evaluation plan has been developed, in first draft.
- A group of people with evaluation experience will review the evaluation plan and give feedback.

Key next steps:

- Finalize evaluation plan.
- Secure funding for evaluation.

TA needed:

- Further review of the evaluation plan by NIC and other experts and feedback to modify as appropriate.
- Support of trips to jurisdictions with the automation system and one-case-plan system in place to support the work by KDOC in overhauling the information system.

*Goal #16: **Legislative Support:** To have ongoing oversight and support of the legislature of the Kansas plan, to ensure the comprehensive Kansas plan for risk reduction and reentry is implemented to increase public safety, reduce recidivism and avert costs and growth in the prison population.*

The objectives and strategies of this goal are:

- To ensure the legislature is provided with ongoing information about the goals, work and progress of the KOR3P.
- To have the support of the legislature in identifying and deploying resources to support the goals and outcomes of the KOR3P.
- To solicit legislative assistance in identifying resources and strategies to achieve outcomes, including legislation.
- To ensure proposed legislation is consistent with and supports KOR3P.
- To provide the legislature with adequate information related to the comprehensive plan so they are able to address the plan productively with their constituents.
- To ensure that legislation and funding supports a partnership with local communities, given the particular needs of each community.

Key activities underway:

- 3Rs committee has made recommendations for legislation that will be presented in the 2007 session.
- Legislative summit being planned for December 12.
- Ongoing presentations to oversight committee and ongoing advocacy by the Secretary to the legislature.

Key next steps:

- Develop a strategy regarding the objectives outlined above, including a strategy to gain support of other entities (e.g., KSC, other state agencies, etc.).

TA needed:

- CSG support in developing legislative strategy.
- Support of the Sex Offender Policy Council, bringing in subject experts to work with them to help them develop recommendations that support risk reduction.

*Goal #17: **Kansas Reentry Policy Council:** To establish and sustain a reentry policy council that supports the development and implementation of the KOR3P by promoting interagency collaboration, investing in neighborhood based strategies, and holding state agencies accountable for the outcomes of the plan.*

The objectives and strategies of this goal are:

- Promote interagency collaboration by:
  - Creating and maintaining forums for project oversight and information sharing, and problem solving.
  - Expanding interdisciplinary training.
  - Creating linking information systems to share and analyze data as appropriate.
  - Assigning appropriate persons to be responsible for boundary spanning among organizations during and following incarceration.
  - Preparing memoranda understanding outlining partnerships.
  - Developing and managing a communication strategy to the public on the roles and responsibilities of multiple agencies.
- Investing in neighborhood based strategies by:
  - Commissioning maps illustrating the numbers of offenders releasing from prison.
  - Soliciting and reviewing proposals from community-based organizations to assist with offender reentry.
  - Developing training and tools for community-based organizations to educate them and to increase their capacity to provide services to offenders
  - Educating criminal justice staff about how functions will be delegated to community-based organizations.
- Provide a mechanism for holding state agencies and other funded partners by:
  - Developing policy goals and benchmarks common to each of the agencies and organizations represented.
  - Assessing progress periodically and making the necessary adjustments to ensure that goals will be realized.
  - Determining the extent to which changes in policy have generated savings to the state and ensure that savings are reinvested in community-based activities.

Key activities underway:

- MOA completed and initial meeting has occurred.
- Plans for December meeting to prepare for full-day planning meeting in January 2007.

- Document has been completed identifying all possible partners in the Steering Committee and a scan of known activities related to the goals of the plan.

Key next steps:

- December and January meetings.
- Full immersion of KRPC in understanding plan.
- Identify any other members of the KRPC who may be necessary.
- KRPC members commit to identifying members of the Steering Committee with an understanding of the role of the SC.

TA needed:

- Assistance in facilitating January meeting of the KRPC by CEPP.

*Goal #18: **Steering Committee:** To establish and sustain a Steering Committee to develop the implementation plans necessary for execution of the KOR3P.*

The objectives and strategies of this goal are:

- To solicit active participation of all respective disciplines and agencies in the planning and implementation process.
- To ensure that all necessary disciplines are represented on the committee.
- To establish roles and responsibilities of committee members.
- To integrate the state's comprehensive plan regarding risk reduction and reentry into how all partner agencies and organizations identify their mission, roles, responsibilities, and policies, procedures and practices, including ongoing work, as necessary to carry out KOR3P.
- To conduct a system assessment, including a comparison to best practices (e.g., system mapping and population analysis).
- To coordinate and integrate state and local community services to the offender population.
- To establish task forces as necessary to carry out the goals of the KOR3P.
- To provide an ongoing mechanism for the Steering Committee to report to the Kansas Reentry Policy Council on the progress of the implementation of the plan.

Key activities underway

- In some agencies there are staff who are actively involved in the dialogue related to the KOR3P, including SRS, Kansas Housing Resources Corporation and Commerce.
- A full review has been done of agencies to be involved and their current activities related to these goals.

Key next steps:

- Form the SC.
- Clearly identify the role of the Steering Committee and immerse them in the plan.

TA needed:

- Assist the KRPC in establishing the Steering Committee.
- Assist the Steering Committee in clarifying its role and work.

*Goal #19: **Engaging Local Communities:** To establish relationships with local communities that include support from elective officials, key stakeholders and citizens, that enables the KOR3P plan to be implemented in ways that are defined and designed by the local communities.*

The objectives and strategies of this goal are:

- To identify key elected officials, stakeholders, and citizens who are necessary to the implementation of the KOR3P.
- To communicate with these community representatives about the goals of the plan and the benefits of the plan to community safety and health, to advance the community's support of the plan.
- To determine common goals and objectives; and agree on a common vision for how the plan is implemented in each community.
- Assess local needs and roadblocks to achieving support for implementation of and implementing the plan.
- Develop locally tailored strategies to implement the KOR3P locally.
- Establish effective methods for ongoing dialogue with the community to support sustaining the operation of risk reduction and reentry work locally.

Key activities underway:

- Active task force in place in Wichita. This task force led to the funding and support of the reentry program.
- Preliminary dialogue with city/county officials in Shawnee County.
- Active effort in Wyandotte County, building on the community's request for a reentry program/services, with key gatekeepers, that will lead to a meeting by no later than December with the Mayor and other key community leaders to seek an agreement for joint funding of the reentry program, and broader community support.
- Active work with foundations in Kansas City to assess their willingness to support the reentry work in Wyandotte County, with key community leaders who have existing relationships with the foundations serving as facilitators of these contacts.
- In Reno and Saline counties parole and facility staff are actively working with community leaders and providers and establishing partnerships that support risk reduction and reentry.

Key next steps:

- Legislative summit will include local officials and community leaders, and the agenda will include a panel of some representatives giving the local perspective.
- Following up on the meetings in Wyandotte County.
- Assess the readiness of Shawnee County to support risk reduction and reentry, and involve Topeka parole in the discussion.

TA needed:

- JEHT funding for a rolling match if Wyandotte County agrees to any funding, whether through the government, foundations or otherwise.
- JEHT representatives meeting with Wyandotte County representatives about the shared funding potential in that community.



*Goal #20: Probation and Community Corrections: To enlist and engage the participation of probation and community corrections in the state's comprehensive risk reduction and reentry plan.*

The objectives and strategies of this goal are:

- To approach key actors representing probation and community corrections (e.g., probation chiefs, directors, judiciary, board members).
- To provide information to key actors regarding evidence-based practice, how the KOR3P operates based on evidence-based practice, and the benefits of risk reduction and reentry to the community.
- To identify local barriers to implementing risk reduction and reentry in these agencies, and provide technical assistance to develop and implement strategies for addressing and removing barriers, and implementing a risk reduction and reentry plan in these agencies.
- To work with these agencies to establish one information system shared by all corrections agencies, with one automated case plan, to follow the offenders through the system.

Key activities underway:

- Sedgwick County's director is part of the task force for reentry in Wichita.
- Wyandotte County's director is involved in the planning in that county, and if funding is achieved a position will be placed in the community corrections agency.
- Representatives of community corrections participated in the CEPP workshop in June and some are interested in follow-up training.
- SB 123 activity with CC.
- KSC may make recommendations that involve CC.
- Secretary advocacy for funding for risk reduction programs in CC with incentives.
- Deputy Secretary regularly presents this issue to CC.
- Data review through CSG of rate of violations.

Key next steps:

- Clarify plan/strategy for involving CC in a) replicate workshops and b) case management training so the effort is synchronized.
- Track SB 123 results and leverage.
- Clarify what recommendations will come from KSC about CC.

- Clarify role of Secretary in advocacy for additional CC dollars tied to outcomes for risk reduction work.

TA needed:

- Help in developing a plan.
- Judicial summit on risk reduction and reentry.

*Recap of Positions/Work Funded Using JEHT Funds Over 3 Years*

GOAL	YEAR 1	YEAR 2	YEAR 3
<b>Overall Administration</b>	*KRPC Director *Assistant Reentry Director *Reentry Administrative Specialist		
<b>#1: Reduce Revocations</b>	*Reentry Program/Data Manager *\$450,000 towards OMIS/TOADS/Data System Upgrade & Overhaul		*2 Hearing Officers in Parole
<b>#2: Organizational/Cultural Change</b>	*Classification Risk Reduction & Reentry Specialist *EDCF RDU Reentry Specialist *EDCF Seg Reentry Specialist *EDCF Reentry Specialist *HCF Reentry Specialist *2 LCF Reentry Specialist *ECF Reentry Specialist *TCF Reentry Specialist	*WCF Reentry Specialist *NCF Reentry Specialist *LCMHF Reentry Specialist	
<b>#3: Risk Reduction Case Management</b>	[Reentry Program/Data Manager at #1 for automation of case planning] *Lead Skills Developer *EDCF Skills Developer *HCF Skills Developer *LCF Skills Developer	*WCF/WWRF/Wichita Skills Developer *TCF/Topeka Parole Skills Developer *KC/Olathe Parole Skills Developer *Western Kansas Skills Developer *ECF/Salina & Hutchinson Parole Skills Developer	
<b>#4: Housing</b>	*Voucher funds of \$40,000 (from initial \$400,000) + 50,000 (year 1 in current proposal)	*Voucher funds of \$25,000	
<b>#5: Cognitive Services</b>	*EDCF Job/Cog Specialist *HCF Job/Cog Specialist	*LCF Job/Cog Specialist *ECF Job/Cog Specialist *NCF Job/Cog Specialist *WCF Job/Cog Specialist *TCF Job/Cog Specialist *LCMHF Job/Cog Specialist	

#6: Employment	[*EDCF Job/Cog Specialist at #5 *HCF Job/Cog Specialist at #5] *\$12,000 to partner with Reno County Community Corrections & Workforce Development for a county-wide Offender Workforce Development Specialist	*Business/Job Developer (Department of Commerce) [*LCF Job/Cog Specialist *ECF Job/Cog Specialist *NCF Job/Cog Specialist *WCF Job/Cog Specialist *TCF Job/Cog Specialist *LCMHF Job/Cog Specialist-at #5]	
#7: Build Capacity of Community & Faith-Based Organizations (CFBOs)	*Southern Parole Region Volunteer Developer	*KRPC Community Organizer *KDOC Community & Faith Based Organization (CFBO) Developer *EDCF Volunteer Developer *HCF Volunteer Developer *LCF Volunteer Developer *ECF & Salina/Hutchinson Parole Volunteer Developer	
#8: Legal Barriers: Identification (DLs) and Detainers	*Financial Specialist (KDOC) *Financial Specialist (Motor Vehicles)	*Financial Specialist #2 (Motor Vehicles) *Detainer Specialist (Law Enforcement Agency)	*Financial Specialist #2 (KDOC)
#9: Family Issues and Child Support	*Family Services Specialist (Social and Rehabilitation Services) *EDCF RDU Child Support Specialist (Social and Rehabilitation Services)	*2 Child Support Enforcement Specialists (Social and Rehabilitation Services)	*EDCF Family Specialists (Social and Rehabilitation Services) *3 Family Specialists in Parole (Social and Rehabilitation Services)
#10: Transportation			
#11: Law Enforcement			
#12: Substance Abuse  [These positions on #11 & #12 will overlap]	*Mental Health & Substance Abuse Specialist (KDOC) *Mental Health & Substance Abuse Specialist (SRS)		*5 RADAC Liaison (Assessor/Care Coordinators) (with RADAC organizations) working in facilities and parole
#13: Offenders with Mental Illness	*Wichita MH PO II *Wichita COMCARE (CMHC) Liaison *Kansas City MH PO II *Wyandot Center (CMHC) Liaison	*Topeka MH POII *Valeo (CMHC) Liaison *Olathe/Lawrence MH POII *Johnson County CMHC Liaison *Western Kansas MH/SA Specialist *SE Kansas MH/SA Specialist	
#14: Building Public Support			

<b>#15: Data &amp; Evaluation</b>	[* Reentry Data & Program Manager at #1 *\$450,000 towards OMIS/TOADS improvement at #1] Evaluation Coordinator	*\$150,000 for two positions at the Kansas Sentencing Commission to work on data and evaluation	
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## **Data & Evaluation**

Data collection and evaluation will be critical to the success of the work. To prepare for comprehensive evaluation of risk reduction and reentry work these things are necessary:

A. Overhaul of the department's information system. This work is already underway, and funding of \$450,000 is included in this request to augment other funds, for the overhaul, which is expected to cost at least \$1.8 million. The goals of the overhaul include a) modernizing the platform, b) establishing a Web-based system, and c) revamping data collection so that a case planning process from entry to discharge is included. As part of this process, many aspects of the mechanics of case planning will be automated. This has already been done in some measure for release planning and for the supervision/case plan on parole.

B. Using the occasion of the overhaul, review data elements collected and reported, so that all necessary data to do risk reduction and reentry work, and assess the impact of the work is included. This is being done by these means,

- i. A Reentry Data and Program Manager has been established; she will be leading a work group in preparing a flow chart of the process, identifying all data around the risk/need areas needed, as offenders enter the system, move through the system, prepare for release, go into the community, are on post-release supervision, and after discharge. This analysis will include a review of data KDOC can/should collect; an analysis to ensure it is consistent with how various relevant service industries collect/define/category; and identify instances where data-sharing with other agencies in either direction is appropriate.
- ii. Through an ongoing relationship with the University of Kansas, data elements for risk reduction and reentry work has been identified in several areas, including the Shawnee and Sedgwick County reentry programs, and work with offenders with mental illness. This information, together with support and technical assistance through the Council of State Governments, will help in a review of the proposed data elements, to ensure they are complete and accurate.

b. Ongoing planning will include identifying very specific outcomes and measures, so that data elements can be included that will be necessary to measure the specific outcomes and measures.

With this work being done to establish the needed infrastructure for research and evaluation, two additional things can occur:

A. Completion of an evaluation plan with goals, strategies and questions to be answered. A first draft of an evaluation plan has been developed as a starting place that reflects the goals and strategies of the evaluation, and the questions to be answered through an evaluation, is attached as **Appendix 4**.

B. The KRPC and KDOC, with its local, state and national partners, can leverage existing work and resources to seek funds from other sources, including government and private foundations, for comprehensive evaluation of the risk reduction and reentry work in Kansas.

As part of the overall plan for data and evaluation, a related goal is to build the capacity within Kansas, and within the KDOC, to engage in ongoing robust and vigorous evaluation that is targeted to specific interventions and strategies, to continue to learn which strategies and practices are effective, and which are not. The KDOC has engaged in some research, and has worked with the Kansas Sentencing Commission in doing research about some of the interventions; however, additional skills and capacity within the state would be valuable to sustain the work on a long-term basis, and to demonstrate from various dimensions and perspectives the impact of the work.

Further objectives of the data and evaluation plan are included at Goal #15 above.

## **Sustainability**

In addition to funding through the State General Fund and through the JEHT Foundation, the KDOC will seek funds from other sources, for a comprehensive funding package. As part of the funding request from JEHT, the state is committed to sustaining the positions initially funded by the JEHT Foundation. In addition, as detailed above, funding from JEHT will allow statewide enhancements in various areas, to build on work that is already underway, with funding from the state for existing reentry programs, existing specialized positions to work with offenders with mental illness, and existing positions in state agencies that are being devoted to working with the KDOC on reentry and risk reduction. Further, in preparation for the FY 2008 budget, the Secretary is working with his leadership team, and various legislative and budget staff, to pursue funding requests for additional case managers and programs and services, all of which will continue to build the risk reduction and reentry work and capacity statewide.

In addition, these strategies will be used to build on the funding JEHT provides:

As discussed above, the KDOC is investing funds (some JEHT, some state) in a significant upgrade of its information and data system. As part of this process, a review of data collected and reported that supports risk reduction and reentry work is occurring. At the same time, through work with the University of Kansas, some limited data collection and evaluation is already in place, related to the Shawnee and Sedgwick County reentry programs, and work with offenders with mental illness. This has been supplemented by support from the Council of State Governments, which has funded some data review related to revocations and offenders with mental illness, and by the National Institute of Corrections, which has funded some modest data collection and evaluation related to Offender Workforce Development. All of this will provide a platform to seek substantial funding, leveraging JEHT funding, for a significant evaluation of the risk reduction and reentry work done in Kansas.

By collaborating with local governments, KDOC anticipates developing further support for reentry work by the local governments. As discussed above, currently, Sedgwick County has committed to paying for one-third of the cost of the reentry program in Sedgwick County. In addition, work is underway to reach a similar agreement with Shawnee and Wyandotte counties. Also, \$12,000 in funding is requested through JEHT as a one-time payment to enter an agreement with Reno County Community Corrections to establish an Offender Workforce Development Specialist, based on a commitment by the Hutchinson (Reno County) Workforce Development Center to pick up the position the second year. This position will serve all offenders in the county, whether under probation, community corrections or parole supervision, and is an example of the kinds of funding partnerships the KDOC will continue to pursue.

KDOC anticipates receiving ongoing support from the Governor and various legislators, which will help attract additional foundations to participate in funding reentry



work in Kansas. For instance, dialogue is taking place with the Pew Charitable Trusts, and that foundation is committing resources to the Council of State Governments and Vera Institute to assist states with identifying data-driven strategies to increase public safety and generate savings to the state. Through its work in Kansas, the Council of State Governments intends to apply additional resources from the Pew initiative to the state's efforts to dramatically reduce parole and probation revocation rates. Although a budget for this support is still in development, resources would likely support the following types of activities: technical assistance and data analysis to develop strategies to reduce revocations; public/media relations support; funding for policymaker educational events; and polling or focus groups on relevant topics. This could apply to the budget items such as promotional material, polling/focus groups in communities, funds for a public/media relations firm, funding for legislative events, and the like.

In addition, the Kauffman Foundation has expressed an interest in partnering with other foundations and groups to support the community development efforts in Wichita. Kauffman's support could focus on a project to support emerging entrepreneurs, especially among minority-owned small businesses that could support the housing initiative underway in Wichita, Kansas.

KDOC anticipates receiving ongoing support from the Department of Justice, including through NIC and the Bureau of Justice Statistics (BJS), by way of technical assistance grants and support, and by way of research and evaluation resources to evaluate the reentry work done in Kansas. NIC through its Offender Workforce Development Specialist program, has already provided services reasonably valued at \$130,000, and there is every reason to believe this relationship will be ongoing. BJS has supported data extraction, review and evaluation by Dr. Tony Fabelo, to examine the trends in revocations and related data, information and analysis. Other examples of ongoing support from national organizations include ongoing technical assistance to Kansas by CSG related to offenders with mental illness and interfacing the corrections and mental health systems, and related to housing. Each of these partners also deploys additional resources, such as through the Vera Institute and the Corporation for Supportive Housing. In addition, the Center for Effective Public Policy and Center for Sex Offender Management have provided ongoing technical assistance, strategic planning and training services related to sex offenders, revocation policies, and related practices, including a 3-day workshop in June 2006 with over 150 staff from KDOC and some key partner agencies.

The overall reentry plan for Kansas includes establishing and sustaining relationships and partnerships between KDOC and various agencies and organizations, at the state and local level, to infuse reentry practices into the critical systems, including corrections, housing, treatment, mental health care and workforce development, all of which will provide a stable foundation for ongoing support at all levels and areas of operation for reentry work in Kansas. The strategies to achieve this outcome include

information sharing, resource-sharing/blending, leveraging of available resources, cross-training and cross-dialogue, and ongoing public education and marketing.

Finally, in addition to the use of JEHT and state general funds to establish this staffing pattern, KDOC and its partners will be actively pursuing other funding sources to address neighborhood-based projects, including one already in the planning stages in Wichita, the largest urban area in Kansas, to revitalize depressed neighborhoods out of which many come to prison and to which many return after prison. The condition of these neighborhoods has a strong symbiotic relationship to the rates of imprisonment and returns from prison, so addressing the physical housing (removing boarded-up homes, vacant lots and other physical signs of blight and deterioration), while addressing economic issues through job development and entrepreneurial endeavors, and neighborhood schools, and deploying services as needed to the area, will improve the condition of the area, which will impact the ability of the people living there to avoid criminal activity and thus avoid incarceration or re-incarceration. Funding will also be pursued for comprehensive marketing and public education, as well as robust and vigorous evaluation of the risk reduction and reentry work. At the same time, KDOC will work with community corrections at the local level to develop risk reduction plans for those agencies and the offenders they serve, and to develop funding strategies and evaluation of their work, because of the enormous impact of what they do on the prison system in Kansas. All of these pieces of the plan are essential to a sustained risk reduction and reentry model in the state.