

PART ONE: Narrative

Introduction

1. Agency Resources, Priority Needs, and Strategies for Determining Success

Sedgwick County Division of Corrections (SCDOC) plans, carries out and oversees Community Corrections Act programming in Judicial District 18. Over 2,991 offenders are served annually, with an average daily census of about 1,610. The SCDOC provides the 18th Judicial District Court with intermediate level sanctioning and supervision options in sentencing felony offenders to a term of probation vs. placement in the Kansas Department of Corrections. Options include intensive supervised probation in the community with the client being responsible for their own living arrangements, or placement in the SCDOC Adult Residential and Service Center for more structured programming and as a “last chance” option to being sentenced to prison.

In SFY16, the statewide average for successful completions in community corrections programs was 73%. The success rate in Sedgwick County was significantly lower, at 57.2%, than the average of the other community corrections programs. However, Sedgwick County did meet the statute requirement of increasing successful completions from 53.6% to 57.2%, which represents a >3% increase compared to the previous year. However, there is an opportunity to improve outcomes with Sedgwick County’s population by addressing strategies that impact our high risk clients which are identified in the population for risk reduction section.

2. Significant Differences between Successful/Unsuccessful Probation Populations

Offenders committing new crimes while on probation adversely impact our community by creating new crime victims, increasing criminal justice system costs and adversely impacting outcomes for the agency. Sedgwick County has the highest caseload of felony offenders assigned to community corrections in Kansas, with an average daily population (ADP) in SFY16 of 1,610. This ADP represents 19% of the state-wide offender population.

In SFY16, Sedgwick County experienced a slight decrease in revocations for new misdemeanors and an increase in new felony revocations. After reviewing the local revocation data in the following table we find encouraging information related to our population. Community corrections experienced a 2% increase in successful completions for the ISL I population and a 5% overall reduction in the number of technical violation revocations in SFY16 as compared to the prior year. We did, however, experience a 3% increase in new felony revocations, but the overall successful completion rate improved by 4%.

The “Totals” column in the table below demonstrates a fairly even distribution of client discharges in each of the four supervision levels, but a major difference in the success rates. ISL IV clients have a success rate of 95%, IIIs=77%, IIs=31% and Is=11%. This data

demonstrates the validity of the LSI-R risk assessment as a management tool in making risk-based assignments for supervision and service intensity for staff working with clients.

SFY16 Termination Reason By Supervision Level						
ISL Levels	Successful	Revoked-Condition	Revoked-Felony	Revoked-Misdemeanor	Revoked-Total	Totals
I	22 (11%)	89 (44%)	72 (35%)	20 (10%)	181 (89%)	203 (19%)
II	71 (31%)	80 (36%)	55 (24%)	20 (9%)	155 (69%)	226 (22%)
III	254 (77%)	36 (11%)	31 (10%)	7 (2%)	74 (23%)	328 (32%)
IV	270 (95%)	9 (3%)	3 (1%)	2 (1%)	14 (5%)	284 (27%)
Sedgwick County Totals	617 (59%) ↑	214 (21%) ↓	161 (15%) ↑	49 (5%) ↓	424 (41%) ↓	1,041

3. Impacts of Significant Changes

Fortunately, the Justice Reinvestment Initiative (JRI) includes behavioral health funding that supports a comprehensive approach to mitigate the potential negative outcomes from only being assigned moderate and high risk cases by the court. These funds are critical in addressing the multiple needs of higher risk offenders and to the success of the population being served in Sedgwick County. In SFY16, community corrections anticipated lower success rates because of the implementation of HB2051. It appears, however, that the collaborative partnerships developed as a result of JRI funding positions and programming has improved outcomes and public safety in Sedgwick County.

4. Population Targeted for Risk Reduction

The SCDOC has targeted five groups for risk reduction:

Clients scoring 29 or above on the LSI-R

For this population group, we have developed TEAM CARE (Climbing Above, Reaching Expectations). ISOs on this team are assigned and retain all clients who score a 29 or above on the initial LSIR or reassessment to ensure ongoing and consistent targeted interventions to this high risk group. GPS monitoring is initially used with each client assigned to the CARE team at intake to ensure engagement in services and promote public safety. New client orientation is held weekly and specifically addresses client needs, programming offered and resource referrals available. ISOs work collaboratively with an on-site JRI therapist, case manager and/or peer mentor to identify and target the needs of individuals who may benefit from JRI services. Referrals are also routinely made to the OWDS (Offender Workforce Development Specialist) who meets with clients on-site. Cognitive skills groups are available to assist members of this high risk population to effect behavior change.

Gang Members

ISOs conduct curfew checks no less than bi-monthly on documented gang members that are under the supervision of the SCDOC. These checks take place after normal business hours to ensure that our gang population is in compliance with their curfew and any other court-ordered restrictions. The ISO field work assists in holding clients more accountable, addressing violations in a timely manner and in maintaining a strong working relationship with surrounding law enforcement agencies. Community corrections has an internal gang unit that receives daily communication and updates regarding current events and safety concerns which we utilize to remain vigilant. The enhanced communication and collaboration among various public safety agencies has proven to be successful in identifying and/or locating clients at-risk before more serious violations occur. This collaboration has also allowed us the opportunity to impose more appropriate intermediate sanctions and place (or refer) those clients to interventions that focus on their behavior and cognitive thinking.

DUI and Sex Offenders

The SCDOC also conducts compliance checks for the smaller population of clients being supervised for DUI and sex offenses. These checks are conducted after normal business hours and are designed to increase our ability to monitor client behavior and hold them accountable. In addition, regular checks of this population help ensure an ongoing SCDOC presence with the client, their family, the neighborhood and the community at large.

Unemployed clients

Employment programming is a critical intervention for high risk offenders assigned to the Sedgwick County Residential and Service Center. Each Residential client's employability is assessed immediately upon placement in the facility. The designated Offender Workforce Development Specialist (OWDS) assists each client in identifying needs, including obtaining employment documents (state ID, Social Security card) and appropriate clothing for job search. Each unemployed client attends an employment preparation class, prior to job search, where they review how to complete applications, engage hiring managers over the phone and in person, interviewing skills and addressing criminal history with employers. Clients are assisted with creating resumes and setting up an email account so they can correspond with potential employers. All unemployed clients have daily monitored access to the internet as part of the Residential Employment Lab so they can locate job opportunities and complete online applications. Towards the end of their stay at the Adult Residential facility, all employed clients attend a Job Retention class to review principle job survival soft skills, as well as the positive outcomes of long-term employment.

Career Quest (CQ) was developed to assist chronically unemployed and/or under-employed community corrections clients. Career Quest (CQ) helps ensure clients are effectively job seeking by holding them accountable for their job seeking plans and efforts. Clients attend CQ check-in three times per week, meeting with an ISO that ensures they are prepared to job seek that day and that they followed through with their job search requirements. The benefits of CQ for the ISO are that CQ check-ins allow the ISO to know immediately if clients are complying

with job search expectations, if they have proper documentation and attire for job seeking and to provide feedback on client participation.

Integrated Model

1. Organizational Development:

- How have you crafted your recruiting and hiring practices to ensure agency culture is aligned with your agency's implementation of evidence based practices (i.e. what qualities/skills, characteristics or philosophies do you seek in applicants to ensure agency culture is aligned with evidence-based practices?)

The Division attends a variety of recruitment events at local colleges and job fairs. Employee representatives from each program are present to answer questions and attempt to recruit people from a variety of different disciplines into vacant positions. Vacancies are posted on the County's website, HREPartners. Interviews are then conducted to select the most qualified candidates for ISO and corrections officer positions.

One of the ways our recruiting and hiring practices are aligned with evidenced based practices is establishing minimum criteria for education and work experience, which has to be met in our screening process. Once applicants meet minimum requirements, we interview a pool of the most qualified applicants. Interview questions touch on our vision and goals of providing effective and efficient community-based offender programming. Many questions focus on key skills and philosophies that closely align with evidence-based practice and may include, "To what degree do you believe people can change their behavior and what role do you see yourself playing in that process?" "What qualities do you have that make you a good motivator?" Scenario-based questions follow to see interviewees' ability to transfer ideas to practice. Additional questions included in the interviews focus on recruiting staff with a wide variety of thoughts, backgrounds, experiences and those who are highly motivated, competent, and able to provide a positive work environment that is conducive to promoting behavior change with our clients.

- Describe in detail the process of how staff are given and receive performance feedback. How are these practices used to enhance staff skill acquisition?

Monthly PMIs (Personal Management Interviews), quarterly reviews and annual performance evaluations are mechanisms for providing feedback. The feedback allows ISOs to make corrections and grow in overall case management skills. PMIs are also used to make sure we are utilizing our in house JRI resources for drug/alcohol and mental health services, as well as Career Quest and the Workforce Center for help in addressing employment barriers and increasing our overall client employment rate. File audits are completed to help provide quality assurance that court conditions and timelines are being followed, and that our sanction grid is being utilized as a guideline for responses to violations. In addition to full file audits, mini

audits are conducted to ensure that JRI referrals are being entered in to TOADS correctly and as a JRI/risk reduction in the intervention screen.

In December 2016, a timeline was developed to begin implementation of the EPICS II (Effective Practices in Community Supervision) model. A flow chart was created to outline the implementation plan for EPICS II. ISOs review EPICS strategies, during weekly team meetings to become more efficient in selecting the appropriate interventions/tools in addressing risky thinking and facilitating positive behavior change. ISOs have also been practicing the use of behavioral interventions and submit documentation for feedback. We are receiving on-going feedback and support from our KDOC program consultant and will continue to develop skill sets that are firmly based in EBP.

- Describe what policies are in place for training staff and how those policies align with evidence-based practices.

The DOC administrative policies manual provides the organizational framework and support for administrative and business processes impacting all of the departments and programs. The Recruitment, Selection and Retention Policy 1.304, governs the hiring of staff and promotions. Administration addresses staff training in Policy 1.400, Training Operations and Program Design, and Policy 1.401, Staff Development. Community corrections program policies are covered in the Adult Field Services policy manual in the Training chapter and the Residential and Services Center policy manual in the Training and Staff Development chapter. The division provides training academies for new ISO and corrections officer positions, as well as a wide variety of offerings included in the DOC Annual Training Program published each year. Professional development is an investment we maintain with focus on a culture of continuous learning and development for all our employees. Diversity topics are also required to assist staff in cultural understanding and the impact on service delivery. Sedgwick County is implementing a new Talent Management program which defines and targets career path goals each year. Our Staff Development Manager and training department continually strives to incorporate training that supports the principles of evidence-based principles.

- Discuss what policies are in place for job descriptions, performance measurements, promotional decisions and/or a reward system; describe how these policies align with evidence-based practices.

DOC administration manages business and personnel policies in accordance with Sedgwick County Personnel Policies and Procedures. Job descriptions are required for all DOC positions. Every job description is reviewed annually and updated to reflect current job functions and necessary qualifications. All employees receive annual performance evaluations and quarterly reviews of their performance toward meeting their individual goals and in the rating factors used to measure work performance on the evaluation form. The staff member's direct supervisor conducts the monthly PMIs and quarterly reviews, providing feedback and documenting

progress. The evaluation process emphasizes open communication between staff and supervisor and provides opportunities for praise and feedback on work performance. In addition, an individualized training plan is developed with each staff member to ensure knowledge of job responsibilities and competencies in skill sets related to evidence based practices. Annual performance evaluation scores provide the basis for graduated tiers of compensation based upon performance, as measured by higher scores. As an incentive, the director's office provides annual recognition for perfect and great attendance (16 or fewer hours sick leave use). Both programs also provide recognition for employees of the quarter, as well as celebrating Corrections Officer, Corrections Professional and Administrative Professional's week. Sedgwick County also provides employee acknowledgement through Star Awards which recognize outstanding accomplishments by County employees.

- Describe the organizations goals and plan to move forward in improving organizational development.

The director is responsible for preparing a strategic plan spanning two-years forward with key initiatives, progress updates, performance measures, objectives and unit costs for each program unit. The DOC Strategic Plan for 2017–2018 was completed and posted on the department website in January 2017. Community corrections programs are measured, updated and reported on the state fiscal year to include advisory board review and input as part of the Comprehensive Plan due each May. The annual strategic plan for community corrections is updated and reported each July. The division uses a circular process of strategic management which is inclusive of data collection, stakeholder feedback, analysis, planning and implementation of strategies to improve results and strengthen the organization. Staff input and involvement with management in structured program reviews every two years is a policy-driven strategy for making continuous improvements. The annual training program is designed to teach and refresh knowledge, skills and abilities in best practices and to promote organizational strength and health.

2. Collaboration:

Complete the Advisory/Governing Board Membership Detail document. **(Attachment B)**

- How does communication flow through all levels of staff?

Monthly Executive Team meetings and quarterly Senior Management meetings are held where information is disseminated on a variety of relevant topics including budgetary issues, policy changes and legislative updates. These meetings consist of division administrators and program managers across all juvenile and adult programs and are led by the director. From these meetings, information is passed along to the supervisory team which is comprised of ISO II/IIIs and shift supervisors at Residential. Those supervisors then share pertinent information with their respective teams in weekly meetings. The director holds monthly brown-bag luncheons to enable employees to express ideas and

concerns about division operations. These luncheons are also an opportunity for our director to share information about new initiatives.

Quarterly all-shift meetings are conducted for Residential Center staff to cover relevant training topics and address any items of concern. Monthly community corrections meetings are held with all ISOs to discuss current issues and present in-service training on skill development related to evidence based practices and effective supervision tools. Speakers from local treatment programs and other community resource agencies present information on their services/programs.

- How are policy changes shared with staff?

Employees are able to access all policies by way of our intranet site. This site houses both centralized and program specific policies. Centralized policies are those policies that are applicable to all programs.

All policies are required to be reviewed annually. This review process involves policies being distributed at various levels for review and revision. As these revisions are made, policies are distributed and reviewed by all staff. Employees are required to sign acknowledgement forms as a means of ensuring they are kept apprised of all division and program policies. Policies containing significant changes may be reviewed during team or shift meetings to ensure understanding.

- Does staff have the opportunity to participate in policy updates?

Yes, policies related to daily facility/division functions are assigned to teams/shifts to ensure that policy reflects current practice. All division employees have an opportunity to provide feedback and initiate policy changes by submitting a Policy and Procedure Change form, 1.111.1.

- What knowledge and background does your staff already possess and how can that be tapped to facilitate relationships in the community?

Upon intake, clients are assigned to specific ISOs with expertise in areas identified through the intake interview and LSI-R S/V. For example, clients with mental health needs may be assigned to ISOs with previous mental health experience. Also, our JRI mental health case manager checks every new client assigned to ISP with the Psych Consult database to determine if they have had mental health involvement. Another example involves our internal gang specialists who attend monthly gang intelligence meetings with local law enforcement. These ISOs then share pertinent information with all staff related to gang activity in the community.

We continue to collaborate with the Workforce Center (WFC) to provide structured employment programming for our clients. This allows our 2 certified Offender Workforce Development Specialist (OWDS) to partner with WFC specialists in providing weekly orientation for our unemployed intake clients. Orientation

provides an opportunity for clients to become familiar with our employment expectations and partners them with a resource to begin actively searching for employment. Once clients become registered at the WFC, it opens the door to job placement, education and the training programs that are offered within their organization.

Community corrections has an-internal gang unit that receives daily communication and updates from local law enforcement regarding current events and safety concerns which we utilize to remain vigilant. The enhanced relationships between various public safety agencies has proven to be invaluable in identifying and/or locating clients at-risk before more serious violations occur. This collaboration allows us the opportunity to impose appropriate intermediate sanctions and place (or refer) those clients in intervention programs to focus on their behavior and cognitive thinking.

Prior to her work with the SCDOC, the Drug Court Program Manager spent 11 years working in victim services and building community partnerships in the area of domestic violence. She received training in creating comprehensive response teams and building coordinated approaches for DV, which focused on the coordination of professionals handling domestic violence situations, systems models, role definitions and interactions, conflict resolution, process planning and collaboration through task forces.

In addition, the Drug Court Program Manager actively participated in the Wichita Homeless Services Coalition and the Wichita/Sedgwick County Domestic Violence/Sexual Assault Coalition, where she served as chairperson for four years and on the board of directors for two years. In these roles, she was tasked with bringing community leaders together to discuss local and state issues related to domestic violence, and assisting in the coordination of efforts to work towards the common goal of serving victims and holding offenders accountable. She has worked collaboratively with multiple agencies and disciplines to plan and carryout annual trainings, educational programs and community events emphasizing the impact of domestic violence in Wichita/Sedgwick County. She was part of the development and coordination of several multiagency programing initiatives including a police based victim re-contact program, a municipal court watch program, on-site victim advocacy in the SRS offices (now DHS), and a system review of the City of Wichita's response to domestic violence cases. Her experience in building collaborative partnerships and interagency work positions the SCDOC to reach out to community agencies to identify service gaps that put offenders at risk, brainstorm solutions and create initiatives to enhance opportunity for client success.

- Where do new partnerships need to be forged? Why would this be important?

A partnership that would be beneficial to clients involves collaborating with local educational resources to provide in-house GED programming. This would remove one barrier to gainful employment. At-risk clients and current gang members would benefit

from a peer-mentoring program. This partnership would provide prevention and education to at-risk and existing gang members. Developing and strengthening partnerships with local victim service providers such as domestic violence shelters, city and county victim advocates, the DUI victim center and the Wichita Area Sexual Assault Center would enhance our ability to make informed, responsive referrals for clients who are struggling with trauma related issues. It would also further our ability to connect client victims with appropriate serves.

- **Using Attachment E**, Describe the quality of your partnerships with external stakeholders.

2. Evidence-Based Principles:

According to an article developed cooperatively by the National Institute of Corrections and the Crime and Justice Institute titled “Implementing Evidence-Based Practices in Community Corrections: The Principles of Effective Intervention,” an integrated and strategic model for evidence-based practice is necessary to adequately bridge the gap.

a) Assessing actuarial risk/need

- 1) What practices are in place to ensure that quality assessments are completed (i.e. monitoring of interview skills, gathering of collateral information, completeness of documentation, etc.)?

ISO IIIs conduct audits on LSI-Rs to ensure that the assessment is accurately scored and that the documentation for each item supports the scoring rules and justifies the score. The audit allows supervisors to provide feedback to the ISO and compare scoring between the ISO & supervisor. It also allows supervisors to assure effective use of the LSI-R in developing targeted case plans that address client needs and higher risk domain areas. Supervisors utilize the audit during PMIs to discuss feedback given and offer coaching. The Division will continue to solicit feedback and begin utilizing suggestions offered by KDOC to improve inter-rater-reliability and increase staff skill level. Staff training will be developed and conducted quarterly in team meetings.

- 2) Is your agency currently measuring inter-rater reliability? If so, please describe how this is being done. If not, please describe any plans you have to implement inter-rater reliability checks.

Currently, our measurement of inter-rater reliability consists only of the auditing practice noted in 1) above between supervisor and staff member. Moving forward, we intend to review LSI-R interview recordings during team meetings which will involve each team listening to the recording and scoring the interview. Scores will then be compared with each team member for accuracy and inter-rater reliability.

- 3) If you have implemented any additional assessment tools, please describe what the tool(s) measures and how this measurement is significant in regards to criminogenic risk and need.

We have recently implemented pre/post class assessments using the PICTS and AOY assessments. KDOC will be scoring the assessments and providing feedback. These assessments measure criminogenic thought processes and readiness to engage in treatment. The assessments assist in measuring the effectiveness of cognitive behavioral programming, or rather how well an offender is responding to particular programming.

b) Enhancing intrinsic motivation

- 1) How are motivational techniques utilized to increase motivation with clients?

Our Division continues to strive to place an emphasis on the utilization of Motivational Interviewing (MI) techniques during each interaction with clients. ISOs work to positively engage clients by creating an atmosphere that is conducive to open communications, understanding and mutual respect. Case plans are developed in a collaborative manner, and clients are encouraged to develop and take ownership of any goals set. All staff receive annual MI refresher training to enhance their skill set and increase confidence to ensure consistent use.

During the last year, staff members have been trained in the use of EPICS II. Through the use of these evidence based tools, clients are encouraged to analyze their behaviors, identify risks and practice skills that will assist them in handling situations that may lead to antisocial behavior.

In November 2016, two SCDOC staff, our Program Development Manager and Juvenile Field Services Administrator, attended Advance Motivational Interviewing. This training which was presented by one of the authors of Motivational Interviewing, Dr. William Miller and Dr. Terri Moyer, researcher and developer of the MITI (Motivational Interviewing Treatment Integrity) coding system, was held in Albuquerque, New Mexico. Both of these staff are MINT (Motivational Interviewing Network of Trainers) members. This training was an affirmation that our internal motivational interviewing trainings are consistently in alignment with the best practices for our industry.

In November 2016, our Professional Development Manager was selected by UCLA Integrated Substance Abuse Programs and Pacific Southwest Addiction Technology Transfer Center to attend the first Training of Trainers Workshop for using Motivational Interviewing Methods in Counseling Groups. Our staff member was one of ten individuals from around the US and Puerto Rico accepted into this specialized trainers training.

How do you measure that staff has increased motivation in clients? If not currently measuring this, describe any plans you have to implement a measurement process.

We are able to measure change through file audits, reviewing chronological entries, discussions with ISOs during individual supervision meetings and LSI-R reassessments. Outcome measures are evaluated through discharge LSI-Rs and analysis of case closure type. Monthly closed case reports have been developed which provide up-to-date revocation percentages and successful completion percentages by fiscal and calendar year.

Currently we are in the process of utilizing PICTS (Psychological Inventory of Criminal Thinking Styles) and AOY (Assessment of Yourself) on clients who receive in-house cognitive behavioral interventions.

- 2) How is staff held accountable for using motivational techniques in their day-to-day interactions with offenders?

Quality assurance is a regular practice in assessing the work of ISOs. Supervisors complete audits on the ISO's use of MI techniques during routine client interactions. These audits provide an opportunity for supervisors to evaluate performance and provide feedback on the ISO's use of MI and to support skill development. Supervisors also review and evaluate how the ISO is addressing target behaviors and increasing motivation in clients.

- 3) What strategies have been identified that will increase fidelity checks on the use of core correctional practices (EPICS, MI, etc.)?

As discussed above, audits are conducted by the supervisory team to ensure the use of motivational interviewing techniques during routine office visits. We are currently working with our KDOC consultant who is providing feedback on a selected team's use of EPICS tools and documentation. We will utilize the feedback and recommendations to develop tools to better assess fidelity in these areas. In additions, we will be utilizing the EPICS Contact Rating Form and the EPICS Skill Development Plan to enhance staff's ability to effectively carry out evidence based practice

- 4) How are supervisors utilizing motivation techniques to increase motivation in staff? In stakeholders?

Supervisors have been trained in both advanced MI and EPICS II strategies and utilize motivational techniques with staff and stakeholders in a variety of ways. When interacting with clients and conducting office visits in an ISOs absence, supervisors focus on MI adherent interactions and utilize EPICS tools to compliment the work ISOs have been doing with the client. Through modeling expected behaviors and use of tools, supervisory staff hope to further motivate

ISOs to utilize the strategies. Some supervisors work to structure their routine PMIs around CHART to demonstrate use of this tool. Frequently, they utilize role play to assist their staff in preparing for an office visit and to practice addressing target behaviors. During routine interactions with staff, supervisors provide positive feedback for a job well done. Supervisors focus consistently on utilizing MI in contacts with stakeholders to ensure open lines of communication and collaborative interactions.

c) Targeting interventions (risk, need, responsivity, dosage and treatment)

- 1) How do staff interpret the information obtained from assessment tools to build client **behavior specific** case plans? Further, how does staff translate LSIR domain information into the case plan?

Upon assignment to community corrections, the LSI-R SV is completed, so that clients can be assigned to the proper team for intensity of supervision. Within 45 days, the LSI-R is completed to determine high risk domain areas and areas that are protective in nature. The ISO reviews these domains with the client and begins working to identify the highest risk behaviors that will be targeted. As part of our EPICS implementation process, ISOs are beginning to have the client complete the Behavior Analysis tool. Upon completion, the client and ISO look for patterns that appear to result in negative behaviors and more specifically identify the behavior(s) to target. The client, with assistance from the ISO then begins working to develop goals that will assist them in working on the high risk domain area and changing the behavior(s) that lead to negative outcomes. Interventions are identified that may assist the client with their needs and referrals are made to appropriate resources. All work is a collaborative effort between ISO and client.

- 2) How is staff held accountable for using assessment information to develop a case plan and then subsequently using that case plan to manage an offender?

EBP is routinely discussed with staff during weekly team meetings and monthly PMIs. Supervisors conduct case plan audits to ensure that criminogenic needs are being identified and addressed. They also utilize the TOADS Caseload Report to ensure case plans are being reviewed with clients, in accordance with policy. As part of the EPICS implementation plan, ISOs are submitting behavioral analyses (BI) on 3 of their clients, followed by the case plan, developed with use of the LSI-R and BI. Supervisors review with the ISO during monthly PMIs and provide feedback and coaching. Chronological records are reviewed to assure ongoing discussion and work on case plan goals.

- 3) How structured are case plans for offenders, especially during the initial three to nine-month period in the community? Give a basic breakdown of how 40 - 70% of a client's time is structured.

Staff work to ensure that case plan goals are S.M.A.R.T., and that action steps include specific tasks to clearly reflect how each goal will be met. Referrals are provided to clients and services are established to address high risk areas, with the intention of occupying 40-70% of a client's time. To ensure this level of dosage, a variety of interventions may be utilized and include cognitive behavioral interventions, employment programming, community-service work, substance abuse treatment, anger management/batterer's interventions, sex offender treatment and mental health counseling.

- 4) How are offenders matched to treatment resources? How does staff know both internal and external resources are addressing responsivity? And to what degree of impact in regards to reducing risk?

Clients are matched with resources based on the risk areas identified by the LSI-R and the behavior targeted for change. Depending on the area of risk, referrals may include substance abuse treatment, sex offender treatment, anger management, batterer's intervention programming, employment/educational services, mental health services and cognitive skills programming. Referrals to in-house behavioral health services include mental health assessments, case management, individual and group therapy, medication management substance abuse assessments and peer mentoring. ISOs focus on clients specific needs to ensure each referral is responsive to the client's individual circumstances.

With substance abuse being a driving force behind some types of criminality, the Sedgwick County Board of County Commissioners provides funding to support Drug Court programming in the 18th Judicial District. Drug Court is collaboration between Sedgwick County's Division of Corrections, District Court, District Attorney's office, Sheriff's Department, COMCARE and the State Board of Indigent Defense Services, designed to provide services to high risk Community Corrections Act offenders. The program served 185 clients in calendar year 2016 at a cost to the county of \$817,633.91. Programming is based on the National Drug Court Model and provides intensive supervision, substance abuse treatment, co-occurring mental health services and frequent Judicial interaction. The target population includes high risk/high needs felony offenders who have been unsuccessful in the AISP or Residential programs and continued to violate their probation due to ~~an~~ ongoing substance use. These clients are at risk of being ordered to serve their underlying sentence with KDOC. The program focuses on providing comprehensive support services, incentivizing/sanctioning targeted behaviors and holding offenders accountable.

Internally, we monitor curriculum fidelity of cognitive-based groups through a regular audit process. We conduct gender-specific and gender-responsive groups to keep specialized populations separate and follow outcomes of that population to monitor success. Having Higher Ground and COMCARE co-located at our facilities enables us to have closer contact, making for a more direct and responsive approach. We are less able to monitor external referrals but the ISOs

keep in contact with those referral sources to gain insight into external responsiveness.

In SFY16, KDOC granted an additional funding allocation through the Justice Reinvestment Initiative (JRI). The funds are being used to sustain behavioral interventions to address mental health and substance abuse in high risk clients as well as cognitive skills groups. The division also implemented risk-based supervision and intervention strategies to improve outcomes for the Intensive Supervision Level (ISL) I offender target group, which are at the highest risk to reoffend and/or fail to succeed on probation. Through these new and expanded strategies, our goal is to reduce the number of revocations for arrests for new crimes, as well as increase the success rate for high risk offenders.

The JRI has afforded us the opportunity to partner with other community service agencies to take a more collaborative approach in providing effective behavioral health services for the population we serve in our jurisdiction. Our mental health team consists of two mental health therapists and two case managers from COMCARE, Sedgwick County's Community Mental Health Center. These specialized staff provide mental health services and case management to offenders who suffer from mental illness, and are co-located at community corrections and the residential facility. The mental health staff partner with ISOs to assure clients in need of services are identified and provided with a variety of mental health services. Services include mental health assessments, referrals for psychological evaluations, individual therapy and case management support. This process ensures early identification of issues, immediate referrals and swift intervention. In addition, these JRI funded positions play a vital role in ensuring an ongoing continuity of services to assist clients in maintaining stability throughout the duration of their probation. Finally, funding is now in place for a voucher system to support additional behavioral needs of our offenders including mental health evaluations and medication.

The SCDOC also partners with Higher Ground to employ 2 on-site recovery specialists to complete substance abuse evaluations and provide peer mentoring. Recovery specialists assist clients in developing pro-social support systems and provide 1-on-1 mentoring for high risk clients as determined by the LSI-R. They also facilitate cognitive skills groups and work collaboratively with ISOs to address client risk/need areas.

The table below illustrates a significant percentage of our population is receiving JRI funded services. Initial data indications are that clients receiving these services are experiencing improved outcomes compared to our overall revocation rate.

SFY16 Behavioral Health Outcomes

Performance Measures	SFY 2015 Actual	SFY 2016 Actual	SFY 2017 Estimated
Number of Program Provider clients served	329	252	300
Program Provider percent of revocations	43/13%	40/16%	16%
Program Provider percent of clients with absconder and jail statuses	34/10%	21/8%	10%
Number of COMCARE clients served	292	480	480
COMCARE percent of revocations	17/6%	4/.83%	7%
COMCARE percent of clients with absconder and jail statuses	56/19%	46/10%	10%
Number of Higher Ground clients served	96	201	200
Higher Ground percent of revocations	14/15%	26/13%	15%
Higher Ground percent of clients with absconder and jail statuses	13/14%	44/22%	24%

Depending on the domains that are identified to address certain behavior, referrals for targeted services are made. These may include alcohol and drug treatment, sex offender treatment, anger management, employment/educational services, mental health services, drug court or residential placement and in-house cognitive skills programming. ISOs are responsive to the needs of their clients and make appropriate referrals for them to receive behavioral health services that include mental health assessments and case management services, therapy sessions, medication management appointments, alcohol and drug assessments and peer mentoring sessions.

Drug Court Program

The Sedgwick County Board of County Commissioners provides funding to support Drug Court programming in the 18th Judicial District. Drug Court is collaboration between Sedgwick County's Division of Corrections, District Court, District Attorney's office, Sheriff's Department, COMCARE and the State Board of Indigent Defense Services, designed to provide services to high risk Community Corrections Act offenders. The program served 185 community correction clients in calendar year 2016 at a cost to the county of \$817,633.91. Programming is based on the National Drug Court Model and provides intensive supervision, substance abuse treatment, co-occurring mental health services and frequent

Judicial interaction. The target population includes high risk/high need felony offenders who have been unsuccessful in the AISP or Residential program, continued to violate their probation due to an ongoing use of drugs or alcohol, and are at risk of being ordered to serve their underlying sentence with KDOC. The program focuses on providing comprehensive support services, incentivizing/sanctioning targeted behaviors and holding offenders accountable.

Internally, we are able to monitor the curriculum usage/adherence for those offenders referred to internal cognitive-based groups through our audit process. In addition, we conduct gender-specific and gender-responsive groups to keep specialized populations separate. We follow outcomes of that population to monitor success. Having Higher Ground and COMCARE co-located at our facilities enables us to have closer contact, making for a more direct and responsive approach. We are less able to monitor external referrals but the ISOs do keep in contact with those referral sources to gain insight into external responsivity.

Adult Residential and Service Center

Program Overview

The Adult Residential Program is an intermediate community sanction for those clients demonstrating a need for more intensive supervision. It is a 120-bed facility, currently funded to house 65 clients. Clients assigned to the program are supervised by a specialized team of Residential Intensive Supervision Officers (ISO) to work on an individualized supervision plans. The average length of stay for successful discharges is 130 days. During that time, clients have an opportunity to set and achieve individual goals that target high risk domains identified from their LSI-R. All staff at Residential are trained in motivational interviewing and work to assist clients in making positive behavior change.

Referral Process

Community Corrections Adult Field Services clients who have demonstrated an inability to abide by conditions of supervision and have received a formal probation violation hearing, may be considered for Residential Placement. This decision is staffed with the assigned ISP ISO, the ISO III, and the defendant's judge. A referral is completed and submitted to the Residential ISO III for consideration, and those who qualify are given an admit date within two weeks. Currently, referrals are only accepted for ISL II and III clients who have greater than 9 months remaining on their underlying sentence.

Program Requirements

Residential clients are screened for any mental health and substance abuse issues and may be referred for immediate case management and/or peer mentoring

services provided by on-site behavioral health and recovery specialists who are funded by the Justice Reinvestment Initiative (JRI). Clients are also required to initiate and participate in any court ordered programming such as mental health and/or substance abuse services. While in Residential, clients may be referred to the in-house cognitive skills program. Clients are afforded employment programming designed to help them to secure full-time and sustainable employment. Clients are required to sustain approved employment for an extended period of time, achieving no less than 32 hours per week. Once employed, clients complete detailed budgets to ensure routine allocation to program rent, drug test and supervision fees, court costs, restitution, family obligations and savings. Each client must complete a minimum of 40 hours of community service work during the time of their Residential assignment. Clients must establish and submit suitable housing plan options for review and approval by the assigned ISO prior to their release on “reentry status.”

Phase System

Clients’ program compliance and incentives are tracked weekly with the Residential Phase System. Clients entering the program will remain in orientation phase until approved to job seek. During orientation they complete pre-employment classes, and are assisted in obtaining state IDs, social security cards and job search attire. During job seek phase, clients have daily access to the employment lab and are allowed to sign out of the facility to apply and interview for jobs. Once employed full-time, clients are eligible to advance through phases 1, 2, and 3. It is during these phases that clients earn ‘pass-time’ and are able to sign out to the community to visit family, run errands, and participate in leisure activities. Clients work hard to earn their pass time by meeting weekly phase requirements, and completing/submitting weekly phase sheets to their ISO. Phase sheet requirements include job seeking if unemployed or under-employed, number of work hours, treatment attended, performed community service work, any 12-step/support meetings attended, cognitive skills class attended, any assigned behavior change (EPICS) homework completed, daily chores, and budget compliance. Clients are eligible for 10 -30 hours of pass-time each week, depending on their assigned phase and program compliance. The Residential team is currently working on an enhanced incentives grid to motivate clients toward program goals and behavior change.

Reentry Program

Once a client’s housing plan has been approved and they have met all requirements of Residential, they may be successfully discharged from Residential to Reentry. For a period of 90-120 days, each client will continue to meet with their assigned Residential ISO to ensure a smooth transition back into the community. It is the expectation that Reentry clients demonstrate the same stability in their work and treatment goals throughout their time on Reentry.

Those who demonstrate prolonged stability in Reentry will be returned to Adult Field Services.

- 5) Describe how staff conduct a structured office contact and how you ensure that this practice is consistently and continually applied.

ISOs are encouraged to prepare for the office visit by reviewing the past chronological documentation to review what homework was assigned at the previous office visit. Currently there is a recommended progression for use of the homework tools and ISOs are asked to hand those in with their monthly statistical information. Using the acronym CHART, ISOs can follow a structured office visit that will allow time for the tools EPICS lays out. ISO IIIs conduct monthly audits on case files and review the chronological entries completed by ISO Is. This is an opportunity for supervisors to check and see that the practice is consistent and continually applied.

ISOs will check in with their clients to allow time for crisis intervention and reassure them that their concerns are important. After the check in, ISOs can review the assigned homework or help the client complete the assigned homework, if needed. There is an established progression that has been developed to assist ISOs in becoming more proficient in the homework tools. The ISO will need to assess and help the client identify how the homework can apply to a real life situation and personalize their planned action. ISOs can reinforce the progress the client has made and offer assistance if needed.

- d) Skill training with direct practice (including the use of cognitive behavioral interventions)

- 1) How are social learning techniques incorporated into agency interactions with clientele (i.e. role plays, homework, modeling pro-social behavior, etc.)?

In-house program providers utilize KDOC approved curricula which are aligned with social learning theory. The Getting It Right, 5-journal cognitive skills curriculum is a core component of our programming. Multiple groups and individual sessions are held weekly for clients in the target population. During groups and individual sessions, clients are provided with opportunities to identify risky thoughts and behaviors and to learn and practice new skills through role play, homework, and modeling pro-social behaviors. Positive behaviors and change efforts are reinforced, and goals are set to increase pro-social thinking. Upon completion of each journal, clients are presented with a certificate and asked to complete an evaluation regarding the curriculum and facilitators for quality assurance purposes.

Seeking Safety is a cognitive-behavioral therapy that is specifically created to address issues with substance abuse as well as Post-Traumatic Stress Disorder. It can be delivered in individual and group sessions. This curriculum works to validate that trauma has occurred and learn how to survive it without the use of

substances or other unhealthy behaviors. This is a process/educational group. If a client wants to discuss specifics of trauma, they meet individually with provider.

During sessions, providers utilize role playing and real-life examples to teach clients about safe coping skills, self-care, healthy relationships, self-esteem, and making effective life choices. Compassionate self-talk is emphasized throughout each session. Clients are then given homework to work on each week to reinforce the lesson taught.

All staff have received training in EPICS II and are becoming familiar with the cognitive behavioral intervention tools presented in this training.

Corrections Officers at residential are required to attend training designed to improve their ability to impact positive behavior change. Corrections officers attend Motivational Interviewing for Direct Care, Effective Communication, Constructive Problem-Solving, Cognitive Behavioral Restructuring and Skill Building. Performance goals have been established for all corrections staff to emphasize the importance of their role in impacting client behavior change.

- 2) How are social learning techniques incorporated into staff meetings and/or retreats (i.e. coaching, refresher training, case staffing, etc.)?

Social learning techniques are regularly incorporated into staff meetings at both community corrections and residential. During weekly team meetings, ISOs are required to share and review examples of EPICS tools to get feedback from their team members. They are also required to attend annual refresher training from KDOC.

- 3) How do you ensure that in-house contracted service providers are delivering services in alignment with the social learning theory?

In-house JRI contractors are required to attend on-going trainings to ensure they are delivering services in alignment with evidence based practices, including the EPICS II philosophy. In-house program providers have all attended EPICS II training. Monthly meetings are conducted with both the behavioral health and recovery specialists' teams to discuss client and program progress and to identify and troubleshoot barriers.

- 4) What strategies have been identified that will increase fidelity checks on the delivery of programming (especially cognitive-based skills-building curricula facilitation) for in-house or agency contracted community programs?

Audits are completed on cognitive skills classes each month by the team supervisor. In addition, weekly staff team meetings are conducted to discuss challenges and successes that are experienced each week, as well as reviewing

the upcoming week's lessons to ensure that all facilitators are adhering to the facilitator guide instruction.

e) Increasing positive reinforcement

- 1) How does staff understand and use the four-to one theory in their interactions with offenders?

Staff have been trained and are aware of the impacts of positive reinforcement. They have made significant progress in recognizing behaviors to reinforce and acknowledging clients' achievements. They understand and strive to use the "four positives-to-one negative" theory in their interactions with clients. As an example, ISOs on the level 1 team are utilizing "shout out" tickets for the clients who demonstrate progress in some manner. These tickets are placed in a fishbowl and drawings are held every other week for gift cards. Another incentive is that ISOs allow reduced reporting when clients meet case plan milestones.

Incentives for clients successfully completing cognitive skills groups include receiving a gift card or a voucher for credit toward program fees. This is given to them along with a certificate of completion at the conclusion of the Getting It Right and T4C programs.

As mentioned, Residential clients move through a phase system as they reach case plan and program milestones. As they progress through this system, they are afforded additional privileges.

- 2) How does staff model positive reinforcement techniques in day-to-day interactions with co-workers?

Staff have the opportunity to acknowledge their peers through a "Shout Out" board and by nominations for Employee of the Quarter.

Supervisory staff have 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). Additionally, we utilize MI techniques on all risk level teams, and utilize our supervisory team to enhance and improve these skills through training and specific feedback during the audit process.

- 3) Does your agency utilize a Behavior Response grid? If so, please describe its use and any impact seen in regards to criminogenic risk and need.

The principle of targeting interventions includes discussion of how intermediate sanctions are incorporated in response to technical violations. The SCDOC utilizes a sanction grid for this purpose. Intermediate sanctions include recommendations for use of jail sanctions, short-term residential center beds, house arrest, electronic monitoring, curfew, increased substance use testing, and

increased reporting and/or community service. Increased treatment activities, including cognitive skills groups and support group meetings are also considered in making recommendations for sanctions to be imposed. Each sanction is designed to be meaningful, given the nature of the violation, and responsive to the severity of the behavior. When the court orders or our sanction grid requires judiciary notification, the client's progress and strengths, and any possible community-based alternative plan, is provided in each report to the Court.

- 4) Is your agency Response to Behavior grid broken down by risk level? If so, please describe how.

Our sanction grid gives ISOs a menu of targeted sanction options based on the Intensive Supervision Level and severity of the offense(s) of the client for use in response to violations. The violation response table contains four sanction levels that range from least to most severe.

f) Engaging ongoing support in natural communities

- 1) How does staff engage community supports for offenders as a regular part of case planning?

We have made a concerted effort to increase level of interaction with family members and supportive others by encouraging them to accompany clients to office visits, interacting with them during home visits and various other collateral contacts. ISOs also engage clients' employers, instructors and treatment providers to offer support and facilitate client success. As part of re-entry planning, ISOs involve family members in planning for release from the residential center. Family members are invited to participate in discussions where efforts are made to identify any potential barriers to successful release.

Curfew and compliance checks for the gang, sex offender and DUI populations have provided an opportunity for law enforcement and ISOs to identify and build rapport with clients' natural support systems.

In our residential program, we collaborate with Tabernacle Bible Church and New Spring Church who support our drive to provide pro-social activities for clients. These include weekly Bible study sessions and regular, in-house worship services.

- 2) How does staff explore the quality or impact that these supports have on successful completion of the case plan?

ISOs have regular contacts with employers, treatment/service providers and family members. Frequently, information is exchanged in these interactions that help shape the direction of a case plan. Part of case planning includes identifying

and developing a plan and safety net of people who will be a support for the client in the process of increasing their pro-social attitudes, beliefs and behaviors.

g) Measuring relevant processes/practices

1) What data do you collect regarding offender assessment and case management?

Community corrections collect a variety of data on a monthly and quarterly basis to review, evaluate and provide feedback to staff and community stakeholders. This data includes information regarding referrals to JRI programming and revocation tracking information. Currently, LSI-R data is collected and evaluated on those clients who are receiving cognitive skills programming. Moving forward, data from the PICTS and AOY will be collected and utilized to monitor client risk reduction.

ISOs are provided with regular feedback on compliance with KDOC / SCDOC standards and the quality of their completed LSI-Rs, case plans and use of evidence-based practices. In addition, trends in court recommendations and discharge outcomes are analyzed and discussed.

2) How do you measure incremental offender change while they are under supervision?

Data on outcomes of discharged cases by specialized team is collected by a member of the supervisory staff. This information is provided monthly to the Community Corrections Deputy Director and Director. As mentioned above, the PICTS and AOY will serve as an additional measure of behavior change.

3) How do you measure staff performance?

We measure staff performance based on monthly statistics, KDOC standards, file audits and supervisory observations. Goals have been established in annual performance evaluations to emphasize the importance of evidence-based practices in relation to client success.

Clients reporting to community corrections and residential are regularly encouraged to complete surveys to provide feedback on their supervision experience. Information solicited from these surveys is provided to supervisory staff, who use the feedback during PMIs with ISOs.

4) If you have in-house programming, how do you measure the impact it has on agency recidivism rates?

In reviewing SFY16 data, clients who were engaged in and completed at least one full Cognitive Skills curriculum book/class schedule had an increased success/retention rate over the general population. A total of 252 clients attended the groups throughout the year and 75% were still in the program or

had successfully completed probation. According to our LSI-R data, it is apparent that addressing criminal thinking and attitudes is having a positive impact on both public safety and client success.

SFY16 - Cognitive Skills Group Outcomes		
Status	% of total	# per status
Active/Successful	75.4%	190
Revoked	19.4%	49
Jail/Inactive	5.2%	13
Total	100%	252

h) Providing measurement feedback

- 1) How is information regarding offender change and outcomes shared with officers? With offenders? With external stakeholders?

Data on outcomes of discharged cases by specialized team is collected by a member of the supervisory staff. This information is provided monthly to the Deputy Director and Community Corrections Advisory Board. In addition, this information is shared with entire organization during quarterly staff meetings. During the course of an offender's probation, ISOs share LSI-R risk information with their clients. That information includes comparisons between the initial and reassessment LSI-R scores.

- 2) How is staff performance/evaluation data shared with staff?

These goals and outcome measures are reviewed with staff each month and supervisors provide feedback to staff on their performance.

- 3) Do you have a structured corrective action plan in place to address challenges staff may be experiencing?

Staff who are experiencing difficulties in job performance receive coaching in a variety of ways. Audits are one method to provide feedback and coaching on areas to improve. Monthly PMIs and quarterly reviews with supervisors are another way for feedback to occur. As needs are identified mentors may be assigned to assist in addressing performance issues. Annual performance evaluations are based on pay-for-performance and provide incentives for staff to address issues that have been brought to their attention throughout the year.

- 4) Are in-house facilitators provided with regular written/verbal feedback? Describe when and how this feedback is provided.

Cognitive skills class audits are conducted by the team supervisor. In addition to audits, weekly staff team meetings are conducted to discuss challenges and success that are experienced each week, as well as reviewing the upcoming week's lessons to ensure that all facilitators are adhering to the facilitator guide instruction.

- 5) Do you have a structured corrective action plan in place to address challenges facilitators/program providers may be experiencing?

Staff who are experiencing difficulties in job performance receive coaching in a variety of ways. Audits are one method to provide feedback and coaching on areas to improve. Monthly PMIs and quarterly reviews with supervisors are another way for feedback to occur. As needs are identified mentors may be assigned to assist in addressing performance issues. Annual performance evaluations are based on pay-for-performance and provide incentives for staff to address issues that have been brought to their attention throughout the year.

PART TWO: *Programming/Client Services*

The following questions pertain ONLY to cognitive behavioral intervention (CBI) programming or client services **offered in-house, whether facilitated by agency or contracting staff**. You will be able to provide information regarding additional agency services later in Attachment D.

Please respond to the following questions for EACH of the approved curricula (Attachment H) that you offer in-house.

1. Identify which CBI programs/client services are offered or delivered by your agency.

The Cognitive Skills Team utilizes The Change Companies "Getting It Right" series and the Thinking for a Change (T4C) curriculum. "Getting It Right" groups are held in both facilities. The JRI Mental Health Team which is composed of two (2) Qualified Mental Health Professionals and supported by two (2) Mental Health Case Managers use the "Seeking Safety" curriculum with our female population. It is designed to address both addiction as well as Post-Traumatic Stress Disorder (PTSD). Seeking Safety groups are well attended and held in both facilities. The Recovery Specialists assist with alcohol and drug treatment through Higher Ground Treatment Facility and provide peer mentoring services. The curriculum used by Higher Ground is a cognitive behavioral therapy with an experiential style.

2. What are the eligibility requirements for this programming/service(s) and describe your referral process?

Cognitive Skills groups eligibility requirements:

- *Referrals from Level 1, 2, and 3 clients are accepted. Considerations for referral/group appropriateness are to be sure that each client is able to function in a group setting (no unaddressed mental health issues) and that their schedule is realistic (does not interfere with work and/or treatment, etc.).*
- *Supervising ISOs send referral forms to the Cognitive Skills team. Many of our group participants are court ordered in response to the outcomes that the judiciary sees and their confidence in our program.*

3. What does the composition of your programming/services look like? (Description should include, but not be limited to, whether groups are open or closed and whether programming is broken down by risk level, gender etc.,

- *The cognitive skills groups are divided into 3 different types: Level 1 groups, Male level 2/3 groups, Female level 2/3 groups*
- *Each group is a closed group per each cognitive skills book/class, but opened at each cognitive skills book/class start. The classes are from 5-8 weeks long (depending upon the book). The entire series is approximately 7 months long.*

4. How many groups do you have running at any given time?

The cognitive skills team conducts 18 classes each week, along with 3 scheduled make up groups. Additional make up groups/sessions are conducted per need.

5. What does scheduling look like? (Days, Nights/Weekends)

We schedule our classes based on participant need. We cater to early morning, mid-day and evening groups.

- *Monday: 7:15am–8:45am; 1pm–2:30pm (3 groups); 5pm-6:30pm (2 groups)*
- *Tuesday: 7:30am-9am; 10am–12pm; 3pm-4:30pm*
- *Wednesday: 9am-10:30am (3 groups); 1pm-2:30pm (2 groups); 6pm-7:30pm (3 groups)*
- *Thursday: 9am-10:30am; 3:30pm-5pm*
- *Friday: 8:30am-10am; 10am-11:30am*

6. Describe how you ensure each CBI program is implemented to fidelity?

Cognitive skills class audits are conducted by the team supervisor. In addition to audits, weekly staff team meetings are conducted to discuss challenges and success that are experienced each week, as well as reviewing the upcoming week's lessons to ensure that all facilitators are adhering to the facilitator guide instruction.

7. When we consider that EBP puts emphasis on outcomes, what outcomes do you track relative to these programs?

As previously mentioned we collect data for all internal programs which include behavioral health, cognitive skills programming, recovery specialists and the high risk team. In addition, we collect monthly information on the overall closure data for our population. This allows us to evaluate the effectiveness of the delivery of the material and the program in general.

Do you measure a reduction in risk? If so, explain how.

We compare LSI-R scores (initial, re-assessment and discharge), for those clients that complete at least one cognitive skills book, to assess score change trends. In March, we started utilizing the PICTS and AOY which will provide client information regarding their criminogenic thought processes that includes values, cognitions, attitudes, beliefs and orientations that are conducive to criminal behavior. This data will provide the ability to evaluate program effectiveness for the clients that receive cognitive skills services.

Do you use Pre/Post testing? Client satisfaction surveys? If so, describe.

We have begun Pre/Post testing with PICTS and AOY assessments. In addition, class evaluations are filled out by the clients at the end of each book. All class evaluations are reviewed by the Cognitive Skills team to assess for any indication that would suggest a need to review facilitation techniques. Recently the evaluations were redesigned to

include questions evoking thoughtful reassessment of the book that was just completed and how the skills are being applied in the participant's life.

8. In reviewing your outcomes and population, are there any trends you have observed that have changed the way in which you deliver programs/services? If so, how have you altered your programming/services to address these trends?

The Level 1 population has proven difficult to serve with the T4C curriculum. A considerable cross-section of this population are not good candidates for cognitive skills services because of significant mental health issues. These clients are referred to the JRI mental health team for services that may include an assessment, mental health case management services and the availability to voucher funds for medication management. Once stability is achieved, clients can then begin to receive cognitive skills services.

Complete **Attachment C** to provide data collected on CBI programming/client services during FY16.

PART THREE: *Agency Programs*

Management and Organizational Capabilities

Recently, our division has experienced a reorganization that resulted in the reclassification of the Division Administrator and Budget and Support Services Administrator to Deputy Director of Adult Programs and Deputy Director of Administrative and Financial Services. This reorganization resulted in the realignment of Drug Court and Pre-trial Services under the supervision of the Deputy Director of Adult Programs. The DOC administration provides for community corrections operations in budget and administrative support (full organizational chart includes training, personnel and management) with policies separated by business and program processes. The DOC Strategic Plan is updated twice annually for the entire department and sets the framework for core values, vision, mission, guiding principles, key initiatives, program goals, objectives, costs for services, and performance measures. The document is available for the public on the county website. The Key Performance Indicator for the division is recidivism, which aligns with the Sedgwick County Strategic Plan.

The Community Corrections Advisory Board (CAB) convenes once a month to discuss agenda and action items developed by the director that are related to the Comprehensive Plan. At this meeting, the Division of Corrections director, community corrections administrator and residential center manager provide the CAB with updates regarding programming and progress on the goals contained in the Comprehensive Plan. The director and deputy director lead discussion on agenda items, answers questions and solicit input about the direction of our agency.

The CAB monitors the Comprehensive Plan throughout the year with the director sharing quarterly Risk Reduction Initiative information regarding outcomes. This encompasses progress on all the goals contained in the Comprehensive Plan. However, the most important focus is data related to the legislative target of reducing our number of revocations by 3% compared to the previous fiscal year. In addition, information is also shared about how our specialized teams are performing in relation to our goal. Progress is shared with other community stakeholders to help facilitate their understanding of our program and goals as they relate to other areas of the local criminal justice system.

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 any needed Comprehensive Plan corrective action issues. The outcome of these reviews is documented in the minutes of our meeting and the information is disseminated to staff at community corrections, residential, the Sedgwick County website and KDOC.

Recently, SCDOC centralized business processes and expanded staff training opportunities. The new process streamlines business functions for more effective and efficient use of funding, and provides more time for program staff to focus on services and quality assurance.

The SCDOC Training Department is committed to providing quality evidence-based training in a variety of areas for all employees. A training catalog is created annually for employees to

enroll in classes which focus on professional development. The Training Department's role is to meet the training needs for those working with offenders with a focus on enhancing knowledge and effectiveness in the delivery of evidence-based techniques and practices. Training requirements for staff are inclusive of diversity topics to ensure culturally competent service delivery. In 2017, the director initiated an expanded training for employees and supervisors on staff development and management. Recently, training has been expanded to focus on developing supervisor skills in measuring quality assurance and guiding staff development. In collaboration with Sedgwick County Human Resources, all division employees are receiving comprehensive training on Respect in the Workplace, Performance Management, Skill Building in Conflict Management, Career Pathways and Performance Evaluation.

Monitoring and Evaluation

Monitoring and evaluation of agency initiatives with the purpose of determining success, and implementing changes where necessary, is a key component to successful local implementation and sustainability. Utilizing research based processes to examine programs and evaluating the degree to which the plan is being implemented as it was intended, are required for agency initiatives.

Goal #1: To improve the rate of successful program completions in SFY18 by at least 3% from the previous year.

Objective #1: In SFY18, to increase by 3% the successful completion rate of probation sentences as compared to SFY17. Target Date: 6/30/2018

Objective #2: In SFY18, to reduce the number of new felony and misdemeanor revocations by 10%. Target Date: 6/30/2018

Goal #2: To increase utilization of specialized interventions in an effort to improve offender success on probation.

Objective #1: In SFY18, the cognitive skills program will achieve a 70% successful completion rate for all clients who begin the program. Target Date: 06/30/2018

Objective #2: In SFY18, 70% of the unemployed clients identified at intake will successfully complete our employment workshop. Target Date: 6/30/2018

Objective #3: Provide PICTS and AOY data on the population that receives cognitive skills programming. Evaluate the data bi-annually to monitor progress. Target Date: 06/30/2018

Goal #3: To fully implement the ISL I Residential Pilot Program.

Objective #1: Develop an implementation and referral process that clearly identifies the placement criteria for high risk/high need ISL I clients. Target Date: 9/30/17

Objective #2: Identify personnel and contractual needs to support this additional population and present to the Residential Facility Manager. Target Date: 9/30/17

Objective #3: Residential Facility Manager will develop a plan to capture outcome data for this population and present it to the Deputy Director. Target Date: 9/30/17

Objective #4: Begin accepting ISL I clients into the Residential facility. Target Date: 10/15/17

Goal #4: To create a Cognitive Skills Partnership Program to provide ongoing education and after-care to clients who have successfully completed the Getting It Right curriculum.

Objective #1: Develop program and implementation plan that includes defining position expectations, training protocol, audit process, and selection criteria. Target Date: 12/31/17

Objective #2: Implement a pilot for the Cognitive Skills Partnership Program by promotion of the associate facilitator position within the groups, selecting a maximum of five, and completing the associate facilitator training. Target Date: 1/30/18

Objective #3: Develop measures on success criteria comparisons for the Cognitive Skills Partnership Program using data analysis of groups with and without associate facilitator involvement. Pre and post class assessments (AOY/PICTS) will also be utilized to determine program success. Target Date: 1/30/18

[illegible]

ADVISORY/GOVERNING BOARD MEMBERSHIP

Instructions: Provide all of the requested information for each advisory/governing board member who will serve during the fiscal year(s). KSA 75-5297 governs advisory board membership, qualifications, and appointment provisions. **Please use an asterisk (*) to identify the Chairperson of the Advisory/Governing Board.** In the “Ethnicity” column, enter the most accurate, e.g., American Indian or Alaskan Native (I), Asian or Pacific Islander (A), Black (B), Hispanic (H), White (W).

Appointed By	REPRESENTING	NAME	TITLE PROFESSION	GENDER (M/F)	ETHNICITY	RECENT APPT. DATE	APPT. EXPIRATION DATE
County Commission	General	Jama Mitchell	Citizen	F	W	2/17/16	2/16/18
County Commission	General	Kenya Cox	Citizen	F	B	2/3/16	2/2/18
County Commission	General	Ignacio Ayala	Citizen	M	H	9/9/15	9/8/17
County Commission	General	Kelli Grant (Vice-Chair)	Citizen	F	W	03/11/15	03/12/17
City Council	General	Deanna Carrithers	Citizen	F	B	8/18/15	6/30/17
City Council	General	Seth Rundle	Citizen	M	W	8/18/15	6/30/17
City Council	General	Mary San Martin	Treatment Program Mgr	F	W	8/18/15	6/30/17
Chief of Police*	Law Enforcement	Gordon Ramsay	Chief of Police	M	B	7/1/15	6/30/17
Administrative Judge*	Judiciary	Ben Burgess	Honorable Judge	M	W	7/1/15	6/30/17
Sheriff*	Law Enforcement	James Convey	Sheriff	M	W	1/14/16	1/14/18
Education*	Education	Jodie Beeson (Secretary)	University Professor	F	W	9/2/15	9/1/17
Probation*	Judiciary	Peter Shay	Court Services	M	W	7/1/15	6/30/17
District Attorney*	Prosecution	Ann Swegle (Chair)	Deputy DA	F	W	1/1/15	12/31/17

[illegible]

*Please list your agency name if the program is facilitated by staff within your agency or the name of the provider if you have contracted with an outside source.

Current and New Resources

Services	If currently available in FY17, enter YES or NO	Comments (Include identification of contracting agencies, if applicable)
Child Care Assistance	No	
<i>If unavailable, but needed, describe any plan to implement this service.</i>	Currently, there is no plan to implement this service.	
Clothing (work related or other)	Yes	There is a clothes closet at Residential for clients to request clothes for interviews and to build their own wardrobe. Also, female clients have the opportunity to take advantage of the Dress for Success program in our community.
<i>If unavailable, but needed, describe any plan to implement this service.</i>		
Community Service Work	Yes	We have opportunities for clients to complete CSW within our facilities and the ability to refer clients to outside resources in our community.
<i>If unavailable, but needed, describe any plan to implement this service.</i>		
DNA Cost	No	
<i>If unavailable, but needed, describe any plan to implement this service.</i>	DNA costs are assessed at the time of a client's sentencing and part of the Court Costs assigned in the Journal Entry of Judgment.	
Educational Services	No	
<i>If unavailable, but needed, describe any plan to implement this service.</i>	Currently, there are a number of agencies in our community that provide this service.	
Employment Services	Yes	We collaborate with the Work Force Center as well as utilizing designated of internal staff to assist clients with their employment search and skill development.
<i>If unavailable, but needed, describe any plan to implement this service.</i>		
Food	No	
<i>If unavailable, but needed, describe any plan to implement this service.</i>	Currently, there is not plan to implement this service. However, ISOs are aware of a number of resources in the community to help provide client assistance in this area.	
Housing Assistance	No	
<i>If unavailable, but needed, describe any plan to implement this service.</i>	Currently, there is not plan to implement this service. However, ISOs are aware of a number of resources in the community to refer clients for assistance in this area.	
Medication	Yes	JRI funds are utilized to help provide assistance for mental health medication management.
<i>If unavailable, but needed, describe any plan to implement this service.</i>		

Current and New Resources - Continued

Mentoring	Yes	JRI funds allow for two Recovery Specialist positions to assist in providing mentoring services to a cross section of the at risk alcohol and drug population.
<i>If unavailable, but needed, describe any plan to implement this service.</i>		
Transportation Assistance	Yes	Our Mental Health Case Managers help provide transportation assistance to clients and offer bus tickets to the Residential population.
<i>If unavailable, but needed, describe any plan to implement this service.</i>		
Utilities (heat, electric, phone, water)	No	
<i>If unavailable, but needed, describe any plan to implement this service.</i>		Currently, there is no plan to address this need other than referring clients to community resources for assistance.
OTHER :		

	Yes	No	Amount	Frequency with which the fee is assessed	Comments (Include identification of contracting agencies, if applicable)
Agency Supervision Fee	x		\$300	\$300 for the first year	
Courtesy Transfer Fee		x			
Drug Screens	x		\$7.50	Per urine sample	We contract with Cordant for our our urine testing.
Drug Confirmation Tests	x		\$30.00	Per confirmation, unless it is negative.	We contract with Cordant for our our urine testing.
Electronic Monitoring	x		\$7.50	Day	Premier

Curriculum Review Form

NAME OF CURRICULUM: _____

Date Reviewed _____ Approved _____ Disapproved _____

How does the curriculum assist adult probationers in developing and using internal controls to address dynamic risk and need areas so that the probationer is less likely to engage in criminal behavior?

KDOC Comments:

Select the LSI-R[®] domains being targeted by delivering this training to staff in risk reduction and intervention.

- | | |
|---|--|
| <input type="checkbox"/> Criminal History
<input type="checkbox"/> Emotional / Personal
<input type="checkbox"/> Financial
<input type="checkbox"/> Accommodation
<input type="checkbox"/> Companions | <input type="checkbox"/> Education / Employment
<input type="checkbox"/> Attitudes / Orientation
<input type="checkbox"/> Family / Marital
<input type="checkbox"/> Leisure / Recreation
<input type="checkbox"/> Alcohol / Drug |
|---|--|

KDOC Comments:

What research led the applicant to implement this training as a component of their Comprehensive Plan?

KDOC Comments:

How will the applicant measure the impact of the training on the agency and/or adult probationers?

KDOC Comments:

How will this training initiative be utilized within the Comprehensive Plan?

KDOC Comments:

Is this curriculum appropriate for correctional personnel to deliver? Please include a discussion of appropriateness for use with probationers, trainer credentials, and duties that this training will allow officers to perform.

KDOC Comments:

Collaborative Partnerships

Agency Partnerships	Comment
ADAPT	Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Addiction Counseling Services	Substance treatment services. Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Addiction Specialist	Substance treatment services. Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Alternative Programs	Regular contact with treatment provider that uses cognitive thinking and behavior skills.
American Red Cross	Provide financial assistance to clients. They have a limited amount of funds in which to assist clients.
Anthony Family Shelter	Provide shelter for clients. They have a limited capacity.
Behavioral Health Center	Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Breakthrough Club	Case management for mentally ill clients.
Catholic Charities Counseling	Provide counseling services using cognitive thinking and behavior skills.
Catholic Charities Harbor House	Good working relationship. Utilize services when clients are identified as victims of domestic violence and need resources.
Child Care Association	Child care assistance.
Christian Counseling Center of Wichita	Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Norchem	Drug testing for clients.
Correctional Facilities: Ellsworth and Norton	They provide us with bicycles that support our clients with transportations.
Counseling Inc.	Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Court Services	They are represented on our Advisory Board, but we need their collaborative support in fully implementing the LSI-R S/V.
Criminal Court Judges	We have a solid rapport and working relationship with the judiciary.
Department for Children and Families (DCF)	Provide financial, vision cards and medical cards to clients.

**Collaborative Partnerships
Adult Intensive Supervision**

Agency Partnerships	Comment
Derby Learning Center	Education services provided to clients.
Dress for Success	Provide clothing for clients. Limited participation.
Dr. Brodsky	Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Dr. Nystrom	Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Family Consultation Services	Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Fresh Start	Provide shelter for clients. Limited capacity.
Good Shepherd	Inpatient treatment for clients.
Guadalupe Health Clinic	Health care services for clients.
Haysville Mental Health Center	Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Higher Ground	Substance treatment services. Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Inter-Faith Inn	Provide shelter for clients. Limited capacity.
Investigation LLC	Polygraph services for clients. Not all sex offender clients are able to afford this service.
Kansas Children's Service League	Provide counseling services using cognitive thinking and behavior skills with clients.
KETCH	Job coaching and life skills for disabled clients.
Knox Center	Substance treatment services. Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Mills Family Counseling	Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Miracles House	Substance treatment services. Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Mirror Inc.	Substance treatment services. Regular contact with treatment provider that uses cognitive thinking and behavior skills.

**Collaborative Partnerships
Adult Intensive Supervision**

Agency Partnerships	Comment
Prairie View	Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Premier Monitoring	GPS services provided to clients and regular contact to verify compliance.
Recovery Services Council	Substance treatment services. Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Salvation Army	Ongoing working relationship. Provides monetary assistance for clients to secure identification.
Salvation Army Homeless Shelter	Provide shelter for clients. Limited capacity.
Sedgwick County Offender Registration Office	Work collaboratively to keep most up to date information on all offenders required to register. Have partnered to verify sex offenders residence in the field (sex offender compliance checks).
Stop Program	Substance treatment services. Regular contact with treatment provider that uses cognitive thinking and behavior skills.
The Doan Center for Counseling	Substance treatment services. Regular contact with treatment provider that uses cognitive thinking and behavior skills.
The Lord's Diner	Provide evening meal to clients.
Simon Youth Foundation Education Resource Center	Education services provided to clients.
Union Rescue Mission	Provide shelter to clients. Limited capacity.
Valley Hope	Substance treatment services. Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Wichita Area Oxford Houses	Good working relationship. Supportive placement for clients living a drug free lifestyle.
Wichita Area Sexual Assault Center (WASAC)	Good working relationship. Referrals are made when clients report being victims of sexual assault currently or in the past. WASAC provides educational group to clients entering Adult Residential.
Wichita Area Technical College	Education services provided to clients.
Wichita Parole / Re-entry	Collaboration in cases requiring dual supervision. Also partner to obtain identification for clients.
Wichita Police Department Gang Unit	Good working relationship with updated information on gangs and activity. Partner for monthly curfew checks to monitor compliance.

**Collaborative Partnerships
Adult Intensive Supervision**

Agency Partnerships	Comment
Wichita / Sedgwick County Domestic Violence / Sexual Assault Coalition	Sedgwick County Division of Corrections staff member serves on the Coalition, meeting monthly to discuss issues related to DV, SA and services available to offenders and victims.
Wichita State University - Consultation	Good partnership with WSU staff who provide analysis and consultation services and periodic reports including our annual program evaluation.
Wichita State University Department of Social Work	Sedgwick County Division of Corrections serves as a field program site for graduate students, allowing for increased services to clients, while providing a learning experience for students. A SCDOC staff member serves on the practicum advisory board, which meets quarterly.
Wichita Technical Institute	Education services provided for clients.
Wichita Treatment Center	Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Women's Recovery Center	Substance treatment services. Regular contact with treatment provider that uses cognitive thinking and behavior skills.
YWCA Women's Crisis Center / Safe house	Ongoing working relationship. Utilize services to assist clients who are identified as victims of domestic violence and need resources. Also provides information to staff on domestic violence resources.

FY2018 Community Corrections Comprehensive Plan Signatory Approval Forms

Agency Name: Sedgwick County Division of Corrections

Agency Director: Glenda Martens

My signature certifies that I did assist in the development, completion and review of the agency's Comprehensive Plan, Budget Summary and Budget Narrative attached hereto. I further certify that:

- The plan, including budget documents and other attachments, complies with the written directions sent to me by the Kansas Department of Corrections (KDOC).
- The plan, including budget documents and other attachments, complies with applicable Kansas Statutes (KSA), Kansas Administrative Regulations (KAR), KDOC Standards and KDOC Financial Rules and Guidelines.
- The agency is willing to actively plan for implementing the consistent set of statewide policies to help guide the supervision and revocation process of probationers on Community Corrections Supervision.
- The agency will provide timely, complete and accurate data to the KDOC regarding agency operations and outcomes to include any reports required per Kansas Statutes (KSA), Kansas Administrative Regulations (KAR), KDOC Standards and KDOC Financial Rules and Guidelines or special requests from the KDOC.

Furthermore, my signature certifies that acceptance of state grant funds awarded by the KDOC for the grant period July 1, 2017 through June 30, 2018 indicates that as the "Grantee" I acknowledge and agree to comply with all the conditions outlined below:

1. Utilize grant funds for the development, implementation, operation and improvement of community correctional services pursuant to K.S.A. 75-5291 through 75-52,113 and amendments thereto, as submitted in the attached comprehensive plan funding application.
2. Assume the authority and responsibility of funds received through KDOC and ensure compliance with all applicable Federal and State laws, Regulations and KDOC Financial Rules, Guidelines and Reporting Instructions. Any and all costs associated with non-compliance under this section shall be the responsibility of the Host County.
3. Acknowledge that the use of state grants funds is prohibited for out-of-state travel and training. Any and all costs associated with non-compliance under this section shall be the responsibility of the Host County.
4. Acknowledge that if, in the judgment of the Secretary of the Department of Corrections, sufficient funds are not appropriated to fully continue the terms of this agreement, KDOC may reduce the amount of the grant award.

5. Comply with KDOC Community Corrections standards, policies and procedures.
6. Follow all applicable state and federal laws related to confidentiality of client information. This provision is not intended to hinder the sharing of information where necessary to effect delivery of services when undertaken in compliance with applicable laws.
7. Neither assume nor accept any liability for the actions or failures to act, either professionally or otherwise, of KDOC, its employees and/or its contractual agents.
8. Not consider employees or agents of the Grantee as employees or agents of KDOC. Grantee accepts full responsibility for payment of unemployment insurance, worker's compensation and social security, as well as all income tax deductions and any other taxes or payroll deductions required by law for its employees or agents in work authorized by the comprehensive plan.
9. Submit problems or issues regarding the terms of this grant in writing to the KDOC Deputy Secretary of Community and Field Services for final review and resolution.
10. If any provision of this grant violates any statute or rule of law of the State of Kansas, it is considered modified to conform to that statute or rule of law.

Glenda Martens, Director

Date

Ann Swegle, Advisory/Governing Board Chairperson

Date

Address: 525 N. Main, Wichita, KS 67203

Phone: (316) 660-3613 Fax: (316) 383-7266 Email: Ann.Swegle@sedgwick.gov

Dave Unruh, Board of County Commissioners Chairperson

Date

Address: 525 N. Main, 3rd Floor, Wichita, KS.67203

Phone: (316) 660-9300 Fax: (316) 383-8275 Email: Dave.Unruh@sedgwick.gov

County: Sedgwick

Multi-county agencies shall obtain the signature of the County Commission Chairperson of EACH county, unless either of the following is true:

- ✓ The counties have entered into an **Inter-local Agreement** that specifically states that the host county commission chairperson can sign for all counties. If so, only the signature of the host county commission chairperson is necessary.
- ✓ The counties have entered into an Inter-local Agreement that bestows the counties' governing authority onto the community corrections advisory board. If so, no county commission chairperson signature is required.

Please use the following page if additional County Commission Chairperson signatures are required for your agency

Board of County Commissioners Chairperson

Date

County: _____

Board of County Commissioners Chairperson

Date

County: _____

Board of County Commissioners Chairperson

Date

County: _____

Board of County Commissioners Chairperson

Date

County: _____

Board of County Commissioners Chairperson

Date

County: _____

Board of County Commissioners Chairperson

Date

County: _____

Board of County Commissioners Chairperson

Date

County: _____

Board of County Commissioners Chairperson

Date

Approved Curricula

The Capabilities Awareness Profile (CAP); Prairie View, Inc.

Clinical Guidelines for Implementing Relapse Prevention Therapy; G. Alan Marlatt, PhD., George A. Parks, PhD., and Katie Witkiewitz, PhD., Addictive Behaviors Research Center, Department of Psychology, University of Washington, Seattle, WA.

Creating a Process of Change for Men Who Batter: The Duluth Curriculum

Cross Roads; National Curriculum & Training Institute, Inc (NCTI)

Eight Stages of Learning Motivational Interviewing; William R. Miller, PhD. and Theresa Moyers, PhD.

Evidence-Based Practices in Corrections and Motivational Interviewing; The Carey Group

Financial Peace University; Dave Ramsey

Getting It Right: Contributing to the Community; The Change Companies

Good Days Ahead: The Multimedia Program for Cognitive Therapy; Jessie H. Wright, M.D., PhD., Andrew S. Wright, M.D. and Aaron T. Beck, M.D.

Thinking for a Change, National Institute of Corrections

TruThought; Truthought™, LLC

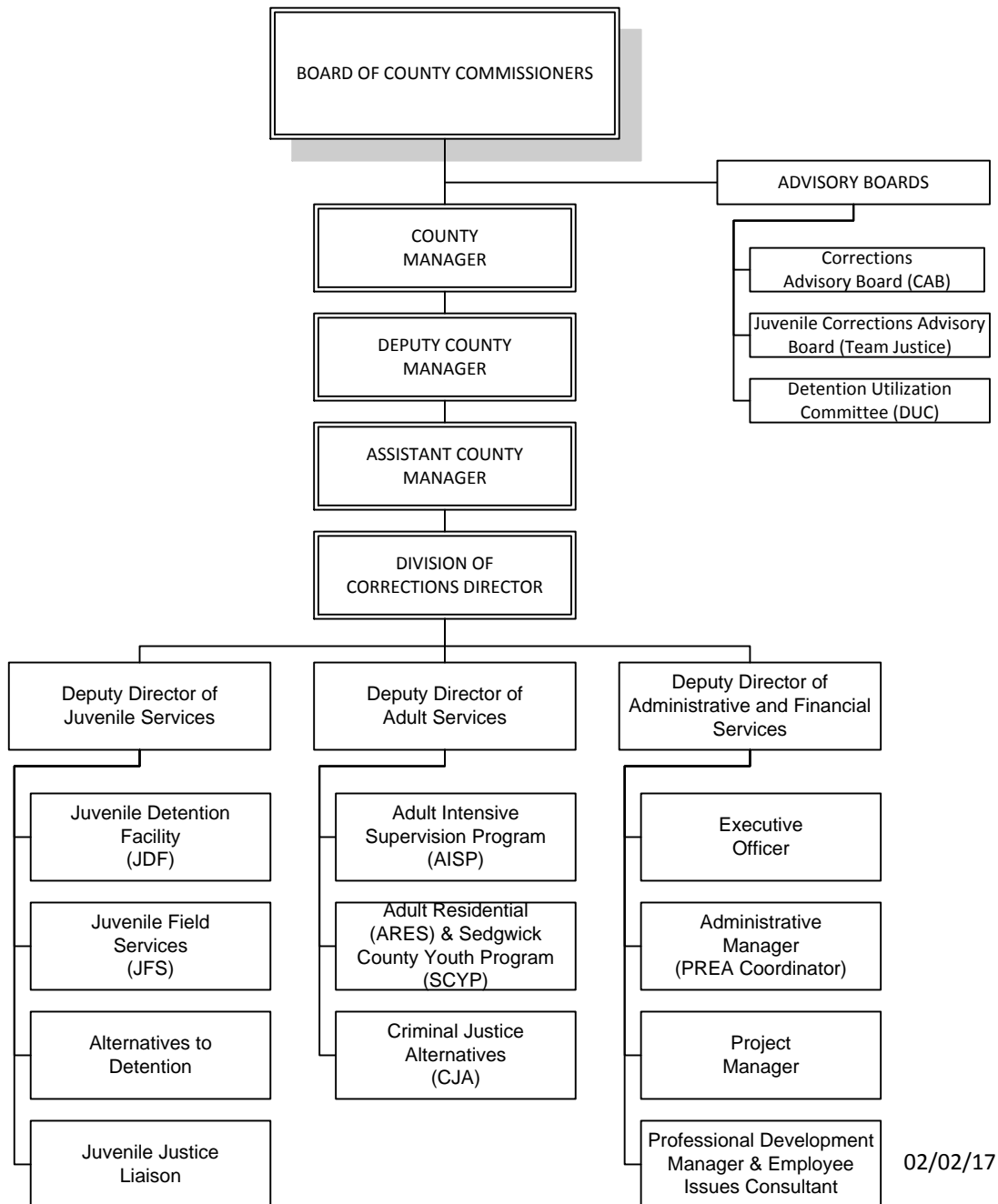
Courage to Change; The Change Companies®

Cognitive Behavioral Interventions – Substance Abuse (SAP) – University of Cincinnati Corrections Institute

Introduction to Cognitive Behavioral Interventions, University of Cincinnati Corrections Institute

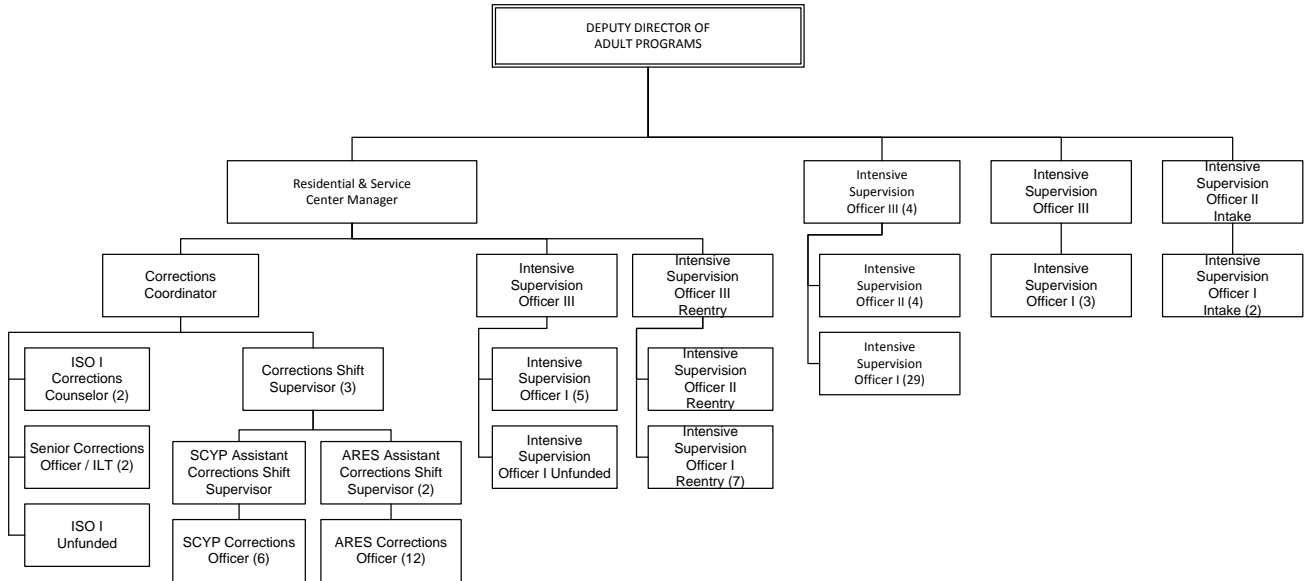
Seeking Safety, Treatment Innovations, LLC.

SEDGWICK COUNTY DIVISION OF CORRECTIONS 2017 ORGANIZATIONAL CHART



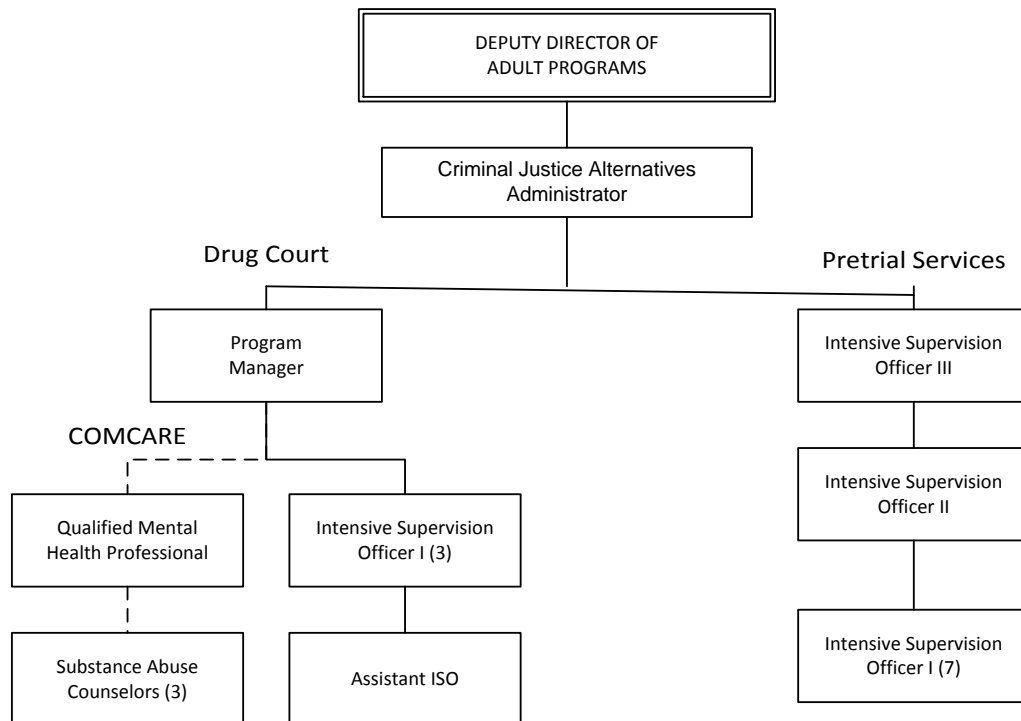
02/02/17

**SEDGWICK COUNTY DIVISION OF CORRECTIONS
COMMUNITY CORRECTIONS DIVISION
ORGANIZATIONAL CHART
2017**



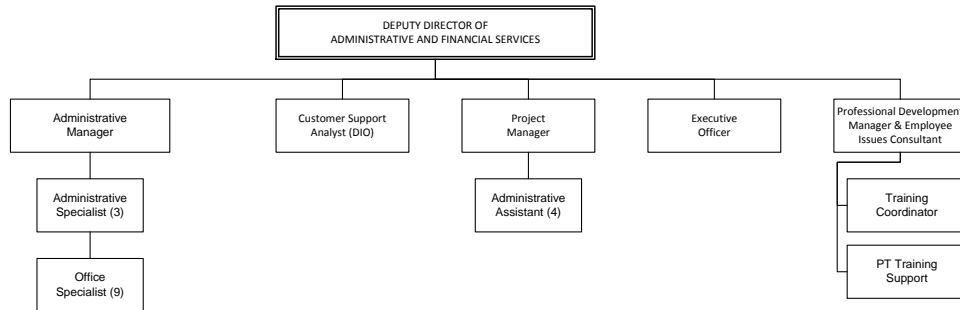
Revised 02/07/17

**SEDGWICK COUNTY DIVISION OF CORRECTIONS
CRIMINAL JUSTICE ALTERNATIVES DIVISION
ORGANIZATIONAL CHART
2017**



Revised 02/07/17

**SEDGWICK COUNTY DIVISION OF CORRECTIONS
DOC ADMINISTRATIVE SERVICES
ORGANIZATIONAL CHART
2017**



Revised 02/07/17