

# BOARD OF COUNTY COMMISSIONERS OF DOUGLAS COUNTY, KANSAS

## Amended Agenda

### WEDNESDAY, APRIL 27, 2011

-4:00 p.m.

-Convene

-Consider approval of a proclamation to declare April 28, 2011 as "Worker's Memorial Day." –backup to follow

### CONSENT AGENDA

- (1) (a) Consider approval of Commission Orders; and
- (b) Consider approval of the low bid from Cargill Salt for the supply of 2,000 tons of highway de-icing salt at a total cost of \$99,960.00 (Keith Browning)

### REGULAR AGENDA

- (2) Review and approve the Douglas County Community Corrections Comprehensive Plan Grant Application for 2012 & Review and Approve the Community Corrections Budget Summary and Narrative for 2012 (Ron Stegall)
- (3) Consider extending health insurance plan coverage to domestic partners and dependent children of the domestic partner. (Sarah Plinsky)
- (4) Executive Session for the purpose of consultation to discuss possible acquisition of property.
- (5) Other Business
  - (a) Consider approval of Accounts Payable (if necessary)
  - (b) Appointments:
    - Lawrence-Douglas County Metropolitan Planning Commission 05/31/11;**
    - Property Crimes Compensation Board 04/30/11**
  - (b) Miscellaneous
  - (c) Public Comment
- (6) Adjourn

### WEDNESDAY, MAY 4, 2011

4:00 p.m. Only

-Discuss and consider approval of Employee Insurance Plan Renewal (Sarah Plinsky)

-Presentation by Natural and Cultural Heritage Task Force on Heritage Conservation Bylaws and grant program (Ken Grotewiel/Collin Bielser)

-Adopt resolution to give notice of a public hearing for Yankee Tank Dam ????

### WEDNESDAY, MAY 11, 2011

NE Sector Plan

### WEDNESDAY, MAY 18, 2011

### WEDNESDAY, MAY 25, 2011 – Light Agenda

### WEDNESDAY, JUNE 1, 2011

### WEDNESDAY, JUNE 8, 2011

### WEDNESDAY, JUNE 15, 2011

WEDNESDAY, JUNE 22, 2011

WEDNESDAY, JUNE 29, 2011

**Note:** *The Douglas County Commission meets regularly on Wednesdays at 4:00 P.M. for administrative items and 6:35 P.M. for public items at the Douglas County Courthouse. Specific regular meeting dates that are not listed above have not been cancelled unless specifically noted on this schedule.*

**MEMORANDUM**

To : Board of County Commissioners

From : Keith A. Browning, P.E., Director of Public Works/County Engineer

Date : April 19, 2011

Re : Consent Agenda Acceptance of Low Bid for Supply of Highway De-Icing Salt

Bids were opened April 18, 2011 for the supply of highway de-icing salt for the 2011-2012 snow and ice season. The City of Lawrence, City of Eudora, City of Baldwin, Wakarusa Township, City of Ottawa, and Franklin County all participated with the County in the request for bids. The City of Lawrence requested bids for 3,500 tons of salt, City of Eudora requested bids for 200 tons of salt, Wakarusa Township requested bids for 400 tons, City of Baldwin requested 500 tons, Franklin County requested bids for 1,800 tons, the City of Ottawa requested bids for 300 tons and Douglas County requested bids for 2,000 tons. Bids for Douglas County are as follows.

<u>Vendor</u>	<u>Quantity (tons)</u>	<u>Unit Cost</u>	<u>Total Cost</u>
Cargill Salt	2,000	\$49.98	\$ 99,960.00
Independent Salt	2,000	\$54.43	\$108,860.00
Hutchinson Salt	2,000	\$62.50	\$125,000.00
Dale Brothers	2,000	\$62.50	\$125,000.00
North American Salt	2,000	\$94.71	\$189,420.00

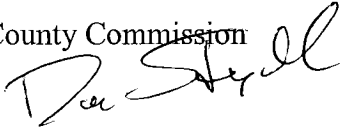
Under terms of the contract, 500 tons would be delivered prior to October 2011 and remaining 1,500 tons would be delivered after January 1, 2012. The Road & Bridge Fund has \$56,123 remaining in the Salt line item for FY 2011. We do not anticipate overspending our funds for salt this year due to revenues received from outside agencies.

Action Required: Consent Agenda approval of the low bid from Central Salt for the supply of 2,000 tons of highway de-icing salt at a total cost of \$99,960.00.

BID TAB FOR HIGHWAY SALT			Bid No. 11-F-0013 - Bid Opening Date April 18, 2011																		
<u>VENDOR</u>	<i>Douglas County</i>			<i>City of Lawrence</i>			<i>City of Eudora</i>			<i>City of Baldwin</i>			<i>Wakarusa Twp.</i>			<i>Franklin County</i>			<i>City of Ottawa</i>		
	Qty	\$/Ton		Qty	\$/Ton		Qty	\$/Ton		Qty	\$/Ton		Qty	\$/Ton		Qty	\$/Ton		Qty	\$/Ton	
GRASS PAD	2000		No Bid	3500		No Bid	200		No Bid	500		No Bid	400		No Bid	1800		No Bid	300		No Bid
MORTON SALT	2000		No Bid	3500		No Bid	200		No Bid	500		No Bid	400		No Bid	1800		No Bid	300		No Bid
DALE BROTHERS	2000	\$62.50	\$125,000.00	3500	\$62.50	\$218,750.00	200	\$62.50	\$12,500.00	500	\$62.50	\$31,250.00	400	\$62.50	\$25,000.00	1800	\$62.50	\$112,500.00	300	\$62.50	\$18,750.00
NORTH AMER.	2000	\$94.71	\$189,420.00	3500	\$94.71	\$331,485.00	200	\$94.12	\$18,824.00	500	\$95.72	\$47,860.00	400	\$99.22	\$39,688.00	1800	\$95.04	\$171,072.00	300	\$95.04	\$28,512.00
HUTCHINSON	2000	\$62.50	\$125,000.00	3500	\$62.50	\$218,750.00	200	\$62.50	\$12,500.00	500	\$63.13	\$31,565.00	400	\$62.50	\$25,000.00	1800	\$62.50	\$112,500.00	300	\$62.50	\$18,750.00
INDEPENDENT	2000	\$54.43	\$108,860.00	3500	\$54.43	\$190,505.00	200	\$54.43	\$10,886.00	500	\$54.93	\$27,465.00	400	\$54.93	\$21,972.00	1800	\$55.43	\$99,774.00	300	\$55.43	\$16,629.00
CARGILL SALT	2000	\$49.98	\$99,960.00	3500	\$49.98	\$174,930.00	200	\$49.98	\$9,996.00	500	\$49.98	\$24,990.00	400	\$49.98	\$19,992.00	1800	\$49.98	\$89,964.00	300	\$49.98	\$14,994.00
	2000			3500			200			500			400			1800			300		
	2000			3500			200			500			400			1800			300		
	2000			3500			200			500			400			1800			300		
	2000			3500			200			500			400			1800			300		
	2000			3500			200			500			400			1800			300		
Director of Public Works: Keith A. Browning				County Clerk: Jamie Shew				Dated: 04/18/2011													
By: Rita Fuls																					

MEMO:

To: The Douglas County Commission  
From: Ron Stegall



Please find attached:

1. Douglas County Community Corrections Comprehensive Plan Narrative
2. Douglas County Community Corrections Budget
3. Douglas County Community Corrections Funding Considerations
4. Third quarter budget adjustment for how rent is being handled

The Comprehensive Plan is 30 pages long but if you want a good overview read especially the first page. It is a general abstract or overview of what is laid out in more detail in the rest of the narrative. The first sentence continues to be our primary commitment and work—the enhancement of public safety primarily through the reformation of offenders.

The budget actually consists of three budgets. The first one is the current allocation, the second is a budget reduced by 11%, and the third is the projected cost of our actual operations. This third budget is what we anticipate it will cost us to just continue on with what we presently do (although we have drastically cut back on all non-personnel items to the point where we are not spending anything at all except on bare essentials). The current allocation is what we received from the grant this year (not counting unexpended funds) which was \$476,250.00. The 11% budget reduction is what our budget would be if we received an 11% cut which would mean our grant would end up being \$423,863.00.

You will notice, on the Total Budget Summary (fourth tab along the bottom in the electronic version), that the difference between the actual operations budget (\$516,600.00) and the current allocation budget (\$476,250.00) is \$40,350.00. Part of this difference can be made up in reimbursements that we receive each year. This year (FY2011) we expect to carry over about \$13,000.00 in reimbursements. Next year (FY2012) we expect to collect about \$18,000.00 in reimbursements (this is about what we collected this year) for a total in reimbursements of \$31,000.00. This leaves a difference of \$9,350.00 (\$40,350.00 minus \$31,000.00) that will have to be made up with either cuts to our program or additional funding or a combination of the two.

In the past, as with this year, we have had to submit a budget which included a certain percentage reduction (last year it was a 7% reduction). Happily, we did not receive a reduction this year but received the same allocation as the previous year. However, if we were to receive a grant equal to an 11% reduction for next year it goes without saying that would present a great challenge to us. Without additional funding this would mean an end to our whole surveillance program as well as reducing one full time probation officer position to a half time position. We plan to apply for unexpended funds from KDOC later this year (assuming they are available) and we plan to apply for additional funds from the county.

The funding considerations are more technical things we have to submit as part of the requirements for the grant.

We also need your approval and signature on some routine third quarter budget adjustments that had to be made due to the change in the way the rent was being handled.

Finally, since this will be my last meeting with you, let me say that it has been a pleasure to work with you all and I have always very much appreciated your encouragement and support.

2012 Community Corrections Comprehensive Plan Packet Signatory Approval Forms

Agency Name:

Agency Director:

Grant Period: July 1, 2011-June 30, 2012

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

- The plan complies with the written directions sent to me by the Kansas Department of Corrections.
- The plan complies with applicable Kansas Statutes (KSA), and Kansas Administrative Regulations (KAR).
- The agency is willing to actively plan for implementing the consistent set of statewide policies to help guide the supervision and revocation process of probationers on Community Corrections Supervision.
- The agency will provide complete and accurate data to the Kansas Department of Corrections regarding agency operations and outcomes.

*[Handwritten Signature]*

4/19/11  
Date

Director

.....

My signature certifies that the Community Corrections Advisory/Governing Board actively participated in the development of the attached Comprehensive Plan. The board reviewed the plan for accuracy, compliance with written instructions from the Kansas Department of Corrections, applicable Kansas Statutes (KSA), and Kansas Administrative Regulations (KAR).

*[Handwritten Signature]*

4-19-2011  
Date

Advisory/Governing Board Chairperson

Address: 3728 Overland Ct. Lawrence, KS 66044

Phone: 785.264.2844

Fax: -

E-Mail: mboisen@sprint, blackberry.net

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My signature certifies that the Board of County Commissioners has reviewed and approved the attached Comprehensive Plan for submission to the Kansas Department of Corrections.

Board Of County Commissioners Chairperson (Host County only)

Date

Address:

Phone:

Fax:

E-Mail:







## Narrative (70 points)

Douglas County Community Corrections is committed to enhancing public safety by helping offenders be successful while on probation and preparing them to live law-abiding and productive lives upon their successful discharge. During FY 2010 our agency received 187 offender referrals to include Court assignments and courtesy transfer referrals. Out of the 187 offenders, 19 were not assigned to our program. As of April 7, 2011 (FY 2011) our agency has received 185 offender referrals with 22 of the offenders pending assignment to Community Corrections and 24 were not assigned. Based on FY 2011 referral data it is clear our agency will exceed the number of referrals received in FY 2010. In addition, our agency is supervising more offenders with presumptive prison sentences. Therefore, staff will need to work on utilizing evidence based practices to ensure lower revocation rates and higher successful terminations. In addition, it is very important our agency initiate all components of our risk reduction initiative program as we move forward in FY 2012.

Currently, our agency has five full-time adult ISP officers that contribute their time supervising offenders. In addition, the Chief Executive Probation Officer (*who will be retiring May 31, 2011*) and the Deputy Director contribute .25 each supervising offenders. During FY 2010 and the beginning of FY 2011, two of the five full-time adult ISP officers supervised mainly high risk offenders as determined by the Level of Service Inventory – Revised (LSI-R). Due to a steady rise in offender referrals and high risk offenders, our agency was forced to consider alternatives to help decrease caseload size to allow for more manageability. Therefore, our agency made an administrative decision that all ISOs would supervise two caseloads, a high risk and a low risk. Our agency continues to believe that based on research, having specialized caseloads enables the ISOs to more effectively address offender risk and needs areas and to assess what services would be appropriate and available to help the offender successfully complete probation and become a productive citizen within the community. The high risk offenders are still provided with three to nine months of intensive risk reduction-focused services that occupy 40-70% of their free time. In addition, our agency will continue to target appropriate treatment interventions and programs to match the offender's individualized needs, taking into account such things as dosage and responsivity.

Our agency's priority needs for FY 2012 to address offender success is to fully implement our incentives/rewards, mentoring, and cognitive skills programs, with limited staff. In addition, we will need to closely monitor caseload sizes. We will continue with our clothing bank along with the offender employment classes.

The incentives/rewards program is close to being completed and since our agency was awarded FY 2010 unexpended funds, the last step is to finish purchasing items for the program. Our agency compared the Crossroads and Thinking for a Change (T4C) curriculums and made an administrative decision to continue with Crossroads since the curriculum now allows for fewer participants for the classes to be successful. Our agency will continue to work toward implementing our mentoring program. Lastly, our agency has added a quality assurance piece to the program that allows for supervisors to not only review documentation but also observe ISO/offender contact and provide written along with verbal feedback. Training based on evidence based practices will still be integral for our agency. Lastly, we will continue to closely monitor the number of offender referrals through our internal database and monitor offender success through KDOC reports.

**Agency Summary of Programmatic Changes and Significant Events:** Our agency had several programmatic changes during FY 2011. Our agency previously had two ISOs that contributed the majority of their time supervising high risk offenders with the remaining ISOs supervising low risk offenders. However, due to the increase in high risk offender referral assignments received from the Court and acceptance of courtesy transfers our agency made an administrative decision to have all ISOs, except one, supervise two caseloads, a high risk and a low risk. Having the high risk offenders distributed amongst all ISOs allows for more manageability since the high risk caseloads were steadily increasing. The remaining ISO supervises the most difficult high risk offenders. In addition, our goal for this ISO is to supervise no more than approximately 15 offenders since he also oversees our SCRAM program. We are still in the process of leveling caseload sizes without the changes being disruptive to the offenders.

Another significant event is that the presumptive prison cases, whether by presumption or special rule, continue to increase. During FY 2010 our agency had approximately 30 presumptive prison cases assigned to our program either by the Court or acceptance of courtesy transfers from other community corrections agencies.

Our agency had a fiscal audit completed by KDOC in August 2010. During the audit, KDOC found that Douglas County Community Corrections had \$35,826.02 in excess funds. The funds were used for employee benefits, but a balance existed because no journal entries were made to transfer certain expenditures from the Community Corrections fund back to the County's employee benefits fund. KDOC advised our agency that because the excess funds were from grant years already closed out and those discrepancies were not discovered prior to the close out of those grant years, the funds located in the county account would become unexpended funds. The excess funds were included in the FY 2010 unexpended funds pool, and made available to agencies, including ours, for application. In other words, the second payment that was due to our agency January 2011 (for FY 2011) was reduced by \$35,826.02. Although we applied for \$32,000 in unexpended funds to utilize for personnel, bus passes, and to purchase incentives/rewards based on judgment, KDOC awarded \$32,000 in unexpended funds but shorten our second payment for FY 2011 by \$35,826.02. The audit required a great deal of time from administration due to our agency investigating the matter and providing evidence that the \$35,826.02 belonged to the county and not KDOC. The time involved to include many meetings took away from other administrative duties, being available for staff, and working on implementing the components of our program.

We anticipate another significant event during FY 2011 as the Chief Executive Probation Officer (CEPO) will be retiring at the end of May 2011. At this time the position will not be filled but an ISO II will be hired to help with not only partial caseload duties but also assist the current Deputy Director. It will also reduce costs to our agency. However, as we prepare for the change in administration, reallocating the CEPO's workload, learning new responsibilities, working on reports to KDOC to include the Comprehensive Plan, and going through the hiring process, implementing our programs has been difficult because of limited time and staff. Our goal is to make sure the transition is organized and structured and completed in a timely fashion reducing stress within the agency.

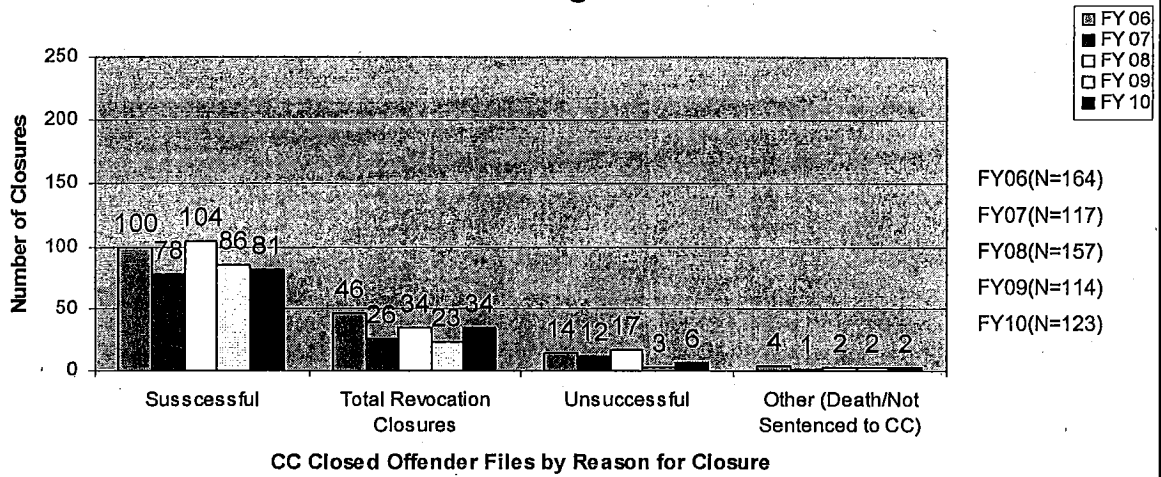
Lastly, we also have one employee that is receiving treatment for an underlying medical condition that will last for several months. Therefore, staff has been given added responsibilities to their normal duties.

**Need Statement (Statement of the Problem):** Over the years, funding resources have been primarily focused on maintaining personnel in order to maintain manageable caseloads, creating a gap in additional funding to obtain and implement evidence-based tools and practices. Budget shortfalls continue to present problems for our agency as we move forward. In addition, having limited staff with increasing offender assignments to our agency continues to be a challenge. Therefore, we continue to be creative in developing a program with components that will incorporate risk reduction strategies. Although our goal originally was to decrease our revocation rate by at least 30% and increase our successful terminations, our goal for FY 2012 will be to decrease our revocation rate by 20%, the targeted state guideline based on FY 2006 data. Our agency made the adjustment due to increasing offender referrals, especially high risk offenders, with limited staff. In addition, our agency barely made the 20% target reduction for FY 2010 as you will see in the charts on page 4 of this document.

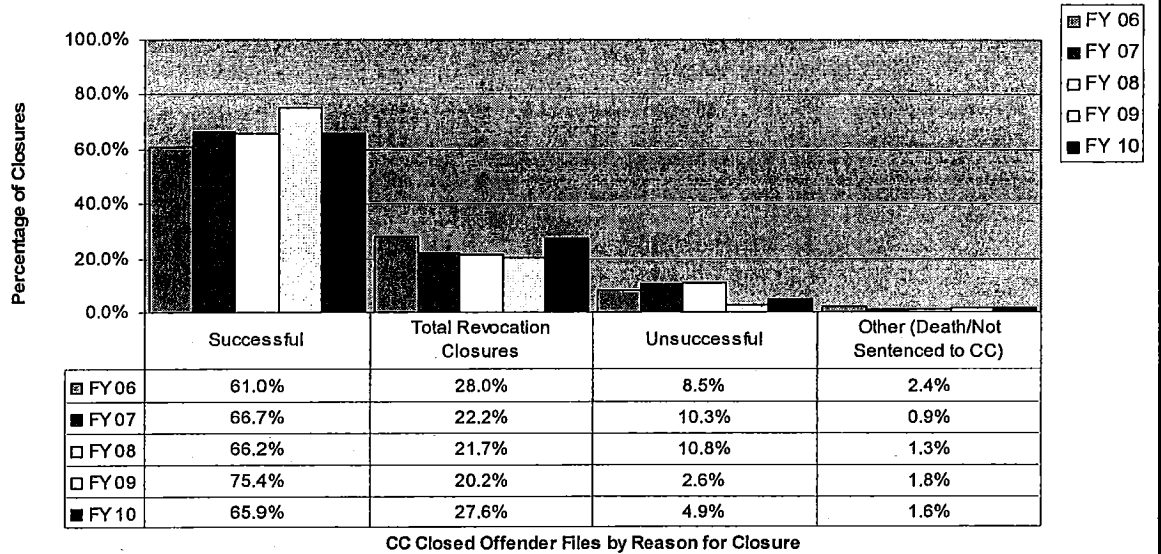
According to the three charts on the following page, a "file" is defined as a court case assigned to a specific offender. An offender may have multiple cases ("files") that close within the time frame. In that event, the case closure reasons are weighted so that an offender is only counted once, and an accurate count of offenders who are successful or revoked can be obtained. The data contains the number and percentage of how the offender files closed during the last five fiscal years. In the bottom right-hand corner of the first chart, the fiscal year followed by the number is the total number of closed offender files for that fiscal year.

During FY 2010 our agency struggled to meet our agency's targeted revocation rate (30%) but met the state revocation rate (20%). For FY 2010 our agency had a total of 123 closed offender files with 34 (27.6%) files being closed due to revocation. The state 20% target number was 36.8 and our agency was just below the target number as indicated in the CC Total Revocation Closures (third chart on page 4) with 34 closures. Our revocations definitely increased from FY 2009 to FY 2010 but we were below the 20% reduction.

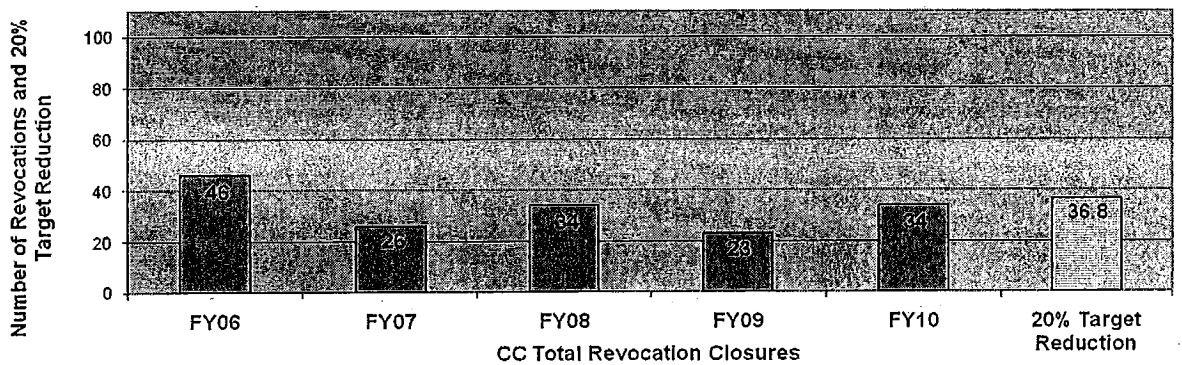
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### Douglas

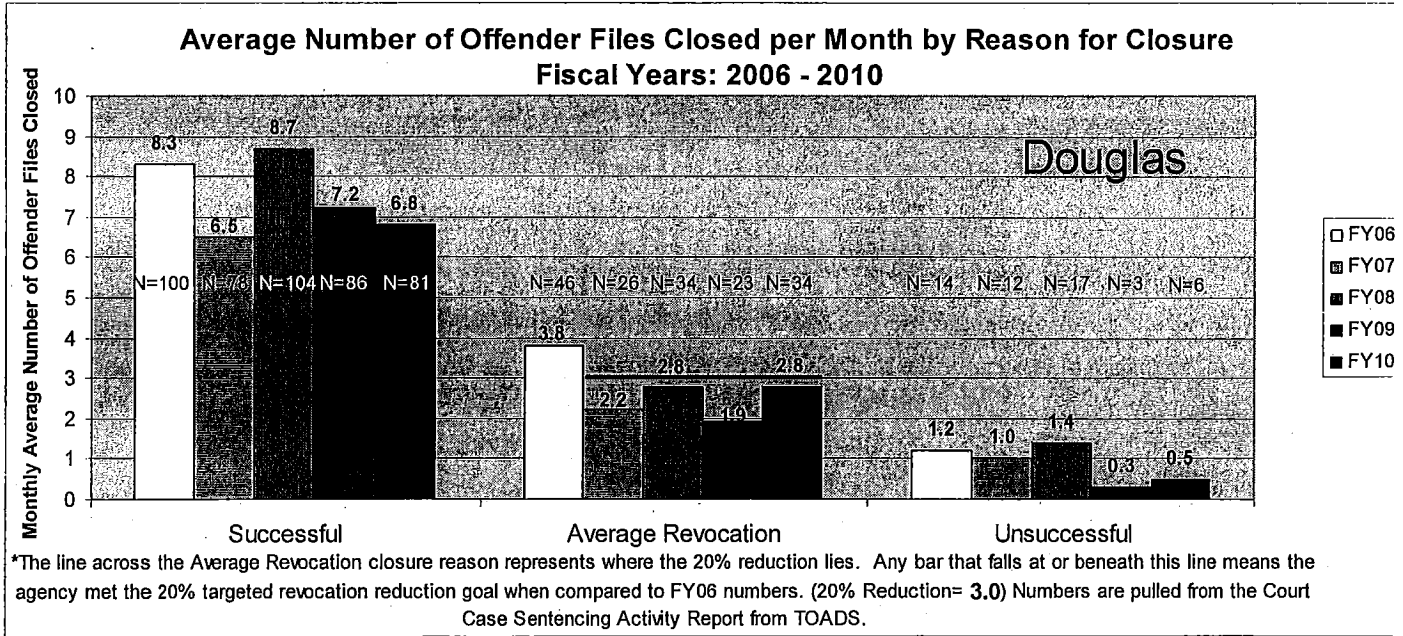


### Douglas



\*To meet the 20% reduction, the FY10 number must be smaller than the number in the 20% target reduction bar.

On the average, our agency closed 2.8 offenders per month due to revocation during FY 2010. See chart below:



Our agency also obtained data from the Reason for Closure report from KDOC. The report provides data as to why all offenders were closed during FY 2010, to include those that did not have an LSIR assessment completed prior to their discharge (i.e. those that went AWOL, prison, etc. prior to the assessment being completed).

# Offender Files Closed = 123	Total Number of Revocations	Total % Revocation Closures
Revoked – Condition	13	38.2%
Revoked – New Felony	13	38.2%
Revoked Misdemeanor	8	23.5%
<b>Total # Revocation Closures</b>	<b>34</b>	<b>27.6%</b>
Successful	81	65.9%
Unsuccessful	6	4.9%
Other (Death/Not Sentenced to CC)	2	1.6%

To breakdown the FY 2010 revocation rates by LSI-R figures our agency obtained the following figures from the Termination Reason by Supervision Level data report from KDOC. It should be noted that the data applies to only those offenders that had an LSIR completed at the time they were discharged from Community Corrections.

Termination Reason	ISL I	ISL II	ISL III	ISL IV	TOTAL
Death	0	0	0	0	0
Not Sentenced to Community Corrections	0	0	0	0	0
Revoked – Condition	4	4	1	2	11
Revoked – New Felony	4	4	4	0	12
Revoked – New Misdemeanor	7	1	1	0	9
Unsuccessful – Closed by Court	2	1	1	0	4
Unsuccessful – Remanded to Jail	0	0	0	0	0

TOTAL	22	20	22	45	109
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Based on the Termination Reason by Supervision Level report on the previous page, it is clear that more offenders are revoked from the high risk caseloads (level I/II) than the low risk (level III/IV). Our agency had a total of 24 offenders revoked from the high risk caseloads and 8 revoked from the low risk caseloads. Two offenders did not have an LSIR assessment completed.

There are a number of reasons offenders are not being successful on our program, especially the high risk offenders. Our referrals, especially high risk offenders, have increased considerably both from the Court and courtesy transfers from other counties which allowed for the previous risk reduction caseloads to become unmanageable. This also included high risk offenders that were inactive (jail, treatment, AWOL, etc.) becoming active, which raised active high risk caseload numbers. In addition, our agency is supervising more offenders with presumptive prison sentences. During FY 2010 our agency supervised approximately 30 offenders that had presumptive prison sentences either by presumption or special rule. Lastly, our agency has not completely developed our mentoring program, incentives/rewards program and cognitive skills classes due to limited staff and time constraints.

Our agency objective is to continue focusing on reducing scores in several domains of the LSI-R. These include companions, family/marital, and leisure/recreation. Offenders scoring high in these domains would suggest that offenders' daily activities are not being structured enough. For a high or medium risk offender, it is not surprising that the offender would score high in several domains that are interrelated (i.e. companions and alcohol/drug) especially if it relates to offender leisure time. Typically what we have discovered is that offenders that are using alcohol and/or drugs for example, are associating with companions that place them at risk. Therefore, some domains will directly affect other domains, however, at this time our agency will again continue to focus on the following domains when developing the components of our program: family/marital, leisure/recreation, and companions.

Again, based on LSI-R data by supervision level most offenders that are revoked are from our medium to high risk caseloads (ISL I/II). During FY 2010, our agency had a total of 36.8 offenders that were revoked from our program with 32 having an LSIR completed. Eight offenders were revoked from the low risk caseload and 24 were revoked from the high risk caseloads. Based on data, our agency had 73 successful terminations, the same as FY 2009. The domains in the following tables will provide you with information regarding discharge LSI-R data for offenders whose supervision was terminated during fiscal year 2010.

In the Family Marital Domain more offenders were revoked from the moderate, high, and very high columns. However, our agency had many offenders that were also successful in these categories as noted in the following tables:

LSI-R Family/Marital Domain (FY 2010)

Termination Reason	Very Low	Low	Moderate	High	Very High	Total
Death	0	1	0	1	0	2
Not Sentenced to Community Corrections	0	0	0	0	0	0
Revoked - Condition	1	3	4	1	2	11
Revoked - New Felony	0	4	4	2	2	12
Revoked - New Misdemeanor	1	1	2	2	3	9
Unsuccessful - Closed by Court	0	1	1	1	0	3
Unsuccessful - Remanded to Jail	0	1	0	0	0	1
TOTAL	25	33	21	17	9	111

In the Leisure/Recreation Domain more offenders were revoked from the moderate, high, and very high columns. However, our agency had many offenders that were also successful in these categories as noted in the table below.

LSI-R Leisure/Recreation Domain (FY 2010)

Termination Reason	Very Low	Low	Moderate	High	Very High	Total
Death	0	0	0	0	2	2
Not Sentenced to Community Corrections	0	0	0	0	0	0
Revoked - Condition	0	0	4	0	7	11
Revoked - New Felony	1	0	4	0	7	12
Revoked - New Misdemeanor	0	0	1	0	8	9
Unsuccessful - Closed by Court	0	0	1	0	2	3
Unsuccessful - Remanded to Jail	0	0	0	0	1	1
TOTAL	14	0	48	0	49	111

In the Companions Domain more offenders were revoked from the moderate, high, and very high columns. However, our agency had many offenders that were also successful in these categories as noted in the table below.

LSI-R Companions Domain (FY 2010)

Termination Reason	Very Low	Low	Moderate	High	Very High	Total
Death	0	0	2	0	0	2
Not Sentenced to Community Corrections	0	0	0	0	0	0
Revoked - Condition	2	2	2	0	5	11
Revoked - New Felony	0	1	1	0	10	12
Revoked - New Misdemeanor	1	1	0	0	7	9
Unsuccessful - Closed by Court	0	0	0	0	3	3
Unsuccessful - Remanded to Jail	0	0	0	0	1	1
TOTAL	32	17	21	0	41	111

For comparison purposes below is the Alcohol/Drug Domain and as you can see revocation scores are higher in the moderate and high/very high columns. We believe that if our agency can reduce revocations for moderate to high risk offenders in our targeted domains, it will reflect on the scores in the Alcohol/Drug Domain. Our agency has discovered that many of our offenders that are testing positive for alcohol and/or drugs are typically associating with negative influences, such as companions or family, and are not using their time wisely.

Alcohol/Drug Domain (FY 2010)

Termination Reason	Very Low	Low	Moderate	High	Very High	Total
Death	1	0	1	0	0	2
Not Sentenced to Community Corrections	0	0	0	0	0	0
Revoked - Condition	1	2	4	3	1	11
Revoked - New Felony	2	2	4	3	1	12
Revoked - New Misdemeanor	0	2	1	3	3	9
Unsuccessful - Closed by Court	0	0	3	0	0	3
Unsuccessful - Remanded to Jail	0	0	0	1	0	1
TOTAL	34	36	22	13	6	111

In looking at the 10 domains overall (see table below), many offenders that were revoked (condition, new felony, or new misdemeanor) scored high/very high risk in several closely related domains as noted in the chart below. The Financial and Emotional/Personal domains although a concern for our agency, they are not the primary domains our agency will be targeting. Again, once our agency's targeted domains improve, we anticipate seeing improvement in scores of the other domains. It should be noted that the "moderate" column is also important because a slight negative change in an offender's behavior/attitude could move them to high risk. Therefore, this would be an area of concern as we would like to see the number of offenders reduced in this column.

**Total Revoked = 32**

Domain	High/Very Risk (# offenders)
Criminal History	16
Education/Employment	17
Financial	9
Family/Marital	12
Accommodation	15
Leisure/Recreation	22
Companions	22
Alcohol/Drug	14
Emotional/Personal	4
Attitudes/Orientation	17

Although all components of our program have not been implemented it is clear in the above charts that we are moving in the right direction especially when you compare the number of offenders revoked (condition, new felony, and misdemeanor) to the successful terminations. Our agency still has a high number of successful terminations in the moderate, high, and very high categories for each domain. Our agency will work toward reducing the number of revocations and increase the successful terminations especially for high risk offenders. Helping an offender structure their time constructively and implementing the mentoring program, which should affect each domain, we should begin to see numbers decrease in the last three columns (moderate, high, and very high).

In regard to specialized offenders, sex offender supervision is no longer an issue for our agency. We had a practice of supervising sex offenders at a higher level of supervision than may be identified by the LSI-R. All sex offenders may not be in need of such an override and therefore, our agency is now utilizing an objective tool to make a determination as to their risk of recidivism outside of the LSI-R, (which does not



specifically address sexual offenses). Two ISOs are certified in administering the Static 99 on all sex offenders. This has enabled ISOs to have two risk tool assessments that will better determine a sex offender's risk to the community and place them at an appropriate level, no lower than a level III.

Offenders that have mental health and drug/alcohol issues (dual diagnosis) were previously referred to the RRI caseloads for structured supervision and close monitoring. However, due to the restructuring of caseloads (all ISOs having two caseloads, high/low risk), these offenders are spread amongst all ISOs except the RRI ISO supervises the more serious dual diagnosis offenders assigned to our program.

Again, the offender population that our agency continues to target for risk reduction is the population that is more likely to be revoked in our agency which are high risk offenders on ISL I or II through the LSI-R assessment and those that score high or medium high on the Static 99 (sex offenders). Lastly, once all components of our program are in place our agency will be able to better analyze our overall program and determine what is working and what is not and make any adjustments necessary.

**Current Practice/Operations:** Currently, Court Services reviews the pre-sentence investigation (PSI) orders to determine if a newly convicted offender may fall into the targeted population for Community Corrections supervision. If so, the offender is referred to Community Corrections for the development of a plan, an in-depth review and assessment of the offender based on the domains of the LSI-R. Once the Deputy Director or designee reviews the referral, the offender is assigned to an ISO for an interview and development of a plan for the Court's review. Should the offender be considered extremely high risk or presumptive prison there may be a need to refer the offender to the RRI officer. The plan is written in a narrative format along the lines of the LSI-R domains and interview guide and includes recommended conditions based on the convictions and the risks and needs identified through the LSI-R interview along with information provided by court-ordered evaluators (such as required for SB-123 offenders). This plan also includes the finding of the Static 99 for sex offenders. The plan is provided to the Court for the Court's review prior to sentencing. There are also times where an offender may be assigned to Community Corrections unexpectedly. For those cases, a plan is not completed since we were not informed prior to sentencing.

Upon sentencing, if the offender is assigned to Community Corrections, the supervising officer completes an intake and orientation process with the offender within 30 days, time permitting. The intake process also includes the LSI-R interview with the offender and entering the LSI-R information into TOADS so that a supervision score is generated (as this is not an available pre-sentence option except for the SB-123 offender population). According to KDOC standards the LSI-R is required within 45 days post-sentencing. After completion of the LSI-R and entry in TOADS the supervising officer will place the offender either on their high risk or low risk caseload, except if the offender is assigned to the RRI Officer who supervises the extremely high risk offenders. The offender is supervised based on traditional methods per KDOC standards including office and field contacts; residence, employment and intervention verifications; regular case plan reviews; and monitoring of conditions of probation. Intensive and structured supervision is given to high risk (level I/II) offenders. LSIR reassessments for level I, II, & III offenders is completed within six (6) months after the initial LSI-R and every twelve (12) months thereafter. For offenders on level IV supervision, a LSI-R reassessment is not

necessary unless there are dramatic negative behavior changes or new information is obtained that would change the offender's supervision level. A LSI-R reassessment may occur at any level upon dramatic behavior change either negatively or positively. Along with the structured supervision, it should be noted that a list of active/inactive offenders is submitted to the Lawrence Police Department monthly and random offender background checks are conducted to ensure safety to the community.

If the offender violates the conditions of probation sanctions are ordered which may be internal or court-ordered. These sanctions include: payment of services (i.e. positive urinalysis tests or breath tests); increased reporting; increased drug and alcohol testing; placing an offender on surveillance with or without a curfew; assigning community service work hours; placing an offender on alcohol monitoring/house arrest (SCRAMx); and/or administrative reviews in which the offender meets with his supervising officer and supervisor to discuss the issues surrounding the negative behavior and specifically target the goals and objectives and what the offender needs to do to come into compliance. Jail sanctions and/or referrals to residential centers are available sanction options through court-ordered dispositions. However, most offenders cannot afford the entry fees or daily costs at the residential centers and therefore centers have become less of an option. Many factors are considered by the supervising officer before imposing a sanction. These include the offender's criminal history, how many violations the offender has committed, whether the offender has satisfied previous sanctions imposed, the seriousness of the violation(s), and whether the offender poses a threat to himself or others. In addition, an unscheduled LSI-R reassessment may be completed to ensure the offender is on the appropriate level of supervision. On the other hand, most offenders are eligible for early termination from supervision if they have successfully completed at least half of their supervision period, all obligations have been satisfied, and the offender does not pose a risk to himself/herself or the community.

Although supervision of offenders is along traditional lines, our agency through the support and philosophy of District Court utilizes community-based options and evidenced based practices extensively to the point of exhaustion prior to recommending revocation if public safety is not compromised. All recommendations for revocation require case staffing and supervisory approval. Collaboration is immense in our community with many partners and intervention providers available in our mostly urban area.

Previously, we had three full-time ISOs who supervised primarily low risk offenders and two full-time ISOs who supervised the high risk offenders. However, the high risk caseloads were becoming unmanageable and we made an administrative decision to restructure caseloads. Except for one ISO, all offenders are distributed between all ISOs. Each ISO has two caseloads, a low and high risk. The remaining ISO, who also oversees our SCRAM program, supervises a reduced caseload of very high risk offenders. Our agency does not believe this change jeopardizes our way of doing business based on evidence based practices. This administrative change still allows for the ISO to be present in the offender's environment, the community, working with the treatment providers, completing employment visits, home visits, etc. Currently, the Chief Executive Probation Officer (CEPO) and the Deputy Director also supervise a small caseload of low risk offenders. Once the CEPO retires, the ISO II who is hired will contribute time supervising offenders as previously reported on page two of this document. With our current practice we believe that this is a benefit to the offender because when an LSI-R reassessment is completed and the offender's level changes, the offender remains with

the same officer rather than having a new ISO based on previous practice. The supervision of sex offenders and Senate Bill 123 offenders are also distributed amongst all officers. Our agency believes that having manageable and specialized caseloads would be a benefit not only to the supervising officer but also to the offender. We are still working toward evenly distributing the referrals received so that each ISO has a balanced number of low and high risk offenders.

Few support services are available internally outside of ISO supervision of offenders. As our agency's LSI-R data indicates the leisure/recreation domain is a high or very high risk and needs among all offenders and conditional violators, we are doing more now to assist the higher risk population. Although we have one ISO that primarily supervises the most difficult high risk offenders, each remaining ISO still has specialized caseloads which still allows the ISO an opportunity to better serve this domain category by providing consistent supervision through structuring the offenders free time more appropriately. The offenders are provided yearly appointment calendars which help them to structure their time more wisely. With the help of the supervising officer, they have a better understanding of their free time that puts them more at risk for negative and/or criminal activity. Once identified, they are able to fill these gaps with more structured and positive activities. The low risk caseloads for each ISO allows officers to supervise offenders at a lower level which frees more time for collateral contacts and for the officer to be actively involved in the community. It also frees more time for the ISO to work with the high risk offenders on their caseload. Our agency continues to practice matching offender risks and needs with appropriate services, not overwhelming offenders with many services, but targeting in the order of priority.

Two ISOs are certified to administer the Static 99 to appropriately assess sex offenders for potential recidivism risks. All sex offenders are administered the Static 99 upon admission to the program and are supervised based on a perception that they are all high risk based on their particular conviction. Our agency currently supervises sex offenders at a higher level than the LSI-R might dictate based on the conviction alone. Current practice is that our agency will supervise sex offenders on level I, II, or III but never on a level IV. We are currently working on updating our Policy/Procedure to reflect this change in supervision.

Service level is based on both the results of the LSI-R post-sentence (except for SB-123 offenders) and the court's order. For example: The LSI-R may not show a high or very high risk or need in the area of substance abuse but if the offense is substance abuse-related, some sort of verification that treatment has been completed is usually required by the court as results of the LSI-R are not scored pre-sentence (except for SB-123 offenders). Outside of a court-order and throughout supervision, the LSI-R helps identify risks and needs that may need intervention throughout supervision.

**Current Resources:** In regard to in-house services, our agency is fortunate to have a full-time Community Service Work Coordinator (CSWC). Please note that although our agency benefits from the services of the CSWC, this position is funded by the County/City and is not included in our budget piece. Once community service work is ordered by the Court, the referring entity (i.e. supervising Community Corrections officer, supervising Court Services officer, District Attorney's Office, District/Municipal Court), completes a referral which is provided to the CSWC and an appointment is scheduled. During the appointment the offender is provided information, completes the

required paperwork, provided a timesheet, and then placed at an approved CSW placement site. It is the offender's responsibility to schedule their work hours with the placement site. Once the offender completes the required hours, the timesheet is signed by the supervisor at the placement site and returned to the CSWC. Notification of completion is then provided to the referring entity. Should there be any questions regarding the offenders timesheet, the CSWC will verify the information with the site supervisor. The CSWC will collaborate with the referring entity should there be issues surrounding the offender and/or their placement site. In regard to Community Corrections offenders, although CSW may be ordered, it also allows for the offender to utilize and structure their free time in a productive way, which can affect the leisure/recreation LSI-R domain.

Our CSWC also manages the Food for Service Program. Some of the food is acquired through donations but the majority is acquired from *eligible* offenders who are required to complete community service work. Due to some offenders needing hygiene items, we recently added such things as laundry detergent, hand soap, tooth paste, etc. to the Food for Service Program. Offenders may purchase food or hygiene items that totals half of their community service work hours. The remaining hours the offender must work off at a placement site. In order for an offender to participate in the Food for Service Program, the offender must complete half of their community service work hours "first" before being allowed to purchase food/hygiene items for the remaining half. The items are donated to our indigent offenders, through offender gift baskets during the Thanksgiving and Christmas holidays, to the Salvation Army, Oxford Houses, and The Shelter, Inc. (for displaced youth). We believe that the Food for Service Program is a benefit to the community as well as the offender (i.e. offenders who are under a work related time constraint or stressed about feeding their family).

In addition, our agency currently offers a nine week Anger Management course, facilitated by the CSWC. The course meets Douglas County and City of Lawrence criteria for satisfactory completion of required participation in a court ordered anger management course and is provided for anyone who has been ordered by the City of Lawrence or Douglas County District Court to include the District Attorney's Office, District, or Municipal Courts. The Douglas County Community Corrections Anger Management Class is made up of Nine (9) individual classes. Each class may take an hour, sometimes an hour and fifteen minutes depending on class discussion and participation. In addition we offer an Accelerated Anger Management course consisting of six (6) individual classes. Each class lasts one (1) hour. An overview of both the sessions is described below:

- Orientation, review and sign contract/obligation/commitment for completion of course. A pre-test is given.
- Ownership of anger.
- How you manage or mismanage anger effects your life and lifestyle, including how your children grow up.
- No more excuses. Once you understand how your anger controls you and how you can predict your behavior step by step, you have no excuse for losing control.
- Wrap up, review, and understand why you behave the way you do.
- Post-test will be given.

During FY 2010, 82 offenders participated in the Anger Management course with 55 successfully completing the course and 27 non-completions. These classes continue to be a benefit not only to our offenders and agency but offenders who are being supervised by other entities. One offender who successfully completed the program requested to re-take the course as a refresher. Lastly, during FY 2011 the Chief Executive Probation Officer had an opportunity to observe several productive classes which were beneficial to the offenders in attendance.

Another in-house service that our agency offers is the Cognitive Skills classes. Overall, the classes are designed to help offenders develop a personal plan to achieve their potential and become positive, law abiding, and contributing citizens in society. In addition, the classes allow participants to learn and practice life-skills, by increasing their self-confidence, and by identifying and cultivating lifetime patterns for self-improvement resulting in law-abiding behaviors. Lastly, the classes help offenders realize that their values, attitudes, and behaviors can affect other citizens and help them think through the choices they make turning them into positives. The classes are taught by our certified facilitators and based on the NCTI Crossroads curriculum approved by KDOC. In regard to the Crossroads curriculum, classes previously required 16 – 22 offenders for the classes to be productive and have a better chance of success. When held, the classes were once a week for approximately 10 – 12 weeks, lasting two hours. Due to attendance issues the classes did not make much headway. Although there were an adequate amount of offenders at the time of enrollment, class attendance decreased due to offenders absconding, being arrested, entering treatment, etc. prior to the classes beginning. Our Crossroads facilitators attended the Thinking for Change Facilitator training in April 2010 and our agency was able to compare both curriculums, which resulted in an administrative decision to continue with Crossroads. We also discovered that Crossroads revised their program to allow for fewer offenders for classes to still be successful. The next class is scheduled to begin in April 2011. Classes will be held once a week for twelve weeks. Classes will be two hours long. Previously, the classes were held at a local church. However, our agency believed it would be more convenient for both the offenders and facilitators if the classes were held at our agency. We have modified the class to be able to accommodate as few as 10 offenders with a maximum of 15. The National Training Institute modified the curriculum to apply to some low risk offenders as well. Although this opens the classes up for more referrals our target population is still the high risk offenders. If we can identify the offenders on the front end (i.e. through offender interviews and DCCC Plans submitted to the Court prior to sentencing) we believe we will have better success.

The agency volunteer has established a weekly employment class. This has been beneficial to offenders needing employment. The offenders receive direction as to how to complete applications, resumes, interviews, following up with potential employers, along with many other skills that will assist them in seeking, obtaining, and maintaining employment. Lastly, individual time is also available for offenders that may be interested in one-on-one assistance.

During FY 2010, bus passes were available to offenders needing transportation to and from work, treatment, appointments with their ISO, among other needs. Although the bus pass procedure was closely monitored to ensure that ISOs were not over using, they were no longer available for offenders in March 2010 due to lack of funding. We briefly had

bus passes available to our agency in FY 2011 before funding ran out. However, our agency applied for FY 2010 unexpended funds and was awarded \$1000 for bus passes. Again, we are closely monitoring the amount of bus passes that are given to offenders.

Another current and in-house program that we have implemented is SCRAM, which monitors alcohol use. We are in the process of receiving new units, SCRAMx, from Alcohol Monitoring Systems (AMS) that will not only monitor alcohol but also house arrest. Our agency has received several SCRAMx units thus far as AMS is phasing out the old SCRAM modems. Effective March 1, 2012, the old units will no longer be serviced. During FY 2010 ten offenders were placed on SCRAM with six successfully completing and four unsuccessful completions. However, so far during FY 2011 we have had seven offenders placed on SCRAM with five successfully completing the program and two that are still on the program.

Not only drug use but alcohol use continues to be an ongoing problem and very challenging issue with offenders. We continue to see an increase in DUI cases/assignments and discover offenders with alcohol issues during their probation. Because alcohol use is often harder to detect than the use of illegal drugs, alcohol becomes the drug of choice while on probation. Therefore, the use of alcohol is a significant factor in many revocation cases and our goal is to reduce our revocation numbers. The use of alcohol can interfere with many aspects of an offender's lifestyle, including their cognitive thinking, decision making, and a host of other negative choices an offender makes that can result in negative consequences while on probation. We believe that the SCRAM program will help protect the community, help lower recidivism, provide better responses to treatment and allow for offenders to continue to maintain family obligations, maintain employment and outside obligations, and contribute positively to the community. If we can help an offender break the cycle of alcohol use we can be much more successful in helping that offender be successful in completing all the conditions of his/her probation. The SCRAM program coupled with the cognitive skills classes and mentoring program that our agency will be offering will provide the offenders additional tools to help them be successful throughout their supervision. The program has also been expanded to the Court with several referrals from the District Attorney's Office. Lastly, we still anticipate the Douglas County Jail participating in the program.

With the assistance of our current volunteer, we have proceeded in developing our mentoring program. We previously met with a volunteer developer/trainer from KDOC who provided us pertinent information to develop our program. We are also looking to possibly partner with the Douglas County Jail Re-entry program as they are looking into developing a mentoring program. Many aspects of the program are being worked out and policy/procedure is close to being completed. Although we were excited in implementing this component of our program by December 31, 2010 our agency was presented with other challenges and significant events that allowed us to proceed at a much slower rate as indicated previously on page two.

The incentives/rewards program is also under way with the assistance of our agency's volunteer. Some incentives/rewards were previously received via donations but since our agency applied for and was awarded FY 2010 unexpended funds, we have began making purchases for our program. We had anticipated fully initiating this program by June 30, 2011 but due to the Chief Executive Probation Officer retiring May 31, 2011 and the

number of responsibilities that need to be completed prior to his departure, we have extended our target date into FY 2012.

Our agency also has an internal clothing bank for offenders in need. The program has expanded to offenders that may be referred to our agency by the Court, Court Services, the Douglas County Jail, treatment agencies, and any other agency that may know of an offender in need.

Many offenders in our agency benefit from the above programs. We continuously have a mentally disabled sex offender who continues to volunteer community service work to help utilize his idle time in a productive and meaningful way. It is clear based on LSI-R data that offenders' daily activities, including leisure and recreation, are not being structured enough. In restructuring the ISO caseloads, we still believe that specialized caseloads allow for the ISO to have more time to work with the offenders in order to help the offender map out a structured schedule so that there is less opportunity for offenders to engage in criminal activity.

In regard to outside programming, we collaborate with treatment providers on a regular basis. The collaboration provides meaningful information regarding the offender's outside treatment, probation progress, and any updates regarding the providers practice or our agency's practice. Although we lost accessibility to one treatment provider, Dunn Counseling, we have been in conversations with Educational Opportunities, an alcohol/drug treatment agency, and hope their agency will be another resource in the Lawrence area in the near future.

Currently, officers refer probationers to community-based resources that are either tied to areas of risk and need noted on the LSI-R and/or court-ordered at sentencing. Other areas may be identified throughout the supervision of offenders. Depending on the situation and the client's motivation level, it is the officer's responsibility to ensure the referral is made and determine how the referral is made. The referrals are based on long-running collaboration and partnerships with community intervention providers and can either be formal or informal. Some of these community intervention providers include but are not limited to: DCCCA (alcohol/drug treatment facility), First Step at Lakeview (structured female halfway house), Oxford Houses, Bert Nash (mental health treatment facility), Workforce Center, SRS, Health Care Access (provides health care to indigent individuals), education assistance, and other treatment or service providers. Staffing and follow up regarding progress follows suit with KDOC intervention verification standards through either collaborative meetings or other types of collateral contacts.

Our agency among other agencies is currently working with the Douglas County Jail regarding helping Community Corrections probationers re-integrate into the community. The Deputy Director meets with the Re-entry Director bi-weekly to discuss Community Corrections offenders in custody and other issues that may pertain to re-entry. In addition, the Re-entry Program recently hired two case managers that our ISOs will be in constant contact with. There is no formal process but continued collaboration between the ISO and the Re-entry Director/case managers prior to the offender being released will continue to be extremely beneficial.

## **Current Assessment of Implementation of the Integrated Model**

**1. Assessing actuarial risk/need:** Our agency's ISOs have been formally trained and certified to administer the LSI-R on all referred and assigned offenders to Community Corrections. All ISOs were recertified in FY 2011, as required by KDOC. The LSI-R is the required assessment tool that assesses dynamic and static criminogenic risks and needs of offenders. ISOs are also provided with the LSI-R training manual for review and reference throughout the LSI-R development process. Two ISOs have also been certified to administer the Static 99 for all sex offenders assigned to our program.

Within our agency, the initial assessment interview is often completed pre-sentence similar to SB-123 pre-sentence procedures (but not scored as SB-123 offenders are during the pre-sentence phase), but at the latest within the first 45 days of the offender being assigned to and actively supervised by Community Corrections. Reassessments for level I, II, & III offenders are scheduled six months after the initial assessment or unscheduled if there is dramatic positive and/or negative behavioral or circumstantial change as defined by KDOC. Subsequent assessments are completed every twelve months and finally at discharge. Reassessments are not required for level IV offenders unless there are dramatic negative behavioral or circumstantial changes and then again at discharge. Per KDOC standards, there are certain circumstances that do not require an LSI-R being completed at discharge. The LSI-R interview information helps guide the offender's pre-sentence plan development to the Court that targets not only recommended Court conditions but special conditions and/or interventions that may be imposed based on the needs of the offenders. The LSI-R also guides the development of the offender Case Plan which focuses on the needs of the offender outlined as a risk through the LSI-R to implement interventions to assist the offender to be successful on probation. The LSI-R is used to place an offender either on the low risk or high risk caseload.

In regard to the LSI-R, our agency recently added a quality assurance (QA) piece to supervisory audits that are randomly reviewed upon completion of the offender's intake/orientation period and as files are randomly pulled for review throughout the offender's supervision period. Although it is a complete audit, the main focus of the QA is to ensure appropriate scoring of the LSI-R based on the notes that are provided. If notes are vague, it is noted as a deficient area in the audit. In addition, our agency has added an observation QA piece to our program that allows for supervisors to observe ISO and client interaction and provide written feedback. All feedback is mentioned in staff six month progress reports and yearly evaluations.

**2. Enhancing intrinsic motivation:** All ISOs, including the CSWC, have completed ACMS training with the agency's Deputy Director completing a 32-hour facilitator's training session in Advanced Communication Motivational Strategies (ACMS) in June 2007. The skills learned are incorporated in supervision of offenders. Currently, we utilize some verbal rewards and reprimands see "Current Practice" section along with internal and court-ordered sanctions in order to motivate internal change. The Deputy Director currently observes ISO and client interaction and provides written feedback but on an inconsistent basis.



**3. Targeting Interventions:** We initiate the identification of interventions through the pre-sentence plan development process that is derived from the initial LSI-R interview with the offender, which includes criminal history and current conviction information. The standard conditions of probation along with recommended, targeted special conditions are reviewed with the offender to include recommended interventions derived from the LSI-R. Case Plans are developed with the connection between the medium and high risk and/or need shown on the LSI-R assessment and the resulting plan of action to meet these needs, and the services provided prioritized so that the focus would be on the service most needed. Should other interventions be necessary, they are targeted throughout the offender's supervision period and when the LSI-R reassessment is completed.

**Risk & Need Principle:** We currently target offender risks and needs through Case Plans based on the criminogenic risk and needs identified through the initial LSI-R assessment and subsequent reassessments as behavior changes. Those offenders who score as a higher risk through the LSI-R or having higher needs are required to make additional contacts with their supervising officer than those at lower risk based on required minimum contact standards, which are set forth by KDOC. Those with higher risk and/or need scores often have more interventions, required by the court and/or as directed by their supervising officer, to utilize. These interventions/services are prioritized to focus on the greatest criminogenic need of the offender. Each ISO, except for one, has a two specialized caseloads, a high and low risk. The remaining ISO has a reduced caseload, supervising primarily very high risk offenders.

**Responsivity Principle:** As previously mentioned, our agency has two caseloads per ISO, except one ISO supervises only high risk offenders. Upon review of a referral from Court Services via the Community Corrections Director or designee, depending on the offender information that is received, the offender is placed with one of the AISP officers or the RRI ISO. If we believe an offender may respond better to a certain officer, that offender will be assigned to that officer. For example, one of the officers works well with the youth. If we believe that a younger offender who scores a level III would respond better with the RRI officer instead of the AISP officer, then we will place the offender with this RRI officer. However, this is rare but does occur. Also, we give some consideration to individual characteristics during the initial pre-sentence plan development process.

**Dosage:** The dosage of services is determined almost entirely on the level of the offender's LSI-R score. The dosage of reporting, residential, employment and intervention verifications doesn't deviate much unless driven by scheduled or unscheduled LSI-R reassessments based on changes in the offender's behavior. The Court and/or the ISO may impose interventions to assist the offender in structuring time, including supervision through our internal surveillance program to curtail and monitor evening and weekend activities for a specified time frame as determined by the ISO. It is our goal to not set the offender up for failure by adding too much to their schedule at any given time. Therefore, prioritizing is an important component in the area of dosage.

**Treatment Principle:** We make attempts to integrate treatment into the full sentence/sanction requirement. We do understand treatment is an integral part of the offender's Case Plan and work hard to match their need with the appropriate treatment to meet that need based on what is outlined through the LSI-R and as court-ordered.

**4. Skill Training With Directed Practice:** Some ISOs and the CSW Coordinator have previously attended 2-day "Thinking for a Change" training a few years ago. All ISOs and the CSWC have received Advanced Communication Motivational Strategies (ACMS) training. In addition, three ISOs participated in the cognitive skills facilitator training offered by Crossroads in June, 2008 and are certified to facilitate cognitive skills classes. All other ISOs and the CSW Coordinator have received cognitive skills training and six ISOs have attended Case Management training. Most ISOs communicate with providers to ensure that what is being administered in group and/or individual treatment is consistent with the ISOs techniques, with exception for SB-123 offenders.

**5. Increasing Positive Reinforcement:** Currently ISOs provide positive reinforcement through verbal rewards. If an offender is on surveillance and/or curfew, offenders may be rewarded for positive behavior by being successfully discharged from the surveillance program and/or having the curfew removed. Offenders also have an opportunity to be reclassified to a lower level of supervision based on either a scheduled or unscheduled LSI-R reassessment and that meets KDOC criteria. This practice is more of positive reinforcement than a reward/incentive. Offenders also have the possibility of an early discharge if they are in compliance throughout their probation period.

**6. Engaging Ongoing Support in the Natural Communities:** Current practice is limited in encouraging and engaging ongoing support in natural communities to selected populations. Substance abusers are guided to positive associations and support groups such as AA and NA. Peer associations and familial contacts are reviewed through the LSI-R interview and interventions may be targeted towards offenders that score with higher risk factors in these areas. Again, this type of work is limited.

What has occurred more often is seeing offenders leave their natural communities to find alternative communities where there is the possibility of new peers and a new environment that might enable the offender to move away from their former way of life which has lead them into criminal behavior (mostly seen due to the geographic location of a women's or men's inpatient and reintegration facility). This then leads us to promote their new community and the ties to recovery support they develop during this residential treatment period.

**7. Measuring relevant processes/practices:** Currently, supervisors utilize offender, officer and agency TOADS reports to collect data regarding offender assessment and case management. We also collect data through LSI-R assessments, caseload reports, alpha rosters, employment reports, Full Court reports, intervention reports, ADT (admit, discharge, transfer) reports, and average daily population reports. We measure staff performance through random file audits and review of TOADS reports along with annual performance evaluations.

There is limited, informal recidivism information that comes forth on a case-by-case basis, usually consisting of receiving information that offenders on supervision are arrested and/or convicted of new offenses or of offenders that have completed probation either successfully or unsuccessfully but re-offend at a later date and are re-assigned to the program. However, typically ISOs receive this information by collateral contacts or by way of Law Enforcement Bulletins.

**8. Providing measurement feedback:** Weekly ISO meetings are held to provide staff an opportunity to review with other co-workers offender progress. Case Plans are reviewed with the offender throughout their supervision period to address any needs and accomplishments. Change is also monitored through LSI-R re-assessments.

Offender-based data is reviewed and evaluated annually through staff performance evaluations that include whether or not departmental and KDOC standards are being met. Random file audits are also completed. The Comprehensive Plan also will address outcomes and is forwarded to the Advisory Board, County Commissioners, the Administrative Judge, and the Court Administrator for review. The Quarterly Reports also provide outcomes as to how our program is proceeding and is provided to the Advisory Board Sub-committee.

Lastly, we randomly provide offenders that are being successfully discharged from our program an opportunity to provide agency feedback regarding our program. We can measure progress internally and through data but it helps to receive feedback from the offenders we supervise. At this point, information that has been received regarding our program has been positive.

**Organizational Development:** Prior to implementing evidence based practices our agency relied on meeting KDOC standards. This consisted of making the required offender contacts, residence verifications, intervention verifications, employment verifications, and collateral contacts. Emphasis was placed more on the number of contacts, trying to meet KDOC standards, and making sure the offender met the Court obligations rather than focusing on the offender needs and helping them change their thought process and using evidence based practices. Although our overall goals continue to be enhancing public safety, increase successful terminations and reduce revocations, we are moving more toward implementing evidence based practices to help offenders be not only successful throughout their probation but also as they continue in life, reducing recidivism. Our ISOs, the CSW Coordinator, and surveillance officers, continue to gain knowledge and skills by attending evidence based practice trainings offered by KDOC and reading literature that pertains to evidence based practices. Information is shared with not only the Court but also our Advisory Board committee and County Commissioners. In addition, as we work with outside providers and make collateral contacts this information is also shared, although sometimes indirectly, with individuals that is involved in the offender's lives. Our agency will continue to look for ways to enhance evidence based practices and incorporate what is learned in our daily supervision of offenders.

**Collaboration:** Douglas County Community Corrections partners with the Advisory Board, County Commission, the Douglas County Sheriff's Department, District Court, District Attorney's Office, Lawrence Housing Authority, DCCCA, Bert Nash, and Heartland Works, Inc. (Workforce Center) in order to plan, implement, evaluate, and sustain a local risk reduction initiative.

It is important to note that, although the partners listed above will be the main stakeholders, other partners may be added at a later date to assist Community Corrections in helping offenders become successful and productive citizens in the community. These partners may include but are not limited to: First Step at Lakeview (an alcohol/drug treatment facility for females that offers inpatient and reintegration services); Heartland

Clinical Consultants (which is a facility that not only offers outpatient alcohol/drug treatment but other services such as a Theft Offender Treatment program, domestic batterer's intervention groups, family/individual therapy, mental health assessments and other services); Salvation Army (case managers within the facility offer assistance to aide the offender in re-integrating back into the community). Other partners may include Independence Inc., Vocational Rehab, Catholic Community Services, Cottonwood, and SRS.

## **Team Players**

**Advisory Board** – The Advisory Board ensures that the overall goals and objectives of the program are effectively administered. The Board reviews the development and implementation of current and new programs; makes any recommended changes (amendments) to the annual comprehensive plan before approving it to be submitted to the Board of County Commission; and, evaluates action plans, goals and objectives for Community Corrections services. This includes but is not limited to Adult Supervision, Community Service Work Program, and the Anger Control Program. Our agency could not proceed without the help of the Advisory Board making sure that the program we have in place is acceptable and offering feedback and suggestions.

**County Commission** – The Douglas County Commission is responsible for the oversight and decisions concerning all of Douglas County government. The Douglas County Commission provides general oversight for Douglas County Community Corrections by approving all required plans and budgets of the agency. During previous budget shortfalls, especially when it affects personnel, the County Commission has been helpful in helping our program maintain staff. Without the County's assistance, our agency would be faced with layoffs, overworked staff, and an increase in our revocation rate with a decrease in successful terminations. In addition, public safety would be jeopardized.

**Douglas County Sheriff's Department** – The Sheriff's Department is responsible for law enforcement throughout the county. The Sheriff's Department also operates the Douglas County Jail. The Sheriff's Department communicates and works with Community Corrections in regards to offenders that are incarcerated. The Sheriff's Department has included Community Corrections as an integral part of their new reentry initiative and the Transition from Jail to Community (TJC) Collaborative Agreement between the Jail and Community Corrections has been signed. The Community Corrections Deputy Director and the Douglas County Jail Re-entry Director meet twice a month to discuss offenders that are preparing for reentry to the community. Meeting with the Re-entry Director provides an opportunity to discuss the offenders needs/risks prior to releasing the offender into the community. In addition, the Re-entry Program recently hired two case managers that will also be active in offender re-entry and will collaborate with ISOs regarding mutual Community Corrections offenders being released from custody. Should this not occur, it could set the offender up for failure.

**District Court** – The Court is responsible for assigning offenders to the Community Corrections program with Court ordered standard conditions of probation along with any special conditions/interventions. The Court also monitors the offender's compliance through communication with the Community Corrections program. Our agency is fortunate that we have a Court system that works well with Community Corrections to establish the best possible plan for an offender to be successful on probation. The Court

trusts that our agency develops thorough plans that are provided to the Court prior to sentencing. Unless there are underlying circumstances the Court adopts the plan that also includes recommended interventions and/or treatment needs. The support of the Court has been instrumental in our program moving forward.

**District Attorney's Office** – The District Attorney's Office is responsible for the prosecution of offenders and collaborates with Community Corrections in regards to recommending conditions of probation for those offenders who qualify for probation. The District Attorney's Office is also responsible for the prosecution of probation violators and again collaborates with Community Corrections with the proposed disposition of the case. Without the support of the District Attorney's Office, it would create conflict amongst the Court, ISO, and the offender regarding recommendations and treatment needs.

**Lawrence/Douglas County Housing Authority** – The housing authority works with individuals who are in need of housing, provides qualified applicants with housing, and further holds them accountable with complying with the rules and regulations of being a renter. Many offenders are homeless at the time of their offense and/or sentencing. Furthermore, we have offenders that become homeless throughout their probation period. Without the assistance and the signed Participation Agreement between our agency and the Lawrence/Douglas County Housing Authority it would be much more difficult for offenders to seek residence because of their convictions.

**DCCCA** – DCCCA is an outpatient substance abuse treatment facility offering many services to individuals in need of alcohol/drug treatment. The cognitive and behavioral tools are used in order to help the individual restructure their way of thinking about the negative use of alcohol and drugs and teaches them to become active participants in their recovery in hopes of leading a successful, drug free lifestyle along with being a productive citizen of the community. Without DCCCA it would be extremely difficult for offenders to receive substance abuse treatment due to the limited agencies we have in our community. Since many offenders have substance abuse issues additional treatment services are a necessity.

**Bert Nash Community Mental Health Center** – Bert Nash provides assistance to offenders who suffer from mental health problems. Bert Nash provides brief crisis intervention and group therapy and assists in maintaining an inmate's psychotropic medication regimen when possible. Case management services (including assistance with housing/employment), medication services, psychological evaluations, individual and group therapy, as well as crisis intervention services are also provided. Psycho-educational programs on anger management and parenting skills are also offered. It would be difficult to supervise offenders with mental health needs without the assistance of Bert Nash. Other than private providers, Bert Nash is the only mental health facility in Lawrence/Douglas County.

**Lawrence Workforce Center/Heartland Works** – Both programs work jointly with individuals who are in need of employment or wanting to further their education. Heartland Works, Inc. is the Workforce Investment Act (WIA) administrator and One-Stop Operator for a seventeen-county area in Northeast, Kansas. The Lawrence Workforce Center is one of four Centers Heartland Works operates. Heartland Works, Inc. has a long standing relationship with the Kansas Department of Corrections in

working with offenders. These programs also administer the Corrections to Careers grant. Since many of our offenders are unemployed if we did not have the Workforce Center it would place more responsibility and time on the ISOs to help offenders seek employment which can take away from other issues that need to be addressed.

### **Team Player Roles**

**Advisory Board** – The Advisory Board will continue to approve and oversee our whole program including our Risk Reduction Initiative. The Advisory Board's sub-committee will conduct the quarterly reviews of the planning, implementation and outcomes of the initiative and provide feedback and direction.

**County Commission** – The Douglas County Commission will approve our Risk Reduction Initiative and will, in general, oversee all our programs, approving all planning and budgeting items.

**Douglas County Sheriff's Department** – The Sheriff's Department will communicate with Community Corrections to help reduce the number of probationers that are returned to prison for violations of probation. The Douglas County Jail's re-entry program will aid in preparing the offender for re-entry within the community and help prevent offenders who have been released from returning to incarceration. The Re-entry Program Director along with the case manager's will continue to collaborate with ISOs to ensure a plan is in place prior to the offender's return to the community.

**District Court** – The Court will work with Community Corrections in assisting offenders in becoming more successful while on probation and becoming productive citizens of the community upon their release from probation. The Court will encourage the Community Corrections Program to exhaust all resources, except if an offender poses a risk to himself/herself or the community, before returning an offender for revocation proceedings.

**District Attorney's Office** – The District Attorney's Office will continue to collaborate with Community Corrections in recommendations given to the Court concerning probationers who face probation violations. The District Attorney's Office is committed to working with Community Corrections in as far as is possible to ensure that probationers have every opportunity to succeed on probation if community safety is not compromised.

**Lawrence/Douglas County Housing Authority** – The housing authority will work with offenders to help them understand their responsibilities as a renter and may be able to assist offenders in becoming eligible for rent assisted housing.

**DCCCA** – DCCCA will work with offenders and help establish and maintain abstinence, reinforce cognitive behavioral skills, and reinforce restructured social networks to reduce the incidence of relapse and to increase the likelihood of offenders contributing to society in positive ways.

**Bert Nash Community Mental Health Center** – Bert Nash will work with offenders who suffer from mental health problems. Bert Nash will provide individual, group, and/or

medication services to offenders. Bert Nash will also provide case management services based on the need of the offender.

**Lawrence Workforce Center/Heartland Works** – Both programs will work with offenders through strategies such as skills and interest assessments, addressing barriers to employment, and enhancing job search skills, coupled with comprehensive job development. They will also help offenders further their training and gain employment.

The Advisory Board, partners, and stakeholders will be active participants in implementing, evaluating, and sustaining the risk reduction initiative program. Regular collaboration will be held between the leaders of each entity to discuss the progress and outcome of offenders.

Community Corrections ISOs will be responsible to complete the re-assessment at the scheduled six month period and unscheduled re-assessments if there is dramatic positive and/or negative behavioral or circumstantial change as defined by KDOC. The last LSI-R will be completed at discharge. Level movements (negative or positive) throughout an offender's probation will help in measuring offender success.

It makes sense since all stakeholders are involved, that they be involved with each component of the local risk reduction initiative. The Community Corrections ISOs along with DCCCA and Bert Nash will also be involved with enhancing intrinsic motivation and targeting interventions. Bert Nash and DCCCA will also be available to administer additional interventions and be involved in the cognitive behavioral treatment methods. Although there will be regular meetings with stakeholders to address and measure relevant processes and practices, the Advisory Board and County Commission will oversee the program and provide measurable feedback.

**Gaps Between Current Practice and Integrated Model:** Our agency would like to continue to target and accomplish our program components that will result in a positive, productive, and a well developed program which meets the offender's needs. The following gaps have been identified:

**Gap 1 - Assessing actuarial risk/need:** In terms of monitoring and evaluation, our agency has not been monitoring staff on a continuous basis as they conduct the LSI-R interviews to assess if they are being accurately completed and scored due to time constraints (see page 2, Agency Summary of Programmatic Changes and Significant Events section).

**Gap 2 - Enhancing intrinsic motivation:** Although close to being completed, our agency has not implemented our incentive/rewards program.

**Gap 3 - Targeting Interventions:** Since KDOC implemented the new Case Plan, ISOs are still working on mastering how to complete the plans accurately. In addition, we have no formal method of being responsive to temperament, learning style, motivation, gender, or culture.

**Gap 4 - Skill Training With Directed Practice:** One ISO remains to attend Case Management training. In addition, our agency has not been monitoring staff on a continuous basis as they utilize advanced communication motivational strategies due to

time constraints (see page 2, Agency Summary of Programmatic Changes and Significant Events section). Lastly, TOADS chronological documentation does not consistently reflect what treatment and/or skills were used during the interview process.

**Gap 5 - Increasing Positive Reinforcement:** Since we have limited rewards and incentives, outside of verbal and/or written the use of higher positive rewards to lower negative reinforcement is not a practice within our agency at this time.

**Gap 6 - Engaging Ongoing Support in the Natural Communities:** Although on-going contact with the offender's pro-social influences may be recommended, this is not a formal practice in our agency.

**Gap 7 - Measuring relevant processes/practices:** We do not currently assess offender change in cognitive and skill development. Also, we do not track all offenders that may have re-offended upon completion of the Community Corrections program. We also do not regularly assess staff performance in regard to fidelity to the performance of assessments, interviewing techniques, and outcomes.

**Gap 8 - Providing measurement feedback:** ISO involvement is limited during our Advisory Board Sub-committees. At this point there is limited follow-up to any suggestions and/or comments from the meeting.

**Our agency will work toward closing the following gaps in priority order beginning in FY 2012:**

Gap #4: Skill Training with Direct Practice

Gap #1: Assessing Actuarial Risk/Need

Gap #2: Enhancing Intrinsic Motivation

Gap #5: Increasing Positive Reinforcement

Gap #8: Providing Measurement Feedback

Gap #6: Engaging Ongoing Support in Natural Communities

Gap #7: Measuring Relevant Processes/Practices

Gap #3: Targeting Interventions

**Program Strategy and Design:** Our program continues to be a work in progress. Due to time constraints, limited staff, and since most of the program components are time consuming we are implementing in phases. We will continue to work toward establishing a sustainable approach to helping medium to high risk and need offenders become more successful therefore lowering the rate of revocations to prison and enhancing overall public safety.

Our agency goal was to reduce the revocation rate for probationers on Community Correction Supervision by 30% from our FY 2006 revocation rate by targeting offenders who are shown to be medium or high risk on the LSI-R assessment (ISL I & II) or who are shown to be medium or high risk sex offenders via the Static 99 assessment. However, due to the rise in Community Corrections offender referrals, unmanageable caseloads, and the changes that our program has and will be going through, our target goal is 20% for FY 2012. We intend to work toward bridging the gaps and accomplish our goals through the following methods:



- Continuing to establish and monitor a dynamic program for medium and high risk offenders which will last for three to nine months to provide structure for 40 – 70% of their free time during these months. These offenders will be referred and assigned to either one of the ISOs who has two caseloads, a high risk and low risk, or to the RRI officer that supervises extremely high risk offenders. Once the caseloads are balanced more time and attention can be given to offender needs. Criteria for entering and exiting the high risk caseloads will be based on ongoing objective assessments (LSI-R and Static 99), which will be randomly monitored to ensure that the assessments are being completed and scored accurately. Offenders will be matched with officers and specific programs taking into account, for example, such things as culture, gender, motivational stages and learning styles (Gap #1);
- Required, refresher, and other risk reduction training will continue to be an integral part of our agency. The use of motivational interviewing and cognitive based practices with all offenders is important. All officers along with the CSWC have been trained in ACMS and all officers along with the CSWC have been trained in cognitive skills. Since surveillance officers consistently interact with offenders, they are now also trained to utilize cognitive skills training. Another goal will be for the last ISO to attend the two-day Case Management training by June 30, 2011. The use of techniques learned in trainings for all of our staff will emphasize building problem solving, self management and coping skills within the offender. Officers will be monitored and evaluated on the basis of their use of both these tools through supervisory file audits and supervisors witnessing office visits between the ISO/offender (Gap #4/#7);
- Provide a range of rewards and consequences for a wide range of behaviors—positive and negative--exhibited by offenders. Rewards will range from an emphasis on positive verbal feedback (four-to-one ratio) to successfully “graduating” from the high risk caseload to achieving early release from probation. We will continue to use the graduated level of intermediate sanctions for negative behavior. These include increased reporting requirements, being placed on surveillance, increased treatment participation, alcohol monitoring (SCRAM) or house arrest. Any decision to recommend revocation to prison would require case staffing with a supervisor to ensure all possible avenues of success have been explored and that the offender continues to represent a significant danger to the community and public safety. We will continue to develop and implement an incentives/rewards program. We have received some incentives/rewards from outside agencies, completed policy/procedure and being awarded FY 2010 unexpended funds has allowed our agency to make purchases for the program. We would like to have this program in place by December 30, 2011, if not sooner (Gap #2/5);
- Actively targeting a pro-social mentor within the medium and high risk offender’s natural community that can provide positive on-going support to the offender. We have not dedicated as much time in developing our mentoring program due to time constraints. However, we previously had meetings with the Douglas County Jail Re-entry Director, a local pastor along with the NPR Volunteer Developer/Trainer at KDOC. Once in place, regular meetings will be held with

the officer, mentor and offender to provide structured on-going positive support. This would be the beginning of the process of replacing negative associations with pro-social associates (*Gap #6*);

- Take advantage of all the many services that exist within our community for the offender, matching the offender's criminogenic need with the appropriate service to meet that need. Those services include, but are not limited to, employment training and placement (Workforce Center), educational assistance (GED or diploma completion), transportation assistance (bus passes), housing assistance (through the Lawrence Housing Authority), substance abuse services (DCCCA and many others), mental health services (Bert Nash and many others), and marriage and family counseling services (many available, including faith-based counseling centers). The ISO will act as case manager in regard to the oversight of these services and will collaborate on a regular basis with the providers of these services to ensure that appropriate evidence-based practices are being utilized by these providers. Although verbal communication is present, ISOs do not meet with providers on a regular basis (*Gap #3/6*);
- Overall program analysis will occur quarterly through the directed KDOC quarterly reporting and through the quarterly reviews conducted by the Advisory Board Sub-Committee that will be monitoring the program. In addition steps will be put in place for regular review of staff performance to achieve greater fidelity to the program design, service delivery principles, and outcomes. Analysis and information will be shared with stakeholders and the Advisory Board (*Gap #7/8*);
- Measuring the relevant processes and practices will occur through supervisory audits of offender files upon intake and at random throughout supervision in order to provide the supervising officer measurement feedback. We will also work toward administering our Quality Assurance piece on a regular but random basis to ensure that interviewing techniques and cognitive skills are being used correctly including randomly monitoring staff as they conduct LSI-R interviews to assess if they are being accurately completed and scored (*Gap #1, #4, & #7*);

Again, the plan that we have established is to reduce the revocation rate for probationers on Community Corrections Supervision by 20% from the FY 2006 revocation rate. The plan targets medium and high risk offenders per the LSI-R and sex offenders that are deemed at a medium and high risk per the Static 99 recidivism risk assessment tool. Progress towards this goal will be measured in part by rates of successful completions and/or revocations through TOADS data.

Our specialized program will target services to probationers on Intensive Supervision Levels I & II, as defined by the LSI-R and KDOC as medium and high risk offenders and sex offenders that are defined as medium and high risk to recidivate on the Static 99. The plan will also target Intensive Supervision Level III and IV offenders by matching offender needs with the appropriate services. Research has proven that too much supervision could be detrimental to the low risk offender.

Domains that increased greatly within the condition violator population include leisure/recreation, attitudes/orientation, companions and family/marital. Areas that our proposed Risk Reduction Initiative proposal will target:

- Building problem solving, self management, and coping skills through: cognitive-behavioral techniques utilized within supervision practices.
- Reducing association with criminals and enhancing contact with pro-social associates.
- Enhancing performance rewards for school and work: through motivational interviewing techniques utilized within supervision practices.
- Family and/or marital services to reduce conflict, build positive relationships, and improve communication: through identifying positive associations.
- Transportation assistance: through purchasing bus passes to assist offenders in solving transportation barriers and increase pro-social and familial associations.

Our proposal targets the reduction and specialization of ISO caseloads by channeling medium and high risk offenders, those scoring ISL I or II along with sex offenders identified as a high risk to recidivate via the Static 99, into two smaller, shorter-term (3-9 months) caseloads.

A variety of internal and court-ordered intermediate sanctions are available for our use. These include increased reporting, increased drug and alcohol testing, community service work, surveillance, curfew, more intensive treatment, alcohol monitoring (SCRAM), jail sanctions, and possible referrals to the residential center. Some, or all, of these may be used to motivate and help probationers be successful so as not to have his/her probation revoked and be sent to prison.

Our proposal identifies staff training and skill development as a key component for all staff in utilizing evidence-based practices in their interactions with offenders in order to promote risk reduction interventions.

We will utilize treatment options, including but not limited to, substance abuse treatment, mental health treatment, and cognitive behavioral programs, including our in-house cognitive skills classes. If there is a potential need for treatment, probationers will be referred to the appropriate agency for further assessment and evaluation of treatment needs.

Our community has a wealth of available providers who offer a wide range of treatment services, with the exception of residential inpatient facilities for males (available within 30 miles). Douglas County Community Corrections has a high-quality relationship with all the providers in our community and regularly refer probationers to substance abuse treatment programs, mental health treatment programs, and many others. In addition, our agency will be offering/facilitating the cognitive skills classes within our agency.

Per the FY 2006 TOADS Demographics report, less than 1% of offenders were reported as gang affiliated (3 out of 547 cases). Thus, we will not be targeting gang intervention strategies.

Letters of support previously submitted still apply for this application year.

**Management Organizational Capabilities (5 points):** All staff will be responsible for developing and implementing the overall plan. All staff is responsible for helping to reduce revocations and increase successful terminations. Staff will be committed to enhancing public safety by helping offenders be successful while on probation and preparing them to live law-abiding and productive lives upon successful discharge.

Currently, the Chief Executive Probation Officer (CEPO) and the Deputy Director are responsible for overall supervision/auditing, to include running quarterly TOADS reports to make sure the agency is meeting the 20% reduction rate. Both are also responsible for overseeing and evaluating the overall program and provide information to the Chief Administrative Judge, Court Administrator, Advisory Board, and County Commissioners regarding how well the program is doing and request any feedback. This will change when the CEPO retires May 31, 2011 and the Deputy Director and ISO II that will be hired will have the above responsibilities. All ISOs, CSW Coordinator, and surveillance officers will be responsible in completing all risk reduction training to include refresher trainings. Two ISOs and the RRI ISO are responsible for facilitating the Cognitive Skills groups. The Deputy Director, Volunteer, and Administrative Secretary II are responsible for developing the mentoring program. The Volunteer is also responsible for maintaining the clothing bank, facilitating the weekly employment class, and developing the incentives/rewards program. National Toxicology Lab will continue to test all urinalysis and provide written test results to include some confirmations. Alcohol Monitoring Systems is our contact for our SCRAM program. See the agency's organizational chart (Attachment H).

**Monitoring and Evaluation (20 points):** The program reviews will be conducted quarterly and will focus first on making sure each part of the initiative has been implemented successfully and then the focus will be on the outcomes of the initiative.

We currently have a research and evaluation advisory board sub-committee that reviews whether goals and objectives have been reached and, if they have, what specific component(s) of the overall program were most effective in enabling us to achieve success. To do this, the committee first reviews the noted evaluation components to determine which components were effective, and which were not, in reaching our ultimate goal. In other words, the committee focuses on what specific parts of the program work and which parts do not work. This is accomplished through a review of the collection of data, entering the data in a systematic way, and the evaluation of the data through the use of research tools that have been well established by the research and that are readily available for us to use.

The Douglas County Community Corrections Advisory Board Monitoring Sub-Committee will be responsible for conducting the reviews. The committee is chaired by Dr. Melissa Boisen, who is also the chair of the Advisory Board along with three other well qualified board members making up the rest of the committee. In addition to this, the committee can enlist a University of Kansas faculty member or other outside experts to help with these reviews.

The sub-committee notes any and all areas that need corrective action and will notify the Chief Executive Probation Officer and Deputy Director of those specific needs. The

Chief Executive Probation Officer and Deputy Director will initiate the appropriate corrective action needed and will report that back to the sub-committee.

Outcomes of the reviews will be documented through quarterly meeting minutes and provided to the members of the Advisory Board, including sub-committee members, along with the designated stakeholders.

Listed below are our agency goals for FY 2012:

<b>Goal 1</b>	<b>Increase the percentage of probationers successfully completing Community Corrections supervision.</b>		
	Objective 1	Reduce the rate of offender revocation by 20% by June 30, 2012.	
		Evaluation/Data Component:	Review TOADS Court Case Information data quarterly.
<b>Goal 2</b>	<b>Increase offenders positive associations for offenders assigned to the RRI medium and high risk caseload.</b>		
	Objective 1	Develop and implement a mentoring program by June 30, 2012.	
	Objective 2	Identify one (1) positive mentor (familial or peer) for 80% of offenders assigned to the RRI medium and high risk caseload by June 30, 2012.	
		Evaluation/Data Component:	Develop a spreadsheet to monitor data by June 30, 2012. Data will be collected from TOADS chronological view, collateral contacts, and ISO reports.
		Evaluation/Data Component:	Review data entered into spreadsheet by ISOs quarterly.
<b>Goal 3</b>	<b>Improve the dosage of targeted interventions.</b>		
	Objective 1	Reduce the leisure/recreation LSI-R domain by June 30, 2012.	
		Evaluation/Data Component:	Review LSI-R data quarterly via the TOADS LSI-R performance report.
	Objective 2	Reduce the family/marital LSI-R domain by June 30, 2012.	
		Evaluation/Data Component:	Review LSI-R data quarterly via the TOADS LSI-R performance report.
	Objective 3	Reduce the companions LSI-R domain by June 30, 2012.	
		Evaluation/Data Component:	Review LSI-R data quarterly via the TOADS LSI-R performance report.
<b>Goal 4</b>	<b>Begin re-facilitating cognitive groups by July 1, 2011.</b>		
	Objective 1	Order all pertinent materials by May 1, 2011.	
	Objective 2	Notify all ISOs, CSOs for offenders that are going through revocation proceedings and Parole Officers of upcoming classes for the new fiscal year (2012) by June 1, 2011.	
		Evaluation/Data Component:	Review spreadsheet following each course to monitor successful/unsuccessful offenders and make any necessary adjustments.
<b>Goal 5</b>	<b>Train all staff to assist in overall offender success by June 30, 2012.</b>		
	Objective 1	Remaining ISO will complete Case Management training by July 1, 2011.	
		Evaluation Component:	Monitor ISO training to ensure successful completion.

<b>Goal 6</b>	Advance our Quality Assurance component to include completing file audits and observing office visits between ISOs and the offenders by June 30, 2012.		
	Objective 1:	Supervisors will randomly monitor interaction between the ISO/offender along with completing random file audits a minimum of once per month.	
		Evaluation Component:	Supervisors will randomly coordinate, attend, and audit office visits with ISOs/clients, making sure they are utilizing skills learned from training correctly. Audits will consist of LSI-R interviewing skills, cognitive skills, and motivational skills and a feedback form and/or audit sheet will be completed.
<b>Goal 7</b>	<b>Develop and implement the incentives/rewards program by December 31, 2011.</b>		
	Objective 1	Purchase incentives by June 30, 2011.	
	Objective 2	Review policy/procedure with staff by July 1, 2011.	
	Objective 3	Develop an offender spreadsheet to monitor offender receiving incentives to include whether they are successful or unsuccessful and review with staff by August 1, 2011.	
	Objective 4	Begin utilizing tangible incentives by September 1, 2011.	
		Evaluation/Data Component:	By December 1, 2011 and each month thereafter, review spreadsheet to monitor offenders receiving incentives to include whether they are successful or unsuccessful.

Evaluation is a key component to enhance our performance and to make sure the program continues in the future. Through thorough evaluations we can determine which components of the program are actually contributing to the success of the program and which are not. Once this is determined, then those parts of the program that are proving to be most effective can be expanded upon and those parts of the program that are not as effective can be examined as to the reason for their ineffectiveness and can be eliminated, improved upon, or replaced with another component that might prove to be effective.

Once the data is collected, organized systematically, and evaluated it will be used to help us determine where weaknesses lie in specific parts of the program. The data can be analyzed further to suggest ways to modify the program to enhance overall performance. The data will also be used to confirm that each component of the program is meeting the expectations we had of it. If a component of the program is not effective in advancing the overall goal of the initiative it can be replaced with something else that could be more effective in contributing to the overall success of the initiative.

Douglas County Community Corrections will use the data, once it is collected and evaluated, to verify the stated goals and objectives are being met (or, if not, what goals and objectives to create or modify in order to succeed) with the overall purpose of helping probationers be more successful in becoming productive citizens of the community. This also reduces revocations to the state prison system. All of this adds up to saving significant sums of money for the citizens of the state, while at the same time actually enhancing public safety in our communities.

The economy continues to be a concern and many agencies have received budget cuts. Should there be additional grant funding available (i.e. unexpended funds, etc.), our agency will apply for those grants. Should our agency be granted additional funding we plan to purchase additional bus passes, incentives/rewards, and possibly hire an additional RRI ISO to help reduce high risk caseloads.

## Current and New Resources

Services/Fees	Enter 'x' if Currently Available	Enter 'x' if New In FY2012	Estimated Cost to Agency Per Probationer	FY2011 Fee Charged To Probationer	FY2012 Fee Charged To Probationer
Agency Supervision Fee					
Child Care Assistance					
Clothing (work related or other)	X		\$0 - donations	\$0	\$0
Cognitive Behavioral Interventions	X		\$38.95	*\$10 per class	\$10 per class
Community Service Work	X				
Courtesy Transfer Fee					
DNA Cost	X				
Drug Confirmation Tests	X				
Drug Screens	X				
Educational Services					
Electronic Monitoring					
Employment Services					
Food	X		\$0	\$0	\$0
Housing Assistance					
Medication					
Mental Health Counseling					
Mental Health Evaluations					
Sex Offender Evaluations					
Sex Offender Treatment					
Substance Abuse Counseling					
Substance Abuse Evaluations					
Transportation Assistance	X		\$1/bus pass	\$0	\$0
Utilities (heat, electric, phone, water)					
OTHER :					
Offender Appointment Calendars	X		\$1.07/calendar	\$0	\$0
SCRAM (alcohol monitoring/EMD)	X				
Anger Management	X		\$0	\$10/session	\$10/session

\* Although program initiated and available, no sessions in FY11 due to a possible change in curriculum.

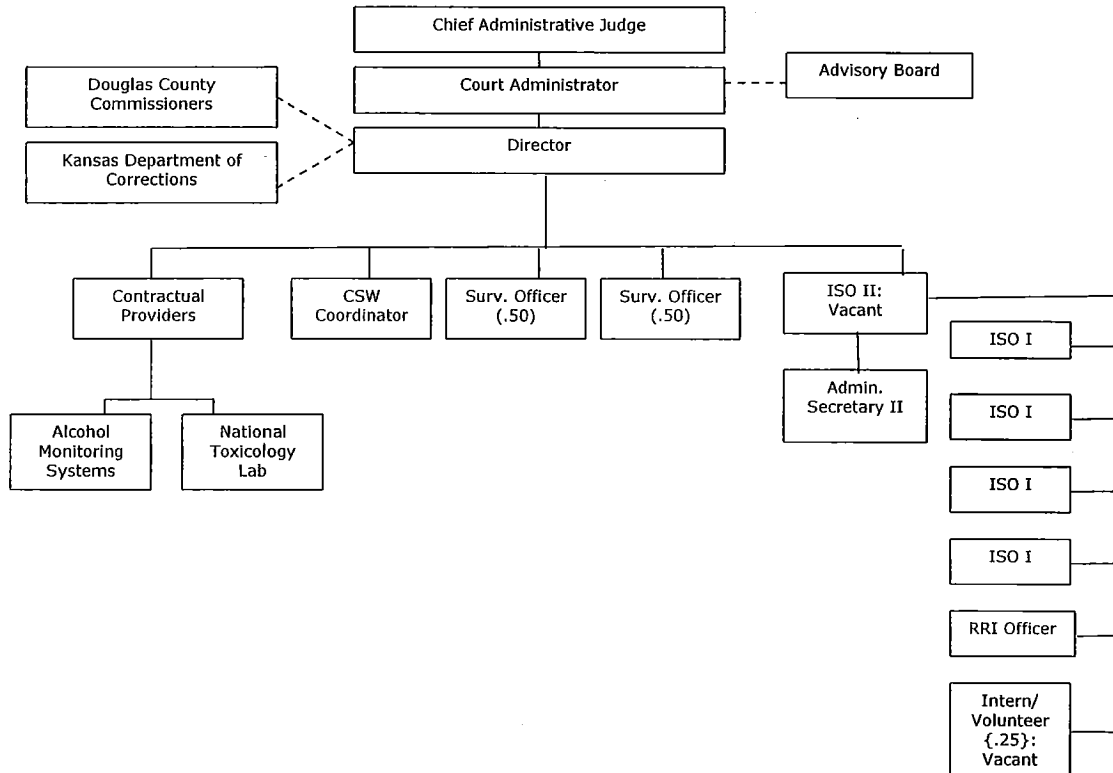
**ADVISORY BOARD MEMBERSHIP FOR CY2011**

*Instructions: Please provide all of the requested information for each advisory board member who will serve during the grant year. KSA75-5297 and 75-7044 governs the membership, qualifications, appointment, alternative membership, and appointment provisions for cooperating counties for advisory boards. Use an asterisk to identify the advisory board chairperson. In the Race column, please use a term which best describes the member's race (e.g., American Indian or Alaskan Native, Asian or Pacific Islander, Black, Hispanic, White)*

APPOINTED BY	REPRESENTING & TERM YEAR	NAME & IDENTIFICATION	PHONE	GENDER	RACE	RECENT APPT. DATE	APPT. EXP. DATE
County Sheriff	Law Enforcement	Shannon Murphy DG CO Sheriff's Dept. Corrections Div. 3601 E 25 <sup>th</sup> Street Lawrence, KS 66046	785 830-1001 Fax 830-1085 424-4683	Female	W	Feb 2011	Feb 2013
Chief of Police	Law Enforcement	Tarik Khatib 4820 Bob Billings Pkw Lawrence 66049	785 830-7400	Male	W	Jan 2011	Jan 2013
District Attorney	Prosecution	Charles Branson 111 East 11 Lawrence 66044	785 841-0211	Male	W	Jan 2011	Jan 2013
Chief Judge	Judiciary	Peggy Kittel 111 East 11 Lawrence 66044	785 832-5272	Female	W	August 2010	August 2012
Chief Judge	Judiciary	Kelly Shoemake 111 East 11 Lawrence 66044	785 832-5218	Female	W	Jan 2010	Jan 2012
County Commission	General:Education Term: 1	Willie Amison 549 Arrowhead Dr. Lawrence 66049	Hm: 785 841-0733	Male	B	Nov 2010	Nov 2012
County Commission	General Term: 4	Melissa Boisen, Chair* 3728 Overland Ct Lawrence 66049	785 764-2544	Female	W	Dec 2009	Dec 2011
County Commission	Mental Health Term: 4	David Johnson 200 Maine Suite A Lawrence 66044	785 843-9192	Male	W	May 2010	May 2012
County Commission	Social Services Term: 3	Nancy Espinosa 913 West Sixth St. Lawrence 66044	785 393-5857 864-2277	Female	H	Aug 2010	Aug 2012
City Commission	General Term: 3 *City notif	Robert D. Suderman 614 W 27 Terr Lawrence 66046	785 766-4569	Male	W	May 2009	May 2011*
City Commission	General Term: 2	Milton Scott Lawrence Housing Aut 1600 Haskell Ave Lawrence 66044	785 842-8110	Male	B	May 2010	May 2012
City Commission	Term: 2	Verdell Taylor Christian Counseling 3105 W 26 <sup>th</sup> Street Lawrence 66047	785 843-2429 865-2589	Male	B	May 2010	May 2012
Member At Large	The Shelter, Inc.	Judy Culley P O Box 647 Lawrence 66044	785 843-2085				
County Commission: Jim Flory, Chair Mike Gaughan, Vice Chair Nancy Thellman City Commission: Mike Amyx, Mayor -785/764-3220			Chief Executive Probation Officer: Ron Stegall Director, Youth Services: Pam Weigand Chair: Melissa Boisen Board Secretary: Dee Jerome Telephone: 785/832-5220				
DCCC Outcomes Subcommittee: Melissa Boisen, Robert Suderman, Milton Scott Deborah Ferguson, Shannon Murphy & Ron Stegall Policy & Procedure: Melissa Boisen			<b>MEETING TIMES:</b> Quarterly Meetings 2011 January 2011 (No Mtg) Time: 4:00 PM February 15, 2011 111 E 11 <sup>th</sup> -Basement Unit 3 April 19, 2011 July 12, 2011				
Talia Labouchardiere, KDOC Prog Consultant for DC Revised: March 2011							



### DOUGLAS COUNTY COMMUNITY CORRECTIONS ORGANIZATIONAL CHART



FY 2012  
PERSONNEL BUDGET NARRATIVE  
AGENCY NAME

Please attach a Budget Summary to this document

All three budgets are required

Current	11.00%	Actual
Allocation	Reduction	Operations

**PERSONNEL SECTION**

1A ADMIN PERSONNEL

Enter Changed Amount in Applicable Columns

Name	FTE	New Staff	Salary Detail	Salary	CC percent	Subtotal			
Dee Jerome	100%			32,995.00	100.00%	32,995.00	32,995.00	32,995.00	32,995.00
Deborah Ferguson	75%		75% Admin	39,372.00	100.00%	39,372.00	39,372.00	39,372.00	39,372.00
ISOII	25%	yes	25% Admin	10,151.00	100.00%	10,151.00	10,151.00	10,151.00	10,151.00
<b>TOTAL SALARY</b>							<b>82,518.00</b>	<b>82,518.00</b>	<b>82,518.00</b>
Name			Benefits Detail	Salary etc	CC percent	Subtotal	Name Total		
Dee Jerome				32,995.00			14,200.16	14,200.16	14,200.16
			FICA Social Security	32,995.00	6.20%	2,045.69			
			FICA Medicare	32,995.00	1.45%	478.43			
			KPERS (Retirement Benefits)	32,995.00	8.40%	2,771.58			
			State Unemployment	32,995.00	0.58%	191.37			
			State Workman's Comp	32,995.00	0.27%	89.09			
			Health Insurance	0.00	100.00%	7,164.00			
			Life Insurance	0.00	100.00%	0.00			
			Longevity	1,460.00	100.00%	1,460.00			
			(Please Specify)	0.00	100.00%	0.00			
Deborah Ferguson				32,372.00			12,775.61	12,775.61	12,775.61
			FICA Social Security	32,372.00	6.20%	2,007.06			
			FICA Medicare	32,372.00	1.45%	469.39			
			KPERS (Retirement Benefits)	32,372.00	8.40%	2,719.25			
			State Unemployment	32,372.00	0.58%	187.76			
			State Workman's Comp	32,372.00	3.59%	1,162.15			
			Health Insurance	0.00	75.00%	5,373.00			
			Life Insurance	0.00	100.00%	0.00			
			Longevity	857.00	100.00%	857.00			
			(Please Specify)	0.00	100.00%	0.00			
ISOII				10,151.00			3,843.00	3,843.00	3,843.00
			FICA Social Security		6.20%	629.00			
			FICA Medicare		1.45%	147.00			
			KPERS		8.40%	853.00			
			State Unemployment		0.58%	59.00			
			State Workman's Comp		3.59%	364.00			
			Health Insurance		100.00%	1,791.00			

Longevity

100.00%

0.00

TOTAL BENEFITS

28,501.77

30,818.77

30,818.77

30,818.77

**1A TOTAL ADMIN PERSONNEL**

**113,336.77**

**113,336.77**

**113,336.77**

Personnel Category Comments: This is for 75% for Director, 25% for new ISOII and 100% for our secretary. The new ISOII will be hired due to Ron Stegall's retirement. At this time we do not know who that person will be.

**1B AISP PERSONNEL**

Enter Changed Amount in Applicable Columns

Name	FTE	New Staff	Salary Detail	Salary	CC percent	Subtotal			
Deborah Ferguson	25%		Director--25% AISP	13,124.00	100.00%	13,124.00	13,124.00	<b>13,124.00</b>	<b>13,214.00</b>
ISOII	75%		ISOII--75% AISP	30,454.00	100.00%	30,454.00	30,454.00	<b>30,454.00</b>	<b>30,454.00</b>
Barry Urbanek	100%		ISOI	46,384.00	100.00%	46,384.00	46,384.00	<b>46,384.00</b>	<b>46,384.00</b>
Craig Eddis	100%		ISOI	46,384.00	100.00%	46,384.00	46,384.00	<b>46,384.00</b>	<b>46,384.00</b>
Claudia Fisher	100%		ISOI	40,332.00	100.00%	40,332.00	40,332.00		<b>40,332.00</b>
John Swinford	100%		ISOI	43,139.00	100.00%	43,139.00	40,000.00	<b>42,794.00</b>	<b>43,139.00</b>
Wendy Hugeback	100%		ISOI	43,139.00	100.00%	43,139.00	43,139.00	<b>43,139.00</b>	<b>43,139.00</b>
Jim White	45%		Surveillance	16,388.00	100.00%	16,388.00			<b>16,388.00</b>
John Carlson	45%		Surveillance	16,388.00	100.00%	16,388.00			<b>16,388.00</b>
<b>TOTAL SALARY</b>							259,817.00	222,279.00	295,822.00
Name			Benefits Detail	Salary etc	CC percent	Subtotal	Name Total		
Deborah Ferguson				13,124.00			4,730.68	4,730.68	<b>4,730.68</b>
			FICA Social Security	13,124.00	6.20%	813.69			
			FICA Medicare	13,124.00	1.45%	190.30			
			KPERS (Retirement Benefits)	13,124.00	8.40%	1,102.42			
			State Unemployment	13,124.00	0.58%	76.12			
			State Workman's Comp	13,124.00	3.59%	471.15			
			Health Insurance	0.00	100.00%	1,791.00			
			Life Insurance	0.00	100.00%	0.00			
			Longevity (50 per year X 10 yrs)	286.00	100.00%	286.00			
			(Please Specify)	0.00	100.00%	0.00			
ISOII				30,454.00			11,530.80	11,530.80	<b>11,530.80</b>
			FICA Social Security	30,454.00	6.20%	1,888.15			
			FICA Medicare	30,454.00	1.45%	441.58			
			KPERS (Retirement Benefits)	30,454.00	8.40%	2,558.14			
			State Unemployment	30,454.00	0.58%	176.63			
			State Workman's Comp	30,454.00	3.59%	1,093.30			
			Health Insurance	0.00	100.00%	5,373.00			
			Life Insurance	0.00	100.00%	0.00			
			Longevity (50 per year X 5 yrs)	0.00	100.00%	0.00			
			(Please Specify)	0.00	100.00%	0.00			

Barry Urbanek	46,384.00			18,044.86	18,044.86	<b>18,044.86</b>	<b>18,044.86</b>
FICA Social Security	46,384.00	6.20%	2,875.81				
FICA Medicare	46,384.00	1.45%	672.57				
KPERS (Retirement Benefits)	46,384.00	8.40%	3,896.26				
State Unemployment	46,384.00	0.58%	269.03				
State Workman's Comp	46,384.00	3.59%	1,665.19				
Health Insurance	0.00	100.00%	7,164.00				
Life Insurance	0.00	100.00%	0.00				
Longevity	0.00	100.00%	1,502.00				
(Please Specify)	0.00	100.00%	0.00				
Craig Eddis	46,384.00			17,443.89	17,443.89	<b>17,443.89</b>	<b>17,443.89</b>
FICA Social Security	46,384.00	6.20%	2,875.81				
FICA Medicare	46,384.00	1.45%	672.60				
KPERS (Retirement Benefits)	46,384.00	8.40%	3,896.26				
State Unemployment	46,384.00	0.58%	269.03				
State Workman's Comp	46,384.00	3.59%	1,665.19				
Health Insurance	0.00	100.00%	7,164.00				
Life Insurance	0.00	100.00%	0.00				
Longevity	0.00	100.00%	901.00				
(Please Specify)	0.00	100.00%	0.00				
Claudia Fisher	40,332.00			15,320.00	15,320.00		<b>15,320.00</b>
FICA Social Security		6.20%	2,501.00				
FICA Medicare		1.45%	585.00				
KPERS		8.40%	3,388.00				
State Unemployment		0.58%	234.00				
State Workman's Comp		3.59%	1,448.00				
Health Insurance		100.00%	7,164.00				
Longevity		100.00%	0.00				
John Swinford	43,139.00			15,888.00	15,417.00	<b>15,888.00</b>	<b>15,888.00</b>
FICA Social Security		6.20%	2,675.00				
FICA Medicare		1.45%	626.00				
KPERS		8.40%	3,624.00				
State Unemployment		0.58%	250.00				
State Workman's Comp		3.59%	1,549.00				
Health Insurance		100.00%	7,164.00				
Longevity		100.00%	0.00				
Wendy Hugeback	43,139.00			16,609.00	16,609.00	<b>16,609.00</b>	<b>16,609.00</b>
FICA Social Security		6.20%	2,675.00				
FICA Medicare		1.45%	626.00				
KPERS		8.40%	3,624.00				
State Unemployment		0.58%	250.00				
State Workman's Comp		3.59%	1,549.00				
Health Insurance		100.00%	7,164.00				
Longevity		100.00%	721.00				

John Carlson	16,388.00			1,937.00	1,937.00
		FICA Social Security	6.20%	1,016.00	
		FICA Medicare	1.45%	238.00	
		State Unemployment	0.58%	95.00	
		State Workman's Comp	3.59%	588.00	
Jim White	16,388.00			1,937.00	1,937.00
		FICA Social Security	6.20%	1,016.00	
		FICA Medicare	1.45%	238.00	
		State Unemployment	0.58%	95.00	
		State Workman's Comp	3.59%	588.00	

TOTAL BENEFITS

99,096.23    84,247.23    103,441.23

<b>1B TOTAL AISP PERSONNEL</b>	<b>358,913.23</b>	<b>306,526.23</b>	<b>399,263.23</b>
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Personnel Category Comments:

<b>TOTAL PERSONNEL SECTION</b>	<b>472,250.00</b>	<b>419,863.00</b>	<b>512,600.00</b>
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**FY 2012  
NON-PERSONNEL BUDGET NARRATIVE  
AGENCY NAME**

**All three budgets are required**

Please attach a Budget Summary to this document

					<b>Current</b>	<b>11.00%</b>	<b>Actual</b>
					<b>Allocation</b>	<b>Reduction</b>	<b>Operations</b>
<b>AGENCY OPERATIONS SECTION</b>							
<b>2A TRAVEL CATEGORY</b>	<b>Details</b>		<b>CC percent</b>	<b>Subtotal</b>	<b>Enter Changed Amount in Applicable Columns</b>		
	Expenses during essential travel	100.00	100.00%	100.00	100.00		
		0.00	100.00%	0.00	0.00		
		0.00	100.00%	0.00	0.00		
		0.00	100.00%	0.00	0.00		
		0.00	100.00%	0.00	0.00		
<b>2A TOTAL TRAVEL CATEGORY</b>					<b>100.00</b>	<b>100.00</b>	<b>100.00</b>
Travel Category Comments: Due to budget constraints we will hold out of town travel to bare essentials. The \$100.00 will cover basic expenses (gas and meals) during necessary out of town travel. The county is now picking up our daily gas and maintenance expenses for regular operations .							
<b>2B TRAINING</b>	<b>Details</b>		<b>CC percent</b>	<b>Subtotal</b>	<b>Enter Changed Amount in Applicable Columns</b>		
	Mandated training that is not free	200.00	100.00%	200.00	200.00		
		0.00	100.00%	0.00	0.00		
		0.00	100.00%	0.00	0.00		
		0.00	100.00%	0.00	0.00		
		0.00	100.00%	0.00	0.00		
<b>2B TOTAL TRAINING CATEGORY</b>					<b>200.00</b>	<b>200.00</b>	<b>200.00</b>
Training Category Comments: Due to budget constraints we are essentially eliminating any training that is not free. This \$200.00 will be for some unforeseen mandated training that is not free. We are budgeting four trainings at \$50.00 per training.							
<b>2C COMMUNICATION</b>	<b>Details</b>		<b>CC percent</b>	<b>Subtotal</b>	<b>Enter Changed Amount in Applicable Columns</b>		
	Cell phone costs	900.00	100.00%	900.00	900.00		
		0.00	100.00%	0.00	0.00		
		0.00	100.00%	0.00	0.00		
		0.00	100.00%	0.00	0.00		
		0.00	100.00%	0.00	0.00		
<b>2C TOTAL COMMUNICATION CATEGORY</b>					<b>900.00</b>	<b>900.00</b>	<b>900.00</b>
Communication Category Comments: This is our cost for phone at \$75.00 per month.							
<b>2D TOTAL EQUIPMENT</b>	<b>Details</b>		<b>CC percent</b>	<b>Subtotal</b>	<b>Enter Changed Amount in Applicable Columns</b>		
		0.00	100.00%	0.00	0.00		
		0.00	100.00%	0.00	0.00		
		0.00	100.00%	0.00	0.00		
		0.00	100.00%	0.00	0.00		
		0.00	100.00%	0.00	0.00		
<b>2D TOTAL EQUIPMENT CATEGORY</b>					<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**FY 2012  
NON-PERSONNEL BUDGET NARRATIVE  
AGENCY NAME**

**All three budgets are required**

Please attach a Budget Summary to this document

	Current Allocation	11.00% Reduction	Actual Operations

Equipment Category Comments: We do not plan on purchasing any equipment.

2E	SUPPLIES/COMMODITIES	Details		CC percent	Subtotal	Enter Changed Amount in Applicable Columns			
	Neccesary supplies		1,000.00	1,000.00	100.00%	1,000.00	1,000.00		
				0.00	100.00%	0.00	0.00		
				0.00	100.00%	0.00	0.00		
				0.00	100.00%	0.00	0.00		
				0.00	100.00%	0.00	0.00		
<b>2E</b>	<b>TOTAL SUPPLIES/COMMODITIES CATEGORY</b>						<b>1,000.00</b>	<b>1,000.00</b>	<b>1,000.00</b>

Supplies/Commodities Comments: This includes everything from normal office supplies to postage and supplies for various classes we will be offering. This amount is significantly reduced from last year which had been reduced from previous years.

2F	FACILITY	Details		CC percent	Subtotal	Enter Changed Amount in Applicable Columns			
	None			0.00	100.00%	0.00	0.00		
				0.00	100.00%	0.00	0.00		
				0.00	100.00%	0.00	0.00		
				0.00	100.00%	0.00	0.00		
				0.00	100.00%	0.00	0.00		
<b>2F</b>	<b>TOTAL FACILITY CATEGORY</b>						<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Facility Category Comments: Facilities are provided by the county free of charge.

2G	CONTRACTUAL	Details		CC percent	Subtotal	Enter Changed Amount in Applicable Columns			
				0.00	100.00%	0.00	0.00		
				0.00	100.00%	0.00	0.00		
				0.00	100.00%	0.00	0.00		
				0.00	100.00%	0.00	0.00		
				0.00	100.00%	0.00	0.00		
<b>2G</b>	<b>TOTAL CONTRACTUAL CATEGORY</b>						<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Contractual Category Comments:

<b>TOTAL AGENCY OPERATIONS SECTION</b>						<b>2,200.00</b>	<b>2,200.00</b>	<b>2,200.00</b>
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**FY 2012  
BUDGET SUMMARY  
AGENCY NAME**

Please attach a Budget Narrative to this document

		<b>Current Allocation</b>	<b>11% Reduction</b>	<b>Actual Operations</b>
<b>PERSONNEL SECTION</b>		Cells auto fill-Verify amounts against Narrative		
<b>1A ADMIN PERSONNEL CATEGORY</b>				
	Salary	82,518.00	82,518.00	82,518.00
	Benefits	30,818.77	30,818.77	30,818.77
<b>1B AISP PERSONNEL CATEGORY</b>				
	Salary	259,817.00	222,279.00	295,822.00
	Benefits	99,096.23	84,247.23	103,441.23
<b>TOTAL PERSONNEL SECTION</b>		<b>472,250.00</b>	<b>419,863.00</b>	<b>512,600.00</b>
<b>AGENCY OPERATIONS SECTION</b>		Cells auto fill-Verify amounts against Narrative		
<b>2A TRAVEL CATEGORY</b>		100.00	100.00	100.00
<b>2B TRAINING CATEGORY</b>		200.00	200.00	200.00
<b>2C COMMUNICATIONS CATEGORY</b>		900.00	900.00	900.00
<b>2D EQUIPMENT CATEGORY</b>		0.00	0.00	0.00
<b>2E SUPPLIES/COMMODITIES CATEGORY</b>		1,000.00	1,000.00	1,000.00
<b>2F FACILITY CATEGORY</b>		0.00	0.00	0.00
<b>2G CONTRACTUAL CATEGORY</b>		0.00	0.00	0.00
<b>TOTAL AGENCY OPERATIONS SECTION</b>		<b>2,200.00</b>	<b>2,200.00</b>	<b>2,200.00</b>
<b>CONTRACTS/CLIENT SERVICES SECTION</b>		Cells auto fill-Verify amounts against Narrative		
<b>3A CONTRACTS/CLIENT SERVICES CATEGORY</b>				
	Drug Testing Supplies	300.00	300.00	300.00
	Drug Testing Services	1,500.00	1,500.00	1,500.00
	Substance Abuse Evaluations	0.00	0.00	0.00
	Substance Abuse Treatment	0.00	0.00	0.00
	Mental Health Evaluations	0.00	0.00	0.00
	Mental Health Treatment	0.00	0.00	0.00
	Sex Offender Evaluations	0.00	0.00	0.00
	Sex Offender Treatment	0.00	0.00	0.00
	Academic Education Services	0.00	0.00	0.00
	Vocational Education Services	0.00	0.00	0.00
	Transportation Assistance	0.00	0.00	0.00
	Housing Assistance	0.00	0.00	0.00
	Subsistence	0.00	0.00	0.00
	Cognitive Skills	0.00	0.00	0.00
	Client Incentives	0.00	0.00	0.00
	Electronic Monitoring Services	0.00	0.00	0.00
	Surveillance Services	0.00	0.00	0.00
		0	0.00	0.00
		0	0.00	0.00
		0	0.00	0.00
		0	0.00	0.00
		0	0.00	0.00
		0	0.00	0.00
		0	0.00	0.00
		0	0.00	0.00
		0	0.00	0.00
		0	0.00	0.00
		0	0.00	0.00
		0	0.00	0.00
		0	0.00	0.00
<b>TOTAL CONTRACTS/CLIENT SERVICES CATEGORY</b>		<b>1,800.00</b>	<b>1,800.00</b>	<b>1,800.00</b>
<b>TOTAL CONTRACTS/CLIENT SERVICES SECTION</b>		<b>1,800.00</b>	<b>1,800.00</b>	<b>1,800.00</b>
<b>TOTAL NON-RESIDENTIAL FY12 BUDGET SUMMARY</b>		<b>476,250.00</b>	<b>423,863.00</b>	<b>516,600.00</b>

**FY 2012  
BUDGET SUMMARY  
AGENCY NAME**

Please attach a Budget Narrative to this document

		Current Allocation	11% Reduction	Actual Operations
You may delete the rows below if you do not have Residential				
<b>ADULT RESIDENTIAL SECTION</b>		Cells auto fill-Verify amounts against Narrative		
<b>4A PERSONNEL CATEGORY</b>				
Salary		0.00	0.00	0.00
Benefits		0.00	0.00	0.00
<b>TOTAL PERSONNEL SECTION</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>RESIDENTIAL OPERATIONS SECTION</b>		Cells auto fill-Verify amounts against Narrative		
<b>5A TRAVEL CATEGORY</b>		0.00	0.00	0.00
<b>5B TRAINING CATEGORY</b>		0.00	0.00	0.00
<b>5C COMMUNICATIONS CATEGORY</b>		0.00	0.00	0.00
<b>5D EQUIPMENT CATEGORY</b>		0.00	0.00	0.00
<b>5E SUPPLIES/COMMODITIES CATEGORY</b>		0.00	0.00	0.00
<b>5F FACILITY CATEGORY</b>		0.00	0.00	0.00
<b>5G CONTRACTUAL CATEGORY</b>		0.00	0.00	0.00
<b>TOTAL RESIDENTIAL OPERATIONS SECTION</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>CONTRACTS/CLIENT SERVICES SECTION</b>		Cells auto fill-Verify amounts against Narrative		
<b>6A CONTRACTS/CLIENT SERVICES CATEGORY</b>				
Drug Testing Supplies		0.00	0.00	0.00
Drug Testing Services		0.00	0.00	0.00
Substance Abuse Evaluations		0.00	0.00	0.00
Substance Abuse Treatment		0.00	0.00	0.00
Mental Health Evaluations		0.00	0.00	0.00
Mental Health Treatment		0.00	0.00	0.00
Sex Offender Evaluations		0.00	0.00	0.00
Sex Offender Treatment		0.00	0.00	0.00
Academic Education Services		0.00	0.00	0.00
Vocational Education Services		0.00	0.00	0.00
Transportation Assistance		0.00	0.00	0.00
Housing Assistance		0.00	0.00	0.00
Subsistence		0.00	0.00	0.00
Cognitive Skills		0.00	0.00	0.00
Client Incentives		0.00	0.00	0.00
Electronic Monitoring Services		0.00	0.00	0.00
Surveillance Services		0.00	0.00	0.00
	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00
<b>TOTAL CONTRACTS/CLIENT SERVICES CATEGORY</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL CONTRACTS/CLIENT SERVICES SECTION</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL ADULT RESIDENTIAL SECTION</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Total below includes applicable agency operations				
<b>TOTAL FY2012 BUDGET SUMMARY</b>		<b>476,250.00</b>	<b>423,863.00</b>	<b>516,600.00</b>

A. Staffing Levels INSTRUCTIONS	As of 2/28/10	As of 2/28/11	Difference	Comments/Explanation of Changes
	<u>Reported</u>	<u>Current Allocation</u>		
	FTE	FTE		
<b>AISP</b>				
Intensive Supervision officers	6.28	6.28	-	
Senior Case managers	1.12	1.12	-	
Secretary	1.50	1.00	0.50	
XXXXXX	-	-	-	
<b>Total</b>	<b>8.90</b>	<b>8.40</b>	<b>0.50</b>	
<b>ARES</b>				
Residential Case Managers	-	-	-	
Correctional Advisors	-	-	-	
Senior Case Managers	-	-	-	
XXXXXX	-	-	-	
XXXXXX	-	-	-	
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	

FY2010 Budget      FY2010 Expended      FY2010 Difference      FY2012 Current Allocation

Comments/Explanation of Changes

**B. Administrative Costs  
INSTRUCTIONS**

For FY2012 combined Admin/AISP Costs together

Salaries	101,565.00	103,288.32	(1,723.32)	82,518.00
Benefits	28,689.00	28,504.17	184.83	30,818.77
Travel	700.00	373.61	326.39	100.00
Training	800.00	43.58	756.42	200.00
Communication	-	-	-	900.00
Equipment	-	-	-	-
Supplies/Commodities	100.00	250.00	(150.00)	1,000.00
Facility	-	-	-	-
Contractual	-	-	-	-
<b>Total</b>	<b>131,854.00</b>	<b>132,459.68</b>	<b>(605.68)</b>	<b>115,536.77</b>

Much less travel than expected.  
Did almost no training that cost money.

**C. Funded Contracts Remaining Unused  
INSTRUCTIONS**

**AISP**

(List the products and/or services the agency purchased on a contractual Basis)

Drug Testing Services	-	-	-	-	N/A
Drug Testing Supplies	-	-	-	-	N/A
XXXXX	-	-	-	-	
XXXXX	-	-	-	-	
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**ARES**

(List the products and/or services the agency purchased on a contractual Basis)

Drug Testing Services	-	-	-	-
Food Services	-	-	-	-
Transportation contract	-	-	-	-
XXXXX	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**D. Indirect Costs  
INSTRUCTIONS**

**Fixed Indirect Costs**

**AISP**

Facility	FY2010 Budget	FY2010 Expended	FY2010 Difference	FY2012 Current Allocation	Comments/Explanation of Changes
Rent XXXXX	46,459.00	45,659.00	800.00	None	800.00 was included in this for phones.
Total	46,459.00	45,659.00	800.00	-	

**ARES**

Facility	FY2010 Budget	FY2010 Expended	FY2010 Difference	FY2012 Current Allocation	Comments/Explanation of Changes
Rent XXXXX	-	-	-	-	
Total	-	-	-	-	

**Variable Indirect Costs**

**AISP**

**Communication**

Cell Phones	-	648.92	(648.92)	900.00	This 648.92 was included in facility--line 47
Land Line	-	-	-	-	
Internet	-	-	-	-	
XXXXX	-	-	-	-	
Total	-	648.92	(648.92)	900.00	

**Equipment**

Copier Lease Payment	-	-	-	-	
Equipment rental/lease	-	-	-	-	
XXXXX	-	-	-	-	
XXXXX	-	-	-	-	
Total	-	-	-	-	

**Supplies and Commodities**

Expendable Office Supplies	-	3,465.00	1,378.88	1,000.00	We were able to cut way back on supplies.
Printing	-	-	-	-	
XXXXX	-	-	-	-	
XXXXX	-	-	-	-	
XXXXX	-	-	-	-	
Total	-	3,465.00	1,378.88	1,000.00	

**Facility**

Utilities	-	-	-	-	
Trash Hauling	-	-	-	-	
Buidling Maintenance & Repair	-	-	-	-	
XXXXX	-	-	-	-	
XXXXX	-	-	-	-	

	<u>FY2010 Budget</u>	<u>FY2010 Expended</u>	<u>FY2010 Difference</u>	<u>FY2012 Current Allocation</u>
Total	-	-	-	-

Comments/Explanation of Changes

**ARES**

**Communication**

Cell Phones	-	-	-	-
Land Line	-	-	-	-
Internet	-	-	-	-
XXXXX	-	-	-	-
Total	-	-	-	-

**Equipment**

Equipment Repair	-	-	-	-
Appliances	-	-	-	-
Lawn & Garden	-	-	-	-
Computer	-	-	-	-
XXXXX	-	-	-	-
Total	-	-	-	-

**Supplies and Commodities**

Expendable Office Supplies	-	-	-	-
Printing	-	-	-	-
XXXXX	-	-	-	-
XXXXX	-	-	-	-
XXXXX	-	-	-	-
Total	-	-	-	-

**Facility**

Utilities	-	-	-	-
Trash Hauling	-	-	-	-
Building Maintenance & Repair	-	-	-	-
XXXXX	-	-	-	-
XXXXX	-	-	-	-
XXXXX	-	-	-	-
Total	-	-	-	-

E. Client Numbers  
INSTRUCTIONS

ADP as of 2/28/11

172.10
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Funding Considerations - Caseload Projections

	<u>Fiscal Year</u>	<u>Average Daily Population</u>	<u>Percent of Change</u>	<u>Average % Change</u>	<u>Projected Caseload</u>	<u>Comments/Explanation of Changes</u>
F. Caseload Projections INSTRUCTIONS						
AISP						
	2007	204.2				
	2008	202.2	-1.0%			
	2009	183.7	-9.1%			
	2010	182.7	-0.5%	-3.6%		
(Projected)	2011	176.2	-3.6%		20.9762	
ARES						
	2007	0				
	2008	0	#DIV/0!			
	2009	0	#DIV/0!			
	2010	0	#DIV/0!	#DIV/0!		
(Projected)	2011	#DIV/0!	#DIV/0!		#DIV/0!	



	<u>FY2010 Budget</u>	<u>FY2010 Expended</u>	<u>FY2010 Difference</u>	<u>FY2012 Current Allocation</u>	<u>Comments/Explanation of Changes</u>
<b>G. Travel Costs</b>					
<b>INSTRUCTIONS</b>					
<b>AISP</b>					
Vehicle Maintenance	-	-	-	-	Not broken down into specific items.
Fuels	-	-	-	-	
Meals	-	-	-	-	
XXXXX	-	-	-	-	
Total	3,600.00	555.22	-	100.00	The county started to pay for maintenance and gas. Our current allocation will be just for gas when we drive out of town.

<b>ARES</b>					
Vehicle Maintenance	-	-	-	-	
Fuels	-	-	-	-	
Meals	-	-	-	-	
XXXXX	-	-	-	-	
Total	-	-	-	-	

**Total Miles Driven**

<b>AISP</b>					
Total Miles Driven in FY2009	24,072				In FY2010

<b>ARES</b>					
Total Miles Driven in FY2009	-				

	<u>FY2010</u>	<u>FY2010</u>	<u>FY2010</u>	<u>FY2012</u>	
	<u>Budget</u>	<u>Expended</u>	<u>Difference</u>	<u>Current Allocation</u>	<u>Comments/Explanation of Changes</u>

H. **Contracted Service Costs**  
**INSTRUCTIONS**

Not addressed in ("C" Funded Contracts Remaining Unused)

**AISP**

Drug Testing Supplies	-	-	-	-	N/A
Intepeting Services	-	-	-	-	
Client Vouchers	-	-	-	-	
XXXXXX	-	-	-	-	
XXXXXX	-	-	-	-	
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**ARES**

Drug Testing Supplies	-	-	-	-	
Pre-Placement Physicals	-	-	-	-	
Prescription Services	-	-	-	-	
XXXXXXX	-	-	-	-	
XXXXXXX	-	-	-	-	
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**% of Shrinkage**

**I. Shrinkage  
INSTRUCTIONS**

**AISP**

Shrinkage % -2.65%

**ARES**

Shrinkage % #DIV/0!

**Funding Considerations - Vacancy Savings**

	<u>FY2010 Budget</u>	<u>FY2010 Expended</u>	<u>FY2010 Difference</u>	<u>FY2012 Current Allocation</u>	<u>Comments/Explanation of Changes</u>
<b>J. Vacancy Savings INSTRUCTIONS</b>					
<b>AISP</b>					
Salary	224,705.00	220,055.17	4,649.83	259,817.00	Change from 1/2 time Director to full time ISOII in FY2012
Benefits	59,617.00	71,807.71	(12,190.71)	99,096.23	
<b>Total</b>	<b>284,322.00</b>	<b>291,862.88</b>	<b>(7,540.88)</b>	<b>358,913.23</b>	
<b>ARES</b>					
Salary	-	-	-	-	
Benefits	-	-	-	-	
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

K. Turnover Rate INSTRUCTIONS	Number of Staff <u>7/1/2009</u>	Number of Staff <u>6/30/2010</u>	Number <u>Terminations</u>	Turnover <u>Rate</u>	<u>Comments/Explanation of Changes</u>
AISP	11.00	11.00	-	0%	
ARES	-	-	-	#DIV/0!	



**MEMORANDUM**

TO: The Board of County Commissioners

FROM: Sarah Plinsky, Assistant County Administrator

CC: Craig Weinaug, County Administrator

SUBJECT: Consider extending health insurance benefits to domestic partners of employees

DATE: April 27, 2011

Commissioner Gaughan asked staff to explore the possibility of providing health insurance coverage to domestic partners of employees. There a number of factors to explore in making this decision.

**Financial Issues**

This change has financial impacts for both the employee and the organization. Concerning the organization, for each employee that is added to our plan the county incurs a subsidy cost as outlined below. For purposes of this analysis, I assumed that most employees with eligible dependent children interested in coverage are already on the plan. If the children are already covered under “Employee plus family,” adding a domestic partner to the plan does not call for any additional costs for the employee or the organization. Therefore, the most relevant subsidy for this analysis is employees moving from “Employee Only” coverage to “Employee plus one” coverage. For each employee that moves from “Employee Only” coverage to “Employee plus one” coverage, the County incurs a subsidy of \$4,380 annually.

**Current Health Insurance rates (through June 1<sup>st</sup>)**

	County cost per month	Employee contribution per month	Difference
Plan 1: Employee only	\$543.00	\$29.00	\$514.00
Plan 2: Employee plus one	\$1,062.00	\$183.00	\$879.00
Plan 3: Employee plus family	\$1,518.00	\$254.00	\$1,264.00

Difference between Plan 1 and Plan 2 subsidies:	\$365.00
Difference between Plan 1 and Plan 3 subsidies:	\$750.00

Difference between Plan 1 and Plan 2 subsidies annualized:	\$4,380.00
Difference between Plan 1 and Plan 3 subsidies annualized:	\$9,000.00

It is difficult to estimate the number of employees that would come on to the plan or switch coverage because of this coverage change. U.S.D. 497 extends health insurance plan coverage to domestic partners. U.S.D. 497 has 1800 employees, with 1,450 employees participating in their health insurance plan. While they don't track the number of employees utilizing the domestic partner health insurance closely, they estimate they currently have six or less active domestic partners. The County extends health insurance coverage to employees of Bert Nash Mental Health Center, Lawrence Douglas County Health Department, Extension Council, and Townships and we have approximately 704 employees eligible for coverage, with 618 employees with active health insurance plan coverage. Given the size of our organization, I would conservatively estimate five to ten employees would utilize this coverage. Please note that this estimate is purely an educated guess. Given the personal nature of the subject, it is inappropriate for staff to survey employees to get a better understanding of how many employees may choose to utilize this coverage.

As outlined above, with an estimate of five to ten employees electing to change coverage from "Employee only" to "Employee plus one," the cost to the health insurance plan (at current rates) is estimated to be \$21,900 to \$43,800. That cost increases \$23,693.60 to \$47,387.20 when employer taxes are added to the cost estimate, as outlined later in this analysis. However, it important to note that because the County is self-insured, the plan would be responsible for any and all actual medical claims for an individual on the plan, up to \$150,000, when stop loss coverage activates.

In addition to the cost to the plan, the organization could incur additional costs on taxable wages. This cost impacts both the employee and the organization. Concerning the employee, married employees do not pay taxes on healthcare benefits that they receive for their spouses and dependents because federal tax laws do not classify the employer's financial support of the coverage for these benefits as wages. Employees with a domestic partner receiving health coverage do not necessarily receive that same favorable tax benefit. Rather, the employee must pay taxes on the employer's share of payment for the benefits of domestic partners, unless the domestic partner qualifies as a "dependent" under federal tax law.

Because a domestic partner is not considered a spouse under federal tax law, the tax treatment of the domestic partner depends on whether the domestic partner qualifies as the employee's "dependent." Several criteria must be met for a domestic partner to be considered a dependent (Internal Revenue Code IRC §152), as follows:

- The domestic partner may not have income more than the exemption amount (\$3,700 in 2011) annually.
- The employee must provide more than 50% of the domestic partner's support for the year. Support includes food, shelter, clothing, medical and dental care, education and the like.
- Employee must maintain and occupy the household the entire calendar year.

- The domestic partner cannot file a joint return for the year. )However, if the only reason a joint return is filed is to get a refund and no return is otherwise required, this test is satisfied.)
- The domestic partner must be a U.S. citizen or resident, but residents of Canada and Mexico can also qualify.
- The domestic partner cannot be a dependent of any other taxpayer.
- An additional requirement imposed by Code § 152(f)(3) provided that an individual is not considered a member of a taxpayer’s household if the relationship in violation of local law.

If the employee does qualify as a dependent, then payments for healthcare coverage and other benefits is treated in the same way as coverage for other employees with family coverage. The County doesn’t have to become intimately entwined with determining satisfaction of the required criteria and is permitted to rely upon an employee’s certification that the employee’s domestic partner is a dependent or upon a copy of the employee’s prior years income tax return that shows the domestic partner as a dependent.

If the domestic partner does not qualify as a dependent, the value of the coverage is included in the gross income of the employee, and the value of the coverage must be reflected on the employee's W-2 Form. Employers are responsible for identifying a “fair market value” of the benefit. For guidance on how to identify the fair market value, I utilized “The Employer’s Handbook: Complying with IRS Benefit News” newsletter recommendations and have identified the fair market value as the difference in County subsidy for “Employee Only” coverage and the County subsidy for “Employee plus one” coverage. As outlined in the table below, the fair market value of the subsidy would be \$365.00 a month or \$4,380.00 a year.

**Current Health Insurance rates (through June 1<sup>st</sup>)**

	County cost per month	Employee contribution per month	Difference
Plan 1: Employee only	\$543.00	\$29.00	\$514.00
Plan 2: Employee plus one	\$1,062.00	\$183.00	\$879.00

Difference between Plan 1 and Plan 2 subsidies:	\$365.00
Difference between Plan 1 and Plan 2 subsidies annualized:	\$4,380.00

This amount would need to be added to employee W-2’s and subjected to Social Security, FICA, FUTA, and federal withholding taxes. The tax impact of that additional benefit to the employee is difficult to estimate because it varies by individual employee salary amounts, other income, deductions, and tax withholdings.



Concerning the financial impact to the County, as the employer, we would have to pay additional FICA and unemployment on that increased benefit. As outlined above, for each \$4,380.00 added to an employee's wages, the County would be responsible for an additional \$335.07 in FICA and \$23.65 in unemployment tax, for a total of \$358.72 in employer taxes.

## **Other Issues**

### **Legal Issues**

In 2006, the Kansas Constitution was amended to define marriage under the Defense of Marriage Act (DOMA). While not specifically addressed in statute or in any reported cases or Attorney General opinions, it does not appear that a public agency extending health insurance benefits to domestic partners of employees is a violation of this constitution amendment. However, because the issue is not specifically addressed in the DOMA, if the County were to proceed with this change, we might be subject to a legal challenge. The prospects of a successful challenge, however, are significantly reduced if the County does not require members of a domestic partnership to be of the same sex.

Defining the domestic partnership is usually done with an affidavit. Many organizations use the following criteria to define the partnership.

- Both persons are at least 18 years of age
- Both persons have a common residence, and share living expenses
- Both persons are in a committed, exclusive relationship in existence for longer than six months
- Neither person is married to someone else or is a member of another domestic partnership
- Both persons are not related by blood in any way that would prevent them from being married to each other in this State
- Both persons are capable of consenting to the domestic partnership

With the advice of legal counsel, staff would prepare affidavits to be signed and notarized by both domestic partners. As outlined above, the County would include information on the affidavit to document whether or not the domestic partner could be considered a dependent for tax purposes. The County would also need to determine if any dependent children of the domestic partner would be eligible for coverage as well. If the Commission decides to extend coverage to domestic partners, staff recommends extending coverage to dependent children of a domestic partner to ensure consistency. If the domestic partner is not considered a dependent, there would be an additional tax impact to the organization and the employee for that coverage.

Administrative staff would maintain these affidavits. A similar affidavit would be needed to dissolve the domestic partnership, so that coverage could be discontinued. Administrative Services would need to

be informed within 60 days of a change of relationship, similar to other “life event” changes, to change health coverage.

**Other Benefit Issues:**

In the research that I have done on this issue, it is often advised that domestic partnership rights be extended to opposite sex partners that meet the definitions outlined on the affidavit to avoid any discrimination and be consistent in how the relationship is treated. I would recommend that we treat all domestic partnerships the same.

Under DOMA, domestic partners are not entitled to federal COBRA coverage. The County may voluntarily extend continuation coverage to domestic partners when an employee separates from the organization. However, the issue will have to be discussed with insurance carriers as to whether they will provide continuing coverage, even though not required. In addition, the County provides health coverage to retirees and their spouses. An employer has the option to extend retiree health coverage to domestic partners, so we need to decide if the County wants to extend that coverage. In addition, certain spousal benefits, such as survivor and pre-retirement annuities under pension plans and the right to death benefits under 457 plans, will not be afforded to these couples pursuant to Defense of Marriage Act (DOMA).

Unless the domestic partner qualifies as the employee’s dependent under Code section 152, the cost of domestic partner health coverage may not be paid on a pre-tax basis or by using flexible spending credits. Likewise, a domestic partner who is not a Code section 152 dependent may not receive benefits under a flexible spending account i.e. Cafeteria Plan. An employee may make mid-year election changes to his cafeteria plan election due to a change in domestic partnership only if the partner is a Code section 152 dependent.

Currently, County Personnel Policies do not allow employees to use sick, funeral, and Family Medical Leave Act leave for domestic partners and relatives of domestic partners, in same way as spouses are treated. If the Commission decides to proceed with including domestic partners in the health insurance plan, these leave policies should be updated as well.

**Action Steps:**

- Determine if the County wants to extended health insurance plan coverage to domestic partners and dependent children of the domestic partner.
- Determine if other benefits (COBRA, leave, retiree health benefits) should be extended to domestic partners as well.