Presentation to Joint Corrections and Juvenile Justice Oversight Committee

Presented by KDOC Staff
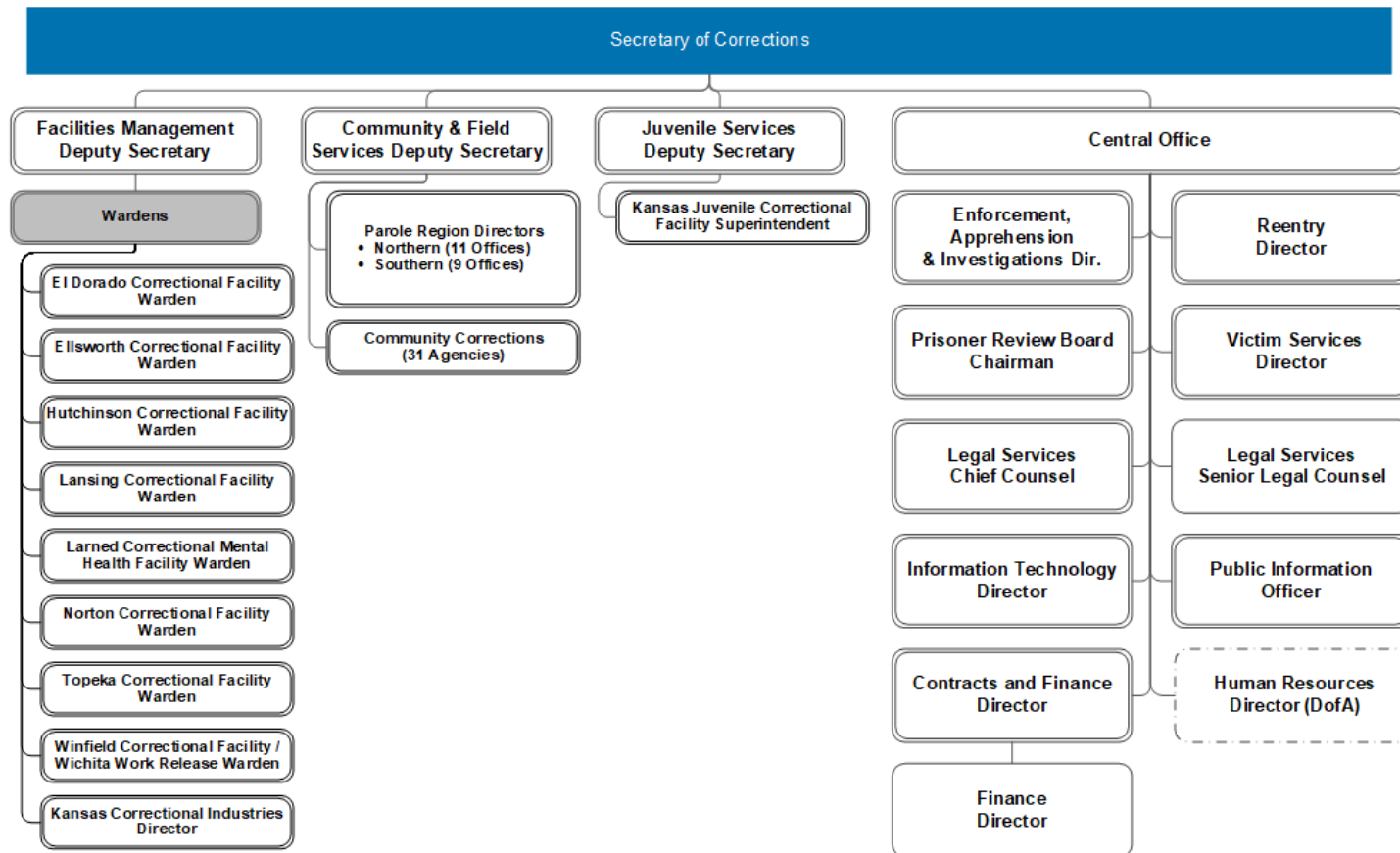
January 24, 2019

Mission and Vision

Mission Statement

The Department of Corrections, as part of the criminal justice system, contributes to the public safety and supports victims of crime by exercising safe and effective containment and supervision of inmates, by managing offenders in the community and by actively encouraging and assisting offenders to become law-abiding citizens.

Vision Statement

A Safer Kansas through effective correctional services.

KDOC Organizational Chart

Secretary of Corrections

Facilities Management Deputy Secretary

Wardens

- El Dorado Correctional Facility Warden
- Ellsworth Correctional Facility Warden
- Hutchinson Correctional Facility Warden
- Lansing Correctional Facility Warden
- Larned Correctional Mental Health Facility Warden
- Norton Correctional Facility Warden
- Topeka Correctional Facility Warden
- Winfield Correctional Facility / Wichita Work Release Warden
- Kansas Correctional Industries Director

Community & Field Services Deputy Secretary

Parole Region Directors
- Northern (11 Offices)
- Southern (9 Offices)

Community Corrections (31 Agencies)

Juvenile Services Deputy Secretary

Kansas Juvenile Correctional Facility Superintendent

Central Office

Enforcement, Apprehension & Investigations Dir.	Reentry Director
Prisoner Review Board Chairman	Victim Services Director
Legal Services Chief Counsel	Legal Services Senior Legal Counsel
Information Technology Director	Public Information Officer
Contracts and Finance Director	Human Resources Director (DofA)
Finance Director	

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Adult Facilities

Escapes / Walk-Aways

FY 2014 to FY 2018

	FY14	FY15	FY16	FY17	FY18
Escape Secure Facility	0	0	0	0	0
Walk-Away Non-Secure Facility	13	5	3	10	5
Total	13	5	3	10	5

Note: Non-secure facilities are work assignments/work release centers.

Overall Inmate Population

FY 2017 thru FY 2028
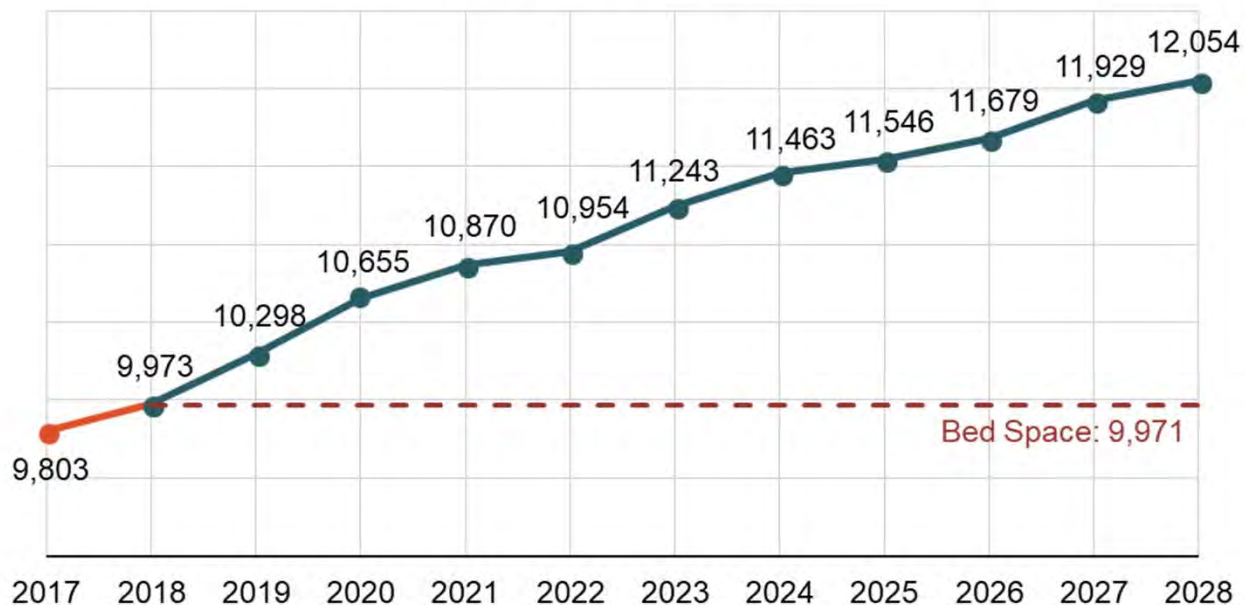
Beds coming online:

- **Topeka Correctional Facility** (July 1, 2019): +80 beds

- **Lansing Correctional Facility** (January 23, 2020): +526 beds

Facilities Management
Adult Correctional Facilities

Chuck Simmons

Facilities Management

Adult Correctional Facilities

Norton Correctional Facility
Norton County

NCF East Unit (Stockton)*
Rooks County

Ellsworth Correctional Facility
Ellsworth County

Larned Correctional Mental Health Facility
Pawnee County

Lansing Correctional Facility
Leavenworth County

Topeka Correctional Facility
Shawnee County

Hutchinson Correctional Facility
Reno County

El Dorado Correctional Facility
Butler County

Wichita Work Release Facility*
Sedgwick County

EDCF Southeast Unit (Oswego)*
Labette County

Winfield Correctional Facility
Cowley County

* Parent institutions: Wichita Work Release Facility is under Winfield Correctional Facility. NCF East Unit (Stockton) is under Norton Correctional Facility. EDCF Southeast Unit (Oswego) is under El Dorado Correctional Facility.

Facilities Management

Adult Correctional Facilities
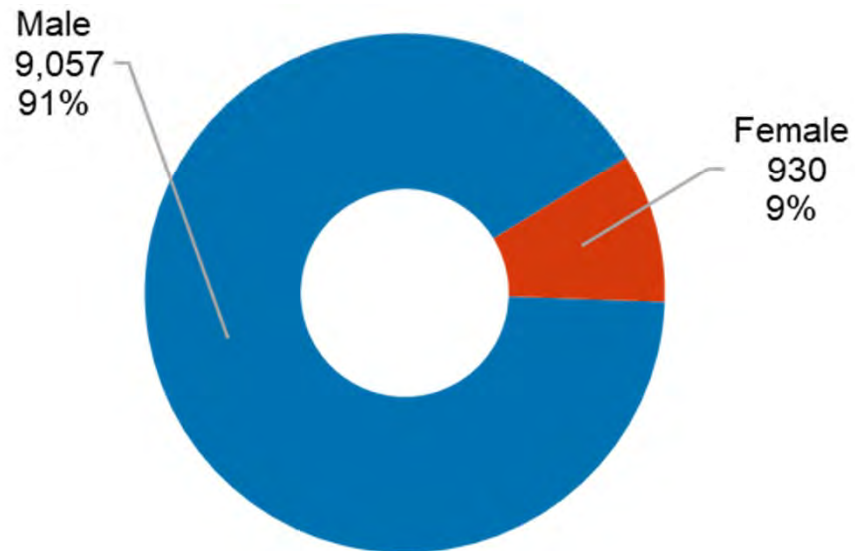
Facilities Management

Ellsworth Correctional Facility

Operating Capacity	**913**
Population (1-17-2019)	**915**
Special Management	18
Maximum	11
Medium	774
Minimum	111
Unclassified	1

Facilities Management

El Dorado Correctional Facility

Operating Capacity	**1,955**
Population (1-17-2019)	**2,013**
• Central Unit	1,318
• Reception and Diagnostic Unit (RDU)	375
Special Management	235
Maximum	540
Medium	793
Minimum	116
RDU	318
Unclassified	11

Southeast Unit (Oswego)	
Population (1-17-2019)	262
Medium	222
Minimum	39
Special Management	1

Facilities Management

Hutchinson Correctional Facility

Operating Capacity	**1,862**
Population (1-17-2019)	**1,882**
Special Management	271
Maximum	326
Medium	959
Minimum	326

Facilities Management

Lansing Correctional Facility

Operating Capacity	**1,906**
Population (1-17-2019)	**1,925**
Special Management	111
Maximum	534
Medium	646
Minimum	629
Unclassified	5

Facilities Management

Larned Correctional Mental Health Facility

Operating Capacity	**598**
Population (1-17-2019)	**569**
Special Management	37
Maximum	24
Medium	182
Minimum	326

Facilities Management

Norton Correctional Facility

Operating Capacity	**913**
Population (1-17-2019)	**839**
Special Management	12
Medium	601
Minimum	226

Stockton Unit	
Operating Capacity	128
Population (1-17-2019)	128
Minimum	128

Facilities Management

Topeka Correctional Facility (All Female Inmates)

Operating Capacity	**903**
Population (1-17-2019)	**930**
Special Management	24
Maximum	63
Medium	316
Minimum	463
RDU	42
Unclassified	22

Facilities Management

Winfield Correctional Facility

Operating Capacity	**554**
Population (1-17-2019)	**548**
Minimum	548

Wichita Work Release Facility	
Operating Capacity	250
Population (1-17-2019)	238
Minimum	238

Facilities Management

Non-KDOC Placements (89 Total)

Adult Male Inmates	
Jackson County Jail	26
Cloud County Jail	57
Johnson County Work Release	2

Adult Female Inmates	
Larned State Hospital	4

Community & Field Services

Hope Cooper, Deputy Secretary

Adult Supervision Overview

Kansas Adult Community Supervision

Judicial Branch

Office of Judicial Administration

Court Services

- Misdemeanor Probation
- Low-Risk Felony Probation
- Compact Misdemeanor Probation

Executive Branch

Kansas Department of Corrections

Funding & Oversight

County Commissions

Community Corrections

- Moderate and High-Risk Felony Probation
- SB 123

Parole

- Parole
- Post-Release Supervision
- Compact Parole
- Compact Felony Probation

Community Corrections

31 Agencies
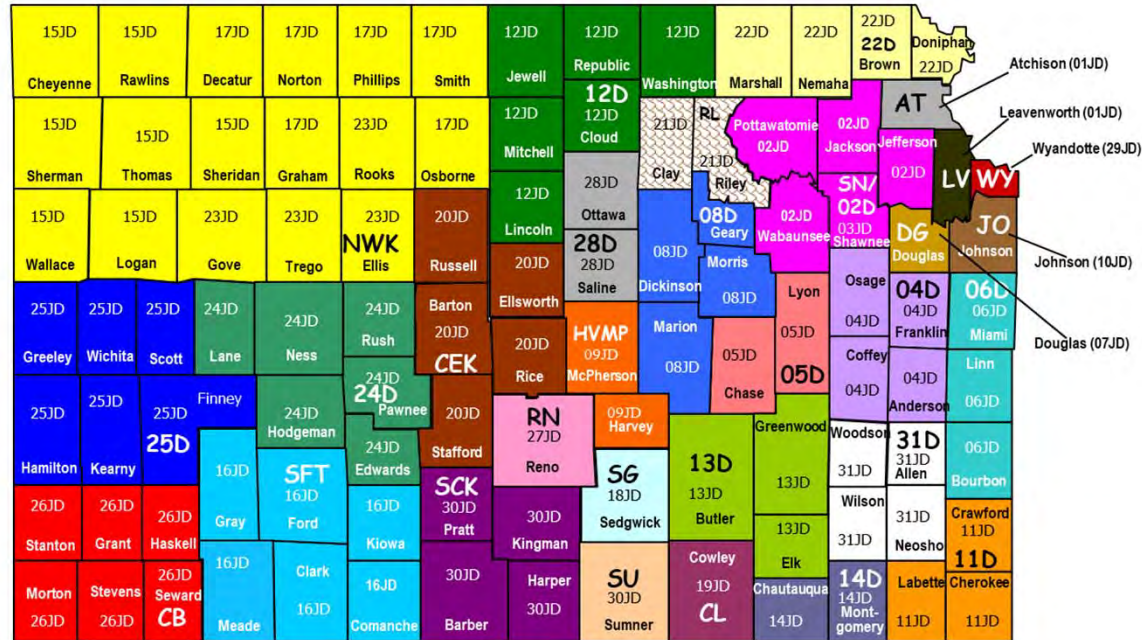
04 – Allison Dickinson
05 – Steve Willis
06 – Cathy Cooper
08 – Chrysann Phipps
11 – Tracy Harris

12 – Wanda Backstrom
13 – Ann Carpenter
22 – Venice Sloan
24 – Denise Wood
25 – Beth Beavers

28 – Annie Grevas
31 – Troy Smith
AT – Shelly Nelson
CB – Bobby Bonner
CEK – Amy Boxberger

CL – Mary Read
DG – Pam Weigand
HVMP – Janet Cagle
JO – Robert Sullivan
LV – Megan Waters

MG – Kurtis Simmons
NWK – John Trembley
RL – Shelly Williams
RN – Randy Regehr
SCK – Catherine Rohrer

SFT – Pat Klecker
SG – Glenda Martens
SN/02 – Rebecca Cartmill
SU – Brad Macy
UG – Phil Lockman

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Community Corrections

12-month Average Daily Population | Total: 8,166 (Dec 2018)
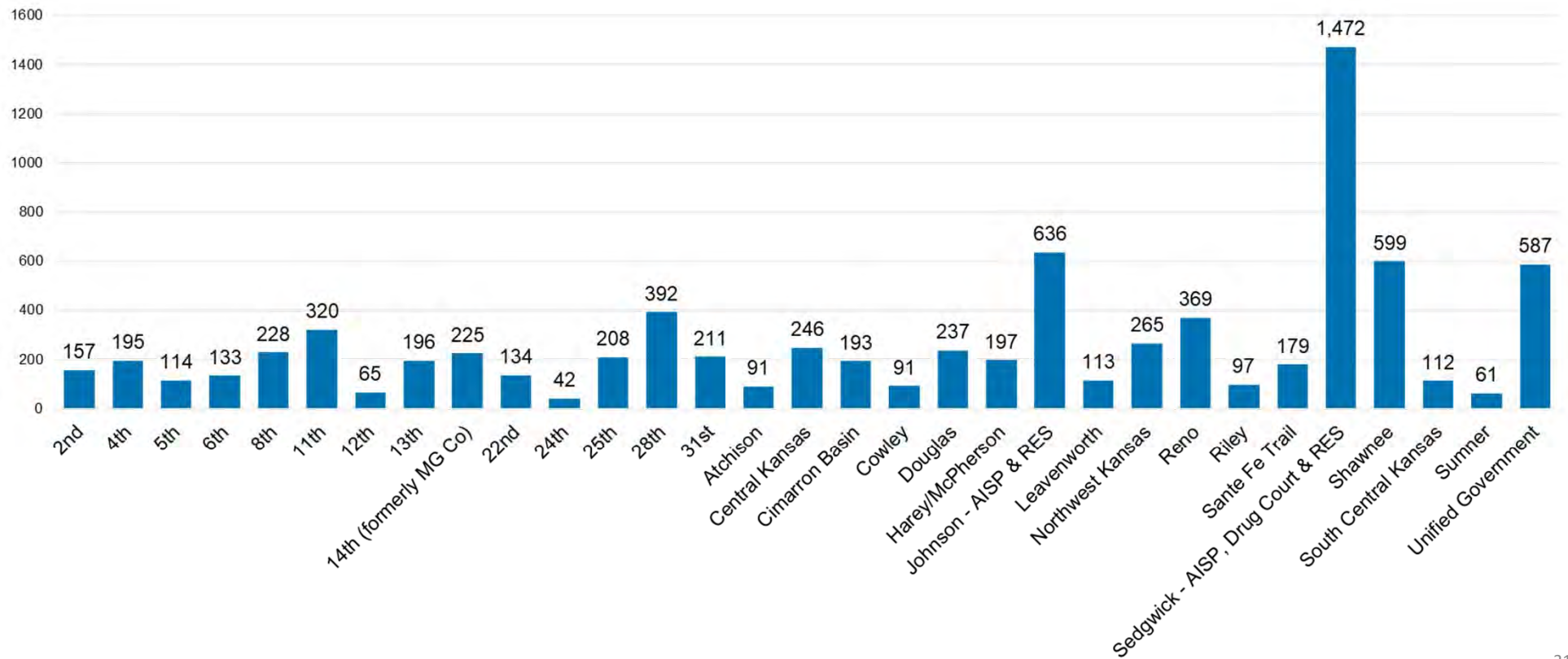
Field Services

Parole Locations
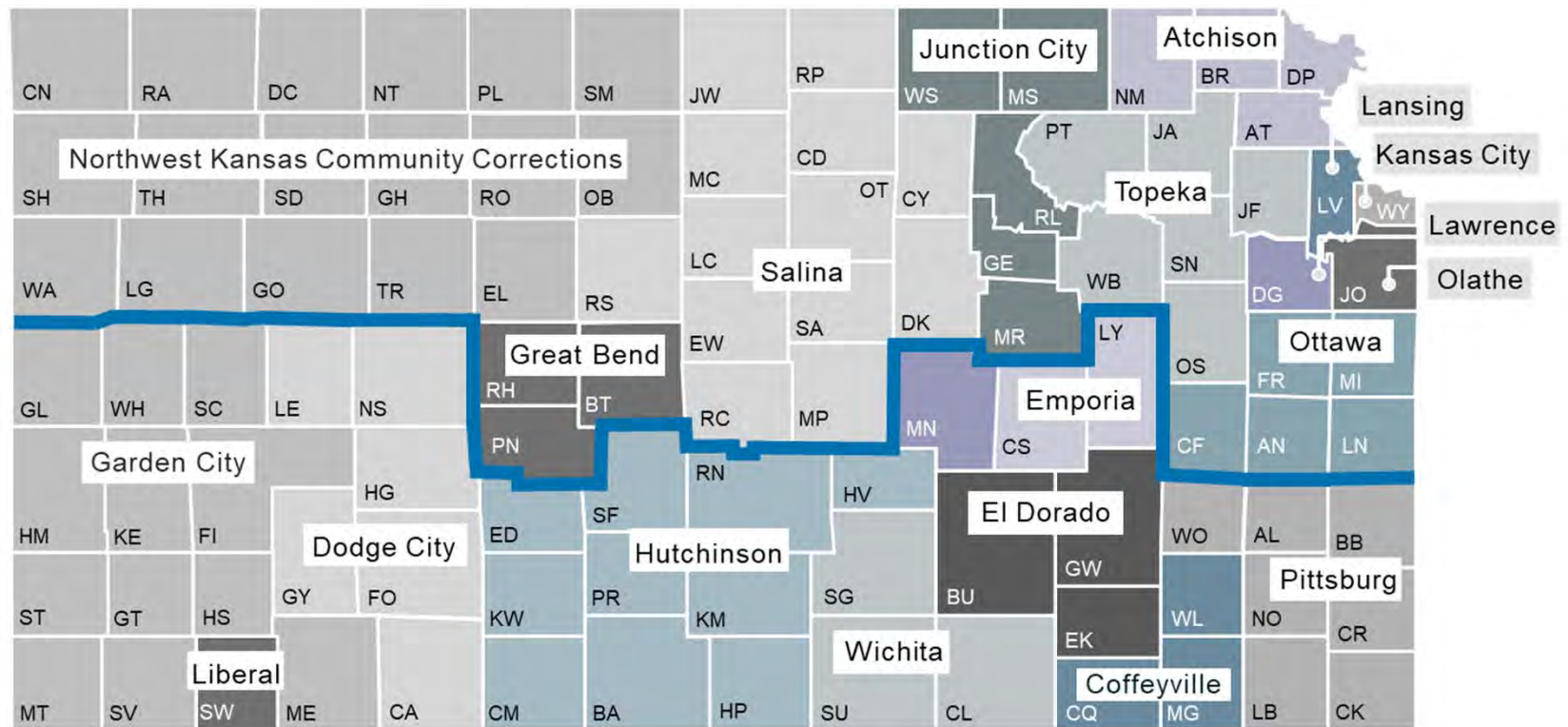
Offender Population Under Supervision

Total Population: 5,743 on January 13, 2019

Parole / Post-Release / Conditional Release
4,130
72%

Interstate Compact Probation*
1,108
19%

Interstate Compact Parole*
505
9%
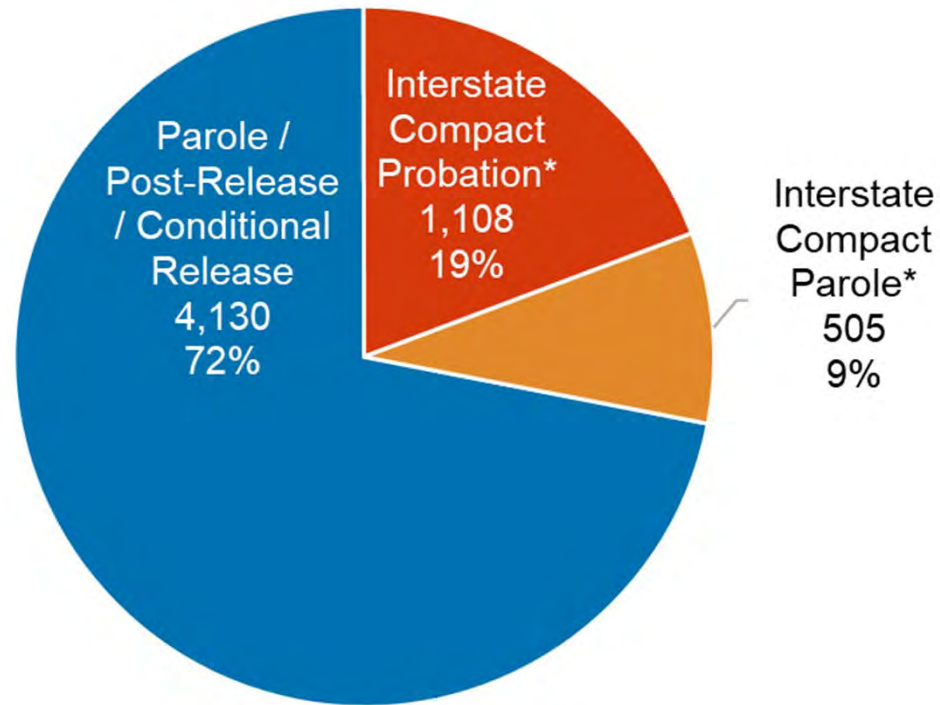
* Includes pending cases

Field Services Programs

Parole / Post-Release

In House

- Thinking for a Change (T4C)
- Moral Reconation Therapy (MRT)
- Substance Abuse Programming (SAP)
- Batterer Intervention Programming (BIP)

Community

- Sex Offender Treatment
- Batterer Intervention Programming
- Substance Abuse Programming/Treatment
- Behavioral Health Services

Supervision Strategies & Interventions

Balance Risk Containment and Risk Reduction

- Supervise based on risk
  - o Higher risk – more intensive supervision and intervention
  - o Lower risk – less supervision

- Multidisciplinary approach

- Cognitive interventions – every interaction is an opportunity to impact behavior change
  - o Effective use of authority, reinforcement, approval and disapproval
  - o Use of positive reinforcement

Juvenile Services

Randall Bowman, Deputy Secretary

Juvenile Justice System

Juvenile Services Vision: To lead the nation in juvenile justice by strengthening families, empowering youth, and making communities safer

| Juvenile Intake | Immediate Intervention | Prosecution | Court | Community Supervision | Kansas Juvenile Correctional Complex | End Goal: A healthy, contributing young adult |

Family, Child, Neighborhood, Health Care, Education, Behavioral Health Care, Employment

KDOC-JS Funded, County Operated

Not KDOC-JS Funded or Operated

KDOC Operated

KDOC-Juvenile Services

Juvenile Intake

- 24 hrs. day response to Law Enforcement
- First opportunity to intervene on behalf of alleged Child In Need of Care (CINC) or Juvenile Offender (JO) Needs
- Serve age birth through 17
- FY18: 6,218 CINC and 8,077 JO

Immediate Intervention

- All misdemeanor youth without prior adjudication
- Informal response to child behavior
- FY18 3,297 served

Community Supervision

- Post Adjudication Supervision for youth on probation, out of home, conditional release (=parole)
- Serve age 10-23
- June 30, 2018 population 882
- January 17th population 889

Kansas Juvenile Correctional Complex

- Secure confinement (=Prison)
- Serve male and female age 10-22 ½
- Juvenile Offenders and Juveniles Waived to Criminal Justice until age 18
- June 30, 2018 population 225
- January 17th population 161

KDOC-Juvenile Services

Mission Statement

The mission of KDOC-Juvenile Services is to promote standards of excellence in juvenile justice by supporting data driven policies and proven approaches delivered in the least restrictive environment possible and equipping families, communities, and partners across the state to best meet the needs of kids

Functions to carryout mission

- Develop program standards
- Administer state and federal grants
- Provide training
- Contract for services
- Site visits for contractors and grantees
- Data collection and analysis
- Engage with stakeholders on system needs

- Compliance monitoring of jails and lock-ups
- Provide technical assistance
- Staff support for collaborative bodies
- Operate the Kansas Juvenile Correctional Complex
  - Provide a safe environment for juveniles and staff
  - Provide health and behavior health care
  - Run a school and post-secondary opportunities

Recidivism (Risk) Reduction: Reentry & Programs

Margie Phelps, Reentry Director

Recidivism (Risk) Reduction

Recidivism

Three key areas

- Evidence-based programs that target crime-producing areas
- Release and discharge planning
- Effective supervision and response to behavior

KDOC Recidivism Rate

Year	Rate
1999	55.1
2004	42.9
2008	33.78
2013	35.97
2014	33.91
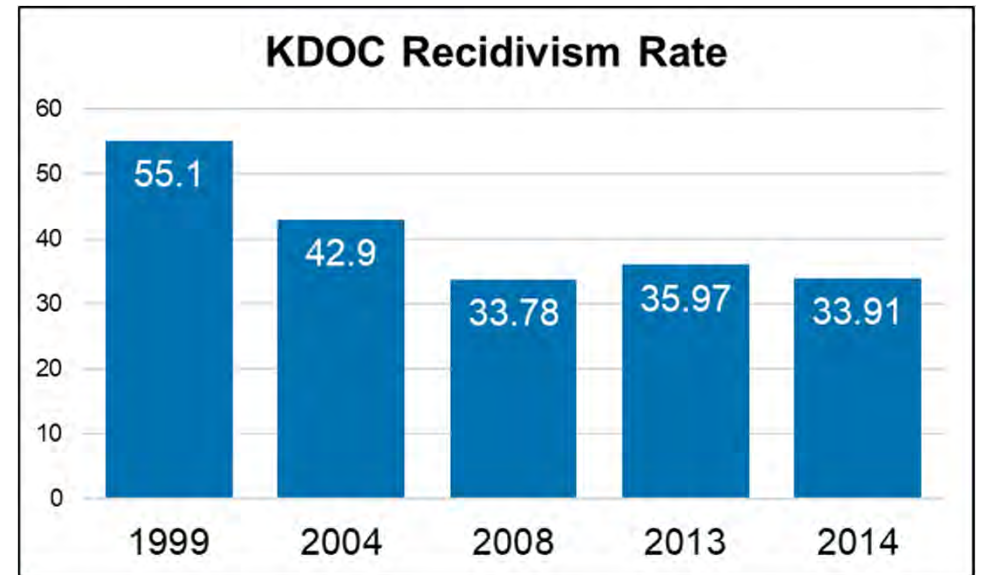
Recidivism (Risk) Reduction

Evidence Based Programming

- Targeted to assessed areas of need (criminal thinking, education/employment, substance misuse, etc.)

- Focused on higher risk offenders

- Uses cognitive behavioral skills building/social learning (build skills, practice, etc.)

  ○ Examples: Having a conversation; asking for help; following instructions; gathering information; problem solving; decision-making; responding to failure

- Fidelity, quality assurance, data and evaluation

Recidivism (Risk) Reduction

Programs delivered to KDOC offenders during incarceration (served FY18)

- GED/Vocational Training (focus on market relevant and certification) (1,495 credentialed)

- Thinking for a Change (address criminal thinking) (379)

- Substance Abuse (920)

- Job Readiness (goal of sustained livable wage employment) (877)

- Family Reintegration/Problem Solving (461)

- Sex Offender Treatment (250)

- Batterer Intervention/Interpersonal Violence (63)

- Smaller programs for tenant responsibility and money management

Recidivism (Risk) Reduction

Unmet Program Needs

Of offenders released in 2018 who were assessed as needing:

Education/Employment Programming

29% (928 offenders) did not receive it
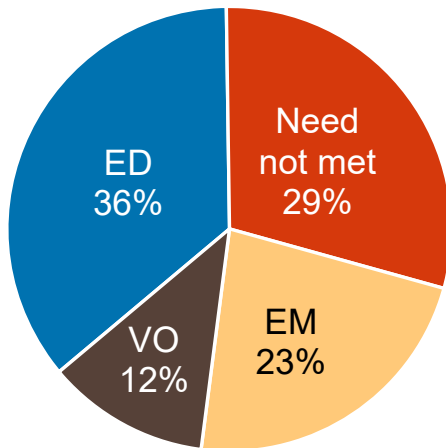
Substance Abuse Programming

54% (1883 offenders) did not receive it
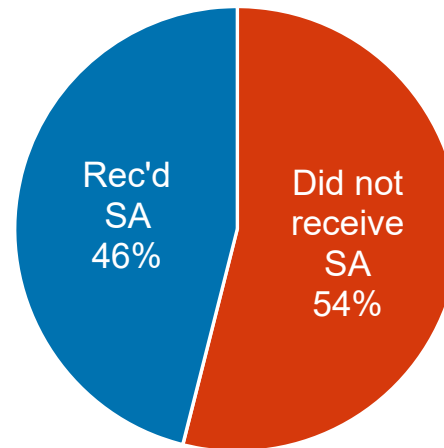
Recidivism (Risk) Reduction

Unmet Program Needs

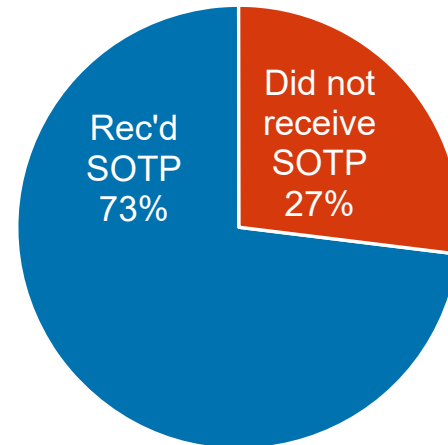Of offenders released in 2018 who were assessed as needing:

Thinking for a Change (T4C)

77% (2,664 offenders) who were classified as high risk for criminal thinking did not receive it

Rec'd T4C 23%

Did not receive T4C 77%
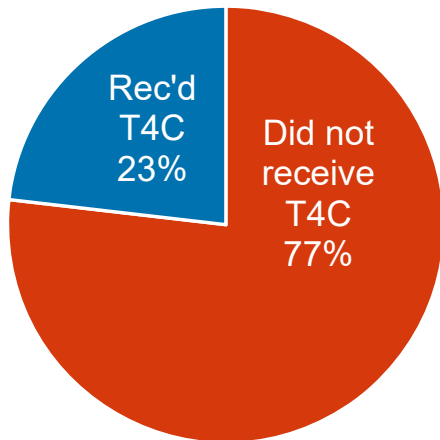
Sex Offender Treatment (SOTP)

27% (55 managed as sex offenders) did not receive it

Rec'd SOTP 73%

Did not receive SOTP 27%

35

Recidivism (Risk) Reduction

What does the research show about reducing recidivism?

Thinking for a Change (T4C)

- Kansas research shows 7.6% reduction; after 3 years, 23% reduction in high risk with T4C plus 1-2 more programs
- Key point: Dose of 200+ hours makes a difference

Substance Abuse Program

- Kansas research shows 7.5% reduction in all offenders, 15.8% in high risk
- Key point: Addressing criminal thinking plus addiction gets the best outcomes

GED/Vocational Training

- Kansas research shows 6% reduction for all offenders; when coupled with quality employment, 22% reduction, and 35% reduction for high risk
- Key point: Sustained livable wage employment is powerful!

Recidivism (Risk) Reduction

Release / Discharge Planning

Beginning planning at entry

- Average length of stay: females 12.5 months, males 22 months

Address reentry needs

- Housing, transportation, financial, community identification, connection to treatment and natural supports, survival needs (food, clothing, etc.)

Employment is a strong buffer against risk in all areas

- Job Specialists to follow up on programming during incarceration
- Commerce liaison
- Relationships with Workforce Centers
- Mentors working with/connecting to employers

Recidivism (Risk) Reduction

Effective Supervision / Management

Supervise based on risk, with a **balance of risk containment** (reporting, curfew, electronic monitoring, polygraph) **and risk reduction**

- **Coordinate supervision with treatment/services**, with multi-discipline staffing of cases (substance abuse, mental health, mentors, landlords, employers, etc.)

- **Respond timely/effectively to behavior**—research based methods to engage the offender in changing behavior
  - Effective use of authority, reinforcement, approval and disapproval and walking through costs/benefits of behavior
  - Balance of positive/negative responses

Recidivism (Risk) Reduction

Two more things

Mentoring

- Recruit, train, match and monitor mentors – over 8,000 matches since 2011
- Reinforces the work done by KDOC staff, providing pro-social/positive role modeling, addressing housing, employment, family issues, etc.
- Based on a 2012 study, offenders who had a mentor recidivated at 8.7% a year after release compared to 20.7% for those offenders without a mentor

Program Credit

- Eligible offenders can receive 120 days program credit for completing evidence based programs – 90% of those eligible receive the credit
- Incentive to participate
- Population management

Recidivism (Risk) Reduction

Key Gaps in Services

Housing

- Special needs populations need a forensic facility
- More master leased units for transitional housing

Employment

- Vocational training
- Job Specialists
- Barriers in the law

Substance Abuse

- More programming inside and out
- More care coordination to connect to community treatment

Data

- Programming/data administration resources
- Access to others' data

Case management

- Caseloads inside and out
  - Average in facilities: 72 (many 100+)
  - Average on parole: 60
  - 45-50 is best to do this work

Information Technology

Harold Sass, Chief Information Officer

Information Technology

Mission

The mission of the information technology team is to provide information, resources and related services that empower our customers by focusing on their needs.

Vision

Promoting a Safer Kansas by Delivering Technology Solutions for Kansas Department of Corrections and the State of Kansas

Information Technology

Current Status

Offender Management Information System (OMIS)

- Started in the 1970s
- Second oldest offender management system in the United States
- Primarily used for adult correctional facility use
- Source of information for all adult offenders in KDOC custody

Total Offender Activity Document System (TOADS)

- Modified for corrections from an email solution
- Limited staff access due to operational cost
- Primarily used for adult parole and community corrections

Information Technology
Current Status

Community Agency Supervision Management System (CASIMS)

- Primarily used by Juveniles Under Supervision in the Community
- Created in a format that is no longer easily supported and is inefficient in meeting changing needs

Juvenile Justice Intake and Assessment System (JJIAMS)

- Each district has a copy of the application and database that must be uploaded to a central repository
- Fashioned using antiquated technology that is no longer easily supported

Juvenile Correctional Facility System

- Primarily used to track youth incarcerated in state-owned correctional facility
- Developed using technology that has exhausted the technical support structure

Information Technology

Risks

- Data from older systems not as easily attainable

- Support of relic IT systems will not exist in the near future

- Impact to potential is high to correction due to reliance on information provided

- Decreased effectiveness and efficiency agency wide

- Increased cost to maintain antiquated systems

- Security of systems due to lack of support increased

- Inability to modify systems appropriately will have an effect on how KDOC is able to monitor recidivism and success rates

- Unable to communicate critical information with external partners

- Limited ability to perform forecasting for facilities and parole

Information Technology

Mitigation

- Researching the potential cost of replacing systems and return on investment to the State of Kansas

- Implemented a methodology of replacing portions of systems with either purchased components or in-house construction of modules for improved support of the agency

- Improving IT security surrounding archaic systems to protect core infrastructure and data

- Creating paths internal of KDOC to integrate the new modules and current IT systems to maintain and improve connections to outside organizations

Information Technology

Completed and Ongoing Projects

- Implementing collaboration tools with the assistance of the Office of Information Technology Service to improve KDOC access

- Implementation of improved security solutions with the Kansas Information Security Office (KSIO) and the Office of Information Technology Services (OITS)

- Developed a secure solution for KDOC staff to access modules being developed for easy access

- Implemented solutions to securely transfer data internal of KDOC systems

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Information Technology

Investments

- Additional tools to enhance security of KDOC data systems

- Modernization and consolidation of offender, juvenile, parolee and community corrections solutions

- Data solutions to consolidate and enhance KDOC's ability to share information

- Tools to provide for forecasting, prediction and prescriptive analytics within the KDOC

- Artificial Intelligence to offer additional efficiency to the agency

KDOC FY 2020 Budget

Keith Bradshaw, Executive Director, Contract Programs & Finance

KDOC Systemwide FY 2020 Budget

Governor's Recommendation

$422.9 million, with $379.9 million from the State General Fund

Includes:

- $3.0 million from SGF to reduce shrinkage rates and fill vacant positions at the correctional facilities

- $4.1 million, with $2.6 million from SGF, to fully fund the health care contract

- $1.2 million from KCI to fully fund the food service contract

- $241,600 from SGF to replace parole and inmate transport vehicles

KDOC Systemwide FY 2020 Budget

Governor's Recommendation

Expenditures by Type

Type	% of Total	Total
Salaries & Wages	45.9%	$194,110,220
Health Care	17.7%	$74,707,834
Aid to Locals & Other Asst	14.0%	$59,398,230
Facility OOE	4.7%	$19,949,639
Food Service	4.0%	$17,070,284
Correctional Industries	3.0%	$12,576,494
Utilities	3.0%	$12,862,853
Rent	2.2%	$9,283,018
Offender Programs & Reentry	2.0%	$8,548,314
Debt Service	1.2%	$4,965,388
All Other Expenditures	1.2%	$4,874,200
Capital Improvements	1.1%	$4,500,000

■ Total   ■ % of Total
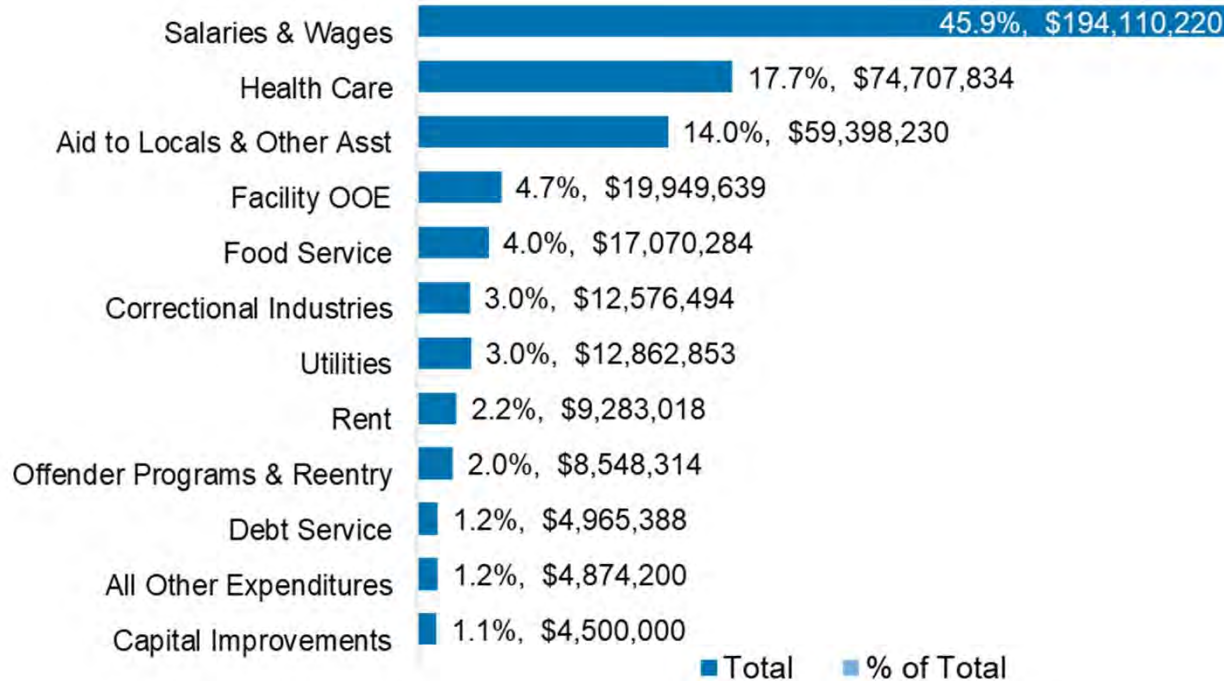
KDOC Systemwide FY 2020 Budget

Governor's Recommendation: Total $422,918,398

Expenditures by Program

Program	Percent	Amount
Facility Operations	44.37%	$187,667,311
Health Care	17.66%	$74,707,834
Juvenile Services	14.46%	$61,137,661
Community Corrections	5.32%	$22,508,524
Food Service	4.04%	$17,070,284
Programs and Reentry	3.09%	$13,059,034
Correctional Industries	2.97%	$12,576,494
Field Services	2.80%	$11,827,358
Debt Service & Capital Improvements	2.24%	$9,465,388
Administration	1.48%	$6,277,124
Information Technology	1.10%	$4,661,340
Victim Services	0.36%	$1,502,613
Prisoner Review Board	0.11%	$457,433

Expenditures by Funding Source

Funding Source	Percent	Amount
State General Fund	89.84%	$379,932,254
Special Revenue Funds	5.81%	$24,580,028
Building Funds	2.12%	$8,948,000
Inmate Benefit Fund	1.41%	$5,947,462
Federal Funds	0.83%	$3,510,654
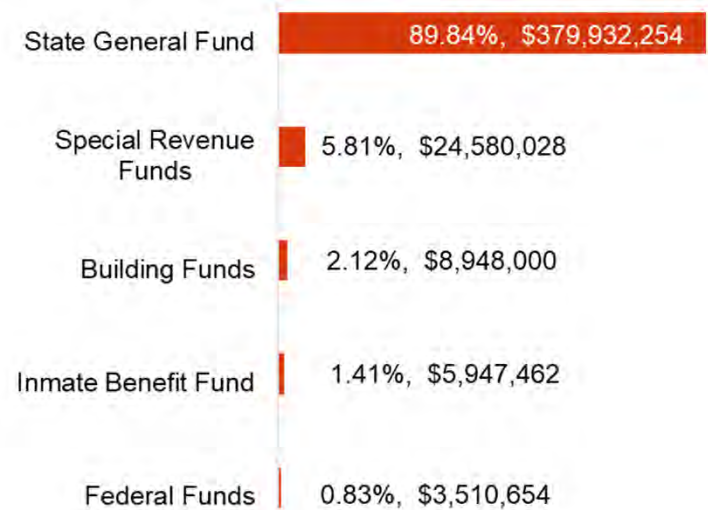
FY 2020 Shrinkage Impact on Staffing

Equivalent number of positions held open entire year

Location	Shrinkage Rate	Amount	# of Positions	Total FTE	% of FTE
Ellsworth	10.5%	$1,523,444	29	235.0	12.4%
El Dorado	9.1%	$2,505,419	48	486.0	9.8%
Hutchinson	9.0%	$2,895,762	55	507.0	10.8%
Lansing	7.3%	$2,426,316	45	685.0	6.6%
Larned	12.8%	$1,545,377	29	187.0	15.7%
Norton	13.1%	$2,204,241	42	264.0	15.9%
Topeka	9.4%	$1,496,946	29	262.0	10.9%
Winfield	3.3%	$401,046	8	201.0	3.8%
KJCC	5.0%	$781,444	14	264.5	5.5%
Parole	6.3%	$602,652	11	156.0	6.9%
Central Office	5.1%	$854,284	13	264.8	5.1%
Total		$17,236,931	323	3,512.3	9.2%

Increased Reliance on Overtime

Overtime Expenditures FY 2013 thru FY 2018
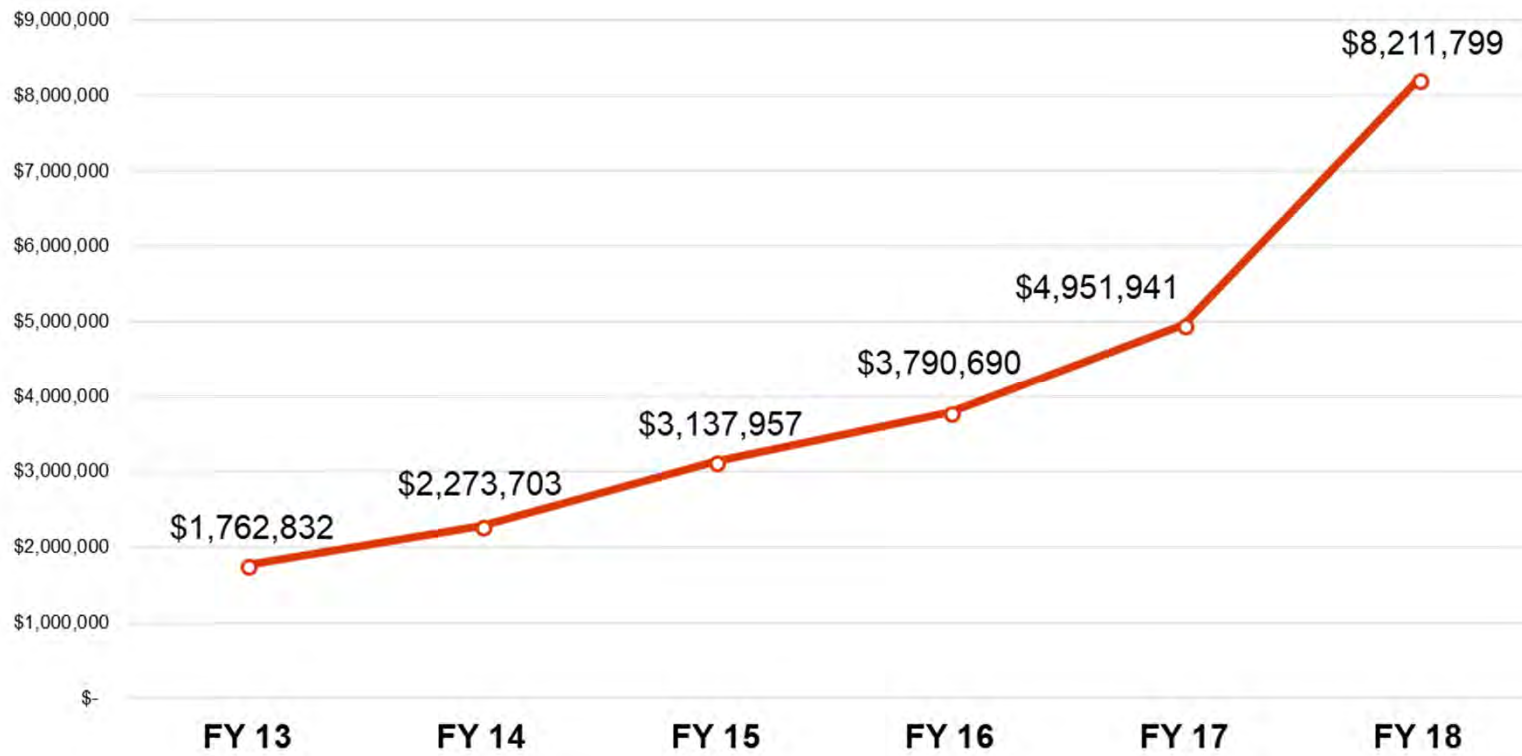
KDOC Systemwide FY 2020 Budget

Offender Programs: Total $8,548,314

By Program

Education Services $2,361,351 27%

Sex Offender Treatment $1,864,400 22%

Reentry Programs $672,742 8%

3rd time DUI Treatment $1,600,000 19%

Substance Abuse Programs $2,049,821 24%

By Funding Source

Inmate Benefit Fund — 61.4%, $5,248,854

Special Revenue Funds — 29.9%, $2,551,680

State General Fund — 6.4%, $548,682

Federal Funds — 2.3%, $199,098
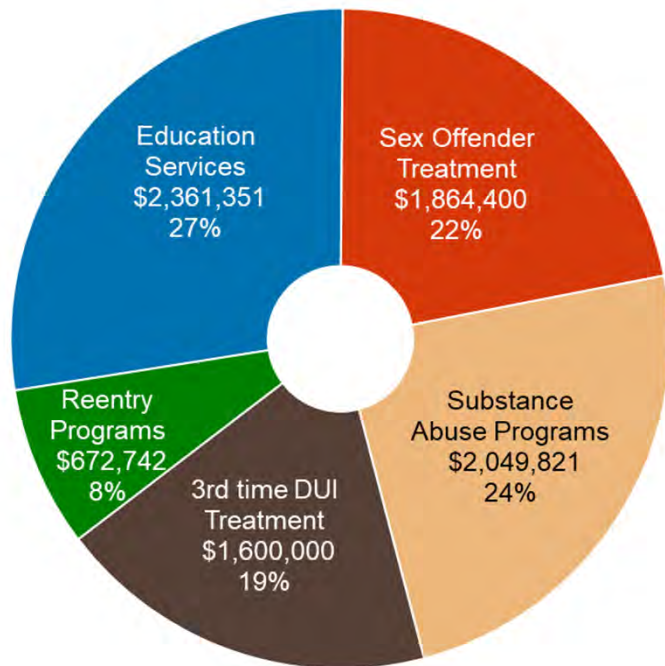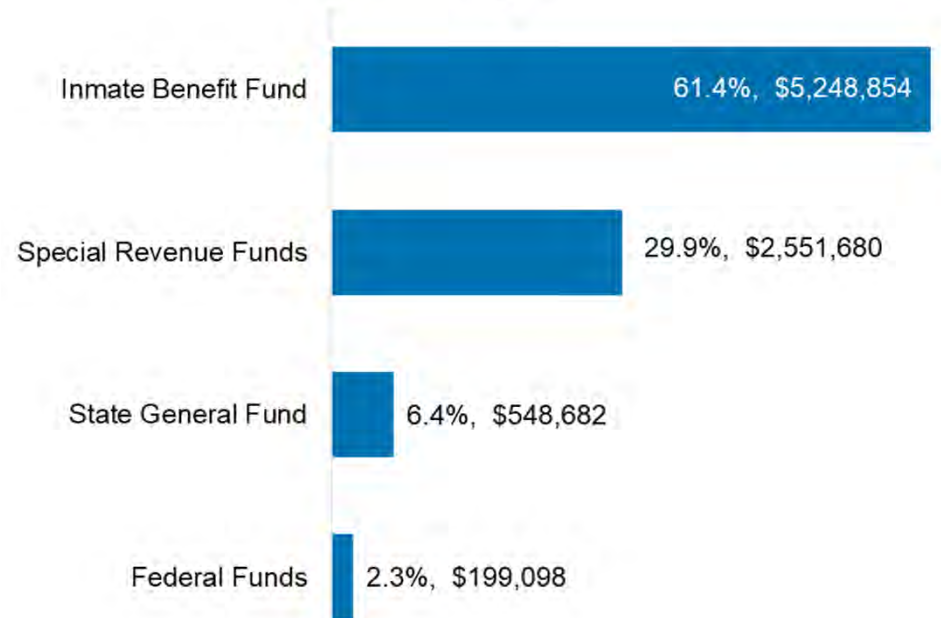
Offender Programs

Governor Recommendations FY 2009 thru FY 2020
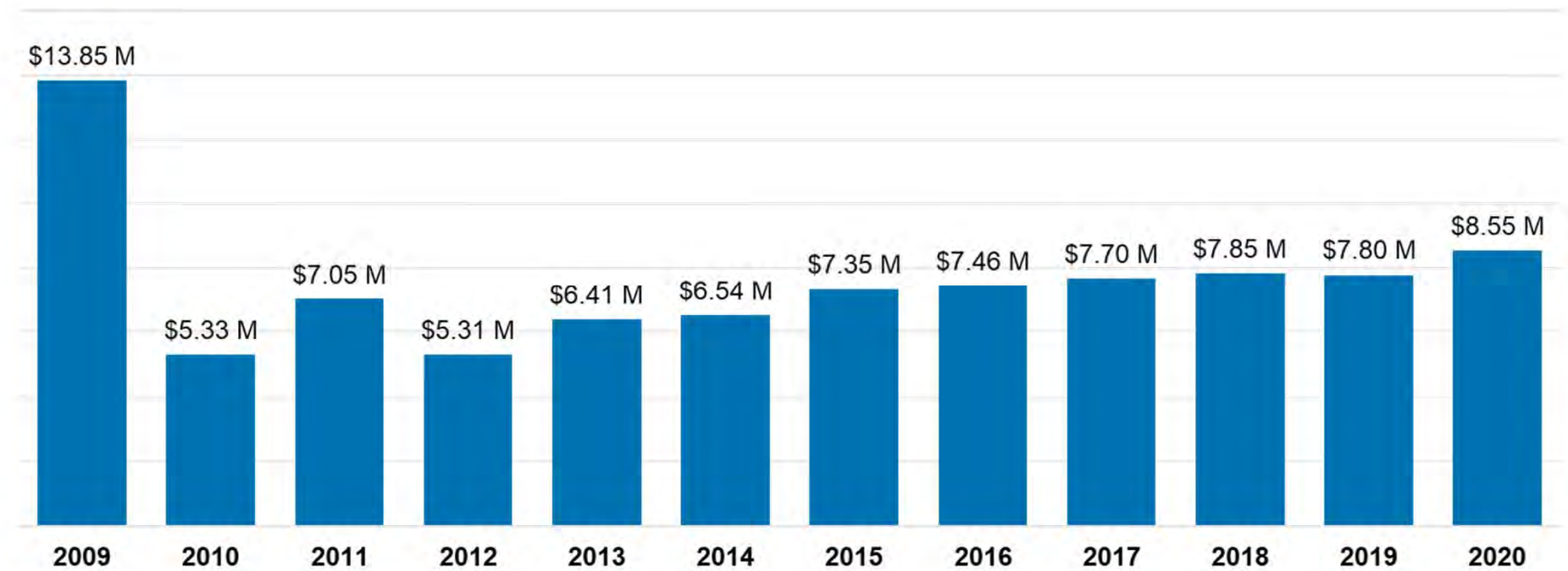
KDOC Staff

Pay

30-year wage index comparison utilizing social security wage index

• The wage index puts pay from past years into today's dollars

• This is based on starting hourly pay only and does not consider step increases that were provided in previous years or any other type of longevity pay or bonus.

	1987 Starting Pay	2017 Social Security Wage index	1987 pay in 2017 dollars	Actual 2017 Pay	Current starting pay
Corrections Officer	$7.58	2.64	$20.01	$14.66 ($15.75 EDC)	$15.75
Parole Officer I	$10.17	2.64	$26.85	$16.56	$17.39
Corrections Counselor I	$10.17	2.64	$26.85	$16.56	$17.39

System Under Stress

Stressors

- Too many inmates, too little space

- Staffing issues
  - o Burnout from overtime
  - o Pay inadequate to be competitive in market
  - o Insurance and retirement benefits

- Outdated or missing safety equipment

- Caseload size

- Churning of inmates in system

El Dorado Correctional Facility Disturbance June 29, 2017

El Dorado Correctional Facility Disturbance June 29, 2017

Norton Correctional Facility Disturbance September 5, 2017

Norton Correctional Facility Disturbance September 5, 2017

Norton Correctional Facility Disturbance September 5, 2017

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Norton Correctional Facility Disturbance September 5, 2017

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Norton Correctional Facility Disturbance September 5, 2017

Norton Correctional Facility Disturbance September 5, 2017

Norton Correctional Facility Disturbance September 5, 2017

El Dorado Correctional Facility Disturbance July 1, 2018

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Larned Correctional Mental Health Facility Disturbance Nov. 6, 2018

Larned Correctional Mental Health Facility Disturbance Nov. 6, 2018

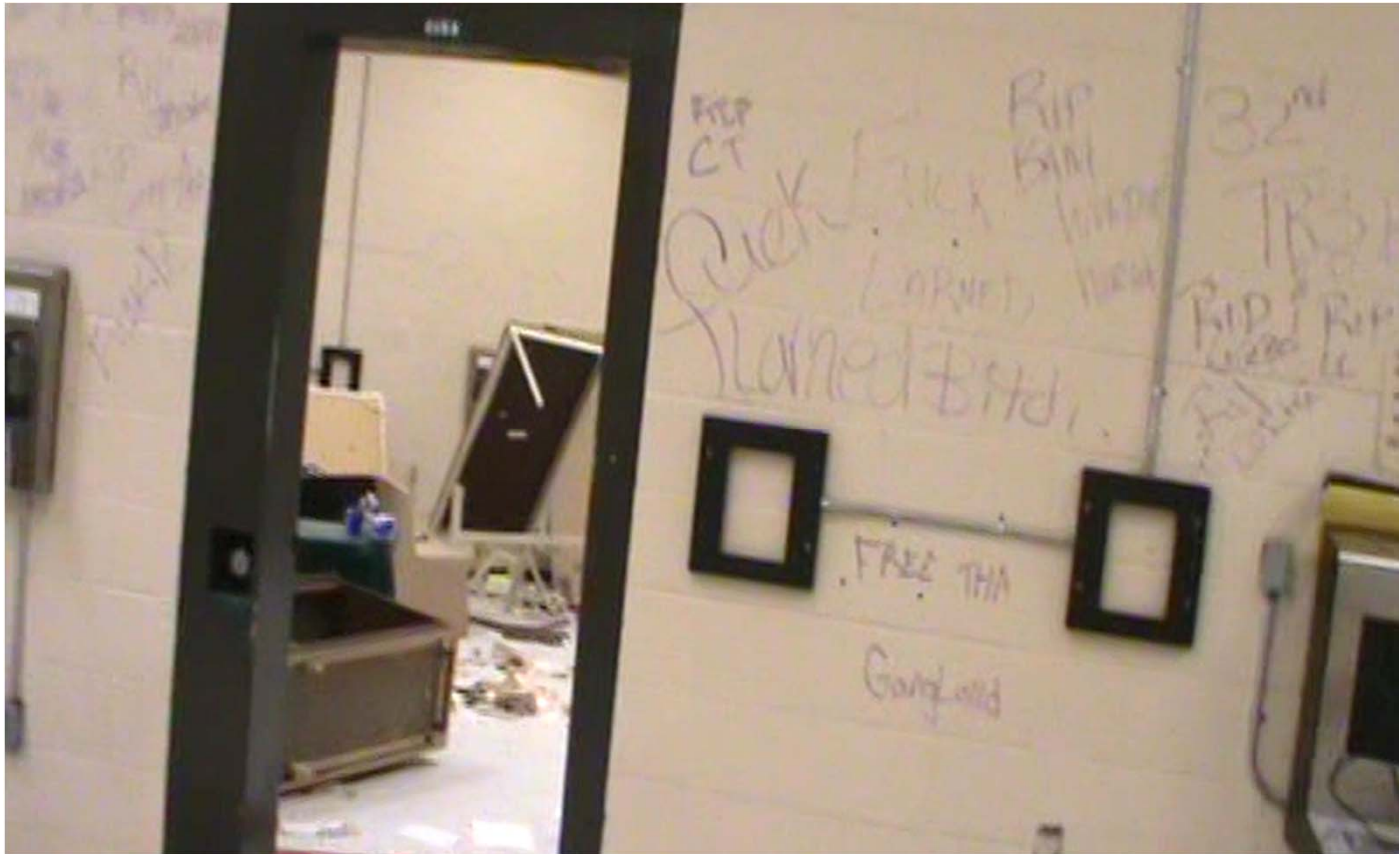# Larned Correctional Mental Health Facility Disturbance Nov. 6, 2018

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Larned Correctional Mental Health Facility Disturbance Nov. 6, 2018

Staff Batteries

Hutchinson: December 2014

Staff Batteries

Ellsworth: March 2015

Staff Batteries

Hutchinson: September 2015

Staff Batteries

Larned: January 2016

Staff Batteries

Ellsworth: Jan. 2016

Staff Batteries

Larned: August 2016

Staff Batteries

Larned: May 2017

Staff Batteries

Larned: May 2017

Staff Batteries

El Dorado: May 2017

Staff Batteries

Hutchinson: Nov. 2017

Staff Batteries

El Dorado: March 2018

Staff Batteries

El Dorado: Oct. 2018

El Dorado: Oct. 2018

El Dorado: Oct. 2018

END