

Pathway for Success Accomplishments

From launch of Strategic Implementation (SIT) teams in April 2021 through June of 2022

The Kansas Department of Corrections (KDOC) Strategic Plan Implementation 2020-2022 identified seven (7) strategies to move into action through Strategic Implementation (SIT) teams. Four SIT teams made up of 63 volunteers from across the department began their work in April of 2021 to advance these strategies into action.

From ideas developed by SITs, as well as those by staff and leadership in our work units, the following have been accomplished on our Pathway for Success.

Prioritize and Invest in Our Workforce

- 24/7 Facility Pay Plan enacted November 2021 providing base pay increases for parole, unit team and corrections officers and temporary pay differentials for all facility employees.
- Received funding for a 5% pay raise for employees not included in the 24/7 Facility Pay Plan that will take effect in state fiscal year 2023.
- Received funding to continue the 24/7 Facility Pay Plan for state fiscal year 2023.
- 215 KDOC staff graduated from Kansas Leadership Center (121 - Your Leadership Edge, 29 - Lead for Change, 9- Equip to Lead, 51 - Leadership Coaching, 5 – Teach Leadership Intensive) demonstrating their commitment to leadership from every level of the agency and another 108 staff will complete this training (36- Your Leadership Edge, 36 - Lead for Change, 21 - Equip to Lead, 10 – Supervisors as Leaders, 5 – Civic Facilitator Fellowship Training) by the end of calendar year 2022 demonstrating their commitment to leadership from every level of the agency.
- Changed policy and practice to allow staff access to personal cell phones while on duty at correctional facilities.
- Created employee referral program in which current employees earns additional paid time off for each new employee they refer to the department.
- New recruiting brochure published on agency website and print versions available for use by employees and at job fairs.

- Over \$1.2 Million invested in replacement of worn out and obsolete safety equipment and cars, with additional funding appropriated that will be invested as availability increases with further supply chain improvement.
- Completed an organizational coaching assessment by Justice System Partners (JSP) to determine the level of readiness of the organizational infrastructure in shifting the identity of a supervision officer from rule enforcement (referee) to behavioral change (coach). With the assistance of JSP, tactical plans are being developed to address the gaps in that shift to a coaching model. This assistance also includes leadership development and networking with two other national pilot sites in Michigan and Texas.
- Beginning in November 2021 Wellness and Peer Support staff implemented 30-minute overviews of both wellness and peer support in orientation training to increase knowledge, access and impact of wellness activities, resources and support for all corrections professionals.
- SB419 passed providing EAI special agents access to training at the Kansas Law Enforcement Training Center.
- Invited facility unit team to participate in a federal grant awarded to Parole Services focusing on building capacity of case management supervisors to effectively coach line staff in case management skills. All case management staff in parole and facilities will go through the same trainings delivered by The Carey Group to assist in case planning and effective use of cognitive behavioral interventions. Then supervisors will receive additional training in how to coach the skills learned.
- A Staff Development Council has been established to provide policy oversight for staff development throughout the agency. This Council will support work that ensures current, comprehensive and consistent lesson plans, delivered by prepared skilled trainers who will use multiple modalities and methods to provide basic and advanced skill building for all staff, vendors and volunteers. The Council will help ensure that employees receive high quality training that aligns with their needs, increases safety for staff and residents, and prepares them for future career opportunities.
- Parole has revised the on-boarding processes for new parole officers and increased support through by providing more on-the-job training, access to a mentor, and adopting consistent process across the parole offices and regions.

Create an Environment of Well-Being and Change

- Six deployments of our Peer Support teams in support of staff in 5 different facilities. The Peer Support team consists of 70 trained staff representing every work unit across KDOC who stand ready to support their peers in time of need.

- In the past year, 757 adult correctional facility residents have participated in post-secondary educational opportunities that are available at each facility. Those adult students earned 5,464 credit hours for an average of just over 7 hours each.
- Developed new design specifications for living spaces for the remodeled Lansing X and Winfield Triplet and Funston units that are being implemented by contractors and will open late in 2022. Lansing will provide substance abuse and work release opportunities for residents. While the units at Winfield will provide specialized housing for residents with geriatric/cognitive needs as well as additional substance abuse opportunities.
- Implemented changes in adult residential housing focused upon realigning capacity, reforming the use of restrictive housing, development of step out/restricted movement units and reforming housing practices for capital punishment residents all to improve safety of staff and residents while making the best use of current infrastructure.
- In June of 2021 opened the Lansing Correctional Facility Minimum security unit Career Campus.
- Expanded job training opportunities for residents at the Lansing Correctional Facility with the August 2021 start of the Welding Technology Program by Kansas City Kansas Community College (KCKCC).
- December of 2021 sick call pilot project at El Dorado correctional facility to more efficiently triage requests and respond with the necessary level of care.
- Implemented expansion of release medication program. HealthSmart Rx provides each releasing resident with a benefits card to use at any pharmacy for medication refills after 30 and 60 days (previously given 30 days of meds at release) to fill a gap when awaiting access to community health care benefits.
- New private industry partnership between Topeka Correctional Facility and Russell Stover Candies resulting in 100-150 jobs for residents depending upon the season and consumer demands for these products.
- July 2021 agreements reached with ten Kansas colleges, and one service center, to deliver an array of adult, special and higher education programs and services in all Kansas adult correctional facilities.
- In response to increased incidents of illicit substances being introduced with Kansas Correctional Facilities a peer recovery coach was implemented. The peer brings the lived experience of recovery, combined with training and supervision, to assist others in initiating and maintaining recovery, helping to enhance the quality of personal and family life in long-term recovery.

- Reassignment of the textile traditional industry operation from Hutchinson Correctional Facility (HCF) to the Norton Correctional Facility (NCF) where historically there has been limited opportunities for long term private industry agreements.
- At the Hutchison Correctional Facility (HCF) a new 30,000 sq. ft. Kansas Correctional Industries (KCI) building was constructed that will allow opportunity for existing industry partnerships to expand and/or new partnerships to be established that will increase opportunities for residents.
- Developed site and building construction plans for private industry expansion at the Lansing Correctional Facility (LCF) that will be constructed in FY2023.
- Implementing Positive Behavior Reports (PBR) for observed positive behavior. Residents who receive a written PBR then receive a small reward. Pilots of the program have concluded at Lansing, Topeka, Ellsworth and the Kansas Juvenile Correctional Complex (KJCC) and are now fully implemented.
- Initiated pilot of the ACE (Adverse Childhood Experience) screening tool during the Reception and Diagnostic Units (RDU) at Topeka and El Dorado Correctional Facilities.
- Increased focus and organizational awareness the physical environment in which residents live and staff work and how that affects behavior. As a result of this more intentional focus, mattresses are being replaced to improve sleep quality, acoustic engineers have visited El Dorado and Topeka Correctional Facilities and made recommendations for implementation of sound dampening techniques, and investing in suicide prevention sleep systems for some specialized housing units.
- From March of 2020 to June of 2022, have increased private industry job opportunities for current correctional facility residents from 900 to 1,200 an increase of 33%. These opportunities allow residents to develop job skills while earning money to pay court costs while also saving money so they can provide for their housing, transportation and other needs upon release.
- Completed a staff survey of the use of CBI (Cognitive Behavior Intervention) techniques, including staff training and effectiveness. This study will help support changes and improvements that will be recommended in the coming year.
- Revised processes and increased investment in medical services resulting in the elimination of a previous backlog of residents who needed treatment for Hepatitis C. All newly admitted residents now have access to testing and treatment.
- Piloted new mail handling processes at the Ellsworth Correctional Facility as a strategy to reduce the potential for introduction of illegal substances into the facility.

- Increased access to cognitive behavior change programming in parole offices for persons on post-release supervision.
- Implemented structured decision-making model to guide staff decision making in responding to behavior and decisions on revocation.
- Adopted the Women's Risk Needs Assessment (WRNA) to improve risk and needs assessment practices statewide by adopting this gender specific assessment tool. The WRNA is being utilized by local court services and community corrections agencies, KDOC facilities and parole.

Prioritize and Maximize Intentional Communication

- Created a Recruiting Coordinator position to maximize communication of job vacancies and increase social media content posted by KDOC.
- Implemented weekly staff messages from the Secretary of Corrections with 59 messages delivered in calendar year 2021 and 23 so far in 2022.
- To provide regular updates to residents and families on COVID and other topics, initiated weekly data updates and messages from the Secretary of Corrections with 135 being sent in calendar year 2021 and 61 so far in 2022.
- Hosted the Joint Committee on Corrections and Juvenile Justice Oversight at the Lansing Correctional Facility to increase legislative understanding of staffing needs and facility operations.
- Initiated by staff at the Topeka Correctional Facility in February 2022, and currently being deployed at all nine correctional facilities, launched specific new websites to communicate employment opportunities to job seekers.
- Implemented weekly briefings by Enforcement Apprehension and Investigations (EAI) staff for facility, parole and prisoner review board leaders to improve communication on matter that could impact safety and security.

Leverage Resources

- Secured \$54,487,267 in federal funding to address critical needs specific to the coronavirus pandemic.

- Developed and tested a tool at El Dorado for staff to report the condition of computers and chairs so that replacements can be ordered and is now working on a plan provide needed replacements at all work sites.
- Completed a survey of staff and volunteers about how receptive they were to certain tasks being performed by volunteers, residents, parolees or probationers to enhance service capacity currently provided by staff.
- Increased program capacity in the community by leveraging technology to provide 45 weekly group behavior change groups on a statewide basis rather than just in a specific parole office.

Strengthen Stakeholder and Community Involvement

- Partnered with University of Cincinnati (UC) to survey current and former residents on experience in KDOC facilities. After analysis by researchers, data will be used to guide further improvements to correctional services provided by KDOC.
- Passage of HB2401 providing authority for public/private partnerships and mechanism for future private investment in educational and job skills programs.
- The Kansas Department of Corrections has partnered with the National Alliance on Mental Health of Kansas at three adult facilities (Topeka Correctional Facility, Hutchinson Correctional Facility, Norton Correctional Facility) implementing a program benefitting justice involved adults. NAMI Kansas seeks to address the need for mental health programs and prevention of self-harming behaviors/suicide within correctional facilities and jails in the state of Kansas through creation of the NAMI Justice Involved Project (JIP). JAG funding will provide the support necessary for NAMI to implement their Connection support groups and Peer-to-Peer education classes in state correctional facilities and county jails as a part of the JIP project.
- Launched case submission in the Kansas Cold Case Cards project in collaboration with the KBI and state law enforcement organizations. A deck of 52 playing cards featuring Kansas cold cases will be created and distributed to state correctional facilities in 2022.
- Advanced the partnership with Department of Revenue, Motor Vehicles, to give incarcerated persons preparing for release access to a driver's license or Kansas identification. Three methods have been established: 1) any resident who has had an active driver's license in the last 10 years can mail in information to get an updated DL/ID, facilitated by designated KDOC/KDOR staff; 2) mobile units are coming on site to all facilities to work with groups of residents to address their DL/ID issues; and 3) permanent units have been established at Topeka and Lansing correctional facilities, for residents to work with KDOC and KDOR staff to address DL/ID issues. Since this process started, we have been able to process 493 DL/IDs for returning citizens.

- On August 3, 2021, 17 juvenile residents at the Kansas Juvenile Correctional Complex received renewed driver's licenses or Kansas IDs, in preparation for release to the community, through the ongoing partnership with KDOC and Kansas Department of Revenue. This is the third site where a remote Driver's License "station" has been established within KDOC facilities.
- The Kansas Department of Corrections and Centurion partnered to provide free vision screenings and glasses for families and friends of our incarcerated residents during visitation at the facilities. The Vision Van went to Hutchinson Correctional Facility (HCF) the morning of October 30, 2021, and Eldorado Correctional Facility (EDCF) that afternoon. Then on Sunday, October 31, 2021, the van spent the morning at the Topeka Correctional Facility (TCF) and then traveled to Lansing Correctional Facility (LCF) for the remainder of day.
- Established the KDOC Institute as a separate 501(c)(3) non-profit organization to work with private industry and philanthropic leaders to raise funding for the construction of the Lansing Correctional Facility Career Campus.
- Secured appropriations from the Kansas Legislature to provide an increase in grant funding for local community corrections programs to pay more competitive wages for their employees.

Increase Human Capacity Through Technology

- Secured \$8,318,892 in grants and state general funds (KDHE \$794,850 + USDA \$858,650 + \$6,665,392 Pathway for Success) for investments in technology to support resident access to education and job skills training, including:
 - Equipment for higher education
 - Wi-Fi for residents
 - Tablets for GED work
 - Virtual Welders
 - Virtual CDL trainers
- Athena I deployed April 15, 2021, bringing online a modern case management data system for staff working in juvenile services, parole and local community corrections agencies. This \$6.1 million dollar investment replaced information technology systems that were over 20 years old.
- Athena II development launched June 28, 2021, which will bring a modern case management data system to staff working in juvenile and adult correctional facilities that will replace information technology that have been in use since the late 1970's. This \$22.0 million dollar system is scheduled to go live late in calendar year 2023.

- Invested in ION detection technology to accurately and quickly determine if substances received into facilities through the mail are or are not a safety concern for staff and residents. Initially piloted at the Ellsworth Correctional Facility, this technology has been implemented at all adult facilities.

Streamline Policies and Procedures

- Reviews of existing internal management policy and procedures (IMPP) resulted in:
 - FY2021 16 IMPP's revised, two consolidated, two revoked
 - FY2022 44 IMPP's revised, 63 consolidated (or revoked)
- Developed a new Mandatory and Voluntary Overtime Policy which was ratified by the Kansas Organization of State Employees.
- Initiated by staff at the Topeka Correctional Facility in February 2022, and currently being deployed at all nine correctional facilities, a reengineered job application and hiring process has reduced the time from job posting to hiring from several weeks to days. Streamlining this process allows correctional facilities to hire and onboard candidates when they are actively job seeking and before they are offered a position by another employer.