

MINUTES OF THE HOUSE COMMITTEE ON FEDERAL AND STATE AFFAIRS

The meeting was called to order by Representative Kathleen Sebelius at _____
Chairperson

1:30 ~~am~~ p.m. on Tuesday, January 21, 1992 in room 526-S of the Capitol.

All members were present except:

Representative James Cates - Excused

Representative Joan Hamilton - Excused

Representative Bill Roy - Excused

Committee staff present:

Connie Craig, Committee Secretary

Lynne Holt, Kansas Legislative Research

Mary Galligan, Kansas Legislative Research

Mary Torrence, Office of the Revisor of Statutes

Conferees appearing before the committee:

Laura Howard, Kansas Legislative Research

Carolyn Hill, Commissioner, Youth and Adult Services, S.R.S.

Vice-Chair Krehbiel opened the meeting, and introduced Laura Howard to give a review of the work done by the Special Committee on Children's Initiatives.

Laura Howard read through the Special Committee on Children's Initiatives' Interim Committee Report, which is on file with Kansas Legislative Research and House Federal and State Affairs Committee. She handed out to Committee members copies of the Blueprint, Attachment #1 and #2.

Mary Torrence reported to the Committee on the status of legislation recommended by the Special Committee on Children's Initiatives, Attachment #3.

Discussion:

HB 2691

- One Committee member asked whether HB 2691 would presuppose the creation of another district court judge exclusively for family problems. Staff's response was this would be assigned to a particular division of the district court, and wouldn't necessarily require creation of a new division. Staff added that what is anticipated, at least in the urban pilot project, some urban judicial districts already have a system where one of the judges handles those family matters. Rural districts might possibly have to create a new judgeship.

- One Committee member stated the model looked at for this pilot program would probably be a multiple judge district, but done as sort of a voluntary project.

- In response to a question from a Committee member, staff stated that when someone comes into this procedure, there would be an intake person first, then a case manager, probably from the court services office.

HB 2699

- Staff explained, in response to a question, this bill would allow daycare and childcare centers to use schools and recreation centers without having to change the facility.

- One Committee member asked if we suspend licensing requirements for a facility as a recreation center, was there some standard left intact that they must reach in order to have these children there? In response, one Committee member explained there are different kinds of regulations, most of these are health related codes i.e. how many plugs to have in a certain area, that precluded some schools, for instance, that wanted to operate latchkey programs from offering those programs. It was the feeling of the Special Committee on Children's Initiatives that if the schools have kids in them from 8:00 a.m. until 3:30 p.m., they could also operate childcare programs.

- Staff added that this bill does include recreation centers that serve children under sixteen years of age.

CONTINUATION SHEET

MINUTES OF THE HOUSE COMMITTEE ON FEDERAL AND STATE AFFAIRS

room 526-S, Statehouse, at 1:30 ~~xxx~~ p.m. on Tuesday, January 21, 1992.

- One Committee member stated that some standards need to be left for recreation centers. If recreation centers are outside of the jurisdiction of the school system, it may not be the same level of standards. There was disagreement among whether recreation centers could meet certain standards.

Discussion centered around the feeling that there are too many committees and task forces, how much the bureaucratic overhead will cost for these, and how to measure effectiveness. In response, one Committee member stated that seven bills have come to this Committee, and none of them have any bureaucratic overhead. The Governor's Commission on Children and Families is basically pulled out of state agencies, and it was thought there is no fiscal note on this.

Chair Sebelius announced that she had asked Carolyn Hill to come and give a brief overview of the S.R.S. Three-Year Plan, which was put together within the agency as a planning document for where S.R.S. sees themselves going.

Carolyn Hill briefed the Committee on the S.R.S. Family Agenda For Children and Youth, Attachment #4.

DISCUSSION:

- In regards to paperwork, Carolyn Hill stated there is a proposal to increase support staff, and that much of the paperwork can be eliminated once automation is in place.
- In regards to S.R.S. being given custody of a child by the court, there is a need to offer alternative plans to work with the family and child. In explanation, Ms. Hill stated that with some children, court action is taken when school principals, professionals, parents, grandparents, or others approach the county attorney and ask that custody be given to S.R.S. In many counties, the county attorney plays the gatekeeper role referring some cases to work with the agency first instead of going directly to court, but this does not always occur,
- In response to a question from a Committee member, Ms. Hill explained that there are cases where S.R.S. has no prior knowledge of a child's situation sometimes, because someone else is initiating the court order to remove a child from the home, and requesting foster care for that child.

Chair Sebelius adjourned the meeting.

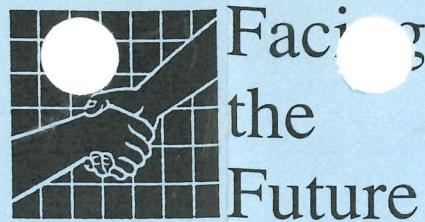
GUEST LIST

FEDERAL & STATE AFFAIRS COMMITTEE

DATE 1-21-92

(PLEASE PRINT)

NAME	ADDRESS	WHO YOU REPRESENT
Robert Harder	1420 Ward Pkwy	Self
Jim McBride	900 SW 31st #340	observer
Jeff Russell	TOPEKA	UNITED TEL.
Mark Tallman	Topoka	KASB
Paul Shelby	Topoka	OJA
Sydney Harman	Lawrence	KS Action for Children
Iles Banon	1717 Grove	SELF
Don Rutledge	Topoka	SRS Youth & Adult Services
LAURA KELLY	200 JACKSON STE 705 ⁰³	KS REC & PARK ASSN
Nancy Kinding	3110 Burnwood Cir	League Women Voters
Renee Gardner	Governor's Office	→
Linda Kenney	Topoka	KDHE
J. R. M.	Lawrence	interim Rep. Baker
Doug Bowman	Topoka	Children & Youth Advisory
Harry Higgins	Lawrence	Rep Bill Reardon
Gene Asabiel	Starkwood #330-N	Reardon
Stephanie Robayl	Lawrence	Rep Lawrence
Carolyn Kistley	Lawrence SRS	Topoka



Facing
the
Future

A Blueprint for Kansas Children and Families

Targets for Change	Strategies for the State	Strategies for Communities	Strategies for Business and Schools	
<p>I. Strengthen families</p>	<ul style="list-style-type: none"> • Double family support programs by 1994 • Extend family preservation programs statewide by 1997 <p style="text-align: center;">Family Courts</p> <ul style="list-style-type: none"> • Increased child support collections • Fund child care for low income families • Modify <i>KAN WORK</i> for greater family social supports 	<ul style="list-style-type: none"> • Develop programs in local communities for: <ul style="list-style-type: none"> -teaching parenting skills -supporting families in crisis -providing family support • Increase supply of child care for children of all ages, infant through school age 	<ul style="list-style-type: none"> • Make schools available for family resource centers • Examine hours of operations to accommodate working families • Promote the earned income tax credit (<i>EITC</i>) to eligible workers 	<p>The Special Committee on Children's Initiatives has designed a comprehensive strategy for investing in children to insure a strong future for Kansas.</p> <p style="text-align: center;">Who Benefits? You do!</p>
<p>II. Invest in Young Children, prenatal to age six</p>	<ul style="list-style-type: none"> • Redirect budget priorities to prevention programs • Expand <i>Head Start</i> to every eligible child • Expand <i>Parents as Teachers</i> statewide by 1994 • Strengthen child protective services and programs which prevent abuse 	<ul style="list-style-type: none"> • Expand early childhood education opportunities for all children, but particularly for low income children • Increase efforts to prevent child abuse using: <ul style="list-style-type: none"> -multidisciplinary teams -more training for mandated reporters in recognizing abuse 	<ul style="list-style-type: none"> • Train volunteers and professionals to recognize child abuse and report it • Promote the development of early childhood education programs 	<ul style="list-style-type: none"> • Healthy families mean fewer costly social programs • Healthy children mean less expensive health care for all
<p>III. Restructure Schools, to respond to both educational and developmental needs of children</p>	<ul style="list-style-type: none"> • Require schools to have breakfast programs • Create Commission of School Restructuring to design a plan for the 1993 Legislature • Provide adequate and equitable funding for schools 	<ul style="list-style-type: none"> • Develop social programs within schools, such as childcare counseling and health, to be located in school facilities or nearby • Parents must become involved with schools 	<ul style="list-style-type: none"> • Initiate a district-wide conversation in every school district on the dual mission of schools and the National Goals for Education • Encourage business and its employees to volunteer in schools, and parents to attend school functions 	<ul style="list-style-type: none"> • Better schools mean more literate, competent workers and leaders • System improvements mean fewer tax dollars
<p>IV. Improve Health Status of Children, physical and mental</p>	<ul style="list-style-type: none"> • Develop a pilot "coupon" program for children to increase access to health service • Increase access for low income children to primary medical and dental care • Expand <i>Healthy Start</i> and <i>WIC</i> programs to all eligible children 	<ul style="list-style-type: none"> • Develop outreach strategies at local health departments • Outstation SRS workers in community agencies • Media campaign on immunization • Early identification/screening of young by health and community agencies • Increase local program resources for children with handicapping conditions 	<ul style="list-style-type: none"> • Expand the <i>Blue Cross Caring programs</i> • Require all kindergarten children to have health screenings • Encourage businesses to work with KDHE on strategies linking employees with needed services 	<p style="text-align: center;">All Kansans Can Help By</p>
<p>V. Modify Service Delivery Systems improve state/local coordination; reduce institutionalization</p>	<ul style="list-style-type: none"> • Reduce foster care placements by 25% • Consolidate and coordinate existing programs • Provide one-stop shopping for state services • Review laws for bias toward institutional placements 	<ul style="list-style-type: none"> • Develop local youth councils to plan and coordinate children and family services • Develop alternatives to institutional placements • Foster care review boards • Develop community based juvenile offender services and juvenile community corrections 	<ul style="list-style-type: none"> • Schools should work with legislature to identify disincentives to keeping a child in its own home for services 	<p>The responsibility for assuring the future of Kansas children does not rest solely with government programs any more than it does with parents or schools.</p> <p>Responsibility for assuring the future of our Kansas children must be shared by everyone. Citizens must become involved in raising Kansas children.</p>
<p>VI. Make Business a Partner</p>	<ul style="list-style-type: none"> • Present state award for outstanding business leadership • Extend day care tax credit; include resource referral • Review state personnel practices for impact or support of families • Enact <i>Caring Corporation</i> concept (incentives to businesses which have family centered policies) 	<ul style="list-style-type: none"> • Conduct a local needs assessment by business to inventory services and determine future needs • Participation by business to reduce youth unemployment and ultimately reduce crime • Utilize work place for outreach efforts to families with children 	<ul style="list-style-type: none"> • Ask for a high school transcript to be presented in job interviews to emphasize the importance of achievement • Assist in designing school curricula to include the future needs of workforce • Evaluate business and school policies and practices for impact on families 	<p>For more information about the Blueprint, or children in Kansas, contact:</p> <p style="text-align: center;">Kansas Action for Children 715 SW 10th Street Topeka, KS 66612 (913)232-0550</p>
<p>VII. Reduce These High Risk Behaviors: teen pregnancy, teen suicide, substance abuse, juvenile crime and gangs</p>	<ul style="list-style-type: none"> • Expand teen pregnancy prevention projects • Initiate school Attendance Review Boards 	<ul style="list-style-type: none"> • Increase services to teen parents • Expand community-based, family centered substance abuse programs • Develop suicide prevention programs • Mobilize youth agencies to develop activities as alternatives to gangs 	<ul style="list-style-type: none"> • Support and initiate public education campaigns about the financial responsibilities of parenthood • Schools provide or obtain services to parenting teens, including child care, parenting support which prevents dropping out of school • Provide in-school treatment programs for substance abusers 	<p>Copies of the complete Blueprint for Investing in the Future of Kansas Children and Families may be obtained from the: Kansas Legislative Research Dept., State Capital, Topeka, KS 66603</p>

Remember...Today's Children are in Charge of Tomorrow!

***Facing
the Future:***



***A Blueprint for
Kansas Children
& Families***

Acknowledgements

**The printing of this brochure was paid for by the United Methodist Health Ministry Fund.
The Children's Initiatives Committee is grateful to them for this support.**

**Creative services for the production of this brochure have been provided through the
cooperation and support of the Kansas Chamber of Commerce and Industry.**

**Kansas Action for Children, a statewide advocacy organization
working to ensure that the needs and rights of children in Kansas are
met, will provide a link between the public and the Special Committee on Children's Initiatives.**

For more information about the Blueprint, or children in Kansas, contact:

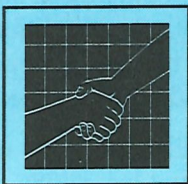
**Johannah Bryant
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"It Takes a Whole Village to Raise a Child"

There is an African proverb that says, "It takes a whole village to raise a child." Isn't it time we adopt a similar philosophy in Kansas?

A family will always be the best place to raise a child, but considering the extraordinary social and economic pressures on today's families, society must ask what it can do to strengthen families and support the healthy development of our children.



"I don't have the slightest idea how a family works. How can I know what to do if I never experienced it? I just assume anybody I meet, their parents are divorced."

High School Student

The special Committee on Children's Initiatives has designed a comprehensive strategy for investing in children to ensure a strong future for Kansas. This Blueprint for investing in the future of Kansas children and families redefines education as a process that begins at birth and encompasses all aspects of children's early development, including physical, social, emotional and cognitive growth. The Blueprint treats early childhood development, education, social services, job training and economic development as parts of an interdependent system of human investments which must be addressed together, rather than independently or piecemeal.

The Blueprint defines a common vision, for children and their families, and for Kansas. It helps us move beyond discussion into action.

Children are as much an economic resource as clean air, abundant water, good roads and infrastructure. When they grow into productive adults, they are the leaders and workers of tomorrow. If they do not, society pays dearly for the consequences, with prisons, hospitals and treatment programs, unskilled workers and a guarantee that problems continue into the next generation.

Society has a stake—

"Every sector of society benefits from caring, confident and literate citizens, and every individual has a direct stake in seeing that all children are able to develop to their full potential... Our failure to act

today will only defer to the next generation the rising social, moral, and financial cost of our neglect." (Sen. John D. Rockefeller IV, Chair, National Commission on Children)

Prevention is the key—

"Business people know that it is less expensive to prevent failure than to try to correct it later. Early intervention for poor children from conception to age five has been shown to be a highly cost-effective strategy for reducing later expenditures on a wide variety of health, developmental and educational problems that often interfere with learning... The costs of not intervening can be astronomical." (The Unfinished Agenda)

All Kansans can help—

Government cannot solve all the problems. Success with the Blueprint will require individual commitments of time, leadership and financial resources.

Individuals, as a part of society, must join forces with government, community agencies, schools and businesses to target their volunteer efforts towards promoting the health and well-being of Kansas children and families.

Today's children will be in charge of tomorrow—

Current Status of Kansas Children and Families: Documenting the Need

American society has undergone profound economic, social and demographic transformations in the last 30 years. These are some of the trends which compel us to act now.

Population trends impact the workforce of tomorrow—

The number of children in Kansas has declined slightly, but the number of older Kansans continues to increase. Minority populations are increasing also.

In 1992 there will be three working people for every retired person, as compared to 1950 when there were 16 workers for every retired person.

With few workers to support retirees, the ability and productivity of young people is critical to the economic future of this state. The workforce of the future will be heavily dependent on women, minorities and older workers.

More children are living in poverty, particularly minority children—

- One in every seven Kansas children lives in a family without a minimally decent income.
- Forty-three percent of single mothers are poor while only seven percent of two-parent families lives in poverty.
- For minority children, 44 percent of Black children and

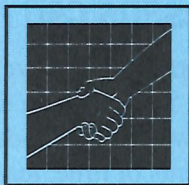
36 percent of Hispanic children are poor, compared to 15 percent of White children.

- Women work out of financial necessity; their employment helps not only their families but the overall economy.
- Thirty-five percent of American families would fall below the poverty level if women left the workforce.

The trend is toward a population of children who are economically needier and who have greater social needs.

Changes in the family create more demand for social supports—

- Today, only three out of ten families fit the "traditional" pattern of a homemaker mother and bread winner father.
- Families today are more diverse and less stable.
- One in four children is raised by just one parent.
- Most marriages will end in a divorce. Four months after a divorce, the average monthly income in households with custody of the children drops \$900.
- Fifty-eight percent of kids under six have mothers in the labor force. By 2000, it is expected to rise to 70 percent.
- Over 75 percent of mothers with school age children work outside the home.



"Our institutions are built around 1940s families. Why does school get out at 3:20 in the afternoon? No one is home. Why start school at 8:30 when most parents go to work at 8:00?"

Global competition demands skilled workers and educational excellence—

Even though the level of education in this country has been steadily increasing since the 1950's, still,

- ❑ One-fourth of our Kansas public school students are at risk of school failure.
- ❑ Fewer than half of 17 year-olds in school possess the skills and basic knowledge required for college or many entry-level jobs.
- ❑ Nearly 20 percent of Kansas students who enter the ninth grade do not complete high school.
- ❑ A startling and growing percentage of young adults are functional non-readers—16 percent of whites, 44 percent of blacks and 56 percent of Hispanics.
- ❑ Thirteen percent of all high school graduates fail to reach reading and writing levels beyond the sixth grade.

Between now and the year 2000, for the first time, a majority of "good" jobs will require post-secondary education.

Prevention is not a priority—

Prenatal care has yielded more than \$3.38 in savings for every dollar invested, yet in Kansas:

- ❑ Only 85.7 percent of mothers received adequate prenatal care.

Early immunization for a variety of childhood diseases saves \$10 in future medical costs for every dollar invested:

- ❑ Yet 48.7 percent of children under two have not been immunized.

Programs which prepare a child to enter school ready to learn are critical to future success in school:

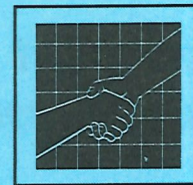
- ❑ Yet Head Start programs reach only 45 percent of eligible children.

Kansas puts too many children in institutions—

- ❑ Children in Social and Rehabilitation Services (SRS) custody have increased 28 percent since 1985.
- ❑ Since 1980, the number of Black children in SRS custody has increased 74 percent, the number of Hispanic children, 88 percent.
- ❑ Kansas ranks seventh highest in the United States in rates of juvenile incarcerations.

"The solution of adult problems tomorrow depends in large measure upon the way our children grow up today. There is no greater insight into the future than recognizing when we save our children, we save ourselves."

*Margaret Mead,
Anthropologist*



High risk behaviors are increasing, and expensive—

- ❑ Each year, taxpayers spend \$16.6 billion to support teenage parents. Spending in Kansas has been pegged at \$345 million per year.
- ❑ Four in five high school seniors drink alcohol.
- ❑ In Sedgwick County alone, there are over 1,200 gang members, many affiliated with other gangs across the country.
- ❑ Teen suicide was the second highest cause of death of young Kansans 15-24 years.

Targets for Change...Strategic Directions for the Future

The seven Targets for Change are strategic objectives that provide direction for state and local agencies, schools, business and community leaders across our state as they design programs and decide where to target local resources that can complement a redirection of state government program resources. The Targets for Change address directly the root causes of problems and trends which, if allowed to continue, will erode our society and put our children—and Kansas—at risk.

I. Greater support to children and their families

Any program to help children must also help strengthen the entire family. However, when parents cannot nurture their children, the state and local communities must provide assistance and an equally nurturing alternate environment.

Parents need additional support at the birth of a child, or during a divorce. The changing structure of families requires a greater degree of support to keep them healthy and functional than in the past.

Working parents must have access to affordable childcare; work environments should accommodate family responsibilities to the greatest extent possible.

Every child should have adequate food, shelter, clothing, health care and a nurturing environment.

This Target suggests we must:

- Improve parenting skills through parenting education
- Expand family preservation programs
- Develop a family court system for Kansas
- Increase child support collections
- Offer more child care services

II. Invest in young children, ages 0-5

Our investment priority should be on programs which impact the physical, social, emotional and cognitive development of young children. We must prepare children better so they enter school ready to learn. We must train parents to be their child's first and most important teacher. Prevention, early identification and intervention into educational, social and health problems is the most cost effective way to deal with problems. We must prevent children from being abused/neglected and demand that systems respond when abuse and neglect are reported.

This Target suggests we must:

- Provide early childhood education opportunities for all children
- Expand Head Start to all eligible children
- Offer Parents as Teachers statewide
- Improve child protective services

III. Restructure schools to respond to changing educational developmental needs of children

Public schools should work to ensure that early childhood programs are available to children who need them. They should have appropriate goals which can be used as performance indicators for the public to measure effectiveness.

Kansans should develop an agreement as to what they expect of schools and provide appropriate resources. Schools should be restructured to increase educational performance of children and serve as a point of access for community services.

This Target suggests we must:

- Encourage school program innovation
- Use school buildings for programs which meet social needs
- Mandate school breakfast programs
- Explore America 2000 School Goals
- Restructure schools; a Blue Ribbon Commission will recommend a plan
- Find adequate and equitable funding for schools

IV. Improve the physical health and mental health status of children

Every Kansas child needs access to affordable primary health care. Preventive health care should be given priority. Children with handicapping conditions should be served in the home or community whenever possible. Outreach strategies must be devised and coordinated with social service delivery systems.

This Target suggests we must expand these programs that work:

- Healthy Start, Maternal and Infant Projects, WIC
- Outreach efforts for immunizations, access to services, and try pilot programs on these ideas
- Use health departments for screening programs for early identification of education, social and health problems of young children
- Mandatory health exam for kindergartners
- State-operated primary health clinics for low income families

V. Modify service delivery systems

The state should develop a plan for coordinating children's services among state and local agencies. Programs for children and families

must be flexible in design, administration and funding, and should allow service providers to package an appropriate array of services for a child, free from some of the constraints imposed by institutionalization of children, or removal from families, and explore alternatives.

This Target suggests we must:

- Reduce foster care placements by 25 percent
- Create local planning councils or youth authorities for youth services
- Use foster care review boards statewide
- Utilize community-based juvenile offender services

VI. Make a business partner

Business should play a leadership role at both the state and local level in identifying strategies, determining needed resources, giving incentives to students to learn, encouraging its employees to volunteer, and also by examining its own policies, practices and activities in supporting employees in their family roles. Business should work with educators to develop a challenging curriculum and greater incentives for students to learn better.

This Target suggests we must:

- Recognize outstanding business leadership
- Develop a Caring Corporation concept to target business incentives

- Reduce youth unemployment
- Utilize workplace for employee information
- Encourage family-centered policies and benefits in the workplace

VII. Reduce high risk behavior in children and their families

Programs to reduce the incidence of teen pregnancy, teen suicide, substance abuse and juvenile crime should be implemented, particularly in communities with a high incidence of drug abuse, suicides,

gang activity or births to unmarried minors. We can break the cycle of at-risk behavior for families through programs designed to help teen parents learn job skills and programs to strengthen the ability of teenage parents to guide, direct, and nurture their children.

This Target suggests we must implement:

- Teen pregnancy prevention programs
- Family-based drug/alcohol prevention programs
- Community-based programs as alternatives to gangs
- Suicide prevention programs

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How to Use the Blueprint

The Blueprint is a planning tool for business, local communities, state agencies and advocacy groups. Any new program proposal, whether developed by the state, or locally, should be closely scrutinized by its funders to determine if it fits within the "Targets for Change." Programs which incorporate these characteristics are most likely to give positive results: case management, early intervention strategies targeted to 0-5 yrs, parental involvement, local administration and flexible funding, prevent dysfunction, coordination of social services/schools.

State efforts

The Legislature and state agencies should examine ways to strengthen state/local partnerships and community collaboration. In the past, the

state has never seen its role as planner/coordinator of a continuum of services, from the local level to state resources. Under the Blueprint the state becomes a catalyst for state/local cooperation.

The Legislature will be asked to create a standing Joint Committee on Children and Families, just as it has done for economic development, for the five-year period of the Children's Blueprint. This committee's responsibility would be to monitor the progress of specific legislation, hear reports of activities in other segments of the state and provide a mechanism for evaluating the Blueprint and recommending needed changes to meet the performance goals. In addition, a number of specific legislative recommendations will be introduced each year of the plan.

Community efforts

Community agencies, civic groups and churches including organizations like United Way and nonprofit organizations, local government agencies, health departments, etc. can use the Blueprint to measure a their own efforts in relationship to the Targets for Change.

Three communities in Kansas have already developed a local process for assessing needs of children in youth in their communities and for developing their own "local blueprint."

- The Wichita Assembly brought together 100 community leaders in September 1991 to examine the status of children and families in their community.
- The Lawrence United Way

held a day-long conference in October 1991 using the Blueprint as a guide. They are making plans for a clearing-house for information and for a community-wide needs assessment as a planning base.

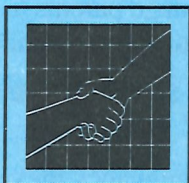
Topeka held a Making the Grade Conference in 1990 which resulted in a youth council being formed. United Way is the coordinator of the project.

Every community in Kansas is encouraged to create community-developed children's planning councils which can provide community coordination, develop programs when necessary to fit a particular community's needs and also prioritize spending/budgeting at the local level. Models are available to assist with these efforts.

Business efforts

Businesses and local Chambers of Commerce can implement the various strategies in the workplace which will impact many employees who would otherwise never seek help from a governmental agency. They can also use the Targets for Change as a guide to deciding which projects in a community deserve both volunteer and financial support.

- Use the workplace as a way to distribute information to employees about family services, Earned Income Tax Credit, child care
- Serve as convener for local planning efforts on children's services and use expertise to aid



"The state can't really go in and be better parents. Our job is to try and provide the support so the parents themselves can function better."

in assessments and measurements of existing services

- Be a curriculum resource to schools, particularly on what skills employers need in the future
- Help build public awareness and commitment for the Blueprint
- Redirect philanthropic efforts to programs which help advance the Targets for Change

Educational efforts

School boards and school personnel should examine the extent to which they can adopt innovative program activities, use schools as locations for needed community services, actively promote preschool education, and examine their educational performance.

- The Blueprint calls for community leaders to initiate a district-wide conversation during the 1992-93 school year, involving parents, teachers, administrators, social service providers and elected city-county officials in every school district. The purpose of these meetings is to redefine the mission of the schools, its academic mission, and the broader mission of schools as educators and schools as points of access for outside services. Discussions of the National Goals for Education can form the basis for the discussion.

Help Change the Future of Our State

Implementing the Blueprint is everybody's job

The responsibility for assuring the future of Kansas Children does not rest solely with state or federal government programs any more than it does with parents or schools. Responsibility for assuring the future of our Kansas children must be shared by everyone. Remember the African proverb, "it takes a whole village to raise a child." Every citizen must become involved in raising Kansas children.

Recognition of leadership

To recognize outstanding leadership for implementing the Blueprint, several awards will be created. Local communities may also wish to create awards. The Children's Initiatives Committee will create a state award for outstanding business participation in the Children's Blueprint. The first award will be announced in February 1992.

Model Communities Awards Program

Guidelines for a Model Communities Awards program are currently being developed. The program is patterned after a success-

ful effort in Eerie, PA and is based on the principles of Total Quality Management.

Purpose: To recognize communities with outstanding leadership that fosters cooperation and collaboration among community service agencies, civic groups, schools and the business community, resulting in improved conditions for children.

Eligibility: Communities must complete an application process showing that they are advancing the Targets for Change in the Blueprint for Kansas Children and Families. In order to be eligible, communities must:

- Utilize principles of Total Quality;
- Involve a broad coalition of leadership which must include business, schools and social and health agencies;
- Demonstrate collaboration, cooperation and teamwork in community problemsolving;
- Create a climate of public awareness and concern throughout the community;
- Make a commitment to implementing the Blueprint for five years;
- Demonstrate innovation, creativity and results in changing the future for Kansas Children and Families

Complete information about the project will be available in January 1992. Contact the Speaker of the Kansas House of Representatives, State Capitol, Topeka, KS 66603, or your local Chamber of Commerce.

Need Help?

Local speakers:

Please contact any member of the Children's Initiatives Committee (listed on back panel). Committee members will be available to give presentations to groups or lead discussions on how to implement the Blueprint. During the legislative session, January to May, demands on time may be heavy, so call well in advance of your suggested date.



Copies of the complete Blueprint for Investing in the Future of Kansas Children and Families may be obtained from the Kansas Legislative Research Department, State Capitol, Topeka, Kansas 66612. There will be a nominal charge for the document.

Information about children's resources:

Contact local youth agencies (usually listed in the Yellow Pages of your phone book), your local United Way, or, at the state level, the Children's Coalition, in care of Kansas Action for Children, 715 SW 10th Street, P.O. Box 463, Topeka, KS 66601, Phone (913) 232-0550.

Technical assistance in community planning:

Statewide technical assistance to local communities is being developed and should be available early in 1992. Local assistance may be available at your local Chamber of Commerce office or from your local United Way. For further information, contact Kansas Action for Children, the Kansas Chamber of Commerce and Industry or the Office of House Speaker Marvin Barkis, Children's Committee Chairman.

Legislative Committee on Children's Initiatives

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1-21-92
2-10

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LEGAL CONSULTATION—LEGISLATIVE
COMMITTEES AND LEGISLATORS
LEGISLATIVE BILL DRAFTING
SECRETARY—LEGISLATIVE
COORDINATING COUNCIL
SECRETARY—KANSAS COMMISSION
ON INTERSTATE COOPERATION
KANSAS STATUTES ANNOTATED
EDITING AND PUBLICATION
LEGISLATIVE INFORMATION SYSTEM

To: House Committee on Federal and State Affairs

From: Mary Torrence, Assistant Revisor of Statutes

Date: January 21, 1992

Re: Legislation Recommended by the Special Committee on
Children's Initiatives

The following is a list of legislation introduced by the
Special Committee on Children's Initiatives:

(1) House Bill No. 2690. Establishes the Joint Committee on
Children and Families. Referred to House Federal and State
Affairs.

(2) House Bill No. 2691. Provides grants for two family
court system pilot projects, one rural and one urban. Referred to
House Federal and State Affairs.

(3) House Bill No. 2692. Provides for disclosure of certain
juvenile records to agencies, institutions and professional
persons serving the juvenile. Referred to House Judiciary.

(4) House Bill No. 2693. Requires all school districts to
establish a school breakfast program. Referred to House
Education.

(5) House Bill No. 2694. Requires immunization of children
cared for in family day care homes. Referred to House Public
Health and Welfare.

(6) House bill No. 2695. Requires a health assessment for
each child enrolling in school. Referred to House Public Health
and Welfare.

House Federal & State Affairs
January 21, 1992
Attachment #3

(7) House Bill No. 2696. Extends the tax credit for employers who provide child care for employees' children to employers who provide child care referral services for employees. Removes sunset of credit after 1992. Referred to House Taxation.

(8) House Bill No. 2697. Provides for the preparation of a separate "children's budget" of state expenditures for services for children and their families. Referred to House Federal and State Affairs.

(9) House Bill No. 2698. Extends tax credit for an individual's child care expenses to expenses of a child care provider in caring for the provider's own child. Referred to House Taxation.

(10) House Bill No. 2699. Provides that a license to operate a child care facility in a school or recreation center cannot be denied because the building doesn't meet licensure requirements. Referred to House Federal and State Affairs.

(11) House Bill No. 2700. Extends maximum length of protective custody of a child in need of care from 48 to 72 hours. Referred to House Federal and State Affairs.

(12) House Bill No. 2701. Provides grants for two locally developed pilot projects to provide family support services to families likely to become dysfunctional. Referred to House Federal and State Affairs.

(13) House Concurrent Resolution No. 5035. Urges citizens in each school district to redefine during the 1992-93 school year the mission of their district's schools. Referred to House Education.

In addition to the above, the Special Committee on Children's Initiatives recommended that child death review boards be established. This recommendation is embodied in 1991 House Bill No. 2582 (referred to House Federal and State Affairs and House Public Health and Welfare). The interim Judiciary Committee also introduced Senate Bill No. 477, requiring an autopsy in certain deaths of children under 10 years of age (referred to Senate Judiciary).

A final recommendation of the Special Committee on Children's Initiatives would provide for a commission on education restructuring. A bill implementing this recommendation has not yet been introduced.

HF, SA
1-21-92
#3-192



STATE OF KANSAS

DEPARTMENT OF SOCIAL AND REHABILITATION SERVICES

915 S.W. Harrison, Docking State Office Building, Topeka, Kansas 66612-1570

JOAN FINNEY, Governor

YOUTH AND ADULT SERVICES
SMITH-WILSON BLDG.
300 SW OAKLEY
TOPEKA, KS 66606
913/296-4653
FAX 913/296-4649

October 8, 1991

To: SRS Staff and Other Interested Persons

From: Carolyn Risley Hill
Acting Commissioner

Re: **SRS Family Agenda for Children and Youth**

SRS, Youth and Adult Services, has just completed a comprehensive program analysis and planning process in consultation with the Child Welfare League of America. The result is the SRS Family Agenda for Children and Youth to strengthen the effectiveness of the Department's programs that serve children, youth and families. An executive summary of the plan is enclosed for your information. The full plan is 75 pages in length. If you are interested in receiving a copy, please see the back of the title page of the summary.

This is a very ambitious plan. With the fiscal situation facing the State of Kansas, it is essential this plan reflects an appropriate and realistic agenda for the next several years. Your assistance in evaluating the plan, making recommendations and identifying priorities will be greatly appreciated.

It is my intent to present a subsequent draft of the plan to Secretary Whiteman around the first of November. I plan to incorporate the comments we receive and identify possible funding strategies and priorities at that time. Therefore, it will be helpful to receive your comments by October 25, 1991. Please send them to:

Jan Knoll
Smith-Wilson Building
State Complex West
300 S.W. Oakley
Topeka, Kansas 66606

I will be out of the office from October 14-21. Questions may be directed to Jan Waide, Jim Trast or Jan Knoll at (913) 296-4653. I look forward to hearing from you.

HF:SA
1-21-92
Attachment # 4

**KANSAS DEPARTMENT OF SOCIAL AND
REHABILITATION SERVICES
YOUTH AND ADULT SERVICES**

EXECUTIVE SUMMARY

PRELIMINARY DRAFT

SRS FAMILY AGENDA
FOR
CHILDREN AND YOUTH

OCTOBER 7, 1991

HF § SA
1-21-92
#4-2

This agenda is dedicated to the families who will benefit from these initiatives and to area office and youth center staff in recognition of their commitment to the children, youth and families we serve.

The complete agenda is 75 pages in length. Copies are available by contacting Youth and Adult Services at 913-296-4653 or by writing to:

**Jo Ann Hewett
SRS Youth and Adult Services
State Complex West
300 S.W. Oakley
Topeka, Kansas 66606**

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4-3

SRS FAMILY AGENDA FOR CHILDREN AND YOUTH

I. INTRODUCTION

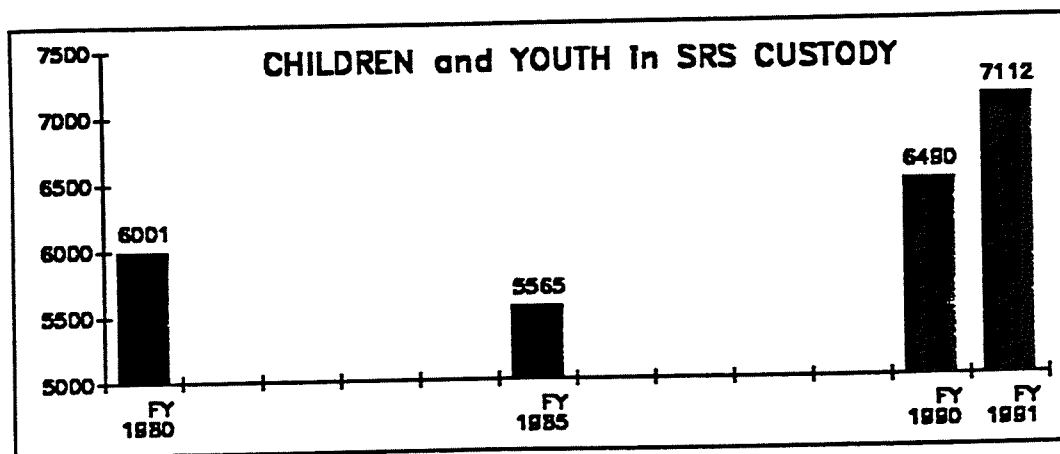
A. BACKGROUND

The Kansas Department of Social and Rehabilitation Services, Youth and Adult Services, has responsibility for child welfare, juvenile justice and adult protection programs. The Commission has just completed a lengthy analysis and planning process regarding its programs serving children, youth and families in consultation with the Child Welfare League of America. A similar planning process is needed regarding adult protection and long term care concerns. This will be undertaken later in coordination with other SRS Commissions serving adults.

As the state child welfare and juvenile justice agency, Youth and Adult Services has the dual responsibility to provide for the needs of children and families while providing for the public safety. These are blended missions which, when taken together, place the Department in a unique position to address the needs of families and communities.

In 1980 the Kansas Department of Social and Rehabilitation Services (SRS) Youth and Adult Services received 17,522 reports of child abuse and neglect. In 1990 it received 31,412 reports of children in need of care (this figure includes 23,416 reports of child abuse and neglect).

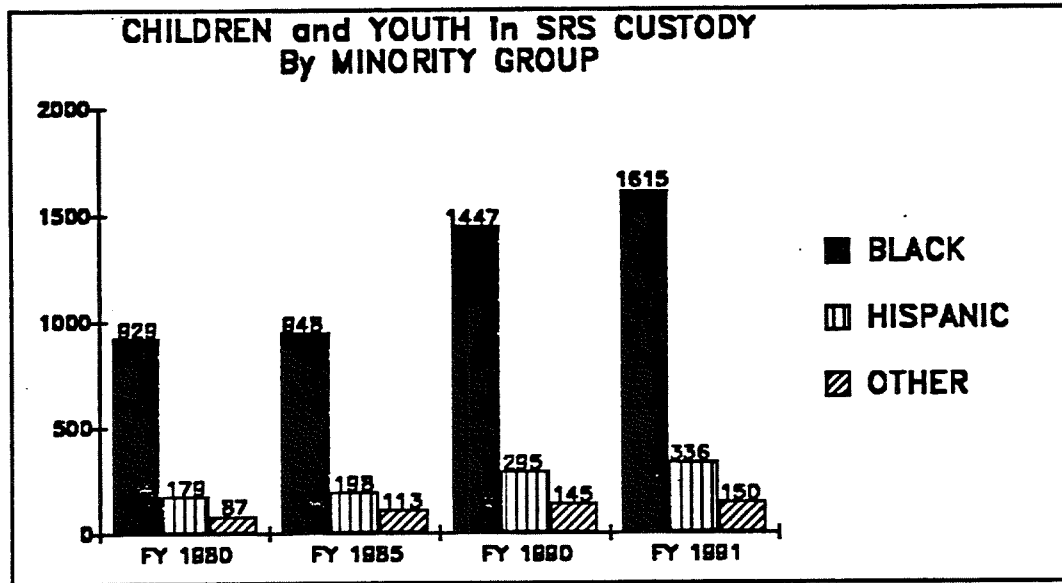
The number of children and youth in SRS custody as either children in need of care or juvenile offenders has shifted dramatically with a net increase of 18% from 1980 to 1991, but with a 28% increase in the last six years (1985 to 1991).



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SRS FAMILY AGENDA FOR CHILDREN AND YOUTH

Of particular concern is the growth in the number of children and youth in SRS custody from minority cultures. The number of black children rose 74%; Hispanic children, 88%; Native American children, 41% and Asian American children, 26%.



During this same period, the number of white children rose 4% to 5,011. As of 1991, 30% of the children and youth in SRS custody are non-white; non-white children represent only 13% of all children in Kansas.

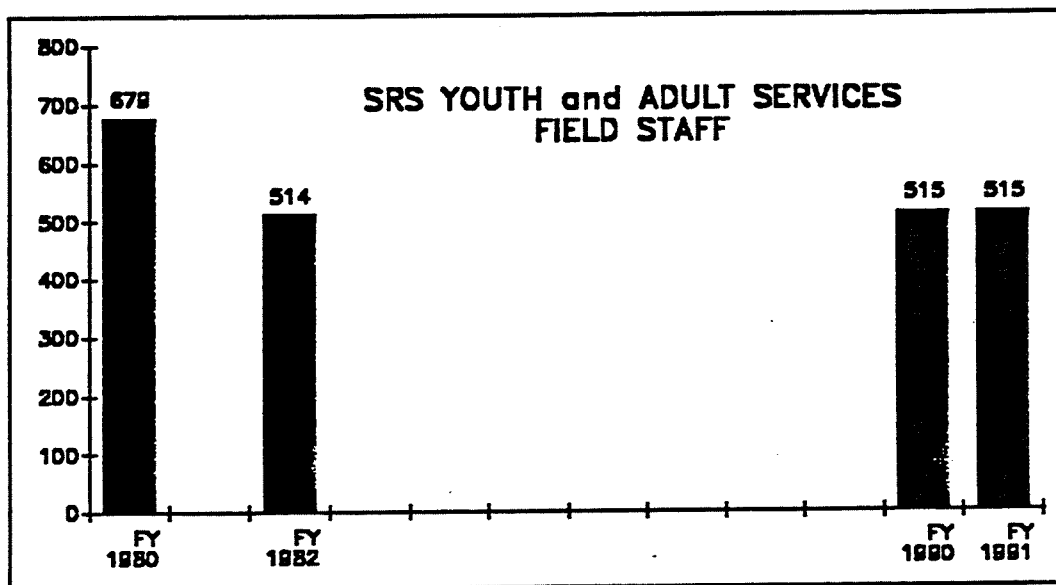
In 1980 the Department received 866 reports of sexual abuse against children. In 1990 the number was 1,629 an increase of 88%. Although actual counts are not available for the period, the reports of children and families with significant drug involvement are increasing and estimated to be 60% of all cases in 1990. Cases involving drug abuse or sexual abuse are extremely difficult to manage and are intensely demanding for all involved.

The number of juvenile offenders in the Kansas system jumped from 1,473 in 1985 to 1,607 in 1990 an increase of 9%. The number of juveniles placed in the state's four youth centers went from 375 in 1985 to 726 in 1990 an increase of 94%. Between 1982 and 1990 youth center staff increased from 477 to 499, an increase of only 5%.

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SRS FAMILY AGENDA FOR CHILDREN AND YOUTH

Social service field staff, including supervisors, social workers, and paraprofessionals, who work with families actually declined by 24%.



More than anything else it is these basic numbers--which reflect large increases in caseloads and diminishing staff capacity, largely comparable to trends in the rest of the U.S.--that have placed the Department in a frequently reactive position in recent years. It is within this context that Kansas's efforts to protect abused, neglected and otherwise troubled children need to be viewed. Yes, there are many things which the Department can do to improve the management of the resources it has available to fulfill its functions.

Many strategies are identified in this agenda. But even if operated at maximum efficiency and effectiveness, the Department simply lacks the staff and program resources to deal with the huge numbers of troubled children and families for whom state intervention is legitimate.

Although the Department strongly believes that much of its work is beneficial to the families it serves, that many Kansas children are protected from harm because of its intervention, that it has successfully implemented many innovations in recent years and that these gains are largely the result of committed and hard working staff, there is no disagreement that significant improvements in the present system are possible.

Many of the issues which need to be addressed have been identified by the Department itself. Many have been identified by the legislature in its comprehensive

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SRS FAMILY AGENDA FOR CHILDREN AND YOUTH

and detailed study of the Department's programs. Both agree that many Kansas families face such serious problems that a sustained and broad-based statewide effort to improve services to these families is required. In order to succeed a departure from business as usual will be essential.

This agenda proposes actions which are needed immediately to strengthen the Department's effectiveness in serving children, youth and families. It also identifies several larger issues that require longer term action, some of which are beyond the Department's ability to address on its own.

This agenda envisions a major shift in emphasis on the part of all child-serving systems in Kansas. This is a shift from seeing removal of children and youth from their families and communities as the solution of choice to a commitment to supporting, strengthening and preserving families. It envisions an array of services designed around the unique needs of the families being served and in the least restrictive setting possible. It envisions collaboration among state agencies, communities and families. It envisions timely and effective services for children, youth and families, wherever they are served.

The enhancement of services to families cannot result in the deterioration of foster care or youth center programs. Indeed, the Department believes that foster care providers and youth center staff are key to the successful rehabilitation of families. The vast majority of children and youth leaving SRS custody return to their families. If they are to become fully functioning members of society, partnerships must be forged with their families.

This agenda represents a convergence of sound social policy with sound fiscal policy. It requires an investment today for the future. The choices are pretty basic--pay now for services for children, youth and families or pay later for prisons, increased adult psychiatric services, reliance on public assistance and perpetuation of the cycle of abuse and neglect. These children and youth are the parents and work force of the future. Investment in their care and nurturing will pay dividends for generations to come.

The agenda contains a total of 29 initiatives and hundreds of action steps. Many can be achieved administratively. Others require changes in the law. Others will cost money. The total cost will likely be alarming to some. However, in the absence of a strategic plan, foster care costs alone grew by \$25 million or 109% from FY 1987 to FY 1992. At this rate, foster care costs will reach \$100 million by FY 1997, an increase of \$52 million. The Department proposes to serve children, youth and families more effectively and at less cost than this projected foster care increase.

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SRS FAMILY AGENDA FOR CHILDREN AND YOUTH

The Department recognizes the difficult fiscal decisions faced by the State of Kansas and is committed to multiple strategies for financing its proposed initiatives. Some existing and anticipated resources will be redirected. Federal financing will be increased for several programs.

At the heart of these initiatives is an overriding philosophy that children are best cared for in their families whenever possible. It is true there is an irreducible number of children who will never be able to remain in their homes; their families simply are unable to provide them with the care and structure they require. For these children the Department is committed to finding the most appropriate permanent placement possible. Kansas is fortunate that it has many high quality out-of-home care providers who deliver important services to children. There will continue to be a need for these services and increased emphasis on their work with families. But contrary to common public perception, experience shows that most children who are abused or neglected are not best served by permanent removal from their homes. Fortunately, with help, the vast majority of children can be safely returned to their families. But the help needs to be comprehensive, timely and appropriate and this has often been a problem in Kansas. The Legislative Post Audit report found that inadequate amounts of some services in Kansas may permit many children to be removed from their families and many children to linger in foster care once placed.

This over-reliance on out-of-home care can be illustrated in many ways. The SRS fiscal year 1992 budget allocates nearly \$48 million to foster care and just over \$3 million to family services. A disproportionate share of funding allocated for children's mental health is spent on state hospitalization. The National Association of State Mental Health Program Directors found that in 1985 Kansas allocated more money per capita to state hospital care for children than any other state.¹ Kansas also has an unusually frequent tendency to incarcerate juvenile offenders with only 7 states having a higher rate.² The agenda can end this trend by placing renewed emphasis on community-based programs, family-centered and culturally-sensitive practices and staff development and training.

¹ "An Analysis of the System of Care for Children with Severe Emotional Disturbances in the State of Kansas," The University of Kansas School of Social Welfare, November 1990, p.iv.

² The Center for the Study of Social Policy, "Kids Count Data Book, State Profiles of Child Well Being", 1991, p. 28.

SRS FAMILY AGENDA FOR CHILDREN AND YOUTH

It is important to emphasize that the Department's renewed emphasis on families is not based on sentiment or a longing for days past. It is based on four realities: the overwhelming majority of children want to stay with their parents in spite of household conditions; removing children often produces long-term, even life-long emotional problems; most families who have abused or neglected their children can be taught to behave differently; and adequate structure can be provided to maintain many juvenile offenders in their homes and communities.

The state's goal and overriding interest is to make available to families whatever services are needed, but no more than are needed, to successfully permit them to care for their children. The agenda embodies this philosophy and, once implemented, will greatly improve the state's ability to protect its children without diminishing public safety. Equally important, it will enable parents to better care for their own children.

**MAJOR ELEMENTS OF THE SRS FAMILY AGENDA
FOR CHILDREN & YOUTH**

CLUSTER 1: HELPING FAMILIES TO SAFELY CARE FOR THEIR CHILDREN

The Kansas Legislative Post Audit report and SRS's own internal quality assurance reviews have found that some children are separated prematurely from their families and that more efforts and resources should be focused on preventing children from entering care. To achieve the objectives associated with this cluster the Department proposes several major initiatives:

1. **Better Assess What Individual Children and Families Need**
 - Design and implement a new protocol for better assessing family needs and strengths in order to reduce separation of children from their families
 - Amend present law to allow SRS to propose alternatives to the removal of a child, when appropriate, prior to court action
2. **Expand Supportive Family Services**

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SRS FAMILY AGENDA FOR CHILDREN AND YOUTH

- Identify highest priority family support services in each area of the state
 - Expand family support and purchase of services to enable families to safely care for children in their homes
3. **Expand and Strengthen Intensive Family Preservation Services**
- Establish sufficient family preservation services in each area of the state through direct delivery and purchase of service
4. **Help Substance-Involved Families**
- Expand purchase of services that serve women and children together
 - Develop a plan for further expansion of services to assist families and youth with drug and alcohol problems in collaboration with SRS Alcohol and Drug Abuse Services
5. **Enable Families with Special Needs Children to Keep Their Children at Home**
- Identify a central point of contact for families with special needs children
 - Expand family subsidies and purchase of services
6. **Decrease The Number of Children Who Are Removed From Their Homes in Order to Be Evaluated**
- Develop a capacity within each area to conduct family-centered, community-based diagnostic evaluations.

CLUSTER 2: IMPROVING OUT-OF-HOME CARE FOR CHILDREN WHEN PLACEMENT IS NECESSARY

The Department is committed to providing the highest quality services to children who must be separated from their families whether temporarily or permanently. This includes ensuring that families are active participants in the lives of their

SRS FAMILY AGENDA FOR CHILDREN AND YOUTH

children and in the process of reunification whenever possible. It also means working closely with the many community agencies and foster parents who are essential to SRS's efforts. The Legislative Post Audit Committee found that the Department's present caseload ratios prevent the consistent delivery of high quality services to children separated from their families. The Department will pursue several initiatives:

1. **Increase the Number of SRS Foster Care Staff**
 - Develop diversified and adequately staffed foster care teams in each area of the state to work with children and their families and the agencies and foster parents that support them
 - Reduce the social worker to supervisor ratio
2. **Increase Training for Foster Care Workers and Foster Parents**
 - Develop a comprehensive staff training plan for area offices and youth centers
 - Establish regional training centers throughout the state
3. **Expand the Legal Representation for Children Served by the Department**
 - Add an attorney and secretary to each area office to prevent children from unnecessarily entering SRS custody and expedite movement into a permanent situation
4. **Assist Purchase-of-Service Agencies in Providing Family-Centered Services and in Customizing Services for Children/Youth**
 - Increase the capacity of purchase of service agencies to work with families and meet the special needs of children/youth
 - Pursue new federal financing to increase rates to the full cost of care

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SRS FAMILY AGENDA FOR CHILDREN AND YOUTH

5. **Expand Therapeutic Out-of-Home Care Options**
 - Increase the availability of therapeutic foster care homes and the use of relative foster care
6. **Reimburse Foster Parents for the Actual Cost of Child Care**
 - Raise family foster care rates to the U.S.D.A. standard for the cost of rearing a child
7. **Develop Additional Adoptive Families for Children who Cannot Return Home**
 - Develop a new adoption recruitment plan and expand the purchase of services from private agencies
8. **Modify Current Laws Governing When Children Can Be Placed in State Custody**
 - Kansas law would be changed to require SRS be given advance notice of children in need of care proposed to be placed in state custody and, when appropriate, would be given an opportunity to present an alternative plan to the court.

CLUSTER 3: WORKING WITH JUVENILE OFFENDERS: HELP FOR TROUBLED KIDS AND THEIR FAMILIES WHILE PROVIDING FOR PUBLIC SAFETY

Kansas communities are clearly looking for increased control of youth who they believe threaten property or personal safety, and for effective intervention which prevents repeat offenses and entry into the adult prison system. A fundamentally different approach is needed. Too many youth are being committed to the state youth centers who could remain in their communities. SRS is committed to the development of family-centered and community-based interventions to address this situation. The Department will pursue several major initiatives:

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SRS FAMILY AGENDA FOR CHILDREN AND YOUTH

1. **Create a Day Reporting System Enabling 600 Offenders to Be Supervised in Their Communities and Remain at Home With Their Families**
 - **Serve youth who have committed misdemeanors in their own communities more effectively and at lower costs than current youth center and foster care placements**

2. **Create Seventy New Specialized Residential Transition Beds**
 - **Establish four community-based facilities for those youth who need a period of adjustment between the youth centers and return to their communities**

3. **Add a Family Treatment Component at Each Youth Center**
 - **Develop intensive family counseling and other services for residents of the youth centers and their parents to enhance successful returns to the community**

4. **Enhance Staff Coverage, Security and Emergency Response Capability at the Youth Centers**
 - **Increase staff to better protect both youth and staff**
 - **Improve radio communication systems**

5. **Provide Training and Assistance to Address the Needs of Special Youth Center Populations**
 - **Improve the capacity of youth centers and community programs to respond to victims and perpetrators of sexual offenses; individuals who exhibit intensely "explosive" and predatory behavior; and members of youth gangs**

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6. Downsize the Capacity of the Four Youth Centers

- Implementation of the other initiatives in this cluster will permit SRS to reduce its youth center capacity by 106 beds, from 463 to 357.

CLUSTER 4: INVOLVING COMMUNITIES AND OTHER SYSTEMS IN THE CARE AND PROTECTION OF KANSAS CHILDREN

SRS has neither the responsibility, the authority nor the knowledge base to successfully intervene in the lives of the families it serves without the involvement of provider agencies, foster parents, schools, health professionals, the legal system and many others. Although SRS is designated by the law as the central driving force in the state's protection of children, and is one of the primary forces in dealing with juvenile offenders, its efforts require extensive support from many others. Too often it has not sought nor received this support. The Department proposes to:

1. Provide a Forum and Planning Process for Enlisting Local Communities in SRS's Work in Each of the 12 Area Offices
2. Initiate Joint Planning, Training and Funding of Programs with Other Important Systems Serving Children and Families
3. Establish Advocacy and Support for Families and Local Program Development Efforts as an Ongoing Responsibility of Government
 - Increase consumer advocacy and involvement in SRS programs
4. Use Neighborhood Schools as the "Host Site" for Comprehensive Health and Social Services to Families
 - Develop 18 sites over three years
 - Target funding to those neighborhoods where families are at greatest risk for loss of custody to SRS

CLUSTER 5: STRENGTHENING STATE GOVERNMENT'S CAPACITY IN THE CARE AND PROTECTION OF CHILDREN

Both the Legislative Post Audit report and the Department's consultants, the Child Welfare League of America, have found the management resources available to the Youth and Adult Services Central Office to be severely deficient. For example, total central office professional staff is 21; the comparable state agencies in Arkansas and Oregon, with about the same population, have central office professional staff of 108 and 63, respectively. The CWLA consultants recommend a major reorganization of the operation and the addition of several major enhancements to the management system if the state's efforts are to be more effective. The Department proposes to:

1. **Establish a Team-Oriented Organizational Structure and Management Process**
 - Change structure to improve internal coordination, provide more support to field operations and increase accountability
2. **Increase the ability of the Commission's Central Office Staff to Provide Support and Direction for the Implementation of a Community-Based, Family-Centered System**
 - Provide the minimum funds needed to manage the child welfare and juvenile justice operations of the Department and to implement the agenda's numerous initiatives
3. **Rewrite Policy and Procedure Manuals**
 - Update and simplify policies and procedures in order to better guide staff and community providers in their complex decision-making.
4. **Develop and Implement an Automated Comprehensive Social Services Information System**
 - The current information systems, central to quality decision-making and the safety of children, are inadequate. A new system is proposed
5. **Take Full Advantage of Available Federal Funds to Support New Programs and Services**

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- The Department believes substantial additional federal funds are available to SRS if it can complete the planning necessary to gain these funds. SRS will seek authorization to retain and expend additional federal funds.

CONCLUSION

This comprehensive, strategic agenda for SRS's child welfare and juvenile justice services proposes:

- continuation of the shift in emphasis from separation of children and youth from their families and removal from their communities to a commitment to enabling families to better care for their children
- an increase in the array of services designed around the unique needs of each child and family being served in the least restrictive setting possible
- a collaboration among state agencies, providers, communities and families to more effectively serve children and youth
- an emphasis on community prevention and earlier intervention services

It is an ambitious agenda which proposes numerous actions that are needed immediately to strengthen the Department's effectiveness in the protection of Kansas' children and in delivery of appropriate services to youth in the juvenile justice system. It also identifies several larger issues that require longer term action, some of which are beyond the Department's ability to address on its own and which will require broad-based understanding, support and involvement.

The agenda represents a convergence of sound social policy with sound fiscal policy. It represents an investment today for the future.