

**Efficiency Study Update  
House Transportation and Public Safety Budget Committee**

**JL Norwood, Secretary  
Kansas Department of Corrections  
March 7, 2017**

**Efficiency Study Update**

1. **Program & Credit Expansion.** Legislation passed during the 2016 Session increased the number of early release credits from 90 days to 120 days. Inmates may earn credits toward an early release for completing recidivism-reducing programs such as substance abuse and GED. Prior to program credit expansion, KDOC was housing inmates in county jails at a rate of \$40 per day. The additional 30 days of program credit has eliminated the need for contract beds, resulting in an estimated cost avoidance of \$6,446,560 from FY 2017 to FY 2021.

The report also recommended that programming opportunities be expanded so more inmates would have ability to earn the 120-day early release credit. This would require additional resources to implement. The Department is exploring the potential of a tablet program, as recommended in the report, but at this time it is not clear if evidence-based, recidivism-reducing programs can be effectively delivered via a tablet.

2. **Kansas Correctional Industries Expansion.** Increasing KCI's customer base will require legislation. The Department has been working to expand marketing presence through social media and conducting a market study to determine how best to meet the needs of KCI's customers. A bill was introduced this session (HB 2263) which would have allowed KCI to sell products and services to contractors or vendors of government entities. This bill has not yet had a hearing.
3. **Work Release Expansion.** The report recommends that expanding work release, in conjunction with increased program credit opportunities, would allow for closure of minimum-security units. In FY 2016, the ADP at the Wichita Work Release Facility (WWRF) was 235. WWRF is a 250-bed facility, which is large for a work release facility. Inmates are screened for placement and there is no waiting list to get into the work release program. Increasing the number of inmates in the work release program would require the Department to take some risk in making placements, and there are no guarantees jobs will be available. KDOC is not supportive of this recommendation.
4. **Expand Access to Substance Abuse Treatment Programs.** The report recommends that the Department be allowed to select probation violators whose probation was revoked due to a substance-abuse related offense and non-violent offenders who previously failed, refused, or were discharged from treatment to participate in a four-month treatment program. Offenders would be eligible for release upon successful completion of the program, reducing the length of stay from the average of 11.5 months to approximately four months. Legislation would be required to implement this recommendation as well as additional funding to start the program.

The report also recommends the expansion of the SB 123 18-month drug treatment program by including small sale drug level 4 offenders. This expansion would require legislation, which was introduced and failed last session. HB 2088 was introduced this session and had a hearing on Feb. 7. The bill is currently in the House Committee on Corrections and Juvenile Justice.

Lastly, the report recommended that therapeutic communities and/or treatment units utilizing best practices be established at all security levels. KDOC currently operates the Substance Abuse Recovery Program at TCF and the Chemical Dependency Recovery Program at LCMHF. Expansion of these programs to other facilities would require additional funding.

5. **Community Corrections Transformation.** KDOC has convened a team of community corrections directors from adult and juvenile Executive Branch community corrections agencies to look for organizational efficiencies.
6. **Improve Staff Recruitment and Overtime Reduction.** A&M noted that the Department faces staffing challenges due to constrained resources and high turnover, compounded by competition from federal and private prisons and local jails as well as the private sector. High turnover rates have resulted in more than half of the Department's correctional officer I workforce having less than two years of service. The 2016 Legislature approved a 2.5 percent salary increase for correctional officers. While this salary enhancement is much appreciated by the Department and staff, the increase in health insurance premiums this January exceeded the salary increase. Any additional pay enhancement to make KDOC more competitive would require additional funding.

The agency has taken other actions to reduce turnover and overtime. This includes the lowering of the minimum hiring age to 18 and reducing the length of service requirement to receive an automatic 5.0 percent increase from three years to one year. Staff at the Larned Juvenile Correctional Facility were given the opportunity to transfer to another KDOC facility, with KDOC offering to pay for moving expenses in exchange for a one-year commitment to remain in the new position. Finally, KDOC staff regularly attend job fairs, present at military bases, and utilize a variety of communication methods to reach potential recruits.

7. **Centralize Good Time Forfeiture and Revocation Process.** KDOC has already centralized many processes. Currently we have identified review teams who are looking at the disciplinary sanction process with an effort to increase consistency and efficiency across all locations. In addition to that, a team of professionals is looking at the use of restrictive housing across the state. We are looking to restrict the use of restrictive housing for low level offenses while minimizing its use for investigative purposes. Routine inmate status updates are to be put in place, verifying whether or not the specific inmate is to remain in restrictive housing. Once these group develop recommendations, they will be shared across the agency in a uniformed manner.
8. **Reduce Utility Cost through Alternative Distributed Energy Pilot at El Dorado.** At this time, all proposals appear to be more costly than our current rates. KDOC consulted with Johnson Controls, who identified projects which would require a 15-year bond. KDOC has previously implemented numerous energy conservation projects through the Conservation Improvement Program and the use of rehabilitation and repair funds. It continues to make improvements such as installing LED lights and making HVAC efficiency upgrades.
9. **Expand On-Site Medical Services & Telemedicine Agreements.** Telemed is used when services are available and use of telemed services is feasible. KDOC will continue to look for opportunities to utilize telemed services whenever possible. KDOC and its contract medical provider have also explored utilizing mobile services, and the Department has implemented mobile CT services at Hutchinson. These

opportunities will continue to be explored and implemented when possible. Any savings realized would be in the form of reduced overtime expenditures for offsite medical appointments.

10. **Leverage Medicaid & Private Health Insurance for Parole & Community Corrections.** KDOC does not provide or pay for health care service for offenders on parole and community corrections supervision. KDOC does have discharge planners housed at the facilities who, among other duties, assist inmates who are preparing for release apply for Medicaid benefits. Additional funding and positions would be needed in order to assist offenders on parole or probation enroll in Medicaid.
11. **Consolidate Shared Services.** The report recommended the consolidation of various support functions in Central Office and reduce or reallocate positions as necessary. KDOC continues to look at opportunities to consolidate services when appropriate. Several functions have already been consolidated under Central Office, including: sentence computation; procurement of systemwide goods and services; administration, accounting, and oversight of systemwide contracted services such as medical, food service, education, sex offender treatment, and substance abuse programming; lease negotiation and administration; statewide community-based juvenile offender services for community corrections agencies; and oversight and management of IT services.
12. **Implement a Key Performance Indicator (KPI) Framework.** Currently KDOC focuses funding on evidence-based programs which are shown to reduce recidivism. KDOC has also partnered with the Pew Charitable Trust to conduct a cost benefit analysis of certain programs; specifically, cognitive behavioral therapy, drug treatment and sex offender treatment. Other programs that KDOC provides do not have a matching comparison model with Pew.