



THE TOOL KIT

Case Management and Collaboration

By Joanie Dingman

During my tenure with the *Kentucky Department of Corrections* (DOC) I have witnessed many changes. Perhaps one of the most significant changes has been the introduction of a different philosophical view in how we approach the release process of offenders. I must say that I was stunned and proud of my institution when the basic principles were introduced. We, at the Kentucky Correctional Institution for Women (KCIW), were already discussing home placements, plans for reentry, job opportunities, etc. Offenders from my caseload stop by my office on a regular basis to update me on progress in these areas.

Since reentry has become a more focused topic, I have noticed a significant change in the offender population. Other agencies and the inmates' family members are recognizing the reentry process and the adjustments that come with reentering society after a period of incarceration.

Often times I hear offenders express a “dream world” of what it will be like on the outside upon their return, “*everyone will welcome me with open arms and will be glad I’m home.*” I have the unpleasant job of “popping that bubble” and bringing them back to some level of reality. They are reminded that these euphoric reactions will only last a day or so and then they will be expected to live the different lifestyle they have been touting to their family and friends.

Continued on page 8

Inside this issue:

Case Management & Collaboration	1
Bluegrass Reentry Council	1
Community Collaboration	3
Tool for the Tool Kit	5
Most Frequently Asked Questions	6
Work From Home	9
Employee Success Story	10

Collaboration:

According to Mr. Webster the term collaborate means “working with others”.

Bluegrass Reentry Council Strives to Improve

Ex-Offender’s Lives by Mark Johnson

In April 2009, a group of individuals recognized the need to share information among professionals working with offenders and ex-offenders transitioning from prison to the community. This need to communicate information and share resources led to the creation of the Bluegrass Reentry Council. The first meeting brought together individuals from Federal Probation, the Office of Vocation Rehabilitation, Goodwill, Federal Bureau of Prisons, and the Office of Employment and Training. From that humble

Continued on page 7



Collaboration and the Community Corrections Field

<http://www.collaborativejustice.org/corrections/main.htm>

The desired outcome of the criminal justice system's intervention with offenders has always been to ensure public safety. In recent years, however, criminal justice practitioners have begun to ask new questions about the most effective ways in which that goal may be achieved, and the implications of these new strategies on the management of offenders. New approaches to offender management have different implications for different agents within the system, whose roles have, in the past, been more function than system focused (for example, where the role of prosecutors has been primarily concerned with the lawful conviction of offenders, judges with the imposition of fair and just sentences, and institutional corrections with the safe and secure custody of offenders). Current policies encourage these agents to consider the impact of their individual responsibilities on a broader offender management strategy. Community corrections is a critical lynch pin in these efforts, responsible for effectively managing offenders while on probation (and in some jurisdictions, pre-trial and parole). As with other agents within the system, collaborating with internal and external partners has become increasingly critical to the accomplishment of community corrections' mission of enhancing public safety by effectively managing offenders in the community.

If the primary goal of community corrections is to achieve public safety through reduced recidivism by effectively managing offenders within the community, then community corrections agencies must reach out to collaborative partners. As more comprehensive approaches to supervising offenders are implemented in the field, enhanced collaboration is required to provide the assistance and additional resources necessary to promote offender success. For example, with the increased understanding and implementation of integrated case management systems around the country, communication among criminal justice professionals and community partners is more important than ever. Such new approaches to community supervision require strong partnerships with the community (including the victim and offender).

Collaboration with institutional partners is also critically important, working with correctional officers and institutional case managers to prepare an offender for reentry into the community. The issues facing offenders upon release are numerous and often confounding – lack of housing, drug addiction, limited employment options, limited education. To succeed, these needs must be considered and a plan put in place before the offender is released. Such barriers to successful reintegration must be addressed through partnerships with other practitioners, service providers, and community agencies.

Continued on page 3...

“If the primary goal of community corrections is to achieve public safety through reduced recidivism by effectively managing offenders within the community, then community corrections agencies must reach out to collaborative partners.”

Continued from page 2

This section of the Web site addresses some of the unique challenges facing community corrections professionals and provides information about how community corrections agencies can develop and sustain collaborative partnerships in their efforts to increase public safety.

What is collaborative justice within the community corrections field?

Community corrections professionals cannot possibly, and should not expect to, address the complex needs of offenders independently. Other professionals must be involved to provide valuable information, resources, and perspectives that will help the offender to succeed in the community.

Collaboration goes beyond sharing of resources and exchanging information; collaboration requires that community corrections officers, court officials, and community partners *work closely with each to achieve outcomes that would not be possible without the collaboration.* Working with other criminal justice professionals and community partners can result in supervision plans that address offenders' needs more effectively, resulting in lower court caseloads and reduced violations and crime rate within the community. For example, working with collaborative partners could result in the establishment of new service resources, or a different method of processing cases, opening up new opportunities for both the offender and the community corrections officer.

It is only through collaboration with public, private, and community-based service providers that community corrections can promote safer communities.

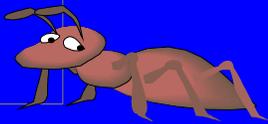
With whom should community corrections professionals collaborate?

Just as critical as the commitment to collaboration is the selection of collaborative partners. Collaborative partners should include those who have the authority to influence the outcome of the problem at hand and have a demonstrated investment in doing so.

In a community corrections collaborative, law enforcement, defense attorneys, prosecutors, judges, court personnel, and others are important stakeholders in the success of offenders in the community. Law enforcement is an important partner to community corrections in supervision efforts, providing support to monitoring and enforcement activities. Prosecutors and defense counsel assist by crafting effective sentencing strategies, and judges, through the imposition of conditions as part of their sentencing decisions, provide the structure and tools that community corrections needs to manage offenders successfully and promote offender success in the community.

Community and service providers play key roles in addressing effectively the complex social, behavioral, and health issues that offenders face. Public and private treatment providers, including substance abuse and mental health practitioners, victims' rights organizations, and victim advocates can also provide valuable resources and perspectives for supervising offenders. Federal, state, and local agencies providing housing resources, workforce training, educational assistance, and veterans' benefits are also important partners in finding solutions to the complex problems facing offenders in the community. Community and faith-based partners (including willing employers, and local colleges and schools) can provide numerous resources. Perhaps some of the most important (but often forgotten) stakeholders are the offender and his or her family. “It's not my job' is simply not part of the vocabulary of community justice.”

Continued on page 4...



Continued from page 3

Topics in Community Corrections, 2011.

Why is collaboration particularly important to community corrections?

While community corrections professionals, law enforcement officials, judges, prosecutors, defenders, and advocates are each experts in their own fields, collaboration is necessary to bring to the table their collective knowledge and experience to address the complex social problems facing offenders who reside in the community.

Unlike institutional staff, community corrections and court officials are supervising offenders in a physically unlimited environment, and in a setting in which offenders are encouraged to develop independence and self-sufficiency. By engaging other stakeholders within the criminal justice system and in the community, community corrections professionals can decrease barriers, create possibilities for success, educate others about their work, and create a shared vision for increased public safety through offender success with other stakeholders in the community. Collaborative partnerships allow community corrections to rely on other community agencies to provide personal and institutional supports to offenders to increase pro-social behavior.

Collaboration offers additional benefits to community corrections officials, including a more efficient way to utilize strained resources. Where effective collaborations are in place, staff are able to obtain more easily the information they need to supervise their clients and the resources available to them. Community corrections agencies that have engaged in collaborative partnerships report greater job satisfaction and increased capacity among community corrections professionals. Ultimately, collaboration is a necessity for community corrections to effectively promote public safety.

"We have learned that no one program or agency can make our streets and schools safer. The most effective efforts spur collaboration among community residents, faith-based organizations, schools, businesses, and the criminal justice system."

Justice for America: Annual Report to Congress (Bureau of Justice Assistance, 2001)

Tools to Collaborate

Effective collaboration is a difficult but worthwhile goal. In reaching out to new partners, community corrections agencies should not be surprised to encounter reluctance and caution, particularly among community partners, as even criminal justice system partners may resist new ways of working together, spurred by more narrowly defined roles in the past, or competition for authority or limited resources. Efforts will need to be made to demonstrate the potential of the collaboration to those who are being asked to commit time and energy to the endeavor. Having a set of tools and information at hand to help everyone involved in the collaborative partnership understand the purpose and process of coming together can enhance the chances of success for the collaboration.

This Web site provides tools and resources to support efforts to collaborate among community corrections
Continued on page 5...

Continued from page 4

agencies and their other public and private partners. The following links provide access to products that will be particularly useful to community corrections officials who are interested in forming multi-disciplinary collaborative teams. These products include case studies that demonstrate the success of other communities in creating collaborative partnerships, and a curriculum that can assist a new collaboration to establish a common vision and mission for their work together. Also included on the Web site are resources on the topic of collaboration that can offer solutions to the challenges encountered by community corrections agencies seeking to establish collaborative partnerships and examples of successful collaborative efforts. These materials underscore the importance of collaboration to the success of the critical and expanded role of community corrections agencies across the country.

TOOL FOR THE TOOL KIT

By Cheryl Million

Collaborate:

According to Mr. Webster the term collaborate means “working with others”.

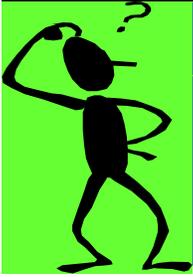


Mother nature has provided some excellent examples of animal structures that work together or collaborate to guarantee existence. A prime example is the common ant and we as humans share several traits with the ant.

Over 10,000 known species of ants exist in the world appearing in shades of green, red, brown, yellow, blue or purple. Ants live in hills or nests that they construct as a unit by following an internal hierarchy or social order. They work together or collaborate to build homes, provide food, protect each other from predators and ensure the next generation of the species.

We come in different colors, shapes and sizes. We collaborate with others in the building or purchasing of our homes, providing food for our families and we have a social order that increases our chances of survival as a species. Other traits we share are the protection against predators and protection of our young to ensure our next generation.

Individuals who are incarcerated are a segment of our population placed behind bars for crimes against society. Our mission in corrections is public safety and providing an opportunity for offenders to acquire skills which facilitate non-criminal behavior. As employees of the Department of Corrections we are committed to providing the offender population with the necessary tools to successfully reentry society and remain a productive citizens. However, this can only be accomplished with the collaboration of all DOC employees, outside resources, faith based community members and a change in philosophy about how to engage those incarcerated.



MOST FREQUENTLY ASKED QUESTIONS

Question:

What is the “risk principle”?

Answer:

The “risk principle” prescribes that the level of supervision or services provided to an offender should match the risk level of the offender, i.e., that higher risk offenders should receive more intensive levels of supervision, reporting requirements, and treatment services. In practice, the risk principle cautions that we should avoid significant intervention with low risk offenders. Intensive intervention with low risk offenders is an inefficient use of resources and tends to actually increase recidivism rates among low-risk offenders. Significant interventions should target medium to high risk offenders. Extremely high risk offenders tend not to be amenable to currently available risk reduction strategies. Effective supervision of extremely high risk offenders should therefore utilize the most intensive levels of supervision, reporting surveillance, and behavioral controls.

Question:

What is the “needs principle”?

Answer:

The “needs principle” prescribes that the targets for effective intervention should be those dynamic risk factors that have the most effect on the likelihood of re-offending. Among medium and high risk felony offenders, the dynamic risk factors that generally have the most effect on the likelihood of re-offense are, in approximate order of importance:

1. Anti-social attitudes; criminal thinking; attitudes, values, beliefs and rationalizations supportive of crime
2. Anti-social friends and peers
3. Anti-social personality pattern (e.g., lack of self-control, risk taking, impulsivity, poor problem solving skills, lack of empathy, narcissism, anger and hostility)
4. Lack of pro-social family, martial, or other personal support
5. Substance abuse
6. Lack of education
7. Lack of employment
8. Anti-social leisure activities

Question:

How can risk level and dynamic risk factors be accurately determined in an individual case?

Answer:

An individual felony offender’s risk level and specific dynamic risk factors should be identified through use of validated risk/needs assessment tools coupled with sound professional judgment. Although use of properly administered, validated, and reliable risk/needs assessment tools is many times more accurate than reliance on professional judgment alone, assessment information is intended to inform not replace professional judgment.

Bluegrass Reentry Council
Continued from page 1

beginning the Bluegrass Reentry Council (BRC) continues to grow and now has a membership of over 200. BRC members come from many entities to include, but not limited to the following: law enforcement, non-profit agencies, community action agencies, faith based groups, educational institutions, local governments, private individuals, and other professional organizations. Anyone working with incarcerated and formerly incarcerated individuals to reduce barriers leading to recidivism is welcome to participate. Our mission is “To promote the successful reentry of ex-offenders into our communities.”

The BRC meets monthly on the 4th Thursday, 2-3:30 pm, at National College located on Sir Barton Way in Lexington. Our meetings are open to anyone having an interest in reentry. Several times during the year we provide training for our membership and the public with the most recent conducted on June 28th, and titled “Reentry Toolkit: Theories, Practices, and Models.” The training was provided by Patricia Taylor, Program Specialist from the National Institute of Corrections in Washington, D.C., Brigid Adams, Reentry/HIP Branch Manager from the Kentucky Department of Corrections, and DonaLee Breazzano, National Reentry Branch Administrator from the Federal Bureau of Prisons in Washington, D.C. Training topics included transformational workforce development, cognitive behavior therapy, collaborations, the new Equal Employment Opportunity Commission employment guidelines, assessments, and interactive case planning. Our next training event is scheduled for Friday, November 2, 2012, in Lexington. Details of the event will be forthcoming.

With the latest statistics indicating there are 7.3 million people on probation, in jail or prison, or on parole, and governments spending an estimated \$120 billion dollars on criminal justice, new strategies are necessary to help reduce the cost in dollars, community safety, and the destruction of families. The Bluegrass Reentry Council will continue to provide networking resources and training to enable our members in their mission to save resources for the tax payer, enhance community safety by reducing recidivism, restoring families, and providing hope to incarcerated and formerly incarcerated individuals.



**BLUEGRASS REENTRY COUNCIL
NATIONAL COLLEGE
SIR BARTON WAY
LEXINGTON, KY**

**4TH THURSDAY OF EACH MONTH
2:00 PM-3:30 PM**

**Mailing Address: Bluegrass Reentry Council
P.O. Box 13578
Lexington, KY 40583-3578**

Case Management and
Collaboration
By Joanie Dingman

Continued from page 1

One of the women from my caseload came to me 6 months prior to her release. She had three different options (this is a rare occurrence) for home placements. She needed to make a decision to live with family members or a friend and she had concerns about how she would reenter her family structure and how to make a good decision. After listening to comments about her family environment, I advised her to write to the prospective home placements asking their expectations when she came home and to express her plans and expectations of what was to occur when she arrived. This was a simple yet important task for her to work through while she was still incarcerated and provided her with the necessary information to make the best choice for her circumstances.

I received correspondence from her post release, thanking me for assistance and to let me know that she is doing well and felt she had made a good decision in selecting her home placement.

The Cabinet for Health and Family Services (CHFS) is a state agency that has stepped up to the plate in helping with returning offenders create a re-bonding period with their children. Through a collaborative process, the contacts from CHFS, the offender and DOC staff can sit down and iron out a plan for the adjustment period to be successful for mother and children. We work together to provide the necessary tools for the offender to return to an often times stressful life of parenting. The contacts from CHFS have gone above and beyond to ensure this transition is smooth.

I'd like to share two additional examples of this collaborative effort from my personal experience:

Last fall an offender came to me at the point where CHFS had taken her children from their father while she was incarcerated. The Offender was about to lose her parental rights and I suggested that she write CHFS and inform them of all the programs she had completed and for them to contact me if they needed verification. The CHFS worker contacted me, which led to a phone conversation with the offender and children. Additional phone conversations were made for the re-bonding process resulting in the offender and CHFS worker developing a plan for supervised visits upon release providing several goals for the mother and children. "Mom" had a goal to work towards and time to make the initial adjustment into society, find employment, adjust to her home environment prior to taking on the stressful responsibilities of a parental role. The offender called to provide an update and reported she was doing well, had her own place, was employed and had regained full custody of her children. She was able to spend the Christmas holidays with her family.

The second example also involved CHFS and one of our offenders. A CHFS worker contacted the offender in regards to terminating her parental right and placing the child up for adoption. This offender was also pregnant and CHFS was stepping in to take custody of the baby upon birth. This was a great deal of information for a pregnant offender participating in a substance abuse program, processing the termination of her parental rights and knowing her unborn baby would be placed in the custody of CHFS upon birth. She came to me seeking advice and again I contacted CHFS to see if anything could be worked out for the offender. Verification was made that the offender had completed a parenting program, was progressing through SAP at KCIW and had a projected out date. Phone calls were initiated between the offender and her child with the goal of re-bonding between the two and the relationship as progressed with the CHFS worker

Continued on page 9 ...

Case Management and
Collaboration
By Joanie Dingman

Continued from page 8

bringing the child to the institution for a visit. The offender has been parole recommended upon completion of SAP. She and the CHFS worker are discussing the best options for the placement of the children until she is paroled and the options upon her release.

When you see the other state agencies and the families working with DOC to put the inmates back into the community and preparing the offenders for the family role, it becomes very rewarding, especially when the former offender succeeds. The days that I feel I have made a difference are what inspires me to remain in the field of corrections.

Employment Options For Offenders

www.kentuckyteleworks.com

Kentucky Teleworks

Your next job could be as close as your home computer when you put your skills to work in fields like health care, customer service, data entry, computer technology, and accounting.

-----For more Information -----

Joshua Ball

606-435-8498 or 606-369-0685

jball@kyteleworks.com

www.kentuckyteleworks.com

Kentucky Teleworks is an initiative of the Eastern Kentucky Concentrated Employment Program, Inc.

“A SECOND CHANCE TO MAKE A FIRST IMPRESSION”



JESSIE NAPIER
REENTRY P&P OFFICER
DISTRICT 18



When I started my career as a parole officer 6 years ago, at the age of 25, supervision meant meeting my policy requirements until my clients either went to the penitentiary or to a lower level of supervision. There was little concern either way on my end. I was severely limiting my effectiveness as an officer.

I have recently taken over the Reentry Coordinator position, but Reentry is not about a specialized caseload, it's a mindset and approach. My transition to that approach began for me when I became a mother three years ago. I realized that, given the wrong environment or significant trauma, my own daughter could be sitting in the chair across from my desk. I developed a deeper level of compassion and placed more significance on the healing process. I recognized that a healthier society is a safer one. So, if this Reentry approach could make society even just a little safer for my daughter, then count me in.

In my new approach, I engage my clients, attempt to establish how they became destructive, and find their motivation for change. I am much more successful in helping the clients that do not go to prison reach a higher level of progress in their lives. For the clients that do go, I know that I have done my part in attempting to assist them. In my opinion, the best parole officers thrive on working with the most challenging offenders. I regularly get calls from clients I no longer supervise, often due to revocation, updating me on their lives and thanking me for caring. These calls have multiplied in the last few years.

I recently supervised a client who was part of a notorious Louisville family. When he was transferred to me on probation, he had already accrued multiple technical violations, as well as a pending indictment. He was inevitably going to prison and I knew he came from a long line of perpetual criminals. In my old approach, I may have done the minimum until it was time to close his file. I didn't. He and I worked together for more than a year prior to his incarceration. He completed an outpatient substance abuse program, worked closely with the Louisville Urban League, and obtained (and maintained) employment. He discontinued his chronic marijuana use and became invested in his family. I began to see a genuine change. When he was released to parole, he informed his current officer that because I had not considered him a lost cause and placed some effort in him, he had started to view supervision as an opportunity, rather than punishment. According to his current officer, he is performing well on parole. His transformation from a dangerous thug into a positive member of society may have had nothing to do with my approach to him. But it might have.