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 the 18th Judicial District. Over 2,864 clients are served annually, with an average daily census of approximately 1,500. The SCDOC provides the 18th Judicial District Court with intermediate level sanctioning and supervision options in sentencing felony clients 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 SFY17, KDOC granted an additional funding allocation through the Justice Reinvestment Initiative (JRI). These 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. In addition, SCDOC implemented risk-based supervision and intervention strategies to improve outcomes for the Intensive Supervision Level (ISL) I client 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 and increase the success rate for high risk clients.

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. The SCDOC also partners with Higher Ground to employ two on-site recovery specialists to complete substance abuse evaluations and provide peer mentoring.

Finally, funding is now in place for a voucher system to support additional behavioral needs of our clients including mental health evaluations and medication.

In SFY17, the statewide average for successful completions in community corrections programs was 73%. The success rate in Sedgwick County was significantly lower, at 56.7%, than the average of the other community corrections programs. Sedgwick County failed to meet the statute requirement of increasing successful completions from 57.2% to 60.2%.

2. Significant Differences between Successful/Unsuccessful Probation Populations

Clients committing new crimes while on probation negatively 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 clients assigned to community corrections in Kansas, with an average daily population (ADP) in SFY17 of 1,500. This ADP represents 18% of the state-wide client population.

In SFY17, Sedgwick County experienced a 2% decrease in revocations for new felony and a 1% increase in new misdemeanor revocations. After reviewing the local revocation data in

the following table we find encouraging information related to our population. The revocation rates for Intensive Supervision Level I (ISL) is 84% and ISL II is 66% for clients. Community Corrections experienced a 5% increase in successful completions for the ISL I population in SFY17 as compared to the previous year.

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 96%, IIIs 81%, IIs 34% and Is 16%. 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. It also demonstrates a significant improvement in the successful completion percentages for the ISL I and II population.

***↓↑ - Denotes increase or decrease in percentages when comparing with SFY16 numbers.**

SFY17 Termination Reason By Supervision Level						
ISL Levels	**Successful**	**Revoked-Condition**	**Revoked-Felony**	**Revoked-Misd.**	**Revoked-Total**	**Totals**
I	43 (16%)↑	110 (41%)↓	76 (29%)↓	37 (14%)↑	223 (84%)↓	266 (23%)↑
II	95 (34%)↑	85 (30%)↓	75 (27%)↑	28 (9%)	188 (66%)↓	283 (24%)↑
III	256 (81%)↑	25 (8%)↓	25 (8%)↓	10 (3%)↑	60 (19%)↓	316 (27%)↓
IV	287 (96%)↑	3 (1%)↓	8 (3%)↑	1 (<1%)	12 (4%)↓	299 (26%)↓
Sedgwick County Totals	**681 (59%)**	**223 (19%)↓**	**184 (16%)↑**	**76 (6%)↑**	**483 (41%)**	**1,164**

3. Impacts of Significant Changes

The judiciary, court services and community corrections continue to collaborate on determining supervision placement for presumptive probation cases. In response to HB2051, an agreement was reached to utilize the LSI-R S/V as a mechanism to assist in determining client placement directly after sentencing. This process is seamless and community corrections is now only assigned moderate and high risk cases for supervision.

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 clients and to the success of the population being served in Sedgwick County. In SFY17, 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, especially for the ISL I population.

4. Population Targeted for Risk Reduction

- Clients scoring 29 or above on the LSI-R will receive specialized and targeted services that will focus on risk reduction and behavior change. Some cases will be evaluated by a supervisory review panel for Residential placement. ISOs will work collaboratively with on-site JRI staff in order to reduce barriers for this high-risk population.

- On-going collaboration with the Wichita Police Department will continue in order to conduct curfew checks on our gang population. Internal resources, including the cognitive skills team along with JRI services, will be utilized to reduce risk with this population. In addition, research will be conducted to identify a specialized gang curriculum that has the potential to reduce risk and improve outcomes with this population.

- Employment programming is a critical intervention for clients assigned to our programs. Offender Workforce Development Specialists (OWDS) assist unemployed clients in identifying needs, including obtaining employment documents (state ID, Social Security card) and appropriate clothing for job search. Quickly addressing these employment barriers should improve outcomes with this population.

- During SFY19, the Quality Assurance team will develop a program to ensure fidelity in Cognitive Skills program delivery, accurate utilization of the LSI-R and effective use of EPICS tools. This will create an environment of continuous quality improvement that will impact service delivery with the ISOs during their office visits with moderate to high risk clients.

- Develop strategies to address ISL I clients failure to complete cognitive skills programming. Research and planning need to be explored in order to improve outcomes for ISL I clients that are engaged in cognitive skills programming.

- Increased utilization of the Residential Center program for ISL I clients. Often, the high risk population is not afforded this opportunity which results in revocations.

Integrated Model

Integrated Model is based on the premise that successful implementation of evidenced-based principles in community corrections can only be achieved when integrated with corresponding organizational development and collaboration. Implementation of these components using an integrated model (Figure 1) will assist jurisdictions to better reduce recidivism and increase public safety.

In the Integrated Model section, please discuss how the items listed under Organizational Development, Collaboration, and Evidence Based Practices apply to clients, employees, and stakeholders, where applicable.

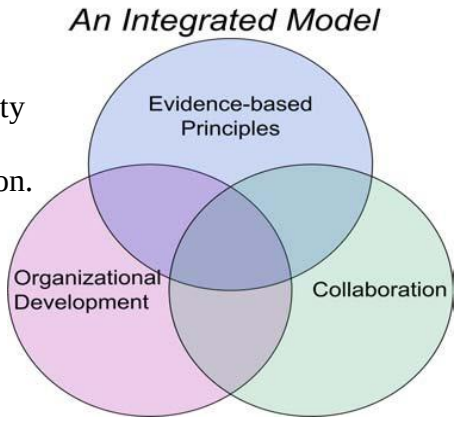

FIGURE 1 The Integrated Model was created by the National Institute of Corrections and Crime and Justice Institute.

1. Organizational Development:

a) How has the agency crafted recruiting and hiring practices to ensure agency culture is aligned with agency's implementation of evidence-based practices (i.e. what qualities/skills, characteristics or philosophies is sought 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 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. We continue to hire a diverse population that reflects our Sedgwick County population (see chart).

SCDOC Minority New Hires				
Race	**2014**	**2015**	**2016**	**2017**
African American	14%	24%	25%	28%
Asian	0%	2%	4%	0%
Hispanic	6%	7%	12%	14%
Native American	5%	0%	1%	4%
Total Minority	25%	33%	42%	46%

One of the ways our recruiting and hiring practices are aligned with evidenced-based practices is establishing 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 which are consistent with the competencies and job descriptions for each position. Many questions focus on key skills and philosophies that closely align

with evidence-based practices 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.

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

Each ISO III completes a variety of audits for the ISOs on their team on a monthly basis. They audit cases for policy and standards compliance, LSI-R fidelity, and utilization of motivational interviewing and EPICS skills. File audits are also completed to help provide 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 and interventions are being entered in to TOADS.

During SFY18, SCDOC met with the KDOC Program Consultant to review the EPICS II Implementation schedule established in 2017. As a result, the team identified to pilot the use of EPICS tools was required to submit samples of their work to the Program Consultant. The information reviewed included the use of EPICS tools, LSI-R information, chronological documentation and any other collateral documentation provided for the selected clients. The Program Consultant provided feedback to each ISO on their proficiency working through the EPICS model with their client. In addition, the Program Consultant conducted conference calls with the team in order to discuss team performance, barriers, and challenges observed.

Monthly Personal Management Interviews (PMIs), 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 cognitive skills, drug/alcohol and mental health services. Career Quest and the Workforce Center are also utilized to help in addressing employment barriers and increase our overall employment rate.

In conjunction with the PMI process, the County implemented a new Performance Management and Evaluation (PME) process. All staff are evaluated in interpersonal competencies and the three primary job responsibilities specific to their positions. In addition, supervisory staff are evaluated in leadership and employee development competencies.

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

The SCDOC administrative policies manual provides the organizational framework and support for administrative and business processes impacting all 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 employees, 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 in order to foster a culture of continuous learning and development for all our employees. Sedgwick County is implementing a new Talent Management program which defines and targets career path goals each year. Our Professional Development Section Manager continually strives to incorporate training that supports the principles of evidence-based practices. In addition, the division ensures adherence to KDOC required trainings.

d) 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.

SCDOC administration manages business and personnel policies in accordance with Sedgwick County Personnel Policies and Procedures. Job descriptions are required for all SCDOC positions. Every job description is reviewed annually and updated to reflect current job functions and 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 new evaluation process emphasizes open communication between staff and supervisor and provides praise and feedback on work performance every quarter. In addition, an individualized annual 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. 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 recognitions through Star Awards which recognize outstanding accomplishments by County employees.

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

The director is responsible for preparing an annual Strategic Plan with key initiatives, progress updates, performance measures, objectives and unit costs for each program unit. The SCDOC Strategic Plan for 2018–2019 was completed and posted on the

department website. 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 which is due each May. The annual Strategic Plan for Community Corrections is updated each July. The division uses a circular process of strategic management which includes 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 occurs per the Division's Program Review policy, 1.103, every four years and 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.

f) What gaps exist in the agency's current implementation level and the full implementation level of the integrated model?

During SFY18 we experienced gaps in delivery of quality assurance and feedback due to staffing shortages. SCDOC is committed to a culture of continuous quality improvement. The development and implementation of a new quality assurance team will enable us to address this gap. The Quality Assurance team is tasked with assessing staff proficiency in the use of EPICS tools and with providing skill development through consistent feedback and training.

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

a) How does communication flow through all levels of staff?

Several members of the executive and senior management teams attend and provide information to the Community Corrections Advisory Board (CAB) each month. Bi-weekly Executive Team meetings between Deputy Directors 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. Supervisors share pertinent information with their respective teams in weekly meetings. Email is also used as a means for notifications and updates. 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.

b) 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. Program policies are housed under each program and are reviewed annually. The 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 keep appraised of all division and program policies. Policies containing significant changes may be reviewed during team or shift meetings to ensure understanding.

c) 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.

d) What knowledge and background does staff already possess and how can it be tapped to facilitate relationships in the community?

Upon intake, clients are assigned to specific ISOs with expertise in risk areas identified through the intake interview, LSI-R S/V, and Psych Consult database check. For example, clients with mental health needs may be assigned to ISOs with previous mental health experience. A client who is identified as a documented gang member may be assigned to ISOs who collaborate with law enforcement in monthly gang intelligence meetings. ISOs with expertise in specialized areas also provide support to other staff and share current information in their respective area.

We continue to collaborate with the Workforce Center (WFC) to provide structured employment programming for clients. In addition, our certified Offender Workforce Development Specialists (OWDS) partner with the WFC specialist to provide weekly orientation for our unemployed intake clients. Orientation provides an opportunity for clients to become familiar with employment expectations and introduce them to resources to begin searching for employment. Once clients become registered at the WFC, it opens the door to job placement, education and the training programs offered through their organization.

Our agency has an internal gang unit that receives daily communication and updates from local law enforcement regarding current events and safety concerns which is utilized to enhance supervision. Two of our supervisory staff regularly attend the Computer

Statistics (COMPSTAT) meeting with local law enforcement agencies to share information about criminal activity in the Wichita area. The collaborative relationships between various public safety agencies have proven to be invaluable in identifying and/or locating clients at-risk before more serious violations occur. It allows us the opportunity to impose more appropriate intermediate sanctions and place (or refer) 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 domestic violence, 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 Department for Children and Families (DCF) offices, and a system review of the City of Wichita's response to domestic violence cases. Her experience in building collaborative partnerships and interagency work could assist the SCDOC in reaching out to community agencies to identify service gaps that put offenders at risk, brainstorm solutions and create initiatives to enhance opportunity for client success.

e) 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.

- Lastly, our at-risk clients and current gang members would benefit from a peer-mentoring program or a specialized cognitive based curriculum. This partnership would provide prevention and education to at-risk and existing gang members.

- Focus will be on strengthening partnerships with local victim service providers such as domestic violence shelters, city and county victim advocates and the Wichita Area Sexual Assault Center would enhance our ability to make informed, responsive

referrals to clients who are struggling with trauma related issues. It would also further our ability to connect client victims with appropriate services.

f) **Using Attachment F**, describe the quality of partnerships with external stakeholders.

g) What gaps exist in the agency's current implementation level and the full implementation level of the Integrated Model?

During this fiscal year, we assumed supervision of the Sedgwick County Sheriff's Work Release program. This new program has afforded us the opportunity to hire additional staff, some of whom will be responsible for expanding our existing employment programming. Our plan is to begin the process of exploring partnerships with local employers in order to develop certificate programs within identified local industries. This will allow our clients to gain valuable work experience in competitive markets.

As mentioned above, we currently lack the ability to offer an in-house General Education Diploma (GED) program and peer mentoring or effective programming for the gang population. Currently, there are several agencies in the community that provide GED related programming for general public which includes community corrections clients. However, peer mentoring or programming for the gang population is an area that will be explored in the next fiscal year.

3. Evidence-Based Principles:

For this section, please address the questions listed under each principle.

a) Assessing actuarial risk/need

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

All staff are trained/certified in the delivery of the LSI-R. 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 and supervisor. It also allows supervisors to ensure effective use of the LSI-R in developing targeted case plans that address client needs and high-risk domains. 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.

ii. Is the agency currently measuring inter-rater reliability? If so, please describe how this is being done.

Currently, our measurement of inter-rater reliability consists only of the auditing practice noted 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. The Quality Assurance team will be tasked with evaluating this information and providing feedback to improve consistency in scoring.

iii. If any additional assessment tool(s) have been implemented, 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 and post cognitive skills group assessments using the Assessment of Yourself (AOY) and Psychological Inventory of Criminal Thinking Styles (PICTS) assessments. KDOC will be evaluating the assessments and providing feedback at some time in the future. These assessments measure criminogenic thought processes and readiness to engage in treatment. The assessments measure the effectiveness of cognitive behavioral programming and provide insight into how the client is responding to cognitive programming. Although there has not been any scoring direction set by KDOC, our preliminary data suggests that there has been positive change between the pre and post AOY/PICTS assessments. Of the 11 cognitive participants that have completed the curriculum and the resulting post-assessments, all have demonstrated a score change that would seem to indicate a positive outcome.

The cognitive skills team reviewed the list of clients that received programming during SFY17 and analyzed their LSI-R change scores. In analyzing the data, 57% of the clients that received cognitive skills programming decreased their risk when comparing their initial LSI-R results to reassessment or discharge scores. The data outlining this information is in the table below:

LSI-R Change Scores Comparing Initial, Reassessment & Discharge for Clients Receiving Cognitive Skills Programming	**#**	**%**
Decreased from Initial to Reassessment	158	51%
Increased from Initial to Reassessment	80	26%
Decreased from Reassessment to Discharge	17	6%
Increased from Reassessment to Discharge	12	4%
Stayed the Same/Had only 1 Score	40	13%

b) Enhancing intrinsic motivation

i. How are motivational techniques utilized to increase motivation with clients? How does the agency measure that staff has increased motivation in 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 MI skills training and annual MI refresher training to enhance their skill set and increase confidence to ensure consistent use.

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 case closure type analysis. Monthly closed case reports have been developed which provide up-to-date revocation percentages and successful completion percentages by fiscal and calendar year.

Cognitive skills classes are audited to monitor the use of facilitators' motivational interviewing. In addition, their skill in setting the atmosphere through exploring behavioral change and identifying risky thoughts and behaviors is a part of the audit. These skills are utilized to enhance the client's ability to recognize the need for change and to develop their own plans for change. In addition to auditing, the cognitive skills team supervisor observes classes and gives feedback on facilitator performance. Further, behavior change is reinforced during office visits through ISO directed discussion regarding class topics.

Currently, we are in the process of utilizing AOY and PICTS on clients who receive in-house cognitive behavioral interventions.

ii. 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 ISOs' use of EPICS tools, chronological documentation, JRI referrals, and MI techniques during routine client interactions. These audits provide an opportunity for supervisors to evaluate performance and provide feedback to support skill development during their monthly PMIs. Supervisors also review and evaluate how the ISO is addressing target behaviors and increasing motivation in clients. These skills are also discussed during weekly team meetings, highlighting skill development, as well as addressing challenges/barriers that the ISOs encounter.

iii. 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 and cognitive skills classes. During 2017, our KDOC consultant provided feedback on a selected team's use of EPICS tools and documentation. We will utilize the feedback and recommendations to develop a plan to better assess EPICS II fidelity and to develop training strategies in these areas. During the month of January 2018, quality assurance supervisors met with the Johnson County Community Corrections quality assurance team members in order to learn how they have effectively provided quality assurance in their programs. As a result of that meeting, we are developing a skill-directed approach to quality assessment of LSI-Rs and enhanced skill development in that area as well.

iv. How are supervisors utilizing motivation techniques to increase motivation in staff and 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. Through an updated form, supervisors work to structure their routine PMIs around Check In, Homework Review, Assess and Apply, Reinforce, Teach (C.H.A.R.T.) 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)

i. 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. The Behavioral Analysis tool is utilized as an initial step to identify high-risk

situations for the client. Upon completion, the client and ISO look for patterns that appear to result in negative behavior(s) and more specifically identify the behavior(s) to target. The client, with assistance from the ISO, 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 the work done is a collaborative effort between ISO and clients.

ii. 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?

Evidence-based practice (EBP) is routinely discussed with staff during weekly team meetings and monthly PMIs. Supervisors conduct case plan audits to ensure that criminogenic needs (as demonstrated in the LSI-R) are being identified and addressed in the case plans they develop with their clients. Chronological records are reviewed to assure ongoing discussion and work on case plan goals. TOADS Caseload Reports are also utilized to ensure case plans are being reviewed with clients, in accordance with policy. As part of the EPICS implementation plan, revisions will be made to existing case management policies to ensure that staff understand the expectation for utilization of core correctional practices.

iii. 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 that include the following:

- cognitive behavioral interventions
- employment programming
- community-service work
- substance abuse treatment
- anger management/batterer's interventions
- sex offender treatment
- mental health counseling
- increased reporting
- community service work projects

iv. 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.

Drug Court Program

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 186 clients in calendar year 2017 at a cost to the county of $795,881.68. 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 for 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 responsivity.

Justice Reinvestment Initiative - COMCARE

In SFY17, 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 to providing effective behavioral health services for the populations we serve. 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. The mental health staff partner with ISOs to assure clients in need are identified and provided with necessary mental health services. Services include mental health assessments, referrals for psychological evaluations, individual and group 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.

Higher Ground

The SCDOC also partners with Higher Ground to employ two 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.

SFY17 Behavioral Health Outcomes

Performance Measures	SFY 2015 Actual	SFY 2016 Actual	SFY 2017 Actual
Number of Program Provider clients served	329	252	285
Program Provider percent of revocations	43/13%	40/16%	27/9%
Program Provider percent of clients with absconder and jail statuses	34/10%	21/9%	47/16%
Number of COMCARE clients served	292	480	405
COMCARE percent of revocations	17/6%	4/.83%	61/15%
COMCARE percent of clients with absconder and jail statuses	56/19%	46/10%	63/16%
Number of Higher Ground clients served	96	201	128
Higher Ground percent of revocations	14/15%	26/13%	14/11%
Higher Ground percent of clients with absconder and jail statuses	13/14%	44/22%	16/13%

Depending on the high risk 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.

Adult Residential and Service Center

Program Overview

The Adult Residential Program is a 65-bed intermediate community sanction for those clients demonstrating a need for more intensive supervision. Clients assigned to the program are supervised by a specialized team of Residential Intensive Supervision Officers (ISO) to work on individualized supervision plans. The average length of stay for successful discharges is 130 days. During their stay, 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 ISO I, 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. During this fiscal year, we began accepting referrals for ISL I clients who could benefit from the services and structure provided by Residential.

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, all ISL I clients are referred to the in-house cognitive skills program. Clients are afforded employment programming designed to help them secure full-time 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.

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

ISOs are required to prepare for the office visit by reviewing the most recent chronological documentation to include case status, pending issues and homework assigned during the previous office visit. ISOs have been trained in utilizing C.H.A.R.T. to structure their office visits. Our EPICS implementation process is designed to assist ISOs in becoming proficient in the use of C.H.A.R.T. and EPICS II tools. ISOs are working to enhance their documentation of office visits to clearly reflect the C.H.A.R.T. structure. This, along with routine file audits, will aid supervisors in ensuring the practice is consistent and continually applied. ISOs have also begun submitting monthly documentation to their supervisors supporting the use of EPICS tools.

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

i. 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, with multiple groups and individual sessions being held weekly for clients in the target population. During

groups and individual sessions, clients are provided opportunities to identify problematic thoughts and behaviors. In addition, they learn and practice new skills through group discussion, role play, homework, and modeling pro-social behaviors. Positive behaviors and change efforts are reinforced, and goals are set to increase pro-social thinking.

Seeking Safety is a cognitive behavioral group that specifically addresses issues with substance abuse as well as Post-Traumatic Stress Disorder. It can be delivered in individual and group sessions. This gender specific curriculum works to validate that trauma has occurred and learning how to survive it without the use of substances or other unhealthy behaviors. If a client wants to discuss specifics of trauma individually, they have the option of meeting one-on-one with COMCARE.

During sessions, providers utilize role play 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.

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

All AISP staff are trained in EPICS II and are becoming familiar with the cognitive behavioral intervention tools presented in this training. They are also required to take the Division's motivational interviewing skills training sessions. Refresher motivational interviewing training is also made available.

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. Social Learning techniques are utilized in our cognitive classes through group discussion, observation of skills, practicing skills and through positive role modeling.

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.

ISO IIIs model social learning techniques during their monthly PMI through a structured interview, similar to EPICS' C.H.A.R.T. In modeling the PMI in this

manner, the ISO III is modeling for the ISO how to have similar conversations with their clientele and how to structure their office visits.

iii. 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. During mental health, recovery support and cognitive skills contacts with clients, the in-house service providers employ social learning theory techniques to develop discrepancies with pro-criminal behavior and reinforce new pro-social behaviors. The goal is to have a positive impact on their values, attitudes and belief system which results in fewer revocations and improved public safety.

Monthly meetings are scheduled with both the behavioral health and recovery specialists' teams to discuss client and program progress and to identify and troubleshoot barriers. The deputy director schedules monthly meetings with the JRI team and their supervisors to provide feedback on performance in the areas of mental health, recovery support and cognitive skills programming.

iv. 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 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. Quarterly contract monitoring with Higher Ground also occurs.

e) Increasing positive reinforcement

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

ISOs have received case management training from KDOC 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 ISL I 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 are allowed to reduce reporting when clients meet case plan milestones.

Clients successfully completing cognitive skills groups receive a gift card or a voucher for credit toward program fees as an incentive. This is given to them along with a certificate of completion at the conclusion of the Getting It Right and Seeking Safety 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.

ii. 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.

Last year, SCDOC collaborated with Higher Ground to provide an eight (8) hour ropes course training for all ISOs in the Division. This was done in a team format that allowed for skill building and positive reinforcement.

Typically, Higher Ground incorporates this training in with components of their alcohol drug curriculum for clients. So, ISOs experienced the same training and information as the clients they work with every day. The techniques ISOs learned during the training was valuable in terms of how to connect well with their fellow co-workers and reinforce these skills with their clients.

Annually, SCDOC conducts an annual retreat with a team building focus. Last year, trainers from Higher Ground provided several skills building sessions which provoked thought and provided a great learning opportunity for everyone. This year, the focus will be on self-care related topics.

iii. 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.

iv. 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. Finally, the Violations/Sanction and Incentives Grid is located in policy 2.987.

f) Engaging ongoing support in natural communities

i. How does staff engage community supports for offenders as a regular part of case planning?

- ISOs work with the internal Work Force Center Employment Specialist to assist clients in reducing barriers to secure employment. Additionally, ISOs utilize the Work Force Center to support clients in receiving education and technical training. This type of support is often a consistent part of case planning.

- JRI services are embedded in all the adult programs. As a result, ISOs engage and collaborate with COMCARE and Higher Ground professionals to develop strength based plans centered around mental health and recovery services support.

- 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 and treatment providers to offer support and facilitate client success. As part of re-entry, ISOs involve family members in planning for release from the residential center. Family members are invited to participate in discussions involving the clients program in an effort 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 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.

ii. 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 a safety net of people who will be supportive of the client through the process of changing their criminal attitudes, beliefs and behaviors.

g) Measuring relevant processes/practices

i. What data do you collect regarding offender assessment and case management?

Community Corrections collects 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. Data is also collected from the AOY and PICTS which is 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.

ii. 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. In addition, changes in LSI-R scores compared at initial, reassessment and discharge timelines are reviewed on clients that are engaged in cognitive skills programming. As mentioned above, the AOY and PICTS serve as an additional measure of behavior change.

iii. 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 customer service 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 to make improvements.

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

In reviewing SFY17 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 285 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. According to our LSI-R data, it is apparent that competing evidence based programs that address criminal thinking and attitudes is having a positive impact on both public safety and client success.

h) Providing measurement feedback

i. How is information regarding offender change and outcomes shared with officers? With offenders? With external stakeholders?

Data on outcomes of discharged cases by specialized teams is collected by a member of the supervisory staff. This information is provided monthly to the deputy director and shared quarterly with the Community Corrections Advisory Board. In addition, information is shared during quarterly staff meetings and through emails from the deputy director. 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.

ii. How is staff performance/evaluation data shared with staff?

These goals and outcome measures are reviewed with staff each month. ISOs receive performance data on their monthly statistics information on KDOC/SCDOC standards met, client employment rates, compliance with other case management requirements and percent of successful completions. In addition, ISOs receive monthly feedback during PMIs on use of evidence-based practices and other performance related issues.

iii. Do you have a structured corrective action plan in place to address challenges staff may be experiencing?

The SCDOC has a progressive discipline policy in place to address staff performance issues (Discipline 1.316). ISOs that are struggling in a certain area receive coaching from supervisory staff in a variety of ways. Audits are one method to provide specific feedback and corrective actions to problems identified. Monthly PMIs and quarterly reviews with supervisors serve as another coaching opportunity, where issues are discussed, problem solving occurs and additional training needs are identified. ISOs may be assigned a mentor to assist them in a stronger understanding of a process, observation of best practice in the deficient area, and/or practice of a certain task/skill. If the issue continues, ISOs will begin receiving progressive disciplinary actions including verbal counseling, written counseling, written reprimand, disciplinary probation, demotion, up to termination. Each level of discipline includes a clear corrective action plan to assist staff members to improve in the problem area. Staff may also be placed on a Performance Improvement Plan (PIP) where goals are developed, along with actions to be taken, to improve performance. 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.

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

In-house cognitive skills facilitators are given written feedback through the formal audit process. Each month the cognitive skills supervisor observes classes in order to provide written and oral coaching/feedback to enhance the facilitator's skills and to provide guidance to work through any difficulties/barriers they may be experiencing.

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

The cognitive skills supervisor provides ongoing feedback and additional training to facilitators/program providers when the need for corrective action is identified.

Program Strategy and Design

a) Prioritize in rank order the gaps identified in the Integrated Model section which will be addressed in the upcoming year.

Gaps identified in the Integrated Model:

i. LSI-R scoring accuracy and inter-rater reliability can be improved within the Division.

ii. ISOs utilize the LSI-R to develop case plans for the clients. However, the specificity of the plans could be improved.

iii. Consistent application of core correctional practices surrounding EPICS, specifically C.H.A.R.T. and the utilization of the cognitive behavioral tools need to be improved and evaluated.

iv. Consistent training on the LSI-R and EPICS on a variety of topics is lacking within the Division. A training plan in this area will need to be developed with a focus that is targeted to enhance employee development.

v. Increased utilization of the Residential Center program for ISL I clients. Often, the high risk population is not afforded this opportunity which results in revocations.

vi. Inability to have ISL I clients successfully complete cognitive skills programming. Research and planning need to be explored in order to improve outcomes for ISL I clients that are engaged in cognitive skills programming.

vii. Currently the gang member population is not receiving specialized programming to address their unique needs and pro-criminal attitudes.

b) Describe the proposed plan to implement and sustain critical elements of a strategy to close gaps. This plan should describe specific strategies for how the agency, along with community stakeholders and partners, will bring current practice, procedure, and resource availability into line with the practices, procedures and resources targeted for implementation.

Plan to Address Gaps identified in the Integrated Model:

i. The quality assurance team will develop an implementation plan to address a number of areas that include a process for inter-rater reliability when scoring the LSI-R, frequent LSI-R/EPICS refresher trainings and evaluation of the use of EPICS with ISOs.

The implementation plan will be discussed and reviewed with the KDOC Program Consultant and employee focus groups will be formed to achieve staff buy-in on the new processes. A formal plan will be presented to the director and Community Corrections Advisory Board. The final plan will be presented to all Division of Corrections staff by the deputy director and quality assurance team.

ii. ISOs utilize the LSI-R to develop case plans for their clients. However, the specificity of the plans could be improved. This area can be improved with training for the ISOs to utilize the Behavioral Analysis in conjunction with the

LSI-R to create more individualized, client-driven case plans that identify high risk behaviors.

iii. Quality assurance supervisors will observe, listen and provide evaluative feedback to ISOs on their delivery and documentation of core correctional practices in the office visit environment. The focus will be on employee development in these areas to improve effectiveness and efficiency in the delivery of evidence-based practices.

iv. Quality assurance supervisors will train ISOs on the application of core correctional practices, EPICS and the utilization of the cognitive behavioral tools. An annual training plan in this area will be developed and presented to the deputy director for approval.

v. There is an opportunity to increase the utilization of the Residential program for ISL I clients. Previously, the high-risk population was not afforded this opportunity which resulted in fewer alternatives for these clients. In SFY18, the Corrections Advisory Board granted approval for Community Corrections to use up to 10 beds as an alternative sanction for ISL I clients. Early results indicate that this resource is having a positive impact. The adult residential program administrator will continue to monitor the success of this change and explore the opportunity to increase the number of beds for this population in SFY19.

vi. ISL I clients have proven to be a challenge in regards to attending and completing cognitive skills groups. This is a volatile population which often times is unstable with mental health and other high risk related issues. As a result, many are not good candidates for these groups and should not be referred. The plan is for referrals to be closely examined and consider utilizing a pre-treatment tool in order to determine suitability for groups. Research and planning will continue to be explored in order to improve outcomes for ISL I clients that are engaged in cognitive skills programming.

vii. The quality assurance team will explore and develop a plan to provide effective programming for the gang member population in community corrections. This is a high risk population that can benefit from a structured curriculum that focuses on pro-social behavior. Currently, the only option for this population is to attend the "Getting It Right" cognitive skills groups. The new curriculum and plan will be shared with the deputy director and Community Corrections Advisory Board and KDOCs curriculum review committee for approval.

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**. Provide information regarding additional agency services later in Attachment D.

Please respond to the following questions for EACH of the approved curricula (Attachment H) offered 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. "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. The Recovery Specialists assist with substance abuse treatment thru 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 for ISL I, II and III clients are accepted. Considerations for referral/group appropriateness including ensuring that each client is cognitively and behaviorally able to function in a group setting 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 to participate in response to violations.

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: ISL I groups, Male ISL II/III groups, Female ISL II/III 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 groups each week, along with 4 scheduled make up groups. Additional make up groups/sessions are conducted as needed per referral load.

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; 1:00pm–2:30pm (2 groups); 5:00pm-6:30pm (2 groups)
   - Tuesday: 7:30am-9:00am; 10:00am–12:00pm; 3:00pm-4:30pm
   - Wednesday: 9:00am-10:30am (3 groups); 1:00pm-2:30pm (2 groups); 6:00pm-7:30pm (3 groups)
   - Thursday: 9:00am-10:30am; 3:30pm-5:00pm

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

   Program fidelity of the "Getting It Right" curriculum is ensured by effective training on the material and strictly following the program instructions for group facilitation. Cognitive skills group audits are conducted by the team supervisor to ensure fidelity in program facilitation. Managing drift is accomplished by consistent observation of groups by the supervisor to ensure the material is presented as outlined in the instruction manual. Currently, an outside observer does not provide feedback on group sessions. However, a plan is being considered to utilize our partners from Juvenile Field Services that provide similar cognitive skills programming to observe and provide feedback on the team's facilitation skills.

   Currently, most groups are co-facilitated by two ISOs specialized in the delivery of the "Getting It Right" curriculum. A peer review fidelity check protocol has not been considered, but is certainly an option moving forward. The feedback and evaluation of the facilitation process in the group environment is only provided to the team by their direct supervisor.

   Cognitive skills group audits are conducted by the team supervisor. In addition, weekly staff team meetings are held to discuss challenges and successes that are experienced each week, group dynamics and any need for change, as well as reviewing the upcoming week's lessons to ensure that all facilitators are adhering to the facilitator guide instruction. At the end of each book, every class participant completed a class evaluation. These evaluations are utilized to provide feedback to facilitators on group content and delivery style.

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

   Data is collected for all internal programming, including behavioral health, cognitive skills programming, recovery specialists activities and the high risk team interventions. In addition,

information is collected monthly 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 determine impact of programming on risk reduction. In March 2017, we started utilizing the PICTS and AOY. This provides client information regarding criminogenic thought processes that includes values, cognitions, attitudes, beliefs and orientations that are conducive to ongoing 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 AOY and PICTS 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 and assessed for any needed change. Recently, evaluations were redesigned to include questions designed to evoke a 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 ISL I population has proven difficult to serve with the cognitive skills 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 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 FY17.

   Complete the Current and New Resources document. **(Attachment D)**

Note: **Attachment D must be fully completed.** Make sure it ties back to your plan and to your budget documents.

An **example** of how to fill out this attachment is located in **Chapter 3**.

Agency Programs

Reminder:
If new services are going to be used to implement your program, remember to include that information in **Column 3** of **Attachment D.**

Management and Organizational Capabilities

Recently, our division has experienced another reorganization within adult programs to ensure a more targeted effort at developing consistent quality assurance for the delivery of evidence based programming. As a part of the reorganization, two of the current ISO IIIs have been reassigned to develop and manage quality assurance across all community corrections teams. There is a future plan to reclassify one of the ISO III positions to a Program Manager who will be tasked with overseeing the quality assurance efforts for adult programs. These two ISO III positions also manage the Cognitive Skills program providers and will report directly to the Deputy Director of Adult Programs. The Adult Residential Facility Manager was reclassified to Adult Residential Program Administrator, with this change she assumed responsibility for the intake unit and the new work release facility that was transferred from the Sedgwick County Sheriff. The Criminal Justice Alternatives Administrator assumed responsibility for the two ISL Level II/III teams. In an effort to build in coverage and cross training within the Sedgwick County Drug Court, the Program Manager assumed responsibility for the SB123 team. This reorganization better aligns the management team to supervise three different locations while focusing on the goal of consistent delivery of evidence based practices.

The DOC administration provides support for community corrections operations in budget and support services (chart), 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 division 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 new 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, Deputy Director and Adult Residential Program Administrator 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 solicits input about the direction of our agency.

The CAB monitors the Comprehensive Plan throughout the year when the director shares 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 specialized teams are performing in relation to our agency 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 our 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 all 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 and KDOC.

The SCDOC Training Program 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 focusing on professional development. The Training Program's role is to meet the training needs for those working with offenders, to enhance knowledge and effectiveness in the delivery of evidence-based techniques and practices. 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.

On a quarterly basis, agencies will be required to submit a document describing progress toward stated outcomes. These reports will be due in conjunction with agency quarterly fiscal reports.

Goal #1: To improve the rate of successful program completions in SFY19 by at least 3% from the previous year.

Objective #1: In SFY19, to increase by 3% the successful completion rate of probation sentences as compared to SFY18. Target Date: 06/30/19

Goal #2: To improve successful completions for clients engaged in the "Getting It Right" cognitive skills program.

Objective #1: In SFY19, to increase by 2% the successful completion rate of clients that receive programming from the "Getting It Right" curriculum. Target Date: 6/30/19

Objective #2: Develop a collaborative partnership with Juvenile Field Services to assist each other in providing peer feedback on the delivery of cognitive skills programming. Target Date: 9/30/18

Goal #3: To create a quality assurance program that provides ongoing skills assessment, training and coaching in the use of core correctional practices and the LSI-R with fidelity. Development of programming and implementation will include defining program expectations, audit processes, training/coaching protocol and the necessary policy changes to support the program.

Objective #1: Develop and implement testing to determine the knowledge base of the use of the LSI-R and targeted core correctional practices for ISO I, ISO II and ISO III employees and provide the deputy director of adult services with a targeted plan. Target Date: 09/30/2018

Objective #2: Incorporate the expectation of core correctional practices into Adult Intensive Supervision and Residential policies. Target Date: 12/31/18

Objective #3: Develop a fully operationalized core correctional training program which targets C.H.A.R.T., utilization of cognitive behavioral tools and LSI-R inter-rater reliability. Target Date: 12/31/18

Objective #4: Develop an outcome based plan to measure employee performance in core correctional practices and submit this quarterly information to the deputy director of adult programs for review. Target Date: 06/30/19

Objective #5: Explore and develop a plan to provide programming for the gang member population and submit to the deputy director of adult programs for review. Target Date: 12/31/18

Objective #6: Begin first group for the gang member population by March 31, 2019 and provide quarterly outcome data to the deputy director. Target Date: 03/31/19

Reminder:

1. There **MUST** be an outcome to achieve and maintain a supervision success rate of at least 75% or improving such rate by at least 3% from the previous year (per K.S.A. 75-52,112).

2. You **MUST** include an outcome to measure admissions and successful/unsuccessful completions for **EACH** in-house CBI program offered by your agency whether facilitated by agency or contracting staff.

Required Attachments

Missing attachments will impact your funding.

In this chapter all of the necessary attachments for the comprehensive plan funding application is found. Additional examples of how each attachment should be completed can be found here.

Summarized List of Attachments

Attachment A: Agency Identification
Attachment B: Advisory/Governing Board Membership
Attachment C: CBI Program Outcomes
Attachment D: Current and New Resources
Attachment E: Curriculum Review Form
Attachment F: Collaborative Partnerships
Attachment G: Signatory Approval Forms
Attachment H: Approved Curricula
Attachment I: Organizational Chart

Agency Identification (Main Office)		
Name: **Sedgwick County Division of Corrections** Address: **700 S. Hydraulic** City: **Wichita** Zip Code: **67211** Telephone: **316-660-7014** Fax: E-Mail: Glenda.Martens@sedgwick.gov Host County:		
Agency Director		
Name: Glenda Martens Address 700 S. Hydraulic Wichita, KS. 67211	Title: Director	Telephone: 316-660-7014 Ext.: Cell Phone: E-Mail: Glenda.Martens@sedgwick.gov

Satellite Offices (Please Attach Additional Sheets As Necessary To List All Offices)		
S-1 ☐ Residential X AISP Address: 905 N. Main Wichita, KS 67203 Phone: (316) 660-7003 Fax: (316) 383-7380 No. Of Staff: 49	S-2 X Residential ☐ AISP Address: 622 E Central / 623 E. Elm Wichita, KS 67202 Phone: (316) 660-9500 Fax: (316) 383-7955 No. Of Staff: 25.35	S-3 ☐ Residential ☐ AISP Address: Phone: Fax: No. Of Staff:

Grant Period: July 1, 2018 Through June 30, 2019

Projected Funding From Other Sources (all including county funds).

Source: Sedgwick County AISP Amount: $_____
Source: Sedgwick County Adult Residential Amount: $_____
Source: _____ Amount: $_____
Source: _____ Amount: $_____
Source: _____ Amount: $_____
Source: _____ Amount: $_____
Source: _____ Amount: $_____
Source: _____ Amount: $_____

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. EXP. DATE
County Commission	General	Vacant	Citizen				
County Commission	General	Kenya Cox	Citizen	Female	B	02/08/18	02/08/20
County Commission	General	Ignacio Ayala	Citizen	Male	H	09/09/17	09/08/19
County Commission	General	Kelli Grant *	Citizen	Female	W	03/15/17	03/14/19
City Council	General	Deanna Carrithers	Citizen	Female	B	07/11/17	06/30/19
City Council	General	Seth Rundle	Citizen	Male	W	07/11/17	06/30/19
City Council	General	Mary San Martin	Treatment Program Mgr.	Female	W	07/11/17	06/30/19
Chief of Police	Law Enforcement	Troy Livingston	Deputy Chief	Male	W	07/06/17	06/30/19
Administrative Judge	Judiciary	Ben Burgess	Honorable Judge	Male	W	07/11/17	06/30/18
Sheriff	Law Enforcement	James Convey	Sheriff	Male	W	01/14/18	01/13/20
Education	Education	Michael Birzer	University Professor	Male	W	09/06/17	09/05/2019
Probation	Judiciary	Peter Shay	Court Services	Male	W	07/01/17	06/30/2019
District Attorney	Prosecution	Ann Swegle	Deputy DA	Female	W	01/01/17	12/31/2019

CBI Program Outcomes – FY17				
Program Name	Provider*	Total Admissions	# Successful	% Successful
Getting It Right Program	Sedgwick County Division of Corrections	285	45 – from probation 158 – still active on probation	16% 55%
Seeking Safety	COMCARE	20	10	50%

*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 FY18, enter YES or NO	Comments (Include identification of contracting agencies, if applicable)
Child Care Assistance	**NO**	
If unavailable, but needed, describe any plan to implement this service.	Currently there is no plan to implement this service.	
Clothing (work related or other)	**YES**	There is a clothes close tat 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.
If unavailable, but needed, describe any plan to implement this service.		
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.
If unavailable, but needed, describe any plan to implement this service.		
DNA Cost	**NO**	
If unavailable, but needed, describe any plan to implement this service.	DNA costs are assessed at the time of the client's sentencing and part of the Court costs assigned in the Journal Entry of Judgment.	
Educational Services	**NO**	
If unavailable, but needed, describe any plan to implement this service.	Currently, there are a number of agencies in our community that provide this service.	
Employment Services	**YES**	
If unavailable, but needed, describe any plan to implement this service.	We collaborate with the WorkForce Center as well as utilizing designated internal staff to assist clients with their employment search and skill development. We have four (4) Offender Workforce Development Specialists (OWDS) on staff.	
Food	**NO**	
If unavailable, but needed, describe any plan to implement this service.		
Housing Assistance	**NO**	
If unavailable, but needed, describe any plan to implement this service.		
Medication	**YES**	Utilize JRI voucher funds for this service.
If unavailable, but needed, describe any plan to implement this service.		

Current and New Resources - Continued

Services	If currently available in FY18, enter YES or NO	Comments (Include identification of contracting agencies, if applicable)
Mentoring	**YES**	JRI funded positions.
If unavailable, but needed, describe any plan to implement this service.		
Transportation Assistance	**YES**	Limited bikes available throughout the year.
If unavailable, but needed, describe any plan to implement this service.		
Utilities (heat, electric, phone, water)	**NO**	
If unavailable, but needed, describe any plan to implement this service.		
OTHER :		
Substance Abuse Treatment	**YES**	Treatment for offenders sentenced under SB123 and funded by the Kansas Sentencing Commission.

	Yes	No	Amount	Frequency with which the fee is assessed	Comments (Include identification of contracting agencies, if applicable)
Agency Supervision Fee	X		$500 Year 1		$300 additional fee is charged if fee is not paid within the first year. Second and subsequent year fees can be waived per the incentives policy.
Courtesy Transfer Fee		X			
Drug Screens	X		$7.50	Per urine sample	We contract with Cordant for urine testing.
Drug Confirmation Tests	X		$30.00	Per confirmation, unless it is negative.	We contract with Cordant for 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.

☐	Criminal History	☐	Education / Employment
☐	Emotional / Personal	☐	Attitudes / Orientation
☐	Financial	☐	Family / Marital
☐	Accommodation	☐	Leisure / Recreation
☐	Companions	☐	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
7th Direction	Treatment center – ISO have regular contact to verify how their client is doing in treatment.
A Clear Direction	Treatment center – ISO have regular contact to verify how their client is doing in treatment.
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.
ARROW	Treatment center – ISO have regular contact to verify how their client is doing in treatment.
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.
Center for Health and Wellness	Treatment center – ISO have regular contact to verify how their client is doing in treatment.
Center for Health and Wellness	Clients access for health care.
Child Care Association	Child care assistance.
Christian Counseling Center of Wichita	Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Cordant	Drug testing for clients.
COMCARE	Clients can access mental health groups and medication.

Collaborative Partnerships

Agency Partnerships	Comment
COMCARE Addiction Treatment Services	Treatment center – ISOs have regular contact to verify how their client is doing in treatment.
Consumer Credit Counseling of Kansas	Although EBP are used, they provide education in financial matters.
Correctional Counseling of Kansas	Anger management or domestic violence counseling. ISOs have regular contact.
Correctional Facilities: Ellsworth and Norton	They provide us with bicycles that support our clients with transportation.
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 continued collaborative support.
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.
Derby Learning Center	Education services provided to clients.
Derby Recovery Center	Treatment center – ISOs have regular contact to verify how their client is doing in treatment.
Dress for Success	Provide clothing for clients. Limited participation.
Dr. Nystrom	Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Episcopal Social Services	Clients access for assistance with birth certificates.
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.
Goodwill	Educational services.
Grace Med	Clients access for health care.
Guadalupe Health Clinic	Health care services for clients.
Haysville Mental Health Center	Regular contact with treatment provider that uses cognitive thinking and behavior skills.

Collaborative Partnerships

Agency Partnerships	Comment
Health Department	Clients attend class to get a food handlers card and access to health care.
Higher Ground	Substance treatment services. Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Higher Ground	Treatment center – ISOs have regular contact to verify how their client is doing in treatment.
Hunter Health	Clients access for health care.
Indian Addiction Treatment Services / Recovery Concepts	Treatment center – ISOs have regular contact to verify how their client is doing in treatment.
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 parenting/counseling services using cognitive thinking and behavior skills with clients.
KANSEL	Educational services.
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.
Medical Services Bureau	Clients access for assistance with medications.
Mental Health Association	Clients can access mental health groups and medications.
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.
Mother Mary Anne Clinic	Clients access for health care.
New Dimension	Treatment center – ISOs have regular contact to verify how their client is doing in treatment.
Options	Treatment center – ISOs have regular contact to verify how their client is doing in treatment.
Parole Office	Clients access for documentation for IDs.

Collaborative Partnerships

Agency Partnerships	Comment
Prairie View	Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Preferred Family Health Care	Treatment center – ISOs have regular contact to verify how their client is doing in treatment.
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.
Recovery Unlimited	Treatment center – ISOs have regular contact to verify how their client is doing in treatment.
SACK	Treatment center – ISOs have regular contact to verify how their client is doing in treatment.
Salvation Army	Ongoing working relationship. Clients access for assistance with IDs, birth certificates or clothing.
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 offender residences in the field (sex offender compliance checks).
Simon Youth Foundation Education Resource Center	Education services provided to clients.
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.
Union Rescue Mission	Provide shelter to clients. Limited capacity.
Urban League	Educational services.
Valley Hope	Substance treatment services. Regular contact with treatment provider that uses cognitive thinking and behavior skills.
Veterans Affairs Medical and Regional Office Center	If eligible, clients can access medical assistance and mental health treatment.
Vocational Rehabilitation	If eligible, clients can access in employment.

Collaborative Partnerships

Agency Partnerships	Agency Partnerships
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.
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.
Workforce Center (Wichita)	Although no EBP are used, they provide a lot of assistance and education in job services.
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.

FY2019 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:

1. The plan, including budget documents and other attachments, complies with the written directions sent to me by the Kansas Department of Corrections (KDOC).
2. 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.
3. 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.
4. 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, 2018 through June 30, 2019 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-out 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

Kelli Grant, Advisory/Governing Board Chairperson Date

Address: 6930 E. 34th St. N., Wichita, KS 67226

Phone: 316-992-8291 Fax: N/A Email: kelli@gettinghealthywithkelli.com

David Dennis, Board of County Commissioners Chairperson Date

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

Phone: 316-660-9300 Fax: N/A Email: David.Dennis@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

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Board of County Commissioners Chairperson Date

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Board of County Commissioners Chairperson Date

County: _____

_____ _____
Board of County Commissioners Chairperson Date

Approved Curricula

Beyond Trauma: A Healing Journey for Women (2nd Ed.), Stephanie Covington, PhD.

Beyond Violence: A Prevention Program for Criminal Justice-Involved Women, Stephanie Covington, PhD.

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, PhC., 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)

Decision Points; Jack Bush, Julianna Taymans, Steve Swisher, and Charles Robinson

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

Family Peace Initiative; Halley Counseling Services, P.A.

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.

Moral Reconation Therapy (MRT); Gregory Little, Ed.D. and Kenneth Robinson, Ed.D.

Moving On; Marilyn Van Dieten, Ph.D. for Orbis Partner Inc.

A New Direction – A Cognitive Behavioral Treatment Curriculum; Minnesota Department of Corrections and the Hazelden Foundation

Thinking for a Change, National Institute of Corrections

TruThought; TruThought, LLC

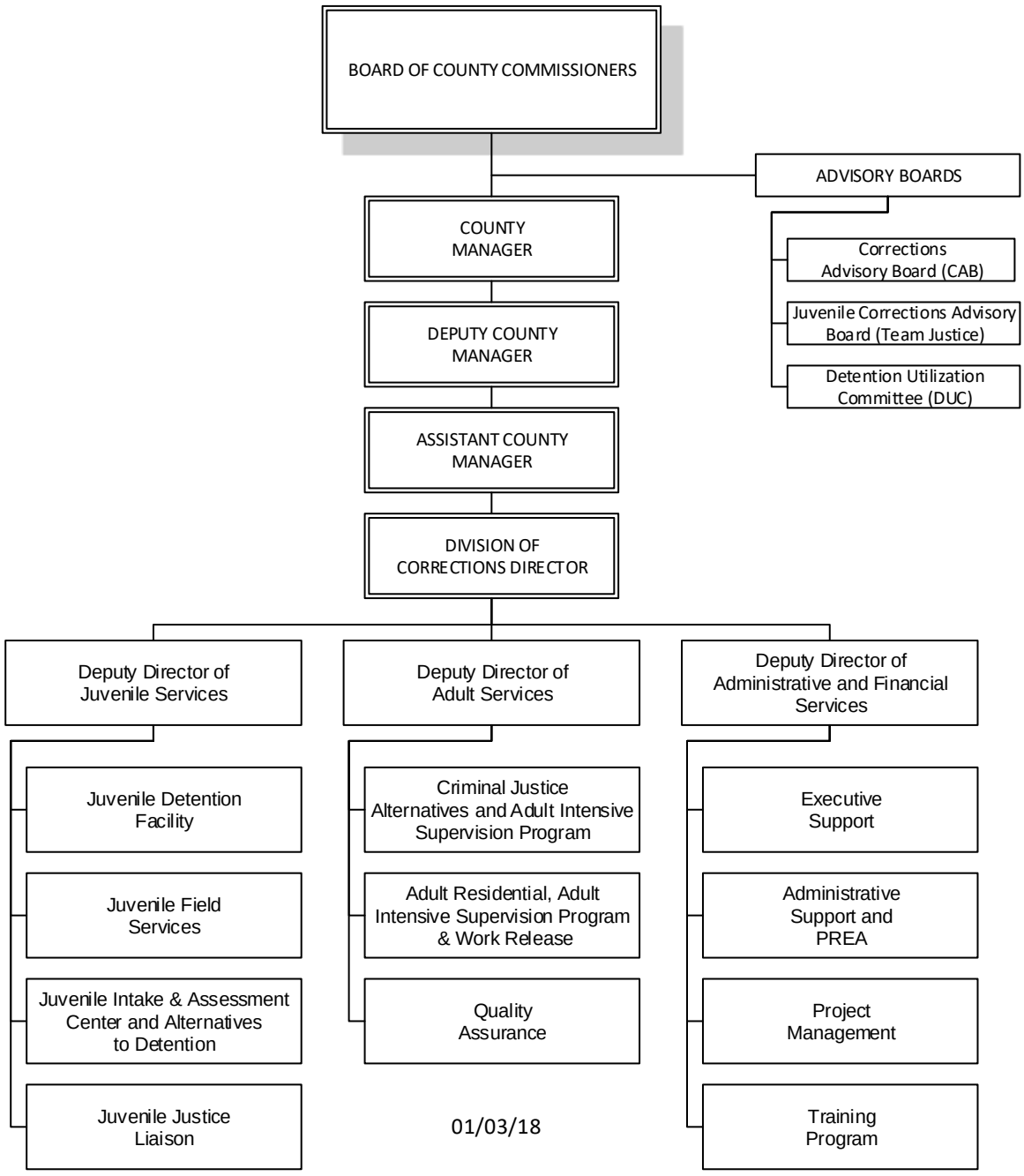
Courage to Change; The Change Companies®

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

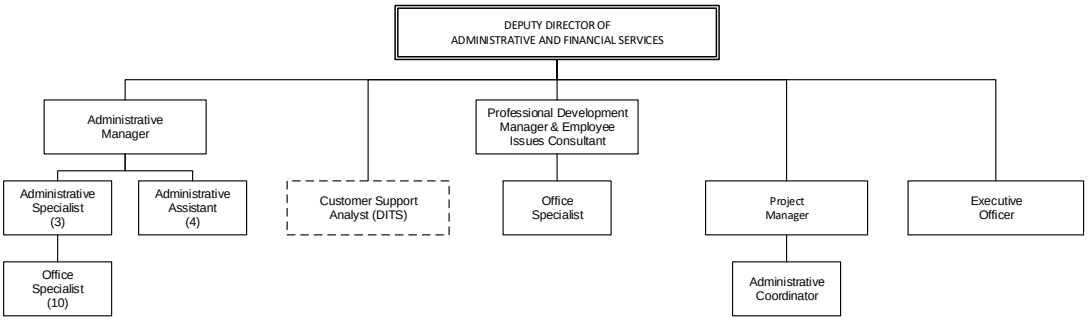
Introduction to Cognitive Behavioral Interventions, University of Cincinnati Corrections Institute

Seeking Safety, Treatment Innovations, LLC.

SEDGWICK COUNTY DIVISION OF CORRECTIONS
2018 ORGANIZATIONAL CHART

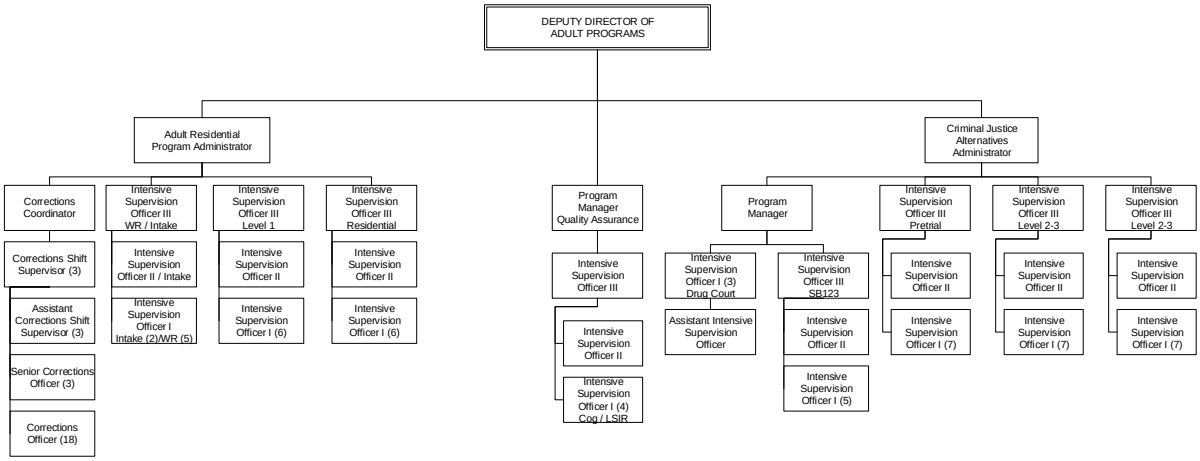


SEDGWICK COUNTY DIVISION OF CORRECTIONS
ADMINISTRATIVE AND FINANCIAL SERVICES
ORGANIZATIONAL CHART
2018



Revised 01/03/18

SEDGWICK COUNTY DIVISION OF CORRECTIONS
ADULT SERVICES
ORGANIZATIONAL CHART
2018



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Budget Documentation

Missing attachments will impact agency funding.

The Application Packet must include all required budget documents. **Supplanting personnel or operations currently funded by sources other than state grant funds is not allowed.** Instructions for budget completion are discussed in this chapter. The budget workbook containing the budget narrative form for reporting personnel data and non-personnel data will be emailed to all applicants in an Excel document. **Agencies will be required to submit all budget and personnel documentation in the workbook provided and this should be submitted as an Excel document.**

Definitions

Budget Narrative: A detailed explanation of expenditures contained in the Budget Documents (expenditure allocations by program). Forms supplied by KDOC shall be used for this purpose.

Budget Summary: Anticipated expenditures, organized in specific budget categories related to the Comprehensive Plan for FY2019, summarizing the budget narrative. Forms supplied by KDOC shall be used for this purpose. The form provided automatically populates based on the narrative amounts.

General Budget Instructions

Budget justifications and allocation will be presented using the budget worksheets. Each **Category** contains three sections. The first section is a **monetary** allocation for each line item by program. The second section is a **percentage** allocation for each line item by program. The second section **CANNOT** be modified, except for certain criterion which is discussed below. The third section is **category comments**. Please utilize the comments section to explain how allocations are derived if not done so in the description column.

- Agency Personnel Narrative is the first budget narrative worksheet. Personnel is broken down into **1A ADMIN PERSONNEL** and **1B NON-ADMIN PERSONNEL**. Input total salary and monetary allocations by funding source for each employee in the first section of each line item. The second section will auto-populate based on the amounts input in the first section. Employer paid deductions is the **ONLY** criteria allowed to modify, as the monetary value will automatically populate based on the percentages entered in **Column G** for each

benefit (FICA, KPERS, etc.) and the allocations entered in section one. ***Please note Insurance, Longevity, and other employer specified deductions are dollar amounts NOT percentages.***

- Agency Non-Personnel Narrative is the second budget narrative worksheet. Each category contains two sections; the monetary allocation and the percent allocation by program for each line item. Some of the more common descriptors have been provided with room to add additional descriptors as needed. Provide details regarding how the amount for each descriptor is derived. Enter the total amount budgeted for each descriptor as well as the amount allocated for each funding source. The percent allocation will auto-populate based on the monetary allocation for each funding source in relation to total amount budgeted.

- **Only applicant Community Corrections agencies <u>with</u> a residential center need to complete the third budget worksheet.** The process described on the previous page must be addressed separately for adult intensive supervision and residential center. The Residential budget narrative worksheet falls under the same guidelines and restriction as the first two worksheets mentioned above. The expenditure categories are those associated solely with a residential center.

- The Budget Summary is the fourth in the budget narrative worksheet. There cannot be any modifications on this sheet. Use the populated figures in this sheet to verify the accuracy of the budget.

- **Signatory approval for the budget has been incorporated into the Comprehensive Plan Signatory Approval Form. <u>It will not be necessary to utilize the Signatory Approval Form in the Master Budget Spreadsheet unless the agency is required to submit a revised budget at a later date.</u>**

General Budget Guidelines

A complete listing of personnel data for both new and existing staff MUST be included. All Category Comments must be completed with information regarding the method in determining the percentage allocations and anticipated increases or decreases over previous state fiscal years. Forms supplied by KDOC shall be used for this purpose. The agency must abide by the following guidelines when creating the budget documentation:

- Include only state funded positions and expenditures.

- Budget amounts must be for FY 2019 ONLY

    - If local policy allows use of a retirement payout fund and agency wishes to utilize grant funds for this purpose, the agency must include the amount to be contributed in FY2019 budget. ***This item should be***

budgeted in the personnel section by creating a line with "Payout Fund" in the name field. If agency budgets for this item, the agency will need to submit a copy of local policy with the comprehensive plan.

- Budgeting previous year unexpended funds is not allowed
- Budgeting for pre-paid future year expenditures is not allowed
- Round all percentages in the narrative to the nearest tenth.
- When requesting equipment or vehicles, the following outlines the maximum amount KDOC will grant for the purchase of the specified item.

Desktop Computer	$ 800.00
Laptop Computer	$ 1,255.00
Monitor (19" flat panel)	$ 115.00
Minivan	$22,200.00
Vehicle (mid-size car)	$18,300.00
Vehicle (compact car)	$17,000.00

Failure to respond to each of the listed criteria <u>in the workbook provided and submitted as an Excel document</u> may adversely impact the grant award determination. Please note that all awards are subject to availability of appropriated funds.

Funding Considerations

For each of the funding criteria listed below (per the provisions of K.S.A. 75-52-111) discuss information that is pertinent to agency funding allocation. Discussion must include, but need not be limited to, the listed criteria. **For those agencies with residential centers, the information for each criterion needs to be addressed separately for adult intensive supervision and the residential center.** Criteria A-F below, and outcome documents, will be considered in funding determinations as provided in K.S.A. 75-52-111 and 75-52-112. Unless otherwise indicated, the discussion for each criterion should address FY2017 expenditures, including community corrections grant and risk reduction initiative funding. **Details on funding criteria included in K.S.A. 75-52-111 but not listed in this section will be obtained by KDOC through internal review of agency budget documents and population reports from FY2017.**

A. Staffing Levels

a. Full Time Equivalent (FTE) dedicated to direct supervision of probationers (Director, Assistant Director with caseload, ISO I, ISO II, ISO III, etc.) as of December 31, 2016 and December 31, 2017.

b. Report FTE totals separately for Adult Intensive Supervision staff and Adult Residential Center staff.

c. **FTE totals are to be reported as a percent (0.5 for 50%, 1 for 100%, etc.).** For example, if 50% of an ISO's work time is spent on Adult Supervision duties and 50% is spent on Juvenile Supervision duties report .5 in the CC FTE column and .5 in the JUV FTE column. If the agency has **part-time employee(s)**, the FTE is calculated by taking the average hours worked per week divided by 40. So if an ISO averages 15 hours per work week, calculate the FTE by dividing 15 by 40 (15/40) which is .375 FTE.

B. Travel Costs

a. List the total number of miles driven in the course of adult agency operations

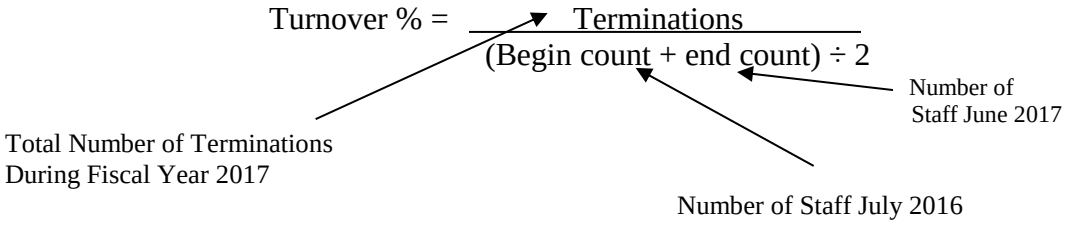
C. Vacancy Savings

a. The amount of grant money budgeted for personal costs, but not expended for personnel costs due to a position or positions not being filled.

D. Shrinkage

a. The State of Kanas defines shrinkage as the difference, expressed as a percentage, between the cost of fully funding salaries and wages in a budget, assuming all positions are filled all of the time, and actual salary costs, taking vacancies into account.

E. Turnover Rates



Turnover (from above) X 100 = %

*Please see below for step by step instructions in determining turnover rate %.
** Termination is defined as any individual leaving employment with the agency.
Steps for determining turnover rate:

a. Add the number of staff in the agency on July 1, 2016 to the number of staff in the agency on June 30, 2017.
b. Divide the number obtained in step one by 2.
c. Divide the total number of terminations during fiscal year 2017 by the number obtained in step 2.
d. Multiply the number obtained in step 3 by 100 in order to obtain the turnover rate.

F. Comprehensive Plan Document

a. The requirements for discussion of this criterion will be met by submitting a comprehensive plan document on or before May 1, 2018.

b. For those agencies with residential centers, the comprehensive plan should address both Adult Intensive Probation and the Residential Center.

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