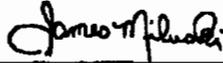




## NOTICE OF CONTRACT RENEWAL

State Of Missouri  
Office Of Administration  
Division Of Purchasing And Materials Management  
PO Box 809  
Jefferson City, MO 65102-0809  
<http://content.oa.mo.gov/purchasing-materials-management>

<b>CONTRACT NUMBER</b> C311185001	<b>CONTRACT TITLE</b> Re-Entry Services in Kansas City
<b>AMENDMENT NUMBER</b> Amendment #003	<b>CONTRACT PERIOD</b> July 1, 2014 through June 30, 2015
<b>REQUISITION NUMBER</b> NR 931 YYY14708193	<b>VENDOR NUMBER</b> 4405401760 0
<b>CONTRACTOR NAME AND ADDRESS</b> KANSAS CITY METROPOLITAN CRIME COMMISSION 3100 BROADWAY STE 226 KANSAS CITY MO 64111	<b>STATE AGENCY'S NAME AND ADDRESS</b> Missouri Department of Corrections 2729 Plaza Drive Jefferson City, MO 65109
<b>ACCEPTED BY THE STATE OF MISSOURI AS FOLLOWS:</b>  The State of Missouri hereby exercises its option to renew the contract.  All other terms, conditions and provisions of the contract, including all prices, shall remain the same throughout the above contract period and apply hereto.  SIGNATURE OF CONTRACTOR IS NOT REQUIRED ON THIS DOCUMENT.	
<b>BUYER</b> Julie Kleffner	<b>BUYER CONTACT INFORMATION</b> Email: <a href="mailto:Julie.kleffner@oa.mo.gov">Julie.kleffner@oa.mo.gov</a> Phone: (573) 751-7656 Fax: (573) 526-9816
<b>SIGNATURE OF BUYER</b> 	<b>DATE</b> 3/31/14
<b>DIRECTOR OF PURCHASING AND MATERIALS MANAGEMENT</b>  James Miluski	

NR 931 YYYH708193

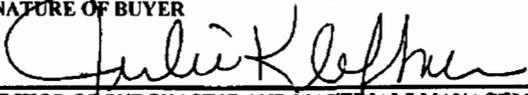
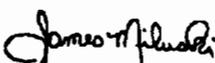
RENEWAL: <u>3</u> PERIOD OF <u>3</u> TOTAL	Performance Security Deposit: \$ _____
<input type="checkbox"/> Renewal - % Increase _____ Cost Savings	Surety Bond: \$ _____
<input type="checkbox"/> Renewal - \$ Increase _____ Cost Savings	Annual Wage Order Number: _____
<input checked="" type="checkbox"/> Renewal - W/O Increase	Annual Wage Order Date: _____
<input type="checkbox"/> SFS Renewal - Prices In Original Contract	County(ies): _____
<input type="checkbox"/> SFS Renewal - Prices Not in Original Contract	Other Instructions: _____
EXTENSION PERIOD:	
<input type="checkbox"/> Extension - 30-Day	
<input type="checkbox"/> Termination	
<input type="checkbox"/> Extension - \$ Increase _____ Cost Savings	
<input type="checkbox"/> Extension - W/O Increase	
<input type="checkbox"/> Assignment	
<input type="checkbox"/> Cancellation/Termination	
<input type="checkbox"/> Other Amendment	

A. Section 34.040.6, RSMo	Buyer/Section Support	OT	3/24/14
B. DPMM Suspension List	Buyer/Section Support	OT	3/24/14
C. Federal Suspension - SAM.GOV	Buyer/Section Support	OT	3/24/14
D. Labor Stds - OA/FMDC Contractor Debarment Lists	Buyer/Section Support		
E. Review of Participation Commitment Attainment - If app, Verify Receipt of 1 <sup>st</sup> Renewal - Blind/Shel Wkshp Affidvt	Buyer		
F. SFS Review/Justification - Insert Advertising Date, if applicable	Buyer		
	Buyer/Section Support	OT	3/24/14
	Buyer		
	Buyer/Section Support		
Contractor E-Mail Address/Fax Number	bmayer@kc-crime.org		
State Agency Contact E-Mail Address	David Rost		
Section 34.040.6, RSMo, Letter	Follow-Up Notes:		
A. Renewal/Extension Pricing	Buyer/Section Support		
B. Section 34.040.6, RSMo	Buyer/Section Support		
C. Performance Security Deposit/Surety Bond	Buyer/Section Support		
D. Renewal/Extension with Cost Savings Language	Buyer		
E. Statewide Notice	Buyer		
F. SFS Authorized Limit \$	Buyer		
G.			
1. E-Verify Exhibit/Affidavit/Documentation	Buyer/Section Support		
2. Assignment and Consent Form	Buyer/Section Support		
3. DPMM Suspension List	Buyer/Section Support		
4. Federal Suspension - SAM.GOV	Buyer/Section Support		
5. Labor Stds - OA/FMDC Contractor Debarment Lists	Buyer/Section Support		
	Buyer/Section Support		
	Buyer		
	Buyer/Section Support		
AM 300 PMM 0006 3/5/14 M3	Buyer/Section Support	OT	3/24/14
Distribute E-Verify & SDV Documents	Buyer/Section Support		
E-Mail/Fax NOA to Contractor/Assignee & Agency Contact	Buyer/Section Support	OT	3/24/14
Copy/Save As Statewide Notice to Internet Folder	Buyer/Section Support		
	Central Support-Participation		
	Central Support-Imaging		



## NOTICE OF CONTRACT RENEWAL

State Of Missouri  
Office Of Administration  
Division Of Purchasing And Materials Management  
PO Box 809  
Jefferson City, MO 65102-0809  
<http://www.oa.mo.gov/purch>

CONTRACT NUMBER C311185001	CONTRACT TITLE Re-Entry Services in Kansas City
AMENDMENT NUMBER Amendment #002	CONTRACT PERIOD July 1, 2013 through June 30, 2014
REQUISITION NUMBER NR 931 YYY13708290	VENDOR NUMBER 4405401760 0
CONTRACTOR NAME AND ADDRESS KANSAS CITY METROPOLITAN CRIME COMMISSION 3100 BROADWAY STE 226 KANSAS CITY MO 64111	STATE AGENCY'S NAME AND ADDRESS Missouri Department of Corrections 2729 Plaza Drive Jefferson City, MO 65109
ACCEPTED BY THE STATE OF MISSOURI AS FOLLOWS:  The State of Missouri hereby exercises its option to renew the contract.  All other terms, conditions and provisions of the contract, including all prices, shall remain the same throughout the above contract period and apply hereto.  SIGNATURE OF CONTRACTOR IS NOT REQUIRED ON THIS DOCUMENT.	
BUYER Julie Kleffner	BUYER CONTACT INFORMATION Email: <a href="mailto:Julie.kleffner@oa.mo.gov">Julie.kleffner@oa.mo.gov</a> Phone: (573) 751- 7656 Fax: (573) 526-9816
SIGNATURE OF BUYER 	DATE 5/13/13
DIRECTOR OF PURCHASING AND MATERIALS MANAGEMENT  James Miluski	

c. 311/85001 A# 002

**DIVISION OF PURCHASING AND MATERIALS MANAGEMENT  
CONTRACT RENEWAL/AMENDMENT  
ROUTING GUIDE**

NR 931 VVV13708290

Action Performed	Route	Initials	Date
1. Initiate Preparation Instructions (If applicable)	Buyer	<u>JK</u>	<u>5/7/13</u>
Renewal <input checked="" type="checkbox"/> Amendment _____ Admin. _____			

- \_\_\_\_ (1a) % Increase with Signature Required
- \_\_\_\_ (1b) \$ Increase with Signature Required
- \_\_\_\_ (2) Asking to Extend
- (3) No Increase, Signature not Required
- \_\_\_\_ (4a) % Increase, Bond Required, Signature Required
- \_\_\_\_ (4b) \$ Increase, Bond Required, Signature Required
- \_\_\_\_ (4c) No Increase, Bond Required, Signature Required
- \_\_\_\_ Per Bond \$ \_\_\_\_\_ Sur Bond \$ \_\_\_\_\_
- \_\_\_\_ Other -- See Attached

Increase/Decrease	Description
<u>(2)</u>	renewal period of <u>3</u>
\$ ____%	_____
\$ ____%	_____
\$ ____%	_____

2. Prepare Renewal/Amendment Section Support OT 5/7/13

<u>HB600</u> Follow Up / <u>No Follow up</u>	<u>Blind/Shelter Participation</u> Follow Up / <u>No Follow up</u>	<u>M/WBE Participation</u> Follow Up / <u>No Follow up</u>
Date: <u>5-7</u>		

Contractor's Email Address: pmayer@kc-crime.org

3. Approve Renewal/Amendment	Buyer	_____	_____
<u>Agg: Lisa Meyer</u>	Purch Mgr.	_____	_____
	Section Mgr.	_____	_____
	Assist. Dir.	_____	_____
4. Reproduce and Mail Amendment if signature is required	Section Support	<u>P</u>	<u>P</u>
5. Prepare Award of Renewal/Amendment & Statewide Notice	Buyer	_____	_____
6. Type Acceptance Language & Statewide Notice	Section Support	_____	_____
7. Approve, Sign Award & Statewide Notice	Buyer	<u>JK</u>	<u>5-7-13</u>
	Purch Mgr.	_____	_____
	Section Mgr.	_____	_____
	Assist. Dir.	_____	_____
8. Process in SAM II AM <u>pmayer@kc-crime.org</u>	Section Support	<u>OT</u>	<u>5-13-13</u>
<u>ms</u> (8a) Advise MBE/WBE Report Coordinator of Completed Renewal/Updated Subcontractor Information	Section Support	_____	_____
9. Process (Copy and Distribute) Renewal/Amendment	Section Support	<u>OT</u>	<u>5-13-13</u>
10. Image Document	Central Support	<u>OT</u>	<u>6-6</u>

001



## NOTICE OF CONTRACT RENEWAL

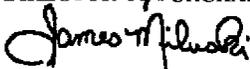
State Of Missouri  
Office Of Administration  
Division Of Purchasing And Materials Management  
PO Box 809  
Jefferson City, MO 65102-0809  
<http://www.oa.mo.gov/purch>

CONTRACT NUMBER C311185001	CONTRACT TITLE Re-Entry Services in Kansas City
AMENDMENT NUMBER Amendment #001	CONTRACT PERIOD July 1, 2012 through June 30, 2013
REQUISITION NUMBER NR 931 YYY12708239	VENDOR NUMBER 4405401760 0
CONTRACTOR NAME AND ADDRESS KANSAS CITY METROPOLITAN CRIME COMMISSION 3100 BROADWAY STE 226 KANSAS CITY MO 64111	STATE AGENCY'S NAME AND ADDRESS Missouri Department of Corrections 2729 Plaza Drive Jefferson City, MO 65109
ACCEPTED BY THE STATE OF MISSOURI AS FOLLOWS:  The State of Missouri hereby exercises its option to renew the contract.  All other terms, conditions and provisions of the contract, including all prices, shall remain the same throughout the above contract period and apply hereto.  SIGNATURE OF CONTRACTOR IS NOT REQUIRED ON THIS DOCUMENT.	
BUYER Julie Kleffner	BUYER CONTACT INFORMATION Email: <a href="mailto:Julie.kleffner@oa.mo.gov">Julie.kleffner@oa.mo.gov</a> Phone: (573) 751- 7656 Fax: (573) 526-9816
SIGNATURE OF BUYER 	DATE 6/28/12
DIRECTOR OF PURCHASING AND MATERIALS MANAGEMENT James Miluski	



## NOTICE OF AWARD

State Of Missouri  
Office Of Administration  
Division Of Purchasing And Materials Management  
PO Box 809  
Jefferson City, MO 65102-0809  
<http://www.oa.mo.gov/purch>

<b>SOLICITATION NUMBER</b> B3Z11185	<b>CONTRACT TITLE</b> Re-Entry Services in Kansas City
<b>CONTRACT NUMBER</b> C311185001	<b>CONTRACT PERIOD</b> October 17, 2011 through June 30, 2012
<b>REQUISITION NUMBER</b> NR 931 YYY11708315	<b>VENDOR NUMBER</b> 44054017600
<b>CONTRACTOR NAME AND ADDRESS</b> KANSAS CITY METROPOLITAN CRIME COMMISSION 3100 BROADWAY STE 226 KANSAS CITY MO 64111	<b>STATE AGENCY'S NAME AND ADDRESS</b> Missouri Department of Corrections 2729 Plaza Drive Jefferson City, MO 65109
<b>ACCEPTED BY THE STATE OF MISSOURI AS FOLLOWS:</b>  The proposal submitted by Kansas City Metropolitan Crime Commission in response to RFP B3Z11185 is accepted in its entirety.	
<b>BUYER</b> Julie Kleffner	<b>BUYER CONTACT INFORMATION</b> Email: Julie.Kleffner@oa.mo.gov Phone: (573) 751-7656 Fax: (573) 526-9816
<b>SIGNATURE OF BUYER</b> 	<b>DATE</b> 10-17-11
<b>DIRECTOR OF PURCHASING AND MATERIALS MANAGEMENT</b> 	

original



STATE OF MISSOURI  
OFFICE OF ADMINISTRATION  
DIVISION OF PURCHASING AND MATERIALS MANAGEMENT (DPMM)  
REQUEST FOR BEST AND FINAL OFFER (BAFO)  
FOR REQUEST FOR PROPOSAL (RFP)

BAFO REQUEST NO.: 001  
RFP NO.: B3Z11185  
TITLE: Re-Entry Services in Kansas City  
ISSUE DATE: 08/30/11

REQ NO.: NR 931 YYY11708315  
BUYER: Julie Kleffner  
PHONE NO.: (573) 751-7656  
E-MAIL: Julie.Kleffner@oa.mo.gov

BAFO RESPONSE SHOULD BE RETURNED BY: September 7, 2011 AT 5:00 PM CENTRAL TIME

MAILING INSTRUCTIONS: Print or type RFP Number and Return Due Date on the lower left hand corner of the envelope or package. Sealed BAFOs should be in DPMM office (301 W High Street, Room 630) by the return date and time.

RETURN BAFO RESPONSE TO: (U.S. Mail) DPMM or (Courier Service) DPMM  
PO BOX 809 301 WEST HIGH STREET, RM 630  
JEFFERSON CITY MO 65102-0809 JEFFERSON CITY MO 65101-1517

CONTRACT PERIOD: Date of Award through June 30, 2012

DELIVER SUPPLIES/SERVICES FOB (Free On Board) DESTINATION TO THE FOLLOWING ADDRESS:

Department of Corrections  
2729 Plaza Drive  
Jefferson City MO 65109

The offeror hereby declares understanding, agreement and certification of compliance to provide the items and/or services, at the prices quoted, in accordance with all terms and conditions, requirements, and specifications of the original RFP as modified by any previously issued RFP amendments and by this and any previously issued BAFO requests. The offeror agrees that the language of the original RFP as modified by any previously issued RFP amendments and by this and any previously issued BAFO requests shall govern in the event of a conflict with his/her proposal. The offeror further agrees that upon receipt of an authorized purchase order from the Division of Purchasing and Materials Management or when a Notice of Award is signed and issued by an authorized official of the State of Missouri, a binding contract shall exist between the offeror and the State of Missouri.

SIGNATURE REQUIRED

DOING BUSINESS AS (DBA) NAME  
Kansas City Metropolitan Crime Commission  
MAILING ADDRESS  
3100 Broadway, Suite 226  
CITY, STATE, ZIP CODE  
Kansas City, MO 64111

LEGAL NAME OF ENTITY/INDIVIDUAL FILED WITH IRS FOR THIS TAX ID NO.  
Kansas City Metropolitan Crime Commission  
IRS FORM 1099 MAILING ADDRESS  
3100 Broadway, Suite 226  
CITY, STATE, ZIP CODE  
Kansas City, MO 64111

CONTACT PERSON: Barry C. Mayer  
EMAIL ADDRESS: bmayer@kc-crime.org  
PHONE NUMBER: 816-960-6814  
FAX NUMBER: 816-960-6808  
TAXPAYER ID NUMBER (TIN): 44-0540176  
TAXPAYER ID (TIN) TYPE (CHECK ONE):  FEIN  SSN  
VENDOR NUMBER (IF KNOWN): 4405401760  
VENDOR TAX FILING TYPE WITH IRS (CHECK ONE):  Corporation  Individual  State/Local Government  Partnership  Sole Proprietor  IRS Tax-Exempt  
AUTHORIZED SIGNATURE: Barry C. Mayer  
DATE: 9/2/2012  
PRINTED NAME: Barry C. Mayer  
TITLE: Vice-President

**BEST AND FINAL OFFER (BAFO) #001 to RFP B3Z11185**

**TITLE:** Re-Entry Services in Kansas City

**CONTRACT PERIOD:** Date of Award through June 30, 2012

The following paragraphs and exhibit in RFP B3Z11185 have been amended:

- 3.6.3 c.
- 3.6.3 d. and its subparagraphs
- Exhibit G

**EXHIBIT G**

**BUDGET/PRICE ANALYSIS**

The offeror should complete the following table in sufficient detail for information regarding the services proposed on an annual basis (assuming no more than a \$172,660 annual budget).

<b>SECTION I – Administrative Services</b>			
<b>Budget Categories</b>	<b>FTE</b>	<b>Annual Salary</b>	<b>Total</b>
<b>Professional Personnel (list name or title)</b>			
1. Resource Specialist incl 12% Fringe	1	\$35,700.00	\$39,984.00
2. Resource Specialist incl 12% Fringe	1	\$35,700.00	\$39,984.00
3. Mentoring/Job Services Coordinator	PTE	\$19,968.00	\$21,496.00
PTE @ \$16 x 24 hrs wkly x 52 wks + 7.65% FICA		\$	\$
5.		\$	\$
6.		\$	\$
7.		\$	\$
8.		\$	\$
<b>Total Professional Personnel</b>			<b>\$101,464.00</b>
<b>Support Personnel (list)</b>			
1. LE/Corrections Liaison/Project Coordinator	.20 FTE	\$65,978.00	\$14,779.00
(above incl 12% fringe in total)		\$	\$
2. Administrative Assistant (Sarah Matthes)	PTE	\$10,400.00	\$11,195.00
(PTE @ \$25hr x8hrs wkly x 52 wks +7.65%)		\$	\$
<b>Total Support Personnel</b>			<b>\$127,438.00</b>

<b>Budget Categories</b>	<b>Quantity</b>	<b>Unit Price</b>	<b>Total</b>
<b>Travel Expenses (list)</b>			
1. Veh Mileage 25mi x 52wks x .37 (Res.Spec)	2	\$962.00	\$962.00
2. Veh Mileage 50mi x52wks x.37(Mentor Co)	1	\$962.00	\$962.00
3.		\$	\$
4.		\$	\$
<b>Total Travel Expenses</b>			<b>\$</b>
<b>Materials and Supplies (list)</b>			
1. Postage & Mailing		\$1,600.00	\$1,600.00
2. Office Supplies		\$998.00	\$998.00
3.		\$	\$
4.		\$	\$
<b>Total Materials and Supplies</b>			<b>\$2,598.00</b>
<b>Total SECTION I (Annual):</b>			<b>\$131,960.00</b>

**SECTION II - Services - Breakdown for array of services**

Budget Categories	Estimated Quantity	Unit Price	Total
<b>Services</b>			
1. Housing/Utilities	30	\$500.00	\$15,000.00
2. Employment Services/Activities	100	\$100.00	\$10,000.00
3. Transportation bus passes-40 monthly & 2000 one ride passes	240	\$50 x 40 \$1.50 x 2000	\$5,000.00
4. Food Assistance		\$	\$
5. Clothing-work clothes(boots) for employment services program	100	\$26.00	\$2,600.00
6. Family Services		\$	\$
7. Personal Identification	30	\$15.00	\$450.00
9. Financial Assistance		\$	\$
9. Health Services	100	\$50.00	\$5,000.00
10. Mentoring Services	25	\$80.00	\$2,000.00
11. Other Services (list)	10	\$65.00	\$650.00
12.		\$	\$
13.		\$	\$
14.		\$	\$
15.		\$	\$
16.		\$	\$
17.		\$	\$
18.		\$	\$
19.		\$	\$
20.		\$	\$
<b>Total Services</b>			\$40,700.00
<b>Other (list)</b>			
1.		\$	\$
2.		\$	\$
3.		\$	\$
4.		\$	\$
5.		\$	\$
<b>Total Other</b>			\$0
<b>Total SECTION II (Annual):</b>			\$40,700.00
<b>Total Annual Amount (Section I + Section II) (not to exceed \$172,660)</b>			\$172,660.00

<b>Assumptions used in above analysis:</b>	
✓ Annual number of participants	160
✓ Number of days of services in program receiving services	365

**NOTE:** Payment to the contractor shall be made in arrears. The payment shall be in accordance with the price stated on the pricing page as identified in the Invoicing and Payments Requirements.

## Budget Narrative for SECTION II- Services- Breakdown for array of services

In grant year 2010-2011, the Second Chance Center served 708 individuals with 151 enrolled in intensive case management services for high risk, also known as "level III" offenders. Projections in this application's budget were made based upon last year's round of services and estimations of need, both for items that were offered in 2010-2011 and those items that were not offered. Estimates were made based on expenditures, goals and needs for those served in the past year with consideration for the target enrollment number of 160 individuals for this year's application.

**Housing/ Utilities-** It is estimated that this proposal could assist 30 individuals with housing based, again, on last year's numbers and gaps. The average spent last year was \$540 per person for 37 people. Five percent of the 708 participants received housing assistance dollars, yet approximately 10% of all center participants attained a housing goal that they set with their center specialist. Approximately one out of five participants served by this application may have a housing goal; further, it is estimated that 18% of the total number of participants could benefit from first month's rent or deposit assistance. Some participants will be housed in transitional facilities that require no rent/ deposit, which accounts for the 2% discrepancy. If additional participants do need rent assistance, the resource specialist and program director are experienced at working with all the area non-profits, including the faith community and HUD funded services, offering rent assistance to the general public or those who are facing homelessness. Additional resources will be leveraged as needed to support the housing goals of all participants. The Second Chance Program already offers housing assistance through another Community Reentry Process Grant. Those with severe housing needs are likely to be referred first to that grant application rather than this one. It targets 50 individuals at KCCRC or who are homeless, high risk and on supervision, including sex offenders.

**Employment Services/ Activities-** this \$100 per person fee for 100 people is based on at least knowing that that many clients will need employment assistance and are capable of taking advantage of the Metropolitan Community Service Program Adopt Prospect employment assistance project that incorporates job readiness/situational appropriateness classes, followed by supervised work projects where work performance can be observed and job performance feedback can be provided concluding with job placement assistance and job club options. Often time Level III clients on probation have been court ordered to perform community service and this program also covers that requirement.

**Transportation/ Bus passes-** Less than half of the center case management participants were bus riders, estimated by last year's services. No bus passes were offered by the center last year. However, many were referred out to other organizations offering bus passes. With a conservative estimate, it is assumed that 200 people will get an average of 10 one ride passes each (from this budget); upon earning full time employment, approximately 40 individuals will get a monthly bus pass to help them sustain transportation until their first pay check. Again, the

center has access to other funds that were raised through monthly luncheons to support the costs of bus passes. Ideally, the center will qualify in the coming year to receive bus passes at half price or a reduced cost, which would double the amount that can be offered to participants. Having not offered bus passes through the past grant, this item was slightly more difficult to project than others.

Food Assistance- no food assistance was budgeted in this grant; participants, if qualified, will be encouraged to apply for SNAP benefits. Further, there are hundreds of food pantries in the KCMO area available on a regular basis. In order to be good stewards of Missouri DOC funding, it was decided that there was no need to supplement the already abundant area food programs through this funding.

Clothing- boots for the work program- boots have been priced at \$26 per person for 100 people expected to participate in the work experience offered by the MCSP employment assistance project. If an individual is assigned to the program, boots will be purchased on their behalf. If any individuals already have boots, this money will be re-allocated to cover costs of other items related to permanent employment.

Family Services- there are numerous resources for family related services and activities in the area and it was estimated there was no need to offer any items in this category.

Identification- like transportation, this program has not had funds in the past to offer ID or Birth Certificates. Since MRP has advanced the ability of prisons to ensure those who are paroled in Missouri DOC to community are able to leave facilities with Identification, it is assumed that most will come to the program with birth certificates and identification cards. However, to be work ready everyone must have an ID and certainly a number of those served, estimated at less than 20% will be in need of a replacement ID and/ or a Birth Certificate to acquire a Social Security Card and/ or ID. If anyone in the program beyond the budgeted number needs funds for ID's, they will be referred to Catholic Charities, Gold Dome, Metro Lutheran Ministry or one of the other many area agencies offering assistance with these needs.

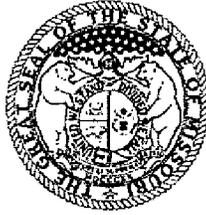
Financial Assistance- no offenders will be assisted personally with finances under this award.

Health Services- this covers the fee for service for participants to enroll in the services offered by Black Health Care Coalition. The number estimated that BHCC could serve in this initial year was based on that organization's current capacity; BHCC estimated that they could accommodate 100 persons through this application at a rate of \$50.00 per person. BHCC offers a menu of free screening services, assists their clients in navigating through the myriad of medical services in metro Kansas City, assists in signing up for free medications (doctor's approval needed), accesses treatment (substance abuse, mental health, and family counseling) and much more. This service is supplemented by BHCC's other funding and is a true bargain at a rate of \$50 per participant.

Mentoring Services- It is estimated that there will be two monthly events and one annual event for mentors and their protégé. It is estimated that food and any other items for these events will be covered at a cost of \$80 per event, for a total of \$2,000.

Other- GED Testing currently costs \$65 per test in Missouri. This testing cost will increase in the 2012-2013 school year. Based on the current rate, it is estimated that 10 participants may be ready for their GED test in this grant year and not have another source to cover it's cost. Many area GED training centers cover their participants testing costs, including Literacy KC (a partner of the KC Metro Reentry Coalition) therefore participants will be referred out if they need tests that cannot be covered by this line item.

Jeremiah W. (Jay) Nixon  
Governor



Kelvin Simmons  
Commissioner

State of Missouri  
**OFFICE OF ADMINISTRATION**  
Division of Purchasing and Materials Management  
301 West High Street, Room 630  
Post Office Box 809  
Jefferson City, Missouri 65102-0809  
(573) 751-2387 Fax: (573) 526-9816  
TTD: (800) 735-2966 Voice: (800) 735-2466  
<http://www.oa.mo.gov/purch>

James Miluski  
Director

August 30, 2011

**Dear Offeror for B3Z11185:**

In accordance with paragraph 3.2 of RFP B3Z11185 for re-entry services in Kansas City, this letter shall constitute an official request by the State of Missouri to enter into competitive negotiations with your company.

Included with this letter is a complete copy of the RFP, including revisions to the RFP as a result of this request for negotiations. The cover page of the attached RFP is the Best and Final Offer #001 form. This BAFO #001 form must be completed, signed by an authorized representative of your organization, and returned with your BAFO response. Signing the BAFO #001 form cover page confirms your understanding and agreement to comply with the provisions and requirements of the RFP as modified by any previously issued RFP amendments by this request for a BAFO.

Since the Budget/Price Analysis, Exhibit G, and related instructions have been revised via this BAFO, your BAFO response must include a revised Exhibit G and budget justification. In addition, the proposed number of participants needing services as identified in the services budget category of Exhibit G appears small in comparison to the total number of participants proposing to serve. Please explain.

In your response to this Best and Final Offer, you may make any modification, addition, or deletion deemed necessary to your proposal. However, please be advised that it is not necessary for you to resubmit your entire proposal. Only the signed BAFO #001 form and any portions of your proposal that are being revised as a result of this request for a Best and Final Offer need be submitted.

Your BAFO response is your final opportunity to ensure that (1) all mandatory requirements of the RFP have been met, (2) all RFP requirements are adequately described since all areas of the proposal are subject to evaluation, and (3) this is your best offer, including a reduction or other change to pricing.

You are requested to respond to this request for a BAFO by submitting a written, sealed "Best and Final Offer" **BY 5:00 p.m. Central Time on September 7, 2011** to:

Attention: Julie Kleffner  
Division of Purchasing and Materials Management  
301 West High Street, Truman Building, Room 630  
Jefferson City, MO 65101-1517

The outside of the packet containing the BAFO response needs to state, "BAFO for B3Z11185" on the lower left corner. Please include the **original plus four (4) copies (for a total of five (5) documents)** of your response. Faxed or e-mailed responses are not acceptable.

You are reminded that pursuant to section 610.021, RSMo, proposal documents including any best and final offer documents are considered closed records and shall not be divulged in any manner until after a contract is executed or all proposals are rejected. Furthermore, you and your agents (including subcontractors, employees, consultants, or anyone else acting on their behalf) must direct all questions or comments regarding the RFP, the evaluation, etc. to me, as the buyer of record. Neither you nor your agents may contact any other state employee regarding any of these matters during the negotiation and evaluation process. Inappropriate contacts or release of information about your proposal or BAFO are grounds for suspension and/or exclusion from specific procurements.

If you have any questions regarding this BAFO request, please contact me at (573) 751-7656 or e-mail me at [Julie.Kleffner@oa.mo.gov](mailto:Julie.Kleffner@oa.mo.gov). Your efforts in working with the State of Missouri to ensure a thorough evaluation of your proposal are sincerely appreciated.

Sincerely,

*Julie Kleffner*

c: Evaluation Team  
RFP B3Z11185

Attachment: RFP including BAFO #001 form

ORIGINAL



STATE OF MISSOURI  
OFFICE OF ADMINISTRATION  
DIVISION OF PURCHASING AND MATERIALS MANAGEMENT (DPMM)  
REQUEST FOR PROPOSAL (RFP)

AMENDMENT NO.: 1  
RFP NO.: B3Z11185  
TITLE: Re-entry Services in Kansas City  
ISSUE DATE: 08/01/11

REQ NO.: NR 931 YYY11708315  
BUYER: Julie Kleffner  
PHONE NO.: (573) 751-7656  
E-MAIL: Julie.Kleffner@oa.mo.gov

RETURN PROPOSAL NO LATER THAN: August 16, 2011 AT 2:00 PM CENTRAL TIME

MAILING INSTRUCTIONS: Print or type RFP Number and Return Due Date on the lower left hand corner of the envelope or package. Delivered sealed proposals must be in DPMM office (301 W High Street, Room 630) by the return date and time.

RETURN PROPOSAL AND AMENDMENT(S) TO:

(U.S. Mail)	or	(Courier Service)
DPMM		DPMM
PO BOX 809		301 WEST HIGH STREET, ROOM 630
JEFFERSON CITY MO 65102-0809		JEFFERSON CITY MO 65101-1517

CONTRACT PERIOD: Date of Award through June 30, 2012

DELIVER SUPPLIES/SERVICES FOB (Free On Board) DESTINATION TO THE FOLLOWING ADDRESS:

Department of Corrections  
2729 Plaza Drive  
Jefferson City MO 65109

The offeror hereby declares understanding, agreement and certification of compliance to provide the items and/or services, at the prices quoted, in accordance with all terms and conditions, requirements, and specifications of the original RFP as modified by this and any previously issued RFP amendments. The offeror should, as a matter of clarity and assurance, also sign and return all previously issued RFP amendment(s) and the original RFP document. The offeror agrees that the language of the original RFP as modified by this and any previously issued RFP amendments shall govern in the event of a conflict with his/her proposal. The offeror further agrees that upon receipt of an authorized purchase order from the Division of Purchasing and Materials Management or when a Notice of Award is signed and issued by an authorized official of the State of Missouri, a binding contract shall exist between the offeror and the State of Missouri.

SIGNATURE REQUIRED

DOING BUSINESS AS (DBA) NAME Kansas City Metropolitan Crime Commission		LEGAL NAME OF ENTITY/INDIVIDUAL FILED WITH IRS FOR THIS TAX ID NO. Kansas City Metropolitan Crime Commission	
MAILING ADDRESS 3100 Broadway, Suite 226		IRS FORM 1099 MAILING ADDRESS 3100 Broadway, Suite 226	
CITY, STATE, ZIP CODE Kansas City, Missouri 64111		CITY, STATE, ZIP CODE Kansas City, MO 64111	
CONTACT PERSON Barry Mayer, Vice President		EMAIL ADDRESS bmayer@kc-crime.org	
PHONE NUMBER (816)960-6814		FAX NUMBER (816)960-6808	
TAXPAYER ID NUMBER (TIN) 44-0540176	TAXPAYER ID (TIN) TYPE (CHECK ONE) <input checked="" type="checkbox"/> FEIN <input type="checkbox"/> SSN		VENDOR NUMBER (IF KNOWN) 4405401760-0
VENDOR TAX FILING TYPE WITH IRS (CHECK ONE) <input type="checkbox"/> Corporation <input type="checkbox"/> Individual <input type="checkbox"/> State/Local Government <input type="checkbox"/> Partnership <input type="checkbox"/> Sole Proprietor <input checked="" type="checkbox"/> IRS Tax-Exempt			
AUTHORIZED SIGNATURE <i>Barry C Mayer</i>		DATE 8/15/11	
PRINTED NAME Barry C. Mayer		TITLE Vice President	

ORIGINAL



STATE OF MISSOURI  
OFFICE OF ADMINISTRATION  
DIVISION OF PURCHASING AND MATERIALS MANAGEMENT (DPMM)  
REQUEST FOR PROPOSAL (RFP)

RFP NO.: B3Z11185  
TITLE: Re-entry Services in Kansas City  
ISSUE DATE: 07/11/11

REQ NO.: NR 931 YYY11708315  
BUYER: Julie Kleffner  
PHONE NO.: (573) 751-7656  
E-MAIL: Julie.Kleffner@oa.mo.gov

RETURN PROPOSAL NO LATER THAN: August 16, 2011 AT 2:00 PM CENTRAL TIME

MAILING INSTRUCTIONS: Print or type RFP Number and Return Due Date on the lower left hand corner of the envelope or package. Delivered sealed proposals must be in DPMM office (301 W High Street, Room 630) by the return date and time.

RETURN PROPOSAL TO: (U.S. Mail) DPMM or (Courier Service) DPMM  
PO BOX 809 301 WEST HIGH STREET, RM 630  
JEFFERSON CITY MO 65102-0809 JEFFERSON CITY MO 65101-1517

CONTRACT PERIOD: Date of Award through June 30, 2012

DELIVER SUPPLIES/SERVICES FOB (Free On Board) DESTINATION TO THE FOLLOWING ADDRESS:

Department of Corrections  
2729 Plaza Drive  
Jefferson City Mo 65109

The offeror hereby declares understanding, agreement and certification of compliance to provide the items and/or services, at the prices quoted, in accordance with all requirements and specifications contained herein and the Terms and Conditions Request for Proposal (Revised 01/10/11). The offeror further agrees that the language of this RFP shall govern in the event of a conflict with his/her proposal. The offeror further agrees that upon receipt of an authorized purchase order from the Division of Purchasing and Materials Management or when a Notice of Award is signed and issued by an authorized official of the State of Missouri, a binding contract shall exist between the offeror and the State of Missouri.

SIGNATURE REQUIRED

DOING BUSINESS AS (DBA) NAME Kansas City Metropolitan Crime Commission	LEGAL NAME OF ENTITY/INDIVIDUAL FILED WITH IRS FOR THIS TAX ID NO. Kansas City Metropolitan Crime Commission
MAILING ADDRESS 3100 Broadway, Ste. 226	IRS FORM 1099 MAILING ADDRESS 3100 Broadway, Suite 226
CITY, STATE, ZIP CODE Kansas City, MO 64111	CITY, STATE, ZIP CODE Kansas City, MO 64111

CONTACT PERSON Barry C. Mayer, Vice President		EMAIL ADDRESS bmayer@kc-crime.org	
PHONE NUMBER (816)960-6814		FAX NUMBER (816)960-6800	
TAXPAYER ID NUMBER (TIN) 44-0540176	TAXPAYER ID (TIN) TYPE (CHECK ONE) <input checked="" type="checkbox"/> FEIN <input type="checkbox"/> SSN	VENDOR NUMBER (IF KNOWN) 4405401760	
VENDOR TAX FILING TYPE WITH IRS (CHECK ONE) <input type="checkbox"/> Corporation <input type="checkbox"/> Individual <input type="checkbox"/> State/Local Government <input type="checkbox"/> Partnership <input type="checkbox"/> Sole Proprietor <input checked="" type="checkbox"/> IRS Tax-Exempt			
AUTHORIZED SIGNATURE <i>Barry C. Mayer</i>		DATE 8/15/11	
PRINTED NAME Barry C. Mayer		TITLE Vice President	

# **COST**

Pricing Page revised by Amendment #1

4. PRICING PAGE

4.1 **Reentry Services** - The offeror shall indicated a firm fixed price per day per offender for the original contract period and a maximum price per day per offender for each renewal option for providing the services in accordance with the provisions and requirements of this RFP. (Line item 001. Commodity Code: 92438)

<u>Administration of Offender Re-Entry Services</u>		
<b>Contract Period</b>	<b>Price</b>	<b>Unit</b>
Original Contract Period	\$5.91 Firm Fixed Price	Per Day, Per Offender
First Renewal Option	\$6.21* Maximum Price	Per Day, Per Offender
Second Renewal Option	\$6.52* Maximum Price	Per Day, Per Offender
Third Renewal Option	\$6.85* Maximum Price	Per Day, Per Offender

In the event the State of Missouri exercises its option to renew the contract for additional contract periods, all prices for the renewal periods shall remain the same as for the original contract period unless additional funds are available or funds are reduced. (Refer to Renewal Periods, paragraph 2.9.3 described herein.)

\*Respondent agrees with above statement and offers 5% compounded increased amounts for per day, per offender only in event renewal option increases become available.

## **Experience, Reliability, & Expertise of Personnel**

**EXHIBIT A**  
**OFFEROR INFORMATION**

**History of the Kansas City Metropolitan Crime Commission**

The Kansas City Metropolitan Crime Commission, founded in 1949, has had a mission of creating a safer Kansas City for over sixty-two years. The organization began as a result of a Jackson County Grand Jury determining a need for a response to corruption in local government, using business and civic leaders to create a solution. After processes were put in place to increase the safety of all Kansas Citians, the Crime Commission leaders decided to continue with a mission to create a safer community by supporting law enforcement and justice agencies and their causes.

**Overview: Kansas City Metropolitan Crime Commission**

Today, the mission of the Kansas City Metropolitan Crime Commission is executed through its four programs. These include Crime Stoppers' TIPS Hotline, SAFE, Metropolitan Community Service Program and Second Chance Program. By offering an anonymous hotline and reward, set up for the community to report crime, Crime Stoppers has been responsible for the apprehension of over 10,000 individuals and has cleared over 20,000 felony cases, including solving over 500 homicides, since its inception in the 1980s. SAFE is an endowment fund available to assist the surviving family members when a law enforcement officers, EMTs or firefighters lose their life in the line of duty. Metropolitan Community Service Program assists court systems and Probation and Parole officers by brokering over 5,000 community service workers annually to non-profit worksites throughout the metro and monitoring the completion of their court ordered community service. Second Chance Program, founded in 2008, was created to create a metro-wide strategy to decrease prisoner recidivism and increase the success of former offenders upon their return to the metropolitan Kansas City area. The Kansas City Metropolitan Crime Commission programs are described in more detail, including staff and board rosters, on [www.kc-crime.org](http://www.kc-crime.org).

**Overview: Second Chance Program of the Kansas City Metropolitan Crime Commission**

Second Chance Program established itself as the area leader in prisoner reentry by beginning with work on a macro level, with the following accomplishments:

- The founding of the Kansas City Metropolitan Reentry Coalition with over 100 organizations acting as official members to reduce barriers and increase opportunities for offenders throughout our community (established in January 2009).
- The completion of research with University of Missouri-Kansas City, funded by Health Care Foundation of Greater Kansas City, entitled: Examining Offender Reentry in Metropolitan Kansas City: A Gaps Analysis (completed April 2010).
- Ensuring dissemination of information related to the reentry services in the metropolitan area, including opportunities and programs for offenders, fundraising events, and options for collaboration (ongoing, since 2008).

The activities related to the Reentry Coalition have been many and here are a few of the highlights:

- Employment Symposium held in Spring 2010, to encourage small businesses to hire ex-offenders, attended by over 60 individuals.

- Landlord Forums, to educate landlords on renting responsibly to former offenders, securing 20 new landlords in Kansas and Missouri, who will consider renting to returning offenders.
- Training exchange, ensuring coalition members have access to other organizations' state of the art trainings. Members logged over 1,250 free professional training hours through the coalition from 2009 to present.
- Monthly speakers from new and sought after resources present to the coalition monthly, particularly regarding housing, employment, transportation and resources.
- Positive media- the coalition has ensured three positive press pieces about offenders and employment in the past year.
- Resource Fair (October 2009) offered the opportunity for all Coalition Members to share their resources with area offenders, in partnership with Black Health Care Coalition.
- Public awareness, the work of this committee has ensured a change in the local Liquor License City Ordinance that some people with felonies can now work in KCMO restaurants.
- Public awareness, has ensured the words "Registered Offender" will be removed from Kansas Offenders driver's licenses by October of this year (state statute actually calls for a "numeric code").

The research performed by the Crime Commission with the University of Missouri-Kansas City can serve as the foundation for a metro-wide strategic plan to reduce the overall recidivism rate in metropolitan Kansas City. This research identifies gaps related to public policies, systemic practices, services and programs that, if addressed, could reduce area recidivism. Thus far, the research has been presented to the following audiences:

- Board of Police Commissioners
- Board of Directors of the KC Metro Crime Commission
- Second Chance Advisory Board
- City Council of KCMO Public Safety Committee
- Kansas City Metropolitan Reentry Coalition (and general public)
- Johnson County KS Reentry Task Force
- Homeless Task Force of Kansas City (judicial sub-committee)

**Overview of Second Chance Center Services Currently Being Offered:**

In 2010, the Second Chance Program used information regarding service gaps and evidence based services to create a program called the Second Chance Center. With funding from Missouri Reentry Process Grants, Second Chance Center opened in August 2010 at our offices at the Pioneer Campus of the Metropolitan Community Colleges. The Programming at the Center currently includes the following:

- Job Readiness Training
- Transitional Jobs
- Job Club
- Job Placement/ Search Assistance
- Case Management- includes goal planning and referrals to recovery support, mental health, physical health, basic needs, etc.

- Case Staffings with key partners, including Probation and Parole, Kansas City Police Department, support systems, offender, mentors, and service providers.
- Mentor Recruitment and Matching
- Housing Services
- Rent/ Deposit Assistance
- Tenants' Rights and Responsibility Classes
- Database [www.secondchancekc.org](http://www.secondchancekc.org) to share information, linkages and announcements about all area resources
- Welcome Back Sessions, includes Second Chance and all interested Coalition Members, twice a month they present their resources to offenders on supervision with MO P/P.
- Hotline for Information and Referral- available to all area Missouri supervised offenders and providers who seek information about resources.
- Linkages to hard to secure resources and identification of existing gaps.

**Reentry Coalition Members and Relationships:**

Through the Reentry Coalition and research with UMKC, the Crime Commission and Second Chance Program has developed networked working relationships with the following organizations whose applications for Coalition Membership are on file:

- 100 Men of Blue Hills
- A Second Chance at Learning
- AdHoc Group Against Crime
- Adult Basic Education
- Aim4Peace
- American Indian Council
- Amethyst Place
- Anger Alternatives, Inc.
- Ava's Grace Scholarship Fund
- Benilde Hall
- Beyond The Conviction
- Big Brothers Big Sisters
- Bishop Sullivan Center
- Black Health Care Coalition
- Blue Hills Community Services
- Catholic Charities, Turnaround Program
- Center for Equitable Education (CEED)
- City Union Mission
- Coalition of Hispanic Organizations, COHO
- COMBAT
- Communities Creating Opportunities
- Community Christian Church
- Community Housing Network
- Community Mediation Center
- Comprehensive Mental Health Services, Inc.
- Connections to Success

- Cultivate KC (formerly KCCUA)
- Department of Veteran's Affairs
- Dismas House
- Don Bosco Centers
- Educational Opportunity Center
- Era Environmental & Safety, Inc.
- Family Conservancy
- Federal Bureau of Prisons
- First Call (formerly NCADD)
- Focus Aftercare Ministries
- Footprints, Inc.
- Freedom Fire
- Full Employment Council
- Gentlemen of the Roundtable
- Goodwill of Western MO and Eastern KS
- Gracious Promise Foundation
- Greater Kansas City Local Initiative Support Corporation
- Greater Pentecostal Temple Church
- Habitat for Humanity (Kansas City)
- Hillcrest Transitional Housing
- Homeless Services Coalition
- Human Relations Department, City of KCMO
- Inner Change Freedom Initiative
- Jackson County Community Mental Health Fund
- Jackson County Department of Corrections
- Jackson County Regional Correctional Center
- Jackson County Family Court
- Johnson County Department of Corrections
- Kansas City Community Center
- Kansas City Community Release Center, MO DOC
- Kansas City Free Health Care Clinic
- Kansas City Police Department
- Kansas City Rescue Mission
- Kansas Dept. of Commerce
- Kansas Dept. of Corrections
- Kansas Workforce Partnership
- Keys are at the Cross Prison Ministries, Inc.
- Kim Wilson Housing, Inc.
- Legal Aid of Western Missouri
- Light of the Whirl
- Literacy KC
- Local Investment Commission (LINC)
- Man2Man
- Metropolitan Community College, Business Technology Campus

- Metro Lutheran Ministry
- Metropolitan Missionary Baptist Church
- Metropolitan Organization for Racial and Economic Equity, MORE2
- Mirror, Inc.
- Missouri Association for Social Welfare
- Missouri Dept. of Corrections
- Missouri Division of Probation and Parole
- Missouri Division of Workforce Development
- Missouri Division of Development (Disabled Veterans Outreach Program)
- Missouri Reentry Process, MO DOC
- National Association of Construction Contractor's Co-Operation
- Neighborhood Housing Services of Kansas City, Inc.
- New Reflections
- Northland Dependency Services, LLC
- Northwest Communities Development Corp.
- One Stop Ministries
- Pacific Accord, Inc.
- P&P Negotiation Services, LLC
- Preferred Family Healthcare
- Project Mom and Dad
- Reaching Out from Within
- Reconciliation Services
- ReDiscover
- ReEngage, Incorporated
- Regional Prevention Center Wyandotte County
- Resource Development Institute
- Salvation Army
- Samuel U. Rogers Health Center
- Sarita Lynne Ministries
- Seton Center Family & Health Services
- Shepherd's Way Ministries, Inc., The
- Swope Health Services
- Thank You Christ Ministries
- Turning Point Recovery Services, LLC
- Unified Government of WY/KCK
- U.S Probation Office of Eastern MO
- U.S Probation Office- KS
- U.S Penitentiary Leavenworth
- University of Missouri Extension Office
- Unity in the Community
- University of Missouri-Kansas City, Criminology Dept.
- Urban Rangers
- Welcome House
- Women on a Mission

- Wyandotte Serves/Wyandotte Works

The Crime Commission is the only area organization that has chosen to engage in broad leadership to ensure an organized community response to prisoner reentry. This organization is uniquely positioned, with a mission of public safety supported by the broad community, including law enforcement and corrections organizations, court systems, social service agencies, and private citizens who support this mission and participate in our work. Having connections with business and civic leaders, law enforcement entities, and area non-profit organizations has helped us create and advance partnerships unique to this area.

To date, our partnerships have ensured the development of the Kansas City Metropolitan Reentry Coalition, including a mission, vision and committees each with goals to remove specific barriers and advance opportunities for offenders returning to metropolitan Kansas City. The partners serve as committee chairs with the following organizations serving in leadership roles in our committees:

- Housing Committee: Chaired by Life Focus, Ron Peckham
- Public Education and Advocacy Committee, Past Chairs Sister Rose McLarney and Diana Turner (new chair, TBA)
- Employment Committee: Chaired by Kansas Workforce Development, John Casner, retired
- Resources Committee: Chaired by Johnson County Corrections, Adult Rehabilitation Center Director, Antonio Booker (past chairs, Susan Ray, KC Free and Lisa Honn, Literacy KC)
- Transportation Committee: Chaired by Comprehensive Metal Health Services, Renaissance West, Michael Williams
- Law Enforcement and Corrections Committee, Co-Chaired by KCPD Deputy Chief Kevin Masters and KCMCC Vice-President Barry Mayer

In July 2011, all of the above chairs, past and present, convened with Lora McDonald, Second Chance Program Director, to begin to establish a "Leadership Team" for the Reentry Coalition, to further develop a process of making decisions, sharing in both responsibility for and direction of the Coalition as a whole.

With the launching of the Second Chance Center, Reentry Coalition Members have begun working together to provide information to all offenders in our area on supervision with Missouri Department of Corrections. Beginning in August 2010, the Reentry Coalition members were invited to participate in our Welcome Back Sessions, which are held twice a month at Second Chance offices. Over 600 individuals have participated in Welcome Back Sessions to date; all were on supervision with Missouri Probation and Parole and referred by their officer. Each of our partners has been invited to make presentations to offenders and answer questions about the availability of resources. To date, the following organizations have presented to participants of the Welcome Back Sessions:

- Beyond the Conviction
- Catholic Charities Turnaround Program
- Connections to Success

- Dismas House
- Educational Opportunity Center
- Episcopal Community Services Culinary Cornerstones Program
- Federal Student Aid
- Footprints Recovery Station
- Goodwill Industries
- Hope Faith Ministries
- KC Free Health Clinic
- *Kansas City Missouri Police Department*
- Life Focus
- Literacy Kansas City
- Metropolitan Community Colleges, Business and Technical Campus
- Missouri Vocational Rehabilitation
- Missouri Division of Employment Development
- Reconciliation Services
- Serendipity Community Services

Likewise, the Second Chance Center Program Director and staff meet regularly with community organizations to better identify more "hidden" opportunities and to capture the full spectrum of each agency's resources. The data captured through this process is added to [www.secondchancekc.org](http://www.secondchancekc.org) which is updated on a regular basis. Processes are currently underdevelopment, which will formalize relationships with the resource providers. Those MOU's developed will be retained on file and available upon request by Missouri Department of Corrections.

Unique to the Second Chance Center is the relationships Program Director, Lora McDonald has with the three area Homelessness Coalitions. McDonald currently serves on the Kansas City Homelessness Task Force Judicial and Law Enforcement Sub-Committee. McDonald has a history of providing services through local homeless continuums of care. There is tremendous overlap between the homeless and returning offender/ parolee population, yet prior to leadership from the Crime Commission, the relationships between the service providers were weak at best. Now, area providers who view themselves as working with a homeless or impoverished population have joined the efforts of the Reentry Coalition. The services provided through these Homeless Coalitions are far more accessible now to people who are more familiar with the world of reentry and corrections. We reciprocate, as a coalition, by sharing information about landlords who are willing to rent to people who have felonies in their background.

**Kansas City, Missouri Police Department, Relationships, Roles and Commitment:**

The Kansas City Metropolitan Crime Commission has a sixty-two year tradition of working with the Kansas City, Missouri, Police Department. The current Crime Commission President, Richard Easley, is a former Chief of Police of the KCPD. Vice President, Barry Mayer, is a former KCPD Major with over 40 years of public safety service experience. All area law enforcement agencies, including the KCPD, have contracts with the Crime Commission to provide for the Crime Stoppers' TIPS Hotline. The Crime Commission currently has a Detective, Kevin Boehm, assigned by the KCPD, who provides oversight for the Crime Stoppers' TIPS

Hotline. The Crime Commission is a Department of Justice Violent Gang and Gun Crime Reduction Program (PSN) grant recipient for the past 9 years. Under that program, the Crime Commission, United States Attorney's Office, Missouri Probation & Parole and other justice system partners initiated Operation Ceasefire. Since the program has a heavy suppression emphasis to prosecute federal firearms violations, including Felons in Possession of firearms cases, the Operation Ceasefire Committee began a reentry strategy to insure warnings not to carry firearms be made to felons under supervision by Missouri Probation & Parole and US Probation Services. Warnings were issued in "town hall" meeting like settings to clients invited by our MO P&P partners by the United States Attorney's Office and Chief of Police Office first, and then representatives from the community were invited in next to dialogue with clients in how they could support their successful reentry and avoid gun crime violations. Progress in reducing violent gun crimes of homicide, aggravated assaults and robberies has been made and this project has contributed to the over 50% reduction in gun crime incidents in the past 5 years. In 2011, a new project is being coordinated at the Crime Commission with the community, police and probation & parole that identify crime hot spots and any Level III high risk offenders that live in the targeted area for Second Chance referral services with the plan to eliminate these offenders from contributing to the crime problem there.

In 2011, Kansas City Police Department became an official member of the Reentry Coalition. Deputy Chief Kevin Masters attends monthly Reentry Coalition meetings and extends his expertise to other members of this group. He has agreed to Co-Chair the newly formed Law Enforcement and Corrections Sub-Committee with Barry Mayer, V.P. of the Crime Commission also serving as Co-Chair. Masters attends (or assigns a Major to attend) every Welcome Back Session held at the center. He addresses the audience and feels their questions. His message can be found in the attachment on KCPD letterhead.

This project will include, at the mutual desire of Probation and Parole and KCPD, a strong connection between these departments. The KCPD will have the opportunity to be a liaison to participate in case team meetings, also known as "staffings", to be held at Probation and Parole field offices or community agencies on a monthly basis. Officers have the opportunity to share information pertinent to the participant, who may also be in attendance, and their community. Officers can benefit from learning about resources available in the community to assist with others they may encounter in their work.

**Leadership and Governing of the Kansas City Metropolitan Crime Commission:**

The Crime Commission is governed by a stellar Board of Directors of some of Kansas City's most recognizable leaders. The Crime Commission Board of Directors is as follows:

Larry Armel, Larry Armel and Associates

Scott Barton, Cerner Corp.

Charles Battey, Sprint

Mike Beal, Balls Food Stores

Merrell Bennekin, Board of Police Commissioners, KCMO

Web Bixby, Kansas City Life Insurance Company

Alvin Brooks, Ad Hoc Group Against Crime

Mike Crawford, Holliday Motors Co.

James Crawford, U.S. Bank

William Dana, Central Bank of Kansas City  
Vince Dasta, DST Systems, Inc.  
Carl DiCapo, Liberty Memorial  
John Dillingham, Dillingham Enterprises  
Mark Dunmire, Growth Industries  
William Dunn, Sr., J.E. Dunn Construction  
Sherri Enright, Blue Cross Blue Shields  
Linda Fischer, The Keirnen Companies  
Dan Glass, Kansas City Royals Baseball  
Wayne Godsey, KMBC-TV & KCWE-TV  
William Grojean, riverside Transport  
Robert Hack, Missouri Gas Energy  
Leon Harden, Positron Public Safety Systems  
William Herdegen, KCP&L  
Jon Jackson, University of Kansas Hospital  
Terry Kilroy, Polsinelli, Shugart, PC  
James Kissinger, YRC Worldwide  
Mel Lavery, Hallmark Cards  
Carol Marinovich, Board Chair, Fleishman Hillard  
Karen Phillips, Community Volunteer  
Jay Reardon, Commerce Bank  
Greg Reintjes, Hi-Tech Industrial Services, Inc.  
Robert Reintjes, George P. Reintjes, Co., Inc.  
Trey Runnion, Spring Board Financial  
Cliff Sargeon, Missouri Mental Health Commission (past)  
Williard Snyder, Breidenthal-Snyder Foundation  
Brad Sprong, KPMG, LLP  
Kent Sunderland, Ash Grove Cement Co.  
Bailus Tate, retired, KCP&L  
Pat Thetford, AT&T Public Safety Solutions  
Mark Thompson, Country Club Bank  
Dennis Triplett, UMB Bank

The overall Crime Commission Board is responsible for the governing of the organizations and makes decisions for the overall welfare of the organization. Audits are conducted by an outside firm and are provided to the board for their review at the end of the fiscal year. Likewise, the Board approves the agency's annual budget.

Each of the Crime Commission's four programs also has an Advisory Board. Seven of the current Crime Commission Board Members serve on the Second Chance Advisory Board. These members participate in fundraising and get more involved in the programmatic decisions than the governing board of the organizations. The Second Chance Advisory Board Roster follows:

Richard Anderson, Platte County Sheriff  
Charles Battey, Sprint  
Alvin Brooks, President, Ad Hoc Group Against Crime

Terry Calaway, President, Johnson County Community College  
William Dana, President, Central Bank of Kansas City  
Paulette Detillier, Era Environmental and Safety  
Carl DiCapo, Liberty Memorial  
Jackie Dunn, Missouri Probation and Parole  
Peter Dunn, Skylight Financial  
William Dunn, Sr. Chairman Emeritus, J.E. Dunn Construction  
Anne LaBella, Judge, KCMO Municipal Court  
Fernando Gaitan, Jr. Chief U.S. District Judge, Western District of Missouri  
Kenneth Gibson, Past President, Donnelly College  
Ellen Hanson, Chief, Lenexa Police Department  
Wallace Hartsfield, Reverend, Metropolitan Missionary Baptist Church  
Robert Lee Hill, Reverend, Community Christian Church  
Lisa Honn, Literacy KC  
Ernie Johnson, Judge, Wyandotte County District Court  
Cathy Jolly, Former Councilwoman, City of Kansas City  
Chi King, U.S. Probation Office  
Nancy Leazer, retired, Municipal Correctional Center  
John Modest Miles, Reverend, Morningstar Missionary Baptist Church  
Jean Peters-Baker, Prosecutor, Jackson County Prosecutor's Office  
Julie Porter, Executive Director, Local Initiatives Support Corporation  
Reverend Kenneth Ray, Baptist Minister's Union  
Albert Riederer, Attorney, Riederer Law Firm  
Cliff Sargeon, Alderman, Raytown, MO  
Williard Snyder, (Ret. Col.), Breidenthal-Snyder Foundation and Crime Commissioner  
Kent Sunderland, CEO, Ash Grove Cement Company  
Bailus Tate, Retired, Former KCP&L President and Crime Commissioner  
Myrna Trickey, President, Kansas City Community Center

**Kansas City Metropolitan Crime Commission Financial Solvency:**

The Crime Commission's most recent audit has been attached for review to this application to demonstrate the sound state of the organization's finances. The Crime Commission continues to do business and avoid layoffs in this tough economic climate, when many non-profit organizations have been forced to close their doors. With our current board leadership, reputable staff, and quality of services, we plan to continue to grow as an organization.

**THE KANSAS CITY  
METROPOLITAN CRIME  
COMMISSION**

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**FINANCIAL STATEMENTS**

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**February 28, 2011**

# IFFT & CO. PA

*Certified Public Accountants*

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## INDEPENDENT AUDITORS' REPORT

To the Board of Directors  
The Kansas City Metropolitan Crime Commission  
Kansas City, Missouri

We have audited the accompanying statement of financial position of The Kansas City Metropolitan Crime Commission (a nonprofit organization) as of February 28, 2011, and the related statements of activities, functional expenses, and cash flows for the year then ended. These financial statements are the responsibility of the Commission's management. Our responsibility is to express an opinion on these financial statements based on our audit. The prior year summarized information has been derived from the Commission's 2010 financial statements and, in our report dated July 7, 2010, we expressed an unqualified opinion on those financial statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Kansas City Metropolitan Crime Commission as of February 28, 2011, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

*iff + Co. PA*

June 14, 2011

**THE KANSAS CITY METROPOLITAN CRIME COMMISSION**  
**STATEMENT OF FINANCIAL POSITION**  
**February 28, 2011**  
**(with summarized financial information for February 28, 2010)**

<b>ASSETS</b>		
	<b>2011</b>	<b>2010</b>
Cash and cash equivalents	\$ 509,904	308,237
Certificates of deposit	368,519	452,524
Investments	267,718	264,839
Grants receivable	83,657	39,618
Accounts receivable	47,773	72,771
Promises receivable	4,550	131,070
Prepaid expenses	5,639	4,352
Deposits	4,434	4,434
Property and equipment, less accumulated depreciation	30,543	29,333
<b>TOTAL ASSETS</b>	<b>\$ 1,322,737</b>	<b>1,307,178</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>LIABILITIES</b>		
Accounts payable	\$ 10,759	3,217
Accrued expenses and payroll withholdings	52,164	48,681
Deferred revenue - State of Missouri Department of Corrections grants	45,216	-
Deferred revenue - MCSP city contract	7,500	7,500
<b>TOTAL LIABILITIES</b>	<b>115,639</b>	<b>59,398</b>
<b>NET ASSETS</b>		
Unrestricted	638,291	632,082
Temporarily restricted	568,807	615,698
<b>TOTAL NET ASSETS</b>	<b>1,207,098</b>	<b>1,247,780</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 1,322,737</b>	<b>1,307,178</b>

The accompanying notes are an integral part of these financial statements.

**THE KANSAS CITY METROPOLITAN CRIME COMMISSION**  
**STATEMENT OF ACTIVITIES**  
For the Year Ended February 28, 2011  
(with summarized financial information for the year ended February 28, 2010)

	<u>2011</u>	<u>2010</u>
<b>UNRESTRICTED NET ASSETS</b>		
<b>Revenues</b>		
Municipal contracts	\$ 231,200	236,200
Metropolitan Community Service Program client fees	248,318	231,140
Contributions	252,762	184,797
Federal grants/contracts - Project Safe Neighborhood	87,276	288,176
State of Missouri Department of Corrections grants	143,086	-
Special events	126,992	125,328
Annual and monthly luncheons	49,915	53,880
Interest and dividends	16,026	18,833
Realized loss on investments	(7,841)	(27,194)
Unrealized gain on investments	19,029	44,779
Designated TIPS contributions	12,101	2,199
Kansas City's Most Wanted publication	34,594	38,782
Other	8,098	621
	<u>1,221,556</u>	<u>1,197,541</u>
Net assets released from restrictions	<u>91,879</u>	<u>174,084</u>
	1,313,435	1,371,625
<b>Expenses</b>		
<b>Program services</b>		
Crime Stoppers program	246,310	244,383
Metropolitan Community Service Program	296,234	262,545
Project Safe Neighborhood program	87,276	288,176
SAFE program	82,427	51,041
Second Chance program	229,214	160,947
KCMCC programs	174,035	186,721
	<u>1,115,496</u>	<u>1,193,813</u>
Administrative	100,785	88,301
Fundraising	90,945	87,238
	<u>1,307,226</u>	<u>1,369,352</u>
<b>INCREASE IN UNRESTRICTED NET ASSETS</b>	6,209	2,273
<b>TEMPORARILY RESTRICTED NET ASSETS</b>		
Contributions	44,988	55,057
Net assets released from restrictions	<u>(91,879)</u>	<u>(174,084)</u>
<b>DECREASE IN TEMPORARILY RESTRICTED NET ASSETS</b>	<u>(46,891)</u>	<u>(119,027)</u>
<b>DECREASE IN NET ASSETS</b>	(40,682)	(116,754)
<b>NET ASSETS, BEGINNING OF YEAR</b>	<u>1,247,780</u>	<u>1,364,534</u>
<b>NET ASSETS, END OF YEAR</b>	<u>\$ 1,207,098</u>	<u>1,247,780</u>

The accompanying notes are an integral part of these financial statements.

**THE KANSAS CITY METROPOLITAN CRIME COMMISSION**  
**STATEMENT OF FUNCTIONAL EXPENSES**

For the Year Ended February 28, 2011

(with summarized financial information for the year ended February 28, 2010)

Crime	Program Services						Total	Administrative	Fundraising	2011 Total	2010 Total
	Stoppers	MCSP	FSN	SAFE	Second Chance	KCMCC					
Salaries	\$ 140,339	189,890	-	23,686	150,298	52,351	556,564	65,478	32,739	654,781	556,436
Payroll taxes and benefits	11,633	25,866	-	1,946	29,295	21,134	89,874	10,573	5,287	105,734	94,095
Special events	-	-	-	-	-	-	-	-	45,562	45,562	47,481
Automobile expense	1,801	4,782	-	1,085	783	1,786	10,237	1,137	-	11,374	12,009
Beneficiary disbursements	-	-	-	21,600	-	-	21,600	-	-	21,600	300
Cleanup program	-	54	-	-	-	-	54	-	-	54	318
Computer equipment and software	2,779	1,558	-	501	1,794	938	7,570	890	445	8,905	8,939
Depreciation	-	-	-	-	-	14,105	14,105	1,568	-	15,673	18,402
Dues and memberships	378	108	-	108	154	369	1,117	124	-	1,241	720
Insurance	3,038	3,038	-	575	3,038	3,037	12,726	1,414	-	14,140	13,983
Investment expense	-	-	-	1,809	-	-	1,809	-	-	1,809	4,553
Meetings and lunches	2,570	620	-	233	2,491	28,381	34,295	4,035	2,017	40,347	39,384
Most Wanted newspaper expense	-	-	-	-	-	30,460	30,460	-	743	31,203	37,594
Office supplies and equipment	1,946	4,370	-	1,397	2,457	2,458	12,628	1,486	-	14,114	14,920
Outreach programs	-	26,667	87,276	14,001	15,047	1,000	143,991	-	-	143,991	345,257
Parking	-	1,512	-	-	-	-	1,512	168	-	1,680	2,000
Postage	1,374	1,329	-	109	1,420	1,343	5,525	614	-	6,139	4,801
Printing	1,090	1,409	-	-	156	630	3,285	387	193	3,865	4,060
Professional fees	7,083	15,330	-	2,180	3,853	3,728	32,174	3,575	-	35,749	21,368
Recognitions	2,571	567	-	1,836	342	1,351	6,667	742	-	7,409	4,844
Rent	9,779	17,208	-	6,711	13,813	5,081	52,592	6,187	3,094	61,873	58,955
Telephone and utilities	1,784	1,610	-	880	2,525	1,600	8,399	988	494	9,881	10,647
TIPS rewards	55,900	-	-	-	-	-	55,900	-	-	55,900	50,832
Travel	2,231	-	-	57	1,748	2,265	6,301	741	371	7,413	7,673
Other	64	316	-	3,713	-	2,018	6,111	678	-	6,789	9,781
<b>Total</b>	<b>\$ 246,310</b>	<b>296,234</b>	<b>87,276</b>	<b>82,427</b>	<b>229,214</b>	<b>174,035</b>	<b>1,115,496</b>	<b>100,785</b>	<b>90,945</b>	<b>1,307,226</b>	<b>1,369,352</b>

The accompanying notes are an integral part of these financial statements.

**THE KANSAS CITY METROPOLITAN CRIME COMMISSION**  
**STATEMENT OF CASH FLOWS**  
**For the Year Ended February 28, 2011**  
**(with summarized financial information for the year ended February 28, 2010)**

	<u>2011</u>	<u>2010</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Change in net assets	\$ (40,682)	(116,754)
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities		
Depreciation	15,673	18,402
Gain on sale of property and equipment	(6,500)	-
Net realized loss on investments	7,841	27,194
Net unrealized gain on investments	(19,029)	(44,779)
Changes in operating assets and liabilities		
Grants receivable	(44,039)	(39,618)
Accounts receivable	24,998	35,774
Promises receivable	126,520	68,930
Prepaid expenses	(1,287)	(1,296)
Accounts payable	7,542	(42,132)
Accrued expenses and payroll withholdings	3,483	23,665
Deferred revenue - State of Missouri Department of Corrections grants	45,216	-
Deferred revenue - MCSP city contract	<u>-</u>	<u>(8,000)</u>
<b>NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES</b>	<b>119,736</b>	<b>(78,614)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Reinvestment of interest on certificates of deposit	(4,130)	(16,916)
Purchase of certificates of deposit	(86,391)	(90,000)
Redemption of certificates of deposit	174,526	-
Sale (purchase) of investments	13,000	(89,432)
Reinvestment of investment income	(4,691)	(6,572)
Proceeds from sale of property and equipment	6,500	-
Purchase of property and equipment	<u>(16,883)</u>	<u>(5,000)</u>
<b>NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES</b>	<b><u>81,931</u></b>	<b><u>(207,920)</u></b>
<b>NET INCREASE (DECREASE) IN CASH</b>	<b>201,667</b>	<b>(286,534)</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<b><u>308,237</u></b>	<b><u>594,771</u></b>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<b><u>\$ 509,904</u></b>	<b><u>308,237</u></b>

The accompanying notes are an integral part of these financial statements.

**THE KANSAS CITY METROPOLITAN CRIME COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
**February 28, 2011**

**NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Organization

The Kansas City Metropolitan Crime Commission, a Missouri nonprofit organization, was incorporated in September 1949. Its purpose is to make Kansas City a safer and more secure place to live, do business, and visit. The Commission sponsors four major programs: Crime Stoppers, the Metropolitan Community Service Program (MCSP), Project Safe Neighborhood (PSN), and Second Chance. Crime Stoppers helps police solve crimes by paying rewards to anonymous callers who use the 474-TIPS Hotline. MCSP receives minor offenders sentenced by the courts and places them at not-for-profit work sites and at neighborhood cleanups instead of serving jail sentences at taxpayer expense. PSN creates a focus by local law enforcement to federally prosecute felons in possession of firearms. The United State's Attorney's Office of the Western District of Missouri leads a Steering Committee that also features an Anti-Gang Initiative. Second Chance establishes a metro-wide crime prevention strategy through research, advocacy, and fundraising to increase opportunities for ex-offenders to lead productive lives rather than return to prison. A metropolitan Re-entry Coalition is established with membership from community organizations, agencies, and individuals to address obstacles and barriers that face ex-offenders.

The Commission also sponsors the Surviving Spouse and Family Endowment Fund (SAFE). SAFE provides immediate, and possibly long-term, financial assistance to the spouses, children, and/or dependent parents of sworn police officers, firefighters, and emergency services personnel killed in the line of duty in the Missouri counties of Cass, Clay, Jackson, and Platte and the Kansas counties of Douglas, Johnson, Miami, Shawnee, and Wyandotte.

Property and Equipment

The Commission capitalizes significant acquisitions of property and equipment, which are recorded at cost. Donated assets are recorded at fair value at the date received. Depreciation is provided over the estimated useful lives of the related assets using the straight-line method.

Receivables

Grants receivable are recognized when the expenses related to the grant have been incurred. Accounts receivable are recognized when the customer has been invoiced. Unconditional promises to give are recognized as revenue in the year the promise is made. Unconditional promises to give that are expected to be collected within one year are recorded at net realizable value. Accounts outstanding longer than the contractual payment terms are considered past due. The Commission determines its allowance by considering a number of factors, including the length of time receivables are past due, the Commission's previous loss history, the customer's current ability to pay its obligation to the Commission, and the condition of the general economy and the industry as a whole. The Commission writes off receivables when they become uncollectible. There was no allowance for uncollectible receivables as of February 28, 2011 or 2010.

**THE KANSAS CITY METROPOLITAN CRIME COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
**February 28, 2011**

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

Recognition of Donor Restrictions

Support that is restricted by the donor is reported as an increase in unrestricted net assets if the restriction expires in the reporting period in which the support is recognized. All other donor-restricted support is reported as an increase in temporarily or permanently restricted net assets, depending on the nature of the restriction. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets.

Expense Allocation

Directly identifiable expenses are charged to programs and supporting services. Expenses related to more than one function are charged to programs and supporting services based on management's estimates. Administrative expenses include those expenses that are not directly identifiable with any other specific function but provide for the overall support and direction of the Commission.

Income Taxes

The Commission is generally exempt from income taxes under Internal Revenue Code Section 501(c)(3) and is not considered a private foundation.

The Commission recognizes the financial statement benefit of a tax position only after determining that the relevant tax authority would more likely than not sustain the position following an audit. For tax positions meeting the more-likely-than-not threshold, the amount recognized in the financial statements is the largest benefit that has a greater than 50% likelihood of being realized upon ultimate settlement with the relevant taxing authority.

The Commission is subject to income tax regulations in the U.S. federal jurisdiction and certain state jurisdictions. Tax regulations within each jurisdiction are subject to the interpretation of the related tax laws and regulations and require significant judgment to apply. With few exceptions, the Commission is no longer subject to income tax examinations by the applicable tax authorities for the years before 2008. If any were to be incurred, the Commission's policy is to record penalties and interest assessed by income taxing authorities as operating expenses.

Cash Equivalents

The Commission considers highly liquid investments purchased with maturities of less than three months to be cash equivalents.

**THE KANSAS CITY METROPOLITAN CRIME COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
**February 28, 2011**

**NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued**

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Actual results could differ from those estimates.

Summarized Information

The financial statements include certain prior year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the Commission's financial statements for the year ended February 28, 2010, from which the summarized information was derived.

Reclassifications

Certain items in the 2010 summarized comparative information have been reclassified to conform to the 2011 presentation. These reclassifications had no effect on the change in net assets.

Subsequent Events

Subsequent events have been evaluated through June 14, 2011, which is the date the financial statements were available to be issued.

**NOTE 2 - FAIR VALUE MEASUREMENTS**

*FASB Accounting Standards Codification*<sup>™</sup> (ASC) 820, *Fair Value Measurements and Disclosures*, establishes a single authoritative definition of fair value, sets a framework for measuring fair value, and requires additional disclosures about fair value measurements. In accordance with ASC 820, the Commission classifies its assets and liabilities into Level 1 (securities valued using quoted market prices from active markets for identical assets), Level 2 (securities not traded on an active market for which observable inputs are readily available), and Level 3 (securities valued based on significant unobservable inputs). Investments are classified in their entirety based on the lowest level of input that is significant to the fair value measurement.

**THE KANSAS CITY METROPOLITAN CRIME COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
**February 28, 2011**

**NOTE 2 - FAIR VALUE MEASUREMENTS - Continued**

The following are descriptions of the valuation methodologies and inputs for assets and liabilities measured at fair value, as well as the general classification pursuant to the valuation hierarchy.

- Exchange traded funds - Investments in exchange traded funds valued at the quoted market prices in an active market are classified within Level 1 of the fair value hierarchy.
- Government and agency bonds - Government and agency bonds valued at the quoted market prices in an active market are classified within Level 1 of the fair value hierarchy.
- Mutual funds - Mutual funds are valued at the net asset value of the shares held by the Commission at the reporting date.

Assets at Fair Value as of February 28, 2011

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Equity mutual funds	\$ 39,577	-	-	39,577
Exchange traded funds				
Domestic	17,000	-	-	17,000
International	10,796	-	-	10,796
Government and agency bonds	<u>200,345</u>	-	-	<u>200,345</u>
	<u>\$ 267,718</u>	<u>-</u>	<u>-</u>	<u>267,718</u>

Assets at Fair Value as of February 28, 2010

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Equity mutual funds	\$ 83,294	-	-	83,294
Government and agency bonds	<u>181,545</u>	-	-	<u>181,545</u>
	<u>\$ 264,839</u>	<u>-</u>	<u>-</u>	<u>264,839</u>

**THE KANSAS CITY METROPOLITAN CRIME COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
**February 28, 2011**

**NOTE 3 - PROPERTY AND EQUIPMENT**

Property and equipment consisted of the following at:

	February 28, <u>2011</u>	February 28, <u>2010</u>
Office equipment	\$ 29,354	29,354
Computer equipment	173,451	156,568
Vehicles	-	28,719
Furniture	<u>7,688</u>	<u>7,688</u>
	210,493	222,329
Accumulated depreciation	<u>(179,950)</u>	<u>(192,996)</u>
	<u>\$ 30,543</u>	<u>29,333</u>

**NOTE 4 - TEMPORARILY RESTRICTED NET ASSETS**

Net assets were temporarily restricted for:

	February 28, <u>2011</u>	February 28, <u>2010</u>
Crime Stoppers program	\$ 4,000	11,101
MCSP program	-	2,000
Second Chance program	-	79,778
SAFE program	<u>564,807</u>	<u>522,819</u>
	<u>\$ 568,807</u>	<u>615,698</u>

**THE KANSAS CITY METROPOLITAN CRIME COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
**February 28, 2011**

**NOTE 5 - LEASE COMMITMENTS**

The Commission operates under an office lease that commenced on June 1, 2008 and ends on May 31, 2015. The Commission also has an additional lease for satellite office space for the Second Chance program. Total lease expense for the years ended February 28, 2011 and 2010 was \$61,873 and \$58,955, respectively.

Future minimum lease payments at February 28, 2011 are as follows:

<u>Fiscal years ending</u>	<u>Amount</u>
February 29, 2012	\$ 58,734
February 28, 2013	60,742
February 28, 2014	62,750
February 28, 2015	64,758
February 29, 2016	<u>16,315</u>
	<u>\$ 263,299</u>

**NOTE 6 - RISKS AND UNCERTAINTIES**

The Commission invests in various investment securities. Investment securities are exposed to various risks such as interest rate, market, and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect the amounts reported in the accompanying statement of financial position.

**NOTE 7 - RETIREMENT PLAN**

The Commission has a 403(b) retirement plan available for its employees. No employer contributions were made to this plan during the years ended February 28, 2011 or 2010.

**NOTE 8 - SIGNIFICANT CONCENTRATIONS**

A significant concentration is defined as revenue from any one source that accounts for 10% or more of total revenue. For the year ended February 28, 2011, grants from one agency accounted for 11% of total revenue. There were no significant concentrations for the year ended February 28, 2010.

**EXHIBIT B**

**CURRENT/PRIOR EXPERIENCE**

Offeror Name or Subcontractor Name: <u>    Kansas City Metropolitan Crime Commission    </u> (if reference is for a Subcontractor):	
<b>Reference Information (Current/Prior Services Performed For:)</b>	
Name of Reference Company/Client:	Missouri Probation and Parole
Address of Reference Company/Client:	1828 Walnut, 10 <sup>th</sup> Floor, Kansas City, MO 64108
Reference Contact Person Name, Phone #, and E-mail Address:	Jackie Dunn, Regional Administrator (816)889-7600 or (816)810-2828 <a href="mailto:jackie.dunn@doc.mo.gov">jackie.dunn@doc.mo.gov</a>
Title/Name of Service/Contract	Community Reentry Funding, MRP Grants
Dates of Service/Contract:	August 1, 2010 to present
If service/contract has terminated, specify reason:	Two of our three awards ended, per the term of the contract, on July 31, 2011. One was funded through this year's round of applications.
Size of Service such as: ✓ Number of Individuals Being Served ✓ Total Annual Value/Volume	These three applications served over 600 unduplicated individuals in one year. The vast majority served were considered moderate to high risk of re-offending.
Size of Service/Contract (in terms of offeror's total amount of business)	The grants originally equaled a sum of \$214,000 but were expanded to \$300,000.
Description of Services Performed, such as: ✓ Population Served ✓ Type of Services Performed ✓ Geographic Area Served ✓ Offeror's specific duties and strategic objective	MRP Funded Grants: Second Chance Housing Program; Second Chance Employment Program; Second Chance Resources Program and Database. Case management and training programs provided to increase knowledge of all MO DOC Probation/ Parolees, including Welcome Back Sessions, information and referral services, follow up individualized services, Tenant's Rights and Responsibilities Class, Job Readiness Training, and Transitional Jobs Program. The Housing and Employment Programs served high risk offenders with a significant population of people with sex offenses. All programs use Evidence Based Practices to improve outcomes and promote success of offenders.
Personnel Assigned to Service/Contract (include position title):	Jamie Hallam/ Resource Specialist; Josh Aquino/ Housing Specialist; Henry Wash/ Employment Specialist; Lora McDonald/ Program Director; Barry Mayer, VP
Attach sample of results/work, if applicable	Attached is one sample end of the year report. Others can be provided upon request.

As the contact person for the company/client provided above, my signature below verifies that the information presented on this form is accurate. I understand that the information provided on this form is for verification purposes and does not address the quality of the services provided. I am available for contact by the State of Missouri for additional discussions regarding my/my company's association with the offeror referenced above:

 \_\_\_\_\_  
Signature of Contact Person Verifying Information  
Jackie Dunn, Regional Administrator

8/10/11  
\_\_\_\_\_  
Date of Signature

RFA SDA 480-003

Community Reentry Funding Statewide

Final Report Form

**\*Due August 15<sup>th</sup>**

Date: August 13, 2011

Name of Organization: Kansas City Metropolitan Crime Commission

RFA Award Number:

SDA48000311

**Project Reporting Period: August 1<sup>st</sup>, 2010 – July 31<sup>st</sup>, 2011**

1. Describe some of the accomplishments and/or lessons learned by your organization as a result of this funding initiative.

This grant was largely successful in the goal of helping offenders, with a strong emphasis on those with sex offenses, obtain housing. The Housing Specialist, with a real estate background, brought a unique set of skills and resources to this application. The Specialist was skilled at working with landlords and finding properties willing to rent to people with a variety of criminal backgrounds. Moreover, he was able to stretch dollars by negotiating smaller rent payments and getting landlords to credit deposits from tenants who failed in their housing to other participants of the program. It is rare in social services for a landlord to continue to work with an organization when a prior placement "fails" and it is truly to the credit of the Housing Specialist that landlords sought his participants as tenants after things had not gone well with a prior participant.

While the primary focus was in assisting with the acquisition of housing, which was accomplished, the program learned to spend more time assessing the readiness of the individual being placed in housing. Several participants (9) entered housing and promptly returned to jail/ prison or never paid any rent at all, finding themselves in a situation where they would need housing again. The program enhanced the assessment at the front end and determined it would be best in most cases to require a larger contribution to rent and/ or deposits from the participants in hopes that they would have the message that this is something they are paying for and will be expected to continue to pay for after the assistance from the grant.

One of the greatest accomplishments of this application was assisting 30 individuals with leaving KCCRC at the expense of MO Dept. of Corrections and helping them into an apartment where they are now paying for their own living expenses. Additionally, it is a major accomplishment that sixty-seven percent

of participants are no longer being supervised intensively, with 3 people being discharged from supervision, 2 at Level I Supervision, and 36 participants at Level II supervision at the close of this contract year. These reductions represent a significant cost savings to the state, both in personnel time and expenses related to KCCRC housing.

2. Please provide total output numbers for the entire award cycle and give an explanation of any output you did not meet.

A. The project will enroll at least 40 offenders within 6 months of the award.
Thirty-two people were enrolled in the program within the first six months; by the end of the third quarter, forty-five people had been enrolled. The program continued to enroll new participants, reaching a total of 61, and there were funds available to spend on their housing.
B. The housing specialist will conduct assessments on at least 40 offenders within 2 weeks of referral.
<i>All assessments were completed in a timely fashion, usually within one week of referral; none were conducted more than 2 weeks post referral.</i>
C. At least 4 Tenant's Rights Classes will be conducted at the center during the first 6 months of award.
Eight tenant's rights classes were held. Aquino also went over tenant's rights information with those who did not attend one of the classes.
D. At least 35 offenders will complete the tenant's rights class.
Thirty individuals received Tenant's Rights Class. Aquino went over these rights and responsibilities with all participants who were housed and otherwise unable to attend a class. It was a challenge getting individuals to commit to attend the class and/ or show up. Therefore, it became a requirement that all who would get financial assistance would attend the class first.
E. The housing specialist will recruit landlords by speaking with a minimum of 3 investment/property owners in the first 6 months of the award.
This goal was met in the second quarter. Josh Aquino, Housing Specialist, has developed a relationship with dozens of area landlords, transitional opportunities, and has access to hundreds of metro area housing opportunity through his real estate contacts. Additionally, Aquino has been successful in assisting with the development of increased property owners/

managers who are willing to rent to people with sex offenses in their background. One of the best aspects of the specialist's work has been on the unfortunate occasion when two of our housed participants were facing eviction, he was able to get their deposits transferred to a new participant. Many times this circumstance would have resulted in an adverse situation with the landlord. Aquino is working as a member of the Housing Committee of the KC Metro Reentry Coalition to create a marketing power point to educate real estate groups and area landlords about this population, "How to responsibly rent to an ex-offender."

F. The housing specialist will produce a resource list within 60 days of award.

This goal was accomplished at the end of the first quarter when Aquino replaced the original hire. This is not in list form but an ongoing part of the [www.secondchancekc.org](http://www.secondchancekc.org) database. Lists can be printed that include transitional housing and shelter. Aquino also has lists of landlords he works with available for his participants.

G. 60% of enrollees will get financial assistance with their first month's rent, deposit or other delinquent bill, to assist with permanent housing.

Sixty one percent of those enrolled in the program received financial assistance with their first month's rent or deposit. There were 61 total participants enrolled and 37 have been assisted. Many of those who continue to be enrolled and participate in the program will also receive assistance with the 2011-2012 award.

3. Please provide total outcome numbers for the entire award cycle and give an explanation of any outcome you did not meet.

A. 50% of participants will achieve their housing goal within 90 days.

Fifty-one percent (51%) or thirty-two (32) out of the sixty-one 61 enrolled participants achieved their housing goal within 90 days. In fact, housing checks were issued for 27 participants, 44% within less than 30 days from program intake and enrollment. This is an enormous cost savings for the state for a number of participants who previously resided at KCCRC.

B. An additional 20% will achieve their housing goal through the duration of the program (up to 1 yr.).

An additional 8 percent attained their housing goal (5 participants) with the benefit of the funds beyond the ninety day mark. Five participants have achieved housing goals without financial assistance from the program. Two moved outside the area with family, two moved locally with family, and one obtained an apartment by her own means. Sixteen percent of participants enrolled obtained housing by other means of beyond ninety days in the program. There continue

to be services in the coming year; those who have not been in the program for a year will continue to be served until they obtain housing.

C. 60% of participants will reduce their risk score from III to II and decrease their level of supervision within 6 months of enrollment.

Sixty-seven percent of those enrolled in this program reduced their risk score as follows: 36 individuals are now being supervised at a Level II (59%); 2 individuals are now being supervised at a Level I (representing 3%); and 3 individuals have been discharged from supervision (5%). Ten of those enrolled in this program remain on Level III (two are listed as absconders) but it is anticipated that some of their scores will be reduced. One participant died. Nine returned to incarceration.

D. 50% of enrollees will achieve one or more of their additional goals within 6-9 months of award.

- 30 individuals left the costly state funded halfway house for permanent housing
  
- 4 moved to rental housing from streets and homeless shelters
- 1 participant has been matched with a mentor, a successful former offender who can assist with their transition
- 1 formerly homeless person regained custody of his son
- 1 participant obtained dental care
- 1 earned a full time job arranged by the Housing Specialist
- 1 earned a FT Job through Connections to Success
- 1 moved from a low wage part time job to a better paying full time job, doubling his income
- 1 is enrolled in GED classes
- 1 obtained additional funds from VA services to acquire housing
- 5 obtained payees to take care of their living expenses and manage their SSDI checks; this had a direct relationship to their ability to obtain permanent housing

E. Within 6 months of the award, 10 landlords will be identified who are willing to rent to offenders.

The specialist has an extensive list of contacts. In addition to his lists, Aquino makes use of [www.socialserve.org](http://www.socialserve.org) to locate potential housing and narrow searches by zip, price, neighborhood, etc. He is working with the Housing Committee of the Reentry Coalition to begin sharing a secured internet document that each of the committee members can use to find new landlords. Aquino has worked hard to cultivate relationships with landlords and a protected document will allow a few to get information to use within their organization to assist on a case by case basis.

4. Please use the attached financial form to describe your expenditures for the entire award cycle. Please report any changes or modifications to your previous budget.

The budget was modified by 10% subtracted from salary, fringe, and supplies and added to assistance. This excess funding was spent to house more participants in the final weeks of the award.

An additional sum of money, \$40,000, was awarded by the state to total a \$100,00 award. The funding was used to cover the costs of creating a new Law Enforcement Corrections Committee, whereby metro wide corrections, police and sheriff's departments to create a new systemic approach, unique to this metro, for reentry with a goal of enhanced public safety. Two meetings of this committee have been held to date and goals are being set. Staff time arranging and facilitating this new committee was paid for by this grant. Funding was also spent on office space, which covers the costs of training facility and room for intakes, meetings and staffings.

5. Did you spend all of your allotted funding? If not, how much did you spend?

*(All unspent money must be returned to DOC. Make checks payable to IRF and mail to Lisa Meyer at: Missouri Department of Corrections*

*2729 Plaza Drive*

*Jefferson City, MO 65109*

*\*\*Please include a memo indicating your contract number.)*

\$23.52 remains from the Add On grant (summary spreadsheet attached) and \$572.27 remains from the original grant, for a total of \$595.79 to be returned to the Department of Corrections.

6. What, if any, problems/barriers did you encounter during this award that prevented you from reaching your goals or benchmarks?

There were no particular challenges in reaching goals. In the coming year, more attention will be given to assessing for housing readiness and otherwise ensuring a higher level of support after the participants are housed to decrease evictions and recidivism. Secondary goals will also be monitored more carefully, with emphasis on any goals related to risk factors such as sobriety and income/ employment, as success in these areas will help ensure less recidivism.

7. Other Comments:

RFA SDA 480-003

Community Reentry Funding Statewide

Final Report Form

**\*Due August 15<sup>th</sup>**

Date: August 13, 2011

Name of Organization: Kansas City Metropolitan Crime Commission

RFA Award Number: SDA48000313

**Project Reporting Period: August 1<sup>st</sup>, 2010 – July 31<sup>st</sup>, 2011**

1. Describe some of the accomplishments and/or lessons learned by your organization as a result of this funding initiative.

This Resources grant has been one of the most successful projects of the Second Chance Program to date. The Resource Database, [www.secondchancekc.org](http://www.secondchancekc.org) proved to be a worthwhile endeavor, creating a publicly available base of knowledge that anyone employed by Missouri Department of Corrections can access to seek basic needs, employment, housing or other resources. The Welcome Back Sessions were also successful with 551 individuals attending one of the twenty-eight sessions offered. The vast majority reported benefitting from the knowledge of twenty area resource providers, Second Chance and the following organizations:

- Beyond the Conviction
- Catholic Charities Turnaround Program
- Connections to Success
- Dismas House
- Educational Opportunity Center
- Episcopal Community Services Culinary Cornerstones Program
- Federal Student Aid
- Footprints Recovery Station
- Goodwill Industries
- Hope Faith Ministries
- KC Free Health Clinic

- Kansas City Police Department
- Life Focus
- Literacy Kansas City
- Metropolitan Community Colleges, Business and Technical Campus
- Missouri Vocational Rehabilitation
- Missouri Division of Employment Development
- Reconciliation Services
- Serendipity Community Services

Another valuable lesson learned is that the Resource Specialists proved to be quite skilled at assisting people beyond just information and referral; many of those participants who worked individually with her went on to set and achieve personal goals.

An additional award allocation was made to this application. This funding was used to cover the costs of the portion of the Program Director's salary dedicated to the execution of this application. The Program Director attended more than half of the Welcome Back Sessions and offered presentations in conjunction with Hallam. The Program Director also helped gather resource information for the database and ensured the attendance of multiple providers at the WB Sessions. Finally, the Program Director offered a Job Club at the Liberty Parole Office (every other week for one hour) to as few as four and as many as thirty seven individuals. Those individuals were also offered information about how to access other services, through Vocational Rehabilitation (guest speaker Linda Collins), Truman Behavioral Health (guest speaker Wendell Wallace), Full Employment Council, Metro Lutheran Ministry, etc. Three participants received direct assistance from the Program Director to assist them in acquiring permanent employment. It is assumed that other participants also gained employment through these sessions; the Program Director continues to provide these services beyond the duration of the grant period.

The additional funding was also utilized to support the needs of supplies for the Second Chance Resources grant, the lease for the space that allows for the provision of Welcome Back Sessions and follow up services, phone and internet services (to cover the cost of the hotline and database), and travel expenses for Hallam (who visited numerous social service providers to better understand their resources and several area Probation and Parole offices where she offered WB sessions to offenders).

2. Please provide total output numbers for the entire award cycle and give an explanation of any output you did not meet.

A. Develop a survey and collect data from 100 organizations within 30 days of the award.
This goal was modified. Rather than surveying all of the KC Metropolitan Reentry Coalition Members, the program first sought and attained, via MOU, a "data dump" from Heart of America United Way 2-1-1 hotline. In order to enhance that data, once launched, Program Director Lora McDonald announced the database via her list serve to 500 area providers. They were encouraged to contact Second Chance Resource Specialist Jamie Hallam to make updates to include their data. The data continues to be updated as new users learn of this site and share new information with us. All of the 120 Reentry Coalition organizational members who offer services to the Missouri Dept. of Corrections Probation/ Parolees are included in this database at this time.
B. Welcome Back Sessions will be marketed to P&P in the 4 county service area within 4 weeks of the award.
This goal was accomplished in the first month of the award. The program was well marketed as evidenced by the number of referrals received.
C. The Resource Database will be operational within 90 days of the award.
The Resource Database was not operational until the end of the second quarter of this award. There were a couple of setbacks with the developer and, more importantly, it took longer than expected to get the quality data that was sought from United Way.
D. Database will be updated weekly with new information.
The Resource Specialist is highly organized and skilled at ensuring updates within a short time frame, consistently less than a week.
E. At least 12 welcome back sessions will occur within 6 months of the award.
Twelve WB Sessions were complete within the first six months of the award. In fact, Hallam exceeded basic expectations by offering four additional sessions, including arranging them at three area Probation and Parole field offices to make them more accessible to offenders.
F. At least 300 offenders will attend orientation sessions over the course of the award.
551 Offenders attended the Welcome Back orientation sessions over the course of the award.
G. At least 100 offenders will have follow-up sessions with the Resource Specialist over the course of the award.
The Resource Specialist met individually with 134 offenders for follow up sessions; many of these individuals scheduled multiple follow up sessions, set goals, and achieved them through working with Hallam 1:1.

3. Please provide total outcome numbers for the entire award cycle and give an explanation of any outcome you did not meet.

A. 80% of orientation participants will find the session to be "informative/helpful" or "very informative/helpful".
Overall, 85% of respondents ranked the sessions as either "Very informative/ helpful" or "informative/ helpful." Of the remaining 15%, only 2 respondents said that the information was not helpful. The remainder either skipped the question or failed to complete the survey. Overall, less than one percent of those who attended the sessions evaluated them as not helpful.
B. 100 offenders will receive follow-up meetings; each will accessed at least one service.
134 individuals had follow up services with Hallam. Each was provided with access to goal planning services with Second Chance and ongoing case management, which is a service they accessed, in and of itself. Additionally, most were referred to other agencies for basic needs, added employment assistance, and educational goals, to name a few.
C. Of the 50% (150 offenders) responding to phone or electronic surveys (PO or offender), 50% will report taking advantage of one or more pieces of information from orientation sessions.
The staff utilized two interns to attempt follow up contact with more than 200 individuals over the past two quarters. Ninety individuals were reached for surveys and more than sixty percent reported taking advantage of services offered. Additionally, a large number of individuals were reminded about follow up services and twenty of them made and kept appointments with Hallam after they were called for follow up. It was quite an undertaking to try to reach these individuals as many had disconnected phone numbers or did not return phone messages. Only one individual reached reported that there was no value in the services or the Welcome Back session.
D. Surveys to P&P and community resources will show 80% find the system to be valuable to the people they serve.
Surveys were administered through the area district administrator to all Probation and Parole Staff. Only 30 surveys were returned, revealing that 14 of the 30 had never used and/ or heard of the system. Unfortunately, despite all of the Second Chance staff's best efforts to market the service, it was a surprise to hear how many had "not heard of it." However, all who had used the system rated it as valuable and said they have used it multiple times. Much word of mouth feedback further indicates that Probation and Parole staff value the database; it is just taking longer for users to "catch on" to its availability than anticipated.

E. 50 % of PO's will report using the Resource Database 3 or more times to assist offenders.

Exactly 50% of those who returned surveys reported using the database three or more times. Much positive feedback also came from those who had not used the database and they plan on accessing it now that they are aware of its availability.

4. Please use the attached financial form to describe your expenditures for the entire award cycle. Please report any changes or modifications to your previous budget.

No changes were made to the original budget. However, an additional award was made by the Department of Corrections to make the total grant equal \$100,000. A spreadsheet will be included with the report to demonstrate the use of the "Ad On" numbers, which met the approval of Dept. of Corrections.

5. Did you spend all of your allotted funding? If not, how much did you spend?

*(All unspent money must be returned to DOC. Make checks payable to IRF and mail to Lisa Meyer at: Missouri Department of Corrections*

*2729 Plaza Drive*

*Jefferson City, MO 65109*

*\*\*Please include a memo indicating your contract number.)*

From the \$57,800 award, \$53,130.47 was utilized, leaving a balance of \$4,669.53 to be returned to DOC. Of the \$42,200 add on allotment, \$60.29 remains. A total of \$4,729.82 shall be returned to the address above for this \$100,000 sum.

6. What, if any, problems/barriers did you encounter during this award that prevented you from reaching your goals or benchmarks?

There were two minor challenges related to this application but neither impacted the delivery of services, which exceeded all benchmarks. The first was the delay in the database development; this was due to the decision to take a different path to get a data dump rather than gather and create the entire database from scratch. It prompted the database launching to be delayed, yet it allowed for richer data than would have otherwise been available.

The second challenge was in our attempts to follow up by phone with the participants from the Welcome Back Session. If this were attempted again, it may be possible to work with partners who presented at the sessions to confirm who followed up with them, rather than trying to reach such a large number of individuals for phone surveys.

7. Other Comments:

While this grant award was far more oriented to outputs than outcomes, it is the perspective of the Second Chance Program Director that this was an exceedingly valuable service. The tone of the sessions was positive and upbeat; the vast majority of those who attended and filled out surveys found this to be a helpful activity. Moreover, this application afforded the area a much needed database, [www.secondchancekc.org](http://www.secondchancekc.org) that will be available for DOC, offenders, other resource providers and the community for many years to come. Second Chance staff remains committed to maintaining the database and continuing to provide connections to offenders who are in need of help and information in our community. Nonetheless, we are disappointed that there is not going to be funding to continue to support this grant that significantly exceeded every output projected.

**EXHIBIT B**

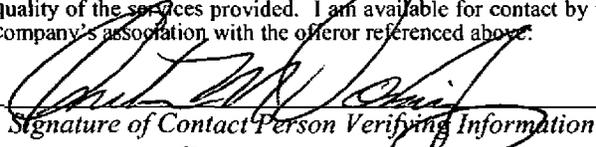
**CURRENT/PRIOR EXPERIENCE**

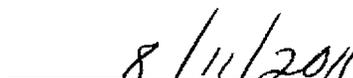
**Offeror Name or Subcontractor Name:**     Kansas City Metropolitan Crime Commission      
(if reference is for a Subcontractor):

**Reference Information (Current/Prior Services Performed For:)**

Name of Reference Company/Client:	Health Care Foundation of Greater Kansas City
Address of Reference Company/Client:	2700 E. 18 <sup>th</sup> Street, Suite 200 Kansas City, MO 64127
Reference Contact Person Name, Phone #, and E-mail Address:	Andres Dominguez or Rhonda Holman (816)241-7006 <a href="mailto:adominguez@healthcare4kc.org">adominguez@healthcare4kc.org</a> or <a href="mailto:rholman@healthcare4kc.org">rholman@healthcare4kc.org</a>
Title/Name of Service/Contract	Examining Offender Reentry in Kansas City: A Gaps Analysis
Dates of Service/Contract:	April 2009 to June 2010
If service/contract has terminated, specify reason:	This was a one time research project that was concluded.
Size of Service such as: <input checked="" type="checkbox"/> Number of Individuals Being Served <input checked="" type="checkbox"/> Total Annual Value/Volume	Metro-wide research project relevant to all offenders and residents of the KC area.
Size of Service/Contract (in terms of offeror's total amount of business)	\$43,032
Description of Services Performed, such as: <input checked="" type="checkbox"/> Population Served <input checked="" type="checkbox"/> Type of Services Performed <input checked="" type="checkbox"/> Geographic Area Served <input checked="" type="checkbox"/> Offeror's specific duties and strategic objective	This project was macro level research to identify the full spectrum of services and gaps to successful reentry in the Kansas City Metropolitan area. This project worked with all area corrections entities, focus groups of offenders, program/ non-profit staff, and successful former offenders. It concluded that there are a number of gaps for the more than 15,000 area residents who are on either state or federal probation or parole in our 7 county metro area.
Personnel Assigned to Service/Contract (include position title):	Lora McDonald, Second Chance Program Director
Attach sample of results/work, if applicable	Full research project attached

As the contact person for the company/client provided above, my signature below verifies that the information presented on this form is accurate. I understand that the information provided on this form is for verification purposes and does not address the quality of the services provided. I am available for contact by the State of Missouri for additional discussions regarding my/my company's association with the offeror referenced above.

  
Signature of Contact Person Verifying Information  
Andres Dominguez.

  
Date of Signature

**Examining Offender Reentry in the Kansas City Metropolitan Area:**

**A Gaps Analysis**

**Submitted to: The Kansas City Metropolitan Crime Commission and the Health Care Foundation of  
Greater Kansas City**

**By**

**Lora McDonald, BSW, and Alex Holsinger, Ph.D.**

## Introduction

As a result of President Nixon's "War on Crime" in the 1970s which evolved into President Reagan's "War on Drugs" in the 1980s, America's criminal justice policy underwent many changes. In response to increases in rates of some types of crime (both perceived and actual), as well as increases in the proliferation of 'crack-style' cocaine, sentencing strategies at both the Federal and State levels changed dramatically. In essence, American criminal justice policy adopted a 'get tough' theme that continued throughout the 1990s. 'Get tough' policies motivated many states to move from an indeterminate to a determinate sentencing model which increased the likelihood a felon would end up in prison, while also lengthening the amount of time an individual spent in prison for some crimes (most notably violent crime as well as drug-related crime). Further, "Three strikes and you're out" legislation was adopted by a majority of the United States. Initially "Three strikes" legislation was geared toward allowing a life-long prison sentence for a third violent felony, however, many states relaxed the requirements that the felonies be of a violent nature, thereby making a larger portion of the offender population eligible for life-long sentences (although in many instances "life" was actually expressed as a mandatory 25-year sentence).

As a result of the 'get tough' movement in criminal justice, prison populations increased exponentially since the 1970s. In 2009, the Pew Center on the States released a series of reports revealing some startling statistics. Specifically, America's correctional population (i.e., those who are under some form of supervision and/or correctional control) topped 7.3 million. This aggregate number translates into the following: more than 1 in 100 adults are in an American jail or prison (an unprecedented figure – 25 years ago the rate was 1 in 177); 1 in 31 adults are in an American jail, prison, or under probationary or parole supervision (also unprecedented). These rates of correctional control are not distributed evenly across the general population, however. For example, 1 out of 11 African

American adults are under correctional control (prison, jail, or community supervision), while the rates are 1 out of 29, and 1 out of 45 for Hispanic and Caucasian adults, respectively. Further, 1 out of 18 adult men, and 1 out of 89 adult women are under some form of correctional control. In fact, the correctional system, as a whole, has become so large, some have argued that America has now developed an Industrial Prison Complex, similar to what President Eisenhower warned against at the beginning of the Cold War with his Military Industrial Complex thesis. That is, America now has a system that builds upon itself, and grows at barely controllable rates, requiring a disproportionate amount of resources (Schlosser, 1998). Indeed the aforementioned Pew Report on the States series also revealed that many states' spending on corrections equals and in some cases exceeds that which is being spent on education.

Incidentally the average cost of incarcerating an individual in a United States prison amounts to \$29,000 per year. With the extent to which mandatory minimum sentencing has been applied, this annual cost is likely to increase (and has increased) as the incarcerated population ages requiring increased medical attention as well as other special accommodations (e.g., prison facilities that are handicapped-accessible). Raw cost is just one way in which the public pays for a large population of incarcerated felons. When an individual is incarcerated, the impacts reverberate, immediately for the family of the inmate, as well as the community from which they came. In fact, the geographic distribution of returning inmates is also concentrated in certain areas and not distributed evenly across cities. One block-area in Detroit for example has 1 in 7 adult under some form of correctional control. In early 2009 the Kansas City Star ran a series of stories regarding an area of town the newspaper dubbed to be a "Murder Factory" – with a large number of violent felons residing in an area that comprised only three zip codes. The neighborhoods felons leave when they are incarcerated are

disorganized to begin with, and often these felons return to neighborhoods that are in even worse shape.

Despite the fact that changes in sentencing statutes have made prison sentences more likely to be assigned by judges, and increased the length of time people spend in prison, nearly everyone who enters prison comes back at some point. In other words, each year, prisons admit and release about the same number of people (Petersilia, 2000). Of course, there is a very small fraction of the prison population that is serving a true life sentence without the possibility of parole, as well as an even smaller fraction that is serving time on death row and will be executed. Outside of these two small fractions however, all other prison inmates (and jail inmates) will return to their communities.

As a result of the realization that most prison inmates return to the community, "Offender Reentry" has become a critical concern amongst correctional administrators, and legislative bodies. In 2000 Jeremy Travis, director of the National Institute of Justice at the time, issued an executive report titled "But They All Come Back: Rethinking Prisoner Reentry". Travis' report was alarming in that (at the time) America was seeing the "back end" so to speak, of the incarceration binge. In other words, the (growing) wave of offenders that had been sent to prison – many of whom who had been sentenced for a long period of time – were now leaving prisons, having served their time. Further, many of them were returning to the community without any parole supervision (more than 20%). In 2000 over half a million offenders reentered the community from an American prison. In 2009, the number of reentering offenders topped 650,000 (U.S. Department of Justice; Office of Justice Programs, 2009).

The large and increasing number of offenders reentering the community has great impacts on the neighborhoods and economies to which they return. On an individual level, the issues a reentering offender faces are numerous and complex. The public and elected officials often make the mistake of

thinking that merely spending time in prison – an extended ‘time out’, so to speak – in and of itself holds rehabilitative potential. This belief is extended by the notion that no rational person would want to return to prison, having experienced punishment for a wrongdoing. In fact however, many offenders who leave prison do indeed return – in very high numbers. Some have estimated that greater than 50 percent of those released from prison will return within 1 year; an additional 24 percent within two years, and an additional 12 percent within 3 years. It was noted above that the average cost of prison incarceration was \$29,000 annually. The average annual cost of community supervision however is \$1,250 to \$2,750 for probation and parole supervision, respectively. Clearly there is a great economic benefit to keeping an individual out of prison – particularly at a time when State and Federal revenue is down and budgets are in crisis.

The current study endeavors to investigate offender reentry. While many agencies and individuals work very hard every day to insure the success of offenders who leave facilities and return to the community, there are likely ways in which these systems of reentry and assistance can be improved. As such, the current study examines will investigate offender reentry in the Kansas City Metropolitan area via a series of focus groups designed to shed light on current practices, and moreover, identify ‘gaps’ – or areas in need of improvement that might serve to increase the likelihood that an offender will succeed when they return to the metropolitan area. Specifically, the following research question will be investigated: “In what ways, via policy, practice, or otherwise, should the current system of offender reentry be changed in order to enhance the likelihood an offender will ‘succeed’ in the community, and avoid future incarceration?”

#### **A Closer Look at the Kansas City Metropolitan Area**

It is important to understand how many people in the Kansas City Metropolitan area are specifically involved in the criminal justice systems. The state and federal system's numbers are the only ones considered for this particular table, however, it is important to bear in mind that county and municipal facilities in our area represent hundreds of additional returning offenders every year. Approximately 3,000 to 4,000 offenders will leave state and federal facilities each year and return to this metro area for services. The table below reveals the number of people on state and federal probation, per county, and the total number of offenders on supervision in these counties.

<b>County</b>	<b>Probation/ Community Corrections</b>	<b>Parole</b>	<b>Total</b>
Jackson	5,194	2,777	7,971
Clay/ Platte	1,135	519	1,654
Cass (includes some Jackson Co)	1,064	306	1,370
Wyandotte	796	859	1,655
Johnson	571	692	1,263
<b>Total</b>	<b>8,760</b>	<b>5,153</b>	<b>13,913</b>

The average system costs are also important. When reviewing this data it is important to understand that costs per person tend to decrease when the number of offenders housed at the facility increases. Facilities in our area range drastically in terms of size and cost. Below is a sample of costs per offender per day and per year:

<b>Facility</b>	<b>Cost Per Day</b>	<b>Per Year</b>
Jackson CO/ KCMO Detention Facility	\$59.16	\$21,593.40
Johnson Co. Detention Center	\$104.00	\$37,960.00

Kansas Department of Corrections	\$68.84	\$25,127.00
Missouri Division of Adult Institutions	\$45.09	\$16,457.85
United States Bureau of Prisons	\$70.95	\$25,896.75
National Average Cost of Jail/ Prison	\$79.45	\$29,000.00

Diversion programs are growing increasingly popular and providing people with opportunities to remain on supervision in the community can not only be more successful but also can save a great deal of money. The costs below represent the cost of parole, probation or "community corrections," aka probation within the community, per individual per day and per year.

Entity	Cost per Day	Cost per Year
Missouri Probation and Parole	\$3.17	\$1,157.05
Kansas Community Corrections	\$5.74	\$2,095.00
United States Parole Supervision	\$10.26	\$3,744.90

#### Methodology

The current study – a Gaps Analysis – utilized focus groups in order to investigate the aforementioned research question. These focus groups were comprised of professionals who work for agencies that work with and serve the offender population – both line staff (e.g, probation and parole

officers, correctional counselors, case managers), as well as administrators. Focus groups of police officers were utilized as well. Focus groups of professionals were assembled from both the state of Kansas and Missouri, since the Kansas City metropolitan area spans across the state line, and included Federal, State and Municipal agencies. Agencies that serve both a supervisory function for offenders (e.g., probation and parole agencies) as well as agencies that deliver treatment services (e.g., employment services, substance use treatment services) were utilized. In addition, focus groups of offenders – both those who are currently incarcerated as well as those who had been incarcerated and are now in the community – were utilized. Attempts were made to gain both the perspective of professionals, as well as offenders, regarding offender reentry and the barriers to the success, as well as things that enhanced the likelihood of success.

A total of 25 focus groups were conducted, each lasting a minimum of 90 minutes, with some exceeding two hours. The size of the focus groups varied – the smallest involved just three participants with the largest having 11 participants. The focus group discussions were led by the principal investigators (Lora McDonald and Alex Holsinger). The subject matter to be discussed was introduced by the focus group facilitators, however, after stating the overall purpose of the focus group discussions (i.e., to discuss the experiences of the reentering offender), focus group participants were free to bring up any other sub-topic they chose in order to shed light on the aforementioned research question. Every effort was made to encourage active participation from all focus group members in order to gain as much information as possible. Focus group participants were informed at every step (from initial recruitment contact – usually via telephone and/or email) that participation was completely voluntary and they may choose at any time to not participate at all, or, cease participation at any time during the focus group. Further, all focus group participants were informed that the principal investigators would be taking notes throughout the discussions, however, no other recording devices (e.g., audio and/or

video equipment) would be used. In addition, focus group participants were informed that no identifying information would be utilized in the report, and in fact it was not necessary to share any identifying information for the purpose of the research. The principal investigators did however share their own identifying and contact information with all focus group participants in order to allow future contact should the participants think of additional information that they wanted to share. The current research was proposed to, and approved by, the University of Missouri – Kansas City’s Social Science Institutional Review Board per Federal research guidelines. As such, the current research meets the criteria for the protection of human subjects involved in primary research.

As anticipated, a great deal of valuable information was gleaned from the focus groups. Information was recorded via note-taking by the principal investigators during each of the focus groups. The hand-written notes were then transcribed to facilitate the identification of themes regarding offender reentry. The nature of the current research is qualitative, as opposed to quantitative. That is, the information is of a qualitative nature, and as such, no attempts will be made to quantify the results for the purpose of inferential statistical testing or the generalization to other locales besides the Kansas City metropolitan area. The information recorded was analyzed in order to identify prevalent themes – meaning themes that were identified by the preponderance of the evidence. However, specific numbers of responses were not counted (i.e., it will not be stated that “X” number of respondents stated “Y”). Rather, the weight of the statements made was considered, when determining what the prevalent themes regarding correctional issues and offender reentry, and presented accordingly.

While it is likely that the issues identified via the current research and the policy recommendations that may be made in response have applicability to other geographical locations, the current research is location-specific. In other words, the current research applies to the Kansas City metropolitan area only, and as such recommendations are meant for the immediate local community.

The results will be presented according to the major themes that were identified. Specifically, "Policy issues", "System practices", and "Public education/awareness" will provide the framework for the presentation of what was learned. In addition, recommendations will be made as the results are presented.

## Results

### *What's Working*

In this study, the investigators did not attempt to glean information about what was working well within the systems. However, many participants shared information about their own systems, non-for-profits delivering high quality services, and practices that are showing effectiveness or promise of success with the offender population. It is important to share some of the highlights of this reentry work in metropolitan Kansas City to demonstrate what is possible in other systems in this community.

***Systematic Focus on Reentry through Area Departments of Corrections:*** All of the area systems that participated in this study have taken a serious look at reentry processes and practices over the past decade. Most of these area systems have come together with social service providers and the broad community to increase success for former prisoners, make the community safer, and prevent future crime and recidivism. Kansas, Missouri, area counties and federal systems have all improved their processes of reentry preparation, staff training, and community response.

***Reentry Programs Targeting Risk Levels:*** In this metropolitan area, Kansas has made great strides to incorporate "evidence based practices" throughout the Department of Corrections. This evidence encourages systems to target those who are most likely to commit new crimes or return to prison following their release. They use effective instruments to predict who is appropriate for intensive

services and implement programming for this population. Though this practice is relatively new, Kansas is beginning to see results from this strategy.

***More Evidence Based Assessment Tools and Programs:*** Both public systems and private resources have been paying attention to evidence about effective reentry processes around the world. Kansas employs the LSIR, an assessment instrument, to determine the appropriate level of intervention. Missouri has developed a similar tool, the FRRI, which they began using in 2009. The tools are used to determine the level of supervision and to make referrals to appropriate services. Likewise, programs in the community are being modeled after effective “evidence based strategies”.

***Faith Based and Community Organizations Response:*** Community non-for-profits have been working in the world of reentry for decades, even before it was even referred to as “reentry” and these area leaders can be looked to for their expertise in the field. In the course of this research, there will be suggestions for improvements on programming yet the reader should be careful not to interpret this as criticism of the existing programs. Rather, input from these programs was a major contribution to this research. These experts in reentry have seen what works and what doesn’t. While there are still many gaps in reentry services, without these programs, the community could be in great crisis. The Kansas City metropolitan area is rich with resources eager to provide input not only to the broad corrections community but to their own programming, seeking change that will benefit the client population and the community as a whole.

***Specialized Caseloads and Targeted Courts for Specific Populations:*** Most of the area systems have some specialized caseloads. Examples include sex offenders and those with mental health or dual diagnosis. Missouri has a “youthful violent offender” caseload. The officers in these positions specialize in the supervision of the classification of offenders and often complement their supervision with case

management and other programs. People who manage case loads of people with mental health diagnosis, for example, get to know details about what resources serve the population, how to get an authorized payee, or what indicators may be for a potential relapse. Having experts in each area is an effective approach recognized by most of the area systems.

Likewise, targeted courts become familiar with the needs of their population. One of the best examples is the Drug Court in Jackson County, which has been a benchmark model in our nation. Other current examples include Missouri Reintegration Court, Federal Reentry Court, and Mental Health Court. In Jackson County, there is Fathering Court for those who fail to pay child support. These systems are designed to prevent further incarceration, create wrap around services, and identify risk levels or indicators before a person reaches the point of further incarceration.

**Mentoring Programs** have such noteworthy success that the first and second round of Second Chance Act Funding to faith based and community organizations allowed only for mentoring based projects. Typically one on one or small group mentoring matches are made; some are peers who are successful former offenders, others based around employment, but most are just a concerned community volunteer who helps the individual navigate through resources, job interviews, and general reintegration. As one focus group noted, the benefits are compounded because when the mentor sees firsthand the barriers the returning offender faces, they become an advocate for employment and other opportunities through the broad community. Several of the community organizations who participated in this research do mentoring projects.

**Cognitive and Behavioral Programs** were discussed through multiple groups. Both Kansas and Missouri have standardized curriculums for their respective systems. Offenders and corrections staff could specify changes they had seen in themselves and participants of the cognitive programs.

***Work Opportunity Tax Credits and Federal Bonding*** WOTC has been available for certain populations who find securing employment difficult and offenders are eligible for these benefits if hired within six months of their return from incarceration. The federal tax credit is \$2,400 per hire and bonds are in the amount of \$5,000 (up to two bonds in Kansas and three bonds in MO). This incentive is helpful for offenders who are marketing themselves and for programs that try to encourage employers to hire ex-offenders. Both Missouri and Kansas have specialists who help the employer complete the paperwork to file for these benefits.

***Offender Workforce Development Specialists*** are trained under a graduate level curriculum to address everything from career development to job retention. The OWDS curriculum was developed by National Institute of Corrections and those who complete the course can earn up to 6 hours of graduate or undergrad credit. Kansas and Missouri Departments of Corrections have trained their own staff, private reentry providers and other corrections systems employees in this curriculum. MO and KS did the first bi-state class in the nation. Graduates of this class report feeling more equipped to help an offender find a job and keep a job over time. More training is being planned in the metro to begin summer 2010.

***Linkages Between Parole and Prison*** The Kansas Reentry Program has been successful in creating a bridge from prison and community; Parole officers now go inside prisons to meet returning offenders prior to their release. This was mentioned in multiple focus groups as it eases the apprehension of the offender and helps the officer better understand the prison environment.

### ***What's Missing***

#### ***Employment- Program and Service Gaps***

Employment for reentering offenders (and all offenders for that matter) proved to be one of if not the most prevalent issue discussed during the focus groups. Both professionals and offenders

identified the need for employment (or lack thereof) as being the most substantial issue regarding offender success in the community. However it was revealed by a vast majority of the focus groups that there are two issues related to employment; (1) finding a job, and (2) retaining a job.

**Finding a job:** Both offenders and professionals cited the stigma associated with having a prior felony conviction (and/or prior incarceration) as being a substantial barrier to finding a job. Several focus groups also indicated that there appeared to be a lack of sustainable jobs – that is, jobs, that if obtained, offering a wage that would allow an offender to meet their financial obligations. Regardless, the fact remains that many employers disregard ex-felons as suitable candidates particularly when the offender is forthcoming on their application and/or interview materials. When asked to discuss ways in which ex-inmates can better secure employment, several focus groups cited many options, mainly centering on the need for information, and the education of potential employers.

While some businesses are known to have a tradition of offering employment to ex-offenders, these businesses need to be better-identified and better-known, particularly amongst the agencies that serve and supervise the offender population. It's not adequate to merely 'get the word out' however. Many probation and parole officers noted the need to compile information about agencies that hire ex-offenders, and a need to keep that information current – for example, an index or a 'clearinghouse' of business that have shown a propensity to offer a chance of employment for ex-offenders (incidentally, the 'need for richer and current information' about a number of areas concerning offender reentry was a near-constant theme through a majority of the focus groups).

A need for educating business owners about the offender population was also cited as a need, that if met could facilitate the obtaining of employment. In other words, business owners need to be proactively educated about the great need for employment opportunity within the offender population,

but in a way that minimizes risk. Clearly business owners are reluctant to provide an initial opportunity for an individual who has a well-documented track record of offending behavior. However, if business owners were more aware of the resources that they could utilize should they hire an ex-offender – for example, knowing that many ex-offenders have probation or parole officers that can be called in the event of an issue – perhaps they would be more likely to hire. In addition business owners could be educated regarding the fact that offering a job to an ex-offender greatly decreases the likelihood that that person will re-offend, making their community, and in turn their business, safer.

**Keeping a job:** The focus group discussions revealed very clearly that there is a distinct difference between *finding* a job, and *keeping* a job. While some ex-offenders (perhaps a minority) are quite good at finding at least minimal employment (e.g., in the fast-food service industry), an even smaller minority are equipped with the skills to maintain that employment and treat the opportunity responsibly and in a way that will increase the likelihood that they will not be fired shortly after being hired. Indeed both professional and offender focus group discussions revealed many “hirings” and just about as many “firings” amongst the offender population.

The same criminogenic (i.e., crime-producing) needs and cognitive processes that are at work when motivating criminal behavior, are the same factors that contribute to the likelihood that even a good job opportunity will be short-lived. In other words, a goodly proportion of the offender population have not developed the relational skills, the temperament, the work ethic, and/or the maturity to successfully negotiate a work environment.

As a result of the aforementioned negative factors, many focus groups revealed the need for more *transitional employment services*. These transitional employment services could come in a variety of different forms, but all would strive toward the same goal: the successful maintenance of an

employment opportunity. For example, the use of an agency that provided 'job coaching' would allow for a buffer between an employer, and an employed ex-offender. The 'job coach' would work with the offender on a regular basis, discussing issues related to the successful maintenance of employment (e.g., how to respond appropriately to criticism, how to get along with co-workers, the importance of showing up on time, etc.). In addition, should the ex-offender start to have difficulty with any number of things – tardiness, a bad attitude, or the like -- the employer could inform the job coach in order to turn potential difficulties into learning experiences prior to merely firing the ex-offender. According to the focus groups, job-coaching does exist to varying degrees, but not nearly to the scale necessary to adequately serve the size of the ex-offender population that could benefit.

For the marginally-functional reentering offender (i.e., one who severely lacks the skills necessary to successfully operate within a work environment), a "total employment opportunity" was suggested. This "total employment opportunity" would function much like a regular business and would hire only ex-offenders, with the goal being to intensively teach the aforementioned positive job skills. This idea in essence represents the need for an entire program that would revolve solely around teaching appropriate employment skills. This would obviously require an investment of resources, yet "social enterprise," or revenue generating programs, can often pay for the total costs of the program while other programs are reliant upon grants. While the creation of a new program is a huge undertaking, this idea is a reflection of the extent to which (a) much of the offender population is severely lacking in job skills, and (b) what it might take to instill those skills. Usually these transitional job programs are combined with intensive case management to address goals and reinforce the soft skills learned on the job site.

The groups revealed the value of transitional jobs beyond the skill teaching of the participant. Transitional jobs programs usually generate revenue, which can pay the offender participant a small

wage or stipend, and keeps the participant engaged. The small wage does not attract participants who could find a better paying job on their own. Several groups suggested that certain city services or work that could "give back" to the community has great appeal as it addresses blight and improves the neighborhoods where offenders may reside. Participants begin to see themselves as contributors in their community, thus adding value to the program. There are examples of programs like this throughout the nation. Others indicated that the ideal transitional job would teach the offender not only the "soft skills" associated with the workplace but also vocational skills that would eventually lead to a career. For example, there is a small pilot program in Kansas City model that teaches homebuilding and soft skills simultaneously while addressing the issue of blight and abandoned housing.

Similarly, many indicated that programming that could help offenders become entrepreneurs would add value to the community. Some programs teach offenders who have an entrepreneurial skill set all aspects of starting and operating a legitimate business. *Microenterprises* are small businesses that operate with very few employees and begin with a small amount of capital. The former offender often has more earning capacity as a business owner than an employee and often offenders have characteristics that make them good entrepreneurs (such as a willingness to take calculated risks and the need for autonomy). Moreover, former offenders who run businesses are more likely to hire other former offenders, expanding job opportunities in the community.

#### ***Employment Policy and Systemic Gaps***

Work Opportunity Tax Credits, as mentioned above, offer federal tax incentive to employers who employ offenders within six months release from prison, in the amount of \$2,400 per hire. Interestingly, one offender could lose a job and be rehired and both businesses could be eligible for the \$2,400 credit as it is tied to the hire not allocated as once per offender. These tax credits could address

job retention issues if they were made available annually for three years per hire. Groups also suggested that state and municipal tax credits for employers would encourage businesses to consider hiring offenders. Some professionals report teaching offenders to market themselves or lobby for positions based on tax credits and others use them to educate the employer about offenders in general.

Each state distributes tax credits as well as federal bonding, loss protection bonds in the amount of \$5,000, available in Kansas and Missouri. Employers may qualify for one to three bonds per hire depending upon the state (Kansas offers up to two) and the nature of the business.

Some discussions centered around licensing restrictions for employment. There are certain professions that restrict licenses for people with felonies across the board, some are limited restrictions based upon the crime, and others add time frames to the restrictions. Licensing restrictions for educators, health care workers, barbers, and many other occupations may have these restrictions. In Kansas City, Missouri, at the time of this writing, the City Council passed an ordinance allowing some people with felonies to apply for liquor licenses, for example, after four or eight years of post conviction or release good behavior. Others will continue to have a lifetime ban, for serious violent crimes. This was an issue that came up in focus groups as offenders have been unable to get a restaurant job in Kansas City.

#### ***Transportation Program and Service Gaps***

Nearly every focus group presented discussion about the offender population's need for viable transportation. Transportation is of course directly related to the securing (and maintenance) of employment, but also impacts just about every other area of an offender's daily functioning. According to the results of the focus groups, a majority of the reentering offender population relies on friends and/or family for rides to and from various responsibilities (appointments with parole officers,

treatment engagements, employment) as well as for ordinary daily needs (e.g., grocery shopping). Very few offenders leave prison with a valid drivers' license, and even fewer have access to an automobile. And that of course is to say nothing of the need for valid drivers' insurance and the expense that often accompanies the owning and use of an automobile. Agencies pay for one ride bus passes for offenders, gasoline vouchers, monthly bus passes, and some even provide for vehicles. Agencies were once able to buy unlimited reduced cost bus passes from Kansas City Area Transit Authority, but the amount they can purchase at a discount has been capped for the past five years. The public and private organizations agree that their funding is limited for these expenses and they often are unable to assist with the cost of a bus pass that could get an offender to an interview, an appointment, or report to a parole officer.

Aside from the use of a personal motor vehicle there is also a gap regarding the use of public transportation. The vast majority of the offender population either relies on friends/family for transportation in personal vehicles (as noted above), or, rely solely on public transportation. It became apparent via the discussions that ensued that while Kansas City Metropolitan bus system is far from perfect (leaving access to many areas an offender needs to go nearly impossible), public transportation in Kansas City, Missouri is much better than that which exists in Johnson County, Kansas or areas North of the River for example. Regardless, there is a great need for making what public transportation does exist more easily accessible to the offender population. Further, there is a great need for enhancing existing public transportation in order to make a larger area of the metropolitan area more accessible. Also discussed was the need to integrate the current bus systems in a way that would make traveling across the state line between Kansas and Missouri easier. It was often reported that while reentering offenders live on the "Missouri" side, more employment opportunities existed on the "Kansas" side. For an individual who relies solely on public transportation (which is the norm within the reentering offender population), the opportunity for employment is nearly entirely blocked.

Small transportation programs and options do exist around Kansas City and there is need for these services to be indexed and included in collective resource information. Suggestions of transportation programs were initiated in some groups, such as a church using their van and volunteers to make regular trips to treatment centers or other appointments.

### ***Transportation Policy and Systemic Gaps***

One group noted the lack of corrections funds available to pay for bus tickets to return from some prisons to community. It appears the non-profit community is trying to compensate for this system gap, with some purchasing bus tickets and others picking up the offenders.

The lack of public transit options from areas where offenders commonly secure housing to places with viable employment is an issue that was referenced above. Funding needs to increase for public transit if this community is to see any significant change in accessibility to employment for the offender population.

It was very clear from the results of the focus groups that there is a need for enhanced efforts assisting offenders obtain valid drivers' licenses. Doing so first and foremost eliminates the likelihood that they will be caught driving without a valid drivers' license (which would constitute another crime). It was reported that if offenders' had a valid driver's license when they entered prison, it is often expired or discarded by the time they leave. Furthermore offenders reentering the community often have unpaid fines related to driving that need to be taken care of before a new drivers' license can be issued. In addition, there is a prevalent need for the education (or re-education) of offenders regarding current driving regulations and the like.

In sum, there is a need to address the gap between an offender leaving the institution, and their access to valid driving credentials. Efforts need to be made in order assist offenders in the navigation of

their respective Bureau of Motor Vehicles, as well as clear up unpaid traffic violations (for example), so they can receive a valid driver's license. Doing so would undoubtedly (a) avoid the potential for a new crime via driving illegally, and (b) exponentially increase opportunity regarding employment as well as several other critical areas (e.g., access to treatment, places to live, etc.).

### ***Housing Program and Service Gaps***

The issue of "Housing" appears to round out the trinity of needs regarding offender reentry (employment, transportation, and housing). According to the focus group results, much like transportation, reentering offenders rely heavily on family (most commonly) and friends (secondarily) for housing, often moving back in with a parent (most commonly the mother) or former partner (e.g., a former girlfriend/boyfriend). While 'crashing' at a family member's house or a friend's house is far better than homelessness (which incidentally is another very serious circumstance many reentering offenders are subjected to), it is far from ideal. An offender without a permanent residence (i.e., an apartment or house on which they are listed as the renter or owner) is exposed to an enhanced amount of risk for recidivism, as well as at risk for homelessness. For example, many reentering offenders are "one argument away" from being kicked out of their current temporary housing situation, which in turn (in many cases) puts them in violation of their parole supervision if they are indeed under supervision at the time. Maintaining a permanent residence is often a condition of parole release, and failure to obtain and maintain such residence can be construed as a violation which can in turn lead to revocation and re-incarceration.

The focus groups with correctional professionals revealed several gaps related to a reentering offender successfully obtaining and maintaining permanent residence. The focus group discussions revealed a substantial shortage of available (suitable) housing for offenders (and this finding was verified

by several of the offenders that were interviewed as well). Many professionals reported landlords that were unwilling to 'take a chance' on a known felon and actively eliminated the offender population from the pool of potential renters. Further, a related issue involved the fact that landlords that were willing to rent to reentering offenders often possessed properties that were not convenient regarding employment opportunities, as well as the places that the offenders are often required to report (e.g., probation and parole offices, and/or treatment and other requirements), not to mention the related issues of transportation and affordability. On all counts there appeared to be a gap in the amount of eligible (i.e. workable) living space, and the need for such space within the offender population.

Much like the employment dynamics cited above, there appears to be the need for education amongst landlords in the Kansas City Metropolitan area. Efforts need to be made in order to inform potential landlords about the reality that is faced by the offender population, and the fact that offering to provide housing (in exchange for rent) in fact may make the property, and the neighborhood, safer in the long term. Similarly, the focus group participants reported many misconceptions regarding what much of the offender population was really like behaviorally, and (like employment above) there are often resources (such as probation and parole officers) that could be utilized to mitigate and control for risk.

Many professionals (again, much like employment opportunities) cited the need to compile a list of viable living situations for ex-offenders. Specifically, there appeared to be a need for an index containing information regarding landlords that were willing to rent to ex-offenders, the location of these properties, and the price for the rent in order to assist offenders in finding and maintaining permanent residence that will work with their constraints. In addition, there was the need to reach out to, educate, and support landlords that were willing to rent to ex-offenders.

Further, in light of the fact that many offenders leave the institution with (literally) nowhere to go, there is a great need for many more transitional housing beds (e.g., halfway house beds) that would allow an offender to make a smooth transition back into the community while securing permanent housing. Transitional housing programs do indeed exist in the Kansas City metropolitan area, however, according to the results of the focus groups, many more resources that offer transitional living are needed. Such services would need to be geared toward more than just providing a safe livable environment, but would also need to educate offenders regarding the responsibilities associated with being a good tenant (much like the transitional job services mentioned above). The groups also report a severe shortage of emergency shelter in all counties except Jackson and a lack of complementary case management services to assist the felon specific population with housing.

#### ***Policy issues regarding Housing***

An issue that repeatedly came up was the inaccessibility of public housing, Section 8 Housing and other Housing and Urban Development funded programs to the offender population. The Code of Federal Regulations makes it impossible for people who are considered sex offenders and those who have manufactured methamphetamines in HUD properties or public housing in the past. However, all other decisions denying housing to people with criminal convictions happen at a local level. Because local housing authorities make the decision, people can appeal the decision at the local level. Largely there appeared to be much misinformation in the community about who was and was not allowed in public housing.

Another issue related to housing was that an offender often can not be paroled to a family member in public housing. Again, these decisions are made at local levels and can be appealed if the

housing is a desirable option. Appeals are reportedly most effective when a professional participates in the hearing and advocates for the prospective tenant.

More germane to specific policies related to housing – several focus groups offered the need to create programs and initiatives that provided tax credits for landlords who were willing to rent to reentering offenders. Much like the tax incentives for potential employers cited above, offering rental tax credits would offer an incentive to landlords who otherwise might be unwilling to rent to ex-offenders (as well as motivate those landlords who currently rent to ex-offenders, to continue doing so). On a related note, there appeared to be the need to make it easier for landlords to receive rent directly from offenders who are eligible for public support when paying for housing. This would further enhance motivation to rent to ex-offenders by insuring the landlord would receive rent directly, and reliably.

All of the issues relate to housing above apply to the general offender population. However housing needs are of a slightly different nature regarding the sex offender population. The vast majority of states – Missouri is no exception – place restrictions on exactly where an individual who has been convicted of a sex offense can live. Kansas, by contrast, has a statute prohibiting any municipality from creating an ordinance restricting the residency of offenders. These restrictions typically state that sex offenders are not allowed to live within a certain radius of specific locations such as schools, public parks, and/or child care facilities. While the reasoning for these restrictions are for the sake of public safety (particularly the protection of children), these policies greatly reduce the availability of viable housing for sex offenders. The availability of housing is so restricted in some cases (particularly in small urban and/or rural areas), many states (including Kansas) have reconsidered and revised such policies simply out of necessity. In short, it has been demonstrated that in some areas the restrictions on where sex offenders are allowed to live literally leaves no livable space available. Several focus group

discussions revealed the need for new strategies regarding sex offenders – advocating for the relaxing of such restrictions while simultaneously increasing surveillance.

### ***Educational and Training Program/ Service Gaps***

It is common knowledge that educational attainment is directly related to employment and discussions of education arose in every focus group. Time in prison can be time to complete neglected education, basic literacy to secondary education is available in some systems. The removal of Pell Grants as benefits available to the incarcerated in the mid 1990's, has had lasting impact. Yet, some prisons around the nation are finding success with local colleges and universities, creating campuses inside institutions. Kansas Department of Corrections, for example, has partnered with Donnelly College and Kansas City, Kansas Community College to create some programming inside Lansing. Yet, there remains a gap for higher education that could be filled best with both public policy change and increased cooperative programming with higher learning institutions and departments of corrections.

More significantly, GED and Adult Basic Education are largely underfunded in some of the systems we examined. Reports regarding institutional cutbacks just in the past two years revealed scaling back contracted educational services in both Kansas and Missouri systems. Missouri reported offenders had to be transported to other facilities to be in compliance with statutes that require offenders to work on their GED when they had to discontinue a program in St. Joseph Regional Diagnostic Center. A Lansing GED program was saved by a dedicated volunteer. Programs in every institution that accommodate all who have not earned a GED are recommended and can be, as in Lansing, managed by volunteers from the community. Groups specified these GED classes ideally would separate people based on grade level and include literacy, Adult Basic Education (for those not GED ready), and English as a Second Language.

Upon release, some groups reported that it is very difficult to access GED classes and, again, that some offenders returning from prison are unable to meet the requirements for GED and need ABE classes first. The GED budget was reportedly cut in the KCMO School District. Some of the area non-for-profits are creating programs for literacy, ABE and GED, yet they report limited capacity when compared to the overall need.

### ***Education and Training Policy Gaps***

Several groups suggested funding of secondary educational programs must be a priority of both the Department of Corrections and the Department of Education for prisons and community. Restoration of Pell Grants for prisoners would be another helpful benefit. A theme throughout the focus groups was that focusing on education, including early childhood education, could prevent future incarceration.

There is a service and policy related gap that came up in multiple groups. Offenders find it difficult to navigate through the services available through the workforce investment act at the Full Employment Council. Further, some services available through these dollars are not accessible to some male offenders because they did not register for selective service. While waivers can be made if the man demonstrates he was incarcerated or otherwise unable to register, the possibility of a waiver does not guarantee accessibility. Some Department of Labor funded programs are also restricted to non-violent offenders and are inaccessible for certain populations.

### ***Other Policy Gaps***

Aside from the major areas above that provide gaps to offender success in the community, several other policy issues became prevalent in focus group discussions that play a role in offender success (or failure).

**Food stamps:** Enhancements in the enforcement of drug laws (i.e., the War on Drugs) led to a very large increase in the number of people convicted of a drug offense. The punishment schedules related to drug offenses increased, leading to an increase in the likelihood of incarceration for a drug offense (possessing, using, and/or trafficking in controlled substances) as well as increases in the length of time a person can be incarcerated for such an offense. In 1996, the Clinton Administration made it permissible for states to "opt out" of providing any form of welfare, Food Stamps or cash payments, to people with drug related felonies. Both Missouri and Kansas did "opt out," yet Kansas reversed this decision three years ago. Missouri remains one of twelve states still denying Food Stamps to people with convictions post 1996. Restricting access to food and other basic resources greatly increases the likelihood that an individual will resort to illegal activity to support themselves, increasing the likelihood of return to prison. In addition, for offenders who have dependents under the age of 18, these policies restricting access to food and basic necessities possess reverberating effects further disadvantaging the children of ex-offenders. Research has indicated that children of prison inmates are seven times more likely to be involved in the criminal justice system (and in turn are much more likely to become incarcerated themselves compared to children of non-inmates) (Service Network for Children of Inmates, 2008). Policies restricting access to food stamps for drug offenders may play a role in continuing the familial cycle of incarceration.

**Medical Care:** It is agreed that the systems of correction in the Kansas City area are responding better to medical care, particularly for those with mental health conditions. Treatment, both for physical and mental health services, is one of the most costly parts of any corrections system. The focus groups revealed concern over the offenders with severe mental health diagnosis and those with HIV/AIDS who may leave the facilities without the medication they need to sustain them until they can

access care and medication in the community. Again, this practice has greatly improved over the past few years, and most often offenders are leaving with a two week to thirty day supply of medications.

Dental care was also specified as a critical need that is not widely available in the community. While there are free and sliding scale services, the capacity is limited. Former drug offenders often have specific dental issues that can interfere with their esteem and their appearance can impact their ability to secure employment.

Finally, eyeglasses were included as an item needed frequently by the population of returning offenders. There is some limited service to pay for eyeglasses and exams but groups would like to see this more widely available.

**Staff Salaries:** In this time of budgetary concerns, area Department of Corrections are challenged to make extreme cutbacks in programming and other expenses. However, it was repeatedly suggested that the salaries of social service and corrections staff seemed to reflect the lack of value the public places on this work. Most concerns were shared in regard to the salary of Missouri Probation and Parole Officers and the Missouri Dept. of Corrections in general. The pay of this particular group is sub-par when compared to other Kansas, other counties, and federal employees.

**Identification and Legal Documents:** While great strides have been made in Missouri, Kansas and federal prisons to obtain identification prior to release, many professionals indicated offenders are still not leaving facilities with basic legal documents such as birth certificates, Social Security Cards and state identification cards. Services and employment cannot be accessed without these documents. Often non-for-profits spend their limited resources purchasing and acquiring these documents. More importantly, the offender comes out not ready to begin employment or enroll in other services that would allow for successful reentry.

**Kansas Driver's Licenses:** It was recommended in several focus group discussions that the policies requiring "Registered offender" be placed on a Kansas offender's driver's license be reconsidered. Ex-inmates already experience stigmatization in several ways that block success without such policies. Further, it has been reported that the statute does not require these words but, rather, some numeric code. Kansas officials report that this will be removed from the Kansas Identification and Driver's License Cards in October 2010.

**Spending of limited resources:** In trying economic times, most if not all public agencies experience budget cuts. However, in light of limited resources, many focus groups discussed the need to re-examine specifically how "criminal justice" monies are being spent in general. Specifically, the trend to spend more money on the 'front end' of the criminal justice system (e.g., law enforcement strategies), vs. the 'back end' (e.g., probation, parole, treatment, and services related to housing, transportation, and employment) was called into question. The focus groups revealed and discussed many of the reasons that the public approves more readily for spending on law enforcement. Reasons include the visibility of policing agencies in the community, as well as the fact that policing agencies serve a variety of functions in the community (not merely law enforcement). Further, the public clearly links "public safety" with the presence of police officers and enhancements such as technology and tools that police officers need to do their jobs more efficiently and effectively.

At the same time, offender reentry has clearly been shown to be a "public safety" issue as well – and a public safety issue that extends far beyond the realm of police work and law enforcement. Known felons in the community are often the most likely to re-offend. As such, any and all strategies geared toward mitigating the criminogenic needs of the offender population – through the provision of services that support the offender – would be money well spent according to the result of focus group discussion. As such, several members of the focus groups called for a 're-thinking' of policies regarding

how money is spent within the criminal justice system. Just one example cited by one focus group members included speculation about the cost of building one 1,000 bed prison, vs. the cost of any number of programs that could be established to serve far more than 1,000 offenders in a years' time. As an aside – the \$29,000 per year cost for incarcerating an offender does not include the initial overhead cost of building the prison facilities in the first place.

**The need to 'link' the institution with the community:** Several focus group participants noted the need to start thinking about "reentry" quite literally, at the sentencing phase (i.e., before the offender even enters the institution to begin their sentence). This means planning for the day the offender will be released, on the day they are sentenced. This forward-thinking would enhance the likelihood that appropriate plans will be made that will increase the likelihood for offender success once they are released. For example, many professionals and offenders reported that there is a literal gap in time between the point at which an offender leaves the institution, and the point at which they make initial contact with a parole officer and/or service agency. In some cases this gap in time can last two or more weeks, and exposes the offender to risk of reoffending.

Ideally, there would be a seamless transition between the institution and the community, where by an offender would have contact with one or more individuals from the community before they leave the institution. Several focus group discussions pointed to the need to actually bring into the institutions more resources from the community. Specifically there appeared to be the need to bring to the prison representatives from any and all agencies that serve the offender populations in order to create "no excuses" environment, and allow for the establishing of relationships between the agency and clients. It was reported that this need is perhaps most pronounced when offenders have mental health issues (particularly those mental health issues that are in need of medications – several focus group participants indicated that despite many offenders being successfully medicated while institutionalized,

often access to medication is interrupted when they leave). Active mental health issues are a well-documented risk factor (increasing likelihood for re-offending) for a substantial portion of the offender population.

Prisons by definition are 'closed institutions' and function extremely effectively in that regard. In other words prisons keep those who belong in, in, and keep out those who do not belong. One focus group in particular noted that the need for the maintenance of prison security is paramount, however, if security could be maintained while taking clear steps toward linking community resources with the people in prison who need those resources, the likelihood of success would increase.

**Offenders "Maxing Out" or leaving institutions without community supervision** One population that was mentioned in the course of focus groups was the group of offenders who leave prison with no parole or probation supervision requirements. While the vast majority, approximately 90% by rough estimate, returns to the community on parole supervision, the community should be aware of those who are released after completing their full prison sentence and are not required to participate in parole. Generally, the people who "max out" or "12/12", a term that comes from completing twelve out of twelve calendar months of one's sentence, do so because they have failed to complete community supervision in the past and are incarcerated for revoked probation or parole OR they have behaved in such a way during their prison stay that the parole board chose not to release them to the community. These offenders, at times, refuse to go before the parole board as they wish to return to the community without someone, a parole officer, to watch over them. More often, they have had repeated conduct violations while incarcerated and demonstrate little or no remorse for the crime. Therefore, they are not granted release without the full completion of sentence.

Because the system is no longer responsible for these offenders, no one tracks where they go upon release or how they are fairing in the community. It is estimated that the state of Missouri Department of Corrections releases 300 offenders per year who were from the Kansas City area and have completed their full sentence. As offenders generally return to their community of origin, most of these 300 offenders will then return to this community without supervision. Again, these can be considered dangerous or risky offenders as they have had difficulty making parole and/ or do not want to be supervised in the community. Several of the non-profit community organizations end up serving this population when they return to the community and find themselves in need of assistance. However, not reporting to a parole officer also means that they may be unaware of resources available to them within the community. No resources within the local continuum expressly target this population but many of the services and programs are available to this population. It is recommended that minimally the releasing facility provide these offenders with information about available resources that they may access if they are having difficulty in their transition.

**Liaisons Between Law Enforcement and Corrections** More than one focus group identified the need for law enforcement to interface with corrections systems. Better communication or a liaison between systems would increase communication about concerns. More training to law enforcement about reentry and to corrections and service providers about the role of law enforcement could enhance the work between these systems.

**Kansas City Correctional Release Center:** One focus group in particular noted that though the Kansas City Correctional Release Center is officially recognized as a parole facility or halfway house, offenders are not allowed to access social security benefits while they are in residence at the facility. While the KCCRC is a secure facility, based on its primary purpose (facilitating offender reentry), it appears to be only recognized as a prison by the Social Security Administration. Offenders who are

eligible for social security benefits of some kind would benefit if they could access those benefits while making the transition from prison to the community. In fact, some get caught in a "catch 22" because they have been unable to get financial benefits that would allow them obtain housing and leave the facility.

**Ban the Box or Civil Rights Protection:** Several groups suggested that employers automatically discard applications of offenders due to their criminal record. Some states and municipalities have adopted "ban the box" policies which prohibit employers from asking about criminal history and/ or arrests on the job application. Other municipalities and states have made it illegal to discriminate against offenders unless the crime committed has a direct relationship to the former offender's ability to perform the prescribed job duties. While Kansas has this type of statute, it appears that it is not exercised as many employers reportedly still make blanket statements such as, "we don't hire felons." Employers are still allowed to hire who they wish to hire yet they are encouraged by such policies to give equal consideration to people with criminal histories unless it interferes with their capacity to do the job.

**Non-payment of Child Support:** There were two pertinent issues pointed out by several focus group participants related to non-payment of child support. First, the wisdom of incarcerating someone for non-payment of child support was called into question. Several discussants indicated that it would be more beneficial to all involved if, rather than incarcerating a 'dead beat dad' for example, initiatives were put in place that put the individual to work thereby increasing the likelihood that they would be in a position to pay their child support (and other financial obligations). As noted above, incarceration itself places a financial burden on the state, and as such, incarcerating (and spending money on) someone who owes money appears antithetical.

On a related note, the same focus groups that discussed non-payment of child support also noted the fact that policies related to the child support 'clock' should be reconsidered for someone who is incarcerated. Specifically, when someone is incarcerated they are no longer in a position to pay their child support, and as such the wisdom of allowing the obligation of child support payment to accrue while incarcerated was called into question.

**Expunging Criminal Records:** While some states, including Kansas, have laws allowing for certain criminal records to be expunged after a period of time, Missouri no longer allows for this practice. The very existence of expungement encourages good behavior since one's record can be wiped clean and the former offender no longer faces the barriers described throughout this study, especially related to employment.

#### ***Program services gaps and issues***

The correctional treatment literature as a whole has well-documented the hallmark characteristics of correctional (rehabilitative) treatment programming. When an offender is in the community, whether via a sentence directly to probation, or a placement on parole supervision after a stay in prison there are two components necessary in order to insure successful transition and reductions in recidivism. The two components can be classified as "security", or supervision/control, and "treatment", or rehabilitation. The "security" function of community supervision represents accountability and safety. Probation and parole officers (as well as other professional actors such as case managers) are charged with knowing the whereabouts of an offender, keeping track of their activities and progress, as well as acting as a liaison between the offender and the court as well as other agencies in the community. The "treatment" component involves the offender participating in treatment programs that are designed to address any number of criminogenic needs. The offender

population possesses many of what have come to be termed criminogenic – or crime producing – needs. These criminogenic needs are the factors or characteristics that need to be altered in order to make a crime-free lifestyle possible. In addition, these criminogenic needs are those domains or factors that have been identified in the research as being predictive of criminal behavior.

Just a partial list of important criminogenic needs includes the following: (1) prior criminal behavior (of all types); (2) Sub-standard educational achievement (as well as a current need for additional aptitude in basic knowledge and skills); (3) Sub-standard skills related to employment; (4) Use of leisure/recreation time (i.e., no suitable pro-social leisure activities or options); (5) Sub-standard housing and/or accommodations (including criminogenic neighborhoods that promote criminal activity); (6) An anti-social peer network (i.e., friends and acquaintances that promote criminal activity); (7) An anti-social/non-supportive family environment (including criminal spouse/partner and other criminal family members); (8) Active substance use/abuse (including of course addiction); (9) Some mental health conditions including active illnesses that are in need of intervention; (10) A propensity to “think criminally” – that is, a mind-set that is conducive to antisocial/pro-criminal behavior (this would include thoughts, attitudes, values, and belief systems that are supportive of criminal activity). There is evidence that all of these aforementioned factors/domains have been shown to be predictive of criminal and other antisocial behaviors.

Programs that are effective in reducing recidivism target one or more of the above-listed criminogenic factors, and do so in a way that insures the program’s effectiveness. Unfortunately, most correctional systems have programs that purport to address criminogenic needs, and in reality are targeting other factors that are unrelated to recidivism (e.g., Art therapy, meditative techniques, bibliotherapy and the like), or, even if the program does target the right things the program is doing so

in a way that is not intensive enough, or utilizes a curriculum (for example) that is inappropriate for the population that they are serving.

The focus group discussions revealed several items that are worthy of exploring further in order to increase the likelihood that the programs are indeed effective in reducing recidivism. What follows are a series of items related specifically to programming (i.e. treatment) that should be considered and addressed when making treatment recommendations.

**Targeting Services Based on Risk Level:** Often programs are able to build into their offender selection process exclusionary criteria. It is understandable that no program is able to serve every type of offender, and as such the use of exclusionary criteria is very important in order to insure that the program will have the widest impact on the population that it does serve. For example, it is not uncommon for a residential treatment program to exclude offenders that have a history of violent behavior, in order to increase the perceived and actual safety of the clients that are in residence. Clearly the impact of the therapeutic environment would be compromised if there was an undesirable threat within the confines of the program (which also might affect staff/client interactions as well).

However, it is one thing to exclude a very specific type of offender (i.e., violent history or someone with a sex offense in their past) in order to insure a specific objective (such as safety), but it is quite another to intentionally select offenders who would more than likely succeed even without the services that the program offers. Programmatically it can be tempting to insure only offenders who will succeed enter the program, since that almost guarantees the program will be perceived as effective in meeting its objectives. However this also has the effect of wasting resources on offenders who do not need the services that much, and worse, deprives other offenders who might present more of a challenge but who do indeed need the services offered and would benefit from them.

As mentioned above the most effective rehabilitative programs share a set of common characteristics. One of those characteristics is whether or not the program utilizes an actuarial assessment process in order to better determine who is most appropriate for the services that the program is designed to serve. An actuarial (meaning research-based) assessment process that gives a valid indicator of the criminogenic needs that the offender possesses is necessary in order to deliver services in a manner (duration and intensity) that is best suited for the offender. Further, programs that utilize actuarial risk/need assessments (as well as other assessment processes) are in a better position to build comprehensive case plans that will track offender progress as they move through the program. In other words, dynamic assessment allows programs to measure change in the immediate, and determine how well (or not) the program may be working with the offender. Programs that do not utilize standardized dynamic actuarial assessments are at a distinct disadvantage when selecting and classifying clients, and measuring progress. When there are not any assessment processes in place, staff run the risk of resorting to clinical assessment that has been shown to lead to admitting clients that are not suited for (i.e., do not need) the treatment program.

With recidivism being a growing problem, it is apparent there is a need for targeting more resources for those most likely to commit recidivism. Assessment instruments that look at factors such as age, prior record, and substance abuse history, are predicting who will return to prison with good accuracy. Programs need to be developed and further target those most likely to return to prison, and made available from the point of "entry" or commitment to facility and continue through return to community until those risk factors are reduced. While not every offender will choose to engage in services and make needed changes, interventions looking at those most likely to re-offend and using practices that address criminogenic needs need to be expanded in the metropolitan area. Kansas Reentry is a good example of targeted programming to the high risk offender population.

**Measuring success considering recidivism:** Related to the section above, comparing one program's stated outcomes to another can be an ineffective way of determining overall success at reducing recidivism. There is not a standardized definition of recidivism; it can be defined as a return to incarceration (including for technical violations), commitment of a new crime, a new arrest, or a new criminal conviction. For the purpose of this research, it has been defined as return to incarceration. When programs' outcomes are being compared, it is important to have a standard definition of recidivism. Recidivism or return to incarceration can take a significant amount of time and rates over a three or more year period should be reviewed. It is also important to consider the base line recidivism rate for the population who enrolled in the program to determine the program's effectiveness. Programs boasting low recidivism rates should be evaluated by funding sources; these sources should give consideration to 1) the attrition rate rather than just outcomes for those who "complete" or "graduate" from the program and 2) whether the program serves a population who may be unlikely to commit recidivism.

**Need for transitional jobs:** As noted above (and related to the two issues immediately above), there is currently a great need for programs that offer transitional jobs – jobs that meet two objectives: (1) teach the offender job skills and employment responsibility in an environment that offers coaching and support, and (2) offer the offender at least some steady reasonable income. Several focus groups noted the possibility of tying the use of transitional jobs into the community service obligation that so many offenders have as part of their sentence to community supervision. For example, it would make sense that if an offender is obligated to perform community service that they do so in a way that meets that community service requirement, while at the same time offering them the possibility to learn what it means to be a productive responsible and respectful employee. Many offenders need very concrete and straightforward feedback and input regarding their workplace demeanor, the importance of

showing up on time and giving notice if a day of work needs to be missed, and responding pro-socially to the direction of supervisors and co-workers. Similarly (particularly in environments where many other ex-offenders are employed), transitional jobs could stress the importance of steering clear of individuals who provide antisocial/pro-criminal opportunities. The New York-based Center for Employment Opportunities (CEO) has had great success with job placement (including statistically significant reductions in recidivism) when offering transitional jobs to ex-offenders.

**Need for other treatment programs:** Within the focus group discussions there was the perception that additional treatment – of all types – is needed in order to serve the criminogenic needs that are prevalent within the offender population. While the addition of treatment programs is a worthy endeavor, some caution is in order since there are many more ineffective treatment models in place than there are effective treatment models. Nonetheless, nearly every focus group involving practitioners cited the need for additional substance use/abuse treatment programs (both residential and within the community). Consider that in Missouri (which is representative of many other states if not the U.S. as a whole) 76 percent of drug offenders re-offend within three years, with the vast majority of them doing so for a drug-related offense. This alone may be an indicator of the need for more substance abuse services in general.

Also mentioned was the need for programs that specifically address criminogenic thought processes (i.e., criminal thinking, cognitions, attitudes, orientations, and belief systems). This included the expansion of cognitive behavioral programs, addition of personal development or life skills classes, and anger management.

Several focus groups (including both professionals and offenders) brought up the fact that many offenders pay supervision fees but they do not know what the fees are being used for. The implication

is that the fees are used to offset the cost of supervision, and fund treatment programs. However some participants argued that if supervision fees are being paid, and if the offender is in need of services, that there is at least a modicum of obligation that the offender receive the necessary treatment programming. Of course, the fault for failure to access programming may indeed lie mostly if not entirely with the offender, via a lack of awareness as to how to access the programming they need. Regardless, it appears that steps need to be taken to let offenders know specifically how to access necessary programming and resources.

Several focus groups noted that in their view there appears to be a trend toward not funding substance abuse and recovery programs (in general). In addition, great concern was shared regarding the length of time that programs actually serve offenders. One focus group emphasized what they called the "28 day" problem. The "28 day" problem was used to illustrate the fact that even for programs that are still operating, the length of time an offender is allowed to stay in the program (for a variety of reasons) has become shorter and shorter. In fact, what used to be "28 days" is now actually 1 or 2 weeks in practice which is typically just enough time to detoxify someone (and/or get them through the most severe and dangerous withdrawal systems) but does nothing for the long-term behavior that's typically associated with a developing drug (or alcohol) habit. Drug problems – particularly severe ones – develop over a period of time – often many years. In addition, drug taking behavior, like any behavior, is indeed a behavior that can be learned (and unlearned). As such, several focus groups noted that it does not make sense that we expect a problem that has taken years to develop would be resolvable in a matter of days. There are many effective substance abuse treatment programs, however, the most effective ones are fairly lengthy in duration by comparison to today's practices (e.g., 3 to 9 months). In light of restricted resources, it is unlikely that new long-term residential treatment programs can be

developed, however, according to several focus group discussions, the need for these programs is prevalent.

***One Stop Center and Clearinghouse of Information*** In response to many of the issues that were brought up related to offender reentry, several focus groups discussed the potential benefit of a 'one-stop' center for offenders who reenter the community after a stay in prison. Depending on the structure and implementation of the one-stop center, several of the issues listed above could be mitigated. For example, there could be a tremendous benefit to creating a 'clearing house' for all the information, services, and resources a reentering offender might need. Further there could be some benefit for probation and parole officers who are looking for referral information as well, for their caseload. Institutional staff could engage in release planning by reaching out to the center for information.

A one-stop reentry center could help close the gap – both in time and needed services – that many offenders experience when they leave the institution. In addition, a reentry center could potentially serve as a liaison to the community, informing the community of ways in which volunteers can help. Similarly a one-stop center could also educate the public about the realities offenders reentering the community face, correcting incorrect assumptions.

### ***Systemic changes***

**Culture of reentry:** It was clear from several focus groups with professionals that "reentry" is appropriately regarded as the important subject that it is. Both Kansas and Missouri are faced with increasing numbers of offenders returning to the community after a stay in prison. Offenders coming out of prison, despite having served their sentences and despite having perhaps engaged in one or more treatment programs remain in need of many services – most of which are needs for services that

are geared toward the aforementioned criminogenic needs, and general functionality. Results from the focus group discussions revealed a need to continue emphasizing all things related to reentry, focusing on all the needs presented above and beyond. All agencies that work with the offender population need to make efforts toward hiring staff that understand criminal behavior as well as all the issues that are faced by the reentering offender population. One focus group in particular noted the need for a cultural shift in correctional agencies in both Kansas and Missouri. Many times the notion of needing to think about and work toward reentry at the point of sentencing (i.e., before the offender even enters an institution) was a necessity.

In recent years many agencies that work with people have allowed "strengths-based" case management to define the mission and processes when working with clientele. Strengths-based case management, broadly, involves discovering and emphasizing the strengths (i.e., positive things, or protective factors) that are present in an individual's life in order to help them become more successful. While a strictly strengths-based philosophy may be appropriate for certain populations, this approach may have some limitations regarding the offender population. The offender population, while possessing some strengths also possesses several important negative factors – disadvantages – that simply cannot be overcome by merely focusing on strengths. While it is important to find and utilize functional characteristics within the individual it is equally important that this focus does not cause a blind spot when it comes to the negative anti-social factors that are at work in an offender's life. The problems that many offenders have are very influential and in most cases require moderate to intensive intervention if they are to change. And this intervention takes time, energy, and resources, that in many cases do not exist to the extent necessary to serve a large swath of the offender population. Those offenders that do not receive the intervention that they need, in the format that they are able to

respond to, are those that will end up re-circulating through Kansas and Missouri's prisons systems contributing to the very high return-to-prison rates.

### ***Educating the public***

Nearly every focus group with professionals discussed the need to educate the public about probation and parole services (in terms of how community correctional agencies function) as well as about the plight of the reentering offender. Several focus group participants felt as though there were vast misunderstandings about the offender population particularly the opportunities that may be blocked. For example a very small portion of the general public may be aware that the most basic of needs – such as housing, employment, and transportation – are very difficult to obtain for a large portion of the reentering offender population. Further, it was perceived that the public is unlikely to be aware of the fact that when these needs remain unmet in the offender population, public safety becomes threatened.

Several focus groups brainstormed about the need for public service announcements, or some mechanism to educate the public about what the offender population experiences when they leave the institution and return to the community. Disseminating information on a wide scale might in turn impact members of the public that have the ability to provide (should they choose) places to live, job opportunities, transportation options, or even treatment opportunities.

Educating the public could also increase the availability of volunteers from the community. Community correctional agencies have traditionally relied on volunteers for a number of functions – tasks that greatly benefit the offender population. Plus, increased representation of the public via volunteers could also increase the likelihood that other members of the public – those that (again) hold

employment and/or housing opportunities for reentering offenders – will become aware of issues that they could help out with.

### **Recommendations and Conclusions**

Though many recommendations have been made through the course of this study, it is important to first look at those most likely to impact public safety and further investigate the feasibility of implementing them. This information could lead to the development of a metro-wide reentry strategy whereby all corrections systems, non-for-profits, and public safety officials are working directly together to ensure increased success of those who reenter metropolitan Kansas City. Dr. Alexander Holsinger will work with the Crime Commission through July 2010 to produce an Appendix to this document, citing specific program models, policies and practices throughout the nation that are having success with reentry strategies.

There is clearly a need for comprehensive information for returning offenders, their families and all the professionals who seek to help them with a successful transition. It needs to be a priority in the community that all the resources and information that exist to support the success of offenders be captured, compiled, maintained and accessible. This information should include employment opportunities, transportation resources, housing options, program and social service information. The ease of transition is hampered by the lack of comprehensive and accessible information. This information would be best if it were accessible in a variety of ways, though a web based database, phone help line, and a center that is available for walk in information and referral.

Because of the many suggestions made through the course of this research, it is recommended that those be examined comprehensively with the development of a metropolitan strategy in mind. There is a group comprised of state and federal corrections professionals who are planning a regional

conference with the idea of developing a five year metropolitan strategic plan with a goal of reducing recidivism. The group intends to involve not only social services and correctional systems but also local colleges, law enforcement, court professionals and other entities that could aid in the development of the metropolitan reentry strategy. This study could be the basis for the development of such a strategy.

The greatest need for programming that emerged is the transitional jobs opportunity. Very few returning offenders have the opportunity to go right to work and many have not the skills to maintain solid employment if they find an opportunity. A revenue generating program that could accommodate a large number of offenders, pay them a training wage and teach them everything they need to know to obtain and maintain a job would have the greatest benefit to the community. Those offenders who have not developed the cognitive skills they need to keep a job are the same who will be a risk to the community if their criminal thinking is not addressed.

Public policy issues were mentioned by every focus group. "Tough on crime" policies are popular yet they do not have to be mutually exclusive from policies that assist the successful return of former offenders. In 2010, the state of New Jersey passed a bi-partisan reentry bill that would address multiple issues to assist former offenders with their transition. It is strongly recommended that area leadership and policy makers in Kansas and Missouri take a look at this platform and consider the needs in both states that could be best addressed through public policy.

The principle investigators recommend this Gaps Analysis be used as a tool to guide the Kansas City metropolitan area toward a successful reentry strategy that will decrease the overall recidivism rate, improve lives of former offenders, and increase public safety.

**EXHIBIT C****EXPERTISE OF KEY PERSONNEL**

(Copy and complete this table for each key person proposed)

<b>Title of Position: <u>Second Chance Program Director</u></b>	
<b>Name of Person:</b>	Lora McDonald
Educational Degree (s): include college or university, major, and dates	Bachelor's Degree in Social Work, University of Missouri, May 1995
License(s)/Certification(s), #(s), expiration date(s), if applicable:	Not Applicable
Specialized Training Completed. Include dates and documentation of completion:	Thinking4Change Train the Trainer, June 2011; Time Management Training, June 2011; Pathways to Change Train the Trainer, February 2011, by MO DOC; Dr. Latessa Evidence Based Practices in Reentry November 2010; Evidence Based Practices- Dr. Holsinger- February 2011; Gamaliel National Leadership Training Aug. 2009; Investment In Excellence Certification-Cognitive/ Behavioral July 2009; Offender Workforce Development Certification 2008; OWDS Train the Trainer 2009; NAMI Suicide Prevention June 2009; Defense Tactics Training August 2009; Verbal Judo – MODOC-Sept. 2009
# of years experience in area of service proposed to provide:	16 years of post graduation professional social service experience
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Employee since 2008; MCSP Board member 2007-2008
Describe this person's responsibilities over the past 12 months.	Second Chance Program Director: Hiring, supervising, training staff; implementing and marketing programs; fundraising and developing programs; grant writing and administration; leading and organizing the KC Metro Reentry Coalition (an MRP Team); communicating with liaisons- P/P; establishing referral processes; presentations to broad community regarding reentry, including national and regional conference presentations; supporting collaborations to implement EBP throughout metro-KC.
Previous employer(s), positions, and dates	Cross-lines Community Outreach, Program Director, 2005-2008; Wyandotte Serves/ WY. Works, Contract/ PT Life Skills Teacher, 2007; Metro Lutheran Ministry, Lead Case Manager/ Homeless Case Manager, 2001-2005; Evergreen Behavioral Services- Contract Adoption Work, PT, 2002; Children's Place, F/A Services Supervisor/ Family Reunification Specialist, 1997-2001; Division of Family Services, Adoption Specialist, 1995-1997; McCambridge Center for Women, Youth Care Worker, 1993-1995; Boonville Correctional Center for Men, 120-Shock Program Intern, MO P/P, Aug-Dec 1994
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
✓ Working with offenders/parolees	More than 16 years of consistent post graduation experience and additional 2 years prior to graduation. McDonald has practiced both macro and micro social work including program leadership, design, implementation, reporting and supervision; fundraising; strategic planning; organized 2 Coalitions, one for homeless youth and the Reentry Coalition; completed research. McDonald is a practiced direct service provider, delivering programs related to family crisis intervention, adoption disruption, poverty, basic needs, homelessness and criminal behavioral intervention. McDonald's passion is

<b>Title of Position: <u>Second Chance Program Director</u></b>	
	the creation of programs that respond to those who are most vulnerable, most likely to not seek help and most likely to fail without intervention. Dates are listed above. McDonald is seen as the area "leader" in prisoner reentry and has become a go-to for policy and practice issues.
✓ In employment placement (assessment, job readiness training, individual counseling, intake, job development, job retention and placement)	McDonald has lead the design and implementation of all employment related services at the Crime Commission; in addition, she has completed and become a trainer for Offender Workforce Development Specialist Training; she has worked directly with offenders on job retention and placement since 1994; McDonald currently has a direct service caseload and does a bi-monthly Job Club for offenders on supervision in Clay County with MoDOC.
✓ With case management services	McDonald has been a case manager at DFS, BCC, Children's Place, Metro Lutheran Ministry, Cross Lines, and in her current role does a nominal amount of case management while offering direction and oversight to all specialists, "case managers" within Second Chance.
✓ With Delivery of Wrap Around Services	McDonald has offered wrap-around services at every organization listed above throughout her career. This is a standard experience for all professional social workers.
✓ With multiple community based services	There are few area people more familiar with the vast array of potential community partners in social services and corrections. McDonald leads the Reentry Coalition and has lead team meetings in every one of her professional jobs since 1995. These team meetings have included professionals, participants, and often a multi-disciplinary team. McDonald leads and facilitates all current staffings for Second Chance Programs.

**Staffing Methodology**

Describe the person's planned duties/role proposed herein:	This project will require additional time for staff training, team meeting facilitation, group work and other direct service that McDonald will perform. Duties will be adjusted and shared within Crime Commission staff, especially the Second Chance Team, as needed, to accommodate added duties for this project.
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**EXHIBIT C****EXPERTISE OF KEY PERSONNEL**

(Copy and complete this table for each key person proposed)

<b>Title of Position: <u>Second Chance Resource Specialist (Case Manager)</u></b>	
<b>Name of Person:</b>	Jamie Hallam
Educational Degree (s): include college or university, major, and dates	Longview Community College Coursework; plans to continue education
License(s)/Certification(s), #(s), expiration date(s), if applicable:	Not Applicable
Specialized Training Completed. Include dates and documentation of completion:	Pathways to Change Train the Trainer, Complete 2/09/11, by MO DOC; Dr. Alex Holsinger, Evidence Based Practices, April 2011; Motivational Interviewing Training, TMC-BH, 4/12/11; Time Management Training, June 2011
# of years experience in area of service proposed to provide:	Hallam brings 11 years of professional experience in working with the offender population, primarily through the Metropolitan Community Service Program (2000-2007) and in Raytown as a Court Clerk (2007-2010)
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Hallam was an employee of KCMCC from 2000-2007 and returned in 2010 to fulfill needs of the Second Chance Program. She previously held the role of MCSP Supervisor.
Describe this person's responsibilities over the past 12 months.	Hallam lead the efforts to create and implement a user-friendly database called <a href="http://www.secondchancekc.org">www.secondchancekc.org</a> ; she coordinated and hosted all Welcome Back Sessions; she met individually with offenders on a regular basis, completing goal plans, coordinating services and helping them achieve goals.
Previous employer(s), positions, and dates	KCMCC 2000-2007; Raytown Municipal Court (2007-2010); KCMCC (2010-present)
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
✓ Working with offenders/parolees	Hallam has worked with offenders consistently since 2000.
✓ In employment placement (assessment, job readiness training, individual counseling, intake, job development, job retention and placement)	Hallam first offered these services beginning in 2010 when she joined the Second Chance Team. She has the highest employment attainment success rate on the team, due to her diligent efforts with those she serves.
✓ With case management services	Hallam first offered Case Management services as a part of the Second Chance Team, beginning in 2010.
✓ With Delivery of Wrap Around Services	Hallam began working in this area when she joined the Second Chance Team in 2010.
✓ With multiple community based services	Hallam began working with many community organizations in her original position at the Crime Commission, beginning in 2000. She created new and worked with existing worksites for the completion of community service for offenders throughout the metro. Hallam continues to have positive relationships with these organizations and now has added dozens of new organizations to her resource database as the Resource Specialist for Second Chance. She visits new agencies, encourages them to make services available to our population, learns how to make referrals and gathers information to

<b>Title of Position: Second Chance Resource Specialist (Case Manager)</b>	
	share with others through <a href="http://www.secondchancekc.org">www.secondchancekc.org</a> .

**Staffing Methodology**

Describe the person's planned duties/role proposed herein:	Upon award of this RFP, Hallam's duties will be adjusted to make her primary focus case management to fulfill the responsibilities of this grant. At this time, her position is being funded by Crime Commission in kind; Some of the duties related to the database and coordination of WB sessions will be adjusted to make a manageable workload.
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**EXHIBIT C****EXPERTISE OF KEY PERSONNEL**

(Copy and complete this table for each key person proposed)

<b>Title of Position: <u>Vice President/LE Corrections Liaison</u></b>	
<b>Name of Person:</b>	Barry C. Mayer
<b>Educational Degree (s): include college or university, major, and dates</b>	BS, Park College, 1990
<b>License(s)/Certification(s), #(s), expiration date(s), if applicable:</b>	Not Applicable
<b>Specialized Training Completed. Include dates and documentation of completion:</b>	Evidence Based Practices Training, Dr. Alex Holsinger (4/11), Pathways to Change Train the Trainer (2/11)
<b># of years experience in area of service proposed to provide:</b>	Barry Mayer has 41 years of experience in law enforcement, leadership, planning and non-profit administration. 19 yrs executive managerial experience
<b>Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships</b>	Mayer has been the Vice President of KCMCC since 2005. Previously, he was employed by Mayor Barnes to lead Safe City Initiative; Weed and Seed Site Coordinator; and Ad Hoc Group Against Crime. He retired as Commander of East Patrol from the Kansas City Police Department after more than 30 years of service.
<b>Describe this person's responsibilities over the past 12 months.</b>	Mayer has provided oversight for nearly every aspect of the Crime Commission's operations over the past year. Manager of programs at Crime Commission, staff supervisory responsibility, budget preparation/control, reporting, organizing, planning, leading, coordinating and community outreach for organization
<b>Previous employer(s), positions, and dates</b>	Kansas City, MO Police Department, 1970-2002 MoveUp, DOJ Weed & Seed Grant Coordinator 2003-2004 City of KCMO, Safe City Director, 2004-2006 KCMCC, Vice-President, 2006-present
<b>Identify specific information about experience in:</b>	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
✓ Working with offenders/parolees	As KCPD Major was on Steering Committee to administer DOJ SVORI grant in 2001-2002, current President of Mo Probation & Parole sponsored Citizen's Advisory Board (CAB) for KCMO region, traveled to Washington, DC to develop current MRP Program with Mo Dept of Corrections Director and Representatives, assisted in development of Kansas City Reentry Coalition with 112 member organizations and agencies and current chair of LE/Corrections Committee, recipient of MO Dept of Corrections Leadership Award for building community partnerships that create innovative reentry programs for the State of Missouri at 2008 MO Reentry Conference, presenter at that conference and National Offender Workforce Development Conference in Dallas in 2010.
✓ In employment placement (assessment, job readiness training, individual counseling, intake, job development, job retention and placement)	Created and developed Second Chance Program for Kansas City Metropolitan Crime Commission after successfully administering job readiness and placement program with Crime Commission's Community Service Program for court-ordered clients.
✓ With case management services	Program management and administration

<b>Title of Position: Vice President/LE Corrections Liaison</b>	
✓ With Delivery of Wrap Around Services	Program management and administration
✓ With multiple community based services	Assisted in founding the membership to KC Reentry Coalition to supplant goals of local KC Metro Missouri Reentry Process Team which was co-chaired with Region II Administrator when MRP first began. Reentry Coalition service organizations became available partners for Second Chance Program and resources for offenders.

**Staffing Methodology**

Describe the person's planned duties/role proposed herein:	As chair of LE/Corrections Committee, perform liaison function between KCPD, local corrections agencies(principally MO Probation & Parole), local city departments, elected officials and neighborhood/business/faith-based leaders to identify role and projects to involve LE in assisting with successful reentry for high risk offenders. Process includes geographic projects around high crime areas and identifying high risk offenders for monitoring and confirmation that services are being provided to eliminate them from suspicion that they are contributing to the crime problem in the targeted neighborhoods. Current project areas include crime and police call for service hot spots where the police are testing a new foot beat project to "break-in" recruit officers while providing additional unique resources to the affected neighborhoods along Prospect Ave, Independence Ave and Armour Blvd. affecting clients at 4 P&P field offices. Additional sites in south KC, Independence and north of river in Clay County will be planned which will involve 3 additional district field offices. High Risk offenders in these zones can be considered by P&P for Second Chance Risk Reduction Center program services. Additional duties include management of program and supervisory staff, attendance and program advisory board meetings and meetings related to projects and the delivery of described services with corrections personnel and network organizations.
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**EXHIBIT C**

**EXPERTISE OF KEY PERSONNEL**

(Copy and complete this table for each key person proposed)

<b>Title of Position: <u>Resource/Housing Specialist (Case Manager)</u></b>	
<b>Name of Person:</b>	Josh Aquino
<b>Educational Degree (s): include college or university, major, and dates</b>	SMU, Bachelor of Science in Sales with an Emphasis in Marketing December 2003
<b>License(s)/Certification(s), #(s), expiration date(s), if applicable:</b>	Not Applicable
<b>Specialized Training Completed. Include dates and documentation of completion:</b>	Licensed Real Estate Agent, Missouri and Kansas, 2003; Pathways to change Train the Trainer 2/2011 by MO DOC; Dr. Latessa Evidence Based Practices, 11/11/10; Motivational Interviewing Training TMC-BH, 4/12/11
<b># of years experience in area of service proposed to provide:</b>	
<b>Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships</b>	Aquino is an FTE of KCMCC since August 2010; He started as PT Work Crew Supervisor and was promoted to Housing Specialist in September 2010; Aquino may stay in his current role of Housing Specialist or be transferred to one of the Resource Spec. positions with this award.
<b>Describe this person's responsibilities over the past 12 months.</b>	Case management for high risk offenders with an emphasis on securing housing for them and a particular focus with sex offenders; Training Tenant's Rights Classes; increasing landlords willing to rent to this population
<b>Previous employer(s), positions, and dates</b>	Story House Realty Owner/ Agent, 2006-present; Plexus Realty, Agent, 2004-2006; Max 3, LLC, 2003-2005, Sales; Sutherlands, Retail Clerk 1997-2003
<b>Identify specific information about experience in:</b>	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
✓ Working with offenders/parolees	Experience from Aug. 2010- present in current position
✓ In employment placement (assessment, job readiness training, individual counseling, intake, job development, job retention and placement)	Aquino shared in employment program responsibilities and has participated in supervising Transitional Jobs Work Crew, Job Club, and Job Readiness Class. He was successful in the past year in helping those in his caseload with employment goals to gain or increase their employment income and retain their jobs.
✓ With case management services	Aquino has been a case manager at KCMCC for one year.
✓ With Delivery of Wrap Around Services	Aquino has been offering wrap around services since he joined KCMCC staff one year ago.
✓ With multiple community based services	Aquino is an active participant on the Housing Committee of the KC Metro Reentry coalition. He works with area shelters, KCCRC staff, transitional living facilities and other organizations to meet the basic and enhanced needs of program participants.

**Staffing Methodology**

<b>Describe the person's planned duties/role proposed herein:</b>	Aquino will be offered the opportunity to shift to this grant funded position, if awarded; he will offer case management with added responsibilities of training classes/ employment emphasis.
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**EXHIBIT D**

**PERSONNEL EXPERTISE SUMMARY**

(Complete this Exhibit for any additional personnel not included on previous Exhibit. Resumes may also be provided)

<b>Personnel</b>	<b>Background and Expertise of Personnel and Planned Duties</b>
1. <u>Sarah Matthes</u> _____ _____ Administrative Assistant	Will assist in the tracking of all related expenditures for the application; assist in the set up of outcomes tracking; billing reporting documentation, etc; Matthes is a new part time employee of KCMCC; she has a full time job coordinating expenditures in a like role for Jackson County, Missouri. Matthes has a Bachelor's Degree in Accounting and is a CPA.
2. <u>To Be Hired</u> _____ Mentor and Job Services Coordinator	This individual will have a background in some form of Human Services; a Bachelor's Degree is desired. The ideal candidate will have a high profile in the community that will allow them to recruit mentors successfully; the candidate will be able to coordinate mentor and protégé related activities, train and recruit mentors, and support the success of these relationships. They will also ensure coordination of special projects for supervised community service or work related activities.
3. <u>TBA</u> _____ Resource Specialist _____ Case Management and Training	Aquino, Housing Specialist (see Exhibit C) may be transferred into this role. If not, the hired individual will possess a Bachelor's Degree in Human Services, Social Work or Corrections and will have experience working with those in poverty and/ or offenders related to employment and housing. A strong emphasis on employment and working with employers is desired.
4. <u>Richard Easley</u> _____ President/ CEO _____ Oversight	Rick Easley has a Masters in Public Administration from Park University. He has a strong background in leadership, serving over 30 years on the Kansas City Police Department and rising to the role of Chief of Police. Former Chief Easley retired from the KCPD in 2004 and promptly joined the Crime Commission as President/ CEO. Under his leadership, KCMCC launched the Second Chance Program in 2008.
5. <u>(Name)</u> _____ _____ (Title) _____ (Proposed Role/Function)	
6. <u>(Name)</u> _____ _____ (Title) _____ (Proposed Role/Function)	

## **Method of Performance**

**EXHIBIT E****METHOD OF PERFORMANCE**

The offeror should present a written plan for performing the requirements specified in this Request for Proposal. In presenting such information, the offeror should specifically address each of the following issues:

1. The offeror's approach to conducting Re-Entry Activities.

The Kansas City Metropolitan Crime Commission Second Chance Program plans to offer the highest quality of reentry services available to offenders on supervision with Missouri Department of Corrections in Kansas City, Missouri. The Second Chance team is trained in Evidence Based Practices (Latessa and Holsinger) and Pathways Cognitive Behavioral Training utilized by the State of Missouri. The critical part of these practices is ensuring those offenders most likely to re-offend are targeted for services with an on-going cognitive/behavioral approach to encourage progress toward goals. Dosage is critical with those most likely to re-offend; they need increased contact with their case manager and officer to ensure the best results.

The services will begin with marketing to ensure those probation and parolees most in need are referred to the program. The Probation and Parole area staff will receive a flyer and presentations about services. They will get electronic copies of approved referral forms with information about the need to include a Transitional Accountability Plan, which will be a part of goal planning. Officers will be encouraged to refer those who are considered high or moderate risk of re-offending, by the use of the Field Risk Reduction Instrument and/ or by officer assessment. All referrals are sent directly to the Program Director who reviews and assigns them to the Specialist who can best work with the participant. Special projects in high crime areas that identify Level III offenders will also influence clients chosen by Probation and Parole to refer to Second Chance for services. These projects are now being developed and coordinated through the LE/Corrections Liaison Officer, Police Department and Probation and Parole administration.

The Second Chance Program utilizes evidence based practices to identify risk factors, with information from Probation and Parole, which could impede successful reintegration. The assigned team member, Resource Specialist, contacts the offender and schedules a meeting within 48 hours of referral. The Specialist meets with the offender in person, within one week of referral, and completes an intake/ assessment form, including thorough work history, substance abuse background, health needs, barriers to success, debt/ finances, housing/ homeless information, and criminal history, including information offered by the referral source. The intake process includes a discussion about the program, confidentiality (Release of Information Form signed and dated), and the participant's personal goals. All subsequent meetings are spent working toward the TAP and any additional goals set with the case manager, with a particular emphasis on those goals that, if achieved, would reduce risks and increase the potential for success for the offender.

All offenders will be assessed for basic needs and referred to public and private resources to help them meet those needs. Second Chance has an extensive network of agencies for basic needs, treatment/ counseling, transitional housing, and government related services (ranging from Child Support Enforcement to Vocational Rehabilitation). To further navigate through and address health, mental health, and substance abuse needs of this population, the Crime

Commission and Black Health Care Coalition have engaged in a partnership. BHCC will serve as a single point of contact to help the participants and Specialist navigate through treatment, prevention, mental health and other forms of health related services. BHCC has extensive partnerships with all area health related entities, particularly those who serve in a population without insurance coverage. Participants in the program will have access to quarterly free screenings, prenatal care, community events, prevention classes, and a point of contact to help navigate through the myriad of health related needs common to all people and particular to the returning offender population. BHCC Case Manager or CEO will participate in case staffings to further identify resources and needs for all participants (see attached MOU).

This project includes regularly scheduled (bi-monthly) case staffings, team meetings designed to include the following individuals:

- Offender
- Mentor, family member & / or individual support system
- Probation/ Parole Officer or assigned liaison
- KCPD Designated Liaison
- Second Chance Resource Specialist (Case Manager)
- Second Chance Program Director (coordinates and facilitates meetings)
- Law Enforcement/ Corrections Coordinator
- Second Chance Mentor/ Job Services Coordinator
- BHCC Case Manager
- Other case managers or service providers assigned

The above team will review the TAP and any progress or setbacks related to this plan. If desired, Probation and Parole can request the assistance of KCPD on field visits to see participant. The purpose of these team meetings is to work together to achieve goals related to the TAP and share information; Confidentiality Statements are signed by all attendees at meetings.

Special Projects will also be coordinated by the Mentor/ Worksite Coordinator to help participants complete assigned community service hours. Every effort will be made to have community service worksites and projects available in the community where the participant resides. The supervision of these projects will allow participants to have hands on feedback about their work habits with particular focus on responding to supervision/ accepting feedback; punctuality and attendance; personal appearance; working as a member of a team, etc. These projects will be supervised by the Second Chance team unless a participant needs special worksite accommodations.

Mentors will be recruited and trained by Second Chance Mentor/ Job Services Coordinator. This person is in a unique position to go to non-profit worksites, including faith communities, and offer community service projects while also conducting recruitment outreach for mentors. This person will coordinate service projects for approximately ten hours per week, recruit mentors one day per week, and facilitate mentor/ mentee monthly meetings. These monthly meetings will be informal in nature, include ice breakers and refreshments and ultimately will encourage matches between those who are trained mentors and the program participants. Once participants are matched with mentors, they will be encouraged to have contact on a regular basis and continue to return to the monthly meetings.

Second Chance Program offers training classes including Job Readiness Training (12 hours), Tenant's Rights and Responsibilities Training (2 hours), Job Club (1 hour/ week), which are offered to participant's according to their need and their TAP. All participants who are renting for the first time will be encouraged to attend Tenant's Rights and all who lack a solid work history will be encouraged to attend the Job Readiness Training class. Other classes that will be offered include Money SMART (financial literacy) and basic computer skills (taught by Metropolitan Community Colleges at Pioneer Campus; free for participants). Participants will be encouraged to bring family members who are also in need of the skills taught in these classes.

The Resource Specialist is the gatekeeper for every aspect of the case, ensuring a quality working relationship with the participant, communication with team members, coordination of services within Second Chance and referrals to outside organizations, and file documentation that tracks all progress and setbacks toward goals. They present their cases, both progress and challenges, at bi-monthly team staffings, and the officer offers additional information about supervision and special conditions. The team hears from officer, specialist and participant, offers feedback and determines any additional direction needed. The Resource Specialist maintains weekly contact with the participant/ offender until goals are achieved and the team determines the participant is ready for "follow up" status, with less frequent contact, at least monthly, until services can be terminated.

## 2. The offeror's method for Job Placement

Second Chance Program has a heavy emphasis on employment with a particular focus on retention, with the understanding that there is a strong correlation between employment and recidivism. Keeping a job is important as getting a job to the overall outcomes for this program. During the intake/ assessment phase, Second Chance Resource Specialists determine a participant's employment and educational history, solicit information about desired employment, and gains an understanding of a participant's career goals. Staff encourages an A, B, C approach to employment: Getting "A job" that you can enjoy, finding a "Better job," and then seeking a "Career." Some participants have already had a career path and will work toward continuation of this path; however, many participants who are considered high risk of re-offending have never had a job or have not been able to keep a job for more than six months, therefore much attention will be given to making a good employment match and working with the participant and employer toward retention issues.

Everyone assigned to the Second Chance Program will be encouraged to complete Job Readiness Training. The training has an emphasis on creating a resume', completing an application, responding to questions about convictions, developing a "30 second commercial" to sell one's skills, conducting a job search, mock interviews, personal appearance, punctuality and attendance, communication skills, and other retention issues. This is a twelve hour course, completed over the course of four mornings in one week or one session a week for four weeks. This training may be waived for a few, at the decision of the staffing team, if the participant has a solid work history and has completed similar training with another organization.

Once participants have completed the training, they are encouraged to attend Job Club. This weekly Job Club is an opportunity for participants to network potential job leads with staff and one another. Often, a participant will have learned about a potential job that they do not want, can't get to, or offers hours that don't work with their schedule. They are encouraged

to bring potential leads to share with one another each week. The Resource Specialist or Program Director facilitates these weekly sessions and they also bring potential leads to the group. These groups include discussions about which industries hire during various times of the year and the group helps brainstorm "what happens" during this season. For example, in the spring, one group generated ideas to apply for jobs at moving companies, lawn care services, concert venues, hardware/ gardening centers, ice cream/ frozen yogurt shops, and auto salvage lots.

In these Job Clubs, participants also learn that 85% of the Missouri workforce is employed by a business with less than 50 employees, which is considered a "small business." The program participants are often more successful gaining employment in these businesses for a variety of reasons, including they often get to meet the owner who makes the hiring decisions, there are not policies that preclude hiring people with felonies, the business owner truly benefits from a tax credit, and there are not volumes of job seekers to contend with as one would find in a corporate business. For the same reason, these participants are encouraged to seek employment in person rather than completing applications on line, where the "felony question" will often eliminate them for consideration as soon as the application is filed. Participants who do choose to go to "big business" are taught a specific approach to make themselves memorable to a hiring manager and to stick out as an applicant.

Program participants will complete, individually with their Resource Specialist, a "Barriers to Employment" worksheet that includes categories such as child care, transportation, family issues, clothing, etc. This helps the team look at the big picture in advance and work to eliminate issues that could interfere with retention. Second Chance Program Participants are able to complete a skills and interest inventory with their Resource Specialist. These tend to be most effective with participants who have a fairly solid work history and need help determining career. Lora McDonald, Program Director, is trained and trains staff in administering assessment tools for ready participants.

Second Chance staff is well versed in recruiting employers who will give an opportunity to people who have a criminal history, with lists of over 600 area employers who have hired people with felonies. Second Chance has presented to large groups, including Society of Human Resources Managers (SHRM), Kansas City area Chamber of Commerce Board of Directors, and small businesses that assembled at a Reentry Coalition event. However, the team has the best luck when conducting outreach directly to a potential employer, sharing Work Opportunity Tax Credit and Federal Bonding incentives, identifying their hiring needs, and then making a potential match between participants and employer. Staff will often send more than one potential candidate to the employer with the understanding that any participants not selected will get quality feedback on their application and interview, which will ultimately help them gain employment. Other times, staff seeks employers through common area websites, such as Craig's List or KC Phil Net.

Once a job match is made, the Specialist connects with the employer and offers assistance with retention and performance issues. Progress is monitored and participants are offered regular feedback through their employer and Specialist. Employment and wage verifications are gathered during this phase; once the participant is stable in employment, they will be moved into a follow up phase with less contact from their Resource Specialist.

3. Method of recruitment for offeror's employees.

The Kansas City Metropolitan Crime Commission boasts a diverse staff; diversity has increased by approximately 25% since Barry Mayer has filled the role of Vice President. For the Second Chance Program, it is important that the staff is as diverse as the population served. The six hires of the Second Chance Team include 50% African American; 17% Hispanic; and 33% Caucasian. One of the six hires approved at the time by Probation & Parole was a person with a criminal history. The hiring policy for people with criminal backgrounds requires the individual to be approved by the State agency or funding source, contact with past supervising officer (if possible), and verification that the individual has been off of supervision (probation or parole) for more than three years.

Typically, hiring announcements are sent to the Program Director's 500 person list serve via email and positions are often posted on [www.kcphilnet.org](http://www.kcphilnet.org). Applicants send information in via email and significant consideration is given to their ability to follow instructions, complete a quality cover letter and resume' and that they meet the basic qualifications for the job. Applicants who present well during the pre-interview phase will be able help offender/ participants present themselves to potential employers.

4. The offeror's plans for coordination with the state agency on all employment placement program issues, from staffing and personnel issues to quality of care issues.

The bi-monthly staffings will serve as the primary communication tool for the entire team. The Second Chance Program Director and Resource Specialist ensure regular and on-going documented communication with Probation and Parole, often in the form of email. For example, if a participant misses a meeting, shows up very early or very late, officers are notified. Similarly, if a participant is not following up on job leads or other tasks related to goals, if a participant appears to or admits to having sobriety/ relapse issues, or otherwise showing setbacks toward goals, the officer is immediately notified. Second Chance Staff is encouraged to attend supervisory meetings between officer and offender if there are difficulties. The Resource Specialist is the primary contact for the employer and it is imperative that any relevant information is documented and shared with the supervising officer. Relationships between staff and officers have been paramount to the success of the offender in Second Chance Programs.

5. How the offeror will serve those offenders with special needs and deficits in the following areas: reading (including literacy), written, spoken or receptive language, learning disabilities, hearing, vision, and/or physical disabilities of any type.

Referral information and the information gathered during the intake assessment process identifies special needs for participants. In the past, Second Chance has worked with Literacy KC to assist those with basic literacy needs, Adult Basic Education for participants who are closer to earning their GED, and the community colleges in the area for those more educated. The offices of Second Chance are accessible to people with disabilities. Special accommodations are made to ensure people with special needs are able to access the offices to meet with staff. Second Chance has a close working relationship with Vocational Rehabilitation and area contract providers who specialize in employment for people with special needs. Second Chance has also worked with resource providers such as The Whole Person and Coalition for Independence who specialize in case management and services to assist with integration in mainstream society.

6. The offeror should attach and submit letters of cooperation or participation agreements from identified providers. Letters from the state agency's Probation and Parole office are not needed.

Second Chance boasts relationships with 112 area organizations, members of the Kansas City Metropolitan Reentry Coalition. Applications are on file for all members. Members are encouraged to ensure [www.secondchancekc.org](http://www.secondchancekc.org) database entries are thorough and up to date. Staff contacts partners when making referrals and makes contact with programs the referred participant is already enrolled in, to the extent needed to fulfill the goal/ TAP for participants. Specific MOU's will be developed and maintained on file with all key partners, as specified in this application. See attached MOU with BHCC for an example of an already developed document for this project.

- 6.a. The offeror should describe the proposed role of the Kansas City Police Department (KCPD) in the offeror's proposed program.

The LE/Corrections Committee Chair of the Reentry Coalition performs a liaison function between KCPD, local corrections agencies (principally MO Probation & Parole), local city departments, elected officials and neighborhood/business/faith-based leaders to identify the LE role and special projects that involve LE in assisting with successful reentry for high risk offenders. This process includes geographic projects around high crime areas and identifying high risk offenders for monitoring and confirmation that services are being provided to eliminate them from suspicion that they are contributing to the crime problem in the targeted neighborhoods. Current project areas include crime and police call for service hot spots where the police are testing a new foot beat project to "break-in" recruit officers while providing additional unique resources to the affected neighborhoods along Prospect Ave, Independence Ave and Armour Blvd. affecting clients at 4 P&P field offices. Additional sites in south KC, Independence and north of river in Clay County will be planned which will involve 3 additional district field offices. High Risk offenders in these zones can be considered by P&P for Second Chance Risk Reduction Center program services. In addition, a KCPD Deputy Chief and two Division Commanders have been available to attend "Welcome Back" sessions and deliver a message of support as well as a challenge to offenders to succeed. A copy of a letter handout from Deputy Chief Kevin Masters is attached. In addition, the LE/Corrections Liaison Officer works with KCPD and other agencies to create attendance at local district office bi-monthly meetings and is working with KCPD and Probation & Parole to increase information/intelligence sharing, protocols for pursuing absconders and joint training program for both police and probation/parole officers to learn each other's roles and develop methods and ways to assist each other in their similar public safety missions.

7. The offeror should include the number of offenders they hope to provide services to annually.

Second Chance Program plans to serve a minimum of 160 participants, high to moderate risk probation and parolees living in Kansas City, Missouri, within the contract year. Additional offenders will be served based on capacity of staff and the availability of funding.

## 8. Personnel Resources and Organizational Plan:

- Organizational Chart - The offeror should provide an organizational chart showing the staffing and lines of authority for the key personnel to be used. The organizational chart should include (1) The relationship of service personnel to management and support personnel, (2) The names of the personnel and the working titles of each, and (3) Any proposed subcontractors including management, supervisory, and other key personnel. It is recommended that two organizational charts be included. One organizational chart should outline the total organization and where the team proposed for this project fits into the total organization. The second chart should be an organizational chart outline the team proposed for this project.
- Along with a detailed organizational chart, the offeror should describe the following:
  - ✓ How services of the contract will be managed, controlled, and supervised in order to ensure satisfactory contract performance.

The Second Chance Program Director, Lora McDonald, and KCMCC Vice President Barry Mayer work closely together on all grant funded projects, from conception/program design to completion. McDonald and Mayer share in the writing and submission of all applications. McDonald is responsible for the day to day operations of the program, staff supervision, case assignments, coordination of services, and staff training. McDonald screens potential employees and both interview; McDonald makes recommendations and Mayer makes final hiring or termination decisions. McDonald completes six month performance evaluations on all staff members and Mayer signs off on them. McDonald performs random audits of charts to ensure quality of services and completeness of records. McDonald handles the vast majority of capturing data and reporting outcomes; the KCMCC financial officer works closely with Mayer and McDonald to ensure all expenditures are in keeping with the budget. McDonald enlists the help of staff to ensure proper tracking of outcomes. Mayer offers oversight for all aspects of grants.

- ✓ Total Personnel Resources - The offeror should provide information that documents the depth of resources to ensure completion of all requirements on time and on target. If the offeror has other ongoing contracts that also require personnel resources, the offeror should document how sufficient resources will be provided to the State of Missouri.

Primarily, personnel assigned this project are devoted to this grant alone. However, Mayer will coordinate with Law Enforcement and Corrections Committee and will devote a percentage of his time, as noted in the budget, exclusively to this project. McDonald leads the Reentry Coalition and dedicates less than ten percent of her time to these duties, as most coalition projects are executed by committee chairs and their members. The balance of McDonald's time is devoted to Second Chance Program direct services. At this time, the State of Missouri Community Reentry Services is funding one program, with one staff person who has filled this role for one year. McDonald will continue to supervise the Housing Specialist and will have sufficient time to dedicate to this project.

- 9. Economic Impact to Missouri - the offeror should describe the economic advantages that will be realized as a result of the offeror performing the required services. The offeror should respond to the following:

- Provide a description of the proposed services that will be performed and/or the proposed products that will be provided by Missourians and/or Missouri products.

The program includes a budget for services that includes rent assistance, bus passes, and incidental work related costs. These items will be purchased in Missouri with preferences for Missouri based companies. Employment manuals have been printed in the past by DeLaSalle Educational Center, an area high school for students with behavioral needs. DeLaSalle uses this printing center as an employment training program, a social enterprise designed to teach students basic workplace skills and detailed skills for a printing company. This is a non-profit business and offers the dual benefit of prevention, assisting Kansas City youth with their goals to help them avoid entering the criminal justice system.

Second Chance deliberately does business with local companies who hire or otherwise assist former offenders. Culinary Cornerstones is an area program that teaches cooking skills to former offenders and homeless persons. They are a commonly used caterer for Reentry Coalition events. Big Mama's hires former offenders; food for meetings and events has been purchased from this company as well. Second Chance makes every effort to use businesses willing to hire former offenders and not utilize businesses with practices or policies to not hire people with criminal histories.

- Provide a description of the economic impact returned to the State of Missouri through tax revenue obligations.

See attached Return on Investment Statement

- Provide a description of the company's economic presence within the State of Missouri (e.g., type of facilities: sales offices; sales outlets; divisions; manufacturing; warehouse; other), including Missouri employee statistics.

The Kansas City Metropolitan Crime Commission was established as a non-profit organization in 1949. Currently, main offices occupy office space in the Penn Tower building at 3100 Broadway, Suite 226, Kansas City, MO, 64111. The Second Chance Program leases space at the Metropolitan Community Colleges Pioneer Campus located at 2700 E. 18<sup>th</sup> Street, Kansas City, Missouri 64127. The business features four principal programs: Greater KC Crime Stoppers 474-TIPS Hotline, SAFE, Metropolitan Community Service Program and the Second Chance Program. In addition, the Crime Commission provides fiscal agency for the United State Attorney's Office Department of Justice grants that focus on Gang and Gun Violence Reduction. The Crime Commission generates revenue from municipal & state contracts for program services, client fees from MCSP, state/federal and foundation grant support, contributions and fundraiser events such as golf tournaments and award banquets/luncheons. The mission is to support local law enforcement and other justice agencies through the programs and does so with staffing annually around 20 employees. There are currently 11 male and 11 female employees with 23% minority employment.

## **Return on Investment for the Second Chance Center**

***Thorough economic evaluation has shown that preventing just one career criminal can save society over \$2 million.***

Cohen, M.A. (2005). *The Costs of Crime and Justice*. New York: Routledge.

### **Consider the following Potential Costs:**

- Crime
- Public assistance (including welfare or other social services such as foster care)
- Child abuse and neglect
- Health and mental health service needs
- Substance abuse and treatment costs
- Police and Sheriff office costs to arrest and process
- Court and county prosecutor costs
- Adult jail and sentencing costs
- Adult community supervision costs
- Department of Corrections institutional and post-prison supervision costs
- Victim costs (out-of-pocket and quality-of-life costs)
- Decreased population due to crime/ blight
- Perpetuating cycles of incarceration in families (children of offenders are 8 times more likely to be incarcerated than children of non-offenders)

### **Consider the following Potential Benefits:**

- Increased Employment rates and earning potential
- Earnings Tax
- Sales Tax
- Payments for supervision, restitution, and child support
- Increased homeownership
- Increased educational performance for children of participants
- Population growth from improved public safety

### **Projected Center Population Characteristics, Goals and Outcomes**

The Second Chance Center, funded at \$500,000/ year, will be able to serve 200 "high risk" offenders in the first year. Each participant will benefit from a personalized goal plan and will be engaged in group work that applies to that plan. All offenders served by the center will have served time or be on probation with Missouri Department of Corrections and will be considered at "high risk" of recidivism, return to incarceration, by the state's assessment. Those served will primarily reside in Kansas City, Missouri and Jackson County.

Second Chance Center participants will be in intensive programming to meet their individual goals. Most will have a goal related to obtaining and maintaining meaningful full time employment, as employment is one of the "risk factors" considered by Missouri Dept. of Corrections. There is a high correlation between unemployment and recidivism. A major focus of this center will be not only helping people get a job but also keep a job.

Second Chance projects a conservative number of successful outcomes. If half of those served by the center complete the program by reducing their risk factors, becoming tax payers and law abiding citizens, the state, city and county will reap tremendous benefits. Therefore, we use that conservative number of 100 "successes" to demonstrate some of the most obvious gains to the public in our "Sample Analysis" below:

### Sample Analysis:

The following analysis considers just two factors, re-incarceration and employment. The daily per diem for the Jackson County and Kansas City, Missouri Detention Facility is \$59.16. The average length of stay for a person in that facility is currently 201 days. The average cost per stay, then, is \$12,423.60 (\$59.16 x 201 days). The average cost of incarceration per person for the State of Missouri is currently just under \$18,000 per year (October 2009, George Lombardi, Director of Missouri Department of Corrections). It is important to bear in mind that individuals rarely would have a sentence of a year or less, therefore, the costs for one individual committing recidivism are even more staggering.

The center estimates an average full time wage, for the purpose of this analysis, of \$10/ hour, which translates to \$20,800/ year (\$10 x 40 hours x 52 weeks). The employment and tax numbers below are based on average earnings of \$20,800/ year for 100 participants. The Kansas City Earnings Tax is 1% of gross income. A person who earns \$20,800 annually pays \$1023 in Missouri State Income Tax (State of Missouri website tax calculator).

100 participants abide the law x \$12,423.60, = \$1,242,360 savings to KC/ Jackson County

100 participants avoid state prison x \$18,000 = \$1,800,000 savings to Missouri/ year

100 participants earn \$10/ hr. full-time = \$20,800 new city revenue/ year from 1% earnings taxes

100 participants earn \$10/ hour full time = \$102,300 new Missouri state revenue/ year

The projected cost of the center is less than \$500,000/ year.

If 100 center "high risk" participants avoid arrest and re-incarceration and become employed:

<b>\$1,242,360</b>	<b>Kansas City/ Jackson County Jail Savings</b>
<b>\$1,800,000</b>	<b>State Prison Savings</b>
<b>\$ 20,800</b>	<b>New Earnings Tax Revenue for Kansas City</b>
<b>\$ 102,300</b>	<b>New Income Tax Revenue for Missouri</b>
<b>\$3,165,460</b>	<b>Savings and New Revenue</b>
<b>- \$500,000</b>	<b>Annual Operational Budget for Center</b>
<b>\$2,665,460</b>	<b>Total Savings to Missouri, Jackson Co., &amp; Kansas City</b>

**Note: All but the first line item (jail awaiting new conviction/ incarceration) would be a recurring item.**

# Kansas City Metropolitan Crime Commission

Kansas City Metropolitan Crime Commission  
Board of Directors  
Chair - Wayne Godsey

President - Richard Easley

Vice President - Barry Mayer

Second Chance Program  
Advisory Board  
Chair - William H. Dunn, Sr.

LE / Corrections  
Project Coordinator  
Barry Mayer

Risk Reduction Center  
Program Director - Lora McDoanld

Kansas City Reentry Coalition  
Coordinator - Lora McDoanld

Admin Assistant /  
Grant Manager  
Sarah Mathes

Housing  
Assistance Program  
Josh Aquino

Resource Specialist /  
Case Manager  
Jamie Hallam

Research Specialist /  
Case Manager  
TBD

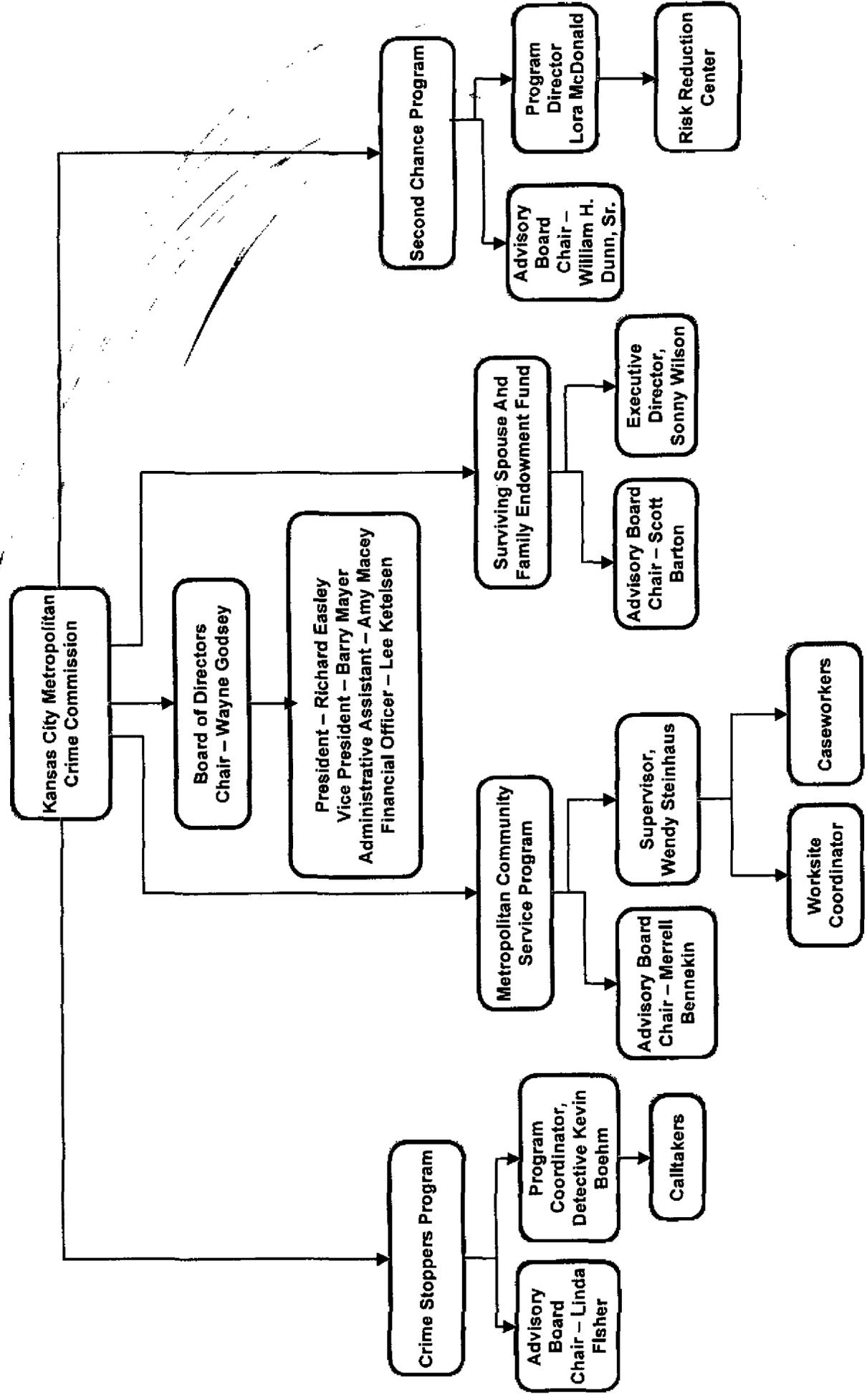
Resources  
Coordinator  
TBD

Mentoring / Job  
Services  
Coordinator

- Project Services
- Transportation
  - Personal Identification
  - Connections to Service Providers (Health Services, Substance Abuse, Mental Health)
  - Website Resource Database
  - Food and Clothing
  - Welcome Back Sessions

- Project Services
- Mentor Placement
  - Family Services
  - Family Support
  - Financial Assistance
  - Job Training

# Kansas City Metropolitan Crime Commission





**Second Chance Program**  
"A public safety program of the KC Metropolitan Crime Commission"

**Kansas City Risk Reduction Center**  
**Policy and Procedures**

**Last Revised: August 2010**



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### III. Introduction

Crime Commission Mission:

***To make the Kansas City metropolitan area a safer, more secure place to live, do business, and visit by supporting law-enforcement and justice agencies and their causes.***

Second Chance Program Mission:

***To provide a crime prevention strategy for metropolitan Kansas City through research, advocacy and the funding of programs that improves opportunities for ex-offenders to lead productive lives.***

The Crime Commission was established in 1949. For over 60 years, the Crime Commission has provided business and community leaders an opportunity to assist in implementing programs that support criminal justice agencies and in so doing enhance public safety.

The Kansas City Metropolitan Crime Commission (KCMCC), a 501c3 nonprofit organization, was created to address public safety concerns in greater Kansas City. Business and community leaders from across the city came forward to join this organization. Since its inception, KCMCC has assisted law-enforcement agencies in such ways as supporting bond issues for the jails and helping to pass an earnings tax that provided money to hire badly needed police officers and firefighters. KCMCC also worked to help pass a quarter cent sales tax for capital improvements for the Kansas City, Missouri Police Department.

KCMCC has 15 employees; as well as a full-time active duty police officer, assigned from the Kansas City, Missouri Police Department, as coordinator for the TIPS Hotline. For almost 60 years KCMCC has been the vital component for a safer community in Greater Kansas City. With more than 150 volunteers serving on the five program boards, KCMCC has an unparalleled reach into the civic and political centers of influence in Greater Kansas City. The addition of the Second Chance Program in 2008 to the four existing programs - the Greater Kansas City Crime Stoppers TIPS Hotline (816-474-TIPS), Metropolitan Community Service Program, Surviving Spouse and Family Endowment Fund, and the United States Attorney's Office's Project Safe Neighborhood or Operation Ceasefire - KCMCC is uniquely positioned to positively impact reentry efforts in Greater Kansas City by providing leadership and coordination for the multiplicity of public and private agencies addressing one or more facets of the ex-offender reentry challenge.

Currently led by Major Barry C. Mayer (ret.), Vice President of KCMCC, and Lora McDonald, BSW and Program Coordinator, the Second Chance program has successfully organized a 25+ person board of directors and the Kansas City Reentry Coalition that consists of a growing membership that includes over 100 public and private collaborating agencies. Representatives of the Probation and Parole District offices in Greater Kansas

City are part of the Kansas City Reentry Coalition. A Gaps Analysis comparing ex-offender needs and the available resources in Greater Kansas City has been conducted under the auspices of Alex Holsinger, PhD, of the University of Missouri-Kansas City, through funding from the Kansas City Health Care Foundation.

The staff of the Second Chance Foundation regularly conducts multiple meetings with collaborating agencies including substantial collaboration with Missouri Probation and Parole districts in Kansas City; presentations to various employer and trade groups around the city including the Society of Human Resource Managers; employer breakfasts to advocate for the hiring of ex-offenders; an Anti-discrimination Task Force to work with the City of Kansas City, Missouri, Human Relations Department to explore municipal legislation that might extend civil rights protections to those with a criminal background and presentations at national and state conferences on reentry.

Major Barry C. Mayer (ret.) is Vice President of KCMCC and a former major in the Kansas City, Missouri Police Department. He has over 40 years of experience in public safety, and he has been community leader in Kansas City, Missouri for over 20 years. In addition to a variety of other civic organizations, he has been co-chair of the local Kansas City MRP Group and is President of the local Citizens Advisory Board organized to support needs and concerns of local probation and parole officers. Lora McDonald, BSW and Program Coordinator, has more than 14 years of social service experience that includes an internship at the Booneville Correctional Center working with the ex-offender population. She also coordinates the Kansas City Reentry Coalition.

#### **IV. Second Chance Risk Reduction Center Overview**

##### **Why a Kansas City Risk Reduction Center for High Risk Offenders?**

Each year, about 3,000 adult felons return to Jackson, Cass, Clay and Platte Counties of the Kansas City area after completing prison sentences in Missouri's Division of Adult Institutions. Upon release many have little or no money, no place to live, no job or ability to achieve sustained employment and no social supports. In addition, many continue to cling to the same lifelong patterns of anti-social influences and thinking. The result is that nearly half of those who are high risk/need return to prison within 3 years after release with the first 6 months being the most critical time. Missouri Probation & Parole Officers' mission is public safety. They are supervising over 10,000 offenders in the Kansas City area at any one time. They are charged with identifying and connecting offenders with community resources that the offenders need in order to one day become productive citizens and not public safety threats, especially those assessed to be "high risk". Through the Second Chance Risk Reduction/Resource Center we would now have the opportunity to help make our communities safer by improving the chances of success upon the offenders' return home with needed services in support of the Probation & Parole officer's needs.

##### **What is Second Chance?**

Second Chance is a reentry program established in 2008 and it is administered by the Kansas City Metropolitan Crime Commission. The Program is providing local reentry research with the University of Missouri-Kansas City as its partner and has established a Kansas City Reentry Coalition with membership from 100 agencies, organizations and individual members interested in addressing ex-offender obstacles and barriers and in providing a continuum of services. (Member Listing Attached) The SC Risk Reduction Resource Center will strive to offer comprehensive programming to prepare and assist individuals transitioning back into the community, especially those identified as "high risk" of committing new offenses. The services are a part of a Crime Commission initiative to establish research-based, effective re-entry models and practices in the community in support of the Missouri Reentry Process (MRP). It is modeled after wide-based research, recommendations by the United States Department of Justice, and Re-Entry programs funded by the Kansas Department of Corrections.

The program works with many community partners; corrections, law enforcement, businesses, job service/training agencies, neighborhoods, political representatives, landlords, mental and medical health providers, substance abuse services, victim services, ex-offenders, also faith and community based organizations, but the focus is on Offenders who have been assessed to be the most likely to commit new criminal offenses.

### **Who are the individuals participating in the Second Chance Risk Reduction/Resource Center?**

Eligible participants are identified throughout the four county (Jackson, Clay, Platte, and Cass) Kansas City Area by Mo Probation & Parole Officers working in 8 different field offices that can then refer their respective clients to the Center. A special emphasis exists for offenders assigned from Jackson County by Missouri Probation & Parole through state funding agreements. Risk/needs assessments are completed by MO Probation & Parole to identify high risk individuals. Program participants must meet the following criteria;

- Be considered high risk for re-offending
- Be referred to the center by Missouri Probation & Parole

Research shows there are eight specific areas of criminogenic need that impacts the likelihood of recidivism. Those are:

1. Anti-social attitudes, values and beliefs.
2. Pro-criminal associates and isolation from pro-social associates.
3. Anti-social Personality: Temperament and behavioral characteristics. (e.g., egocentrism, impulsivity, psychopathy, weak socialization, risk taking, poor self regulation)
4. Negative family factors: neglect and abuse, substance abuse, unstructured/undisciplined environment.
5. History of anti-social behavior: Criminal History, especially starting at an early age and carried out in a variety of ways under a variety of circumstances.
6. Weak problem solving and social skills.
7. Lack of vocational and educational skills.
8. Substance Abuse.

### **How will the Second Chance Risk Reduction/Resource Center assist?**

#### **SERVICES:**

Once selected and referred by Probation & Parole, participants are interviewed and scheduled for programs suited to address their individual needs based on their respective CMP (Case Management Plan) shared through meetings with Missouri Probation & Parole Officer(s) who are assigned as liaisons to the center from their respective field offices through agreements with Region II Administrator's Office. The sessions are facilitated by Second Chance program staff and partners from the Kansas City Reentry Coalition members and/or volunteers.

Overall, the Second Chance Program is a crime prevention risk reduction strategy for the community which focuses on high-risk individuals being supervised by Probation &

Parole services. There are eight (8) evidenced based practices/principles that have been identified by Missouri Probation & Parole's E-Driven Supervision Process:

1. Assess
  - Who will likely respond to intervention?
  - What specific needs must be addressed to reduce re-offending?
  - How best to match the intervention with the traits of the client?
2. Enhance intrinsic motivation by getting participants treatment ready and keeping them encouraged.
3. Target interventions based on risk, need, responsivity, dosage and intensity.
4. Match the client with the right intervention.
5. Increase positive reinforcement by using cognitive behavioral techniques for clients at high risk of supervision failure.
6. Strengthen pro-social influences in the client's life.
7. Measure relevant processes and practices, including training for those delivering the services.
8. Use data to provide feedback on successes.

These practices/principles can equate to direct services identified by criminal justice research and corrections professionals as evidence based and needed.

Services may include:

- **Employment/Education Programs** – GED/Diploma, vocational skills training, Transitional jobs and job retention, resume writing, Job application assistance, Work ethics, Job search assistance
- **Family/Support** – Mentoring, relationship building, family communication, parenting, community resources, workshops and discussion between participants and his/her family around issues they expect to face, and how they will handle the challenges of re-entry.
- **Cognitive Thinking** - Cognitive Behavioral programs, Problem solving, Social skills interventions, Victim Awareness Education, Financial Responsibility – addresses identifying obligations and living within means as well as incorporating new values into one's lifestyle
- **Connections to Resources** – SC Reentry Coalition information & referral to overcome obstacles and barriers of housing, transportation, identification issues, substance abuse treatment, health and mental health, Reentry Planning, Relapse prevention, Overcoming stigmas, Goal setting, Time management
- **Substance Abuse Treatment**- Recovery support groups; Access to Recovery Assessments, AA/ NA; information, education and referral for the entire household

Institutional Case Workers and Probation & Parole officers are responsible to identify resources and develop a transition plan to help bridge the individual from institution to the community i.e. obtaining drivers license/ID/Social Security paperwork, exploring housing options and employment opportunities, locating faith-based or other social supports, arranging for participation in support groups and/or other social service agencies, etc. However, the SC Risk Reduction/Resource Center is being developed to

perform as a one-stop center for these needs and for the connection to programs to reduce the number of high-risk individuals being supervised on probation and/or parole from recidivating.

### **FAMILY SUPPORT**

In addition to education & employment, the development of pro-social relationships and mentoring will be a priority of the Center, especially when it comes to family support. We understand that those releasing from prison are most successful when they have the support of positive family members and friends. Participants may identify positive family supports and request re-entry staff contact and invite them to attend family workshops, possibly meet with parole and re-entry staff to assist with release planning. Staff will be available to keep those lines of communication open. Through our many community partnerships, especially in the faith-based community, a mentoring program is being developed to add this component for successful re-entry, as needed.

### **SUPPORT BEFORE RELEASE**

A goal for Second Chance is that with the link to the community already in place, individuals may have a better transition into the community based support groups, educational opportunities, and other identified services. While the Center's services will be available to Probation & Parole high-risk offenders upon referral, it will also be in a position to develop programs with Transitional Housing Units of the Department of Corrections prior to the release of potential high risk offenders, thus expediting and facilitating the Missouri reentry process into a crime prevention strategy.

### **RISK REDUCTION/RESOURCE CENTER FACILITY**

The Crime Commission is located on ATA bus lines at 3100 Broadway, Suite 226, Kansas City, Missouri adjacent to the Metropolitan Community College (MCC) Penn Valley Campus. The Second Chance Program also is a tenant of MCC at their Pioneer Campus at 18<sup>th</sup> and Prospect Avenue with the availability of unused classrooms and scheduled use of the Pioneer Auditorium for events, meetings and ceremonies. The first risk reduction center has been established utilizing these offices at the MCC campus as on August 1, 2010 with the availability of funding from the Missouri Department of Corrections for an employment assistance program, housing assistance program and a resources program. The Pioneer Campus auditorium is also utilized for monthly meetings of the Kansas City Reentry Coalition that now has 100 member organizations, agencies and individuals.

At Penn Tower at 3100 Broadway, there is 3,000 Square Feet of space (Suite 201) immediately adjacent to the Crime Commission's offices at 3100 Broadway (Suite 226). This space could be utilized for the center and features a large room for group sessions and meetings, another large space for a computer lab and meetings, small staff break room/kitchen and 8 individual offices for Center staff needs. A common wall could be opened up to the Crime Commission offices providing access to a host of additional amenities such as copy machines, fax machines, postage machines, office supplies, etc.,

as well as, direct access to Crime Commission management, financial officer assistance and intake/reception area. In addition, the close proximity would provide cost savings to the Center as existing telephone/internet lines could be easily connected to the new space which would also provide access to the Metropolitan Community Service Program's existing new caseworker/client database.

## **DISCUSSION**

The Second Chance (SC) Risk Reduction/Resource Center is a cost-effective, community-based program for offenders initially resistant to treatment or change and identified as high risk to re-offend, abscond or be revoked. Since the Center's services are being provided in support of Missouri Probation & Parole needs, Second Chance will work in partnership with Regional Administrators and District Administrators through the Missouri Reentry Process (MRP) to identify specific services offered. Programs will be highly structured and developed for certain offender populations, such as high risk offenders or technical violators. In these services SC will use practices shown in corrections research to reduce offender recidivism including behavior change treatment if requested by Missouri Probation & Parole.

The number of participants at the Center referred by Missouri Probation & Parole is monitored by Second Chance and P&P administrators, but if it could prevent 400 high risk offenders per year from returning in that first year to incarceration, the tax payer cost savings would be in the millions of dollars.

The Second Chance Reentry Coalition is comprised of over 100 member organizations, agencies and individuals who will be invited to make their experience, respective programs and direct services available at the center and help the Kansas City Metropolitan Crime Commission's Second Chance Program implement a public safety risk reduction strategy for the Kansas City metropolitan area.

**Below is a description of the proposed SC Reentry Center's space at Penn Tower, 3100 Broadway and functions of each room:**

### **Intake/Check-In**

The intake/check-in area includes space where staff check-in participants; administer intake processes, and a waiting area for meetings with SC Specialists. Because security is an important issue, staff escort participants in secure areas at all times. Depending on which phase a participant is in, they may report several days per week to the program.

### **Interview Rooms**

SC maintains offices for staff to meet with participants and complete the intake process. Participants complete essential intake details to establish a baseline measurements, etc. The Specialist also schedules an orientation and an assessment as needed for the participant. All information is entered into SC's database system and respective written client files which are accessible to the Probation/ Parole officer as requested.

### **Program Director Office**

The SC **Program Director** is directly responsible for the quality of service at the center. This person handles participant relations and staffing. The Director is supported by the infrastructure of the Crime Commission, including direct management/supervision from the Vice-President of KCMCC programs, advisory board assistance, human resources, training, finance matters, planning, evaluating and contract management.

### **Liaison Office**

SC maintains an office available for use by Missouri Probation & Parole agency liaison personnel. For example, Supervising Probation and Parole officers can meet with SC personnel or participants in a convenient, efficient manner and directly observe and/or participate in center operations.

### **Specialists Offices**

Specialists maintain and update the participant's history, educational and employment status, and recovery goals in SC's case management database system and hard written file system. The secure Citrix and password protected database can be accessed and viewed by Missouri Probation and Parole staff, if needed. Specialists also assist participants in acquiring identification documents necessary for reintegration into the community. The staff will assess a participant's ability to meet basic needs such as food, shelter, and clothing and makes referrals to community resources including employment, housing, mental health treatment agencies and more.

A cornerstone of Second Chance will be the staff's willingness to confront negative thinking, encounter language that denies accountability and to help the participant navigate through the development of new values systems that will help him or her reintegrate and maintain their freedom. The staff will use a direct, non-judgmental approach consistent with the cognitive thinking curriculum known to be effective with this population. SC personnel will adhere to Missouri Probation & Parole policies & procedures related to conduct when working with clients/participants.

Aftercare planning is a key component to SC's program model because it addresses critical needs as participant's transition to independent living. These services include pro-social family and community support, relapse prevention activities, pro-social cognitive decision-making, education and employment assistance, and continued drug and alcohol monitoring.

Overall, the Specialists will be collaborating with Probation & Parole staff to address high risk needs with a goal to remove participants from the "high risk to re-offend" category after future E-Driven assessments.

### **Group Room**

SC maintains a group room for classes. The room can be used for substance abuse treatment and other group services. Participants can discuss homework assignments, work through chemical dependency workbooks, discuss journal entries and work in break-out groups. Participants will develop relapse prevention plans and be able to identify triggers of past addictions.

SC groups would be cognitive behavioral in design and include cognitive skill building, substance abuse, education, employment readiness, domestic violence prevention, anger management and parenting and life skills. SC would use curriculum specifically developed for these group classes in collaboration with Probation & Parole.

The room can also be utilized for mix use, such as family functions or community connections program, which link participants with local community-based resources from the SC Reentry Coalition which is committed to successful reentry. SC invites community resource groups to present on a variety of valuable topics. Through a Community Connections program, SC becomes a hub of positive activity for participants trying to get back on their feet and successfully reintegrate into community life.

### **Education and Employment Resource Lab**

The Education and Employment Resource Lab helps participants investigate employment and educational opportunities. The lab will include internet-accessible computer workstations and numerous educational, employment and vocational software programs. The lab will be available to participants at scheduled times to work on educational/vocational training and as a resource for job searching.

### **Meeting and Staff Conference Room**

The conference room provides space for internal planning, meeting and training. SC will invest in keeping staff current on evidence-based practices and provide appropriate training and certifications on motivational interviewing techniques, cognitive skill building and more. The room may also be utilized for meetings with advisory board members, on-going problem solving committees, and with justice agency and community partners.

## **V. Policies and Procedures**

### **A. Introduction**

The Kansas City Metropolitan Crime Commission (KCMCC) is in partnership with the Missouri Department of Corrections and Missouri Probation and Parole to provide the Second Chance Risk Reduction Center. KCMCC will apply for funding from the State to provide for the Center and services. Funds have been secured from the State to provide some services. Funding for other services will be pursued annually through opportunities at the federal, local and foundation levels. Within the KCMCC Second Chance Program's mission is to advocate for reentry. The KCMCC has a priority to ensure our federal, state and local legislative bodies are well-informed on reentry needs and concerns in the interest of public safety. Within this section, are current KCMCC personnel employment policies and procedures, but also policies that will govern the Center's operation as understood as requirements for the State to provide contract funding for reentry services to the KCMCC.

### **B. Missouri Department of Corrections Reentry Background Information:**

1. One of the most pressing and complex challenges facing state government in Missouri and across the nation today is the reintegration of adult offenders from prison back into society. Ninety-seven percent (97%) of all the men and women committed to prison will someday be released from incarceration.
  - a. During FY2009, 20,000 individuals were released from Missouri correctional institutions, returning to live in communities across the state. It is in everyone's best interest that released offenders reenter society safely and live as law-abiding, self-sufficient citizens.
  - b. During FY09, 18,042 individuals were committed to Missouri's prison system. Between forty to fifty percent (40% - 50%) of those prison commitments were returning parole violators who failed to transition successfully and were returned to confinement.
  - c. Missouri has set the following as goals regarding the reentry of offenders into the communities:
    - 1) smarter transition practices
    - 2) increase public safety;
    - 3) strengthen families;
    - 4) stabilize neighborhoods;
    - 5) reduce new victimization;
    - 6) released offenders to become contributing citizens; and
    - 7) maximize resources.

d. Additional information and history about the Department of Corrections and Missouri's Offender Reentry Program can be found on the internet at: [www.doc.mo.gov](http://www.doc.mo.gov), [*Popular Links: Missouri's Reentry Process/Restorative Justice*].

2. The Department of Corrections believes the methods of assisting the offender in reintegration into the community, developing partnerships with organizations that aids the offender in an array of assessed problem areas, and actively participating in working with the Department of Corrections are important aspects of successful management of offenders. The Department of Corrections also believes that the successful management of offenders is best achieved when community based resources are matched to meet offenders' needs. While the Department recognizes that resources may be limited, it is the desire of the department that community partnerships be developed for utilization in existing community services.

3. Release and Reentry process – While in the institution offenders are intensely prepared for release in areas such as employment opportunities, life skills, substance abuse treatment, and by establishing links to housing opportunities and community support networks. A Case Management Plan (CMP) is developed for each offender to set goals, objectives and action plans to prepare the offender for release. The Case Management Plan (CMP) is created by the case management team consisting of any community partner, family, state agency staff that has involvement in the offenders' success, and the offender and is regularly reviewed during the offender's incarceration. At the time of release from the institution, the Probation and Parole officer has access through the Department Offender Management System to continue to build upon the offender's Case Management Plan (CMP). As a result of the review of the Case Management Plan (CMP) and the identification of any other risk or need factors by the Probation and Parole officer an offender may be determined to have needs for services.

**B. General Requirements that Second Chance Program meets to qualify for State funding**

1. The Second Chance Risk Reduction Center (hereinafter referred to as the "Center") provides and administers services in accordance with the provisions and requirements stated herein for the offender re-entry program for the Missouri Department of Corrections (hereinafter referred to as the "state agency") to assist targeted offenders (hereinafter referred to as "offenders") with successful reintegration into the community upon release to community supervision.

2. The Center shall provide and administer services in the portion of Kansas City that is located in Jackson County, MO (hereinafter referred to as Kansas City), on an as needed, if needed basis, at the direction of and to the sole

satisfaction of the state agency. The state agency shall be the final judge of the quality of the contractor's performance pursuant to the contract.

**C. Implementation Period Requirements the Center meets for State Funding**

1. The Center completed the following implementation requirements in order to begin receiving referrals and providing and administering services for referred offenders pursuant to contracts by no later than thirty (30) calendar days after the effective date of the contract:

2. In collaboration with the state agency, the Center developed and continually updates, as needed, written policy and procedure manual for the administration of the re-entry services. The policies and procedures are consistent with the state agency's policies and procedures and the provisions and requirements stated herein and are submitted for approval by the state agency prior to issuance.

3. The Center's policies and procedures include instructions for the offenders, the supervising Probation and Parole officer, Center's personnel, subcontractors and community resource providers relating to the provision of services.

4. The Centers's policies and procedures shall be that any disputes arising from conflicts with state agency policy or other service provision shall be resolved through collaboration by the contractor, and the state agency.

5. The Center's policies and procedures include a goal and plan to meet the objective of a diversified staff.

6. The policy and procedures for Center will be that any services/activities that did not receive prior authorization from the state agency shall not be paid nor reimbursed.

7. The Center has developed and implemented a network of service providers to provide needed services to assist offenders and family members/significant others in successful re-entry. The Center will sometimes utilize the existing community partners as part of the network and utilizes those service providers/community partners/programs available without cost to the extent possible. Because there may be services/activities required that would not be adequately addressed through the existing community partners, the Center includes additional service providers in the Center's network.

8. The state agency estimates, but in no way guarantees that services/activities needed for successful re-entry may include but are not

necessarily limited to those services/activities listed below and the Center agrees.

Housing/Utilities	Personal Identification <input type="checkbox"/> State ID <input type="checkbox"/> Driver's License <input type="checkbox"/> Social Security Card <input type="checkbox"/> Birth Certificate
Employment Services/Activities	
Transportation	
Food Assistance	
Clothing	Financial Assistance <input type="checkbox"/> Savings Account <input type="checkbox"/> Checking Account <input type="checkbox"/> Financial Management <input type="checkbox"/> Child Support <input type="checkbox"/> Supplemental Security Income/SSDI
Substance Abuse Treatment <input type="checkbox"/> Inpatient <input type="checkbox"/> Outpatient <input type="checkbox"/> Aftercare	
Mental Health Treatment <input type="checkbox"/> Outpatient  <input type="checkbox"/> Residential <input type="checkbox"/> Medication Services	Education Services <input type="checkbox"/> GED/ABE <input type="checkbox"/> Vocational Training <input type="checkbox"/> College <input type="checkbox"/> Vocational Rehabilitation
Family Services <input type="checkbox"/> Child Care <input type="checkbox"/> Parenting Support <input type="checkbox"/> Family Counseling <input type="checkbox"/> Domestic Violence Counseling <input type="checkbox"/> Anger Management	Health Services <input type="checkbox"/> Dental  <input type="checkbox"/> Medical <input type="checkbox"/> Eye
Other Approved Services: <input type="checkbox"/>	Mentor Services

9. It will be the Center's policy to establish a written agreement with each service provider who has agreed to be included in the contractor's network. The written agreement must outline the services to be provided, the payment (if any) for such services, and any performance incentives.
10. It will be the Center's policy to develop community resources for services and subcontracting throughout effective periods of State contracting.
11. It will be the policy of the Center to keep all written agreements on file and make copies of such agreements available to the state agency upon request.
12. It will be the policy of the Center to maintain its partnership with local law enforcement including the Kansas City Missouri Police Department. The current partnership will create a policy of good communication, sharing of information and participation by law enforcement as needed. The policy will also include the availability of special assignments by KCPD to the Center to implement joint projects that will always enhance the relationship between the Center, the state agency, and all local law

enforcement for a better understanding in meeting the needs of the offender in the community.

13. Training – It will be the policy of the Center to cooperate with the state agency regarding training efforts as mutually agreed upon by the Center and the state agency. The Center understands and agrees that expenses incurred on behalf of the Center's employed or contracted personnel, including but not necessarily limited to meals, mileage, lodging and displacement, shall be the Center's responsibility for payment. The Center shall not be obligated nor be allowed to pay any expenses incurred by the state agency in such instances.

**D. Re-entry Requirements of the Center:**

1. Identification of Offenders – It is the policy of the Center to agree and understand that the state agency will identify and refer to the Center those offenders targeted for re-entry services. The Center shall accept all referrals of targeted offenders made by the state agency.

2. Offenders targeted for re-entry services shall be those offenders that have been identified by the offender's probation and parole officer as having high-risk at the time of referral for revocation of parole/probation or having significant barriers to successful reintegration:

- a. Identification of high risk for revocation will be determined by the probation and parole officer taking in to consideration the approved assessment tool, interviews with the offender and the offender's significant others, social history, employment history, medical/mental health history, etc.

- b. In order to participate, male and female offenders must meet the following minimum criteria:

- have a poor criminal history;
- have a poor work history;
- have an established residence or family residing in the Kansas City area; and
- have a lack of vocational and educational skills.

- c. Targeted offenders may include offenders who have been determined by the state agency to have medical or physical barriers.

3. It will be the policy of the state agency and the Center for the state agency to provide the Center with a referral notice that will identify the offender's assets and liabilities with specific areas to be addressed by the Center.

4. It will be the policy of the Center to understand and agree that the state agency retains the sole right to refer and/or terminate any offender it deems necessary.
5. It will be the policy of the Center to within five (5) calendar days of receipt of a referral from the state agency, the Center will make all arrangements for, hold, and participate in a case management team meeting with the offender and the case management team members at a mutually agreed to location. (The case management team is described in the background information of this document.) The following activities will be completed during the case management team meeting:
  - a. Identification of barriers to a successful transition that are applicable to the offender;
  - b. The update, completion, and approval of the Case Management Plan (CMP) and finalization of such plan by the state agency in the state agency's offender management system; and
  - c. The signature of the Center Director, the offender, and the state agency on the approved Case Management Plan (CMP) and the date.
6. It will be the policy of the Center to prior to provision of any services for the offender, the Center must ensure that a state agency approved Release of Information form is signed by the offender. This form will provide for release of confidential information concerning the offender to the state agency, the Center, and any service provider. If this form has not been signed, the Center must notify the state agency so the state agency will obtain the required signature on the Release of Information form.
7. It will be the policy of the Center to begin administering services/activities as authorized by the state agency in the Case Management Plan (CMP) by directly providing those services required of the Center and by arranging for and administering the provision of the services/activities from service providers that are otherwise required and authorized in the Case Management Plan (CMP). It will further be policy that the Center shall understand and agree that the Center must receive advance written approval from the state agency to provide services beyond 180 days after the offender's initial job placement or determination of unemployability.
  - a. It will be policy for the Center to work with and communicate with the offender on an ongoing basis to make every effort to

ensure the offender's success with re-entry into the community. It will further be policy that at a minimum, the Center must have contact with the offender every other week.

- b. It will be policy of the Center through ongoing interaction, that the Center shall:
  - 1). assist offenders in eliminating barriers to compliance,
  - 2). engage and arrange for the offender to in participate services/activities, and
  - 3). determine whether the offender is complying with the required services/activities.
  
8. It will be the policy of the Center that by no later than 48 hours after the Center identifies problems with the offender's compliance with the services/activities included in the Case Management Plan (CMP), the Center shall notify the offender's case management team and shall schedule and hold case management team meeting with the offender as soon as possible. It will further be the policy of the Center that at the meeting, the offender and the case management team shall determine the reason(s) for the offender's problems or failure to comply with the agreed upon plan and determine action(s) necessary to reengage the offender in the required services/activities.
  - a. Modifications to the Case Management Plan (CMP) – Through the Center's ongoing interaction with the offender and the state agency, it will be the policy of the Center that the Center shall continuously analyze the progress of the offender and the services/activities being performed and shall determine if additional services/activities that were not identified in the Case Management Plan (CMP) are necessary or if changes to the Case Management Plan (CMP) need to be made to ensure the offender's success with re-entry. If the contractor and the state agency determine that modifications are necessary, the following shall occur per the Center's policy:
    - 1). The Center must revise the Case Management Plan (CMP) as agreed between the contractor and the state agency. The Center shall include the same information as required in the original plan and shall obtain the approval of the state agency of the plan.
    - 2). As soon as possible after approval of all revisions to the Case Management Plan (CMP), the Center shall schedule a case management team meeting with the offender and shall obtain the signature and date of the Center, the offender,

and the state agency on the revised Case Management Plan (CMP).

- i. The contractor shall coordinate services/activities with the state agency.

9. It will be the policy of the Center to be available to communicate with the state agency as determined necessary by the state agency.
10. It will be the policy of the Center and as required by the state agency, that the Center shall provide the state agency with information concerning the offender's attendance at required services/activities.
11. The Center understands that the offenders may be required to participate in various treatment programs in addition to services/activities administered by the Center to comply with the terms and conditions of their community supervision. Therefore, it will be the policy of the Center to make the Center's services available to the offender, at varying times, to accommodate the needs of the offender.

**E. Specific Service/Activity Policies for Employment, Housing and Mentoring – If any of the following services/activities are included in the offender's Case Management Plan (CMP), the Center's policy shall be to provide/comply with the following for each such service/activity:**

1. **Employment Activities** - The Center shall either provide or arrange for employment activities for the offender as outlined in the Case Management Plan (CMP). The Center shall ensure that every possible strategy is utilized to prepare an offender for employment and to assist the offender in maintaining employment. Unless otherwise approved by the state agency on a case by case basis for specific offenders, the Center should make sure that through the employment activities provided for offenders, all available steps are taken to ensure that one hundred percent (100%) of all referred offenders are gainfully employed.
2. **Job Readiness/Job Search Activities:** The Center shall prepare the offender for employment and shall maximize the employability of the offender by ensuring that the offender is familiar with workplace expectations and behaviors, and holds the attitudes necessary for success in the workplace. The Center shall assist the offender in making knowledgeable career decisions relative to their interests, desires, and abilities outlined at the time of assessment.
  - a. Job readiness activities shall include education/instruction on work ethics, how to complete job applications, creating

resumes, interviewing skills, workplace etiquette, job retention skills, financial management, and/or basic life skills.

- b. Job search activities shall include job counseling on a regularly scheduled basis, effective job acquisition techniques, and monitoring of offender success in attaining and retaining employment.
3. *Job Development and Placement:* The Center shall work with employers in the community in order to match the skills of offenders to the needs of the employer.
- a. The Center must provide job development and placement services that will provide offenders with full-time permanent employment. For purposes of this document, unless otherwise approved by the state agency "*full-time permanent employment*" shall be defined as employment of at least thirty-five (35) hours per week at a rate of no less than \$9.00 per hour, in a job that is expected to continue on an ongoing basis without interruption.
    - 1). the state agency must approve all employers prior to placement of any offender in their employ.
    - 2). the Center shall closely monitor the assignment of an offender to a job by a temporary employment agency in order to ensure compliance with the offender's employment goals as identified in the Case Management Plan (CMP) and the provisions of the contract.
4. *Job Retention:* The Center shall include intensive employment services including working with both the offender and the employer to promote job retention.
- a.) The Center shall provide job retention services that include strong emphasis for continuous full-time employment of the offender for at least a six month period of time (180 days) following initial job placement.
  - b.) At a minimum, the Center shall conduct weekly visits, telephone calls, written surveys, or other form of correspondence with the offender's employer and the offender during the first thirty (30) calendar days of employment in order to assist in resolving any issues that could result in termination. After the first thirty days, the Center shall communicate with the employer and the offender at least monthly to discuss job retention issues that may arise. The Center shall maintain a record of each follow-up contact and all correspondence for each offender.

- c.) The Center shall verify employment such as obtaining copies of paycheck stubs, quarterly tax reports, employee earnings statements, etc. from the employer.
5. **Housing Assistance Requirements** - The Center shall provide the offender with housing assistance services as outlined in the Case Management Plan (CMP) and in accordance with the following. The Center shall ensure that every possible strategy is utilized on behalf of the offender to locate suitable housing.
- a. All housing must comply with local standards, health and housing codes and be approved by the state agency for use prior to placement of any offenders.
  - b. The housing assistance services must make every attempt to match offenders to appropriate housing through interaction with landlords and realtors in the community.
6. **Mentoring Requirements** - The Center shall make available mentoring services on an as needed if needed basis as outlined in the Case Management Plan (CMP).
- a. The mentor must not perform a supervisory role, but rather shall be a partner to the offender in the process of re-entry.
  - b. The relationship between the mentor and offender shall be professional in nature, encourage growth, help with career development and assist with productive lifestyle.
    - 1.) The mentor shall offer support and guidance, share wisdom and serve as a coach and role model for the offender.
    - 2.) The mentor shall work with the offender to develop and achieve goals.
    - 3.) The mentor shall assist the offender with locating appropriate resources that will help to fulfill the designated needs of the offender.
  - c. The mentor shall maintain contact with and remain on call to assist the offender as needed. Such contact with the offender may include, but not necessarily be limited to phone calls, visits, and/or help with programming.
    - 1.) **Accessibility Services** - The Center shall provide services that are accessible to all offenders and those with special needs, including but not limited to: sight impairment, hearing and speech impairment, language barriers, physical barriers and other limitations. The state agency shall determine whether an offender requires

Interpretive/Translation services due to an offender's physical impairment or language barrier. The state agency will obtain such services and assume the associated financial responsibility, if any.

- 2.) The Center shall provide services that are accessible to persons of all faiths and to persons who are atheist, agnostic, or undecided.

#### **F. Center Policy for Reporting and Record Keeping**

1. **Offender Records** – At the time an offender is referred to the Center by the state agency, the Center will maintain both a hard copy paper file and an electronic file record as described below for each offender. The Center's hard copy paper file shall, at a minimum contain:
  - (1) the state agency's referral notice for the offender,
  - (2) the signed Case Management Plan (CMP);
  - (3) the release of information form;
  - (4) documentation of each contact between the Center and the offender;and
  - (5) any paper document received in regard to the offender, including the written verification of full-time employment from the employer.
2. All of the documentation included in the paragraphs below regarding reporting to the state agency shall be maintained in the electronic file record to enable reporting to the state agency via electronic means, such as email. The Center shall use Microsoft office products for the electronic file record and will ensure that the records are compatible with and can be emailed to the state agency, upon request.
  - a. Center contact documentation - After each contact with the offender, the Center shall update both the hard copy file and the electronic file records with information documenting the offender's participation in required services/activities, and the number of hours participating in each.
  - b. Monthly Project Report - The Center shall submit a project report to the state agency by the first of each month that details the progress of the Center. The Center's monthly project report must identify each offender in alphabetical order and provide, at a minimum, the following information about each offender and the offender's progress with re-entry. The Center must use an electronic format that is compatible with the state agency's computer system (Microsoft Products). The state agency shall have the right to require changes, additions, deletions to the Center's information, in order to ensure documentation of all information required by the state agency is included.

- 1). Name of offender and registration number assigned to the offender by the state agency (the Center will be provided this number at the time the offender is referred to the Center for services);
  - 2). Date of the offender was referred to the Center;
  - 3). Date the offender signed the Case Management Plan (CMP);
  - 4). Date the offender was released to the community;
  - 5). Date of termination or discharge from the Center's re-entry service program (if applicable);
  - 6). Indication as to whether the offender is engaged in full-time employment;
  - 7). Date the offender was placed in full-time permanent employment;
  - 8). Number of days of unemployment calculated from the date the offender was referred to the Center to the date the offender obtained full-time permanent employment;
  - 9). Length of time the offender has been in full-time permanent employment;
  - 10). Monthly earnings report, indicating the amount of money that the offender earns;
  - 11). Required and actual number of hours the offender was engaged in contracted services/activities for the invoice month; and
  - 12.) Summary for re-entry services/activities identified in the offender's Case Management Plan (CMP).
3. **Monthly Detailed Billing Report** – By the 10<sup>th</sup> day of the month following service, it will be the policy of the Center for State contracts to submit a detailed billing report to the state agency along with the monthly invoice that identifies all offenders, in alphabetical order and includes a minimum of the following information about each offender:
- a. Name of offender and registration number assigned to the offender by the state agency;
  - b. Date services/activities began;
  - c. Date of termination or discharge from the Center's re-entry service program (if applicable); and
  - c. Actual copies of receipts/invoices for approved services/activities for which payment by the Center was made on behalf of the offender.
4. The Center shall notify the state agency officer within forty-eight hours (48) in the event of any of the following:
- a. Broken appointments;
  - b. Change in the Case Management Plan (CMP);
  - c. Need for additional services/activities;
  - d. Change in the offender's family and/or living situation;
  - e. Incidents involving the offender where threats, assaults, purported crimes, or violations of parole have occurred; and

- f. Confirmed or suspected drug/alcohol use/abuse.
5. It shall be the policy of the Center to notify the state agency when an offender becomes employed - Verification of Employment:
- a. By no later than five (5) calendar days after an offender becomes employed on a full-time basis, the Center shall obtain the following information from the employer and shall submit the information to the state agency:
    - 1). The name, address, and phone number of the employer;
    - 2). Offender's start date with the employer;
    - 3). Current status of employment;
    - 4). Current rate of pay;
    - 5). Current number of hours employed per week;
    - 6). Any benefits provided to the offender by the employer; and
    - 7). Required withholdings for state and federal taxes and FICA.
  - b. It shall be the policy of the Center that as soon as possible after providing the above information, but no later than thirty (30) calendar days, the Center will obtain verification of full-time employment from the employer and must submit the verification to the state agency. The written verification from the employer should consist of a paycheck stub with unique identification information (e.g. employee name, social security number, employer identification number, etc.)

**G. Center and Service Provider Personnel Policies**

- 1. It will be the policy of the Center to provide adequate personnel to receive and process offender referrals on a daily basis and to be available for administering services/activities for newly referred and existing offenders at any time deemed necessary, any day of the week.
- 2. It will be the policy of the Center to agree and understand that any personnel who will be assigned to interact with an offender must submit to and pass a background investigation conducted by the state agency in order to be eligible to provide or administer services pursuant to the contract. Such investigation shall be equivalent to investigations required of all personnel employed by the state agency.
- 3. It will be the policy of the Center to understand and agree that neither the Center, nor any personnel who will be assigned to interact with an offender shall have prior or be under active federal or state felony or misdemeanor supervision or unless prior written approval is obtained from the state agency.

6. The Center will provide all necessary training and education for the Center's personnel in order for the personnel to effectively perform the requirements of State contracts.
7. It will be the policy of the Center to comply with applicable state licensure regulations and requirements regarding performance of services pursuant to all applicable Revised Missouri Statutes that address the provisions of professional services in the State of Missouri. Any and all licensure held by the Center's personnel must be current.
8. It will be the policy of the Center to establish a goal for the employment of a diversified staff, which reflects the ethnicity, and cultural diversity of the offenders.
9. Substitution of Personnel – It will be the policy of the Center to agree and understand that the State of Missouri's agreement to the contract is predicated in part on the utilization of the specific key individual(s) and/or personnel qualifications identified in State contract proposals.

Therefore, the Center agrees that no substitution of such specific key individual(s) and/or personnel qualifications shall be made without the prior written approval of the state agency.

The Center further agrees that any substitution made pursuant to this paragraph must be equal or better than originally proposed and that the state agency's approval of a substitution shall not be construed as an acceptance of the substitution's performance potential.

State of Missouri agrees that an approval of a substitution will not be unreasonably withheld.

In the event the state agency is dissatisfied with any of the Center's personnel, the Center's policy will be to resolve the problem to the state agency's sole satisfaction. If circumstances exist which prevent resolution to the satisfaction of the state agency, the Center's policy will be to replace the person with appropriate part-time or overtime personnel until a full-time replacement meeting the state agency's approval is obtained.

It will be the Center's policy not to bind any of the Center's personnel to an agreement which would inhibit, impede, prohibit, restrain, or in any manner restrict the Center's personnel in or from accepting employment with other providers similarly situated.

It will be the Center's policy to understand and agree that no state agency employee shall be compensated by the Center for services provided related to performance of the contract while concurrently employed by the state agency.

It is further the Center's policy that the Center, Center's personnel, and others acting under the Center's control, shall at all times observe and comply with all applicable state statutes, state agency rules, regulations, guidelines, internal management policy and procedures. Further, the Center and the Center's personnel shall assist the state agency in enforcing rules by reporting violations to the state agency or its designee. Furthermore, the Center shall not obstruct the state agency nor any of its designated officials from performing their duties in response to court/parole board orders.

10. In addition, it shall be the policy of the Center to comply with the state agency employee conduct policy, which is included as a section of this policy and procedure manual.
11. It is the policy of the Center to supervise its own personnel. The Center recognizes that is a unique nature of working with offenders, including safety and security issues, that requires the state agency to carefully monitor the Center's personnel. Any concerns a state agency staff person has regarding the Center's personnel, job performance, or the conditions of employment shall be reported through the chain of command to the chief administrative officer/designee of the state agency in order that proper communications can occur with the Center
12. The Center shall be responsible for the conditions of employment, work environment, and employee rights of the Center's personnel. KCMCC Personnel policies and procedures are a section of this manual. The Center will ensure that the Center's personnel work the correct hours, receive correct pay, have the tools they need to do their work, receive additional job training as needed, and have adequate supervision. Adequate supervision includes access to supervisory personnel for personnel problems including but not limited to complaints about working conditions, harassment, discrimination or any other matters. It will be the policy of the Center to provide written communications to the state agency regarding any action requested of the state agency based on complaint from the Center's personnel.
13. Policy on Authorized Personnel:
  - a. The Center shall only utilize personnel authorized to work in the United States in accordance with applicable federal and state laws. This includes but is not limited to the Illegal Immigration Reform and Immigrant Responsibility Act (IIRIRA) and INA Section 274A.
  - b. The Center understands that if as a contractor of the state that it is found to be in violation of this requirement or the applicable state, federal and local laws and regulations, and if the State of Missouri has reasonable cause to believe that the Center has knowingly employed individuals who are not eligible to work in the United States, the state

shall have the right to cancel the contract immediately without penalty or recourse and suspend or debar the Center from doing business with the state. The state may also withhold up to twenty-five percent of the total amount due to the contractor.

14. It will be the Center's policy to agree to fully cooperate with any audit or investigation from federal, state, or local law enforcement agencies.

#### **H. Meeting and Other Policies as a Contractor for the State**

1. **Coordination** - The Center as a contractor for the State will have a policy to fully coordinate all contract activities with those activities of the state agency. As the work of the Center progresses, advice and information on matters covered by the contract shall be made available by the Center to the state agency or the Division of Purchasing and Materials Management throughout the effective period of the contract.

At the request of the state agency, the Center shall attend periodic state agency meetings to discuss compliance or pertinent information relating to the contract. These meetings may be held regionally or in Jefferson City, depending on the nature of the agenda. Expenses incurred by the Center to attend such meetings shall be the responsibility of the Center. At the discretion of the state agency, these meetings may be held via a telephone conference call.

The state agency will meet on at least a quarterly basis with the Center in the Kansas City / Jackson County area to discuss pertinent program/state agency issues.

2. Unless specified elsewhere herein, the Center shall be responsible for ensuring that all material, labor, facilities/meeting space, equipment, utilities, supplies, etc., necessary to perform or ensure performance of the requirements of the contract are provided.

The state agency shall have the right, at any time, to review and approve all written communications and materials developed and used by the Center as a State contractor to communicate with offenders. It will be the policy of the Center not to use the name, logo or other identifying marks of the State of Missouri or the state agency on any materials produced or issued, without the prior written approval of the state agency. The Center shall coordinate and submit all materials to the state agency for approval.

3. The Center understands as a State contractor that the state agency shall furnish all legal and accounting services as may be necessary for the state agency to satisfy its contractual responsibilities. The state agency shall not assume, nor shall it be liable for, legal or accounting counseling services as may be necessary for the contractor to satisfy its contractual obligations. Without exception to the

foregoing, the state agency is not obligated to provide legal or accounting counseling services to the Center in connection with any litigation or threatened litigation against the contractor arising out of the Center as a contractor's performance.

4. The KCMCC policy will be to maintain financial and accounting records and evidence pertaining to the contract in accordance with generally accepted accounting principles and other procedures specified by the state agency. These records must be made available at all reasonable times to the state agency and/or its designees and the Missouri state auditor during the contract period and any renewal period, and for five (5) years from the date of final payment on the contract or contract renewal period.
5. The KCMCC and its Center shall permit governmental auditors and authorized representatives of the State of Missouri to have access for the purpose of audit or examination of any of the books, documents, papers, and records of the Center/contractor's recording receipts and disbursements of any of the funds made available to the Center under the contract at any reasonable time. The Center further agrees that any audit exception noted by governmental auditors shall not be paid by the state agency and shall be the sole responsibility of the contractor, provided that it may contest any such exception by any legal procedure it deems appropriate and that the state agency will pay the Center all amounts which may ultimately be held entitled to receive as a result of any such legal action.

**I. Center Policy on Invoicing and Payment as a State Contractor**

1. Prior to any payments becoming due under the contract, the KCMCC understands it must return a completed state Vendor Input/ACH-EFT Application, which is downloadable from the Vendor Services Portal at: <https://www.vendorservices.mo.gov/vendorservices/Portal/Default.aspx>. The KCMCC understands and agrees that the State of Missouri reserves the right to make contract payments through electronic funds transfer (EFT).

2. Invoicing - The KCMCC must submit itemized invoices by no later than the tenth (10<sup>th</sup>) business day after the end of each monthly billing period on the Center's original descriptive business invoice form as specified below and must use a unique invoice number with each invoice submitted. The unique invoice number will be listed on the State of Missouri's EFT addendum record to enable the KCMCC/Center to properly apply the state agency's payment to the invoice submitted. The contractor may obtain detailed information for payments issued for the past 24 months from the State of Missouri's central accounting system (SAM II) on the Vendor Services Portal at:

<https://www.vendorservices.mo.gov/vendorservices/Portal/Default.aspx>

3. Invoices will be submitted to the state agency at the address specified by the state agency.

4. With each invoice, the KCMCC/Center must include the Monthly Detailed Billing Report required previously.
5. Payment – After receipt and approval of the required reports and invoice, the KCMCC shall be paid for each day at the firm fixed price per day per offender as stated on the pricing page. However, the KCMCC agrees and understands that the state agency anticipates that total funding available for the re-entry services described herein for the original 2010-2011 contract period shall not exceed \$178,000.00. Therefore, in no event shall the contractor be paid more than the total amount of funding available.
6. In the event the KCMCC receives supplemental funding from either public or private sources for the sole purpose of offsetting costs directly related to the services specified herein, the KCMCC agrees and understands that the state agency's obligation shall be reduced in the amount of such supplemental funding.
7. KCMCC understands that as a State contractor that other than the payments specified above, no other payments or reimbursements shall be made to the contractor for any reason whatsoever.
8. 2010-2011 Contract Period - The original contract period shall be as stated on page 1 of the Request for Proposal (RFP) for the \$178,000. The contract shall not bind, nor purport to bind, the state for any contractual commitment in excess of the original contract period. The Division of Purchasing and Materials Management shall have the right, at its sole option, to renew the contract for three (3) additional one-year periods, or any portion thereof. In the event the Division of Purchasing and Materials Management exercises such right, all terms and conditions, requirements and specifications of the contract shall remain the same and apply during the renewal period, pursuant to applicable option clauses of this document.
9. It shall be the policy of the KCMCC and its Center to retain all books, records, and other documents relevant to the contract for a period of five (5) years after final payment or the completion of an audit. If any litigation, claim, negotiation, audit or other actions involving the records has been started before the expiration of the five (5) year period, the records shall be retained until completion of the action and resolution of all issues which arise from it, or until the end of the regular five (5) year period, whichever is later. The contractor shall allow authorized representatives of the state agency, other State of Missouri agencies and the federal government to inspect these records upon request.
10. It shall be the policy of KCMCC as the State's contractor to hold the State of Missouri, including its agencies, employees, and assignees, harmless for any negligent act or omission committed by any subcontractor or other person

employed by or under the supervision of the KCMCC under the terms of the contract.

11. It shall be the KCMCC policy that the Center shall not be responsible for any injury or damage occurring as a result of any negligent act or omission committed by the State of Missouri, including its agencies, employees, and assignees.
12. **Insurance** - The KCMCC/Center understands and agrees that the State of Missouri cannot save and hold harmless and/or indemnify the KCMCC as contractor or employees against any liability incurred or arising as a result of any activity of KCMCC as the contractor or any activity of the Center's employees related to the Center's performance under the contract. Therefore, the KCMCC has acquired and maintains adequate liability insurance in the form(s) and amount(s) sufficient (\$2 million) to protect the State of Missouri, its agencies, its employees, its clients, and the general public against any such loss, damage and/or expense related to his/her performance under the contract. The insurance includes an endorsement that adds the State of Missouri as an additional insured.

**12. Confidentiality Policy:**

- a. It is the Center's policy to agree and understand that all discussions with the Center and all information gained by the Center as a result of the Center's performance under the contract shall be confidential and that no reports, documentation, or material prepared as required by the contract shall be released to the public without the prior written consent of the state agency.
- b. It is further the Center's policy that if required by the state agency, the Center and any required Center personnel will sign specific documents regarding confidentiality, security, or other similar documents upon request. Failure of the Center and any required personnel to sign such documents shall be considered a breach of contract and subject to the cancellation provisions of this document.
- c. It is the Center's policy that the Center shall maintain strict confidentiality of all offender information or records supplied to it by the state agency or that the Center establishes as a result of contract activities. The contents of such records shall not be disclosed to anyone other than the state agency and the offender unless such disclosure is required by law.

The Center assumes liability for all disclosures of confidential information by the Center and/or the Center's personnel/provider's subcontractors and employees.

13. **Publicity** – It is the Center’s policy that the Center shall not issue press releases, participate in interviews with media, engage in any form of public release of information, or release any publication regarding the state agency or the Center’s duties pursuant to the a State contract for services without the prior, written approval of the state agency. If a publicity release is approved by the state agency, the release must reference the contract number and the state agency. Any publications, including audiovisual items produced with contract funds, shall give credit to the contract and the state agency.

**VI. Missouri Department of Corrections Policies**

The Second Chance Program, like all Crime Commission programs, is designed and implemented to support local law enforcement and justice agencies in their missions to increase public safety for the greater Kansas City area. Second Chance Program staff is committed to support and adhere to the vision, values and conduct polices of the Department of Justice in the implementation of their mission. A complete copy of the Department of Corrections Policies and Procedures will be maintained at the Center, however, it will be the policy of the Center for every staff to review and provide a signed agreement to abide by the staff conduct policies, as follows:

\*\*\*\*\*  
MISSOURI DEPARTMENT OF CORRECTIONS  
\*\* DEPARTMENT MANUAL \*\*  
\*\*\*\*\*  
D2-11.10 Staff Conduct

May 23, 2009  
George A. Lombardi, Department Director Effective Date  
\*\*\*\*\*

- I. PURPOSE: This procedure has been developed to provide staff with a guideline of professionalism and appropriate conduct.  
A. AUTHORITY: Sections 105.055, 217.040, Chapter 36, 1 CSR 20-3.070.2., and RSMo.  
B. APPLICABILITY: All staff of the department.

- II. DEFINITIONS:  
A. Avoidable Contact: Any contact with an offender, offender’s significant other, an offender’s family or an ex-offender that is not authorized as a responsibility of the staff member’s position. Avoidable contact includes, but is not limited to:  
1. unauthorized oral or written communication,  
2. business or social interaction, and  
3. other overly familiar act with an offender that includes, but is not limited to,  
a. giving unauthorized gifts of any nature,  
b. name calling,  
c. teasing,  
d. horseplay,  
e. joking with offenders,  
f. carrying messages for offenders, or  
g. sharing personal information with offenders.  
B. Chief Administrative Officer: The chief administrative officer is the highest ranking individual at the work site, as designated below. Exception: Staff at a work site who do not report to the work site chief administrative officer will be accountable to the assistant division

directors/central office section heads who are in their chain of command.

1. Director's Office:
    - a. Deputy Department Director
  2. Department Sections in the Director's Office:
    - a. Deputy Department Director
    - b. Central Office Section Heads
  3. Division of Probation and Parole:
    - a. Division Director
    - b. Chief State Supervisor
    - c. Deputy Division Director
    - d. Field Service Administrators
    - e. Superintendents
    - f. Regional Administrators
    - g. District Administrators
  4. Division of Adult Institutions:
    - a. Division Director
    - b. Deputy Division Director
    - c. Assistant to Division Director
    - d. Wardens
  5. Division of Offender Rehabilitative Services:
    - a. Division Director
    - b. Assistant Division Directors
    - c. Wardens
    - d. Central Office Section Heads
  6. Division of Human Services:
    - a. Division Director
    - b. Central Office Section Heads
- C. Ex-offender: An offender who has been released from all supervision of any division of the department.
- D. Family: For the purpose of this procedure, family shall include:
- a. spouse,
  - b. parents/step-parents and their spouses,
  - c. siblings and their spouses,
  - d. children/step-children and their spouses,
  - e. grandparents/step-grandparents and their spouses,
  - f. grandchildren/step-grandchildren,
  - g. aunt,
  - h. uncle,
  - i. niece,
  - j. nephew, and
  - k. cousin.
- E. Immediate Family: For the purpose of this procedure, immediate family shall include:
1. spouse,
  2. parents/step-parents and their spouses,
  3. siblings/step-siblings and their spouses, and
  4. children/step-children and their spouses.
- F. Offender: Any individual under the custody or supervision of any division of the department.
- G. Significant Other: A person who is in a romantic relationship with the offender such as a boyfriend, girlfriend or fiancé.
- H. Staff: Any person who is:
1. an employee - employed by the department on a classified or unclassified basis (permanent, temporary, part-time, hourly, per diem) and are paid by the Statewide Advantage for Missouri (SAM) Human Resources payroll system;
  2. contracted to perform services within a department facility (i.e., medical services, mental health services, education services, substance abuse services, etc.) and has been issued a permanent department identification card;
  3. a volunteer in corrections;
  4. a student intern;
  5. issued a permanent department identification card (i.e. information systems) and as outlined in D2-14.1 Staff Identification; and
  6. issued a special access card as outlined in D2-14.1 Staff Identification.
- I. Working Days: Monday through Friday except holidays.

### III. PROCEDURES:

- A. Professional Principles and Conduct: In order to pursue organizational excellence staff are expected to adhere to the following professional principles and conduct:
1. strive toward excellence in the day to day work activities;
  2. treat all persons respectfully, fairly, honestly and with dignity;
  3. perform duties responsibly;
  4. empower and assist other staff to perform their jobs in a responsible manner;
  5. accept and show respect for the differences in people;
  6. work as a team member;
  7. make ethical decisions and act in an ethical manner;
  8. hold themselves and all other staff accountable for their actions;
  9. abide by the laws;
  10. be truthful in reports, interviews, during investigations/inquiries and in other dealings with the public and staff;
  11. be familiar with and adhere to:
    - a. the respective job components and job expectations established through the performance appraisal system;
    - b. the policies and procedures relating to job functions;
    - c. the Employee Handbook;
    - d. D2-11 Staff Standards, which details the code of conduct for government service and the department code of ethics;
    - e. D2-11.8 Staff Personal Appearance, which sets standards for staff personal appearance;
  12. to represent to the public the highest moral, ethical and professional standards and must accept as a condition of employment a code of personal conduct beyond that of a staff member in the private sector or some other public sector positions;
  13. to create by attitude, dress, language and general demeanor a working environment free from actual or implied discrimination or harassment of any nature relating to race, color, religion, creed, sex, national origin, age or disability (or perceived disability);
  14. report inappropriate actions or misconduct by staff and offenders to appropriate personnel.
- B. Unauthorized Contact With Offenders and Ex-offenders
1. Any of the requirements of this procedure concerning an ex-offender will be effective for one year from the date the offender leaves supervision.
  2. Staff must maintain professional relationships with offenders.
  3. Staff must not knowingly have avoidable contact with:
    - a. an offender,
    - b. an offender's family,
    - c. an offender's legal guardian and spouse,
    - d. an offender's significant other, or
    - e. an ex-offender (this does not include staff who are ex-offenders).
  4. Staff must provide written notification to the chief administrative officer the next day she/he reports to duty with copies to all supervisors in the chain of command when she/he:
    - a. discovers that a family member is an offender,
    - b. discovers that a person with whom she/he has a pre-existing personal relationship becomes an offender,
    - c. discovers that a person with whom she/he has a personal relationship is an offender/ex-offender, or the immediate family, significant other or legal guardian/spouse of an offender/ex-offender,
    - d. knowingly has unauthorized contact with an offender/ex-offender, or the immediate family, or significant other or legal guardian/spouse of an

- offender, whether at work or outside the worksite; for example, when an offender calls a staff member at home,
- e. holds a second job or performs volunteer work which brings her/him into contact with offenders/ex-offenders, the offender's immediate family or legal guardian/spouse in accordance with D2-11.1 Secondary Employment/Voluntary Work.
5. Staff must avoid disclosing to offenders/ex-offenders any personal information about themselves or other staff.
6. Staff must not, except in the normal course of duty, give her/his or a fellow staff member's home or cellular telephone number or address to an:
- a. offender/ex-offender or the offender's,
- (1) immediately family,
- (2) significant other, or
- (3) legal guardian/spouse
7. Staff must not, except as authorized in the normal course of duty, receive from, or give anything to, an:
- a. offender/ex-offender or the offender's,
- (1) immediate family,
- (2) significant other, or
- (3) legal guardian/spouse
8. Staff shall not remove from, or bring into, any area under jurisdiction of the department any property, message or any other item for an offender without proper authorization of the division director/designee.
9. The division director/designee may, upon request of a staff member, allow contact between the staff member and an offender/ex-offender or the family, significant other or legal guardian/spouse of an offender, if such contact does not conflict with compromise or threaten the operations and mission of the department or the confidentiality of information maintained by the department.
- a. The division director/designee will provide the staff member with written directions concerning such contact which will include any reasonable limits or restrictions on any contact allowed.
- (1) Any staff member who fails to follow the limitations or restrictions will be subject to disciplinary action.
- C. Reporting Criminal Misconduct:
1. Staff who are arrested or charged with a criminal offense must immediately notify the chief administrative officer or highest ranking staff member available.
- a. In this context, immediately means as soon as possible, but no later than the beginning of the next shift worked by the staff member.
2. Staff are required to report arrest and charges for any felony or misdemeanor, including city or county ordinances, except for minor traffic violations.
- a. Alcohol or drug related charges and driving while suspended or revoked are not minor traffic violations and must be reported.
- b. Staff must report a citation or arrest for a traffic violation that occurs while operating a state vehicle.
- c. Custody staff must report the suspension, revocation or expiration of her/his motor vehicle operators/chauffeurs license.
- d. Noncustody staff whose job requires operating a vehicle, must report the suspension, revocation or expiration of the motor vehicle license that is required.
- e. The chief administrative officer should issue an Administrative Proceedings Warning (Attachment A) to the staff member at the time the statement is requested.
- f. The written report must be submitted before the end of the next shift worked.
3. Staff who are on leave at the time of an incident

(or soon thereafter) must provide the written notification as soon as possible, but no later than 3 working days after the event.

a. The chief administrative officer will determine whether the staff member will be required to report to the worksite.

b. A staff member who is on leave, other than administrative leave, will be compensated for the time spent at the worksite required to prepare the written account.

4. Upon request, staff must provide written authorization to the chief administrative officer to obtain copies of law enforcement reports and other documents concerning the incident.

a. Failure to do so will be considered the same as failure to cooperate with an investigation.

5. Staff must notify the chief administrative officer in writing about court appearances related to the charge in advance of the court appearance, whenever possible.

a. If advance notification is not possible, staff must report it as soon as possible, but no later than 3 working days after the court appearance.

b. The staff member must notify the chief administrative officer in writing of the outcome of each court appearance, (i.e. dismissal of charge, change of charge, inclusion of additional charges, findings and disposition, continuance and date of next appearance).

c. The staff member must provide the chief administrative officer with a written account of the final disposition of the charge.

(1) This includes any plea that results in a suspended imposition or execution of sentence.

(2) Staff must submit this account before the close of the next working day.

d. Upon receipt of a report that a staff member has been arrested or charged, the chief administrative officer will promptly notify the division director/designee.

e. The chief administrative officer will provide updates as needed to the division director/designee as she/he receives updates.

D. Reporting Misconduct:

1. Staff having knowledge of any instances of offender abuse or sexual contact with an offender shall immediately report such to the inspector general in accordance with D1-8.6 Offender Abuse/Sexual Contact.

2. Staff must immediately report any misconduct through the appropriate chain of command.

a. If there is reason to believe that any staff member in the chain of command may be involved in the alleged misconduct, the staff member should report the matter to the next higher level of management in the department.

3. Staff shall report actual or attempted theft of department property or the property of others.

4. Staff shall report any unauthorized possession of, loss or damage to, state property or the property of others, or endangering state property or the property of others through carelessness.

5. Staff shall report any neglect of job responsibility by staff which may jeopardize the security of the work place.

E. Reporting Mismanagement:

1. A copy of Section 105.055 RSMo (Attachment B) will be posted in locations where it can reasonably be expected to come to the attention of all staff of the department.

F. Administrative Action on Pending Felony Violations:

1. Upon arrest for a felony charge, the staff member may be placed on administrative leave in accordance with D2-8.5 Administrative Leave.

2. If formal felony charges are filed, the staff member

# Kansas City Metropolitan Crime Commission

## *Employee Office Policies*

(Effective April 1, 2011)

A reference copy of these policies is maintained at the Office Manager's desk. Employees should review these policies and direct questions to their supervisor. Special exceptions made to any policy will be handled on a case-by-case basis and must be detailed in writing and approved by a supervisor and the Crime Commission President. Noncompliance of any policy may result in disciplinary action up to and including employment termination.

All employees are employed on an at-will basis unless the employee has a written employment agreement to the contrary. These policies do not alter the at-will status of your employment and neither intend to nor do they create a contract. These policies are for reference only and the Crime Commission will attempt to communicate any changes to all employees.

## ***POLICY DIRECTORY***

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## **SECTION I. Equal Employment Opportunity and Affirmative Action**

- A.** The Crime Commission is committed to equal employment opportunities and merit employment in the workplace to ensure compliance with all applicable federal, state and local laws, rules, regulations and ordinances.
- B.** Crime Commission employment practices (including, but not limited to advertising, hiring, promotion, demotion, training, compensation, benefits, and termination) are designed to hire, promote and assign employees without discrimination because of age, physical abilities, race, religion, sex, national origin, or any other legally protected characteristic.
- C.** Members whose responsibility it is to effect hiring, transfers, promotions, demotion, or termination of department members will continue to make specific efforts to find, employ, and advance qualified women, minorities and disabled persons at all levels of the Crime Commission's workforce. These special efforts will continue so that it is emphatically clear that equality of opportunity is a fact as well as an ideal.
- D.** The Crime Commission Vice President serves as the Equal Employment Opportunity Compliance Officer and ensures compliance with the Equal Employment Opportunity Commission's provisions and guidelines, and submits any required reports.
- E.** When in contact with the community, all Crime Commission members are encouraged to suggest that protected class persons are eligible to make application with the Kansas City Metropolitan Crime Commission for employment.

## **SECTION II. Cultural Diversity and Sexual Harassment**

- A.** The Crime Commission will not discriminate against any employee or applicant for employment because of race, religion, sex, disability, age, sexual orientation, national origin, or any other legally protected characteristic. The Crime Commission agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the policies of nondiscrimination.
- B.** All employees are expected to support this policy in word and in deed on a daily basis.
- C.** Supervisors will continually strive to ensure that discrimination does not occur in work assignments, evaluations, pay, training or hiring practices.
- D.** Any improper practices should be reported immediately to your supervisor, the President or the Chair of the Crime Commission. There will be no retaliation toward employees making discrimination complaints. All complaints will be promptly investigated and resolved quickly and appropriately by a neutral party.

- E. Sexual harassment of any employee will not be tolerated, and if substantiated, it may be cause for dismissal. Reports of harassment may be made to your supervisor, the President or the Chair of the Crime Commission. There will be no retaliation toward employees making complaints, and an impartial third party will promptly investigate complaints.

### **SECTION III. Drug and Alcohol Policy**

#### **A. Purpose and Goal**

The Crime Commission is committed to protecting the safety, health and well-being of all employees and other individuals in our workplace. We recognize that alcohol abuse and drug use pose a significant threat to our goals. We have established a drug-free and alcohol-free workplace policy that balances our respect for individuals with the need to maintain a drug-free and alcohol-free environment.

This organization encourages employees to voluntarily seek help with drug and alcohol related problems.

#### **B. Covered Workers**

Any individual who conducts business for the organization, is applying for a position or is conducting business on the organization's property is covered by our drug-free and alcohol-free workplace policy. Our policy includes, but is not limited to CEO, executive management, managers, supervisors, full-time employees, part-time employees, off-site employees, contractors, volunteers, interns and applicants.

#### **C. Applicability**

Our drug-free and alcohol-free workplace policy is intended to apply whenever anyone is representing or conducting business for the organization. Therefore, this policy applies during all working hours, whenever conducting business or representing the organization, while on call, paid standby and while on organization property.

#### **D. Prohibited Behavior**

It is a violation of this policy to use, possess, sell, trade, and/or offer for sale alcohol, controlled substances, illegal drugs or intoxicants; or to be under the influence of alcohol, illegal drugs, or intoxicants during working hours. It is a violation of this policy to bring or consume alcoholic beverages on company property, except in connection with company-authorized events.

Prescription and over-the-counter drugs are not prohibited when taken in standard dosage and/or according to a physician's prescription. Any employee taking prescribed or over-the-counter medications will be responsible for consulting the prescribing physician and/or pharmacist to ascertain whether the medication may interfere with safe performance of his/her job. If the use of a medication could

compromise the safety of the employee, fellow employees or the public, it is the employee's responsibility to use appropriate personnel procedures (e.g., call in sick, use leave, request change of duty, notify supervisor) to avoid unsafe workplace practices.

The illegal or unauthorized use of prescription drugs is prohibited. It is a violation of this policy to intentionally misuse and/or abuse prescription medications. Appropriate disciplinary action will be taken if job performance deterioration and/or other accidents occur.

**E. Notification of Convictions**

Any employee who is convicted of a criminal drug violation must notify the organization in writing within five calendar days of the conviction. The Crime Commission will take appropriate action within 30 days of notification. Federal contracting agencies will be notified when appropriate.

**F. Searches**

Entering the Crime Commission's property constitutes consent to searches and inspections. If an individual is suspected of violating the drug-free and alcohol-free workplace policy, he or she may be asked to submit to a search or inspection at any time. Searches can be conducted of the following, which is not an exhaustive list, lockers, wallets, purses, briefcases, lunchboxes, desks and work stations, vehicles and equipment.

**G. Drug Testing**

To ensure the accuracy and fairness of our testing program, testing will include a screening test; a confirmation test, if requested by the employee; the opportunity for a split sample; review by a Medical Review Officer, including the opportunity for employees who test positive to provide a legitimate medical explanation, such as a physician's prescription, for the positive result; and a documented chain of custody.

All drug-testing information will be maintained in separate confidential records.

Each employee, as a condition of employment, will be required to participate in pre-employment, post-accident and reasonable suspicion testing upon selection or request of management. The Crime Commission will pay all costs associated with testing.

The substances that will be tested for are: Amphetamines, Cannabinoids (THC), Cocaine, Opiates, Phencyclidine (PCP), Alcohol, Barbiturates, Benzodiazepines, Methaqualone, Methadone and Propoxyphene.

Any employee who tests positive will be immediately removed from duty, suspended without pay for a period of 30 days, referred to a substance abuse professional for assessment and recommendations, required to successfully complete recommended rehabilitation including continuing care, required to pass a Return-to-Duty test,

subject to ongoing, unannounced, follow-up testing for a period of five years and terminated immediately if he/she tests positive a second time.

An employee may be subject to immediate termination if he/she refuses the screening or the test, adulterates or dilutes the specimen, substitutes the specimen with that from another person or sends an imposter, will not sign the required forms or refuses to cooperate in the testing process in such a way that prevents completion of the test.

#### **H. Consequences**

One of the goals of our drug-free and alcohol-free workplace policy is to encourage employees to voluntarily seek help with alcohol and/or drug problems. If, however, an individual violates the policy, the consequences are serious.

In the case of applicants, if he or she violates the drug-free and alcohol-free workplace policy, the offer of employment can be withdrawn.

If an employee violates the policy, he or she will be subject to progressive disciplinary action and may be required to enter rehabilitation as a condition of continued employment. An employee required to enter rehabilitation who fails to successfully complete it and/or violates the policy a second time will be terminated from employment. Nothing in this policy prohibits the employee from being disciplined or discharged for other violations and/or performance problems.

#### **I. Assistance**

The Crime Commission recognizes that alcohol and drug abuse and addiction are treatable illnesses. We also realize that early intervention and support improve the success of rehabilitation. To support our employees, our drug-free and alcohol-free workplace policy:

1. Encourages employees to seek help if they are concerned that they or their family members may have a drug and/or alcohol problem.
2. Encourages employees to utilize the services of qualified professionals in the community to assess the seriousness of suspected drug or alcohol problems and identify appropriate sources of help.
3. Allows the use of accrued paid leave while seeking treatment for alcohol and other drug problems.

Treatment for alcoholism and/or other drug use disorders may be covered by the employee benefit plan. However, the ultimate financial responsibility for recommended treatment belongs to the employee.

#### **J. Confidentiality**

All information received by the Crime Commission through the drug-free and alcohol-free workplace policy is confidential communication. Access to this

information is limited to those who have a legitimate need to know in compliance with relevant laws and management policies.

**K. Shared Responsibility**

A safe and productive drug-free and alcohol-free workplace is achieved through cooperation and shared responsibility. Both employees and management have important roles to play.

All employees are required to not report to work or be subject to duty while their ability to perform job duties is impaired due to on- or off-duty use of alcohol or other drugs.

In addition, employees are encouraged to be concerned about working in a safe environment.

It is the supervisor's responsibility to:

1. Inform employees of the drug-free and alcohol-free workplace policy.
2. Observe employee performance.
3. Investigate reports of dangerous practices.
4. Document negative changes and problems in performance.
5. Counsel employees as to expected performance improvement.
6. Clearly state consequences of policy violations.

**SECTION IV. Employee Expectations**

- A. All employees are expected to follow Crime Commission policies and report violations to their supervisor.
- B. All employees are expected to advise the Office Manager of any change in name, address, phone number, emergency contact information, vehicle information or other employer requested information.
- C. All employees are expected to arrive to work on time and required to contact their supervisor if they will be late. All employees should contact their supervisor as soon as possible if they are unable to attend work due to illness, a family emergency or other unforeseen circumstances. Employees will not leave work without authorization from their supervisor.
- D. All employees are assigned a specific parking space in which they are required to park. If an employee will be in the office for less than one hour, a visitor parking space may be used.

- E. The Crime Commission sometimes transmits confidential information. All employees are expected to maintain confidentiality of this information to include court cases, ongoing police investigations, etc.
- F. All employees are expected to be civil, helpful, and courteous to customers and business associates.
- G. All employees are expected to be civil, respectful, and cooperative with coworkers, and conduct themselves with dignity, courtesy, and efficiency. Employees will not use uncivil, harsh, profane or vulgar language while at work.
- H. All employees are expected to maintain a satisfactory level of performance in conducting assigned work duties. Any employee whose conduct record indicates an inability or unwillingness to maintain a satisfactory level of performance may be subject to disciplinary action.
- I. All employees are expected to obey all municipal ordinances, state, and federal laws.
- J. All supervisory employees are expected to assign duties impartially without favor, affection or ill will, and without regard to status, race, religion, sex, disability, age, sexual orientation, national origin, or any other legally protected characteristic. All supervisory employees are expected to regularly monitor relationships and activities of employees to ensure they treat each other with respect and dignity and comply with Crime Commission policies.
- K. All employees are expected to submit yearly goals and a self-evaluation. All supervisory employees are expected to conduct employee evaluations and maintain results in employee personnel files. Evaluations will be followed by a meeting to review results and work performance. Goals will be reviewed mid-year and end-year.
- L. If you are injured at work, no matter how slight, you must report your injury to your supervisor.

This is not a comprehensive list of employee expectations. The Crime Commission uses general progressive disciplinary policies; however, instances will be handled on a case-by-case basis. The Crime Commission reserves the right to deviate from the progressive disciplinary policy if necessary.

#### **SECTION V. Dress Code**

- A. The Crime Commission dress code applies to all employees except police officers who are supervised according to police department policy. Employees are requested to ask their supervisor if they are unsure if a specific garment is appropriate attire.
- B. Professional business attire is required for all employees so the appropriate Crime Commission image is presented to the public we serve. Sweatshirts, spaghetti straps,

and casual or logo t-shirts are not permitted. The showing of cleavage is not permitted. Sweatshirts are permitted only on Friday's and if they contain a Crime Commission, Crime Stoppers, MCSP, SAFE or Second Chance logo. Tennis shoes are permitted only on Fridays. Flip-flops are not permitted.

- C. Casual dress is approved for Fridays if there will be *no public contact* (i.e. no in or out of office meetings, court appearances, etc.). Supervisors may approve casual dress on additional days if work assignment dictates and there will be no public contact. Casual dress *does not* include shorts, warm-ups or similar attire. Blue jeans are approved for Fridays if there will be no public contact, and must be in good condition, with no tears.
- D. If your attire is deemed to violate this policy, you may be asked to go home and change into more appropriate attire. You may not be paid for time missed from work.

#### **SECTION VI. Employee Probationary Period**

- A. All new employees, full and part time, of the Crime Commission will serve a probationary period of 90 days. Supervisors can authorize an additional 90-days to the probationary period. Upon hiring, leave time will begin accruing at rates authorized by Crime Commission policies; however, if employment terminates during the probationary period, the Crime Commission will not pay for accrued leave time.
- B. New employees, full and part time, will not be eligible for merit or cost of living pay increases until after completion of the probationary period.
- C. Health benefits will be offered to new full time employees after completing 30 days of continuous employment. Health benefits commence on the first day of the month following completion of 30 days of continuous employment.

#### **SECTION VII. Full Time and Part Time Employment Status**

- A. The Crime Commission employee workweek runs from Saturday through Friday with regular weekday hours of 8:30am to 4:30pm Monday through Friday unless otherwise authorized by a supervisor. All employees, whether salaried or hourly, who regularly work 40 or more hours per workweek are considered full time employees. All other employees are considered part-time employees, whether hourly or salaried, except as provided in "C" of this section.
- B. A separate employment contract with an individual employee, where allowed by law, may offer certain benefits to a part time employee that would normally be available only to a full time employee. Any such agreement shall be in writing, approved by the President, and signed by the employee.

- C. If insurance policies or other benefit plans designate a different weekly number of hours for coverage, then those requirements shall apply in those specific instances, but will not change the requirements for the full time employment designation by the Crime Commission.

#### **SECTION VIII. Breaks**

- A. The Crime Commission does not provide a specific lunch break free of all duty. Full time employees may eat lunch at their supervisor's discretion and will be paid for the lunch break time.
- B. Part time employees who work more than 4 hours on any given day will receive a paid lunch break.
- C. If required to accomplish their duties, a full time or part time employee working more than 4 hours in a day, may be asked to return to work because the employee is being compensated for this break and allowed to finish eating at a later time.
- D. If a part time employee works 4 hours or less on any given day, and that employee desires a lunch break, that lunch break shall be unpaid and no duties shall be assigned to that employee during the break.
- E. Under normal circumstances, the paid lunch break should not exceed 30 minutes.
- F. Each employee working at least three hours in the morning and or the afternoon will be provided two paid short breaks, one in the morning and one in the afternoon respectively, not to exceed 10 minutes each. If not utilized, short breaks can be combined with the paid lunch break for that day.

#### **SECTION IX. Leave Time**

- A. Vacation, sick, and personal leave are accrued by full time employees from the date of employment.
- B. An employee who is terminated will not be paid for any accrued leave, including any vacation time carried over from the prior year. An employee who resigns and is not currently subject to disciplinary action, or resigning in anticipation of disciplinary action, will be paid for all unused vacation time in the current year, as well as vacation time carried over from the prior year. The Crime Commission will not pay for unused birthday or sick leave, personal time, or e-days upon employment termination, whether by dismissal, resignation, or otherwise.

C. Written documentation must be made to your supervisor when requesting any leave time. Leave time will not be authorized without supervisor approval. Employees are asked to turn in leave time requests in as much advance as possible to allow plenty of time for scheduling needs. The minimum amount of leave time requested per instance is one-half (½) hour.

**1. Birthday Leave**

Full and part time employees with a minimum of one year continuous employment receive one paid day per year for their birthday. Birthday leave must be used during the month of the employee's birthday and approved by their supervisor. There is no pay in lieu of time away from work.

**2. E-Days**

E-days may be authorized by the President or Vice President for employee recognized excellence. There is no carry over of e-days to the next year. There is no pay in lieu of time away from work.

**3. Flextime**

The Crime Commission employee workweek runs from Saturday through Friday with regular weekday hours of 8:30am to 4:30pm Monday through Friday unless otherwise authorized by a supervisor. An employee workweek should not exceed 40 hours. Flextime allows staff to adjust their hours in the event they must work over 8 hours in a work day and overtime is not authorized. Employees who reach 40 hours actually worked in the workweek before Friday are entitled to flextime allowing early departure on Friday. If the employee's workload will not allow for early departure, their supervisor may authorize overtime. Work performed on a weekend day is subject to overtime pay or flextime, based on supervisor approval and workload needs for the week. Any available flextime must be used during the workweek in which it is earned.

**4. Funeral Leave**

In the event of the death of a member of an employee's immediate family, funeral leave for full time and part time employees, with pay, shall be granted not to exceed 3 days. Additional leave of up to 2 days may be granted if approved by your supervisor. Immediate family includes: spouse or domestic partner, child, parent, parents-in-law, grandparents, grandparents-in-law, brother, sister, brother-in-law or sister-in-law.

**5. Leave Without Pay**

Leave without pay must be authorized by your supervisor and is only authorized once all accrued paid leave has been used. Except as provided by law, any employee who has exhausted all leave and cannot return to work will be placed on unpaid leave and may be subject to termination. If an employee is on continuous unpaid leave for more than 30 days, they will be responsible for 100% of their health insurance cost.

## 6. Maternity and Paternity Leave

Female employees are required to notify their supervisor as soon as pregnancy is verified to discuss their work intentions. A female employee can work prior to childbirth as long as she can safely and effectively perform her duties. Maternity leave for female employees will be granted without pay and extend for an initial period of no more than 90 calendar days following the date of delivery. Paternity leave for male employees will be granted without pay and extended for an initial period of no more than 30 calendar days following the date of delivery. Female and male employees adopting a child age 5 or younger will be granted maternity or paternity leave in accordance with the same policy detailed above.

Within this time frame, the employee will be offered his/her original job or a similar one in terms of status, pay, and seniority. If maternity or paternity leave exceeds the initial period detailed above, the employee will be offered a similar job with the same status as soon as one is available. An employee returning from an absence for maternity or paternity reasons will be returned to his/her position, or one of like seniority, status, and pay. However, he/she may be separated at an earlier date if required for reasons unrelated to the pregnancy such as a reduction in force.

Compensation: Absence for maternity or paternity reasons is chargeable to a combination of sick leave, vacation leave, personal leave, and/or leave without pay (see Section IX, C, 5 for the leave without pay policy).

Absence Provision: The length of absence for maternity or paternity reasons will be determined by the employee, his/her supervisor, and the treating physician based on medical reasons.

Guidelines for requesting leave: An employee will submit to his/her supervisor a written leave request for absence for maternity or paternity leave.

Employee Responsibilities: An employee should submit his/her request for maternity or paternity leave, including the type of leave, approximate dates, and anticipated duration, as far in advance as possible to allow time for staffing adjustments. An employee who is not planning to return to work is encouraged to submit his/her resignation as soon as possible.

Crime Commission Responsibilities: If a female employee requests modification of her duties or a temporary assignment, the Crime Commission will make every effort to accommodate the request. The employee may be requested to submit a doctor's statement to substantiate the request.

## 7. Personal Days

After one year of continuous employment, and on each subsequent employment anniversary, full time employees will receive two paid personal days (16 hours).

There is no carry over of personal days to the next year. There is no pay in lieu of time away from work.

**8. Sick Leave**

Full time employees earn one day (8 hours) of sick leave each month worked. Sick leave accrual will begin on the first day of the month following employment (i.e. an employee hired on March 15 will begin accruing sick leave on April 1 and receive one sick day on May 1). Sick leave can be used when an employee or family member is ill or has a medical appointment. Full time employees may carry over an unlimited amount of sick leave to the next year.

Full time employees may donate any amount of their accrued sick leave to another employee. Sick leave must already be accrued to qualify for donation. Recipient employee must authorize acceptance of donated sick leave and will receive a written statement regarding the donation. Donor names will be provided to the recipient employee upon donor approval. Once sick leave is donated it can not be returned. Donated sick leave must be approved by both employee (donor and recipient) supervisors.

**9. Vacation Leave**

All vacation leave is based on date of hire and earned in the year preceding the employee's anniversary date, except for one week awarded during the employee's first year. Full time employees may carry over no more than one week (40 hours) of vacation leave to the next year. The Crime Commission will not pay for vacation leave in excess of 40 hours not used. Vacation Leave is earned and awarded as follows:

During the first year of employment, one week will be awarded which can be used following completion of the probationary period.

After completion of 1 year of employment through completion of 4 years of employment, two weeks of vacation will be awarded on the employee's anniversary date.

After completion of 5 years of employment through 9 years of employment, three weeks of vacation will be awarded on the employee's anniversary date.

After completion of 10 years of employment, four weeks of vacation will be awarded on the employee's anniversary date.

- D.** Supervisors will provide employees with a leave earning and tracking record and encourage them to track their own leave and compare it to supervisor records quarterly and yearly. Current leave balances will be shown on bi-weekly paychecks.

## **SECTION X. Overtime**

- A.** Generally, Administrative Management and Supervisors are exempt employees and do not receive overtime pay. All other employees are generally non-exempt and qualify for overtime pay.
- B.** Generally, overtime will be paid to any non-exempt employee who exceeds 40 hours actually worked in any given workweek with exception of court assignments that are required as part of an employee's work duty, which are subject to overtime pay or flextime based on supervisor approval.
- C.** Leave time shall not be used when computing hours actually worked in any given workweek for purposes of calculating overtime.
- D.** Employees who are directed by their supervisor to work overtime will be compensated at time-and-a-half for those hours worked.
- E.** Supervisors will seek prior approval from the President or Vice-President before authorizing overtime.

## **SECTION XI. Holidays**

- A.** Full time Crime Commission employees will be paid for nine (9) holidays per year. If a paid Holiday falls on a Saturday, the previous Friday will be a holiday. If a holiday falls on a Sunday, the following Monday will be a holiday.
  - 1. New Years Day
  - 2. Martin Luther King Day
  - 3. President's Day
  - 4. Memorial Day
  - 5. Fourth of July
  - 6. Labor Day
  - 7. Thanksgiving Day
  - 8. Friday following Thanksgiving Day
  - 9. Christmas Day
- B.** To be eligible for holiday pay an employee must be working or on paid leave for the entire pay period in which the holiday occurs.
- C.** Part time employees with a minimum of 3 years continuous employment will be paid for 9 holidays if the holiday falls on a day they regularly work. The employee will receive pay for the number of hours the employee would have worked on a holiday.

## **SECTION XII. Employee Group Benefits**

### **A. Health**

The Crime Commission contributes a portion of health and dental insurance cost for every full time employee receiving group health benefits through the Crime Commission's health insurance plan, and the employee contributes the remainder. The employee's portion is automatically deducted from the employee's paycheck. The employee will be responsible for 100% additional coverage costs for his or her spouse, child or family. The Crime Commission Financial Officer has complete calculations on the amount of each employee's part of the contribution, and can advise employees individually on what his or her cost will be and how it was derived.

### **B. Life**

The Crime Commission provides 100% of the cost of Basic Term Life and Accidental Death & Dismemberment (AD&D) coverage in the amount of \$20,000.00 for all full time employees.

### **C. Financial**

Employees are encouraged to begin planning for their retirement by utilizing a 401K, 403B, etc.; however, the Crime Commission is currently unable to match employee retirement deductions. The Crime Commission has payroll deduction capabilities for employees choosing to utilize a retirement plan. Employees who choose to utilize payroll deduction should contact the Financial Officer to authorize this deduction.

## **SECTION XIII. Company Credit Card**

Crime Commission credit cards are issued to certain employees for Crime Commission business purchases only. Employees will not make personal purchases with these cards, even though there is a reimbursement to the Crime Commission for those purchases. If an employee makes a personal purchase on one of these cards, he or she will be required to reimburse the Crime Commission for the expense and may be subject to cancellation of the issued card. A receipt is required for all purchases, including those made online. Violation to this policy is subject to disciplinary action up to and including employment termination.

## **SECTION XIV. Job Related Training**

The Crime Commission encourages employees to attend job related training at the Crime Commission's expense. Your supervisor may approve attendance of a specific course, payment for the cost of tuition, and may allow some work time to attend the training.

## **SECTION XV. Office Computers**

### **A. Computer Issues**

Only the Office Manager and Vice President are authorized to contact computer technicians; however, they may authorize a supervisor to contact technicians in their absence.

#### **Reporting General Computer Issues**

1. If possible, send an email message to the Office Manager with a cc to the Vice President describing the computer issue you are experiencing and whether or not it has disabled your computer.
2. The Office Manager will access the issue and contact computer technicians, or accumulate problems for a future repair date allowing all problems to be addressed in the most efficient manner.
3. Before technicians leave, every attempt will be made to check with everyone in the office to ensure the issues are corrected or noted for further review.
4. Please do not attempt repairs to any computer unless you have first cleared it through the Office Manager or Vice President.

#### **Reporting Database Specific Computer Issues**

1. Send an email message to your supervisor describing the database issue you are experiencing.
2. When computer technicians are contacted, a repair date will be set and everyone notified in case additional problems occur.
3. When computer technicians arrive, they will be given a list of issues to be completed by priority.
4. If you have questions or additional computer issues, please refer them to your supervisor instead of bringing them directly to the attention of the working technician.

### **B. Computer Software Programs, Internet Usage, and Email**

1. No outside software will be installed on Crime Commission computers or downloaded from the Internet without approval from the President or Vice President.
2. If an employee installs or downloads software without prior approval, they may be subject to disciplinary actions, may be required to cover costs associated with removing the software or virus, and costs associated with having the system virus checked by our computer technicians.

3. Employees will not conduct personal Internet business on Crime Commission computers. All keystrokes and commands are stored in our server and can be identified by the system administrator.
4. All Crime Commission computer equipment, including laptops, will not be operated on a non-secure network.
5. Emails containing uncivil, harsh, profane or vulgar language, pictures or graphics should not be forwarded and should be deleted immediately.
6. Employees should not maintain any expectation of privacy in their use of Crime Commission equipment. The equipment, including the computers, is Crime Commission property and may be searched with or without notice.

**SECTION XVI. Vice President Responsibilities**

When the President is absent, the Vice President assumes all duties and responsibilities of the President until the President returns.

**SECTION XVII. Crime Commission Employee References**

All requests for references and employment verification for current or former employees should be given to the President or Vice President for completion or other action. As a general rule, the Crime Commission will only verify dates of employment, position and final rate of pay (with employee authorization).

**EXHIBIT F****IMPLEMENTATION TIMELINE/PLAN**

Implementation Plan - The offeror should sequentially list and briefly describe the tasks or events proposed for the implementation of the required services. For each task/event, the offeror should identify the number of days required to complete the task/event, the personnel proposed to perform the task/event, and the number of work hours for each person.

"Completion Day" should be specified as a certain number of days from date of contract award until completion of the specific task and should be expressed as calendar days, not specific dates.

"Assigned Personnel" should be identified by name rather than project title unless such personnel are yet to be hired.

"Workhours" should indicate that time each assigned person will spend on the specific task.

<b>Task or Event</b>	<b>Completion Day</b>	<b>Assigned Personnel</b>	<b>Work-hours</b>
Submit program forms to state for approval	1	McDonald	1
Announce/ advertise new positions	2	McDonald	2
Submit for background checks for staff	2	McDonald	1
Interview potential candidates/ make offer	15	McDonald/ Mayer	12
Market program to DOC- P/P	10	McDonald/ Hallam	12
Begin taking referrals; assign to current staff	10	McDonald	Ongoing
Develop annual training calendar	15	McDonald/ team	4
Coordinate Staffing schedule	15	McDonald/ team	4
Train new staff	30 days (post start date)	McDonald	20
Create billing sheets/ tracking forms	10	McDonald	8
Ensure alignment w/ budget	Ongoing	Mayer/ Financial Officer	24
Review policies and procedures w/ staff	30; ongoing	Mayer/ McDonald	4
Ensure liaison assignment KCDP	30	Mayer	4
Ensure liaison assignment P/P	30	Mayer	4
Begin training classes	21	Assigned staff	20
Develop Mentor Recruitment Plan	45	Assigned staff	20
Develop Worksite Plan	45	Assigned Staff	20
Begin regular staffing schedule	45	McDonald/; staff/ liaisons	10
Develop Employer Recruitment Plan	45	Assigned Staff	10
Establish MOUs with Partners	Ongoing	Mayer/ McDonald	40
Update database <a href="http://www.secondchancekc.org">www.secondchancekc.org</a>	Ongoing	Hallam	60

It should be noted that the Crime Commission has an MOU with the Black Health Care Coalition who is an MBE with the City of Kansas City, Missouri and they would be an MBE state organization if it was not a Non For Profit organization. Consequently and unfortunately, we will not show in this application an MBE/WBE affiliation. A copy of our MOU follows this page that shows the list of health related resource services provided by the Black Health Care Coalition.

**EXHIBIT G**

**BUDGET/PRICE ANALYSIS**

The offeror should complete the following table in sufficient detail for information regarding the services proposed on an annual basis (assuming no more than a \$172,660 annual budget).

**SECTION I – Administrative Services**

Budget Categories	FTE	Annual Salary	Total
<b>Professional Personnel (list name or title)</b>			
1.Resource Specialist incl 12% fringe	1	\$35,700.00	\$39,984.00
2.Resource Specialist incl 12% fringe	1	\$35,700.00	\$39,984.00
3.Mentoring/Job Services Coordinator	PTE	\$19,968.00	\$21,496.00
4.(PTE @ \$16 x 24hrs wkly x 52 wks + 7.65% fringe)		\$	\$
5.		\$	\$
6.		\$	\$
<b>Total Professional Personnel</b>			<b>\$101,464.00</b>
<b>Support Personnel (list)</b>			
1.LE/Corrections Liaison/Project Coordinator	.20 FTE	\$65,978.00	\$14,779.00
2.(above incl 12% fringe in total)		\$	\$
3.Administrative Assistant (Sarah Matthes)	PTE	\$10,400.00	\$11,195.00
4.(PTE @ \$25 x 8hrs wkly x 52 wks + 7.65%)		\$	\$
<b>Total Support Personnel</b>			<b>\$127,438.00</b>

Budget Categories	Quantity	Unit Price	Total
<b>Travel Expenses (list)</b>			
1.Veh Mileage 25mi x 52 wks x .37(Res Spec)	2	\$962.00	\$962.00
2.Veh mileage 50mi x 52 wks x .37(Mentoring)	1	\$962.00	\$962.00
3.		\$	\$
4.		\$	\$
<b>Total Travel Expenses</b>			<b>\$1,924.00</b>
<b>Materials and Supplies (list)</b>			
1.Postage & Mailing		\$1,600.00	\$1,600.00
2. Office Supplies		\$1,000.00	\$1,000.00
3.		\$	\$
4.		\$	\$
<b>Total Materials and Supplies</b>			<b>\$2,600.00</b>
<b>Other Components/Overhead (List)</b>			
1.CJ Liability(\$3000), Directors & Officers (520), Office & General Liability Insurance(400)		\$3,920.00	\$3,920.00
2.Computer Maintenance & Copier Services		\$5,500.00	\$5,500.00
3.Accounting (\$4000) & Bank Fees (750)		\$4,750.00	\$4,750.00
4.Training & Meetings (\$1,000)		\$1,028.00	\$1,028.00
<b>Total Other Components/Overhead</b>			<b>\$15,198.00</b>

<b>Total SECTION I (Annual):</b>	<b>\$147,160.00</b>
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**SECTION II -Services - Breakdown for array of services**

Budget Categories	Estimated Quantity	Unit Price	Total
<b>Services</b>			
1. Housing/Utilities	25	\$500.00	\$12,700.00
2. Employment Services/Activities		\$	\$
3. Transportation 40monthly & 2000 one ride	40 + 2000	\$50 & \$1.50	\$5,000.00
4. Food Assistance		\$	\$
5. Clothing-work boots, uniforms, etc.	10	\$50.00	\$500.00
6. Family Services		\$	\$
7. Personal Identification-birth cert, ID, DLs	30	\$15.00	\$450.00
9. Financial Assistance		\$	\$
9. Health Services- BHCC	100	\$48.00	\$4,800.00
10. Mentoring Services	20	\$70.00	\$1400.00
11. Other Services (list) GEDs	10	\$65.00	\$650.00
12.		\$	\$
13.		\$	\$
14.		\$	\$
15.		\$	\$
16.		\$	\$
17.		\$	\$
18.		\$	\$
19.		\$	\$
20.		\$	\$
<b>Total Services</b>			<b>\$25,500.00</b>
<b>Other (list)</b>			
1.		\$	\$
2.		\$	\$
3.		\$	\$
4.		\$	\$
5.		\$	\$
<b>Total Other</b>			<b>\$0</b>
<b>Total SECTION II (Annual):</b>			<b>\$25,500.00</b>

<b>Total Annual Amount (Section I + Section II) (not to exceed \$172,660)</b>	<b>\$172,660.00</b>
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<b>Assumptions used in above analysis:</b>	
✓ Annual number of participants	160
✓ Number of days of services in program receiving services	365

## **MBE/WBE Participation**

## **Memorandum of Understanding**

### **Between**

Kansas City Metropolitan Crime Commission, 501 c 3

### **And**

Black Health Care Coalition, 501 c 3

### **For Application To**

Kansas City Reentry Project Grant, Missouri Dept. of Corrections 2011-2012

This Memorandum of Understanding (MOU) establishes a collaboration between the Kansas City Metropolitan Crime Commission and Black Health Care Coalition to execute the Kansas City Reentry Project Grant with Missouri Department of Corrections.

### **I. MISSION**

The mission of the Kansas City Metropolitan Crime Commission is to make our metropolitan area a safer, more secure place to live, do business, and visit by supporting law-enforcement and justice agencies and their causes, which is done through our four programs. The mission of the Second Chance Program is to provide a crime prevention strategy for Metropolitan Kansas City through research, advocacy and the funding of programs that improves opportunities for ex-offenders to lead productive lives.

The mission of the Black Health Care Coalition is to decrease the disparity of health status between the majority community and the minority community through education, health screenings, prevention of negative health practices and promotion of healthy

activities; Build a cohesive health referral network that is user friendly to ensure greater access to health care; and encourage minority youth and target minority populations to become knowledgeable consumers of health care through practicing healthy lifestyles and health practices.

Together, the Parties enter into this Memorandum of Understanding to mutually promote successful outcomes, decreasing recidivism, for offenders on Level II or Level III supervision, on felony adult probation or parole, with Missouri Department of Corrections.

Accordingly, Kansas City Metropolitan Crime Commission and Black Health Care Coalition operating under this MOU agree as follows:

## II. Purpose and Scope of Project

The Kansas City Metropolitan Crime Commission applies for this funding to serve a total of 160 people per year, targeting those considered Level II or Level III (at highest risk for recidivism), to improve public safety and decrease recidivism. The intent of this application is to offer comprehensive services to the offender population considered most in need and most likely to re-offend without proper intervention.

Black Health Care Coalition recognizes those who have been incarcerated are likely to have unmet health needs including but not limited to access to health care for prevention, education; access and ability to navigate through needs such as mental health care and

substance abuse treatment; higher rates of HIV/ AIDS than the general population; and higher instances of mental health and substance abuse treatment needs than the general population. Targeting this population helps fulfill the mission of BHCC.

Kansas City Metropolitan Crime Commission agrees to serve as the lead applicant, market the program, accept referrals from probation and parole and coordinate participant services from intake to termination. Further, the Crime Commission will serve as the fiscal agent for the application.

### III. RESPONSIBILITIES

Kansas City Metropolitan Crime Commission will appoint the Second Chance Program Director to serve as the official contact and grant coordinator for this MOU. Melissa Robinson, CEO of Black Health Care Coalition will serve as the initial contact for this project.

The initial appointees of each organization are:

Lora McDonald

Second Chance Program Director

Kansas City Metropolitan Crime Commission

3100 Broadway, Ste. 226

Kansas City, MO 64111

(816)960-6800

Melissa Robinson

CEO

Black Health Care Coalition

6675 Holmes, Suite 650

Kansas City, MO 64131

(816)444-9600

The organizations agree to the following tasks for this MOU:

Kansas City Metropolitan Crime Commission will:

- Offer Administration, Fiscal Management and Coordination for Project
- Market program to MO DOC Probation and Parole Officers
- Accept referrals, up to 160 per year, from Missouri DOC
- Assign Resource Specialist for intake and services
- Assess total needs for participants and their families; include Black Health Care Coalition Staff on observed and assessed health related needs
- Provide services related to employment, mentoring and other goals as demonstrated in the Transitional Accountability Plan from MO DOC
- Arrange staffings that include participant, BHCC, Probation and Parole, KCPD and other parties to case, ensuring confidential maintenance of information
- Compile and track all outcomes and prepare all reports associated with the funding to the funding source
- Communicate any health care related service gaps to BHCC for coordination

Black Health Care Coalition will offer the following for up to 100 participants:

- Quarterly preventive health screenings to include blood pressure, glucose, cholesterol, PSA (prostate screening), medical consultation with M.D., mammogram and Body Mass Index.
- Weekly medical case management and patient navigation including nutrition and physical fitness classes. Patient navigation encompasses how to access services from the Safety Net system e.g. Swope Health Services, Samuel U. Rodgers, etc.; mental health, publicly financed health care (Medicare/Medicaid), dental, and prescriptions.
- Prenatal services to include prenatal classes, mentoring and access to baby care items.
- Measure change in health outcome status and patient navigation success. Navigation success includes, but is not limited to, how many times did a client access referral services, how did the client rate those services, is the client willing to return to BHCC or other referred providers for continued care, has the client reported a quality of life improvement based on services from BHCC or referred providers.
- Provide a quarterly report to the Crime Commission of services received; outcomes met and information regarding each evaluation measure mentioned above. Clients will be required to sign an information release that complies with HIPPA standards.

By signing this agreement, both parties are committed to adherence to the content herein.

Any changes to this agreement will be made in writing with both parties with 30 days notice, which includes the notification of the funding source for the project.

Barry C Mayer

Barry C. Mayer

Vice-President

Kansas City Metropolitan Crime Commission

8/15/11

Date

Melissa Robinson

Melissa Robinson

CEO

Black Health Care Coalition

August 15, 2001

Date

**EXHIBIT H** *N/A*  
**PARTICIPATION COMMITMENT**

**Minority Business Enterprise/Women Business Enterprise (MBE/WBE) and/or Organization for the Blind/Sheltered Workshop Participation Commitment** – If the offeror is committing to participation by or if the offeror is a qualified MBE/WBE and/or organization for the blind/sheltered workshop, the offeror must provide the required information in the appropriate table(s) below for the organization proposed and must submit the completed exhibit with the offeror’s proposal.

For Minority Business Enterprise (MBE) and/or Woman Business Enterprise (WBE) Participation, if proposing an entity certified as both MBE and WBE, the offeror must either (1) enter the participation percentage under MBE or WBE, or must (2) divide the participation between both MBE and WBE. If dividing the participation, do not state the total participation on both the MBE and WBE Participation Commitment tables below. Instead, divide the total participation as proportionately appropriate between the tables below.

<b>MBE Participation Commitment Table</b>		
(The services performed or the products provided by the listed MBE must provide a commercially useful function related to the delivery of the contractually-required service/product in a manner that will constitute an added value to the contract and shall be performed/provided exclusive to the performance of the contract.)		
<b>Name of Each Qualified Minority Business Enterprise (MBE) Proposed</b>	<b>Committed Percentage of Participation for Each MBE (% of the Actual Total Contract Value)</b>	<b>Description of Products/Services to be Provided by Listed MBE</b>
1.	%	
2.	%	
3.	%	
4.	%	
<b>Total MBE Percentage:</b>	<b>%</b>	

<b>WBE Participation Commitment Table</b>		
(The services performed or the products provided by the listed WBE must provide a commercially useful function related to the delivery of the contractually-required service/product in a manner that will constitute an added value to the contract and shall be performed/provided exclusive to the performance of the contract.)		
<b>Name of Each Qualified Women Business Enterprise (WBE) proposed</b>	<b>Committed Percentage of Participation for Each WBE (% of the Actual Total Contract Value)</b>	<b>Description of Products/Services to be Provided by Listed WBE</b>
1.	%	
2.	%	
3.	%	
4.	%	
<b>Total WBE Percentage:</b>	<b>%</b>	

*N/A*

**Organization for the Blind/Sheltered Workshop Commitment Table**

By completing this table, the offeror commits to the use of the organization at the greater of \$5,000 or 2% of the actual total dollar value of contract.

(The services performed or the products provided by the listed Organization for the Blind/Sheltered Workshop must provide a commercially useful function related to the delivery of the contractually-required service/product in a manner that will constitute an added value to the contract and shall be performed/provided exclusive to the performance of the contract.)

<b>Name of Organization for the Blind or Sheltered Workshop Proposed</b>	<b>Description of Products/Services to be Provided by Listed Organization for the Blind/Sheltered Workshop</b>
1.	
2.	

EXHIBIT I N/A

DOCUMENTATION OF INTENT TO PARTICIPATE

If the offeror is proposing to include the participation of an Organization for the Blind/Sheltered Workshop and/or Minority Business Enterprise/Women Business Enterprise (MBE/WBE) in the provision of the products/services required in the RFP, the offeror must either provide a recently dated letter of intent from each organization documenting the following information, or complete and provide this Exhibit with the offeror's proposal.

~ Copy This Form For Each Organization Proposed ~

Offeror Name: N/A

**This Section To Be Completed by Participating Organization:**

By completing and signing this form, the undersigned hereby confirms the intent of the named participating organization to provide the products/services identified herein for the offeror identified above.

Indicate appropriate business classification(s):

       MBE             WBE             Organization for the Blind             Sheltered Workshop

Name of Organization \_\_\_\_\_

Contact Name: \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_ Phone #: \_\_\_\_\_

City: \_\_\_\_\_ Fax #: \_\_\_\_\_

State/Zip: \_\_\_\_\_ Certification # \_\_\_\_\_

(or attach copy of certification)

Certification Expiration Date: \_\_\_\_\_

Describe the products/services you (as the participating organization) have agreed to provide:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Authorized Signature:**

Barry C. Mayan  
Authorized Signature of Participating Organization

8/15/11  
Date

## **Miscellaneous Submittal Information**

**EXHIBIT J**  
**MISSOURI SERVICE-DISABLED VETERAN BUSINESS PREFERENCE**

Pursuant to section 34.074, RSMo, the Division of Purchasing and Materials Management has a goal of awarding three (3) percent of all contracts for the performance of any job or service to service-disabled veteran businesses (see below for definitions included in section 34.074, RSMo) either doing business as Missouri firms, corporations, or individuals; or which maintain Missouri offices or places of business.

**Definitions:**

**Service-Disabled Veteran** is defined as any individual who is disabled as certified by the appropriate federal agency responsible for the administration of veterans' affairs.

**Service-Disabled Veteran Business** is defined as a business concern:

- a. not less than fifty-one (51) percent of which is owned by one or more service-disabled veterans or, in the case of any publicly owned business, not less than fifty-one (51) percent of the stock of which is owned by one or more service-disabled veterans; and
- b. the management and daily business operations of which are controlled by one or more service-disabled veterans.

If an offeror meets the definitions of a service-disabled veteran and a service-disabled veteran business as defined in section 34.074, RSMo, and is either doing business as a Missouri firm, corporation, or individual; or maintains a Missouri office or place of business, the offeror **must** provide the following with the proposal in order to receive the Missouri service-disabled veteran business preference of a three-point bonus over a non-Missouri service-disabled veteran business:

- a. a copy of an award letter from the Department of Veterans Affairs (VA), or a copy of the offeror's discharge paper (DD Form 214, Certificate of Release or Discharge from Active Duty) from the branch of service the offeror was in; and
- b. a completed copy of this exhibit

(NOTE: For ease of evaluation, please attach copy of the above-referenced letter from the VA or a copy of the offeror's discharge paper to this Exhibit. The above-referenced letter from the VA and a copy of the offeror's discharge paper shall be considered confidential pursuant to subsection 14 of section 610.021, RSMo.)

By signing below, I certify that I meet the definitions of a service-disabled veteran and a service-disabled veteran business as defined in section 34.074, RSMo, and that I am either doing business as a Missouri firm, corporation, or individual; or maintain Missouri offices or places of business at the location(s) listed below.

\_\_\_\_\_  
Service-Disabled Veteran's Name (Please Print)

\_\_\_\_\_  
Service-Disabled Veteran Business Name

\_\_\_\_\_  
*Service-Disabled Veteran's Signature*

\_\_\_\_\_  
Missouri Address of Service-Disabled Veteran Business

**EXHIBIT K, continued**

**(Complete the following if you DO NOT have the E-Verify documentation and a current Affidavit of Work Authorization already on file with the State of Missouri. If completing Box B, do not complete Box C.)**

**BOX B – CURRENT BUSINESS ENTITY STATUS**

I certify that Kansas City Metropolitan Crime Commission **MEETS** the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530.

Barry C. Mayer, Vice-President  
Authorized Business Entity Representative's  
Name (Please Print)

*Barry C Mayer*  
Authorized Business Entity  
Representative's Signature

Kansas City Metropolitan Crime Commission  
Business Entity Name

8/15/2011  
Date

bmayer@kc-crime.org  
E-Mail Address

As a business entity, the offeror must perform/provide the following. The offeror should check each to verify completion/submission:

- Enroll and participate in the E-Verify federal work authorization program (Website: [http://www.dhs.gov/files/programs/gc\\_1185221678150.shtm](http://www.dhs.gov/files/programs/gc_1185221678150.shtm); Phone: 888-464-4218; Email: [e-verify@dhs.gov](mailto:e-verify@dhs.gov)) with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required herein; AND
- Provide documentation affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program. Documentation shall include EITHER the E-Verify Employment Eligibility Verification page listing the offeror's name and company ID OR a page from the E-Verify Memorandum of Understanding (MOU) listing the offeror's name and the MOU signature page completed and signed, at minimum, by the offeror and the Department of Homeland Security – Verification Division. If the signature page of the MOU lists the offeror's name and company ID, then no additional pages of the MOU must be submitted; AND
- Submit a completed, notarized Affidavit of Work Authorization provided on the next page of this Exhibit.

EXHIBIT K, continued

AFFIDAVIT OF WORK AUTHORIZATION:

The offeror who meets the section 285.525, RSMo, definition of a business entity must complete and return the following Affidavit of Work Authorization.

Comes now Kansas City Metropolitan Crime Commission (Name of Business Entity Authorized Representative) as Vice-President (Position/Title) first being duly sworn on my oath, affirm Kansas City Metropolitan Crime Commission (Business Entity Name) is enrolled and will continue to participate in the E-Verify federal work authorization program with respect to employees hired after enrollment in the program who are proposed to work in connection with the services related to contract(s) with the State of Missouri for the duration of the contract(s), if awarded in accordance with subsection 2 of section 285.530, RSMo. I also affirm that Kansas City Metropolitan Crime Commission (Business Entity Name) does not and will not knowingly employ a person who is an unauthorized alien in connection with the contracted services provided under the contract(s) for the duration of the contract(s), if awarded.

*In Affirmation thereof, the facts stated above are true and correct. (The undersigned understands that false statements made in this filing are subject to the penalties provided under section 575.040, RSMo.)*

Barry C Mayer  
Authorized Representative's Signature

BARRY C. MAYER  
Printed Name

Vice-President  
Title

8/15/2011  
Date

bmayer@kc-crime.org  
E-Mail Address

355921  
E-Verify Company ID Number

Subscribed and sworn to before me this 15<sup>th</sup> of August 2011. I am  
(DAY) (MONTH, YEAR)  
commissioned as a notary public within the County of Jackson, State of  
(NAME OF COUNTY)  
Missouri, and my commission expires on 1-4-2015.  
(NAME OF STATE) (DATE)

Ellen C. Stitt  
Signature of Notary

8-15-2011  
Date



ELLEN C. STITT  
My Commission Expires  
January 4, 2015  
Jackson County  
Commission #11131180



Employment Eligibility Verification

Welcome  
Bary Mayer

User ID  
BMAY0186

Last Login  
07:05 PM - 08/11/2011

Log Out



Click any for help

- Home
- My Cases
- New Case
- View Cases
- Search Cases
- My Profile
- Edit Profile
- Change Password
- Change Security Questions
- My Company
- Edit Company Profile
- Add New User
- View Existing Users
- Close Company Account
- My Reports
- View Reports
- My Resources
- View Essential Resources
- Take Tutorial
- View User Manual
- Contact Us

### Company Information

Company Name: Kansas City Metropolitan Crime Commission

[View / Edit](#)

Company ID Number: 355921

Doing Business As (DBA) Name:

DUNS Number: 059080759

#### Physical Location:

Address 1: 3100 Broadway, Suite 226

Address 2:

City: Kansas City

State: MO

Zip Code: 64111

County: JACKSON

#### Mailing Address:

Address 1:

Address 2:

City:

State:

Zip Code:

#### Additional Information:

Employer Identification Number: 440540176

Total Number of Employees: 20 to 99

Parent Organization: Kansas City Metropolitan Crime Commission

Administrator:

#### Organization Designation:

Employer Category: None of these categories apply

NAICS Code: 813 - RELIGIOUS, GRANTMAKING, CIVIC, PROFESSIONAL, AND SIMILAR ORGANIZATIONS

[View / Edit](#)

Total Hiring Sites: 1

[View / Edit](#)

Total Points of Contact: 2

[View / Edit](#)



**EXHIBIT L**

**MISCELLANEOUS INFORMATION**

**Outside United States**

If any products and/or services offered under this RFP are being manufactured or performed at sites outside the United States, the offeror MUST disclose such fact and provide details in the space below or on an attached page.

Are products and/or services being manufactured or performed at sites outside the United States?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Describe and provide details:		

**Employee Bidding/Conflict of Interest**

Offerors who are employees of the State of Missouri, a member of the General Assembly or a statewide elected official must comply with sections 105.450 to 105.458, RSMo, regarding conflict of interest. If the offeror and/or any of the owners of the offeror's organization are currently an employee of the State of Missouri, a member of the General Assembly or a statewide elected official, please provide the following information.

Name of State Employee, General Assembly Member, or Statewide Elected Official:	N/A
	In what office/agency are they employed?
	Employment Title:
Percentage of ownership interest in offeror's organization:	_____ %

# Express

# FEDEX

RCVD AUG 16 11 AM 5:59 OA -DFWMM

RFP NO: B3Z11185  
August 16, 2011 @ 2:00PM Central Time

fedex.com 1.800.GoFedEx 1.800.463.3339

## FedEx

### FedEx Express NEW Package US Airbill

Tracking Number

8762 5871 3566

#### 1 From

Date

Senders Name

Phone

Company

Address

City

State

ZIP

#### 2 Your Internal Billing Reference

#### 3 To

Recipient's Name

Phone

Company

Address

City

State

ZIP

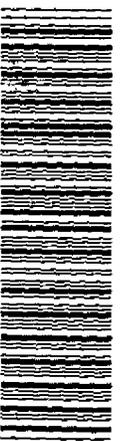
Address We cannot deliver to PO-boxes or P.O. ZIP codes.

Address Use this box for the HOLD location address or for confirmation of your shipping address.

City

State

ZIP



8762 5871 3566

0200

Express Package NOTE: Service order has a...

Next Business Day

FedEx First Overnight

FedEx Priority Overnight

FedEx Standard Overnight

Signature Required

Special Handling

SATURDAY Delivery

No Signature Required

Does this shipment

Payment Bill

Sender's Name

Total Packages

1

See back of bill for details

See back of bill for details

See back of bill for details

See back of bill for details