

Project Narrative

I. Problems to be addressed

Kansas Department of Corrections (KDOC) sees almost 50% of its released offenders again within one year. In fiscal year (FY) 2000, 48.3% of released offenders returned to incarceration within one year. In FY 1999, 58.8% of incarcerated offenders returned within 2 years, and in FY 1998, 57.8% returned within 3 years¹. Return to prison is clear indication offenders are not living responsible lives upon return to the community. This phenomenon poses substantial risks to public safety and causes deterioration in community productivity and resource acquisition.

The Problems. Offenders who return to the community face problems with *housing, education, employment, mental illness, substance abuse, and family stability*. Traditional post-release supervision techniques attempt to connect offenders to resources upon return but there remains gaps in services and systemic barriers that contribute to recidivism. A sample of Kansas's recidivists illustrates problems to be addressed in planning for release to the community.

Data were collected on 194 offenders released to Shawnee County, Kansas in 2001. Sixty-eight percent of these offenders were supervised in the community for less than a year and 64% of these offenders returned to a correctional facility. Clearly, offenders need more intensive and comprehensive supervision during the first year after release. Offenders need access to a continuum of services to address problem areas that increase the likelihood of return to prison.

Parole officers who *supervised* one third of the sample indicated they were generally unaware of the multiple service needs of the offenders. Case files contained little relevant information about the existence of mental illness and in the few cases (< 1%) where the parole officer suspected it, the offender was simply referred to a local provider. Of offenders released to Shawnee County, 20-40% had moderate to severe mental illnesses; many offenders could benefit

from mental health counseling which focuses on the stigma of being an offender, the stress related to the very real barriers to reentry, family counseling, and adjustment counseling.

Parole officers in Kansas manage large caseloads of serious offenders and are unable to focus needed attention on mental health, substance abuse, housing, education, employment and family stability, all key factors to becoming responsible citizens. Multiple demands on parole officers are further complicated by a system that lacks in service collaboration, continuity of care, and relapse prevention plans; has inadequate emphasis on co-occurring disorders and needs of female offenders; and has an inadequate array of treatment, graduated sanctions and interventions. Post-release treatment decisions are made with limited information; no reassessments are done and parole officers carry out supervision plans in a vacuum, knowing little about what has occurred inside. Housing and employment are not tied to substance abuse, family, culture, or other issues.

Housing difficulties and *financial problems* plague ex-offenders. The maximum pay for an offender in a facility job is \$27/month; the offender must pay nominal fees for certain medical care and fines for disciplinary infractions. Most offenders are penniless at release and receive \$100 “gate money.” There is only limited help for reentering offenders to obtain stable housing.

Barriers to job preparation exist in Kansas’s adult justice systems. Vocational training in the prisons is disconnected from the employment market and focused solely on the labor needs of the facility. Job skill courses place little attention on soft skills important to employers or on the practical barriers to employment at release. In the community, supervising officers require offenders to obtain jobs but do not emphasize nor educate offenders about job retention.

There is *lack of law enforcement* involvement in offenders’ reentry plans and, in fact, this lack of involvement in the planning process and in offenders’ early days of adjustment to “freedom” may well contribute to the antagonistic relationship which is characteristic between

“cops” and ex-felons. The involvement of law enforcement in planning for reentry can give the community a sense of security knowing community safety is considered in the reentry plan.

Analysis of the problem. On June 30, 2001, 13,849 offenders were under KDOC management, 8,695 confined and 5,154 under supervision². KDOC admitted 5,923 inmates to correctional facilities in FY 2001 and released 6,271. Fifty percent of all offenders on post-release supervision in Kansas in FY 2001 were under age 34. Four counties lead the state in the number of inmates released to their jurisdiction each year and of these, only Shawnee County simultaneously serves a large urban and rural offender population. Shawnee County has the second largest number of released offenders, receiving 632 reentering offenders in FY 2001.

There are currently 8,000 males (94%) and 550 females (6%) housed in Kansas prisons. Of these, 2,250 are in maximum custody, 3,700 medium, and 2,600 minimum. Lansing Correctional Facility holds the largest number of male inmates, the majority of whom are released to Shawnee County. The Topeka Correctional Facility for women is also located in Shawnee County. Nearly 72% of the entire inmate population has classifications that meet the federally defined criteria for Serious or Violent offenses³. Sixty-one percent of the inmate population is white, 36% Black, 2.2% Native American, and 0.9% is Asian. Nearly 50% are age 34 and younger.

Shawnee County provides a unique setting for a comprehensive reentry program. It is the third largest County in the state, includes the capital city of Topeka and consists of both urban and rural populations. The majority of female offenders remain in Topeka upon release from prison. Shawnee County boasts one of the most culturally diverse populations in the state, with large numbers of African American, Native American, Asian and Pacific Islander, and Hispanic populations⁴. Offenders from non-white ethnic backgrounds and female offenders often present

special treatment and reentry needs, as do offenders who return to rural settings where the stigma associated with crime is more intense and access to services more limited.

Topeka is *rich in community activism and social services* and has the infrastructure to effectively address pressing reentry and public safety concerns. Topeka is a recipient of a Weed and Seed grant to empower neighborhood residents and promote positive and long-term change through neighborhood development teams. Topeka has a Shelter Plus grant, providing housing services to the disabled and those with mental illnesses or substance abuse disorders. More than 400 churches are located in Topeka; many contribute to offender and social ministries. Shawnee County presents a unique mix of business savvy, farm work ethic, faith-based values and community interest, progressive government policies and practices, and a community accustomed to attending to the disenfranchised.

Shawnee County received 632 offenders in FY 2001. An analysis of those under the age of 35 was completed⁵. Slightly less than 50% of this sample returned to prison with a new court commit or a condition violation and a new sentence. Randomly selected parole files of the offenders yielded further *risk* information. Since their release, 60% of these offenders were revoked. Sixty-four percent had more than one admission into the correctional system; 36% had three or more admissions. These *194 offenders had 485* admissions into the correctional system, resulting in a substantial impact on human and fiscal resources. Adult criminal histories showed convictions for a total of *594* crimes. Clearly these offenders pose *substantial risks* to the community and to *public safety* for person and property crimes and for drug offenses.

In every correctional and social service program there are more needs than methods to serve. Similarly, the maximum number of offenders eligible for this proposed reentry program was determined by a review of the literature and the outcome studies of successful reentry programs.

These studies recommend a maximum caseload of 30 offenders per case manager⁶. Admission of eligible offenders to this proposed program is based on adherence to this capacity. Eligible offenders are those offenders released to Shawnee County, between ages 18 and 35, and who pose significant risks of recidivism and to the community⁷. Based on these eligibility criteria it is anticipated approximately 150 subject offenders will be released to Shawnee County each year. The majority of crime reported in Shawnee County occurs in central Topeka where the majority of offenders live. Other included offenders live in rural areas of Shawnee County.

Communities express concern about the return of serious and violent offenders, and service providers are often reluctant to work with this population due to other pressing priorities, fear of harm of the vulnerable populations they deal with, and lack of information about offenders. This discomfort has hindered corrections managers from involving the community in release planning. In addition, employers are reluctant to hire ex-offenders, and offenders often lack the job skills needed for employment. The solution to these situations is the placement of specialized staff in strategic places in the system, to develop and establish expertise in identifying the criminogenic risk of serious and violent offenders, to develop lasting partnerships with community representatives and service providers, and to develop and implement reentry planning that involves the community and ensures supervision, services and treatment that address the criminogenic risk and needs of offenders. The specialized staff can conduct training with case managers and service providers to establish relationships which ensures proper referrals to services, that will be delivered with knowledge of risk/need issues.

II. Project Goals and Objectives.

Specific goals of this program are directly related to those set out in the Reentry Initiative and the objectives are reformulated to reflect the norms and values common to Kansas and the *Heart*

of America. Appropriate *outcome measures* which detail how these goals relate to the problems, needs, resources, and capabilities of the community, are listed in the endnotes⁸. *These prepared measures are one indication of our interest in being included in the **national evaluation** and we commit to providing additional information necessary to ensure our place in that evaluation.*

Goal I: The *Going Home* comprehensive reentry initiative will promote healthy social and occupational transitions to the community.

Objective A: 100% of offender participants will have completed, at minimum, 1 educational, 1 life skill, 1 reentry planning, and 1 job skill enhancement program prior to his/her release from prison.

Performance Indicator 1: Each program participant will receive a certificate from the program at the time it is successfully completed. A record of each successfully completed program will be maintained in the *Going Home* reentry program information system as well as in the case manager advocate's file maintained on each program participant.

Objective B: 100% of offenders will be fully apprised of the reentry planning process as indicated by, at minimum, an offender's written statement that specifies the offender's understanding of his/her responsibilities in the program and the possible sanctions for noncompliance as defined by the reentry authority (the Accountability Panel). This statement will be written within 2 weeks of initiating program participation¹.

Performance Indicator 1: The Accountability Panel will note in the reentry plan approval document that the offender participant has indicated his/her understanding and acceptance of the responsibilities and expectations of participating in the program.

Performance Indicator 2: The offender's written statement that specifies the offender's understanding and acceptance of his/her responsibilities in the program and the possible sanctions for noncompliance is a required component for completion of the reentry planning course offered in the facility. The offender's written statement will be maintained in his/her *Going Home* reentry program file.

Objective C: Within 6 months of their release from the institution, 100% of offender participants will be assessed using the LSI-R and other appropriate instruments (e.g. housing, education, employment, mental illness, substance abuse, family stability, etc) for their risks to society and their needs for special programming upon reentry into the community.

Performance Indicator 1: A record of assessment scores, the date the assessment was administered, and any comments related to the assessment procedures and findings will

¹ In the case an offender is not able to read and write a program staff member or volunteer will translate into writing the offender participants verbal proclamation of understanding.

be maintained in the offender participant's file and the reentry program's information system.

Goal II: The *Going Home* initiative will protect and enhance public safety.

Objective A: Upon release from prison, every offender participant will have a comprehensive parole/reentry plan that includes, at minimum, conditions designed to hold the offender accountable and protect the public interests. This parole/reentry plan will address at least two special needs (i.e. employment, education, housing, stability, volunteerism, etc) of the offender participant.

Performance Indicator 1: The comprehensiveness of the offender-participant's reentry plan will be signified by inclusion of the following: (a) the completed LSI-R and other risk/special needs assessment instruments; (b) the plan for addressing and fulfilling, at minimum, two specific reentry program needs, which may be categorized into one or more of the following groups: social, educational, therapeutic, occupational, service, and / or basic living functions.

Performance Indicator 2: The final reentry plan as approved by the Accountability Panel, will be the primary indicator of the existence of the comprehensive reentry plan.

Performance Indicator 3: The parole plan will be a secondary indicator of the program participant's comprehensive reentry plan.

Objective B: Every reentry plan will incorporate strategies (e.g. electronic monitoring, surveillance officers, transitional housing) for ongoing offender management and supervision, to ensure public safety and a zero tolerance for new criminal activity.

Performance Indicator 1: Prior to release, every program participant will have at least one documented meeting in which a member of law enforcement, a reentry program staff person, and the offender meet to discuss the program participant's reentry plan.

Performance Indicator 2: Any and all special surveillance needs will be arranged prior to the offender's release from prison. These arrangements will be documented in the offender's reentry plan.

Goal III: The *Going Home* initiative fosters community linkages for optimum resource utilization.

Objective A: Prior to release from prison, at least 90% of offender participants' reentry plans will reflect collaboration (collaboration as defined in the performance measures) between community service providers and criminal justice personnel to maximize use of existing state and local resources.

Performance Indicator 1: Collaboration will be verified through the existence of written referral forms completed by reentry program staff, parole officers, or other institutional

staff to the various and appropriate community service providers. Included in this referral form is an agreement to maintain contact with the reentry program staff or parole officer regarding the progress of the offender in the service agency consistent with privacy and confidentiality policies.

Performance Indicator 2: Collaboration also includes periodic meetings and / or newsletter updates that inform criminal justice personnel of services offered by community agencies and any service eligibility requirements. This will be done in an effort to inform criminal justice personnel of the resources available in the community and also to prevent duplication of services.

Objective B: Within the first six months of the initiation of the Going Home Reentry Program, 75% of community service providers, existing volunteers, correctional and program staff will be trained on current best practices, as identified in the research literature, related to offender reentry.

Performance Indicator 1: Representatives of community service agencies, volunteers, correctional and reentry program staffs, will attend one of two 8 hour training sessions within the first six months of the initiation of the Reentry Program. Training sessions will include, at minimum, an overview of the reentry program and best practices in reentry, as well as content related to mental illness, substance abuse, housing, employment, and social needs of offenders.

Performance Indicator 2: Representatives of community service agencies, volunteers, correctional and reentry program staffs will also attend one an 8 hour training session which addresses barriers to reentry, offenders and family relations, responsibilities of parole officers and expectations of offenders, diversity issues related to offenders, and domestic violence.

Goal IV: The *Going Home* initiative promotes pro-social and pro-familial activities as strategies to prevent further crime.

Objective A: Within 3 months of the offender-participant's release, 80% of program participants will be actively participating in one or more of the following: mental health and/or substance use counseling, educational activities, stable employment, community service and restitution, victim-offender mediation, support networks and family service activities and other programming specified in the offender's reentry plan.

Performance Indicator 1: Written verification of attendance and dates of attendance by the respective service providers will be maintained in the offender's reentry plan file.

Performance Indicator 2: Verification of attendance will be maintained in the offender participant's reentry file as well as in the *Going Home* reentry program information system.

Goal V: The *Going Home* reentry initiative ensures program sustainability.

Objective A: Within the first 18 months of the Going Home Reentry Program start up, at least three (3) partners will have leveraged and redeployed a minimum of one source of federal, state, or local funds in order to provide ongoing support for offender reentry and rehabilitation programming.

Performance Indicator 1: Indicators of leveraged and/redeployed resources may be reflected in one or more of the following: grant awards that include services for the offender population; a new program within an agency designed to serve the offender population; changed eligibility requirements that allow the agency to serve the offender population; offender inclusive changes in agency policies and procedures; new referral protocols geared toward serving the offender population; or changes in staffing patterns or position descriptions that allow an agency to better serve the offender population.

Objective B: By the end of the second program year, at least 2 lawmakers and 2 additional community stakeholders will expressly state that the Going Home Reentry Program is integral to community health and public safety.

Performance Indicator 1: Express statements will be signified by written or verbal statements affirming the value of the reentry initiative.

Performance Indicator 2: Express statements of the integral nature of the Program will be signified by the dissemination of data which report on the efficacy and ongoing status of the reentry program.

III. Identifying the target population

Target populations. All eligible offenders will be targeted for program entry regardless of their post-release status. Those returning to the community under supervision will have program participation requirements included in their parole conditions. Thus under-participation, program failure, and noncompliance with program policy can be sanctioned via post release supervision and the reentry authority. These normally graduated sanctions can ultimately result in revocation and return to prison. Reentry program staff will target for inclusion eligible inmates who have no parole plan and who are not under post-release supervision and they will be contacted and offered *incentives to participate*, such as good time release (up to 15%), increases in incentive

levels based on Kansas's privileges and incentive system⁹, and needed support and assistance with housing, employment, and other reentry issues. These inmates will be informed their participation requires them to be supervised by a *reentry authority* and failure to comply with program standards will result in a graduated system of sanctions ultimately ending in dismissal from the program and revocation of assistance and services gained from participation¹⁰.

Consistent with corrections research and literature the target population will include male and female offenders at highest risk for recidivism, those ages 18-35. A sample of offenders returned to Shawnee County in FY 2001 revealed they pose risks to community safety and barriers to offenders' responsible and productive behaviors related to conditions of employment, housing, substance abuse and mental health, education, and family and supportive relationships.

This sample of 194 inmates had adult criminal histories that included convictions for more than 594 crimes. A random file review of one-third of the sample revealed that 61% of the offenders held a job during the supervision period, but the average number of jobs held for one year or less was 2.5; and the average time on the job was two months, ranging from one week to seven months, pointing to their difficulty retaining long-term employment. Further instability and thus increased risk for recidivism is seen in the residential status of these offenders. Ten percent were homeless or living in a shelter; 30% had as an address a community residential center or transitional therapeutic community. The remaining offenders float between addresses or live with others possibly engaged in substance abuse or crime.

Kansas data show a steady increase in the number of KDOC inmates treated for psychiatric problems¹¹. In Shawnee County, the rate of *mental illness* among its population is twice that of the national rate. Prestigious private and state mental health hospitals were once located in the city of Topeka and historically, Shawnee County has enjoyed a reputation as having quality

mental health and substance abuse treatment resources, leading to the release of hard to place and/or mentally challenged people into Shawnee County. Consequently, overburdened agencies enforce de facto policies that create *barriers to offenders* receiving treatment. Treatment has been denied to offenders desperate for mental health services because of lack of communication between the corrections and mental health systems.

When offenders are admitted to KDOC they are evaluated for *substance abuse* programming needs and if appropriate, treatment is offered. For the sample, 63% were assessed as needing *substance abuse* treatment yet treatment records do not follow the offender to the community so many are not treated upon release. Addiction and criminal behaviors are highly correlated and untreated offenders pose substantial risks to the community. **(See Appendix A for target population timeline).**

Plan to select offenders to participate. The target population for this reentry initiative includes those released to Shawnee County. Shawnee County receives the second largest number of released offenders in the state, shows the greatest diversity in community type in regards to its urban and rural surrounds, houses the only women's correctional facility in the state and is the place to which the majority of these women are released, and is 50 miles from the planned pre-release facility which also releases a majority of offenders to Shawnee County. Shawnee County boasts an ethnically diverse population and its existing community resources have the potential to efficiently and effectively serve serious or violent offenders upon their reentry.

The *target population* includes male and female offenders ages 18–34 that have served a minimum of 12 months in prison and who are considered to pose a high risk to the community for recidivism. This population includes those scheduled for post release supervision and those who are not. Characteristics of the anticipated population were identified by reviewing *data*

about offenders who met these qualifications during fiscal year (FY) 2001. For that period, 194 like offenders were released into Shawnee County; 88% male, 12% female. Fifty-four percent were white, 39.5% African American, 5% Native American and 1.5% Asian. Of the 24 females, 11 were Caucasian, 11 African American, and two Native American. At the time of release, 12% were ages 18-21, 48% were 22-30, and 40% were age 31 or older. Female offenders evenly spanned the 21-35 age range.

The **LSI-R** is a *dynamic risk/needs assessment* instrument taking anti-social attitudes into account. It measures risk and need for service across 10 domains¹², and has been identified as the most useful actuarial measure to predict adult offender recidivism¹³. The LSI-R is a validated offender-risk instrument that can serve a wide range of classification functions¹⁴. Reentry programming will be designed to address the risks identified in the LSI-R and other risk assessment instruments employed (see Section V for additional assessment detail).

IV. Organizational Capacity

Lead agency. The **lead agency**, Kansas Department of Corrections (KDOC), supervises adults in eight correctional facilities and provides their post-incarceration supervision. KDOC initiated the grant effort because of its strong interest in developing effective reentry management methods on a statewide basis. KDOC staff will be responsible for coordinating services with the reentry project staff and KDOC harbor expertise of Kansas's statutes and regulation relating to offenders, which will be addressed and adhered to throughout the reentry development.

KDOC is experienced in offender management. Since its inception, KDOC has collaborated with service providers, businesses and community members to address public safety and crime consistent with best practices. To describe all KDOC projects relating to reentry would be overwhelming, but a recent example of this collaboration is evident in a *Wichita Assembly*

conducted cooperatively between KDOC, City of Wichita, Sedgwick County and Wichita State University, where over 130 representatives from various service sectors, faith organizations, victim organizations, etc. convened for two days with national experts, to strategically plan for reentry of offenders into the Wichita/Sedgwick County area. This type of planning and collaboration is being undertaken in each sizeable community and will continue as KDOC advances reentry efforts. KDOC and its contract program providers are actively engaged in collaborative dialogue with all current and future service providers and stakeholders. In this process KDOC has established (a) procedures for making referrals and sharing information about offender needs; (b) opportunities to jointly pursue funding opportunities for reentry programs; (c) cross training opportunities to share information about offender risk/needs and services available; (d) dialogue to identify strategies to remove barriers to services and housing being made available to offenders in appropriate cases; (e) plans to continue a working relationship between reentry corrections case managers and service/community providers and resources.

KDOC has been a leader in the state in modeling efficient service availability and delivery in the face of a booming inmate population. To aid in doing so, KDOC has received funding through VOI//TIS and Byrne formula and other grants and has been instrumental in structuring partnerships with state and local agencies to ensure efficacious and fiscally responsible strategies for offender treatment. One example is the chair's role assumed by a KDOC deputy secretary on the Department of Social Services and Rehabilitation's (SRS) mental health services committee.

Local and state readiness. This proposal reflects substantial *leveraged services* to be made available. Only a project director, two KDOC reentry specialists, three case manager advocates, and 1.5 additional staff are included in the budget and these positions, *in their entirety*, will be absorbed into the appropriate agency budgets over the three years of the grant period. These

reentry funds and additional external funding, along with the collaboration of SRS, which administers entitlement programs, and ensures appropriate services will be made available to serious and/or violent offenders through existing resources. Contributions of space, overhead, training, capital equipment, and existing granted services are being made by the grant application partners and all tangible resources will be securely in place at the end of the grant period.

The *Memoranda of Agreement* reflect that corrections and legislative (state, county and city) policy makers are committed to sustaining this reentry project. By housing the program in the capital city, it will be demonstrated to legislators collaborative reentry management is effective and fiscal resources should be devoted to the effort. During the grant project, other agency-based funding options will be reviewed, including grants for employment, housing and treatment programs, as means to sustain this reentry project.

This application confirms other agencies have used federal grants, community resources, and other creative means to secure resources for offenders that are solidly in place in Shawnee County. This spirit of *sustainability* will carry over into this project. Existing facility, parole and program staff will be engaged in planning, cross-training, and identifying new strategies for providing supervision and services to offenders in the community, and this process will allow staff to develop the skills necessary to sustain this project. In sum, we assure the *federal partners* of our joint commitment to ongoing, successful reentry programming.

As discussed in Section V, integral to this project is the independent position of Boundary Spanner¹⁵/Research Program Manager. This person, employed by the *University of Kansas*, will ensure that a collaborative, *synergistic* relationship between service providers is created and takes on a life of its own. Further, the boundary spanner will make certain that program participants understand the reasons for and the methods used to record data, as required for

participation in the *national evaluation component* as well as for answers to research questions that may be of more interest at the local/regional levels.

Key Decisionmakers. The signed Memoranda of Agreement that accompanies this application is detailed and reflects the commitment of numerous agencies to this project. During the past several years, KDOC has been working with several of these co-applicant partners, including state mental health and substance abuse agencies and workforce boards, to establish long-term relationships related to offender reentry. The community commitment to this proposed project is demonstrated by the signatures of a number of key representatives of the Shawnee County service community. Each representative comes from an agency with a substantial investment in improving the quality of life and safety in Shawnee County. Each representative has the authority to commit agency resources to this endeavor. The County's *faith- and community-based organizations* have been active in developing resources related to housing, employment and treatment. Such activism explains why Shawnee is considered the county-of-choice. Indeed, the common response from these agencies was: "this is what we have been hoping for."

Involved in this *partnership* are *various not-for-profit agencies* in Shawnee County that provide a myriad of human services. The participation of these agencies in the Reentry Program is in providing services, planning efforts and in cross-training that exposes them to the advantages of making services available to offenders. In the same way, the involvement of *victims and victim service providers*, and *law enforcement* highlights the benefits of reentry management. Through *education, community involvement, and reduction of recidivism*, fiscal and human resources will be available to secure the continuation of this program. The co-applicants and agency collaborators are long-standing providers in Topeka and are committed to

developing the resources required for the successful Reentry Program to enjoy a permanent home in Shawnee County and spawn similar efforts in counties across Kansas.

The University of Kansas School of Social Welfare will assume primary responsibility for the system coordination, research, data tracking and periodic and final evaluations of the project. The *Research Project Manager* is the *boundary spanner* across agencies and will help to mediate disagreements and responsibilities among agencies and provide information to the program director. Situating the neutral Project Manager in the University is ideal since collaboration between service agencies is of paramount importance. The University is not a direct service provider to offenders and stands therefore at a healthy distance from Shawnee County providers, yet at the same time is well versed in best practices of service delivery. The Project Manager will be responsible for accurate and reliable data collection and will confirm the project and each agency involved remains true to the program design and goals and objectives. By monitoring the participation of all partner agencies, the Project Manager will alleviate any perception that one agency has more authority in the partnership than any other. The Research Director will supervise and delegate tasks to the Project Manager. Researchers at the University have experience managing large federal and state funded projects such as these and the credibility of co-leading many years of state and local agency collaborative research endeavors.

A Victim Advisory Council has been formed to work with the Director, KDOC, and Parole Board to develop an array of victim-sensitive policies, practices, procedures and programs and to make services available to victims. This reentry program will include staff whose duties will involve community and victim services, and volunteer coordination¹⁶.

Heartland Works Inc. is a Shawnee County agency that is the administrative body for the local Workforce Investment Board (WIB) and the local one-stop workforce center. It has a wide array

of services including *assessment, training, education, and employment*. Offenders will have access to many of the resources provided by Heartland Works¹⁷ including *Mentoring Works!*¹⁸.

Valeo Behavioral Health Services (VBHS) provides *mental health and substance treatment* to adult Shawnee County residents. VBHS staff has experience working with offenders¹⁹.

The Topeka Police Department's (TPD) *community police officer* is an integral part of this project and will build rapport between ex-offenders and police officers. The program coordinator will educate and train other police officers on reentry issues and will develop a positive and facilitative relationship with ex-offenders and their neighborhoods²⁰.

Mirror, Inc. has contracted with KDOC for 3 years, and its staff has worked with offenders for almost 30 years. Mirror, Inc. is considered to have the most relevant experience with offenders and substance abuse treatment. KDOC offers *substance abuse treatment and education* in the prison facilities, but there is little follow up treatment after offenders are released.

Key decision makers involved in this project are heads or administrative leaders in their agencies and all have enthusiastically agreed (see MOA) to contribute to devising a holistic programming strategy, to ensure the project is *sustainable* through channeling into it *new and existing forms* of fiscal and human resources. These leaders are essential success of the reentry program and have records of achievement that make such success viable and expected. At the *state level*, the *key decision makers* include representatives from KDOC; Kansas Parole Board; Kansas SRS; State Board of Education; University of Kansas and the Workforce Network of Kansas. At the **local level**, the *key decision makers* include: Mayor of Topeka; Topeka Police Department; Local Workforce Board; Valeo Behavioral Services; Topeka Battered Women's Task Force; Topeka Victim Offender Mediation; Trinity Lutheran Church; Community Action, Inc.; Topeka Rescue Mission; Hope Center; Greenbush, Inc. (education); Topeka Housing and

Neighborhood Development; Housing and Credit Counseling; Job Mentoring of Topeka; Vocational Rehabilitation; Shawnee County Homeless Coalition; Community Solutions, Inc.; Mirror Inc. See endnote for listing of names and position²¹.

Memorandum of Agreement. The MOA secured from each *key decisionmaker* is being submitted with this application. Signatures have been secured from many key agencies clearly invested in this reentry project. The MOA spells out for these signatories that *data collection* will be essential and guided by the project research personnel. Participants' *privacy* rights will be given due regard where *information sharing* is required. These collaborators understand that resources needed to sustain this reentry program after the funded period must be developed through *new funding* sources and/or *redeployment* of existing resources. Signatories support KDOC in its role as lead agency but understand the critical nature of their decision-making roles.

V. Project Design and Management

General Overview. Implementation of this reentry program has essentially begun, with efforts being made to identify eligible offenders and initiate their involvement in programs geared toward *pre* and *post-reentry* treatment readiness *and* receptiveness. In total, it will be community-focused and driven, include substantial community service, will be partnership-developed, planned and run, and holistic in scope²². To the extent there are barriers, ways to overcome them are well within reach.

In general this project consists of *three phases*. The **first phase** includes reentry pre-release assessments and programming provided at the Lansing (LCF) (adult male) and Topeka Correctional Facilities (TCF) (adult female). The target population will be identified 18 months prior to release²³, and appropriate classification procedures will assure their movement into the pre-release program 12 months prior to their release. Once at LCF, reentry coordinators and

other staff will ensure program participants attend needed programs offered re education, substance abuse, mental health treatment, and job training. The reentry coordinators will hold intensive courses specific to program participants' needs (see detail below).

Phase II targets resources for offenders prior to release. This phase has two primary purposes: first, to develop a continuum of service provision that follows the offender from the institution to the community and offers offenders support and the opportunity to succeed; second is to develop a reentry plan that bridges from the institution to the community, that is continually updated during the offender's participation in the program and/or under criminal justice supervision.

Phase III concentrates on supporting the offender's crime free life in the community, as a responsible and productive citizen. In this phase, *long-term supports* are established and linkages to community, educational, and other naturally occurring resources are secured. **(See Appendix B for Phase III timeline)**

Self Sufficiency Planning: Self sufficiency will focus on four primary areas: 1) program development and use of methods and strategies that render the services available through the formal reentry program valuable in the eyes of offenders; 2) career development/planning, 3) program alumni services and 4) ongoing access to mentors and the faith-based community.

Marketing the Program to Offenders: One of the centerpieces of the programming developed under the "Going Home" reentry program will be marketing the program to offenders.

Offenders will be often surveyed and consulted; rehabilitated ex-offenders will serve on the accountability panel and otherwise as partners in the process; offenders will have open lines of communication to staff and planners; Ned Rollo's materials will be used, and he will provide training; all of which will be geared toward identifying to the offenders the value of working with this program, rather than a punitive, controlling, or "we know what's best for you, trust us"

approach. While it is necessary to, and the program will have, a substantial monitoring piece, with surveillance methods in place when appropriate, accountability will also be a centerpiece. As part of the overall success of the program we will focus on the idea that the use of these services will enable offenders to become self sufficient, and that self sufficiency leads to freedom, sustained employment, good family relations, and overall success – which are the wants and desires of offenders just like anyone else.

Career Development/Planning After an offender has secured employment and satisfied the individual goals of his/her employment plan, services will be available through the “Going Home” reentry program, for offenders who are in the program or who have graduated from the program, in the nature of career development/planning. These services will include periodic meetings where human resources representatives are invited from local employers, in particular the large/major employers, to present information to the participants about career development, preparing for promotions, etc. Also offenders will be provided access to information and networking related to furthering their education and training in connection with particular career tracks, through education and workforce partners.

Program Alumni Services Various alumni services will be developed and available to offenders through the “Going Home” Reentry Program. For instance, as offenders complete the program a formal graduation will occur, during which offenders and their families will be issued a standing invitation to stay in contact with program staff and those in the program who worked closely with them. Specific strategies to enable this will be established. For instance, to encourage and structure follow up contact, the program will offer periodic events to attract offenders and their families, which will allow the networking that was available through the program to continue, and allow ex-offenders access to the services in the program as needed. An illustration of this

concept can be seen in an event held by the Moving Ahead Program (MAP) in Boston. For Valentine's Day as "We Will Do Your Tax Returns Free Valentine Party" was held. All graduates of the program were invited. Local tax specialists agreed to do simple tax returns for free, invitees were told what to bring, and the evening was spent with music, dance and preparation of tax returns.

Ongoing Access to Faith-Based Community & Volunteers. As the components of the programs related to faith-based participants and volunteers are developed, they will include the idea of a sustained relationship for offenders. It is expected that the quality and particulars of the program, including recruitment, selection, training, oversight and specific events occurring in the mentoring relationships, will be such that the offenders will themselves identify the value of maintaining contact with the program on an as-needed basis. This ongoing contact, within appropriate guidelines and proper structure will be encouraged and facilitated under the program. This will give offender program graduates access to this kind of assistance as needed. As well, the programming will focus on self-sufficiency instead of a "hand out" or "enabling" approach. For instance, in one training program for volunteer job mentors in Washington state, volunteers are taught that if an offender calls because his car broke down and he has 20 minutes to get to work, the problem-solving will not exclusively be the volunteer running and picking up the offender and taking him to work; rather, the volunteer is taught to help the offender problem-solve, considering other options, and later addressing prevention. Further, as individual release and employment plans are developed, the goal will be self-sufficiency, so that individual goals within the plans will be geared toward that result.

Long-Term Service Agreements Through the course of the grant the collaboration and networking that has already occurred between the KDOC and its partners to this grant will be enhanced by formal steps, including:

1. Establishment of specific protocols for referrals.
2. Establishment for specific parameters of delivery of services to offenders.
3. Ongoing cross-training between the disciplines.
4. Ongoing dialogue, formal and informal.

Out of this effort will develop the particulars of long-term service agreements that will address how the key partners will continue to deliver services to offenders. These key partners will remain involved in all aspects of planning, and case management in the facility and in the community will learn to include this approach as a key tool in working with offenders. Against this backdrop, all of the partners have entered a Memorandum of Agreement with KDOC regarding this grant. From that agreement will evolve individual service agreements negotiated with the key partners, which will be refined and renegotiated in the term of the grant. As this occurs, strategies will be incorporated for redeploying existing sources, or jointly pursuing new resources, to ensure that this program is sustained on an indefinite basis.

Authority and Coordination/Project Management. Each offender participant will meet with the *Accountability Panel*, the project's reentry authority, prior to release. The *Accountability Panel* ("*Panel*") has the following representatives: a parole officer, a community police officer, a victim services volunteer, a member from the at-large community, and an ex-offender or family member. The *Panel* works closely with the Kansas Parole Board and KDOC with a grant of authority to mandate the conditions of a reentry plan, establish a system of graduated sanctions

and incentives for offenders, and to request revocation of release status from the parole board for an offender that fails to comply with program requirements or conditions.

The reentry coordinators and case manager advocates update the *Panel* on the status of each offender participant. The *Panel* will work closely with these staff and the offender to devise an appropriate reentry plan communicate what can be expected in the reentry plan and give final approval to the plan prior to the offender's release. The *Panel* monitors offender participation and cooperation with supervision and program expectations through monthly updates from the Case Manager Advocates. Offender-participants will meet with the *Panel* in stages: prior to release and again immediately upon release from the correctional facility. Later, participants will meet with the *Panel* consistent with the level of supervision needed. Offender-participants who are not in compliance with their plans will have priority interventions scheduled with the panel.

The composition of the *Panel* means that there will be natural interaction with community support systems and service agencies, simply because of the representative nature of the *Panel*. Additionally, the *boundary spanner* and *community liaisons* will attend meetings, contact Panel members, and provide updates re the progress of the offender-participants. **(See Appendix C for accountability panel timeline)**

Service Delivery Systems. One of the greatest benefits of this program is the continuity of services that will be achieved between the institution and the community. Gaps in services inside correctional facilities and those received in the free world have plagued criminal justice systems for years. This program implements a new systematic structure to ensure continuity of services within and between the correctional facility and the community into which the offender returns. This continuity will be accomplished through the work of the case manager advocates, reentry coordinators, program director and boundary spanner. The case manager advocate, assigned to

an offender upon entry into the program, coordinates education, employment, family intervention, and treatment assessments and reassessments. The case manager will facilitate an uninterrupted continuum of care by arranging for community service providers to meet with offenders prior to release. Case manager advocates will ensure transmittal of records from facility treatment / program providers to community providers. As a part of the reentry plan, offenders will be required to continue receiving similar services in the community as those provided in the prison. The exact nature of this system is described in greater detail below.

Transition Teams. A Transition Team (“Team”) will be assigned to the offender-participant during Phase II of the reentry program. The Team will be composed of a Case Manager Advocate, the Reentry Coordinator, and the Parole Officer assigned to supervise the offender. When appropriate and available, the Team will include other service providers. The Case Manager Advocate will act as the case lead for the Team and as a consistent part of the Team composition from the facility to community. Prior to release, a Team member will meet with the offender periodically to review and revise the reentry plan (employment, health, housing, families, substance abuse, education, victims, compliance, consequence, incentives, sanctions, and aftercare) and connect him/her with needed community resources. The reentry plan must be individualized to each offender’s needs²⁴. The Accountability Panel will meet with the offender and approve the final reentry plan prior to release. Once in the community the offender will immediately report to the Case Manager Advocate, the Parole Officer, and Panel.

Like the Massachusetts model, this program involves *law enforcement* as a partner in reentry, with a goal of increasing awareness and involvement of neighborhood officers in successful offender transition. Reentry project staff will share offender information with community police officers consistent with confidentiality laws and consent requirements²⁵. Through this

relationship, the program will enhance surveillance and monitoring of released offenders in cooperation with the *community policing* division. Approximately 30 days before release, the reentry community policy officer will make contact with the offender and the *Team*. A face-to-face meeting will provide an opportunity for the police officer to get to know the offender and make the offender aware law enforcement is familiar with his or her return to the community.

This *Team* represents a matrix of existing and future resources. Parole officers and Community Police Officers have rarely had contact with offenders prior to release. The Reentry Coordinators and Case Manager Advocates are new additions to the correctional system. All program staff, volunteers, community police officers, and parole officers will be trained on state-of-the-art best practices with offenders and for people with substance abuse and/or mental health disorders or co-occurring disorders. See endnote for training curriculum²⁶.

In general, the *Team* will rely on a diverse set of experiences, service and criminal justice expertise, assessments, and offender input to determine the appropriateness of the reentry plans. The method of conducting assessments is described more fully below. **(See Appendix D for transition team timeline).**

System of offender assessments. All participants will be required to undergo assessments regarding risks, needs, responsivity, mental health issues, and substance abuse/use concerns when they enter the reentry program and as they near release from incarceration. KDOC already conducts a variety of assessments at offender admission, related to education, employment, substance abuse, and other treatment needs. KDOC has implemented the use of instruments related to sex offender treatment needs, violence and possible psychopathy for certain offenders, and this will continue. KDOC uses the Texas Christian University instrument for substance abuse needs assessment; TCU has developed a release planning instrument regarding substance

abuse, the Inmate Pre-Release Assessment (I-PASS), which KDOC has been authorized to use as well. KDOC is actively implementing the Level of Services Inventory-Revised (LSI-R) to be administered at the time of admission, at release, and during community supervision. This program will make use of the LSI-R and build on other assessments done at the time of admission. Also, by working with the workforce center, job-preparedness and vocational assessments will be completed to guide the offender in employment pursuits. The LSI-R will be used to identify the highest risk offenders for inclusion in the program, to identify risk/needs levels for supervision and treatment, and to track progress by the offender in the program²⁷. Assessment results will be used by the Transition Team to develop and carry out reentry plans, and to track offender progress. Through these assessments, reentry plans will be concrete and individualized and will assist the offenders in executing final release plans. **(See Appendix E for risk/needs timeline)**

System for offender reentry plans. Much of the reentry planning process was described above in the roles of the *Transition Team*. Again, the primary purpose of Phase II of the Program is for the offender to develop a realistic reentry plan guided by the support and assistance of the *Team*. To assist the offender in this process and address initial reentry concerns, the reentry coordinator and other prison specialists will provide classes to program participants which address pre-release issues, described below. Volunteers will be trained to help facilitate these classes. **(See Appendix F for institution programs timeline).**

Employment. This course will assist in employment transition by educating offenders in skills of self-advocacy, identifying aptitude and preference, and improving individual prospects for viable, legal and economic self-sufficiency²⁸. It will assist offenders in recognizing negative behaviors that impact job retention, and provide them with tools for changing that behavior. The

course will address employer expectations, effective communication with employers, and work maturity. Offenders will meet “Vocational Rehabilitation” and “One Stop Center” officials and will maintain these relationships as part of the reentry plan.

Fear. This course will be both a support group and information resource, and will be co-facilitated by an ex-offender. It will address unexpected events faced upon release from incarceration and how these can be managed, and will also share success stories.

Families. Offenders will invite *families and/or significant others* to a reentry orientation course. Here, emotions or transition behaviors family members can expect from the offender will be highlighted. *Family members* will be told of offender supervision and program responsibilities and ways families can assist the offender with successful transition. Families and offenders will be asked to hold the offender accountable for his or her behaviors upon reentry.

Batterer intervention. Victim services liaisons have been established in each major parole office. KDOC has applied for a grant to provide for a domestic abuse specialist in the Topeka Parole Office who will address issues related to domestic violence and batterer intervention. One of the partners to this effort (see MOA) is the battered women’s task force in Topeka. The Director of that program will work with KDOC, victim services staff, and reentry staff in this program, to address batterer intervention issues, along with other victim needs and issues related to reentry.

Diversity. Offenders will co-facilitate classes regarding culture, ethnicity, and reentry.

Housing. Shawnee County has an established homeless coalition, which includes all service providers, KDOC, and some faith and community based organizations. This committee is a partner to this effort, and will work closely with program staff to establish strategies to address housing needs well in advance of release²⁹. Case manager advocates will be trained in successful housing strategies and can assist the offender and Reentry Coordinator in this regard. Plans for

stable housing are discussed in full below, under *Continuity of Services*.

Reentry plan. The Reentry Coordinator will conduct an intensive 1-day class on reentry plan development for all participants. The course will detail expectations of participants. They will be told of their responsibility in complying with all terms of the plan and that the plan will remain in effect as long as the offender participates in the program. The reentry coordinator will explain that participants are to be actively involved with the reentry plan development and any amendments subsequently made to the reentry plan. The offender will make *restitution*, whether through community service or payments to the victim.

Women. Each course above will be offered at the women's prison as well. Women will have an additional required class that addresses reentry issues specific to women, including parenting and pregnancy, female health, family responsibilities, stigma and rebuilding relationships with children and other family members. Many *female offenders* have histories of abuse, facilitators will discuss how women can prepare for return to and life thereafter in a safe environment³⁰.

As noted earlier, the reentry programming and planning will begin in Phase I, 18 months prior to the offender's release. The Case Manager Advocate, Parole Officer, and Reentry Coordinator will be the core participants of a *Transition Team*. This *Team* will use offender input, service provider expertise, and a battery of assessments to help finalize the reentry plan.

Continuity of supervision. The systemic procedures that will ensure continuity of supervision have been largely described in previous sections of this application. This section will provide an overview of supervision services. Offenders are required to participate in the reentry program starting at 18 months out from release and lasting a minimum of one year after release. Phase III of the program provides for support and services to last well beyond program participation.

Graduated levels of supervision, consistent with best practices³¹ begin intensive and highly structured and steps down through less intensive supervision levels. Offender behaviors, *Team* recommendations, *Panel* requirements, and parole officer input will also determine supervision levels. The *Panel* is kept informed by case manager advocates, the program manger and directors, the parole officer, service providers, and the reentry community police officer. The *Team* and *Panel*, will devise graduated sanctions and incentives per offender. Collaboration with law enforcement is a key component of this program. The reentry community police officer will coordinate with reentry staff and local police officers to enhance surveillance and monitoring of offenders, provide officers with information relevant to reentry plans, and increase involvement of officers with known crime ridden neighborhoods.

Continuity of services. Each offender will meet with the Case Manager Advocate (CMA) within 48 hours of release from prison. This CMA is part of the facility *Transition Team* and will be assigned to the offender throughout his or her participation in the Reentry Program. The majority of offenders will be placed on post-release supervision and so are also required to meet with their parole officers within 48 hours. Offenders not on post-release status will be required to meet with the CMA and sign a statement acknowledging non-compliance may result in discharge.

The CMA has primary responsibility for the coordination of services between the facility, the Accountability Panel, the parole officers, and social service agencies. This position is the cementing factor for ensuring intense support of the participant and *continuity* of services. The CMA will work closely with the parole officer and offender to ensure compliance with parole conditions and will help develop a system of *graduated incentives* and sanctions to be used, if appropriate, before recommending to the *Panel* the offender's revocation for noncompliance.

For those offenders voluntarily participating in the program, the CMA will provide support to

the participant, ensure coordination of social services, and develop a system of graduated incentives to be monitored by the *Panel*. The CMA will coordinate the initial screenings and assessments needed to determine the appropriate programming for all participants and will meet with the participant and family members closely involved in the participant's life.

Within 18 days after release the participant will meet with the *Panel*³². This 18-day period gives the participant sufficient time to complete the screenings and assessments, and for the *Panel* to review participant information and will minimize any lag in services, support, or programming for the participant who is in the critical period of post-release. The first meeting will be used to introduce the *Panel*, discuss the *Panel*'s responsibilities and the expected participant accountability. The participant and *Panel* will tailor the treatment process to the participant's needs, including frequency with which the participant will meet with the *Panel*³³.

(See Appendix G for continuum of services timeline)

Faith based organizations will also have a role in the continuum of services. The KDOC has established partnerships with nearly three-dozen faith-based organizations in Shawnee County and in the Kansas City/Overland Park/Leavenworth area (abutting Lansing Correctional Facility). Currently they are providing volunteer services in prison, and some limited reentry and mentoring assistance in the community. Building on this foundation, faith-based organizations will provide the following services as part of this grant:

- Delivery of services in the facilities, under the supervision of the reentry program coordinator, including course work regarding preparing for release, job preparedness and addressing the psycho-social/stigma aspects of release; preparing individual release plans; preparing specific employment plans; etc.

- Participating in the actual point of release, including a formal recognition ceremony, facilitating connections to family and transportation, and escorting the offenders home.
- Individual mentoring upon release.
- Job mentoring.
- Assisting offenders in gaining access to particular services.
- Working with victims and victim service providers to address safety and restitution issues, and participation in restorative-based programs delivered by KDOC victim services.
- Appearing with offenders before the accountability panel.
- Serving on the accountability panel as representatives of faith-based organizations, community-based organizations and the community-at-large.
- Assisting in developing employment opportunities.
- Assisting in developing community service opportunities.
- Participating in cross training with all partners and staff.
- Developing and delivering support programs at the “Going Home” reentry program site, including cognitive training, addressing the needs and concerns of families, job training/career development, and a variety of aftercare programs.
- Participating in alumni or extended-after events and programs, both in the development, implementation and delivery points, And
- Maintaining accurate records of the time, date, and purpose of their contacts with offenders and reporting the required data to the offender management information system.

Restitution and community service. All participants will be required to do *community service* or provide *restitution* to their victims (where appropriate) upon return to the community. The reentry program specialist will coordinate community service and restitution plans. The *Panel*

and parole officers will include community service as a condition of parole and will advise participants of sanctions for failure to complete community service and restitution requirements.

Educational services. During the reentry planning process, the *Team* will review educational history with the offenders. Many Kansas offenders receive literacy, general education and special education services while in prison, and about two thirds of those without a GED at entry obtain a GED before release. This success, coupled with the services currently delivered by the KDOC's education provider, serves as a foundation to identify additional services, particularly those that are job-market-relevant, for offenders who will benefit by further educational services³⁴.

Housing. There are rich resources available in Shawnee County for helping homeless offenders, especially for youthful and mentally ill offenders. Community housing specialists will work with offenders and their Case Manager Advocates during and after release to advocate with landlords and creditors, to connect offenders to legal aid services, and to provide guidance and advice to offenders, through group work and one-on-one assistance and counseling, about their various financial needs and issues³⁵. KDOC already has community residential beds, the use of GPS and EMD equipment, and Special Enforcement Officers available to Parole staff to assist in surveillance and monitoring of high-risk offenders. These supervision services will continue for offenders releasing to Shawnee County in this reentry program. By use of the LSI-R, those at the highest risk for re-offending will be identified, and surveillance and monitoring will be tailored to the level of risk. The Topeka Police Department will work with Special Enforcement Officers, the *Team* and the *Panel* to identify those offenders who are highest risk, and to enhance monitoring of their movement and actions in the community. The officer will interact with the Community Police Officers in Shawnee County to share information and identify partnership strategies to increase monitoring and supervision of high-risk offenders. In the last six months,

the TPD and Topeka Parole Office entered a partnership which resulted in one Parole Officer assigned to high risk offenders, being housed with a Community Police Officer. The two officers are working together to monitor the activity of high-risk offenders in designated neighborhoods in Shawnee County. Finally, TPD and KDOC are jointly pursuing a COPS grant to fund a liaison between the police department's Community Policing, Intelligence and Detective Divisions and the KDOC's Special Enforcement and Parole Officers, to develop shared information, data bases, and monitoring activities. All of these strategies will be in place to assist this program in enhancing the supervision and monitoring of the movement and activities of those offenders designated high risk by the LSI-R and other assessment and case management information. As partnerships and collaborative relationships have been developed by the KDOC with housing service providers, protocols for sharing information about risk levels, and strategies and sources for monitoring have been established.

Job training and placement. For employment to act as a protective or factor against continued criminal activity it must be maintained over time and positive attachment to employment is necessary for job retention³⁶. Case Manager Advocates' activities related to job retention will include development of vocational self-concept by ensuring that employment training is tailored to individual skills and interests; level of social skills; problem-solving skills; and realistic expectations of the work culture. Case Manager Advocates will create long-term working relationships with One Stop Center and Vocational Rehabilitation personnel that allow for identification of *personal and family issues* impacting job retention and establish referral systems and access to community resources to address obstacles as they occur³⁷.

Substance abuse services. All offenders are assessed for substance abuse upon entry into prison. Project staff will use an assessment instrument shortly before release to assess the offender's

current status related to treatment, so effective use can be made of the available community resources by appropriate level and type of treatment placement at the time of release³⁸. Case Manager Advocates and Reentry Coordinators will work with facility and community-based treatment staff to establish a comprehensive method for ensuring continuity of service³⁹. This includes detailed *relapse prevention plans*, with a focus on the first few days after release⁴⁰, planning and goal-setting with treatment providers to ensure treatment plans incorporate intensive and individualized supervision, comprehensive attention to ancillary needs of offenders, diverse treatment approaches, a range of sanctions and incentives, and common goals and outcomes⁴¹. To further tailor treatment to individual needs, reentry staff will ensure substance abusing offenders are connected to the appropriate level and type of service in the community; maintain tight coordination with parole officers and service providers to ensure the offender is reassessed and that changes in treatment and supervision needs are documented⁴².

Mental health services. Several treatment components will be included in the *Reentry Program* for released offenders who have mental illnesses⁴³. These include comprehensive, centralized, standardized assessment strategies and protocols, strong aftercare plans, medication management, SSI benefits, and housing. These services will be provided by the community mental health center, Valeo Behavioral Health Services. Kansas community mental health centers rely heavily on the following treatment approaches: psychosocial rehabilitation programs, crisis intervention, anger management, domestic violence counseling (batterer and victim), consumer run organizations and support groups (i.e. peer support groups), and supported employment programs. Use of a *boundary spanner* between reentry program components and needed services will be made.

Some offenders will have co-occurring mental health and substance abuse disorders, leading

to more pronounced difficulties in employment, family, and social relationships. These offenders also have more serious medical problems and lower levels of relapse prevention skills⁴⁴. This *reentry program* will provide specialized training to volunteers and staff that work with this population. Regular communication, facilitated by the *boundary spanner*, between substance abuse and mental health treatment providers and supervising officers will be the norm. Medical services. All offenders are provided medical services and receive assistance with applying for SSI, SSDI, Medicare and Medicaid, as appropriate, prior to release. These services will continue for reentry program participants. The *Transition Team* will also emphasize any specific need for ongoing medical attention in the offender's *reentry plan*.

Other appropriate support services and programming. The *Team* will make sure additional offender needs are addressed (TANF, food stamps, clothing, legal support, and transportation). Mentoring and volunteer involvement with participants are also important components. The Case Manager Advocate and Program Specialist will give special attention to match participants with mentors and volunteers, particularly for education, employment, and basic social support needs.

Definite terms and conditions. The participant will appear before the *Panel* prior to release for approval of *reentry plans* and then upon release and periodically thereafter depending on supervision level, program or condition violations, and other interventions. The *Panel* will outline base requirements for all participants (i.e. remain drug free, make restitution, participate in programs continuing from inside the prison, and refrain from committing crime).

Program plan for sustainability. KDOC will take the steps below to sustain this program. The positions hired under the grant funds will be treated as "trained trainers," and through attrition folded into the system of case managers and program management within KDOC. KDOC will work with partners to use funding/grant opportunities to be pursued in the normal course,

particularly for block grant funds, to identify portions of those funds to use for specialized offender services. Additionally, KDOC has been engaged in review of case management processes, practices, policies and procedures for about 15 months⁴⁵ to identify methods for shifting the perspectives and practices of case managers to incorporate risk/needs/responsivity principles. As solicitations are developed and providers selected for contracted program services, these principles are being incorporated into how these services are delivered through corrections programs. Finally, through ongoing collaboration with service providers, law enforcement, victim advocates, and community/faith organizations, KDOC will continue to establish effective partnerships that enhance reentry practices and enable KDOC staff to connect offenders to services and supervision levels required in accordance with risk and needs.

Staff resources. KDOC's Director of Release Planning will have oversight of the program and will help guide program staff to resources and existing relationships within KDOC and the community as necessary for system development and management. Through a neutral *Boundary Spanner* with the University of Kansas the program will be coordinated, and overarching design, implementing and multi-system operation will be addressed. The Project Director will interface with KDOC's parole and unit team staff to coordinate the program with existing case management, supervision and monitoring⁴⁶. This program will continue with a process of re-deployment of case management resources to enhance reentry practices throughout the system.

Information sharing/data collection. Data gathered for this project will be organized in an automated system designed off existing information management systems maintained by the lead agency and key decisionmakers. The Topeka Police Department will provide information records on law enforcement contacts, the nature of the contact, crime mapping, and other demographics. The community service agencies will each provide appropriate (determined by Boundary

Spanner) information as relevant to their programs. KDOC has five major offender-based MIS systems two of which will primarily be used for this project; the Offender Management Information System (OMIS) and the Total Offender Activity Documentation System (TOADS). See endnote for data tracked in these systems⁴⁷.

The Principle Investigator (Evaluator) and Boundary Spanner will be responsible for coordinating and overseeing data collection once program participants are identified facility. A KDOC, IT programmer will help develop an information management system that can correspond with existing management systems, transports outside data, and can be easily understood by project staff and data entry technicians. This management system warehouse will be located at the *University of Kansas*⁴⁸. Statistical analyses will be accomplished through SPSS™ statistical software. The resulting MIS will be able to track participant identification, referrals, assessment, supervision level, treatment, and status of the released offender in addition to the data elements described in the endnotes. Project staff will collect information regarding participant reentry and treatment plans, services received or rejected (by participant), number of interventions, sanctions and incentives used, and progress of the participant⁴⁹.

Resources and system protocols are found at endnote. **Revised Cross systems protocols can be found in Appendix H and Appendix I as per work plan change request.**

APPENDIX A

ACTION STEPS, TIMELINE, AND RESPONSIBILITY
SHAWNEE COUNTY, KS GOING HOME REENTRY INITIATIVE
Select target population/high risk offenders.

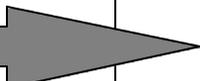
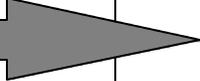
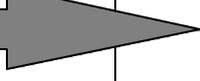
WEEKS ² TASKS	1	2	3	4	5	6	7	8	ASSIGNED RESPONSIBILITY
<p>1. Classification Administrator puts in place a system in which to send all male inmates eligible for the <i>Going Home</i> reentry program to LCF at least 18 – 12 months prior to release.</p> <p>2. Agree on cut off line of LSI offenders and thus those eligible to participate in the program.</p> <p>3. Incorporate selection criteria into the MOU</p> <p>4. First baseline group of <i>Going Home</i> program participants identified and house in LCF or TCF(women) and ready to begin programming.</p>									<p>Central Office Classification Administrator, Project Director³, Appropriate facility classification administrators.</p> <p>Partners familiar with the LSI-R, Project Director, Project Coordinator</p> <p>Project Director and Project Coordinator</p> <p>Project Director, Reentry Coordinators, Project Coordinator</p>

² Weeks from official program start up October 1, 2002.

³ If the Project Director is not hired at this point, the KDOC Director of Release Planning and the Project Coordinator will assist with Project Director related tasks.

APPENDIX B

**ACTION STEPS, TIMELINE, AND RESPONSIBILITY
 SHAWNEE COUNTY, KS GOING HOME REENTRY INITIATIVE
 Phase III: Community Based Long Term Support⁴**

TASKS	MONTHS ⁵								ASSIGNED RESPONSIBILITY
	9	12	15	18	21	24	27		
1. Marketing the program to offenders. Teaching offenders the value of participating in this program.									Participants, rehabilitated ex-offenders, volunteers, staff.
2. See									Participant, Project Director, Project Coordinator, and Program Specialist.
3. Program Alumni Services									Project Director, Project Coordinator, and Program Specialist.
4. Ongoing Access to Faith-Based Community and Volunteers.									All program staff.
5. Long-term service agreements.									Participant, project director, project coordinator.

⁴ Please see Attachment A for full description of this component of the program.

⁵ From official start up date in the facility. December 1, 2002.

APPENDIX C

**ACTION STEPS, TIMELINE, AND RESPONSIBILITY
 SHAWNEE COUNTY, KS GOING HOME REENTRY INITIATIVE
 PHASE II: Reentry Authority (Accountability Panel)**

TASKS	WEEKS ⁶											ASSIGNED RESPONSIBILITY
	6	12	18	24	30	36	42	48	54	60		
<p>1. Accountability Panel members identified.</p> <p>2. Expectations, authority, and training completed under facilitation of the Parole Board.</p> <p>3. First set of offenders inside to review reentry plans.</p> <p>4. Panel completes review of participants' reentry plans.</p> <p>5. Panel meets with first set of offenders released to the community.</p>												<p>Appropriate partners, Project Director, Director of Release Planning, Project Coordinator.</p> <p>Accountability Panel, Parole Board, Project Director, Project Coordinator.</p> <p>Participant, Case Manager Advocate, Accountability Panel, Project Coordinator.</p> <p>Accountability Panel members, Project Director, Project Coordinator</p> <p>Participant, Case Manager Advocate, Accountability Panel, Project Coordinator.</p>

APPENDIX D

⁶ Weeks from program start up. October 1, 2002.

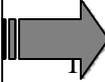
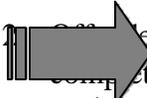
**ACTION STEPS, TIMELINE, AND RESPONSIBILITY
 SHAWNEE COUNTY, KS *GOING HOME* REENTRY INITIATIVE
 PHASE II: Reentry Authority (Accountability Panel)**

TASKS	WEEKS ⁷											ASSIGNED RESPONSIBILITY
	6	12	18	24	30	36	42	48	54	60		
1. Accountability Panel members identified.												Appropriate partners, Project Director, Director of Release Planning, Project Coordinator.
2. Expectations, authority, and training completed under facilitation of the Parole Board.												Accountability Panel, Parole Board, Project Director, Project Coordinator.
3. First set of offenders inside to review reentry plans.												Participant, Case Manager Advocate, Accountability Panel, Project Coordinator.
4. Panel completes review of participants' reentry plans.												Accountability Panel members, Project Director, Project Coordinator
5. Panel meets with first set of offenders released to the community.												Participant, Case Manager Advocate, Accountability Panel, Project Coordinator.

⁷ Weeks from program start up. October 1, 2002.

APPENDIX E

**ACTION STEPS, TIMELINE, AND RESPONSIBILITY
 SHAWNEE COUNTY, KS *GOING HOME* REENTRY INITIATIVE
 Phase I: Institutionally Based Programs –Needs/ Risk Assessment**

TASKS	MONTHS ⁸							ASSIGNED RESPONSIBILITY
	1	4	7	10	13	15	18	
 Offender participants complete special needs and risk related battery of assessments upon entry to the program. ⁹								First set of offender participants. Reentry coordinator and/or facility staff.
 Offender participants will complete assessments again as release nears.								First set of offender program participants. Reentry coordinator and/or facility staff.

⁸ From official start up date in the facility. December 1, 2002.

⁹ Some of these assessments will have already been completed when the offender came to the prison system. If this was more than two years ago, the assessments will be administered again upon entry into the reentry program. Otherwise the initial assessment center results will be used.

APPENDIX F

ACTION, STEPS, TIMELINE, AND RESPONSIBILITY
SHAWNEE COUNTY, KS GOING HOME REENTRY INITIATIVE
Phase I: Institutionally Based Programs – Institutional Programs/Services

MONTHS ¹⁰	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	ASSIGNED RESPONSIBILITY
1. Reentry program offered.																			Offender participant. Reentry coordinator. Employment specialist. Community service providers and business leaders as guest presenters.
2. Fear -determined to offered.																			Offender participant. Rehabilitated ex-offender. Volunteers.
3. Families program offered.																			Offender participants. Family members. Reentry coordinators. Volunteers. Guest speakers.
4. Domestic violence program.																			High risk offenders. Victim services staff and battered women's task force staff.
5. Diversity program offered ¹¹ .																			Offender program participant. Co-facilitated by offender participants and volunteers.
6. Housing program.																			Offender participants. Community service providers, faith based organizations, volunteers.
7. Reentry Planning course																			Offender participants. Reentry Coordinator.
8. Women's Issues ¹²																			Offender participants. Volunteers and reentry coordinator.

APPENDIX G

**ACTION STEPS, TIMELINE, AND RESPONSIBILITY
SHAWNEE COUNTY, KS *GOING HOME* REENTRY INITIATIVE**

Phase II: Continuum of Services

<p>DAYS¹³</p> <p>TASKS</p>	<p>1</p>	<p>6</p>	<p>12</p>	<p>18</p>	<p>24</p>	<p>31</p>	<p>ASSIGNED RESPONSIBILITY</p>
<p>1. Participant meets with case manager advocate.</p> <p>2. Participant meets with parole officer in the community for the first time.</p> <p>3. Participant completes applicable assessments and screening instruments.</p> <p>4. Participant meets with the Accountability Panel.</p> <p>5. Participant will follow up on referrals to community service providers and faith based organizations and will participate in programming, mentoring, or community service (throughout program participation).</p>							<p>Participant. Case manager advocate.</p> <p>Participant, Case Manager Advocate, Parole Officer.</p> <p>Participant, community service providers, case manager advocates.</p> <p>Participant, Accountability Panel, Case Manager Advocate, and Project Coordinator.</p> <p>Participant, community service providers, faith based organizations, and volunteers.</p>

APPENDIX H

Cross System Protocols Appendix H

Organization Name	Director/Contact Information	Resources	Services
<i>Kansas Department of Corrections</i>	Charles Simmons, Secretary of Corrections 900 SW Jackson St. 4 th Floor Topeka, KS 785-296-	KDOC will make in-kind contributions totaling \$60,626 in personnel, including the Grant Manager and support from the fiscal and human resources division. KDOC will also make matches to expenditures totaling \$70,000 for travel, equipment, workspace items, supplies, advertising/recruiting costs, etc. to support the program.	Case managers in the department will: 1. Assess offenders releasing into the program to determine risk/needs level. 2. Provide information to law enforcement, service providers, victim/community organizations as appropriate and necessary to network the offender to services. 3. Process applications, forms and information needed to seek housing, mental health services and benefits (e.g., SSI). 4. Schedule contact by phone or in person with mental health agencies, employment agencies, law enforcement, and community/faith organizations so these entities can help prepare the offender for release. 5. Make contact with family members as appropriate to involve them in the release planning and transition process. 6. Participate in cross training with 7. Confer between reentry coordinators, case manager advocates, parole officers and law enforcement to establish and carry out appropriate levels of monitoring and supervision of offenders according to their level of risk. 8. Confer with the Kansas Parole Board about its expectations related to the community supervision of offenders. The KDOC Director of Release Planning will supervise progress of the program. Unit team and Institutional Parole officers will interact with all Reentry Program staff and partners as necessary for fidelity to the Reentry Program Design.
<i>Kansas Parole Board</i>	Marilyn Scafe, Chair 900 SW Jackson 4 th Floor Topeka, KS 785-296-	Four parole board members and a parole board overseer as well as administrative support. All in kind.	The Kansas Parole Board will: 1. Participate in the planning of the program. 2. Help select the accountability panel. 3. Confer with the panel and program staff to establish specific criteria for the accountability panel to review cases of condition violations, and to have input into conditions of release. Have regular contact with the accountability panel and program staff to establish agreed upon community-driven conditions of release, and to respond to condition violations.
<i>KDOC Victim Services</i>	Debi Holcomb, Director 900 SW Jackson 4 th Floor Topeka, KS 785-296-	Director and Victim Services Coordinator. Two positions. All in kind.	The Victim Services Director and Victim Services coordinator will: 1. Confer with victim service providers, victim and victim advocates in the community to identify necessary services. 2. Confer with program staff to establish the victim services that will attend the program, and that address victim needs related to reentry. 3. Recruit and train victims and volunteers who wish to participate in this portion of the program, in cooperation with the Program Specialist. 4. Provide ongoing input into the program.

			5. Help identify representatives for victims to participate in the accountability panel, and define the role of victim representatives in the process.
<i>Kansas Department of Social and Rehabilitation Services</i>	Janet Schalansky, Secretary 915 SW Harrison St., Topeka, KS 66612 785-368-8304	All SRS staff involved with this program will provide in kind services. This will include an estimated 5 staff in positions in the Health Care Policy division of SRS, including the lead workers in the divisions of assisted services, mental health, substance abuse and housing.	SRS will: 1. Confer with department and program staff to identify issues where different practices, contract agreements, rules, regulations and laws need to be considered to facilitate safe reentry of serious and violent/high risk offenders into the community. 2. Confer with service providers as necessary/appropriate to help establish protocols for referrals and delivery of services. 3. Assist the Department in identifying resources and methods of resource re-deployment and development to sustain this program and integrate it into other Kansas communities. 4. Confer with federal partners as appropriate to identify strategies for removing barriers to services being provided to offenders. 5. Develop necessary protocols, agreements and regulations to address concerns of service providers, in particular those providing housing with skilled/attendant care, related to providing services to offenders.
<i>State Board of Education</i>	Dr. Andy Tompkins 120 SE 10 th Ave. Topeka, KS 66612 785-296-3201	The Board of Education has agreed to committing one staff to consistently consult with the reentry program staff.	The Board of Education will: 1. Confer with KDOC and program staff to identify services existing in the community through the State Board of Education. 2. Confer with KDOC and program staff to identify what assessments need to be completed on appropriate offenders to identify those needing/eligible for education services available through these agencies. 3. Collaborate with education providers in the facilities to identify where partnerships can be formed to enhance education services, including general education, literacy, English as second language, special education and vocational education. 4. Collaborate with KDOC and program staff to identify ways to continue with education services as needed as offenders come into the community. 5. Collaborate with KDOC and program staff to identify strategies to re-deploy or pursue new funding and resources to sustain delivery of education services to offenders pre-release, after release, and throughout the state.

<p><i>University of Kansas</i></p>	<p>Margaret Severson, Associate Professor (contact person). University of Kansas School of Social Welfare Twente Hall Lawrence, KS 66044 785-864-8952</p>	<p>KU is making an in-kind contribution of \$12,649. Also, KU has participated significantly in conceptualizing and developing this program pursuant to an ongoing collaboration between KU and KDOC.</p>	<p>KU will provide a program coordinator/boundary spanner for the program. This person will move between the various agencies participating in the program, setting up data collection protocols, establishing systems for information sharing and collaboration, serving as a neutral body to resolve barriers and concerns, and ensuring compliance with the grant requirements. KU will also conduct research and evaluation of the program as applicable.</p>
<p><i>Workforce Network of Kansas</i></p>	<p>Ken Bell, Chair Barb Reavis (additional contact) Capitol Building, 2nd Floor Topeka, KS 66612 785-296-5335</p>	<p>The contribution of the state board, along with its administrative support staff, will be in-kind.</p>	<p>The state board acts in an advisory capacity, and does not have separate resources, beyond the local boards. The state board has served, and will continue to serve, as a forum for sharing information, establishing broad policies and goals, and developing working relationships with local workforce investment boards.</p>
<p><i>City of Topeka, Mayor</i></p>	<p>Mayor Harry E. "Butch" Felker 215 E. 7th St. Rm. 352, Topeka, KS 66603 785-368-3895</p>	<p>All support and services provided by the mayor or his offices will be in kind.</p>	<p>The City of Topeka will participate in this grant in several respects, including: 1. Providing overall support and guidance for the community, encouraging the community to participate, stressing the importance of good reentry practices, and setting policies and goals related to reentry. 2. Law enforcement through the Topeka Police Department will be a key component of the program; more information in this regard is provided below. 3. Housing services are available through the City's Housing & Neighborhood Development division. More information on this service is provided below. 4. The Mayor's office will be a powerful forum for recruiting the involvement of faith and community based organizations, for volunteers, for community service, and for ensuring victim participation in the program.</p>
<p><i>Topeka Parole Office</i></p>	<p>John Lamb, Director 3400 Van Buren St. Lower Level Topeka, KS 66611 785.296.3195</p>	<p>The Parole Director, parole supervisors and parole officers in Topeka will have a substantial involvement in the work under this grant. This service is all in-kind.</p>	<p>The Topeka Parole Office will work closely with program staff, as follows: 1. A parole officer will be assigned to each offender in the program before release. 2. The parole officer will make contact with the offender pre-release, to establish goals and expectations related to the supervision period. 3. The parole officer will confer with facility reentry and case management staff to establish the strategies that will be used to respond to the offender's risk level, including a supervision plan, monitoring, and other risk management strategies. 4. The case manager advocate assigned to the offender will coordinate with the parole officer to implement the supervision plan, with the CMA focusing on needs, and the parole officer focusing on risk management. The two will confer and eventually the CMA will "pass off" the offender to the parole officer if/as/when</p>

			<p>appropriate.</p> <p>5. If the offender violates, or starts engaging in high-risk behavior, the offender will be referred back to the CMA for consultation with the Accountability Panel to determine what changes to make in the supervision plan.</p>
<p><i>Topeka Police Department</i></p>	<p>Chief Ed Klumpp 320 S. Kansas Ave., Suite 100 Topeka, KS 66603 785-368-9551</p>	<p>TPD is making an in-kind contribution of \$7578, as well as the time of the chief and some of his key staff who are closely involved in this project. TPD is also making a cash contribution of \$7174 for travel and equipment/work station costs for the position to be housed at TPD.</p>	<p>The Topeka Police Department will participate in the program in this manner:</p> <ol style="list-style-type: none"> 1. The reentry coordinators in the facility, as part of the formal reentry planning/programming, will schedule periodic visits to the facilities with assigned TPD staff (either the community reentry officer under this program, and/or additional officers). 2. During these trips, law enforcement representatives will dialogue directly with offenders scheduled to return to Shawnee County. This discussion will allow an opportunity for the offender's release plan to be disclosed to law enforcement, for law enforcement to discuss expectations about the offender's behavior, to make the offender aware that law enforcement will be familiar with his/her release plan, will be monitoring behavior in the community, will be available to help as needed, and otherwise will be interacting with the offender, the accountability panel, and his/her CMA and parole officer. 3. Information will be updated about the address, work, and other aspects of the offender's release plan while the offender is under supervision. 4. Law enforcement will have a representative serving on the accountability panel to participate in making decisions about the offender's supervision in the community. 5. Law enforcement, through investigations, community police, and the community reentry officer, will share information with program and parole staff, as necessary to ensure the safety of the community, the safety of victims, proper supervision and monitoring levels, and the safety of the offenders.
<p><i>Heartland Works</i></p>	<p>Vernon Jarboe, Chair Kris Kitchen (other contact person) 610 SW 10th Suite 210 Topeka, KS 66612 785-234-0500</p>	<p>An estimated 3-5 staff at Heartland Works will consistently provide services to these program participants and/or consult with program staff. Heartland Works is also providing a work station of about \$5000 value in the one-stop center for grant program staff to spend time working with the offenders accessing services at the one</p>	<p>Heartland Works will participate in this grant in the following ways:</p> <ol style="list-style-type: none"> 1. The proposed office space for this program is in the same building as Heartland Works. This will help establish a partnership. 2. Heartland Works has agreed to make a workstation available in the one-stop center for program staff, for use when addressing job/employment issues. 3. The full array of services available in the one-stop will be available to offenders. 4. Program staff will confer and work with HW staff to identify assessment methods to determine specific services appropriate for offenders. This will be done pre-release. 5. Program staff will coordinate with HW staff for HW staff to go to the facilities as necessary to deliver job preparedness services to offenders. This will be done by a joint effort between HW

		stop. All of the above services and space are in kind contributions.	and program staff. 6. Job/employment services will be delivered directly to offenders at the one-stop upon release. 7. HW and program staff will confer on an ongoing basis about ways they identify to streamline and improve the delivery of job services to offenders. 8. A representative of HW will participate on the accountability panel as appropriate in cases where employment is a central issue regarding the offender's behavior and compliance.
<i>Valeo Behavioral Services (community mental health center)</i>	Tom Zabarowski, Executive Director 330 SW Oakley Topeka, KS 66606 785-233-3687 ext. 309	An estimated 5-7 mental health professionals will be working directly with released or releasing program participants and/or consulting with program staff re mental health concerns and reentry of offenders. All services provided by Valeo Behavioral Services staff are provided in kind.	Valeo Behavioral Services will participate in this grant as follows: 1. Offenders requiring mental health services will be identified pre-release. 2. Contact will be made with Valeo about the offender's needs. 3. Releases of information will be obtained from offenders for the release of information from the mental health care provider in the facility to VBS, as necessary for VBS to identify what services to deliver in the community. 4. Housing services for the mentally ill will be addressed through VBS, which is the administering body of the City's Shelter Plus grant. 5. Appointments for offenders will be made in advance of release with VBS. 6. For offenders presenting with acute mental illness, contact between VBS staff and the offender will be coordinated in advance of release, by telephone or by VBS staff traveling to the facility. 7. A file will be opened before the offender is released, and a plan for delivery of mental health services established. 8. Program staff will coordinate supervision between the program, parole and VBS to ensure the mental illness issues are addressed and given the appropriate level of priority during supervision. 9. A representative of VBS will participate on the accountability panel as necessary where mental illness is a central issue regarding the offender's behavior and compliance.
<i>Topeka Public Schools, USD 501</i>	Dr. Robert McFrazier, Superintendent 624 SW 24 th St. Topeka, KS 66611 785-575-6105	All services and support received by program staff from USD 501 will be provided in kind. Specific courses such as GED etc will be provided to program participants at a	The local school district will be a resource available to program staff for education services for offenders and their children. All existing services will be made available to offenders when/as appropriate through dialogue between program staff and 501 staff, with program staff making appropriate

		charge (subject to the possibility of some scholarships to assist offenders, which will be one of the goals of the program).	referrals for these services.
<i>Safe Streets</i>	Sally Zellers, Director 2209 SW 29 th Topeka, KS 66611 785-266-4606	All services will be provided in kind.	Safe Streets is a community organization representing victims and working with the community to prevent crime. Safe Streets will participate in the program by conferring with program staff to establish methods for identifying community service opportunities, issues that need to be addressed regarding victim protection, issues that need to be addressed regarding prevention, and strategies for exchange of information between the program and communities which are particularly impacted by the presence of offenders and by criminal activity.
<i>Topeka Battered Women's Task Force</i>	Lisa Hecht/Lisa Weaver 225 SW 12 th St. Topeka, KS 66612 785-233-1750	All services will be provided in kind.	This local victim services organization will participate in the program by conferring with program staff to identify issues related to domestic abuse to address with offenders, by delivering educational programming to offenders in the community, by sharing information between victims and the program as appropriate to ensure the protection of victims, and by participating in the development of appropriate community service opportunities.
<i>Kansas Legal Services</i>	Wayne A. White and Roger McCollister 712 S. Kansas Ave Suite 200 Topeka, KS 66603 785-233-2068	Approximately 2-3 staff at Kansas Legal Services will be working with the reentry program staff. All services provided to program staff will be done so in kind. Any legal services provided directly to program participants will be subject to a fee to the offender.	Kansas Legal Services delivers legal services, life skills and job training services. KLS is already working with some portion of the offender population. KLS is currently establishing office space in the same building where the program will be located. Program staff will collaborate with KLS to establish life skills programs, job-training programs, and to refer offenders with legal issues to KLS. The Department and KLS will work together to identify gaps in the service once collaboration is well in place, and the two agencies will work together to pursue additional resources to address these needs. KLS will also have contact with offenders pre-release as necessary to help prepare offenders for release

			into the community.
<i>Topeka Victim Offender Mediation</i>	Kent Reed, Director 1248 SW Buchanan St. Topeka, KS 66604 785-232-4144	This agency works directly with KDOC victim services, and through that means this agency will provide service to the reentry grant in appropriate cases, which will be in-kind.	This local victim offender program has expressed an interest in working with the program to help establish restorative justice aspects of the program. TVOM will advise the accountability panel on restorative justice practices that will enhance the program, and will provide victim offender mediation and other victim services as appropriate for the population. TVOM will also represent victims in this process, identifying strategies to address victim needs, concerns and safety.
<i>Trinity Lutheran Church</i>	Rev. David C. Fulton 731 SW Buchanan St. Topeka, KS 66606 785-233-4831	Church members, volunteers, and church staff will be provided in kind services to reentry program staff, program volunteers, and program participants. The number of church affiliates involved with the program will most likely be different at any given time.	This faith-based organization is actively engaged in work in the community with the offender population. TLC will work with program staff, and in particular the Program Specialist, to develop volunteer services, provide mentoring to offenders, identify community service programs, and otherwise support offenders in the community.
<i>Community Action, Inc.</i>	Susan M. Wheatley 1000 SE Hancock Topeka, KS 66605 235.9296-ph;	This agency provides housing and related case management services for homeless and particularly mentally ill persons. These services will be made available to appropriate offenders in this program on an in-kind basis.	This community organization provides a range of services, particularly housing and support services for the mentally ill. CA will confer with program staff to identify appropriate candidates for referral to this program, through VBS, to ensure that housing is available to mentally ill offenders.
<i>Topeka Rescue Mission</i>	Barry Feaker 600 N. Kansas Ave. Topeka, KS 66608 785-354-1744	Services in these programs will be made available in-kind. Services are already delivered to offenders; through this grant the level and quality will be enhanced through collaboration and establishing protocols for referrals and services.	The TRM and HC already have a close working relationship with the Department. In addition to emergency short-term housing, these facilities provide life skills and job training programs. They will collaborate with program staff to identify strategies for making the best referrals, and coordinating necessary services for offenders.
<i>Hope Center</i>	Terri Finley 600 N. Kansas Ave. Topeka, KS 66608 785-354-1744		
<i>Greenbush</i>	Larry Cyrier	Greenbush will	Greenbush is the contract provider for

	<p>PO Box 2 Lansing, KS 66043 913-727-3235 ext 7720</p>	<p>commit at least two positions to work specifically with these reentry program participants. In the last three months through a grant obtained by Greenbush an offender job specialist has been established at LCF who will work with offenders 25 and younger who are in this program. These services are all in-kind.</p>	<p>education services delivered in the facility. Greenbush is actively engaged in the Department in establishing reentry education programs, and has an ongoing relationship with state and local education providers. Greenbush will assist program staff in developing protocols for assessing offender education needs, for identifying referrals, and for collaborating with community resources to address vocational training, special education, English-as-second language programs, and job training.</p>
<p><i>Topeka Housing and Neighborhood Development</i></p>	<p>Kristen Hellebust 707 SE Quincy Ave., 3rd Floor Topeka, KS 66603 785-368.4462</p>	<p>THND will commit one staff person to work specifically with these reentry program participants and program staff. These services will be provided in kind.</p>	<p>THND is the agency within City government that provides housing services. The Shelter Plus program is administered through THND, and THND works closely with the City HUD program. THND will collaborate with program staff to identify time frames and protocols for making referrals for offenders scheduled to release to Shawnee County in appropriate cases.</p>

<p><i>Housing & Credit Counseling</i></p>	<p>Karen Hiller 1195 SW Buchanan, Topeka, KS 66604 785-234-0217</p>	<p>HCC will commit one staff to work with reentry program staff in address release and offender issues re housing. These services will be provided in kind.</p>	<p>HCC delivers landlord, credit and housing services to a population that includes offenders. Program staff will collaborate with HCC to identify strategies for providing information to offenders about this program pre-release, for making referrals in advance of release so these services can be delivered in a timely manner, and for identifying strategies to enable HCC staff to focus on specific offender issues.</p>
<p><i>Job Mentoring of Topeka</i></p>	<p>Rev. Cecil Washington 1443 SE 43rd Topeka, KS 66609 785-267-1545</p>	<p>These services are provided by volunteers and are thus in kind services provided directly to reentry program participants.</p>	<p>This faith-based organization is currently working with offenders to deliver job training and mentoring services. This relationship will continue and be an integral part of this program.</p>
<p><i>Kansas Department of Rehabilitation Services (vocational rehabilitation)</i></p>	<p>Dale Barnum, Director (part of SRS) 3640 SW Topeka Blvd. Suite 150 Topeka, KS 66611 785-267-5301</p>	<p>The DRS (voc rehab) receives funding to provide services to its target population; offenders are included in this population. Thus any services provided to reentry program participants will be in accordance with staff duties and otherwise services provided to reentry program staff are considered in kind.</p>	<p>A working relationship exists between the vocational rehabilitation office and KDOC. KRS is part of the Department of Social and Rehabilitation Services. Dialogue is already occurring to establish protocols for identifying offenders who are suitable for vocational rehabilitation services, for establishing contact between the offender and VR in advance of release, and for making appropriate referrals to VR for offenders returning to the community.</p>
<p><i>Shawnee County Homeless Coalition</i></p>	<p>Kristen Hellebust, Chair 707 SE Quincy Ave. 3rd Floor Topeka, KS 66603 785-368-4462</p>	<p>A reentry program staff person will be a member of this coalition. Support, services, and other ideas will be developed as a part of the coalition project process.</p>	<p>This local coalition has agreed to include the Department of Corrections as a member. Through monthly meetings information about offender needs is being shared with local service providers, and protocols being established for delivering housing services to offenders. Program staff will develop specific time frames, application processes, and information-sharing methods to enhance the delivery of housing services.</p>
<p><i>Community Solutions, Inc.</i></p>	<p>Shelley Ghio 400 SW Croix Topeka, KS 66611</p>	<p>CSI is a contract provider to KDOC, and is already</p>	<p>The Day Reporting Center is working closely with the Department of</p>

<p><i>(Day Reporting Center).</i></p>	<p>785-266-2424</p>	<p>providing services to this offender population. CSI's director and staff will be directly involved in the planning and implementation of the program, participating with CMA's and the accountability panel. All services constitute in-kind services from CSI through KDOC.</p>	<p>Corrections, as a contract provider, to identify offenders who are appropriate for referral to the day reporting program in lieu of revocation. CSI will confer with program staff in a similar vein, and participate on the accountability panel to address issues related to non-compliance, condition violations, and other issues related to appropriate referrals to the DRC.</p>
<p><i>Mirror, Inc</i></p>	<p>Cynthia Breitenbech 2201 SE 25th St. Topeka, KS 66605 785-267-0561</p>	<p>Mirror is a contract provider to KDOC, and is already providing services to this offender population. Mirror's director and staff will be directly involved in the planning and implementation of the program, participating with CMA's and the accountability panel. All services constitute in-kind services from Mirror through KDOC.</p>	<p>Mirror, Inc. is currently providing community residential beds and substance abuse treatment in Shawnee County. Mirror will work with program staff, and the accountability panel, to identify protocols for information sharing, for delivering group programming to the offenders in this program as appropriate, and for making good referrals to the CRB and substance abuse beds.</p>
<p><i>Rehabilitated Ex-Offenders</i></p>		<p>The group of partners for this grant includes four rehabilitated ex-offenders. These four individuals are already providing volunteer and support services to agencies supporting offenders. This service is in-kind.</p>	

APPENDIX I

Cross System Protocols – Appendix I. MOU of Partners

MEMORANDUM OF UNDERSTANDING SERIOUS AND VIOLENT OFFENDER REENTRY INITIATIVE (“Going Home”) Shawnee County, Kansas Program

The undersigned enter this Memorandum of Understanding to reflect their commitment to participate in the Shawnee County, Kansas Serious and Violent Offender Reentry Initiative (“Going Home”) grant program, and to support the application of the Kansas Department of Corrections for funds for this reentry program.

The federal partners in this grant are the United States Departments of Justice, Health & Human Services, Labor, Education and Housing & Urban Development. The federal partners are coming together to help state and local agencies navigate the complex field of existing state formula and block grants and to assist them in accessing, redeploying, and leveraging those resources to support all components of a comprehensive reentry program. The main focus of this initiative is to identify funds from existing agencies, already available to state and local agencies, for purposes of establishing, building and sustaining reentry efforts in the community.

The federal partners will make funds available temporarily, for a period of three years, to allow the agencies to work together, with boundary spanners and advocates who will assist the agencies and community providers in learning effective reentry strategies. During the course of the grant period the partners and stakeholders will work together to plan for sustaining the reentry practices jointly developed under this grant initiative.

The **mission** of this project is to establish standing and sustained relationships and partnerships to enhance public safety by successfully reintegrating serious and violent offenders into the Shawnee County community through a combination of supervision and services.

The **principles** of this project are:

- a. By the effective use of existing resources, we can more efficiently and safely plan for the return of serious and violent offenders to Shawnee County.
- b. By a shared effort we can establish a means of sharing information, data, and processes, so that each serious and violent offender returning to Shawnee County will be monitored at the appropriate level according to his/her risk to re-offend, and have access to services that are relevant to criminogenic needs to reduce the risk the offender poses in the community.
- c. Through sound assessment processes, and advance planning, risk of serious and violent offenders can be identified and addressed effectively to reduce that risk. Also, by the

same means responses can be made to behavior of the offenders after returning to the community in a manner that ensures community safety.

- d. Through collaboration and formal and informal partnerships, stakeholders in the community can become part of a deliberative, planned and integrated system, whereby we can maximize the use of existing levels of resources to prepare offenders for release into the community after completion of their prison sentence, all so that the process of reintegration can be enriched through this community effort.

The undersigned makes the following **commitments** on behalf of his/her agency or organization, in support of the grant application and collaboration with the Kansas Department of Corrections for a reentry program in Shawnee County:

1. A representative of the organization will participate in the planning and implementation of the reentry program, including by assigning a representative of the organization to be a liaison to the program who has authority from the organization to participate in implementing the program; by participating as a member of the planning committee; and, by participating in the program's accountability panel when/as appropriate. (The accountability panel will serve as the local reentry authority, interacting with the Kansas Parole Board and community case managers to assist in monitoring and responding to offender behavior in the community and making decisions about program participation.)
2. The organization will participate in developing protocols for the program including the role of the organization, reflecting each partner's role in the process.
3. The organization will participate in the collection of data necessary to evaluate this reentry program.
4. The organization will confer with other partners to identify any confidentiality issues that need to be addressed, to obtain releases from offenders as appropriate, and to provide appropriate access to information to serve offenders.
5. The organization will participate in planning to develop, strengthen and sustain reentry services in Shawnee County.
6. The organization will participate in the management of offender reentry by participating in this program, participating in cross-training through appropriate staff to learn the principles of reentry, and to implement practices which have been demonstrated to be effective in reintegration of serious and violent offenders into the community.
7. As the organization reviews existing resources, and resources to be pursued in the future, including pursuit of grant funds, the organization will work with the Department of Corrections to identify what services will assist serious and violent

offenders in reintegration to enhance public safety, and work together to provide those services through the redeployment and/or different use of existing services.

Date

Signature

Name of Organization

**PLEASE SEE ATTACHED PAGES FOR COPIES OF SIGNATURES
OBTAINED FROM EACH PARTNER.**

Endnotes

¹ Kansas Department of Corrections (2001). Statistical Profile FY 2001 Offender Population. Topeka, KS: Kansas Printing Services

² Kansas Department of Corrections (2001). Statistical Profile FY 2001 Offender Population. Topeka, KS: Kansas Printing Services

³ In Kansas these include homicide, kidnapping, sex offense, assault/battery, robbery, and burglary.

⁴ Kansas Statistical Abstract. (2000). Lawrence, KS: Center for Public Affairs. University of Kansas

⁵ The sampling criteria included: (a) those released to supervision were considered; (b) sex offenders were not considered because of the extensive sex offender programming available to them Kansas; and (c) only those that have served 12 or more months in a prison.

⁶ Contact with existing reentry programs in the community found that this is a preferred caseload size, including in Missouri, Iowa and Colorado. The Department's internal staffing analysis indicates that for intense, individualized supervision this is the maximum caseload size. Community corrections programs in Kansas that engage in intense supervision limit caseloads to 30, and the Department limits caseloads that are high risk or specialized (sex offender, mentally ill offenders) to 30.

⁷ As evidenced by prior convictions of serious or violent offenses; violent or disruptive behaviors in prison, age at first offense, current offense, and/or affiliation with gangs.

⁸ The overarching goal of this Reentry Program is to protect public safety by successfully reintegrating serious and violent offenders into the Shawnee County community. Specific client outcome goals and their associated measurable performance standards include the following: (1) Reentry Program participants will become productive, responsible, and law-abiding citizens of Shawnee County; (2) Reentry Program participants will obtain and retain long-term employment; (3) Reentry Program participants will obtain and maintain stable residences; (4) Reentry Program participants will successfully address substance abuse issues; (5) Reentry Program participants will successfully address mental health issues; (6) At the end of 24 months of the Serious and Violent Offender Reentry Program, participants will be shown to have fared better on one or more measures of success including crime recidivism, job stability, housing stability, drug and alcohol related violations, and mental stability when compared with a matched group of offenders released into other counties in Kansas where comprehensive reentry programming is absent; and (7) At the completion of their reentry program participation, 75% of participants will recognize the benefits of remaining crime-free, as articulated in an exit interview.

Data Set Elements. Descriptive data will be maintained on each offender released from the institution into Shawnee County. Unsupervised, voluntary participants in this reentry program will provide informed consent for the KDOC and reentry program service providers to supply relevant descriptive and program involvement data to the research staff. *Descriptive data* at minimum includes: date of birth, age, gender, ethnicity and race, city or rural home address, employment and earnings, education level and retention, history of mental health care, substance use, and post-release status (involuntary or voluntary reentry programming). *Program involvement data* will include at minimum: the offender's reentry plan, type and nature of program involvement required, program(s) in which offender enrolled, number of program meetings attended, program completion status, sanctions, interventions, incentives, and supervision levels. Finally, *data relevant to the offender's success* in reentry will be maintained. Included are data regarding recidivism by new criminal charge(s), listing type(s) and severity, parole hold, and violation. Contacts with law enforcement will also be recorded, including those of a supportive (community police "contact") and investigative (generated by complaint or probable cause) nature.

⁹ Privileges and Incentives is a policy that was implemented statewide in 1996. Under this multi-tiered system inmates enter correctional facilities with almost no privileges. They must earn privileges with good behavior and program compliance. There are 4 privileges levels and inmates can move up and down these levels dependent upon behavior.

¹⁰ Those offenders with detainers from other criminal justice jurisdictions will not be eligible for this program.

¹¹ Severson, M.(2000). The impact of a state hospital closure on local jails: The Kansas experience. *Community Mental Health Journal*, 36(6), 571-588.

¹² Sigmourd, D.J. and Malcolm, B.P. (1998). Reliability and validity of the Level of Service Inventory-Revised among federally incarcerated sex offenders. *Journal of Interpersonal Violence*, 13(2).

¹³ Gendreau, P., Little, T., and Goggin, C. (1996). A meta-analysis of the predictors fo adult offender recidivism: What works! *Criminology*, 34(4).

¹⁴ Bonta, J. & Motiuk, L.L.(1992). Inmate Classification. *Journal of Criminal Justice* volume 20.

¹⁵ “Boundary spanner” is a term first coined by Henry Steadman, Ph.D.

¹⁶ The KDOC has a long history of support for *victim rights*. Its Victim Notification Program ensures victims are notified of parole board hearings and of an offender’s parole, release, sentence, death, escape, and program status. KDOC collects restitution for payment to victims and has organized a work group of corrections and mental health practitioners, victims, victim service providers, parole board members, and volunteers, to review enhancements to victim services. A VOCA technical assistance grant supports a full time *Director of Victim Services*.

¹⁷ License certification and agency brochures, where applicable are available upon request.

¹⁸ The U.S. Department of Labor awarded Mentoring Works! Its Architect of Change Award in 1999. This program is spotlighted on the Department of Labor’s web page, and has also received awards from The United States Committee for the Celebration of the United Nations International Year of the Older Person (1999), the Mid-America Congress on Aging (2000) and was one of the two national programs to receive special recognition as a *Peter F. Drucker Recognize Program of Innovation* (2001). Through part time paid volunteers who are retired business people, Mentoring Works! Establishes relationships with employers and pre- and post-employment intense mentoring services (addressing domestic violence, substance abuse, childcare, transportation, money management and legal issues) that guide employees toward independence and personal responsibility.

¹⁹ Funding for services is secured through block-grants made available to states and local communities to offer behavioral health services to prioritized populations by need and problem.

²⁰ While most program participants will reside within Topeka city limits, some will live in rural areas of Shawnee County so the TPD community police officer will work with police departments in other towns.

²¹ At the *state level*, the *key decision makers* include: Charles Simmons; Secretary, KDOC; Marilyn Scafe, Chair, Kansas Parole Board; Janet Schlansky, Secretary, KS Department of Social and Rehabilitation Services; Dr. Andy Tomkins, State Board of Education; Margaret Severson, Associate Professor, University of Kansas and Ken Bell, Chair of the Workforce Network of Kansas.

At the *local level*, the *key decision makers* include: Mayor Harry Felker, Topeka; Chief Ed Klumpp; Topeka Police Department; Vernon Jarboe, Chair, Local Workforce Board; Valeo Behavioral Services; Lisa Hecht, Topeka Battered Women’s Task Force; Kent Reed, Topeka Victim Offender Mediation; Rev. David Fulton, Trinity Lutheran Church; Susan Wheatley, Director, Community Action, Inc.; Barry Feaker, Topeka Rescue Mission; Terri Finley, Director, Hope Center; Larry Cyrier, Director, Greenbush, Inc. (education); Kristen Hellebust, Topeka Housing and Neighborhood Development, Karen Hiller, Housing and Credit Counseling; Rev. Cecil Washington, Job Mentoring of Topeka; Vocational Rehabilitation; Kristen Hellebust, Chair, Shawnee County Homeless Coalition; Shelley Ghio, Community Solutions, Inc.; Cynthia Breitenbech, Mirror Inc.

²² The components of this program have centerpiece principles of comprehensiveness, continuity, continuum of care, offender accountability, family reunification, law enforcement participation, restorative justice, volunteerism, and victim involvement. The reentry program will include significant components of cognitive retooling, medical screening, goal-driven incentives (balanced against sanctions), mentoring, and rewards for success. Literature from the following citation informed these program components. Travis, J. (2000). But they all come back: Rethinking prisoner reentry. *Research in Brief, Sentencing and Corrections*. May.

²³ Those members of the target population serving less than 18 months in prison will be identified at the intake and assessment unit.

²⁴ Gains Center, 1997

²⁵ KDOC and Shawnee County police officials will collaborate to implement strategies to monitor law enforcement activity to ensure the *appropriateness of disclosures* and safeguarding of offenders' *privacy rights*.

²⁶ There will be intensive training focusing on identifying offenders' special needs, working with people with substance abuse problems and / or mental illnesses. This course will also focus on the stigma of being an offender and on the stigmatizing effects of a substance abuse disorder or mental illness. Training sessions will include information on culture and diversity, with particular focus on the experience of Native Americans in this community. Training orientates police officers and workers to different cultural characteristics and symbols of respect and activities that are not considered "problems" in their particular cultural community. Separate intensive training sessions will look at the unique needs of women offenders returning to their homes and the community. Training will be provided by agency representatives and through technical assistance from the National Institute of Corrections or the Corrections Program Office, including the Office for Victims of Crimes.

²⁷ (Simourd & Malcolm, 1998) (Gendreau, Little & Goggin, 1996) (Bonta & Motiuk, 1992) See endnotes 12, 13, and 14 for full citation.

²⁸ Houston, M. (2001). Offender job retention strategies. *Offender employment report*, 2(5).

²⁹ This committee has also served as a forum for KDOC to address barriers to housing, such as state or local laws or ordinances that limit housing options for offenders, and to help KDOC advocate for removing these barriers. The proposed budget for this program includes some limited funds to close gaps in current housing programs in the City, since those programs do not provide funds for deposits or utilities.

³⁰ (Veysey, 1994)

³¹ Gendreau, P. (1996). The principles of effective intervention with offenders. In Hartland, A. *Choosing correctional options that work*. Thousand Oaks, CA: Sage Publications.

³² Which consists of a parole officer, a community police officer, victim services volunteer, a member from the at large community, and an ex-offender or family member

³³ In order to assist the *Panel* in encouraging offender participation, a not for profit agency, Open, Inc., will provide information and training for program staff to identify strategies for marketing the program to offenders, enabling them to see the value of participation. Open, Inc., founded and managed by a rehabilitated ex-offender, will impart information that addresses the stigmatizing effect of being an offender, the psychosocial issues related to transition from prison to the community, identifies strategies to help offenders recognize the need to rebuild relationships of trust in the community, and otherwise helps prepare offenders mentally and emotionally to weather the transition back into the community.

³⁴ This very week, the KDOC is requesting the State Board of Regents fund services for institutionalized persons, in a program that targets those for whom English is a second language. This proposed program will initiate delivery of services in the facility, and then networks with education agencies to continue providing services in the community.

³⁵ The inclusion of service providers in the community as partners and some modest funding for housing, transportation and legal services will augment these efforts, providing access to community services and limited emergency funding to offenders as necessary to help them stabilize financially. The counselor who will work with offenders and case managers will help diagnose the need for access to this fund, after exhausting community resources, and after advocacy efforts (which will begin pre-release, including by processing necessary applications for housing and networking offenders with key staff in the service agencies who process applications for these services). The goal of this portion of the program will be to help offenders stabilize and gain self-sufficiency. The case manager will also help the offender to obtain state identification so that the offender can apply for housing, jobs, and other items that may require an ID.

³⁶ Buck, M.L. (2000). Getting back to work: Employment programs for ex-offenders. *Field Report Series, Public/Private Ventures*. Fall.

³⁷ (Houston, 2001). See endnote 28 for full citation.

³⁸ Peyton, E.A., Fry, B., and Gebelein, R. (1998). Balancing health and criminal justice goals for substance abusing offenders. *TIE Communique*. Center for Substance Abuse Treatment.

<http://www.treatment.org/communique/comm98M/Balnacing.html>

³⁹ Heaps, M.M. Managing care to improve treatment outcomes for offender populations. *TIE Communique*, Center for Substance Abuse Treatment.

<http://www.treatment.org/communique/comm98M/ToImprove.html>

⁴⁰ Peters, R.H. (1993). Relapse prevention approaches with drug-abusing offenders. *TIE Communique*. Center for Substance Abuse Treatment.

<http://www.treatment.org/communique/comm93/peters.html>

⁴¹ (SAMHSA, TIPS, 1998) and (Peyton, et al., 1998)

⁴² *Best practices include*: relapse prevention strategies; female- and male-centered interventions; parenting training; ex-offender peer support groups; aftercare groups designed for ex-offenders; group interventions involving drug-free family members; mentoring options, in cooperation with other program staff; and programming related to restorative justice and accountability. Bartholomew, 2000.

⁴³ Data indicate that 14.4% of reentering inmates have a mental illness and 11% have co-occurring substance abuse and mental health disorders. (Beck, 2000).

⁴⁴ The Gains Center, 1997

⁴⁵ Kansas is one of four states selected to participate in the violator grant through the National Institute of Corrections/Urban Institute program.

⁴⁶ Over the last three years KDOC has focused on enhancing case management practices, based on research and evidence of what works, redirecting case management toward good reentry practices, all of which will be complimented by this program, and will provide a foundation for building this program. In particular, intense work has been done at the two facilities where the inside portion of the program will be established, at Topeka (females) and Lansing (males), to prepare case managers, release planning and program staff for engaging in case management practices that support this program.

⁴⁷ OMIS includes offender population information and data about demographic, sentencing and good time awards, criminal history, custody classification, location and movement, work and program assignments, disciplinary records, parole decisions, inmate grievances, and inmate administrative and banking accounts. TOADS is a field supervision case management system that contains information about offenders on post-incarceration supervision and in community corrections. It also contains data about demographics, sentencing and good time awards, supervision levels, risk/needs, location and status, employment, parole decisions, condition violations, sanctions and interventions, substance abuse testing, and supervision fees.

⁴⁸ The only identifying information will be an assigned participant number. The only people who will have access to this database will be the Principle Investigator, the Boundary Spanner, and data entry personnel. Records will be maintained in a locked file cabinet.

⁴⁹ Note that an application for this research is currently under review with the *Advisory Committee on Human Experimentation* at the University of Kansas.

