

Introduction

(last updated November 9, 2009)

In July of 2008, the Johnson County Department of Corrections completed a departmental strategic plan to develop the long-term strategies and goals of the organization. The strategic plan was developed as a department-wide effort over a period of several months. Shortly after the strategic planning process began, the Department of Corrections initiated the process of developing a performance management system. The goal of this system was to better enable the department to systematically track program success and focus improvement efforts. With the completion of the strategic plan as well as the performance management system, the department can now link quantifiable program outcomes to strategic plan strategies and goals through a balanced scorecard reporting system. A balanced scorecard is a measurement-based management system that provides a method of aligning business activities with the organization's vision and strategy. This department's balanced scorecard links the following strategic plan strategies and goals to the performance measures developed for each department program.

- **Strategy 1: Reduce Recidivism and Prevent Criminal Activity in our Community**
 - Goal 1: To implement a culture of innovation
 - Goal 2: Intensify support for and use of evidence-based offender management practices
 - Goal 3: Strengthen our work with the family system
 - Goal 4: Partner to secure access to a continuum of services built on evidence-based practices to improve outcomes for the clients we serve
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- **Strategy 2: Measure Our Impact**
 - Goal 1: Report and track client outcomes and internal measures of effectiveness and efficiency
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- **Strategy 3: Expand Community Outreach and Communication**
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- **Strategy 4: Intensify Teamwork and Accountability**
 - Goal 1: Improve the supervisory skills and actions of management staff
 - Goal 2: Unify the department and share resources
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- **Strategy 5: Improve the Quality and Relevancy of Staff Training**
 - Goal 1: Develop and implement the overall training structure for the department
 - Goal 2: Develop a departmental training plan
 - Goal 3: Network and maintain awareness of what works in the field
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- **Strategy 6: Strengthen Internal Systems**
 - Goal 1: Streamline internal work processes

Strategy 1: Reduce Recidivism and Prevent Criminal Activity in our Community

Goal 1: To implement a culture of innovation

An innovation committee has been developed and members are working to inventory innovation occurring in the department. The committee will initiate and maintain an innovation process that encourages employee ideas and tests their effectiveness. This process will allow for broader implementation, if successful. We are also exploring how to create a research function or partner to gain a research function which would help direct our efforts in offender success. Several universities have expressed interest in partnering with the Corrections department. Currently we have an intern from the University of Missouri-Kansas City (UMKC) researching client outcomes from our juvenile house arrest program. The Communication and Data Coordinator will also lead a campaign regarding innovation. This information will be disseminated and advertised in the Corrections Connection newsletter. We also plan to recognize innovation and integrate excitement in our staff when innovative ideas are presented. An innovation form has been created for staff to submit their innovative ideas.

- As recommended by the Criminal Justice Advisory Council (CJAC), we are pursuing the Juvenile Detention Alternatives Initiative which is offered by the Annie E. Casey Foundation. This initiative would be new for Kansas. The goal is to reduce our juvenile detention population and provide alternatives within the community to serve at-risk youth and juvenile offenders.
- We are in the planning stages of implementing a client garden at our Adult Residential Center (ARC). Facilities throughout the country have used these types of projects to get clients involved in positive ways. We propose that the food raised in the garden(s) can be used to supplement the meals provided at the ARC as well as supply local food pantries, thus giving back to the community. The positive benefits of this project will be numerous.
- An innovation proposal has also been made to add information regarding the Therapeutic Community to our website. This would provide a central location for clients and their families to obtain information, effectively including families in the progress of these residents.

Goal 2: Intensify support for and use of evidence-based offender management practices

An Evidence Based Practices (EBP) System Implementation Team (SIT) was established in January 2009. The committee is comprised of various levels of staff throughout the department. The goal of the committee is to encourage all staff to employ evidence-based practices in their daily activities.

To improve the reintegration of juveniles into the community, the STAR (Success Through Achieving Reentry) pilot project has been started. We are completing our first year of tracking this information. Fourteen clients have experienced the benefits of this program since its inception.

With our goal of being more effective, Juvenile Field Services staff have been using the YLS-CMI (Youth Level of Service – Case Management Inventory) to determine the appropriate level of supervision and services.

The Criminal Justice Advisory Council (CJAC) received EBP training in January 2009.

Goal 3: Strengthen our work with the family system

The STAR program is designed to help us work with families to improve the transition of juvenile offenders from state correctional facilities to the community. We have a Re-Entry Officer for the department who utilizes these initiatives. This post was filled in September 2009 as it was recently vacated due to a resignation. He will be conducting a substance abuse group and Thinking for a Change group within the field offices.

We have implemented Financial Peace University which is a money management program offered to adult offenders and their families. To date there have been five sessions with six-eight clients per group.

The Juvenile Detention Center (JDC) and Adult Residential Center (ARC) have implemented more visitation times for families.

A family therapist has been hired for the Therapeutic Community (TC) at the ARC. This person was hired late in 2008 and works evenings and weekends to accommodate family schedules.

Orientation is being provided to the entire supervision process for family members of offenders in Adult Field Services, similar to what Juvenile Field Staff are doing. This will continue, with the work being divided among Senior Case Managers on a rotating basis.

Work continues on expanding the Crossroads Treatment Program (therapy for juveniles and their families) and planning for future management of this program. Funds have already been allocated via the Juvenile Justice Authority (JJA) Incentive Grant.

Goal 4: Partner to secure access to a continuum of services built on evidence-based practices to improve *outcomes for the clients we serve*

In partnership with the County, we have worked with the recently established Criminal Justice Advisory Council (CJAC) to help identify gaps in services and assist in securing resources.

We are providing training to staff so they will have better access to information about community resources for their clients through the AIMS (Automated Information Mapping System)/GIS (Geographic Information System). This project is now called the Caseworker Resource Center. The new online center will be implemented within Corrections in August through October 2009. We have also coordinated with the IT department to provide training for staff as new enhancements are introduced.

Juvenile Field Division staff are involved with the Workforce Partnership initiative utilizing community resources that employ at risk youth.

- The Criminal Justice Advisory Council has completed its study/mapping of the juvenile justice system. The Council has set its priority for work with high risk youth. We are also discussing our need to update the 10th Judicial District's Comprehensive Plan which was originally developed in 1998. The plan was revised in 2003 and coincides well with juvenile initiatives in Johnson County. We are working with Criminal Justice Coordinator Rise Haneberg to determine the best way to proceed in the revision process.

Strategy 2: Measure Our Impact

Goal 1: Report and track client outcomes and internal measures of effectiveness and efficiency

The Performance Management System has been implemented. The department began tracking information and collecting data for these measures as of January 1, 2009. Using this information the Communication and Data Coordinator will produce Quarterly and Annual reports. This information will assist in justifying needed resources and the data can be used to make departmental decisions.

Several universities have been contacted regarding our goal to conduct a longitudinal study to track a sampling of clients from specific programs. With a Juvenile Accountability Block Grant, we will also be studying the Crossroads program at JDC beginning in July, 2009.

- Our first Balanced Scorecard Report reflecting 2nd Quarter information was completed on September 29, 2009.

Strategy 3: Expand Community Outreach and Communication

Goal 1: Effectively communicate with the public to tell our story

A Communication and Data Coordinator was hired in December 2008. He will assist in educating the community about our vision, mission, and values. He will also assist in educating the community on how we work with our offenders through our Advisory Boards, CJAC, and by providing copies of our Strategic Plan to our stakeholders, etc. Staff have presented Corrections department information to community organizations in 2009.

In an ongoing effort, we are exploring the best methods of communicating with the public whether it is via the internet, public speaking opportunities, the media, publications, and/or volunteer participation. The Corrections Connection newsletter is being used as one tool to inform the community of our services. We strive to reach out to staff to find offender success stories. During the March 31, 2009 State of the County Address a video of a successful former juvenile offender was played for the public. Recently an article and video in the KC Star highlighted the Adult Residential Center; it included success stories, our programs, and also possible budget shortfalls.

- Four members of our Recruiting Committee attended the Johnson County Community College Career Fair on September 16, 2009.

- We created a spreadsheet outlining community organizations of which our staff are members.
- Balanced Scorecard and Strategic Plan updates are available on our website.
- We are working on creating a survey on our website to effectively assess how citizens feel about our services.

Strategy 4: Intensify Teamwork and Accountability

Goal 1: Improve the supervisory skills and actions of management staff

In 2008, strategies were implemented to improve supervisory skills and actions. One strategy implemented was for supervisors to meet monthly with their subordinates. Also, Director Gillespie developed and implemented a supervisory skills session to address issues raised in the 2007 Employee Engagement Survey. In 2009, supervisors are required to attend 5 additional training sessions. Each of these sessions is 4 hours long. Topics include: Policy Writing, FMLA/Other Legal Issues, and Supervision Skills.

A Proposal for Change form was implemented along with a policy and process on how to communicate this information. As a department we have also continued to develop collaborative committees and teams spanning the entire organization. Examples include: Pay-Plan Committee, Recruitment Committee, Training Committee, Evidence Based Practices Systems Implementation Team (SIT), Innovation Committee, Non Uniformed Dress Committee, and GANG Awareness.

Reflected in the Annual Report will be a concerted effort to communicate the activities during the year and show the progress toward meeting our goals as set forth in the Strategic Plan and Employee Engagement documents. We will also celebrate successes throughout the year in the Corrections Connection newsletter, quarterly, and annual reports.

- A survey was issued to the department regarding the One on One meetings that supervisors hold with their subordinates. Results were then presented to the Leadership Team. Supervisors were advised of areas in which they could improve. We are planning supervisory training in December 2009 to address these areas.

Goal 2: Unify the department and share resources

The Annual Department Meeting has been set for the fall of each year. Last year our Annual All Staff Meeting was held on November 5, 2008. Annual Division Meetings have already occurred for 2009. The Field Services Division held their meeting on March 31, 2009. The ARC Division meeting was held on April 29, 2009 and JDC held their meeting on May 14, 2009. Pictures and articles from these meetings have been showcased in the Corrections Connection newsletter.

Goal 3: Get and keep the right people

Work continues on establishing a culture where staff hold each other responsible for creating and participating in a positive team environment. Our goal is to reward staff with

commendations on a more consistent basis. Our philosophy is to praise staff by recognizing their work and discipline those staff who need it. We have implemented several ways to recognize staff ranging from verbal praise, Employee of the Quarter awards, Employees of the Year awards, Letters of Appreciation, Letters of Commendation, etc.

Our department opens positions both internally and externally as an effort to recruit the best people for each position. Our Human Resources (HR) representative notifies staff of all job openings including promotional opportunities. Our directors also notify staff of outside correctional promotional opportunities. As a department we have continued to celebrate Employees of the Quarter and Employees of the Year with incentives. We have been highlighting these employees in the Corrections Connection as well.

Our HR representative is working on a policy that will guide employees when a conflict arises. This is being worked on as a County-Wide policy. The policy has been drafted and is awaiting final changes and approval from the Human Resources department.

Our department strives to have all staff receive Conflict Resolution training. The training coordinators have met with human resources and training is being scheduled for the entire department in 2009. A curriculum and dates are being worked on.

The Employee Recruitment Committee has drafted an internship policy with the goal being to strengthen our internship program.

The Uniform Recognition Committee has made recommendations and Directors Booker and Rider have created a policy for Merit and Valor pins that will be finalized soon.

Desiring improvement in all areas, we are also continuing to conduct exit interviews; using this information to make positive changes in how we do business.

- An Employee Recognition Policy has been drafted. It is pending Leadership Team review and approval.

Strategy 5: Improve the Quality and Relevancy of Staff Training

Goal 1: Develop and implement the overall training structure for the department

We have hired one Training Coordinator each for the Juvenile Division and the Adult Division. We have also hired Training Officers for both of these divisions. A Training Committee has also been established. Directors continue to explore additional training space for employee training activities. Additional training space will be included in the new Youth and Family Services Center.

Goal 2: Develop a departmental training plan

Many of these goals have been accomplished. The Training Committee has eliminated training that is not relevant to staff jobs and/or not of the quality level desired. The

committee has also identified gaps in training and made steps to fill them by pursuing outside training or utilizing current staff expertise with appropriate incentives.

The new training plan has been implemented by the Training Coordinators. Included in this plan is to establish cross training or mentoring efforts within the department. The Juvenile Detention Center recently certified ten Field Training Officers (FTO) from their Juvenile Corrections Officer (JCO) ranks. Field Training Officers are JCO's who were nominated by their supervisor or shift commander to train new staff during their on the job training; approximately 120 hours. To be certified as an FTO, each JCO goes through an eight hour 'train the trainer' training.

A Gang Awareness expert from Wyandotte County conducted training on gangs for 105 of our department's staff. This was done at no cost to the department. A goal we are still working on is to provide cross-division training for staff in order to better understand each other's roles/responsibilities.

Goal 3: Network and maintain awareness of what works in the field

The Leadership Team 'L-Team' (Directors) has implemented a plan for employee attendance at national, state, and local conferences and other external training. The plan was submitted to the County Manager's Office and approved although economic difficulties have negated many national and state training opportunities.

Strategy 6: Strengthen Internal Systems

Goal 1: Streamline internal work processes

The L-Team continues to implement ways to change our approach to managing work processes. The L-Team is examining current work processes and eliminating unnecessary steps and duplication. The Docking Institute Study with Adult Services has been finalized. Our project manager submitted a report regarding this information for final review and approval. The L-Team has reviewed this report and recommendations have been implemented. We have also secured resources for an efficiency study for juvenile services. This work began during the second quarter of 2009.

As a department, we analyzed the cost/benefit of the American Correctional Association (ACA) accreditation process. It was decided to finish the current 3 year accreditation cycle for each division and not renew the accreditation. We intend to continue to follow ACA standards; exceptions to this must be approved by the Director. We have also implemented an internal compliance process in which we ensure our practices comply with our policies. The L-Team have also finalized changes to processes identified in the county's internal audit, the ACA audit, and grant audits.

Administration staff have implemented an automated Accounts Receivable System and are working with the Office of Financial Management to install an automatic time keeping system.

The Performance Management System will continue to be analyzed to make the most efficient use of our information gathered. The Department of Corrections website has been rebuilt and updated to assist with recruitment and information management. Also,

officer work stations have been put into place at JDC to provide the Juvenile Corrections Officers with better access to computers.

Two committees (Adult and Juvenile) designed to find more ways to be environmentally friendly have been developed within the department. The committees decided to use the name Team Green. They hold quarterly meetings or as needed. Team Green (Adult) took advantage of National Earth Day on April 22, 2009 to lead a recycling effort at the ARC. They also showed an informative video to attendees. Team Green also had an information booth at the county Earth Day on May 27th.

We continue to review and revise current departmental policies to make them more user-friendly. In addition, a Post Order Committee was established in 2008 to design and implement a new post order format and to revise post orders. This committee completed the task and the orders went into effect for JDC on January 5, 2009 and for ARC on February 2, 2009.

Administration staff have developed centralized accounting and human resource policies and procedures.

We continue to analyze and improve available technology, assess future needs, and seek resources. Department staff are working on these goals. This information will also be used during the Youth and Family Services Center Budget process.

Human Resources representative Jason Burnett is working with the County's Human Resources Department to implement electronic storage and management of the department's personnel records. Human resources is waiting on server space. This has been scheduled for later in 2009 and HR is next on IT list.

- We have an intern reviewing the success of our Crossroads Program and an intern from the University of Missouri-Kansas City (UMKC) reviewing Juvenile House Arrest. Our goal is to have reports ready in January 2010.
- We will be adding performance measures in January 2010 to our Adult Intensive Supervision Program regarding success rates of clients who complete specific programs while on our caseloads.
- We met with the Sheriff's Department to work toward building reports in the Case Management Systems (CMS) to save time and paperwork at JDC. Our goal is to eliminate manual entries and hand counts.