

Kansas Department of
Corrections

Presented by:

Acting Secretary Jeff
Zmuda

Deputy Secretary, Joel
Hrabe

Deputy Secretary Hope
Cooper

Executive Director
Margie Phelps

October 17, 2019

Joint Committee on Corrections and Juvenile Justice Oversight

Agenda

- Acting Secretary Zmuda
 - Employees
 - KDOC Areas of Emphasis
 - Capacity
- Deputy Secretary Hrabe
 - Facility Stress
 - Population Management
- Executive Director Phelps
 - Risk Reduction
 - Unmet Needs
 - Employment
 - Education
- Deputy Secretary Cooper
 - Community Corrections
 - Field Services
- Acting Secretary Zmuda
 - Updates (Pay Plan, Hep C, Contracts, Initiatives)

State Employee Survey


Contracted with ETC Institute, Olathe Kansas, to conduct survey in June of 2019 and assessed 52 items in these areas:

- equipment and resources
- professional development/career mobility
- work environment
- employee engagement and empowerment
- compensation and benefits
- communication
- rewards and recognition

Summary Statement of Major Findings

Employees of the Department of Corrections:

1. are highly motivated and strongly believe that their work furthers the mission of their agency/department
2. are generally satisfied with their job, but they are not satisfied with their pay
 - compensation and benefits is by far the #1 priority for employees
3. will be more satisfied if they
 - are given the tools/resources they need
 - are ensured that poor job performance is dealt with effectively by managers/supervisors
 - are being adequately recognized for the work they do



Kansas Department of Corrections Areas of Emphasis

Future of the Department of Corrections and Criminal Justice System

Since beginning as Acting Secretary on July 1, 2019, focused on learning about the Kansas system and with our Management Team identified four areas of emphasis for the future:

- Addressing Criminal Justice System Capacity
- Staff Development and Retention
- Improving Reentry Services and Workforce Readiness of Inmates
- Core Infrastructure

Addressing Criminal Justice System Capacity

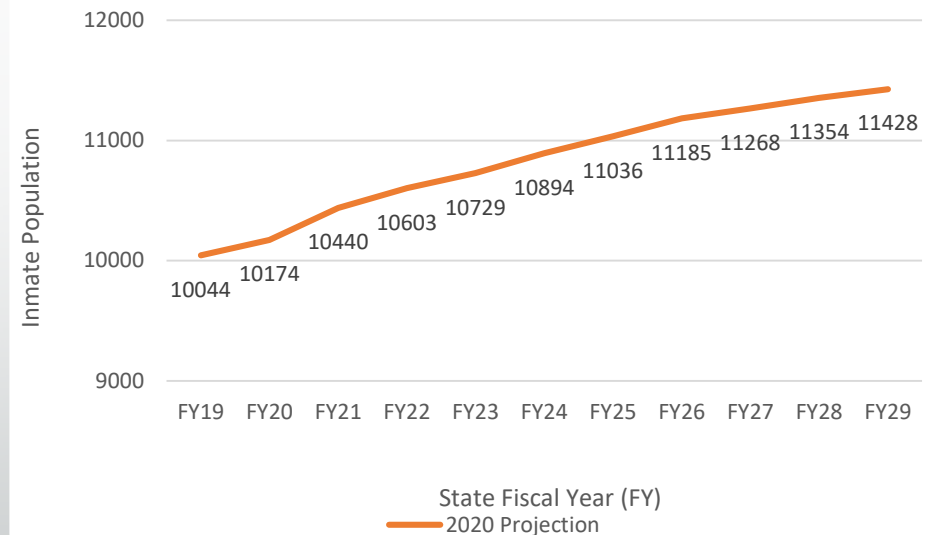
Kansas exceeds capacity today and the 10-year projections of the Kansas Sentencing Commission indicate that will continue

- System capacity is more than KDOC prison beds
- Diversion, Probation, Jail, Treatment are capacity options

System capacity is more than just physical space to house offenders

- Treatment/Programming
- Case management in facilities
- Caseload size in communities

Sentencing Commission Fiscal Year 2020 Prison Population Projections (Male and Female)



Staff Development and Retention

More competitive pay rate has a positive impact upon our ability to recruit and retain new uniformed staff



Must work to keep pay competitive and address pay in other classifications in our workforce



Retention of employees is vital to building experienced, effective corrections employees



Increase quality and quantity of training/development opportunities

Improving Reentry Services and Workforce Readiness of Inmates

As a State, we have a obligation to the public to provide correctional services that effectively target criminogenic behavior, those behaviors that make it more likely a person will re-offend.

- When the most appropriate criminal justice response is to incarcerate someone, we must be more effective in preparing the person for return to the community
- We estimate that 98% of the current population in Kansas prisons will return to their home community, making it essential that we have the capacity to provide services that can reduce risk upon return

Core Infrastructure

Our infrastructure in too many instances is aged and in disrepair or simply does not support implementation of best correctional practices

- Information Technology systems that are decades old
 - These systems define work processes and flow that are based on a past emphasis on containment of individuals
 - Simply do not efficiently support effective correctional work that focuses on behavior change
- Have owned and leased properties that do not promote desirable work environment
 - Do not bring out the best in our employees or promote behavior change for our population
 - Lack adequate and appropriate space to deliver program related group work focused on behavior change and risk reduction.
 - Expose staff and population to increased safety risks

Kansas Criminal Justice Reform Commission:

Subcommittees

Initial Report December 2019

Diversion/Supervision/Specialty Courts/Specialty Prisons

Data Management

Mental Health and Drug Treatment

Reentry

Proportionality/Guidelines

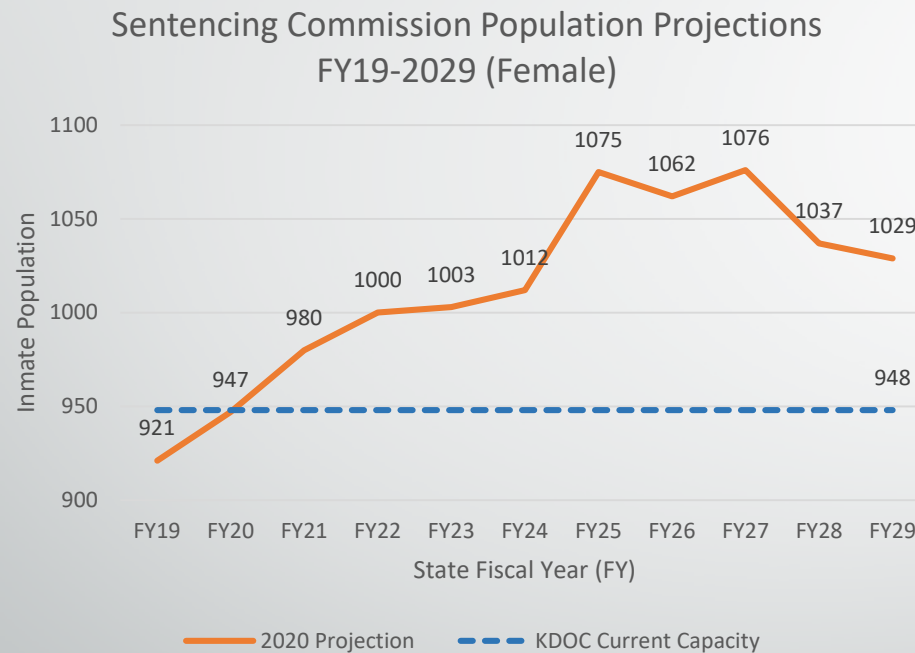
Technical Assistance

- Improving Your Criminal Justice System: Support for Newly Elected State Administrations
 - Assistance to State Executive Branch Kansas Currently Receiving
 - By the Council of State Governments Justice Center, National Governors Association, National Criminal Justice Association, Association of State Correctional Administrators, and Arnold Ventures
- Justice Reinvestment Initiative
 - Assistance Kansas eligible to receive
 - By Council of State Governments Justice Center



Population Capacity

Female Capacity

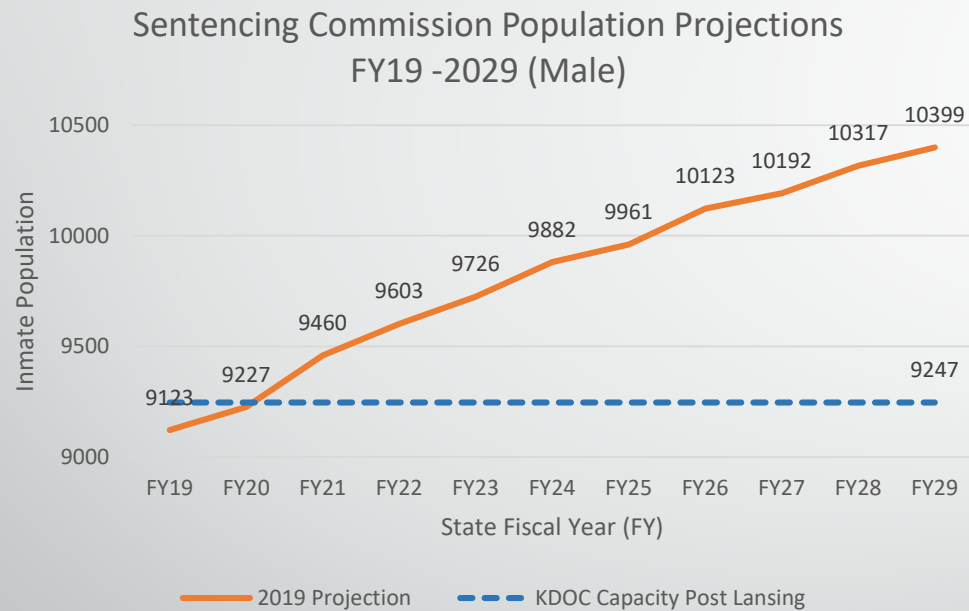


Options for Consideration

- Repurpose Unit at Kansas Juvenile Correctional Complex
- Open Unit(s) at former Larned Juvenile Correctional Facility
- New Construction

Operational Capacity of 948 requires decision on resource for 52 additional women by end of FY22 and 12 more (total 64) through end of FY24

Male Capacity



Options for Consideration

- Buildings adjacent to Winfield Correctional Facility
- Former Honor Camps at Tornoto and El Dorado East
- Former Larned Juvenile Correctional Facility
- Renovate East Unit at Lansing

Operational Capacity of 9,247 requires decision on resource for 356 additional men by end of FY22 and 279 more (total 635) through end of FY24.

Appropriated Funding Contract Beds

A total of \$9,855,000 appropriated for contract beds

- \$5,475,000 direct appropriation
- \$4,380,000 released by Finance Council

Additional \$6,570,000 available, subject to Finance Council approval

County Jails

Before finalizing a contract for out-of-state beds, the Department looked within Kansas

- Two existing contracts with Jackson and Cloud Counties – approximately 90 beds
- Contacted Sheriffs Association
- Entered into contracts with three additional jails
 - Washington County – approximately 10 male beds
 - Cherokee County – approximately 8 female beds
 - Wilson County – approximately 20 male and 5 female beds
 - \$40 to \$45 per day

Out-of-State Prison Beds

On August 9, 2019 entered into contract with CoreCivic for medium- and maximum-security beds at their Saguaro Correctional Center in Eloy, Arizona

- One-year contract with two, 1-year renewal options
- Medium to Maximum Security Males (up to 600 beds)
- \$74.76/inmate/day compared to KDOC FY19 facility average cost of \$72.36
- KDOC onsite staff monitoring
- If utilized, a short-term solution
- Currently, none of the population is housed out of state

Contract with CoreCivic

Provide for healthy, sanitary and safe living conditions while addressing inmate needs for training, treatment, recreational, and educational services to meet the standard of services they would receive in a Kansas facility

While also addressing:

- Initial transport and scheduled monthly transports to and from Kansas
- Routine medical
- 50 academic and 20 vocational education slots
- Reentry programming
- Video visitation at no cost to the population or their families

System Capacity

System capacity is more than just physical space to house offenders

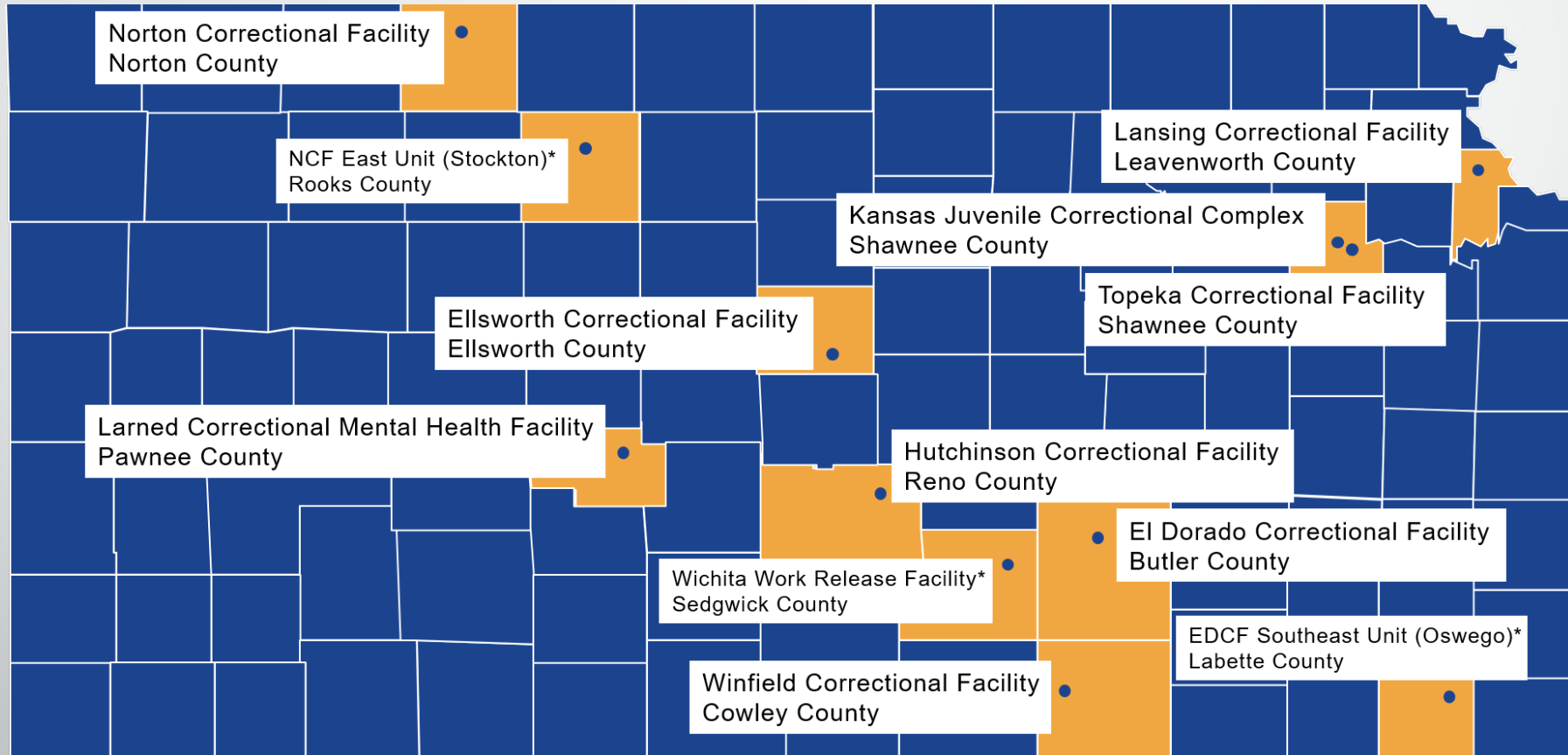
- Treatment/Programming
- Case management in facilities
- Caseload size in communities

Joel Hrabe, Deputy
Secretary

Facilities
Management

Facilities Management

Map of Facility Locations



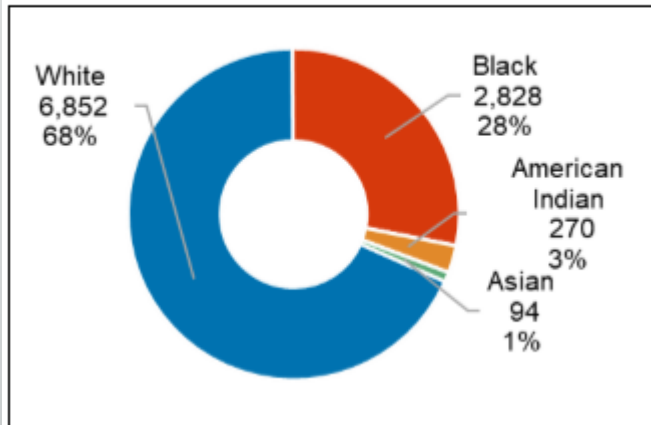
** Parent institutions: Wichita Work Release Facility is under Winfield Correctional Facility. NCF East Unit (Stockton) is under Norton Correctional Facility. EDCF Southeast Unit (Oswego) is under El Dorado Correctional Facility.*

Facility Demographics

KDOC Total Inmate Population: 10,044 – KDOC Facilities and Jails

Racial Group*

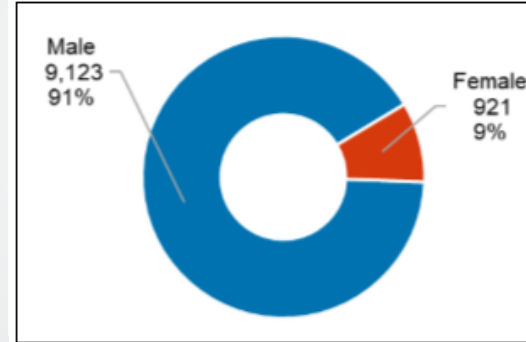
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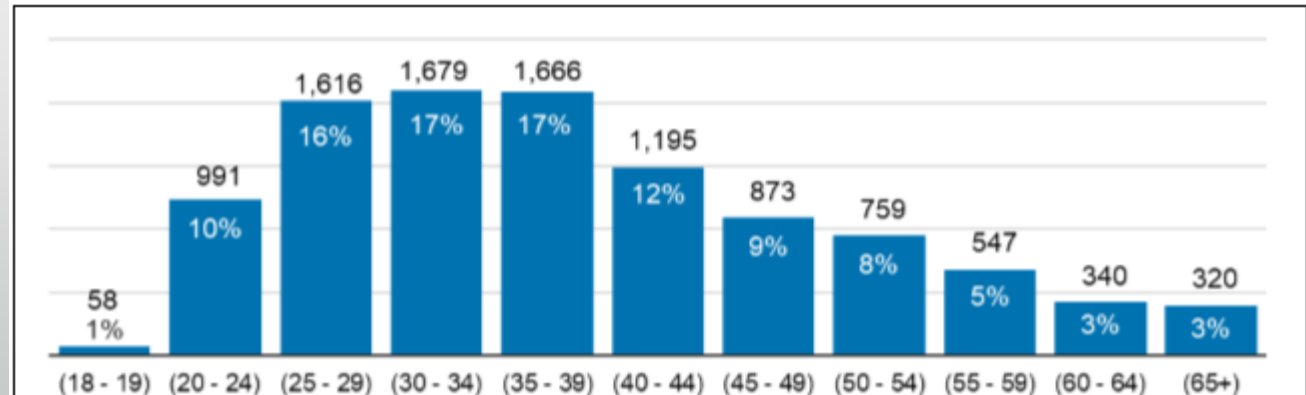
**Hispanic is considered an ethnic identification and is not included.*

Gender

■ Male ■ Female




Age



Offenses

| Offense Grouping (Males) Most Serious Active Offense FY 2019 | | | Offense Grouping (Females) Most Serious Active Offense FY 2019 | | |
|---|-------------------|---------|---|-------------------|---------|
| | Total Males 9,123 | | | Total Females 921 | |
| | Number | Percent | | Number | Percent |
| Other Person (non-sex) | 4,359 | 48% | Other Person (non-sex) | 367 | 40% |
| Person (sex) | 2,098 | 23% | Person (sex) | 43 | 5% |
| Drug | 1,863 | 20% | Drug | 359 | 39% |
| Property | 385 | 4% | Property | 99 | 11% |
| Other | 414 | 5% | Other | 52 | 5% |
| Unknown | 4 | 0% | Unknown | 1 | 0% |

Note: Defined as the most serious active offense for which the inmate is serving. Included are attempt, conspiracy, and solicitation to commit.



Update on Replacement of the Lansing Correctional Facility



Project History

Lease signed on January 24, 2018

Design meetings took place over that winter and spring

Demolition of the existing medium security unit started in April 2018

Lansing Project is Two Sites

The project include two new sites on the grounds of the current Lansing Correctional Facility (LCF)

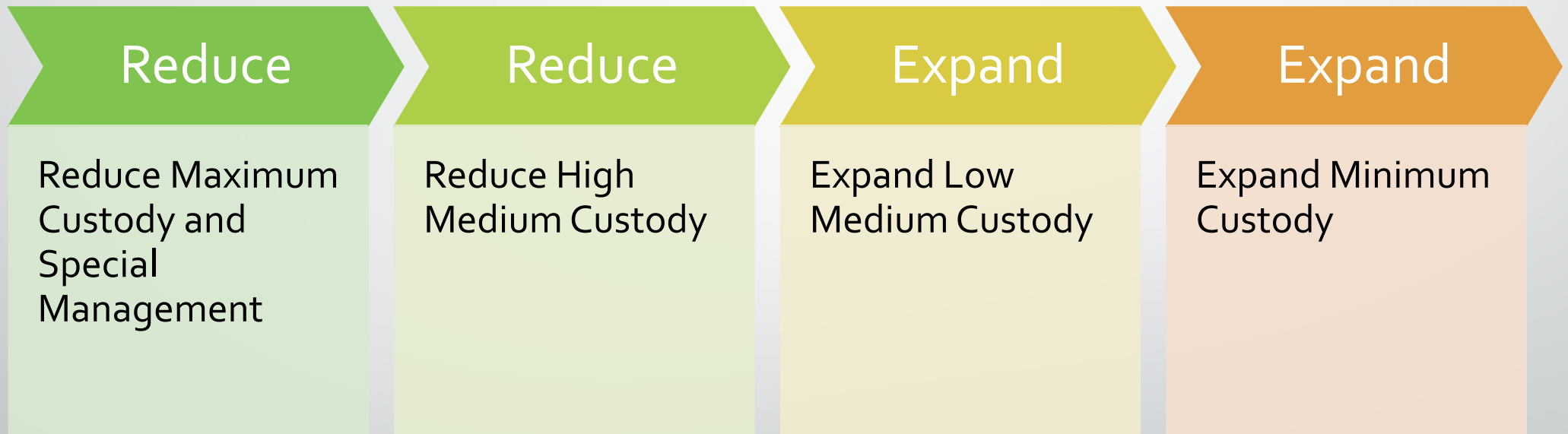
- Minimum Security site design, 512 beds
- Maximum and Medium Security site design, 1,920 beds

System Under Stress

Completion of the reconstruction at Lansing presents an opportunity

- Relieve stress on the system: inmates and staff
- Reduce double bunking
- Change how to best utilize some specific beds
- Operating Capacity
- Redistribute population and realign purpose of facilities

Type of Beds Needed



Current Capacity Related Issues

- Security Threat Group (STG) management and anticipated increase in Restrictive Housing need
- Number of Level 1 Disciplinary Infractions (Violence or Coercion)
- Number of use of Force incidents
- Offender on Offender and Offender on Staff violence
- Offender violence using improvised weapons
- Backlog of offenders at Reception and Diagnostic Unit (RDU):
 - Cannot move them to more appropriate bed in the system
 - Delays getting them into programs

System Wide Benefits

- Expands acute Mental Health and Treatment Reintegration Unit (TRU) beds
- Removes Long Term Segregation (LTS) population from Hutchinson
- Relocates LTS population to Larned, a facility better designed for purpose
- Reduce future use of LTS through implementation of best practices
- Aligns Mental Health Populations with larger population centers (Kansas City and Wichita) increasing workforce opportunities

New or Planned Activities in Facilities

- New Wardens at
 - Lansing
 - Topeka
 - Ellsworth
 - Norton
- Protective Vests for Staff
- Offender Companion Program
- Restrictive Housing Reform
- Validate Custody Classification Instrument

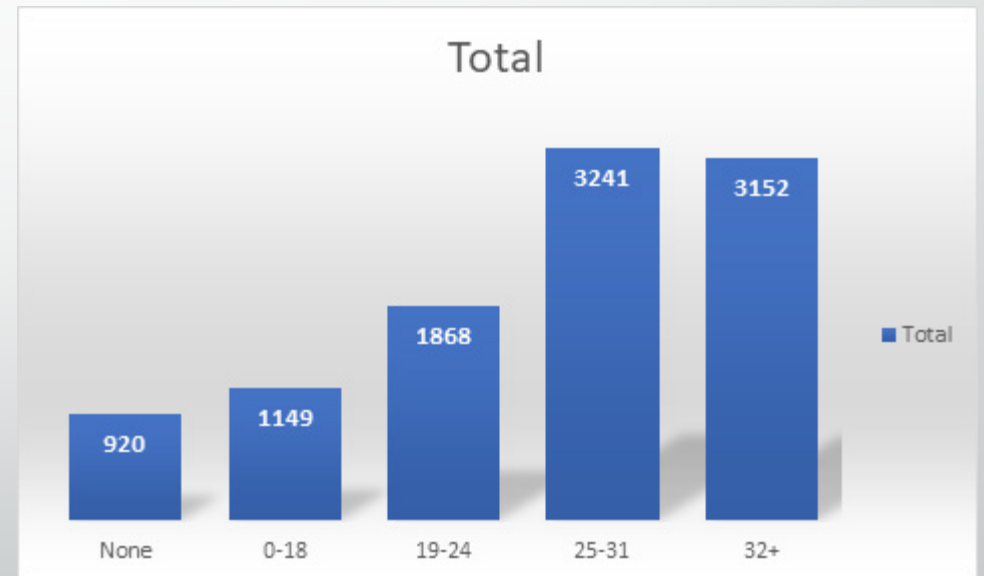
Margie Phelps,
Executive Director
Risk Reduction &
Reentry

Programs and Risk Reduction

The Components of Risk Reduction

Through these methods, we have reduced recidivism from 55% to 34% from 2001 to 2015

- Evidence based programming
- Core correctional practices
- Strong case management and transition (Reentry/discharge planning)




Reentry

KDOC releases nearly 5,000 offenders each year. Today only about 4% are full discharges (not going to supervision). Of these nearly 5,000:

- 75% needed job services when they came to prison; we reach about 3/4ths of them with GED, vocational training or job readiness programming and services
- 75% of them need substance abuse and recovery programming and services; we reach about half of them
- 75% need programming to address anti-social criminal thinking errors; we reach about one-third of them
- 20% will leave with no or unstable housing

Reentry Continued

- 50% will have issues related to their driver's licenses, interfering with their ability to have community identification at release (most frequently owing fines or having suspensions, revocations or the need for vehicle insurance they cannot afford)
- 25% will need some level of mental health care at release; we served 1,049 with discharge planning services in FY 2019 (getting benefits established for 418 in advance, only 2 of which were denied)
- A little over 20% needed sex offender programming; we reach nearly three-fourths of them
- At least half have significant barriers in the family to which they will release; we reach about one-fourth of them with family services
- About one third of them will return to prison within 3 years; a little over half for violation of conditions of parole; the rest on new crimes.



Key Programs Delivered in the Correctional Facilities

GED Preparation – served 722 in FY 2019, 317 earned a credential

Vocational Training Programs (14 programs, plus Work Ready/Skills, NCCER Core and OSHA 10) – 1224 offenders received credentials in FY 2019

Substance Abuse Program – served 1199 offenders in FY 2019, with an 85% completion rate

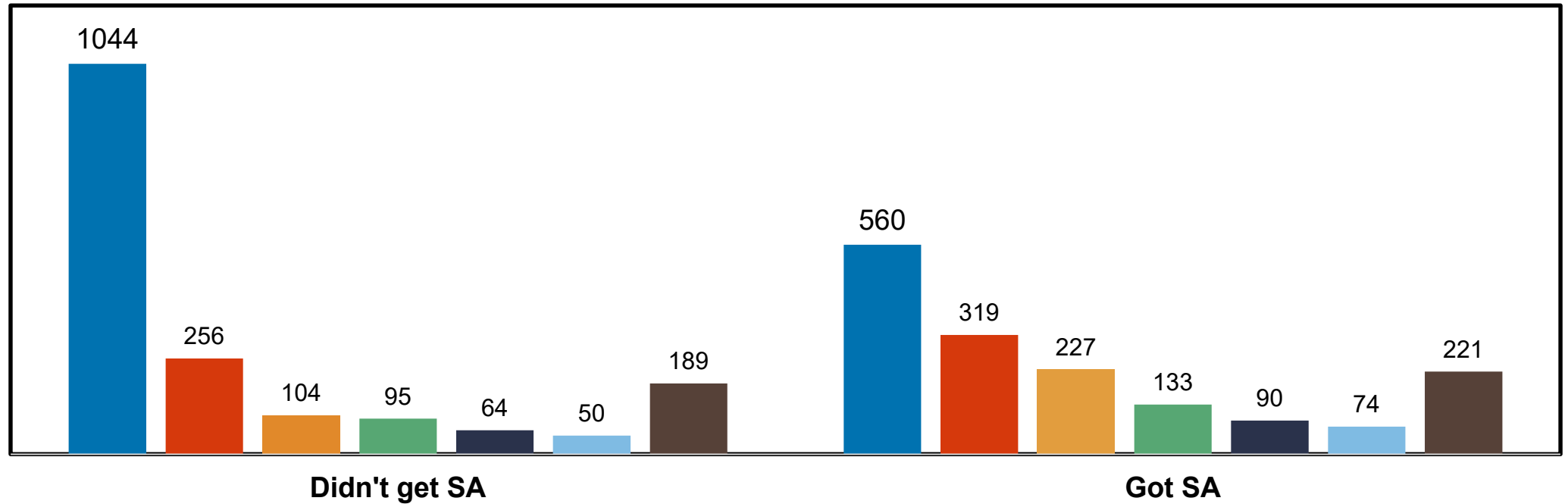
Sex Offender Program – served 280 in FY 2019, with an 85% completion rate

Cognitive Based Intervention (CBI) programs addressing thinking errors, family and job readiness – served 1713 in FY 2019, with an 84% completion rate

Unmet Needs

Substance Abuse: Moderate or higher on Alcohol and Drugs Domain,
Released FY19 (N=3426, 47% got SA)

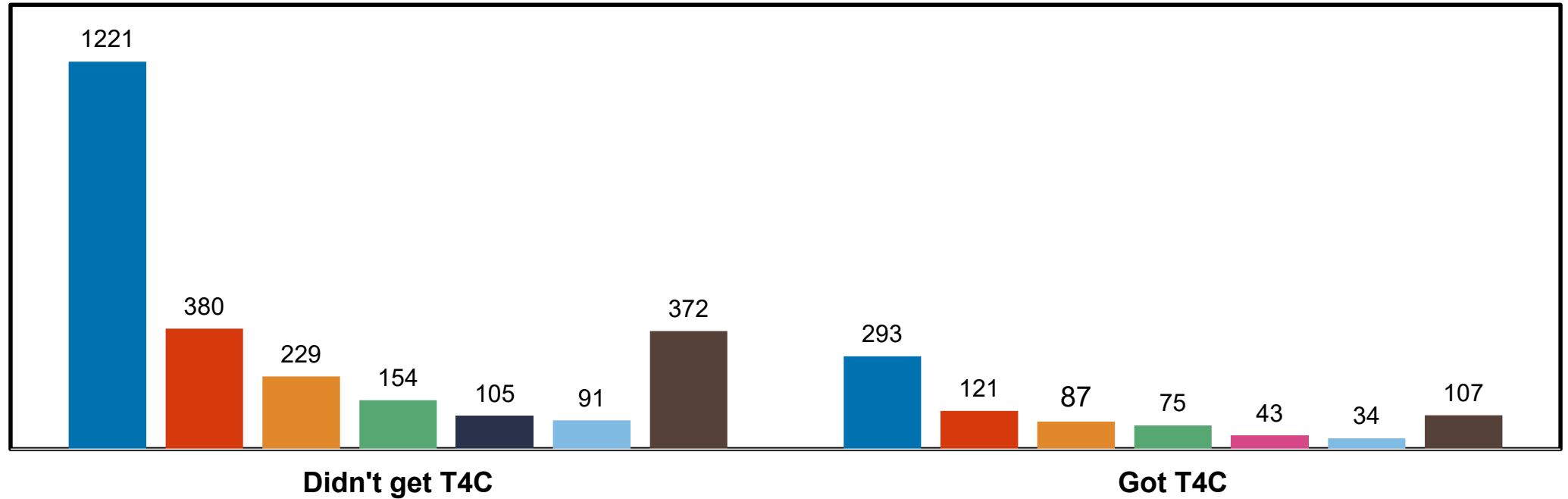
■ less than 6mo ■ 7-12 ■ 13-18 ■ 19-24 ■ 25-30 ■ 31-36 ■ 37+



Unmet Needs

Addressing Criminal Thinking: Moderate or Higher on Attitudes/Orientation, Companions or Leisure Time, Released FY19 (N=3312, 23% got T4C)

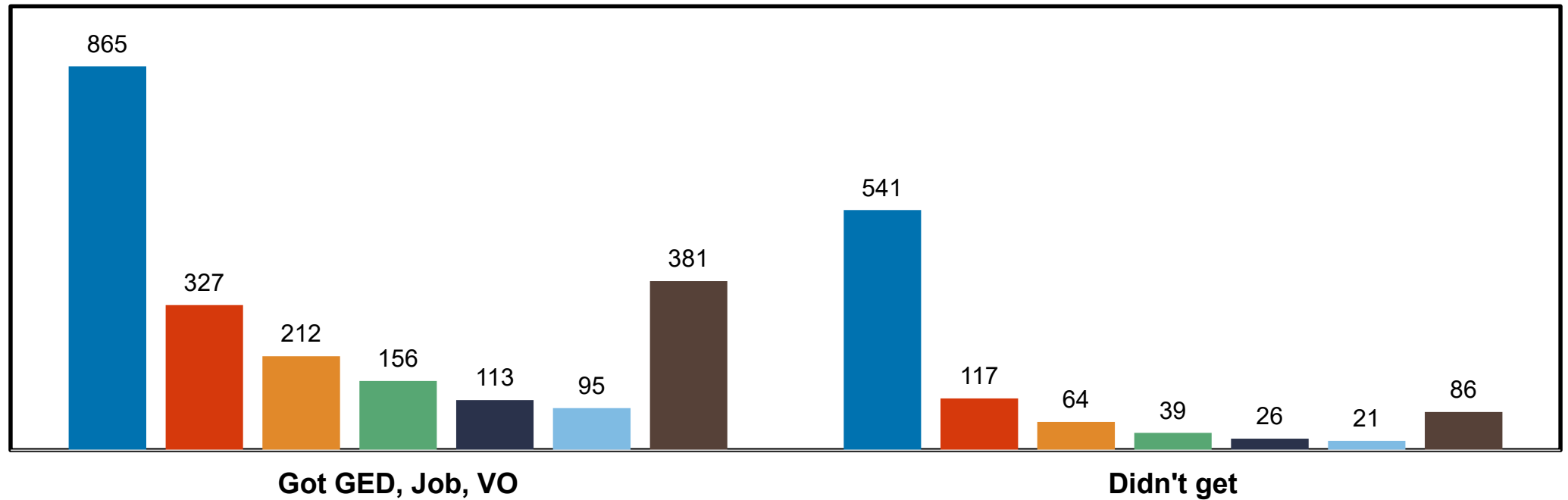
■ less than 6mo ■ 7-12 ■ 13-18 ■ 19-24 ■ 25-30 ■ 31-36 ■ 37+



Unmet Needs

Moderate or Higher on Education and Employment
Released FY19 (N=3043, 71% got GED, VO, or Job Svc)

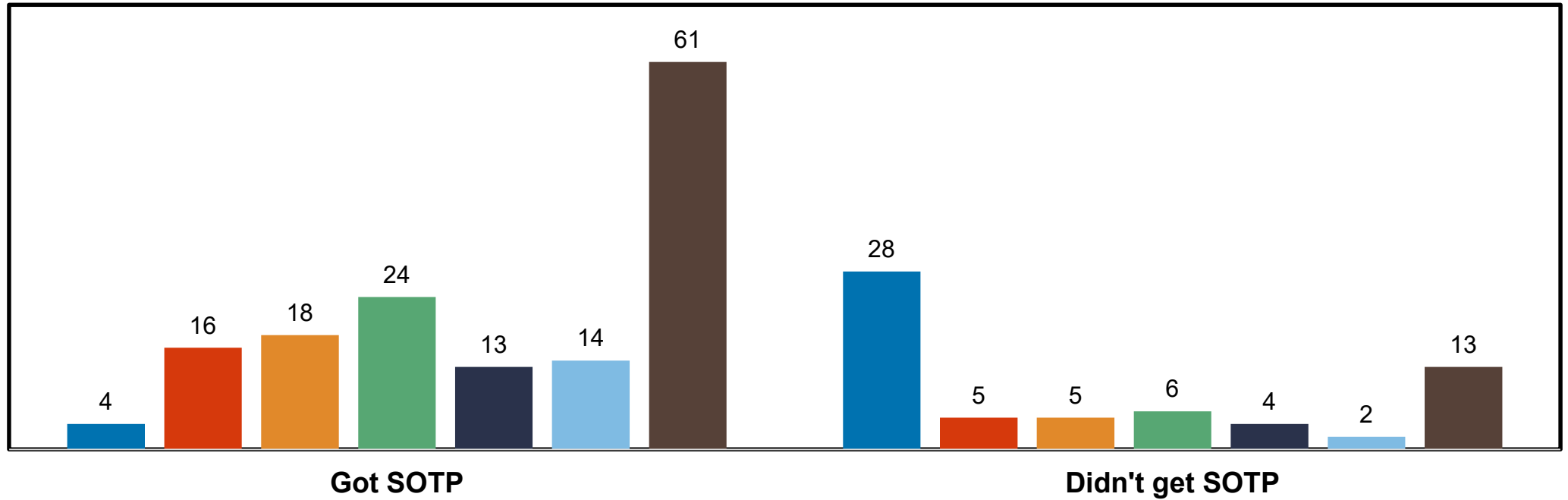
■ less than 6mo ■ 7-12 ■ 13-18 ■ 19-24 ■ 25-30 ■ 31-36 ■ 37+



Unmet Needs

Managed as Sex Offenders Needing Programming
Released FY19 (N=213, 70% got SOP)

■ less than 6mo ■ 7-12 ■ 13-18 ■ 19-24 ■ 25-30 ■ 31-36 ■ 37+



Impact of Employment on Recidivism

Low Risk

| | |
|-----------|-------|
| Overall | 13% |
| w/GED/CTE | 12.5% |
| w/ Job | 6.6% |

Moderate Risk

| | |
|------------|-------|
| Overall | 33% |
| w/ GED/CTE | 26.7% |
| w/ Job | 11.1% |

High Risk

| | |
|------------|-------|
| Overall | 49% |
| w/ GED/CTE | 35.7% |
| w/Job | 13.2% |

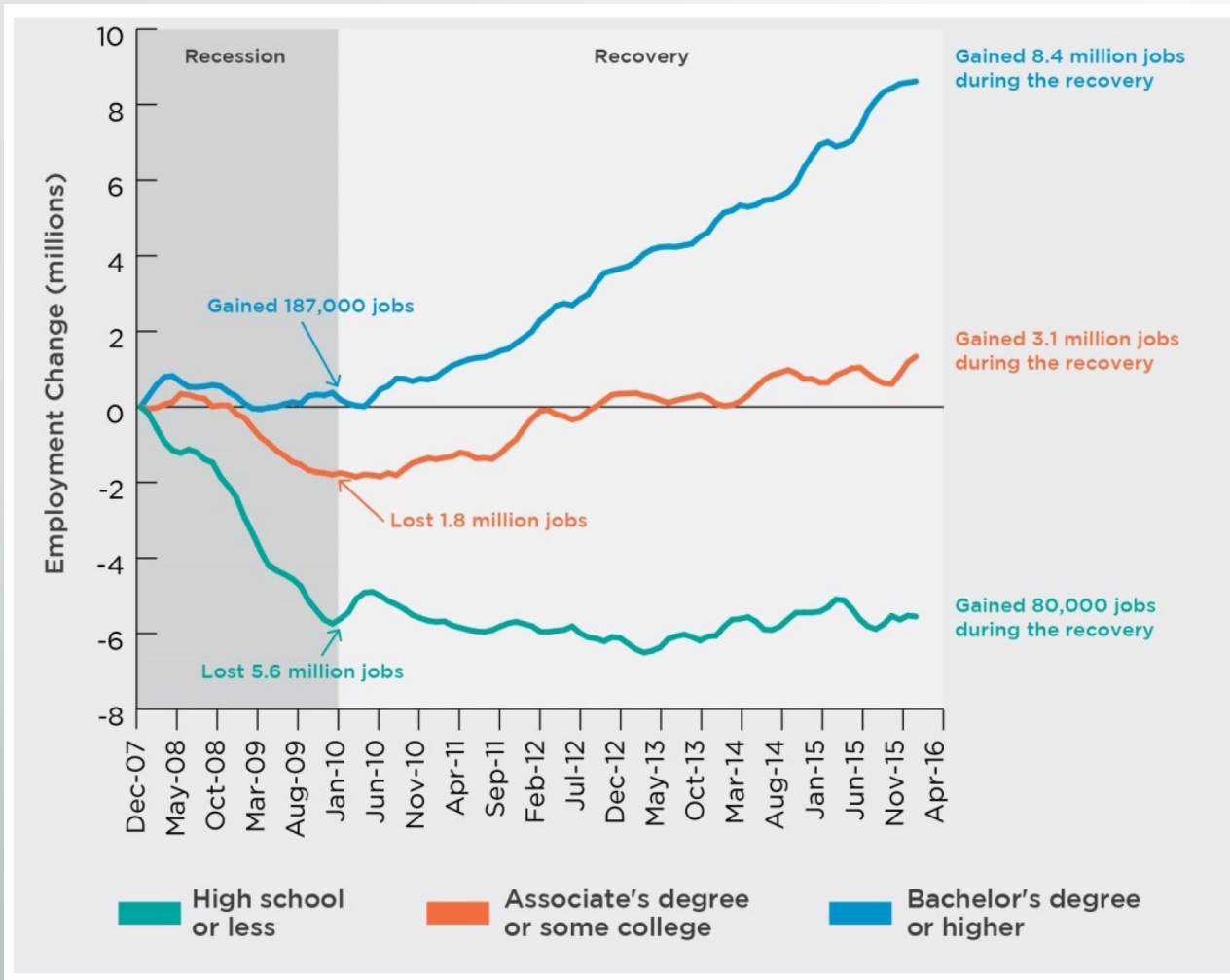
The Power of Sustained Livable Wage Employment

- Job Specialists
- Resource Rooms
- Increase private industry and correctional industry quantity/quality
 - 1030 offenders in private industry jobs today; 290 in correctional industry jobs
- Increase market relevant (credit bearing) Career Technical Education
 - Examples: TLM, Fiber Optics/Telecommunication
- Post secondary education

Education

- Kansas Consortium on Higher Education in Corrections
 - 10 colleges: Barton, Butler, Cloud, Colby, Cowley, Donnelly, Hutchinson, Kansas City, Washburn, Wichita State University (WSUTech)
 - Partnership with KDOC and Kansas Board of Regents
 - Second Chance Pell
 - Restoring Education & Learning (REAL Act)
 - Introduced in both houses in 2017; would lift ban on Pell dollars in all correctional facilities
- 3,447 (of 10,000) offenders have not received a high school degree or GED
 - We can serve a little over 700 per year
 - Good news to build on: 3633 have completed GED; 1770 have high school degrees; and 915 have completed some college
 - 85 completed college courses during incarceration in FY2019
- Pressing need for literacy, numeracy, more tutoring and support to prepare for CTE and higher education

Post Secondary Education



99% of jobs created since the recession went to works with some PS education.

Source: Georgetown University Center on Education and the Workforce analysis of Current Population Survey (CPS) data, 2007-2016.
Note: Employment includes all workers age 18 and older. The monthly employment numbers are seasonally adjusted using the U.S. Census Bureau X-12 procedure and smoothed using a four-month moving average.

Critical Issues for Risk Reduction



Data system/research capacity



Caseloads

Role of the Unit Team Counselor

Average of 70 cases; should be 40-50 at most to be effective



Bed space shortage results in disruptions of case management and transitional planning



Housing: problematic for all felons but especially difficult for mentally ill, disabled, elderly (special needs)

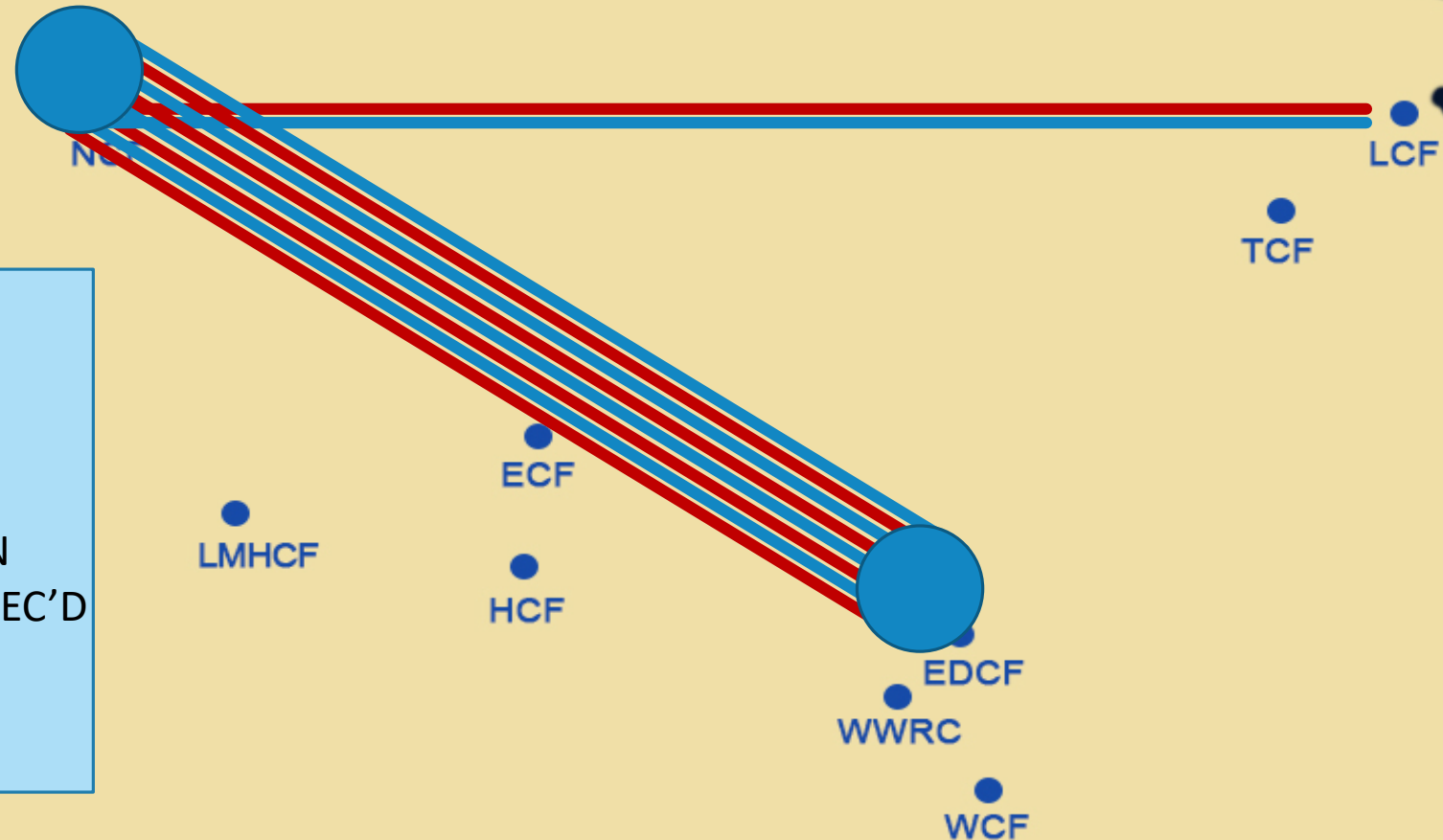


Adequate levels of programs and services

Substance abuse: treatment and recovery system overburdened and not equipped to deal with higher risk offenders with continued criminal thinking

HIGH MOVEMENT – 22 MONTH CONFINEMENT 10 TRANSFERS (RELEASED FROM EDCF)

CONVICTED IN: DG
RELEASED TO: DG
RISK/NEEDS: 32 LSIR –
(HIGH RISK)
PROGRAMS/LOCATION
NO PROGRAMS REC'D
TOTAL VISITORS – 2
TOTAL VISITS - 20



Hope Cooper,
Deputy Secretary
Juvenile & Adult
Community Based
Services

Adult Community Based Services

Adult Supervision

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

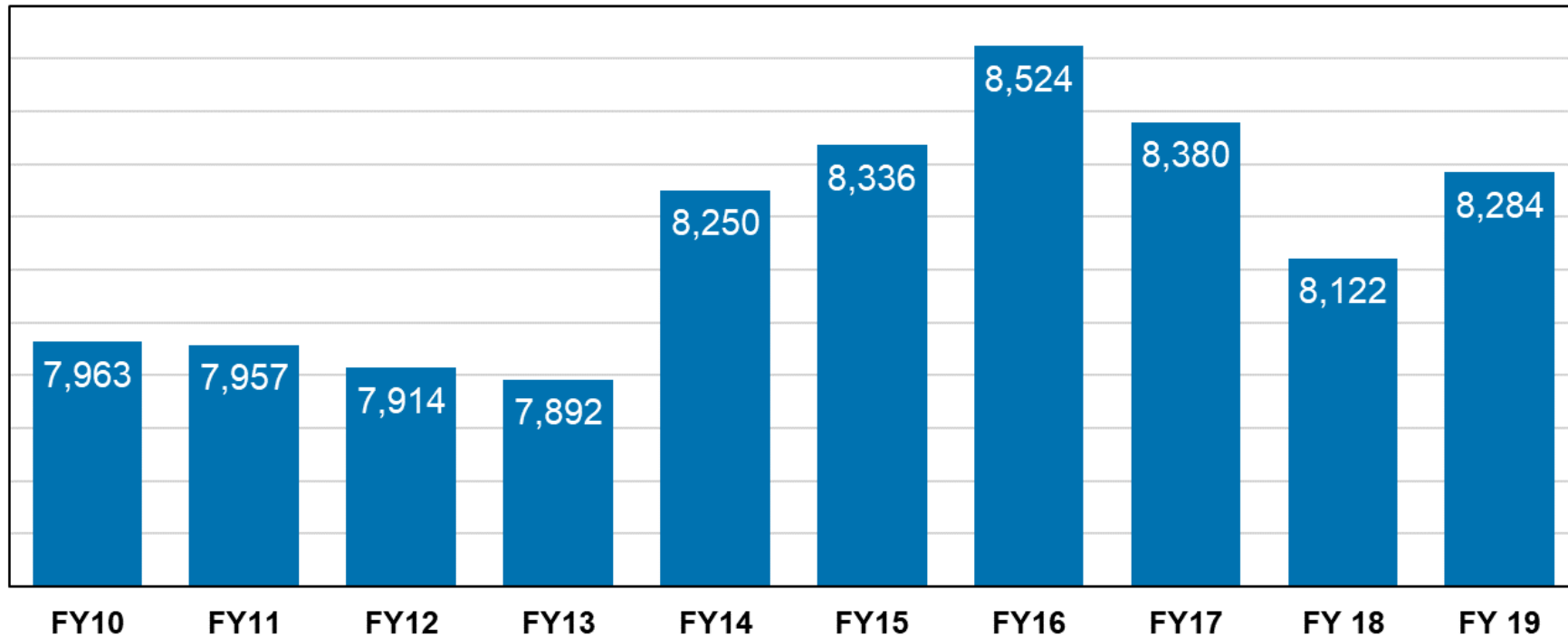
- Parole
- Post-Release Supervision
- Compact Parole
- Compact Felony Probation



Community Corrections

Average Daily Population by Fiscal Year

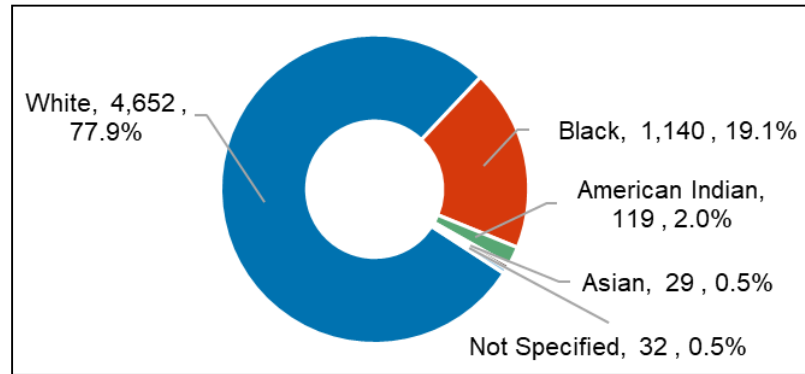
■ 12-month Average Daily Population



Community Corrections FY 19 Population

Racial Group*

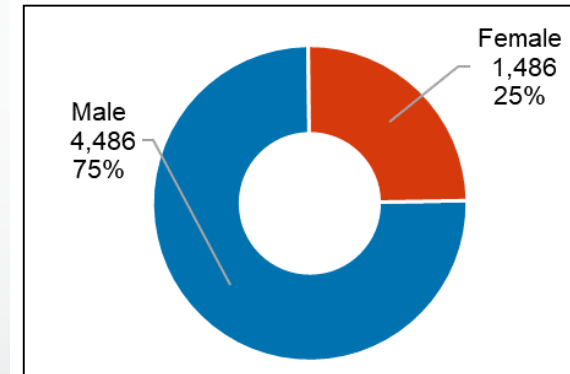
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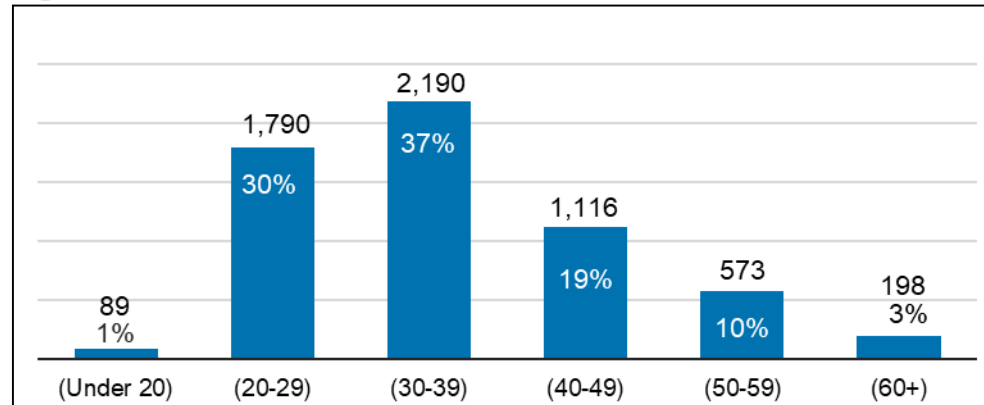
**Hispanic is considered an ethnic identification and is not included.*

Gender

■ Male ■ Female



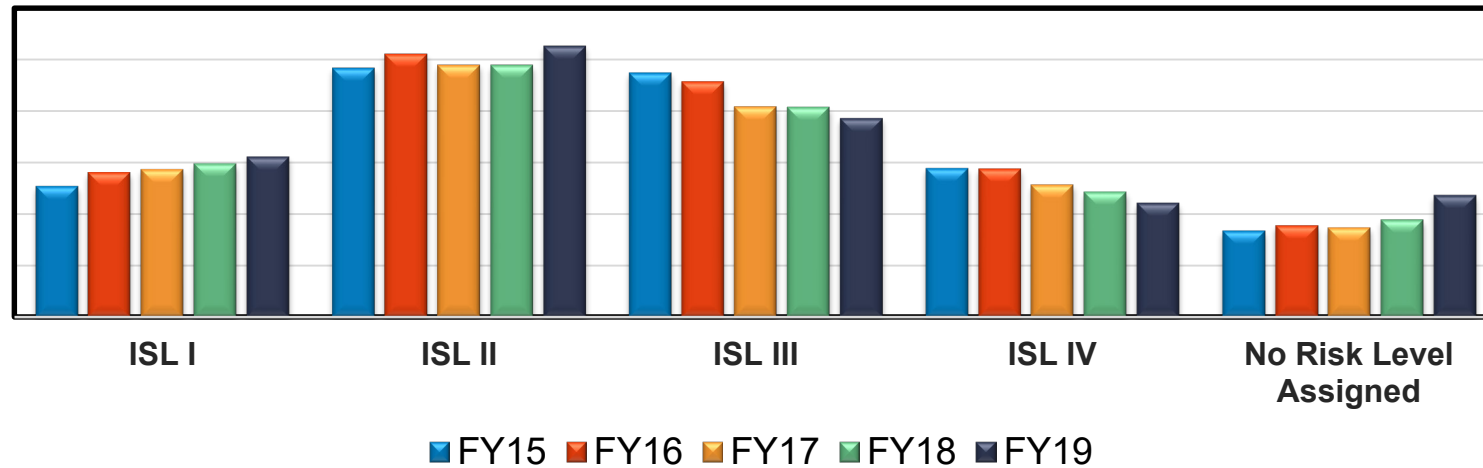
Age



Community Corrections

Statewide Risk Level

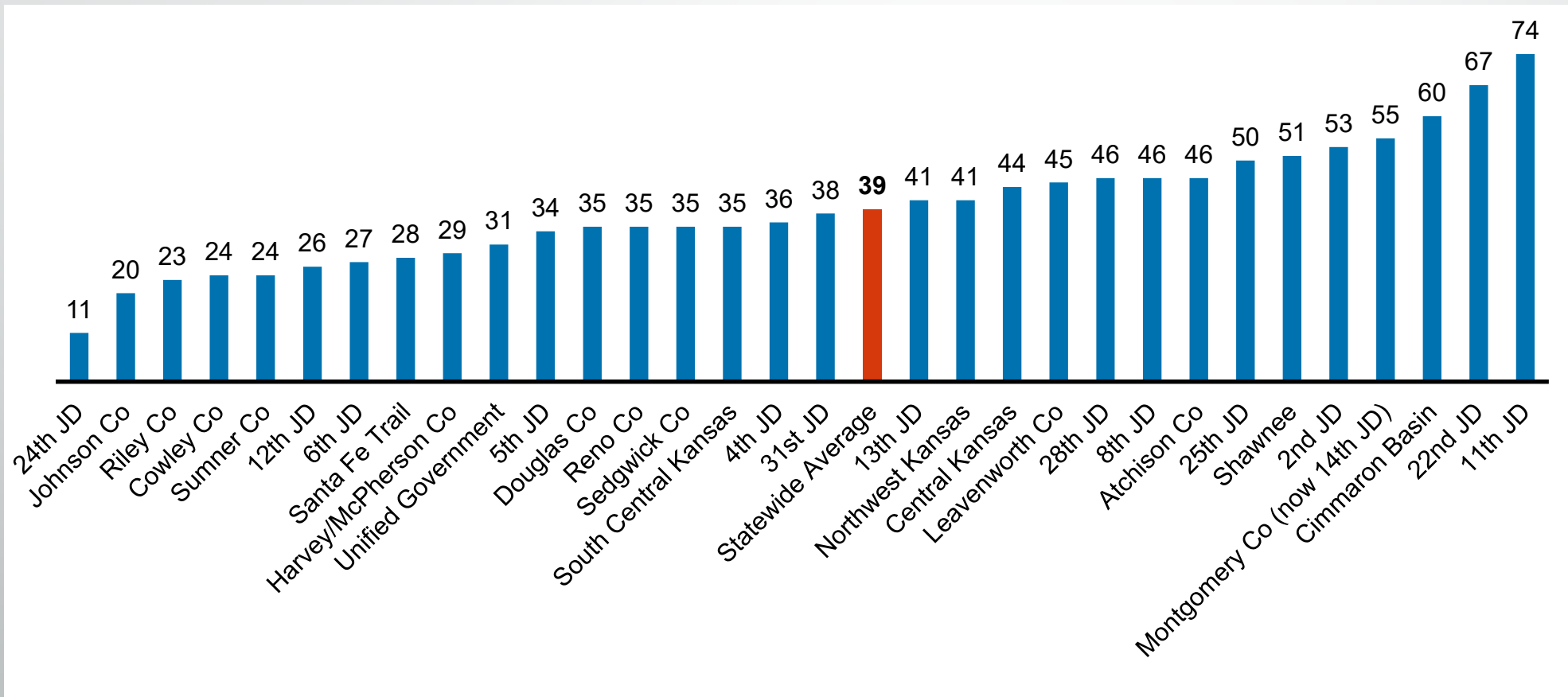
Statewide Risk Level Distribution Comparison
active population on June 30 each fiscal year



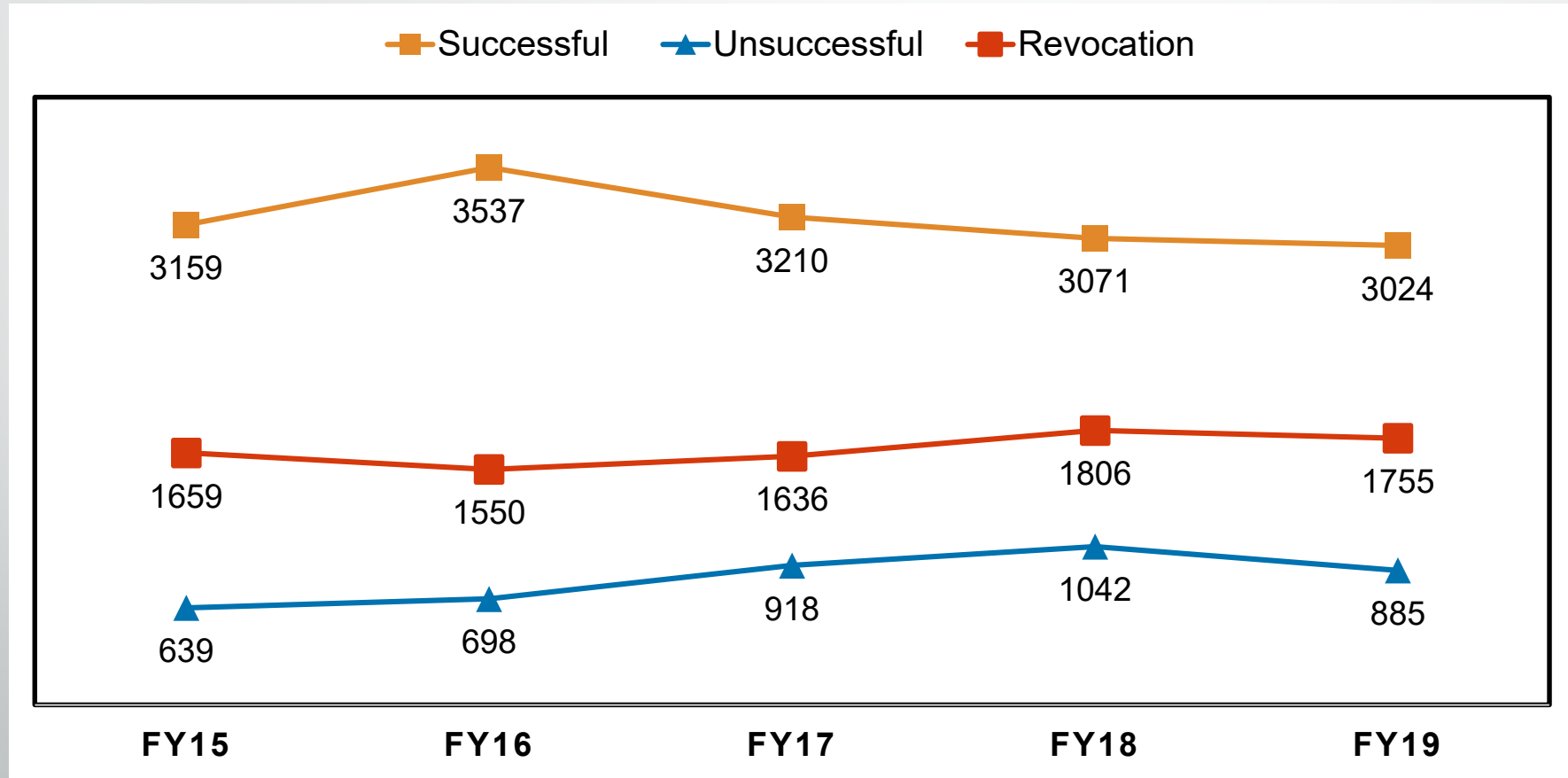
| | ISL I | | ISL II | | ISL III | | ISL IV | | No Risk Level Assigned | |
|-------------|-------|-------|--------|-------|---------|-------|--------|-------|------------------------|-------|
| | (N) | % | (N) | % | (N) | % | (N) | % | (N) | % |
| FY15 | 1272 | 15.2% | 2420 | 29.0% | 2372 | 28.4% | 1448 | 17.3% | 842 | 10.1% |
| FY16 | 1406 | 16.4% | 2554 | 29.8% | 2285 | 26.6% | 1440 | 16.8% | 892 | 10.4% |
| FY17 | 1438 | 17.8% | 2451 | 30.3% | 2048 | 25.3% | 1288 | 15.9% | 872 | 10.8% |
| FY18 | 1492 | 18.3% | 2445 | 30.0% | 2038 | 25.0% | 1216 | 14.9% | 946 | 11.6% |
| FY19 | 1560 | 18.5% | 2635 | 31.3% | 1933 | 22.9% | 1112 | 13.2% | 1187 | 14.1% |

Community Corrections

Average Intensive Supervision Officer Caseload by Agency



Community Corrections Case Closures by Fiscal Year



Community Corrections Challenges

Agency

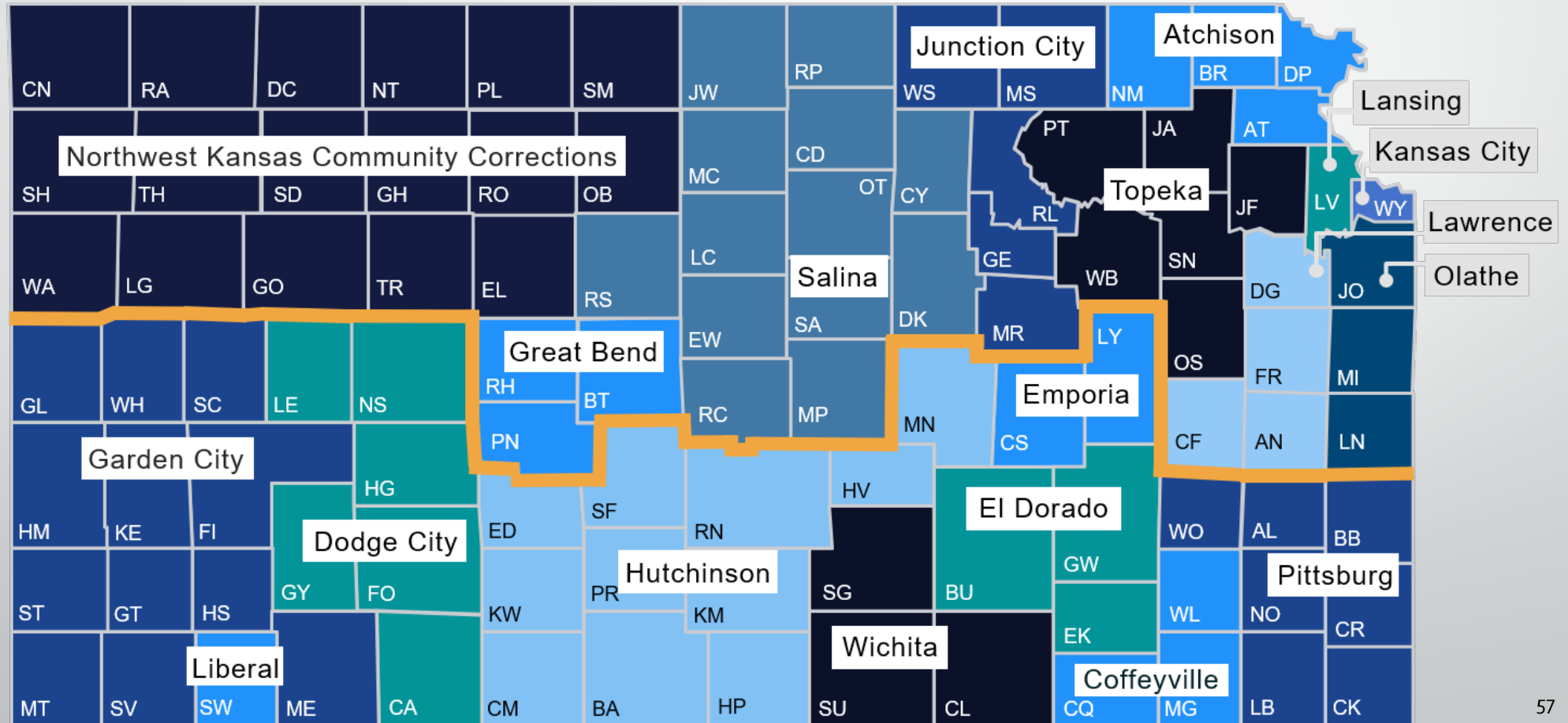
- Continuing Stakeholder Education
- Availability of Behavioral Health Services
- Not all treatment available uniformly across the state

Administrative

- 31 distinctly different agencies

Field Services

Parole Office Locations



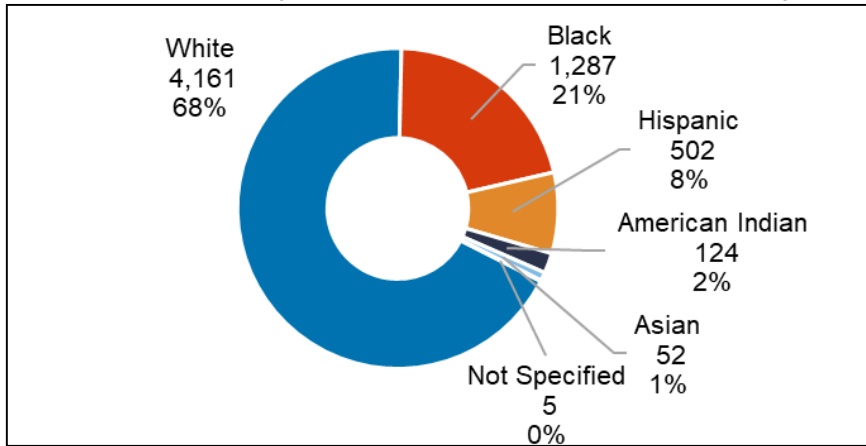
Field Services Overview

- Parole and Post Release
- Compact Felony Probation and Parole
 - The Interstate Compact for Adult Offender Supervision is mandated by federal and state law.
 - Principle of controlled movement and continuous supervision for community safety.
 - Utilizes a national web-based database.
 - KDOC staff track all supervised offenders coming into Kansas for supervision and transferring from Kansas.

Field Services Population

Racial Group*

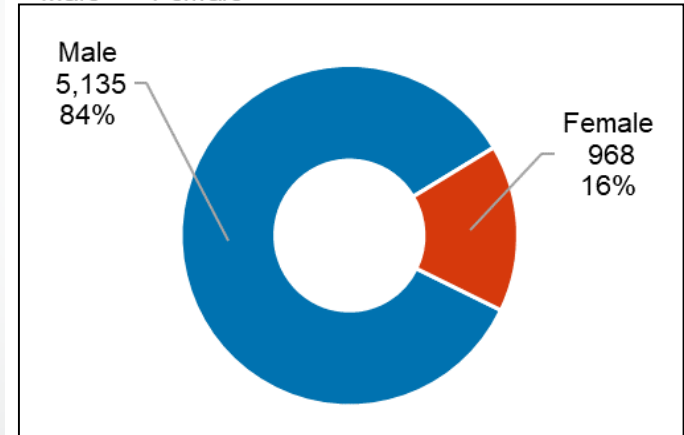
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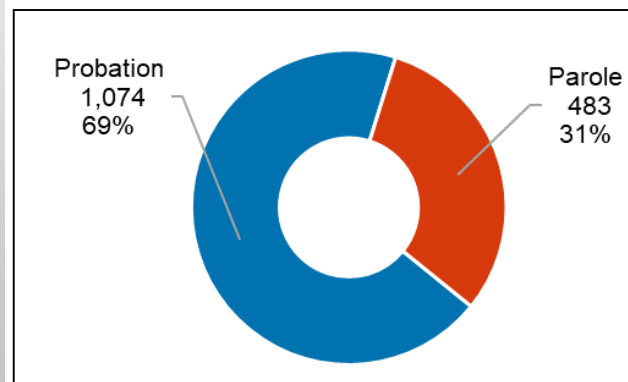
Gender

■ Male ■ Female



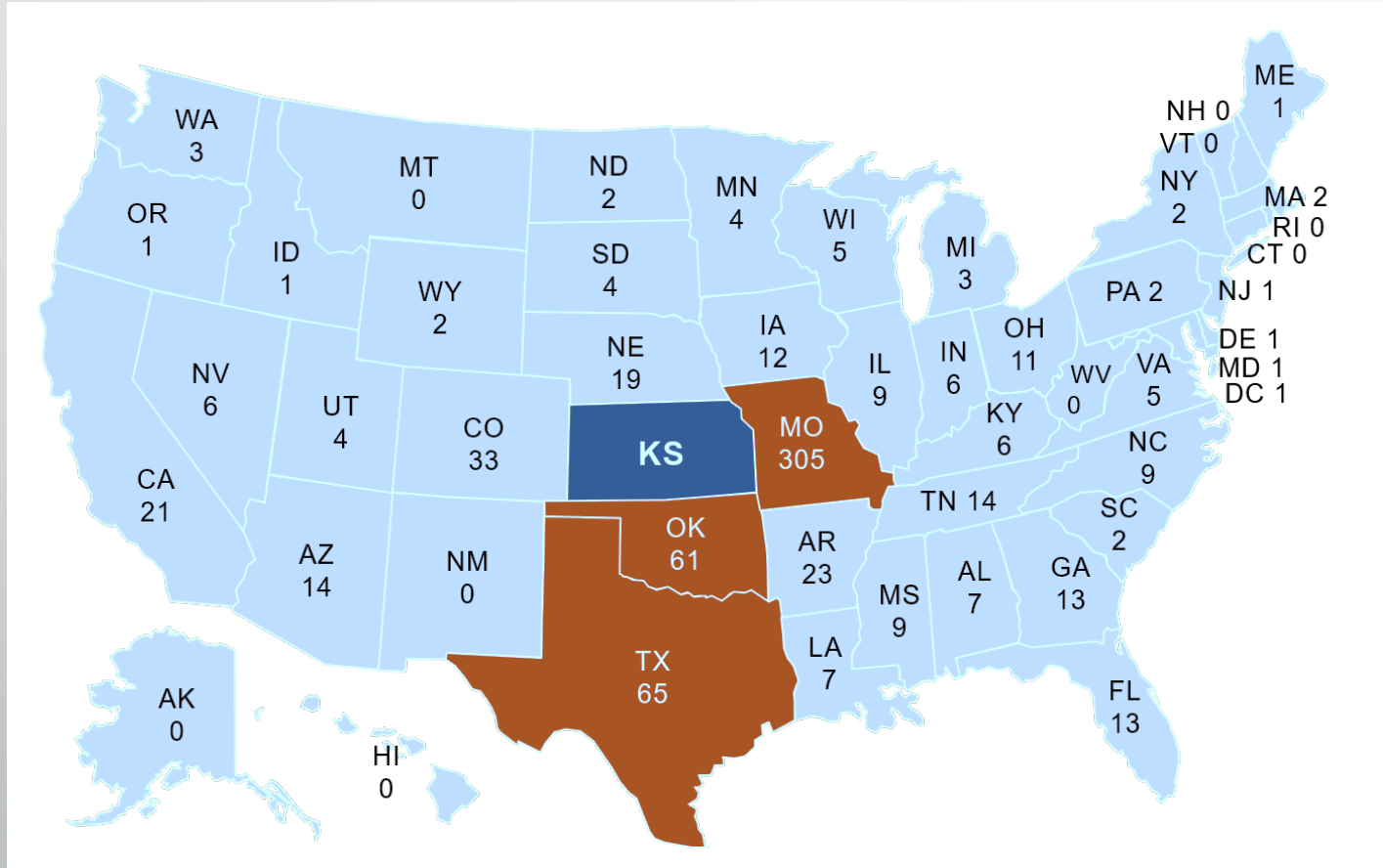
Compact

■ Probation ■ Parole



Field Services: Compact Population

KS Cases Out-of-state Post Release Supervision (June 30, 2019)



Summary

| | |
|--------|-----|
| States | 712 |
|--------|-----|

| | |
|------|-----|
| U.S* | 246 |
|------|-----|

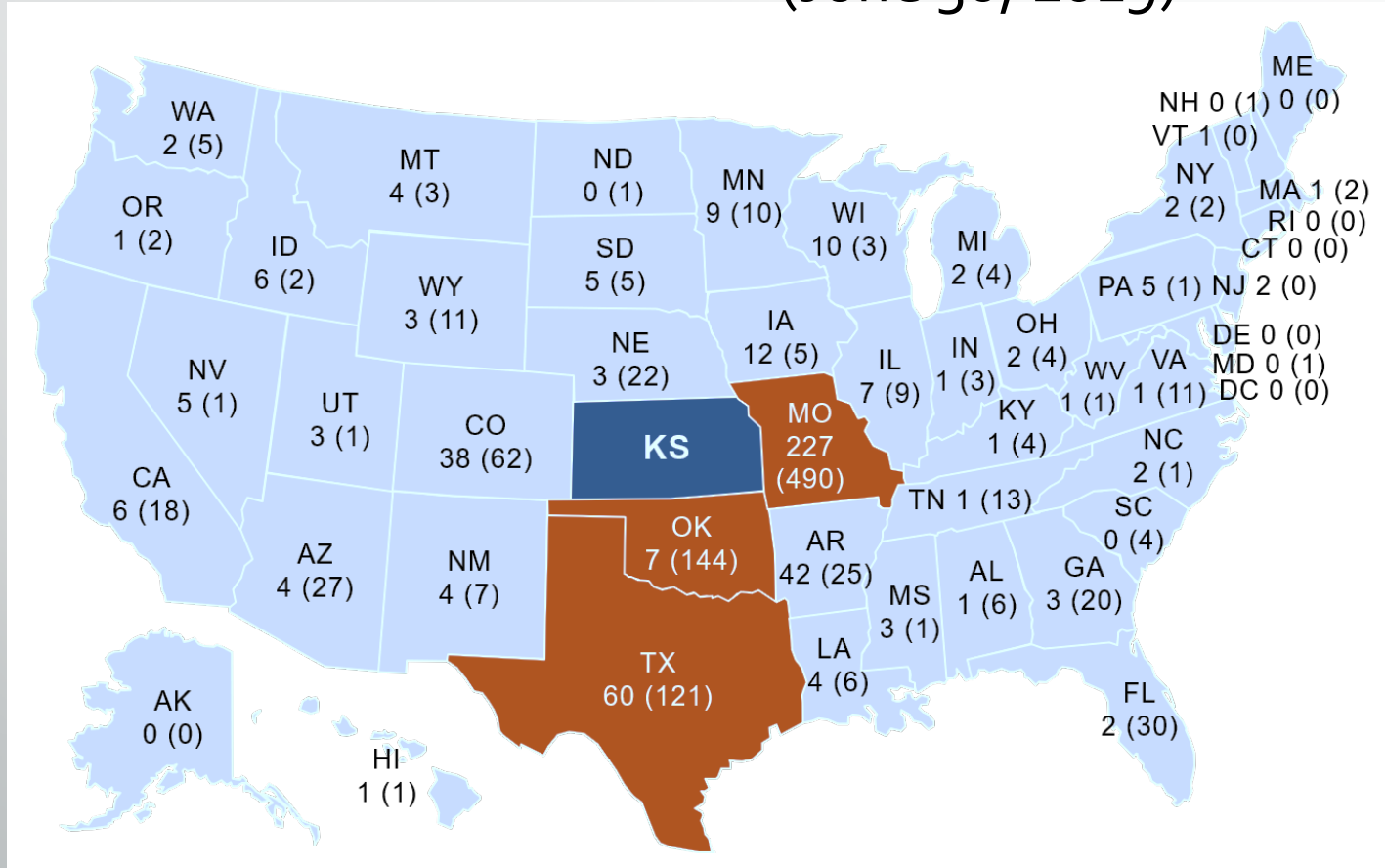
| | |
|-------|-----|
| Total | 958 |
|-------|-----|

Note: Includes absconded/warrant issued. States with highest numbers are in color.

*Location unavailable for two cases at time of data collection.

Field Services: Compact Population

KS Compact Felony Cases on Parole/Probation by Sending State (June 30, 2019)



Summary

| | |
|--------|-----|
| Parole | 495 |
|--------|-----|

| | |
|------------|-------|
| Probation* | 1,091 |
|------------|-------|

| | |
|-------|-------|
| Total | 1,586 |
|-------|-------|

Note: First figure is the number of compact parole cases; the figure in parentheses is the number of compact probation cases. States with highest numbers are in color. *Location unavailable for one compact probation case.

Field Services: Releases to Supervision

From KDOC Correctional Facilities

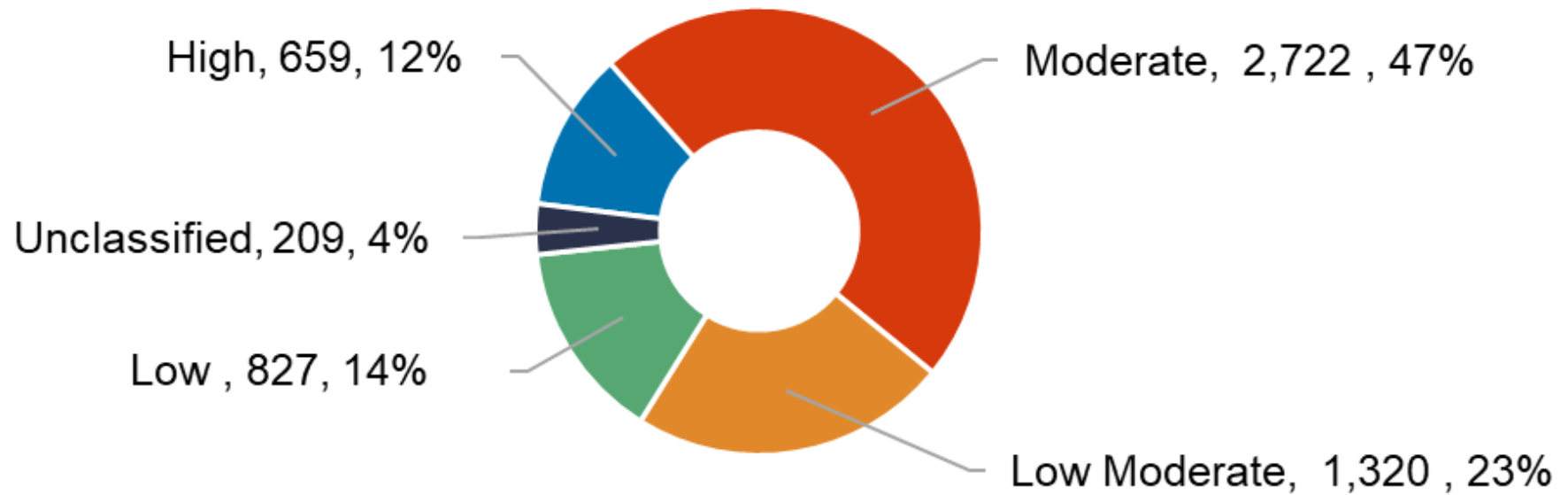
FY 2015 to FY 2019

| | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|---------------------------------|---------|---------|---------|---------|---------|
| Monthly Average | 329 | 376 | 387 | 395 | 397 |
| Total Number of Releases | 3,948 | 4,521 | 4,649 | 4,736 | 4,781 |

Field Services

Parole Risk Levels

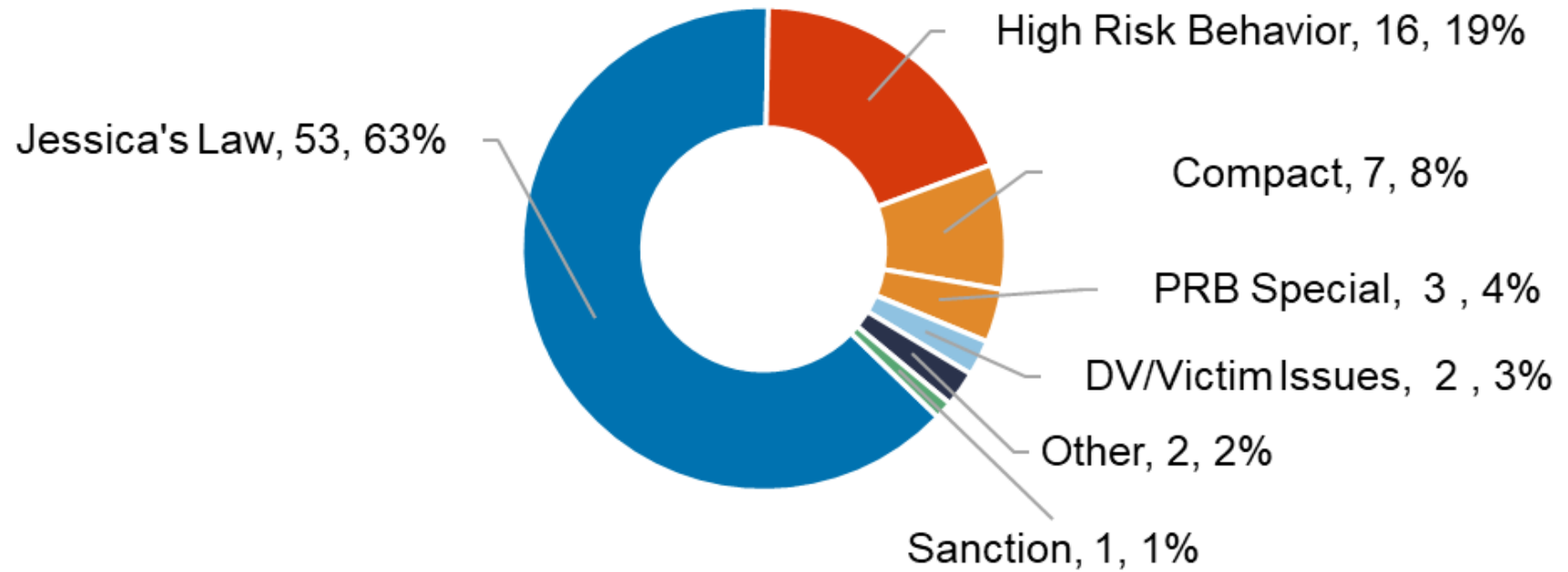
5,737 Offenders Total



Field Services

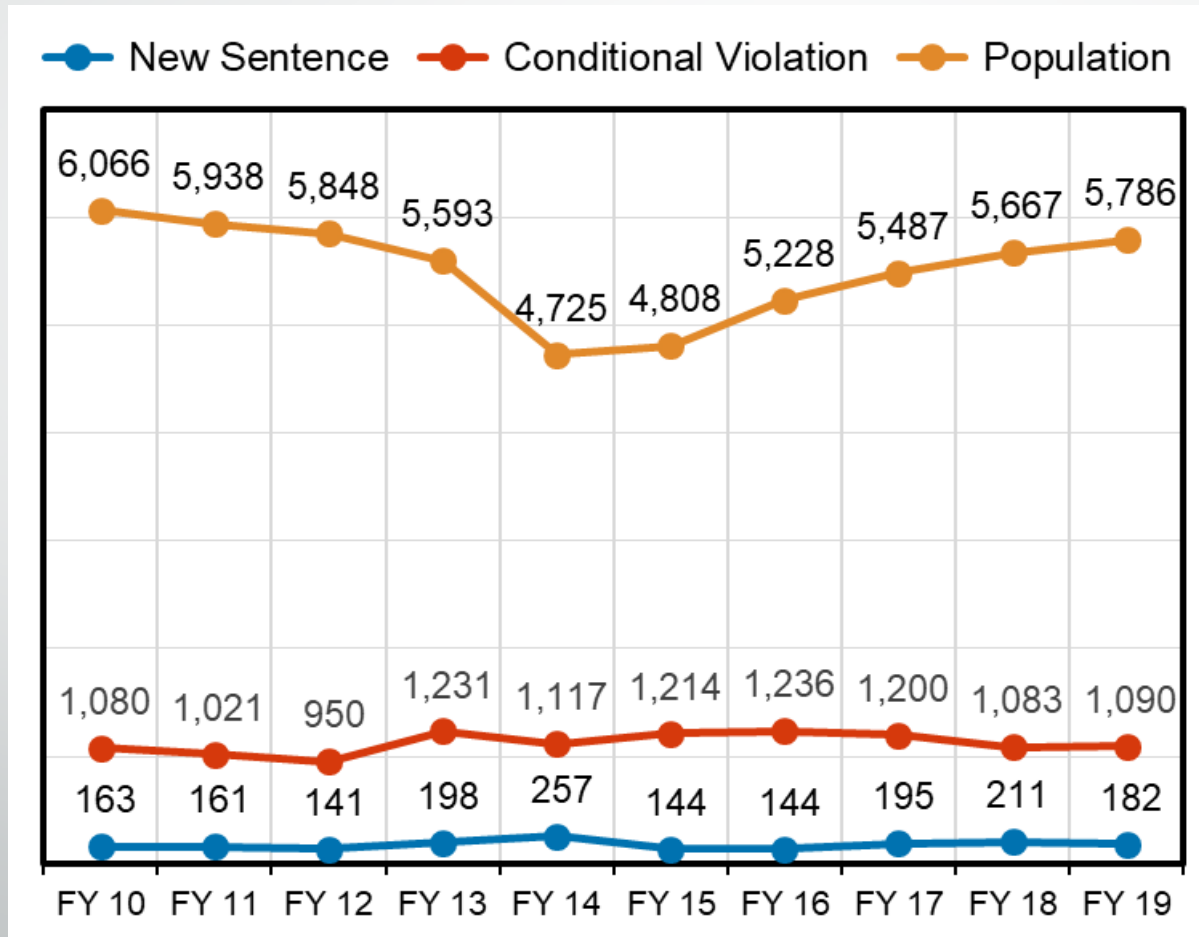
Reasons for GPS

84 Total



Field Services

Return Admission While on Post Incarceration



Field Services

Parole Programs

- In-House
 - Thinking for a Change (T4C)
 - Moral Reconciliation Therapy (MRT)
 - Substance Abuse Programming (SAP)
 - Batterer Intervention Programming (BIP)
- Community
 - Sex Offender Treatment
 - Batterer Intervention Programming (BIP)
 - Substance Abuse Programming/Treatment
 - Behavioral Health Services



Field Services

Community Challenges

- Caseloads
- Housing
- Behavioral Health Services
- Domestic Violence
 - Community Awareness
 - Community Training
 - Programs

Jeff Zmuda, Acting
Secretary

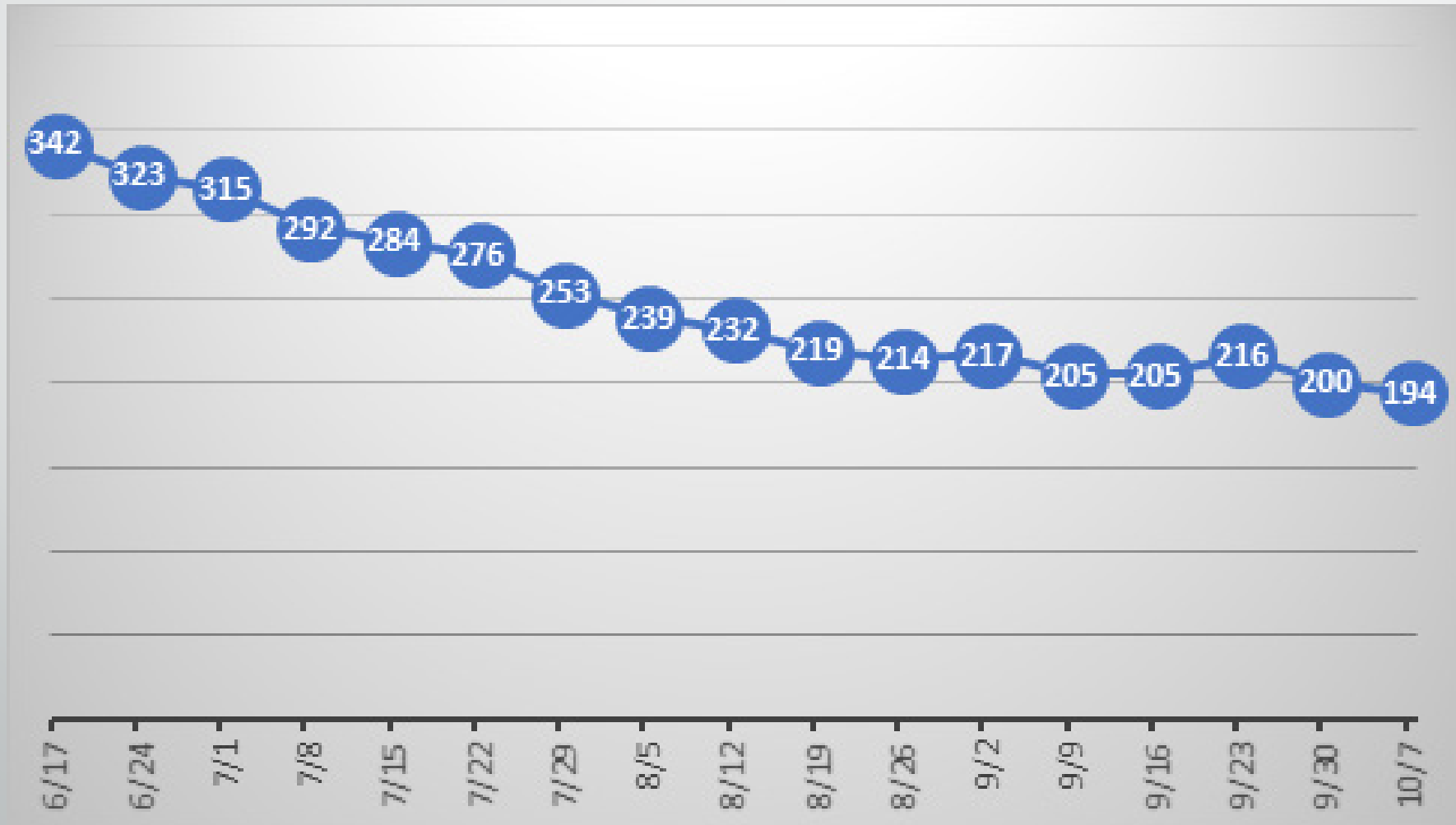
Updates

Pay Plan Impact

- Uniformed officer starting pay increased from \$15.75 to \$18.26 for FY20
- Vacancy rates have declined at all facilities
- Increase in number and quality of applicants
- Improved retention
- El Dorado Correctional Facility (EDCF) ended mandatory 12-hour shifts on October 6, 2019
- Overtime has not yet decreased
- No change in parole – can attract candidates but retention an issue
- Going forward – greater focus on retention

Adult Uniformed Staff Vacancies

June – October 2019



Compensation Issues

Supervisory Level Security Staff

CSI \$23.31

CSII \$25.68

CSIII \$28.31

Case Management

CCI \$18.26

CCII \$20.13

UTM \$22.16

Parole

POI \$18.26

POII \$20.13

PS \$22.16

Medical Contract

Request for Proposal (RFP) for Medical Contract

- Elected to not exercise option to extend existing contract
- RFP posted by Department of Administration on October 11, 2019
- Contract award targeted for late in this fiscal year

Hepatitis C Treatment

An additional \$4.5 million appropriated in FY 2020

- Supplements \$1.5 million already built into the medical contract and FY 19 penalty deductions against that contract of \$2.4 million applied to treatment for total funding of \$8.5 million

Current Status (as of September 30, 2019)

- 110 completed treatment in FY 2019
- 28 completed thus far in FY2020 (project treated total of 563)
- 72 currently undergoing treatment
- 31 in preparation phase to start treatment
- 370 currently require treatment
- Estimating 38 new admissions per month will require treatment

Forecast Annual Treatment

- With new admissions anticipate approximate 500 each year will need treatment

Initiatives

- Staff Retention
- Offender Companion Program
- Identification for Offender Population
- Microsoft Community Based Project
- Post Secondary Education
- Restricted Housing Reform
- Expand vocational training/work opportunities



Close