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**Narrative:**

**I. Abstract**

Sedgwick County Department of Corrections operates the Community Corrections Act programs in Judicial District 18. Over 2,700 clients are served annually, with an average daily census of 1550. The program provides the District Court intermediate level sanctioning and supervision options in sentencing felony offenders to probation vs. prison sentences. Supervision options include intensive supervised probation with the client providing the living arrangement or residential placement in a structured program before returning to live on their own in the community.

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

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

Sedgwick County is experiencing positive results with the transition to evidence-based practices. The challenge we face is getting the right people assigned to the program and having enough resources to supervise and deliver services with fidelity. In 2011 capacity at the residential facility was reduced by 55 beds (from 120 to 65 beds) due to a reduction in county funding. In order to get the best use of the remaining residential beds the target population was changed to serve only clients facing revocations from adult intensive supervision. Reducing capacity required stopping admissions from April 2011 until October 2011. The new procedure also eliminated use of a waiting list for admission. Acceptance

was based upon a bed being available within 14 days. This change eliminated use of the county jail for offenders waiting for a residential bed to open. These system changes have had a significant impact upon our outcomes. Historically the District Court would sentence offenders with presumptive prison sentences directly to the residential center. After this change assignments were made only to adult intensive supervision and to our surprise the number of offenders with downward departure sentences increased to 39% of admissions. The result has been an increase in revocations for new crimes. This unfortunate trend began in SFY 2010 as the rate of client unemployment rose to 30%. In SFY 2006 revocations for new crimes were 20% of total revocations, and in SFY 2011 it was 38%. The positive news is in the number of clients successfully completing probation which has grown by 45% when compared to SFY 2006 (387 to 561). Most significant is the very low rate of recidivism at 6 months and 12 months post-probation, which is 7% and 8% respectively. So the bottom line is that more clients are successfully completing community corrections with evidence based practices and they are not reoffending one year later.

## **II. Agency Summary of Programmatic Changes and Significant Events**

### **A. Programmatic Changes That Occurred and Impacted Successful Implementation During the Last Fiscal Year**

- In March 2011, Sedgwick County department heads were tasked with the assignment of taking a critical review of their programs and developing a plan to reduce their overall expenditures. The Sedgwick County Board of County Commissioners developed a goal to reduce the countywide expenditures by 17 million dollars over the next two years. Consequently, the first item cut from the budget was \$865K that the County subsidized for an additional 45 client Residential beds for Community Corrections clients. As a result, we spent the next six months responsibly downsizing clients and staff from the Residential program. We changed our mission and reduced our capacity from 120 to 65 clients.
- We have utilized our Master's in Social Work (MSW) students in a variety of areas. They have been essential in assisting with our cognitive skills groups, implementation of a weekly employment lab at Residential, monitoring client computer time, and providing individual assistance with client job search/educational efforts. In addition, they have focused on providing cognitive skills groups to our Level I clients who scored high risk in Employment and Attitudes/Orientation.
- In SFY12, we experienced the harsh reality of the budget situation in the Adult Intensive Supervision Program (AISP) and Residential programs. As a result, attrition is the rule as we have not filled a number of positions. These reductions have an adverse impact on caseloads and quality assurance measures as well. Additionally, the Residential reduction has adversely impacted our revocation rate because we closed admissions to new clients as we downsized from 120 to 65. Consequently, fewer alternatives led to an increase in revocations.

- In SFY12, AISP and Residential participated in KDOC's Technical Assistance training led by Program Consultant, Lisa Copeland. She spent an enormous amount of time and effort completing team assessments and providing direction in relation to the evidence-based practices implementation. This information was valuable and identified our strengths and weaknesses within our organization.
- The recidivism rate we experience for clients who successfully complete probation is outstanding. As part of our monitoring and evaluation, we track those clients in our local criminal justice database at six months and a year to determine if they were arrested or received a new charge. Historically, the average of clients who successfully complete probation being arrested or charged with a new crime is less than 11%!
- In SFY 12, we replaced the MI Phase System with the Active Listening Scoring Guide to evaluate the Motivational Interviewing (MI) performance of our ISO staff. It simplified the process by evaluating ISOs on the basic MI concepts of open-ended questions, affirmations, reflections, summarization, developing discrepancies, empathizing, rolling with resistance, supporting self-efficacy and MI non-adherent style.
- Consistent training is the area of MI that was addressed in the second half of SFY12. The plan partnered teams together once a month for a joint team training. During this monthly meeting, the supervisory staff trained and provided an activity based on an MI concept(s). At the end of each training session, the supervisory team allowed for staff to share information and examples of how it is working for them.

### **III. Need Statement**

#### **A. Statement of the Problem**

In SFY12, Sedgwick County Community Corrections experienced an increase in clients failing on probation and being sent to prison compared to the prior year. We did not meet the 20% target reduction in revocations set by the Legislature (SB 14) from the SFY06 baseline. However, we did achieve the 20% increase in successful completions compared to the SFY06 baseline. Factors impacting these outcomes are high unemployment and underemployment of our clients in Sedgwick County. The local economy has been hit hard with an unemployment rate of 9%, and 30% for our clients. Other factors include downsizing our Residential program which resulted in fewer alternatives and more revocations in Sedgwick County. Caseloads became too high for staff to deliver services at the planned intensity required to replicate the research and there was no funding to hire more staff. Requests to KDOC for assistance were not successful in gaining resources to address the problem. The facts are the unit cost to serve clients reflected in the average daily population is \$7.00 per day with the approved service model. In SFY11, we have \$5.61 which is actually less than we had per unit in SFY06 at \$5.82 per day. In SFY11, our programs served 20% of community corrections clients in the State with an average combined (AISP, Drug Court and Residential) daily population of 1,578. We are

currently experiencing an average daily population of 1,561 (AISP, Drug Court and Residential combined caseloads).

In March 2011, the decision was made by the Sedgwick County Commission to reduce supplemental funding for our Residential facility. At that time, we proceeded in developing a reduction plan that included reducing staff, clients and adjusting the mission for the program. A moratorium was placed on new admissions until we were able to address the 80 clients who were waiting in jail for a Residential bed and reduce our average daily population down to 65 clients. In addition, as we downsized clients, we had to proportionally downsize our staff as well. Fortunately, most staff were absorbed and transitioned over time into other divisions within our department. During the moratorium, a significant number of high risk clients were being revoked at probation violation hearings because of the temporary loss of this sanction alternative. Currently, with our reduced ADP of 65 there are still a number of high risk clients who are not afforded the opportunity and resources of Residential.

During SFY11, client unemployment reached an all-time high of 30% in AISP. This is a major risk factor that has contributed to our increase in revocations, especially for new felony convictions. In reviewing new felony revocation data from SFY10, our offender unemployment rate was 28%. The interesting figure is that 82% of the clients who were arrested for a new felony were unemployed at the time of arrest. This is obviously an area of focus that we need to address in SFY13.

In SFY11, Sedgwick County had the highest number of revocations of probation sentences with 599 which represents 35% of the statewide total. In Sedgwick County, the statewide data tables for client discharges during SFY 2011 demonstrate that 50.1% of the total closures were revocations of probation. Of those, 25.5% were for new felony and 12.4% new misdemeanor crimes. The remaining 62.1% or 372 clients were revoked for technical violations of probation terms. This compares to the statewide rate of 66.3% for technical violations.

In reviewing the SFY11 statewide data table for clients who were terminated according to supervision level, it is apparent that our Intensive Supervision Level I and II clients are revoked at an incredibly high rate. For these two particular groups, we experienced 309 condition violations, 115 new felony and 61 new misdemeanor revocations. Overall, this represents a total of 485 out of our 599 revocations in SFY11. Obviously, this is a problem that is impacting not only our program but community safety as well.

In SFY10, 222 clients successfully completed the Residential program. In SFY11, that number increased slightly to 238. We are projected to complete SFY12 with 140 successful completions, which represents a decrease in our successful completion rate from SFY11. This decrease can be attributed to the change in how the judiciary is now utilizing Residential. We are dealing with a predominantly high risk population and referral to Residential is generally a sanction by the court in response to a probation violation.

An area of concern within the Adult Residential Center has been the number of “AWOL” clients. This refers to those clients who abscond from the facility and fail to complete the program. In SFY10, 39 clients were classified as AWOL. That number decreased to 26 in SFY11. We are on a projected track to reduce that number to 24 in SFY12. This reduction in AWOLs is the result of increased use of evidence-based practices in the areas of Motivational Interviewing and cognitive based classes for all clients assigned to the Residential Center.

## **Problems Related to Probationers Successfully Completing Probation**

There are many significant barriers related to clients successfully completing probation. Oftentimes, clients have led a destructive and criminal lifestyle for a number of years. This type of lifestyle is reflective of antisocial behaviors, negative peer influences, substance abuse, mental illness, lack of financial stability, barriers in securing meaningful employment and dysfunctional family issues.

In reviewing the LSI-R data for our jurisdiction it is apparent there are many areas that present challenges for our clients that result in revocations. As previously mentioned, our unemployment rate is at an all-time high and our clients are struggling with three LSI-R domains: Companions, Attitudes/Orientation and Leisure/Recreation. It is apparent that these three, along with our high unemployment rate, greatly contributed to our high revocation rate in SFY11.

Our LSI-R data for employment in SFY11 clearly reflects this is a barrier for clients to successfully complete probation. The data demonstrates that we experienced 178 clients who were revoked for new felony and new misdemeanor termination reasons also scored moderate to very high risk in this domain. As previously mentioned, this can be attributed to our high unemployed rate of 30% for clients in our community. This is obviously an area we plan to target in this comprehensive plan because of the impact it has on other domains such as Leisure/Recreation and Companions.

The Companions domain has consistently been a barrier for our population to successfully complete probation. The presence of criminal acquaintances is associated with an opportunity for criminal modeling, which is considered a major risk factor. Social networks and peer influence that are predominately supportive of criminal behavior represent a major criminogenic risk factor. The SFY11 data reflects that we experienced 184 clients who were revoked for new felony and new misdemeanor termination reasons also scored moderate to very high risk in this domain. This data demonstrates that this is a common area for risk for the clients we supervise that significantly contributes to our high revocation rate.

The Attitudes/Orientation domain is predicated on sensation seeking, antisocial activity, and a general acceptance of criminal orientation that is associated with poor social controls. Historically, this continues to be the most difficult population to reach and be successful with over time. The SFY11 data indicates that we experienced 150 clients who were revoked for new felony and new misdemeanor termination reasons also scored moderate to very high risk in this domain. As research demonstrates, it is difficult to change the attitudes and values of people in general, especially when they have been entrenched in a pro-criminal lifestyle.

## **Significant Differences Between the Successful and Unsuccessful Probation Populations**

Significant differences can be identified between probation populations as a whole, and those who are revoked. Clients closing successfully demonstrate lower risk in these areas while revoked clients demonstrate higher risk. The analysis indicates that this does not occur by chance and that these domains can be used in predicting success or failure.

In reviewing the SFY11 LSI-R data, overall it is apparent that clients who score very low and low risk in every domain are successfully completing probation more often than clients who score moderate to high risk in the same domains. However, there are some interesting differences between the successful and unsuccessful probation populations. Those differences involve the Alcohol/Drug, Attitudes/Orientation, Accommodation, Companions and Education/Employment domains.

The Alcohol/Drug domain in SFY11 clearly demonstrates that clients who score very low to low in this domain achieved a successful termination status. In AISP, 457 clients (87%) who scored very low to low in this domain successfully completed probation. This is compared to the 345 clients (63%) who scored moderate to high risk and were revoked for condition violations, new felony or misdemeanor crimes.

The Attitudes/Orientation domain is even more dramatic in terms of the differences between successful and unsuccessful clients. The SFY11 data in this domain reflects that 430 clients (82%) who scored very low to low successfully completed probation. Contrast the successful number with 492 clients (90%) who scored moderate to very high risk in this same domain were revoked for condition violations, new felony or misdemeanor crimes.

In comparing SFY10 with SFY11 numbers, we have noticed minimal change in this area. In SFY10, we had 376 clients (81%) that successfully completed that scored low to very low compared to 430 clients (82%) in SFY11. Finally, in SFY10 we had 531 clients (89%) who were revoked compared to 492 clients (90%) in SFY11. Obviously, this is a domain where work needs to be continued to address the pro-criminal thinking and attitudes with our clients who score moderate to very high in this area.

In reviewing the SFY11 LSI-R data for Accommodation it illustrates a different picture which is difficult to understand. It is clear that successful clients who scored very low to low in this domain were more successful (483 clients - 92%) than their counterparts who were revoked and scored high and very high (198 clients - 36%) in this domain. However, there were 349 clients (64%) who scored very low and low in this domain that were revoked for condition violations, new felony or misdemeanor crimes. Even though there are clear numerical differences between the clients that were successful and unsuccessful it is interesting the number of clients who were successful in the very low and low categories. It can be assumed that the very low and low clients who were revoked scored high in other domains unrelated to this particular domain.

The SFY11 LSI-R data for the Companions domain illustrates significant differences between those clients who are successful and unsuccessful on probation. The SFY11 data in this domain reflects that 278 clients (53%) who scored very low to low successfully completed probation. In contrast, 502 clients (92%) who scored moderate to very high in this domain were revoked for condition violations, new felony or misdemeanor crimes.

The Education/Employment domain of the LSI-R for SFY11 illustrates how this domain can impact the clients that we serve. The data for this domain reflects that 337 clients scored very low to low successfully completed probation. However, 488 clients who scored moderate to very high risk were revoked for condition violations, new felony or misdemeanor crimes.

In SFY10, we had 298 clients (64%) who successfully completed that scored low to very low compared to 337 clients (64%) in SFY11. Finally, in SFY10 we had 516 clients (87%) who scored moderate to very high were revoked compared to 488 clients (89%) in SFY11. This data ties into the research regarding dosage and how important a principle it is to structure the time for the clients we supervise. Our unemployed segment of the population obviously has idle time that leads to condition violations and criminal activity.

## **B. Current Practice**

During the intake process, an intake officer completes the LSI-R Short Version (LSI-R S/V) assessment on every offender being assigned to Adult Field Services. This allows us to make an initial determination of risk and need to assign offenders to one of the four specialized Adult Field Services teams. The intake officer is responsible for matching the client with the ISO. For example, when intake is processing a client that appears to have a mental health history, they take a proactive approach by assigning that client to an ISO who has experience working with mentally ill clients. During the first month of a client's assignment to our Adult Field Services program, a standard LSI-R is completed. If the standard LSI-R does not reflect the same specialized team assignment as the short version assessment did, the client will be reassigned to the appropriate specialized team.

The LSI-R S/V continues to do an effective job of identifying a client's risk level for assigning them to the appropriate team (91% accuracy). This has allowed us to increase efficiency in determining a client's risk level from the beginning and place them on the correct specialized team, thereby reducing client transfers after completion of the full LSI-R assessment.

During SFY10, based on a program evaluation by WSU coupled with budget constraints, teams were restructured. The program evaluation recommended that we target the majority of our resources toward the intensive supervision Level II and III clients. We have three teams of ISOs who are responsible for supervising all the Level II and III clients. The resources dedicated to these clients include lower caseload size, utilization of motivational interviewing techniques, cognitive skills groups and targeted supervision planning.

As a result of the program evaluation, we have also adopted a prescribed model of supervision for Level I clients that includes electronic monitoring, increased reporting, curfew, the utilization of thinking reports and decisional balance exercises. Some clients who score high risk in the Attitudes/Orientation and Employment domains of the LSI-R are exposed to the “Change Plan,” which is one of cognitive skills workbooks, to help the client assess where they are in relation to the change process. As mentioned in the problems statement, new felony revocation data demonstrates that in SFY10 our offender unemployment rate was 28%. However, the important figure within that percentage is that 82% of the clients who were arrested for a new felony were unemployed at the time of arrest. This is obviously an area of focus that we need to address in SFY13.

Also recommended in the program evaluation was to devote fewer resources to the Level IV clients. Research demonstrates that this group of clients should not be over-supervised and allowed greater flexibility compared to those who are at higher risk to re-offend. We have assigned two ISOs to supervise this population with caseload sizes averaging approximately 90 clients.

We continue to have a team of officers who are specialized in the supervision of SB123 clients. Clients are assigned to this team because of their SB123 classification regardless of their LSI-R score and supervision level. This team of ISOs works collaboratively with SB123 treatment providers in our community in an effort to enhance treatment opportunities afforded to clients in order to help increase their likelihood of success.

Adult Residential clients are supervised in accordance with KDOC Residential Standards. Residential ISOs meet with clients a minimum of one time per week (more often an average of two times per week), develop weekly case plans allowing for clients to exit the facility for purposes of employment, treatment and counseling, assist clients with budgeting of all monies, and conduct verification on active interventions and employment. Upon successful completion of Residential, clients report a minimum of once per week for the first 60 days and are subject to a mandatory curfew. After 60 days, and with continued stability in work and other interventions, they begin reporting according to their current level of supervision.

In March 2011, Sedgwick County Commission developed a strategy and mission to reduce the overall budget by 17 million dollars over the next two years. Initially, they reviewed all areas of discretionary funding for reduction. As a result, the first item cut was \$865K from Residential’s budget. In response, we developed a plan to responsibly downsize the Residential program from a capacity of 120 down to 65 clients. The downsizing occurred over a five month window and new admissions under the reduced capacity format occurred in September 2011. Finally, new criteria restrictions were adopted and put into place as well. The new criteria included the following:

- Only Level II and Level III clients would be considered.
- Every client needs to be employable.
- Each client must have at least 9 months remaining on their underlying sentence.

- Bed space must be available within 14 days of the scheduled probation violation hearing.

The entire supervisory staff and four ISOs have been trained on the use of the Static 99, Acute and Stable 07 sex offender assessments. Our sex offender supervision policy takes into account a client's risk to re-offend by reviewing the LSI-R score in combination with the Static 99, Acute and Stable 07. We complete the Static 99 and Stable 07 at the same time as the initial LSI-R for every new sex offender clients. The Stable 07 will be completed every year thereafter. In addition, the Acute 07 will be administered every month in order to ascertain a client's immediate risk to the community. In January 2011, ISOs trained on the sex offender assessments began receiving new sex offender clients from intake.

Although the more formal targeted offender strategy with parole is now defunct, gang members continue to be identified at intake and we have adopted a model of supervision to allow for increased supervision. This includes approaching judges to impose gang conditions such as electronic monitoring, curfews, limits on recreational activities and also on companions. We continue to work collaboratively with the Wichita Police and Sheriff departments in conducting random curfew checks on our gang, DUI and sex offender populations.

Also, after the intake process, unemployed offenders are identified and attend a mandatory employment group. Our Cognitive Skills/Employment Specialists provide information on employment resources in the community and offers individual client office visits to determine job-readiness. Recently, we have collaborated with Work Force Center (WFC) to have our groups in their facility. This allows the clients to become registered in their system and learn about WFC employment. Additionally, our Cognitive/Employment Specialists provide assistance with job application, interview tips, resume writing, and educates clients on how to follow up on job opportunities.

The Residential Center has also expanded their offerings related to employment programming. Our employment lab is run by staff who are certified OWDS (Offender Workforce Development Specialist) and is open 4 days per week to provide clients with an avenue for applying for jobs online. During their first week in Residential, clients attend employment workshops where they learn to complete master job applications, work on resumes, gain assistance with interview strategies and learn the expectations for job seeking while in Residential. In addition, our Employment Specialists are currently working with clients who have been identified as "chronically" unemployed. These clients participate in a series of focused employment workshops designed to address any significant barriers to employment.

Our Cognitive/Employment Specialists facilitate cognitive skills groups at both facilities using the "Getting It Right" curriculum. We transitioned from having every ISO cycle through the facilitation process to selecting two staff with specialized skills to be effective in the delivery of cognitive skills and employment groups. Currently, we are focusing on two client groups to target the delivery of our cognitive skills programming.

The first group of potential clients consists of the Level I population. We utilize our Master's of Social Work interns to deliver the "Change Plan" cognitive skills program in both an individual and group format. In addition, our Cognitive/Employment Specialists deliver all five journals of the "Getting It Right" curriculum to the Level II/III clients at both facilities. Clients entering Residential completed two of the workbooks, regardless of their LSI-R scores, as part of their program.

Between the two facilities, 76 clients completed Managing My Life, 63 completed Relapse Prevention, 61 completed Responsible Thinking, 35 completed Change Plan, and 57 completed Personal Growth. As of March 2012, clients have spent a total of 1,578 hours engaged in group activities and ISOs have facilitated nearly 396 hours of groups.

The supervisory team has adopted an Active Listening Guide Scoring Instrument to evaluate staff on their use of the basic motivational interviewing principles and tools that they utilize to enhance the internal motivation of their clients. All ISO IIIs use audio recordings of office visits to evaluate staff skills related to MI techniques. In addition, the Community Corrections Administrator, Residential Center Manager and the ISO IIIs lead trainings on a variety of motivational interviewing topics every month.

Adult Field Services clients are supervised according to the standards set by KDOC. Clients report to their ISOs based on the level they score on the LSI-R. During these meetings with the ISO, a client's progress towards completing the tasks outlined in the supervision plan and on the sentencing journal entry is discussed. ISOs also obtain random substance abuse screenings, conduct verifications on active interventions and verify employment. Residence verifications are also conducted, including on-site visits per Sedgwick County Department of Corrections (SCDOC) standards.

Currently, after reviewing the LSI-R domains and identifying the client's target areas, the ISO assists the client with finding community resources to assist them in reducing risk in their target area(s). We have implemented a resource database to assist ISOs in this process. The database is on a shared drive and can be accessed by multiple users. The database provides the ISO with community resources and these resources are organized by LSI-R domain and then by zip code. This database allows ISOs to focus in on a client's high risk LSI-R domains and provides logistic responsiveness. The database also includes a zip code map; this allows the ISO to find resources nearby if resources in the exact zip code they are searching do not exist. The database provides contact information for community resources, and ISOs can print community resource information relevant to the client's needs and provide contact information for the client while the client is in the office.

The ISO also reviews the sentencing journal entry to determine any requirements the judge may have made regarding problem areas. The ISO then follows up to verify the client's participation with each intervention. In addition to community resource referrals, the ISO monitors compliance with requirements such as cognitive skills participation, curfew, gang conditions, and sex offender conditions, no contact requirements, and substance abuse testing.

In January 2012, a comprehensive sanction grid was developed by a team of supervisory staff and ISOs. This was in response to the Smarter Based Sentencing training that was sponsored by KDOC and presented by the Carey Group. At that training, a number of the judiciary, district attorneys and defense counsel were interested in the evidence-based strategy of developing an effective sanction grid. We developed a goal to improve our current sanction grid with one that allows for a more comprehensive approach that will be effective in terms of sanctions and potentially reduce court time for minor violations.

The sanction grid is based on the LSI-R level of supervision with a menu of sanction options for each sanction level on the response table (see attachment). Administration presented this information to the Community Corrections Advisory Board, Judiciary for the Criminal Court and the entire Judiciary in March, 2012. The grid will be completely implemented and staff trained on the instrument in May 2012.

### **Current Operations of the Integrated Model**

#### **1. Assessing Actuarial Risk:**

- ***Current Practice:*** Currently we administer the LSI-R Short Version to clients at intake to quickly assess actuarial risk so that the client may be placed at the appropriate supervision level as soon as they start probation. We have studied the tool and its accuracy in placing clients on the right level of supervision. For the first 30 days, clients are all supervised as high risk clients to ensure public safety and account for any error made in initial assignment. We continue to administer the full LSI-R assessment within the first 30 days of client assignment. If a client scores differently on the full LSI-R than the Short Version, the client is re-assigned accordingly. We continue to do the reassessment and discharge LSI-R assessments in accordance with KDOC standards.

A recertification process is required of all staff to improve the reliability in scoring. We are in compliance with this quality assurance piece. In addition, we have created a new audit tool that focuses on evaluating the evidence-based work ISOs are doing with their clients. This instrument allows the supervisor to evaluate the ISO's ability to incorporate the high risk domains into an effective supervision plan. It further evaluates their use of MI skills and ensures that staff completes the instrument in a timely manner.

In addition, KDOC's technical assistance training they provided Sedgwick County was helpful in identifying areas of weaknesses that were addressed in our case audit process. Additional training by the supervisory team was provided to address weaknesses regarding developing SMART/behavior related goals.

## 2. Enhancing Intrinsic Motivation:

- ***Current Practice:*** Quality assurance is regular practice now for all the specialized teams in AISP. Audiotape and observations of MI use of all ISOs are completed by members of the supervisory team. We staff cases weekly during team meetings to provide an opportunity for staff to receive peer feedback and draw from experiences of other team members.

The MI training and quality assurance measures that have been put into place over the years demonstrate that ISOs have been trained in enhancing the internal motivation of their clients. The supervisory team is responsible for assisting the ISOs in their MI development by providing consistent feedback on the audiotape and file audits they complete every month. In addition, the supervisory team conducts monthly meetings with every ISO to discuss and review their progress.

## 3. Targeting Interventions:

- ***Current Practice:*** Our community offers a variety of resources that benefit our clients. We have treatment providers that offer alcohol and drug treatment, sex offender treatment, anger management, educational services and mental health services. We continue to provide cognitive skills programming for Intensive Supervision Level I, II and III clients. This is an integral part of our plan to increase offender success by helping them identify thinking errors. Also, cognitive skills classes provide structuring of time for some of our high risk offenders. Over the past year, ISOs have increased their ability to be responsive to client needs when targeting interventions. More specifically, ISOs have increased their levels of responsivity in the areas of gender and client location. One example of increased responsivity in regards to client location is the database implemented recently that allows ISOs to search community resources by zip code. Another example of increased responsivity is the utilization of our Cognitive/Employment Specialists and COMCARE mental health case manager who provide services to clients in need of employment or mental health services.

Utilization of intermediate sanctions was expanded to include recommendations for use of short-term Residential Center beds, house arrest, electronic monitoring, curfew, increased substance use testing, and increased reporting and/or community service. Increased treatment activities and support group meetings will also be considered in making recommendations to the court to address technical violations. Policy and procedure has been modified to include a new comprehensive sanction grid that provides ISOs with a menu of targeted sanction options in response to violations. The client's progress and strengths are included in reports to the court to address violations of probation. A community-based alternative plan is provided in each report along with the options and rationale for revocation when recommended by the ISO.

#### **4. Skill Training with Directed Practice:**

- ***Current Practice:*** Staff on the Risk Reduction and Reentry teams received specialized training in evidence-based practices, risk reduction, Motivational Interviewing, targeted case planning, reentry management, and delivery of cognitive behavioral skills training. Since there was a recognized gap in cognitive behavioral programming, AISP and Adult Residential have incorporated the “Getting It Right” cognitive skills curriculum. Also, we identified that by having all the ISOs cycle through the facilitation of the cognitive skills programming we were losing some consistency in terms of presentations. So, as previously discussed, we selected two ISOs to lead the cognitive skills groups in AISP.

We utilize the “Getting It Right” cognitive skills curriculum which is a five workbook series delivered in group settings. During group sessions, clients are provided with the opportunity to learn new pro-social skills, as well as practice learned skills. Clients are presented with a certificate of completion after completing each workbook. For quality assurance purposes, clients are asked to complete a post-group evaluation. Additionally, KDOC’s initiative to provide Advanced Communication & Motivational Strategies (ACMS) training opportunities for ISOs statewide has exposed all ISOs to the MI philosophy and techniques.

In January 2010, we began collaborating with our department’s training coordinator to evaluate the current training curriculum for corrections workers at Adult Residential. Corrections staff at Residential spend a significant amount of time with our clients and they are a valuable resource in our efforts to promote positive behavioral change. As a result, we have defined a skills development certificate that promotes training in evidence-based practices. Courses offered in the “Professional Milestone” certificate program include Motivational Interviewing for Direct Line Staff, Effective Communication, Conflict Resolution, Professionalism and Teamwork, and Anger Management. Corrections Workers are encouraged to work toward acquiring their certification in this two-tiered program over a two-year period of time. As staff reach the milestone of their first tier, they will be acknowledged in a ceremony with Adult Residential Center management.

#### **5. Increasing Positive Reinforcement:**

- ***Current Practice:*** Supervisory staff has made an effort to increase modeling of positive coworker interaction by consistently using MI techniques and the M.E.E.T. model, an interactive conflict resolution model. Supervisors are creating and following through with more teaching opportunities with staff in every interaction to promote positive interactions throughout the workplace. Additionally, we are using MI techniques on all risk level teams and utilizing our supervisory team to enhance and improve these skills. ISOs are much more aware

of the impacts of positive reinforcement and have made significant progress in recognizing client's achievements regularly.

## **6. Engaging Ongoing Support in Natural Communities:**

- ***Current Practice:*** Officers have increased contacts with clients, employers, treatment providers, neighbors and family members through face-to-face field visits in the community. Office hours have been expanded to increase the availability of officers to meet with clients. Part of case planning includes identifying and developing a relapse prevention plan and identifying a safety net of people who will be a support for the client in the process of changing their criminal attitudes, beliefs and behaviors.

Implementation of Reentry services started in February 2008. Currently, we have increased levels of collateral contacts with informal pro-social supports. ISOs utilize spouses, family members, and supportive others in case planning. Curfew checks for the gang population have provided an opportunity for law enforcement and ISOs to identify and build rapport with client's natural support systems. ISOs routinely inquire about client's family which is useful in helping clients recognize discrepancies between a client's behavior and what is important to them. Clients attend marital/couple counseling and parenting classes. Some clients are willing to sign releases for ISOs to speak to 12-step sponsors, pastors, and other supportive community resources.

## **7. Measuring Relevant Processes/Practices:**

- ***Current Practice:*** We collect client assessments by way of the LSI-R, supervision plans, intervention assessments, and collateral contacts. We have statistics and standards that are evaluated monthly to monitor performance of ISOs and progress of clients. We are able to measure change by file audits, reading chronological entries and conversations with ISOs during individual supervision meetings. Outcome measures are evaluated by discharge LSI-Rs and successful completion of interventions and conditions of probation. We measure staff performance based on monthly statistics, KDOC standards, performance goals, and supervisory observations.

Last year, the decision was made to drill deeper in reviewing more than conditional violation, new felony and new misdemeanor revocation types. So, we asked ISOs to provide information to their respective supervisor every month on voluntary revocations, as well as clients who have experienced three or more probation violation hearings before being revoked. The other category is consistent with clients who have been revoked for condition violations.

The table below illustrates the numbers collected for the month of December 2011 and the year-end numbers for CY11 as well. The supervisory team collects this data every month in an effort to identify trends within the ISOs that they

supervise. It is interesting that last year 112 of our revocations consisted of clients who voluntarily chose to serve their time or had been in front of the judge on three or more occasions that eventually resulted in revocation.

TEAMS December 2011						Month Totals
	NEW FEL	NEW MSD	VOLUNTARY	3 PVS OR MORE	OTHER	
Davenport	4	1	0	1	3	9
Harris	2	1	0	1	3	7
Kaufman	0	1	0	1	2	4
Rice	2	2	0	0	1	5
Nichols	2	0	1	1	5	9
Category Totals	10	5	1	4	14	34
YTD Totals	152	85	39	73	234	583

Data tracking processes independent of data available in TOADS have been implemented. One process that has been developed is a process to track client recidivism 1-6 months post successful completion and 7-12 months post successful completion. Currently, our criminal justice system uses a release without prejudice approach to non-violent crimes. This process impacts recidivism checks at 1-6 months and 7-12 months because the court has two years to file cases that were released without prejudice. In one effort to minimize the impact of this practice, we have elected to check clients for both formal (court filings) and informal (arrests) charges.

Additionally, monthly closed cases reports have been developed and provide up to date revocation percentages and successful completion percentages by fiscal and calendar year. This information is distributed to all staff monthly.

## 8. Providing Measurement Feedback:

- Current Practice:** Previously, Adult Field Services collected monthly statistics on admits, transfers and discharges to determine the number of cases that were completed and the status of the closed cases. Supervisors collected data to ensure that ISOs were in compliance with KDOC standards and requirements. Data was collected regarding ISO recommendation trends and probation violation outcomes. ISO IIIs would provide feedback to their staff through individual supervision meetings and informal monthly memos.

Data mentioned above is still currently tracked and feedback is provided to ISOs regularly. In addition, data is collected on closed cases monthly per specialized team by a member of the supervisory team who provides it to the Community Corrections Administrator and Community Corrections Director. Then Community Corrections is able to share very specific revocation and success rates

each month with team supervisors. Data is also provided to WSU at various intervals throughout the year so that analysis can be conducted. WSU evaluators provide periodic updates on data analysis to staff and the Corrections Advisory Board.

Progress is monitored and regularly shared with policy makers and stakeholders to facilitate their understanding of the plan, issues and outcomes. The Corrections Advisory Board receives updates at their monthly meetings. Input is solicited from the members and incorporated as appropriate. We continue to follow recommendations by WSU to improve our daily practice and assist us in reducing revocation rates.

### **Organizational Development**

During SFY11 and SFY12, AISP received technical assistance from KDOC with team assessments, evidence-based practices, and targeted training on core correctional practices. The core correctional practices consisted of an LSI-R and Advanced Communication and Motivational Strategies refresher training, follow-up coaching and a supervision strategies summit. The feedback received from this training has impacted the way ISO IIIs now provide qualitative assurance feedback to their ISO. Collectively, they are closely reviewing LSI-R data in relation to the main three domains to ensure that information is being targeted in the new case plan format.

The performance evaluation process completed on every employee is tied into motivational interviewing development and reducing revocations. Each month, ISOs are presented with feedback from their respective supervisors on their MI skills based on audio or office observations that are submitted for review. This allows ISOs to grow in their MI development over time. In addition, the supervisory team provides their ISOs with individual monthly revocation/successful completion percentages that are targeted for each specialized team. The targets:

Level I – 25%    Level II/III – 50%    Level IV – 85%    SB – 65%    Re-entry – 30%

### **Community Collaboration**

We have developed a partnership with leadership in the Master's in Social Work Department at WSU to have some of their students assist us with our cognitive skills groups. Currently, we have three Master's of Social Work (MSW) interns who assist us in the facilitation of our cognitive skills groups and provide other types of groups as well. In addition, they have assisted administration in a number of specialized projects and we look forward to continuing this partnership into the future. They will greatly assist us in our risk reduction efforts in AISP.

We have collaborated with the judiciary in obtaining feedback on the sanction grid we plan to implement soon in AISP. AISP administration has attended several meetings to assist them in understanding the concepts and framework of the grid. This will

eventually allow for a consistent method in responding to violations which should result in fewer warrants being filed and consequently a reduction in the number of probation violation court hearings as well.

In an effort to decrease barriers for our clients the Cognitive/Employment Specialists have collaborated with Parole and Norton Prison in developing our bicycle program for our AISP population. The inmates at Norton refurbish used bicycles that we transport back to Sedgwick County for our clients who experience transportation issues. This has worked incredibly well as transportation is a barrier for a number of our clients. In addition, our Employment Specialists collaborate with a number of our community partners in developing a clothes closet for indigent clients to utilize for employment interview opportunities.

The Community Corrections Advisory Board (CAB) for Sedgwick County convenes monthly and is involved in the decisions related to agency initiatives regarding risk reduction. Administration collaborates with the board on major decisions that impact our agency. For example, last year they played an important role in assisting us in the decisions we had to make in regard to the downsizing of our Residential program. Recently, the membership took the time to review our sanction grid and provided constructive feedback on our plan to implement the instrument in AISP.

### **C. Current Resources**

- **Current Programming AISP Provides In-house**

Resources currently utilized for clients are referrals to community resources and flex funding for mental health assessments. Flex funding for client goods/services also includes assistance with transportation (bus tickets) and electronic monitoring. As previously mentioned the Cognitive/Employment Specialists assist clients with transportation and clothing barriers by managing our client bicycle program and clothes closet. SB123 offenders receive the cognitively-based treatment that is funded by the State.

One method of referring clients to community resources is to utilize the Community Resource Manual. The Community Resource Manual is available to all ISOs and is helpful in matching clients with the appropriate resources. ISOs who work with SB123 clients are provided with a Provider Resource Manual listing SB123 service providers in the area. In addition to the Community Resource Manual, a resource database is available for staff to utilize. The Community Resource Manual is included in the database, but is organized for the ISO to allow them to search for resources by LSI-R domain and by zip code. All SB123 providers, medical resources, community service work resources and a zip code map are also included. Soon, we will add all Alcoholics Anonymous and Narcotics Anonymous meeting locations by zip code to the database. ISOs also rely upon the expertise of other ISOs who may have knowledge of available community resources.

We have sustained our cognitive/employment specialist positions with the advent of this grant opportunity. The Cognitive/Employment Specialists collaborate with the Work Force staff in delivering groups for clients who are unemployed at intake and provide them orientation on the resources they have to offer at the center. Additional program offerings include skills and inventory assessments, individual and group sessions, resume writing and interview preparations, as well as on-going work force networking with employers and community partners. The Cognitive/Employment Specialists serve clients at AISP and Adult Residential.

Currently, our Cognitive/Employment Specialists provide cognitive skills programming to Intensive Supervision Level II/III clients in AISP and at Residential. They focus on delivering groups utilizing the Change Companies “Getting It Right” cognitive skills curriculum. They offer a variety of groups throughout the day and evening for our clients.

In addition, the Residential Center has employment programming to assist clients in securing and maintaining employment. Residential collaborates with a number of other agencies to provide a variety of resources to clients including sexual assault prevention, HIV/STD education and faith-based mentoring groups.

We utilize our staff and MSW interns to lead cognitive skills groups with clients in AISP and at Residential. They provide these groups to our moderate and high risk offenders based on the LSI-R assessments. In addition, they lead some individual cognitive skills sessions to clients who are in need of extra exposure to the restructuring philosophy that the curriculum provides for them.

- **Current Programming AISP Accesses in the Community**

SB123 offenders receive the cognitively-based treatment that is funded by the State. We currently have a wealth of SB123 treatment providers that serve our clients in AISP. This population benefits from the cognitively-based treatment, which is evidenced by their successful completion rate.

Non-SB123 clients take advantage of the wealth of alcohol/drug, sex offender and anger management treatment programs that are available in Sedgwick County. ISOs take advantage of these community resources for clients who score moderate to high risk on the LSI-R in these particular domains (e.g. alcohol/drug, leisure/recreation, emotional personal and attitudes/orientation). These types of programs assist us in addressing client issues as identified in the LSI-R in order to reduce their risk to the community.

AISP utilizes a variety of non-profit organizations for our client population to complete community service work. For example, clients routinely complete community service work at the Food Bank stocking food pantries and assisting other members of the public. Our Residential program adopted a stretch of highway in Wichita to pick up trash and debris every week. This assists us in addressing the

dosage principle with or clients and provides them with an opportunity to develop a pro-social connection with other members of our community.

- **Current Methods Utilized to Refer Probationers to Resources That Address Areas of Risk/Need**

Recently, AISP adopted a policy requiring ISOs on the Intensive Supervision Level II/III teams to make at least three referrals from their respective caseloads to a cognitive skills group. They are required to submit the referrals at least one week prior to each new group being formed. We have encouraged the ISOs to target clients who have scored moderate to high risk in Employment and Attitudes/Orientation for these groups.

ISOs who supervise the Intensive Supervision Level I clients are asked to refer clients who score high risk in Employment and Attitudes/Orientation to the “Change Plan” group that is facilitated by the MSW interns. Obviously, this population consists of clients who are at the highest risk to re-offend. So, we are targeting them to determine where they are in the change process and attempting to address the dosage principle at the same time.

#### **D. Gaps in Current Practice and Integrated Model**

Gaps are listed in order of priority. The gaps to be addressed in SFY13 Program Strategy and Design section of the plan will have an asterisk by the number.

##### **\*1. Assessing Actuarial Risk:**

- **Gaps:** While we have made improvements in assessing risk and placing clients on appropriate specialized teams, we need to improve our understanding of what risk is and what risk looks like in each domain of the LSI-R. Being able to more fully understand the levels of risk will increase ISOs ability to implement effective interventions through case planning. We received thorough training from our program consultant in this area in SFY11 and SFY12. The gap is that we need to train ISOs to effectively bridge the information contained in the LSI-R in developing effective case plans.

##### **\*2. Enhancing Intrinsic Motivation:**

- **Gaps:** We discontinued the use of the MI phase system with our ISOs when we lost our skills developer. However, we now have empowered the supervisory team to complete active listening guide assessments and conduct joint monthly team trainings on MI concepts. The gap is that while officers on all teams have been trained in MI techniques, their individual MI development varies depending on their motivation.

### **\*3. Targeting Interventions:**

- **Gaps:** ISOs are experiencing difficulty in focusing on the areas that drive criminal behavior the most: history of antisocial behavior, antisocial personality, antisocial cognition and antisocial associates. These areas are very difficult to target and ISOs struggle with creative ways to address these areas in supervision plans. Finally, through our technical assistance training, provided by our program consultant, it was obvious that ISOs continue to struggle with effectively targeting high risk domains in the LSI-R and addressing them in case plans.

### **4. Skill Training with Directed Practice:**

- **Gaps:** Recently, we started providing feedback for the facilitators of cognitive skills classes. Our lack of resources has precluded us from consistently pursuing this type of quality assurance. A qualitative facilitator assessment form is not in place to evaluate facilitator performance. In addition, we need to develop a goal that 60% of clients who successfully complete at least one cognitive skills component will successfully complete probation.

### **5. Increasing Positive Reinforcement:**

- **Gaps:** While positive reinforcement has increased over the past year, more work could be done to increase the number of positive reinforcements to the appropriate ratio of four to every one negative statement.

### **6. Engaging Ongoing Support in Natural Communities:**

- **Gaps:** One recognized area for improvement lies with our high risk gang affiliated population. Continued focus and increased intervention is necessary to impact this group significantly. Our community would benefit greatly from a faith-based, community oriented intervention to assist gang members in leaving gang life and establishing a pro-social lifestyle.

### **7. Measuring Relevant Processes/Practices:**

- **Gaps:** Documenting incremental change in office contact notes is difficult for ISOs; this is a recognized area for improvement so we can more accurately measure change in risk between LSI-R assessments. Recidivism data is being tracked. It will take several years to have the results due to the length of time involved for probation and post-probation periods.

### **8. Providing Measurement Feedback:**

- **Gaps:** We no longer have our grant specialist to provide statistical analysis on individual ISO change scores on the LSI-R. This limits the level of data collection and frequency of analysis for use in making modifications. Quality assurance activities have been reduced by the loss of this position.

## **IV. Program Strategy and Design**

### **Risk Reduction Initiative Plan**

The gaps identified in our Integrated Model and the LSI-R data reflect that AISP needs to focus on several areas related to risk for the clients we supervise in AISP. It is important to tackle the areas where we can potentially see the most improvement and reduce the risk to our community. The areas we are going to target in SFY13 focus on the LSI-R domains of Attitudes/Orientation and Employment. Community collaboration with the Work Force Center to assist our unemployed client population will also be a focus of this plan. In addition, we will address the dosage principle related to clients within their first 3-9 months of supervision, targeted case planning development, continuing MI development/training for our staff and creating a cognitive skills facilitator quality assurance assessment.

The differences between clients who are successful and unsuccessful in relation to the Attitudes/Orientation domain are truly dramatic. The SFY11 data that was previously discussed on page 5 of this document clearly demonstrates this point. This is a difficult area to address in changing the pro-criminal attitudes of this particular population. However, our plan is to target the population that scores high or very high in this category and refer them to our cognitive skills program. They will initially complete the “Change Plan” workbook individually with the MSW interns. However, follow-up discussions will take place during client/ISO office visits.

Assignments to cognitive skills groups will primarily come from the Level II/III teams. Clients from the other teams will be referred when they score high risk and could benefit from attending. ISOs also incorporate goals that relate to Attitudes/Orientation and Employment in the case planning process. Goals will be reviewed at least monthly to celebrate success or identify deficiencies that need to be addressed. ISOs will be responsible for maintaining current and appropriate case goals on the clients they actively supervise.

It is essential to target this population because of the risk they pose to the community and to themselves. We plan to discuss this topic periodically during our monthly AISP meetings as well as some of the monthly team meetings to review strategies that are working at the ISO/client level. The supervisory team will be connecting high or very high risk score in this domain with the supervision plan to ensure it is being targeted by the ISO. We have observed some improvement in SFY11 compared with SFY12. Hopefully, by continuing to target this domain in SFY12, we will achieve a reduction in the number of clients who score high to very high in this category and this will improve community safety.

Obviously, clients who score high risk in the Attitude/Orientation and Employment domains will be targeted for intervention. In reviewing the research, it is apparent that we must be more effective in addressing the dosage principle in relation to these domains. Clients who are assessed as high risk in these domains pose a challenge for ISOs in terms of exploring pro-social activities with clients and addressing the dosage principle for the first 3-9 months of assignment.

The Employment domain of the LSI-R is a huge risk factor to re-offend for clients who are supervised in AISP. As previously mentioned on page 3, of the AISP clients who were arrested for a new felony, 82% were unemployed at the time of the arrest. We have recently adopted a policy that over a period of time progressively addresses the unemployment issue with clients with graduated sanctions that will play into the dosage principle.

The Cognitive/Employment Specialists will identify unemployed clients at intake and require them to attend a mandatory employment workshop the following Monday at the Work Force Center. At the workshop our Cognitive/Employment Specialists will provide an overview of the AISP employment policy and clearly outline the expectations while on the unemployment level of supervision. In addition, our Work Force Center partner, Terry Gosh, will provide an orientation on all the employment resources that the Work Force Center has to offer them. He will register them in their program and provide follow-up case management services as necessary.

In addition to the collaborative work done at the Work Force Center, our Cognitive/Employment Specialists will play an integral role in assisting clients in a variety of ways to increase their employability in this tough economic environment. The unemployment rate for our client population is currently 28%. ISOs will make referrals to the Cognitive/Employment Specialists for those clients who are struggling or lack the motivation to secure employment. Their plan will focus on employability, education and providing clients with the resources to effectively search for employment.

The Cognitive/Employment Specialists along with the MSW interns will hold open office hours in the employment lab four days a week. The employment lab consists of 12 computers that have internet access for the clients to utilize in their job search. In addition, clients who have been unemployed for 60 days or longer will be referred to the cognitive/employment specialist's chronically unemployed class to take a deeper look into some of the barriers that are preventing them from securing employment.

In an effort to address the dosage principle with clients who score high risk in the LSI-R domains of Attitudes/Orientation and/or Employment, they will be targeted for our cognitive skills groups as well. It will be emphasized to the ISOs the importance of developing a schedule and plan for the clients in order to occupy 40-70% of their time, especially within the first 3-9 months of supervision.

ISOs will explore options with the client to occupy more of their time each week in a pro-social manner. For example, if they are unemployed then a structured job search that involves reporting more frequently to our employment lab accompanied by community service would serve to fill their time. However, it is essential for the ISO to include the client in the decision making process in order to obtain their ownership and buy-in to the process. This process will be documented in contacts and included in a specific goal in the case planning process.

In order to evaluate the application of the dosage principle for this targeted group of clients the supervisory team will effectively evaluate LSI-R information to ensure that it is being

addressed in case plans. In addition, every quarter they will compare LSI-R high risk scores in the domains of Attitudes/Orientation and Employment with case plans in order to evaluate if they are being addressed as a part of supervision. They will monitor for trends among the ISOs to address effective targeting and case plan development.

Currently, we have two Cognitive/Employment Specialists who are responsible for leading the cognitive and employment groups in AISP. Our quality assurance method is to have one of the supervisory team members observe at least two groups a month and provide feedback. However, we do not have a formal assessment piece in place for us to effectively evaluate their performance. We envision the assessment form to model evaluating some of the key components of motivational interviewing and quality group facilitation. This is an area we plan to address in SFY13 in an effort to enhance the development of these two facilitators in AISP.

In addition, we plan to compare the list of clients who have at least completed one of the workbooks with successful/revocation completions in order to take a cursory look at the effectiveness of our cognitive skills programming. It will be interesting to determine how successful our groups are with the Level II/III population. The Cognitive/Employment Specialists will collect this data and report it out to the ISOs and supervisory team every quarter.

In an environment of diminishing resources, our plan to continue the MI development of our staff is to utilize the supervisory team (ISO IIIs and IIs) as well as the Community Corrections Administrator and Residential Center Manager to assist in moving our collective MI skills forward.

Last year, we replaced the MI Phase System with the Active Listening Scoring Guide to evaluate the MI performance of our ISO staff. It simplified the process by evaluating them on the basic MI concepts of open-ended questions, affirmations, reflections, summarization, developing discrepancies, empathizing, rolling with resistance, supporting self-efficacy and MI non-adherent style. In addition, the supervisory staff provided feedback on the cognitive tools that were used during the office visit. For example, did the ISO use the decisional balance worksheet or the looking back and forward exercise? All this information is included in one simple form that the supervisory staff provides to the ISO after they complete the audio or office observation.

Consistent training is an area that is going to be addressed in the next fiscal year as well. The plan is to continue to pair teams once a month for a joint team meeting. During this monthly meeting, the supervisory staff will train and provide an activity on one of the MI concepts listed above. At the end of each training, we will provide an opportunity for staff to share information and examples of how it is working for them in terms of managing their clients. This will allow everyone to learn from each other in an environment that is conducive to open discussion.

Departmental leadership will continue to reinforce the principles of evidence-based practices in staff training sessions, strategic planning, and performance evaluations at all levels. The

guiding principle, “we believe individuals can change and that we can be instrumental in guiding that change,” will be reinforced repeatedly to increase staff buy-in.

At the end of SFY11, the legislature changed the Community Corrections successful completion target from reducing revocation rates of 20% based on the FY06 revocation rate to an overall successful completion rate of 75%. However, the one caveat is that if an agency is unable to achieve that rate then they need to incrementally increase their respective successful completions by 3% from the previous until 75% is achieved. Our hope is that by implementing this targeted plan we will be able to achieve our goal of increasing successful completions by 3% in SFY13.

### **Management and Organizational Capabilities**

Progress will be monitored and regularly shared with policy makers and stakeholders to facilitate their understanding of the plan, issues and outcomes. The Corrections Advisory Board is the primary body that provides oversight to Community Corrections programs. The Board meets monthly, and will receive program updates as part of the monthly agenda. The Criminal Justice Coordinating Council will receive quarterly updates. The Sedgwick County Board of County Commissioners will receive various updates and presentations as the program evolves. Members of each of these policy and advisory groups have and will continue to have structured opportunities to provide input to the plan. Membership rosters for each of the policy and advisory boards are provided in Attachment D.

The Corrections Advisory Board is the team that has helped to develop and support this initiative. Representation is mandated by statute and includes criminal justice system agencies (law enforcement, court, and probation), education and the general public through appointments by both City and County elected officials. The statute mandates gender balance as well as racial and ethnic minority representation to guide elected officials in making appointments. Our board members fully meet these requirements. Additional partners include the Community Mental Health Center (COMCARE), Offender Reentry Program, New Communities Initiative teams, SB123 treatment providers, and the Criminal Justice Coordinating Council.

The Advisory Board members, Criminal Justice Coordinating Council and Sedgwick County Commissioners have been engaged in learning about evidence-based practices, studying local systems, funding alternative programs, and expanding Community Corrections for several years. This initiative has become a part of the local system, with the capacity to provide regular data reports to track the results and outside evaluation by WSU to locally enhance the credibility of the initiative with policy makers. We can show how the strategies are working with a population they understand very well. We will be held accountable and the stakeholders will be fully involved in knowing how it is working.

Mark Masterson, Community Corrections Director, is responsible for this initiative. Administration, planning, implementation, research, and engaging the policy and advisory boards in the process as well as community mobilization are the Director’s responsibility. He will supply KDOC with accurate data at the established intervals of the initiative. Jay

Holmes, Community Corrections Administrator, will direct implementation of the training, hiring and supervision of ISOs and clerical staff, and integration of the new components into the work with clients. Lori Resnik, Residential Center Manager, will partner with Jay Holmes in the coordination of services for the Reentry Group, and with the integration of mental health services provided to the clients. Project Manager, Jodi Tronsgard will oversee grant writing, data collection, reporting and evaluation work done by WSU. Operations Administrator, Chris Morales will be the fiscal agent for the department and coordinate reporting with Marty Hughes, Sedgwick County Revenue Manager.

The organizational chart (Attachment H) demonstrates that we have three specialized teams (SB123, Low Risk/Containment and Risk Reduction Teams). The role of the SB123 team is to maintain and supervise a caseload of SB123 offenders. They complete pre-sentence and post-sentence LSI-Rs and are instrumental in working with offenders in selecting appropriate treatment options. They foster a collaborative atmosphere between correctional supervision and drug treatment providers in our community. They have completed Advanced Communication and Motivational Strategies and Case Planning training sponsored by KDOC and implemented these skills into daily practice.

The Risk Reduction teams (3) are charged with supervising all offenders who scored out as moderate to high risk or Level II/III on the LSI-R S/V and the standard LSI-R. This team has received specialized MI training that has been integrated into their supervision practices. They have completed lesson planning training on our cognitive skills curriculum in order to provide classes for the offenders they serve. The termination type by supervision level analysis provided by KDOC and WSU's program evaluation demonstrates that this population is the group we can successfully impact the most. The integration of these new skills will continue to enable staff to more effectively communicate with offenders and assist them in identifying their errors in thinking in order to help increase the success with this population.

The Low Risk and Containment ISOs are responsible for supervising all offenders who score out Level I or Level IV on the LSI-R S/V and the standard LSI-R. They have received the Advanced Communication and Motivational Strategies and Case Planning training sponsored by KDOC. In terms of the Level IV clients, we are spending fewer resources on this population because research has demonstrated that more resources should be allocated toward the moderate to high risk offenders. The ISOs responsible for containment of the Level I clients consider a variety of public safety options to effectively manage this group of clients. Increased reporting, electronic monitoring, assigned additional community service work and an established curfew are among some of the internal sanctions that we consider for this group of clients. Finally, we instruct these clients upon intake that they have an opportunity to improve their reporting situation by demonstrating compliance and a willingness to make positive changes within the first six months of their assignment to our program. At that time, we complete and LSI-R reassessment that will take into account the changes they have made during the first six month of their probation which could possibly result in a decrease in reporting.

The Sedgwick County Drug Court Program is the newest addition to the department. It is a County funded program designed to serve felony offenders who are most in need of treatment services and whose addictions most negatively impact our community. Program referrals, which began in November 2008, are accepted from the 18<sup>th</sup> Judicial District Courts at the time of a probation violation. Most referrals come from the Adult Intensive Supervision Program, with an occasional referral from Court Services. Adult Field Services will work with the Drug Court Program to ensure it is used appropriately in order to better serve clients who benefit the most.

The organizational chart for this program is attached Attachment H.

### **Monitoring and Evaluation**

The Advisory Board plays a critical role in the discussion of the plan and the areas that need to be addressed in order to promote public safety in our community. Every month, the Community Corrections Director, Community Corrections Administrator and Residential Center Manager provide the Board with updates regarding programming and progress on the goals contained in the comprehensive plan. Typically, any type of corrective action to be considered is placed on the agenda for discussion and feedback. We have an active and diverse Advisory Board that provides us with direction on all corrective action issues. The outcome of these reviews is documented in the minutes of our meeting and the information is disseminated to staff at AISP and Residential.

We are fortunate to have a skilled, engaged and seasoned Advisory Board. When they want additional information or have concerns they drive corrective action. The departmental leadership responds quickly to any issue or concern of the Advisory Board and attempts to resolve it.

The Advisory Board bylaws are reviewed annually and govern operation and practices of the Board. Meeting agendas and minutes are posted for the public on both the department and the county websites. In addition, hard copies are maintained in the office of the Community Corrections Administrator. The minutes from the previous month along with the agenda items for the next month are sent out to the members one week before each scheduled meeting.

SPSS (Statistical Planning for the Social Sciences) research software has been used to collect and report data necessary to assess Community Correction's outcomes. We have entered into a contractual agreement with WSU to provide ongoing research and data analysis. WSU will provide an annual program evaluation report for SFY12. The Sedgwick County Department of Corrections will be responsible for addressing all corrective action requests. During SFY13 recommendations by WSU will be addressed and research will be ongoing to monitor progress and make course corrections.

## Goals for Risk Reduction Sustainability for Adult Field Services

**Goal #1:** To reduce recidivism.

**Objective #1:** To increase successful completions of probation sentences by 3% in SFY13 as compared with the result from SFY12.

- **Data:** Data is kept in the Total Offender Activity Documentation System (TOADS) and will be run monthly to monitor successful closure rates. Monthly reports will be provided to the SCDOC Administration and shared with staff and our Advisory Board on a monthly basis. Quarterly reports on this objective will be made to KDOC.

**Target Date:** 6/30/2013

**Objective #2:** 75% of clients will not be arrested or charged with a new crime 1-6 and 7-12 months after successful completion of probation, as measured by District Court records.

- **Data:** Data is kept in E-Justice (arrest records) and Full Court (court records) and is gathered quarterly and reported quarterly to SCDOC Administration, KDOC and the Advisory Board.

**Target Date:** 6/30/2013

**Goal #2:** Increase utilization of Evidence-Based Practices (EBP).

**Objective #1:** All ISOs will receive case plan refresher training to effectively develop case plans through a better understanding of what risk is for each domain.

- **Data:** Training records will be kept for all existing and new staff to measure this objective. The data is collected and maintained by the supervisory and administrative staff. They report the training hours to the Community Corrections Administrator and it will be reported quarterly to KDOC as part of this initiative.

**Target Date:** 6/30/2013

**Objective #2:** The supervisory team will train ISOs on a Motivational Interviewing (MI) topic during combined team meetings during the first half of SFY13.

- **Data:** Training records for each ISO will be maintained by the supervisory team and administrative staff. The team training

information will be reported to KDOC for the first two quarters.

**Target Date:** 12/31/2012

**Objective #3:** All ISOs will incorporate EBP into supervision practices by effectively targeting high risk domains in the LSI-R and addressing them in case plans.

- Data: The supervisory team will review LSI-R information during supervisory audits to ensure that it is being addressed in case plans. They will monitor for trends among the ISOs to address effective targeting and case plan development. An ISO III will audit information and submit it to the Community Corrections Administrator every month and it will be reported quarterly to KDOC as part of this initiative.

**Target Date:** 6/30/2013

**Goal #3:** Increase the quality assurance measures for our cognitive skills programming.

**Objective #1:** Develop a cognitive skills assessment tool to evaluate facilitator performance in groups.

- Data: Will provide the final assessment tool in the first quarterly report.

**Target Date:** 9/30/2012

**Objective #2:** In SFY13 the cognitive skills program will achieve a 60% successful completion rate for clients.

- Data: The Cognitive/Employment Specialists will track this data in Excel and present this information to the Community Corrections Administrator every month. This information will be presented in the quarterly reports submitted to KDOC.

**Target Date:** 6/30/2013

**Goal #4:** Improve outcomes for clients who score high and very high risk in the Attitudes/Orientation and Employment domains of the LSI-R.

**Objective #1:** ISL II/III teams will refer eligible clients, those who score high to very high risk in Attitudes/Orientation and Employment domains, to attend cognitive skills programming.

- Data: LSI-R data will be compared with the intervention screen in TOADS to ensure that 3 clients per ISO per quarter (12 clients annually), who score high to very high in either of the domains, are receiving the intervention. The data will be included in the quarterly reports.

**Target Date:** 6/30/2013

**Objective #2:** ISOs will target Attitudes/Orientation and the Employment domains in the case plan for those clients that score high to very high risk in those areas.

- Data: The ISO IIIs will review the intervention report every month and compare the clients who scored high to very high in this area with the case plan to ensure it is being targeted. ISOs will meet this expectation 95% of the time. An ISO III will maintain the data and submit it to the Community Corrections Administrator every month. AISP will see improvement in both LSI-R domains in SFY13 compared with SFY12. This will be documented in our quarterly report and the policy and procedure manual for KDOC to review.

**Target Date:** 6/30/2013

**Objective #3:** Re-train AISP ISOs on the dosage principle related the supervision of their clients and create a menu of options for ISOs to consider when addressing this principle.

- Data: Training records for each ISO will be maintained by the supervisory team and administrative staff. The team training information and menu of options will be reported to KDOC in the second quarterly report.

**Target Date:** 12/31/2012

**Goal #5:** Continue community collaboration by partnering with Wichita State University (WSU) and the Work Force Center (WFC) to sustain current service delivery of groups to benefit the clients we serve.

**Objective #1:** Meet with the leadership in WSU Master's in Social Work Department (MSW) to discuss the possibility of utilizing their students to assist us in facilitation of cognitive skills groups.

- Data: Will report the outcome of the conversation in the first quarterly report in SFY13.

**Target Date:** 9/30/2012

**Objective #2:** Identify the MSW students available to assist us in the facilitation of the cognitive skills groups. SCDOC will provide coordination, training and partner each student with an ISO to assist with the group work.

- Data: The number of students assisting us with group work and the number of volunteer hours will be reported quarterly.

**Target Date:** 6/30/2013

**Objective #3:** Collaborate with the WFC to provide weekly unemployment workshops for our intake clients.

- Data: Will provide quarterly data on the number of clients who attend the weekly workshops led by our Cognitive/Employment Specialists and WFC staff.

**Target Date:** 6/30/2013

### **Adult Residential Center Outcome Goals**

**Goal #1:** To provide an effective alternative to prison that promotes public safety through close supervision of offenders and requires accountability and responsibility.

**Objective #1:** To maintain an average daily population of 62 or above.

- Data: This data is collected through TOADS and independent spreadsheets kept by administrative staff. It is reported monthly to the Adult Residential Manager, quarterly to KDOC and annually in our Strategic Plan.

**Target Date:** 6/30/2013

**Objective #2:** To increase the successful discharge rate to 70% or more.

- Data: This data is maintained in TOADS. Individual ISOs will report this information monthly on the clients who successfully complete probation to their ISO III. This information is submitted to the Community Corrections Administrator for review and will be reported in quarterly reports.

**Target Date:** 6/30/2013

**Objective #3:** To reduce the number of client AWOLs to 18 or fewer.

- Data: This data is collected through TOADS and independent spreadsheets kept by administrative staff. It is reported monthly to the Adult Residential Manager, quarterly to KDOC and annually in our Strategic Plan.

**Target Date:** 6/30/2013