

Presentation to the Joint
Committee on Corrections and
Juvenile Justice Oversight

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KDOC - Juvenile Services



Implementation of HRO 42 - Status

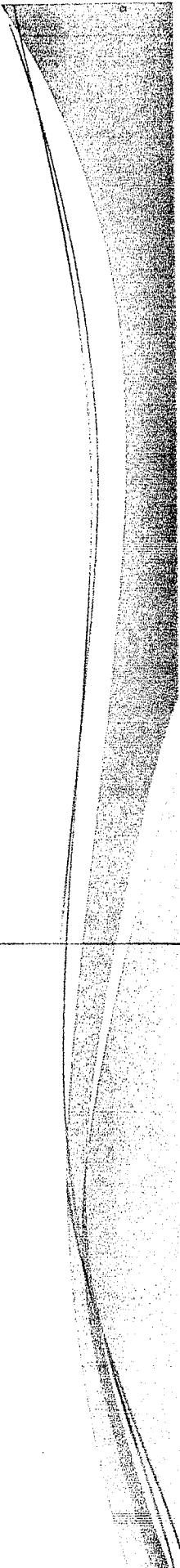




Executive Reorganization Order

General Information

- ✓ The purpose of the ERO was to improve the quality of juvenile corrections and strengthen both divisions
- ✓ Recognition that juveniles are unique population
- ✓ NO placing of juveniles within adult facilities
- ✓ Kansas is the 10th state with a similar organizational structure within the Department of Corrections
- ✓ Other states include: Montana, North Dakota, South Dakota, North Carolina (public safety), Wisconsin, Minnesota, Indiana, Maine and California



Opportunities Presented

- ✓ Increased stabilization for JJA – including leadership positions
- ✓ Increased institutional support and resources
- ✓ Increased efficiencies of central functions
- ✓ Elimination of duplicative processes
- ✓ Increased economies of scale for contract services
- ✓ Increased data collection, analysis and reporting



Impact of ERO - Resources

Re-deployed Positions/Duties to Improve Systems

Examples include:

- ✓ Chief of Security
- ✓ Additional Oversight of Group Homes
 - Annual Site Visits/Audits (unannounced)
- ✓ Brought Resources to Help Provide Motivational Interviewing and EPICS training to local community supervision agencies and group homes (in process now)
- ✓ Educational Contract Oversight (done by contract monitor)
- ✓ Conversion of a staff position to do Quality Assurance of Custody Placements and Juvenile Data Collection Review



Impact of ERO - Resources

- ✓ Now conducting fiscal audits of community agencies
- ✓ Finalizing plans to develop system to increase mentoring matches for youth in Kansas facilities and increase family involvement
- ✓ Working on improving data collection and quality assurance (e.g., daily population report, visitation)
- ✓ Increasing communications and resources for staff (Superintendents – Warden’s Meetings)

Future of Juvenile Services

For both JCF and Community Programs:

- ✓ Ensuring established changes are implemented
 - Continued and Enhanced Quality Assurance
- ✓ Revisiting and tweaking processes
 - What's working and what needs to change?
- ✓ More data-driven decisions and measures
- ✓ Increased emphasis on evidence-based programs
- ✓ Increased public awareness of agency impact
- ✓ Increased communication



Work Ahead

- ✓ Policy Conversion Project
- ✓ Data - JJIS Project
- ✓ Quality Assurance
- ✓ Communication

Facility Security Improvements



Legislative Post Audit (Part I)

- ✓ Multiple Safety and Security Findings
- ✓ High Turnover (including leadership)
- ✓ High Dissatisfaction – Employee Survey
- ✓ HR Deficiencies (background checks, discipline)
- ✓ Policies (outdated, inaccurate or non-existent)
- ✓ Training Issues



Legislative Post Audit (Part II)

Call to develop and implement a plan for:

- ✓ Technical Education and Work Study
- ✓ Postsecondary Programs
- ✓ Improve the Educational Programs for Females
- ✓ Monitoring and Evaluating Educational Programs
- ✓ Improving Substance Abuse Services
- ✓ Reconsider Licensure for Substance Abuse Services



Moving Forward - Managing Culture Change

Establishing Stability – Back to the Basics

- Training Overhaul
- Quality Assurance Systems
 - Human Resources
 - Safety and Security
- Decision-Making and Future of Juvenile Services
 - Strategic Planning
 - Data-Driven



Targeted Efforts

Identified that we needed to work on:

- Security Improvements – Back to the Basics
- Training - Foundation
- Retention/Turnover
- Overtime

All of these are inter-connected.



Security— Progress

- ✓ Increased supervisory coverage on multiple shifts
- ✓ Increase in coverage (weekends and evenings) for counseling staff
- ✓ Completion of a master staffing pattern with added post assignments to higher-risk areas
- ✓ Doors have been repaired/refashioned which had posed safety threats for staff
- ✓ Post rotation changed to an annual rotation
- ✓ Perimeter lighting has been replaced
- ✓ Perimeter checks are completed twice daily
- ✓ Equipment for increased monitoring (cameras, employee ID system) has been authorized for purchase or purchased



Security-- Progress

- ✓ Implementation of a multi-departmental quality assurance team with QA process for security practices
- ✓ Issuance of directives on expectations for rounds checking and door security with spot checks for compliance
- ✓ Establishment of vulnerability checks and drills
- ✓ Re-routing security fence - isolating the industries area with an additional "shakedown" screening process
- ✓ Monthly inspections of security equipment
- ✓ Increased facility searches and canine searches
- ✓ Re-allocated resources to include a second investigator
- ✓ All staff completed evidence collection training
- ✓ Recognizing Excellence
- ✓ Maintaining work - Quality Assurance



Training – Progress

Some of the accomplishments in Staff Development and Training include:

- ✓ Reorganized the Staff Development Unit and shifted resources to facilities
- ✓ Revised the training and staff development policy
- ✓ Developed a clear matrix of training requirements for all staff, contract staff, volunteers, etc.
- ✓ Selected a Learning Management System (LMS) to comprehensively and accurately document training
- ✓ Outlined process to determine annual training needs
- ✓ Established a statewide Basic Security Work Group (training and operational staff) to make recommendations on training issues

Training - Progress

In FY13, training data for JJA was tallied and demonstrated a marked improvement in the systemic recording and documentation of training hours from previous years. Nearly 41,000 hours were logged for various JJA employees with the breakdown as follows:

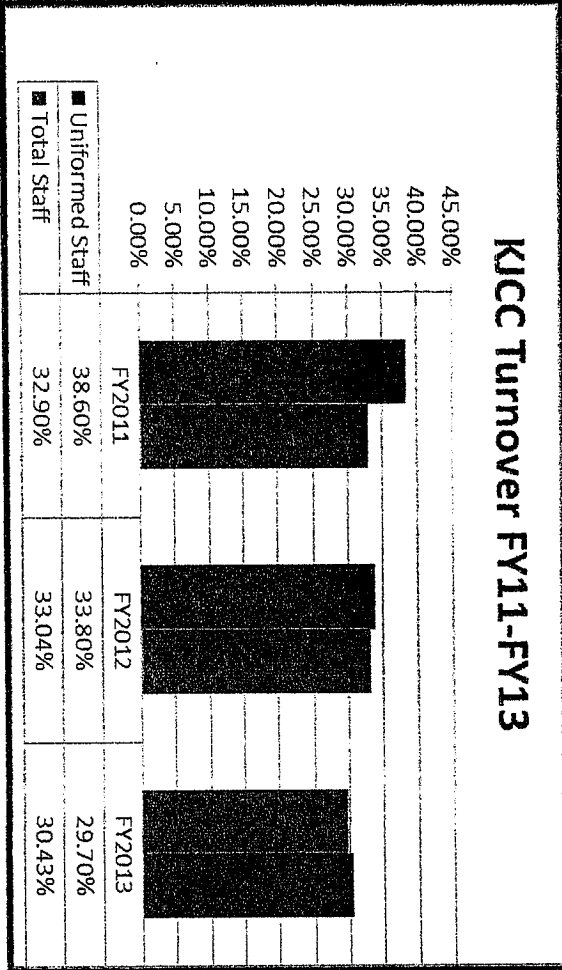
- ✓ JJA Central Office (excluding staff paid by DOC and shared with JJA) – 1,197 hours
- ✓ KJCC – 24,309 hours
- ✓ LJCF – 15,485 hours
- ✓ Total Hours Documented – 40,991

Human Resources - Progress

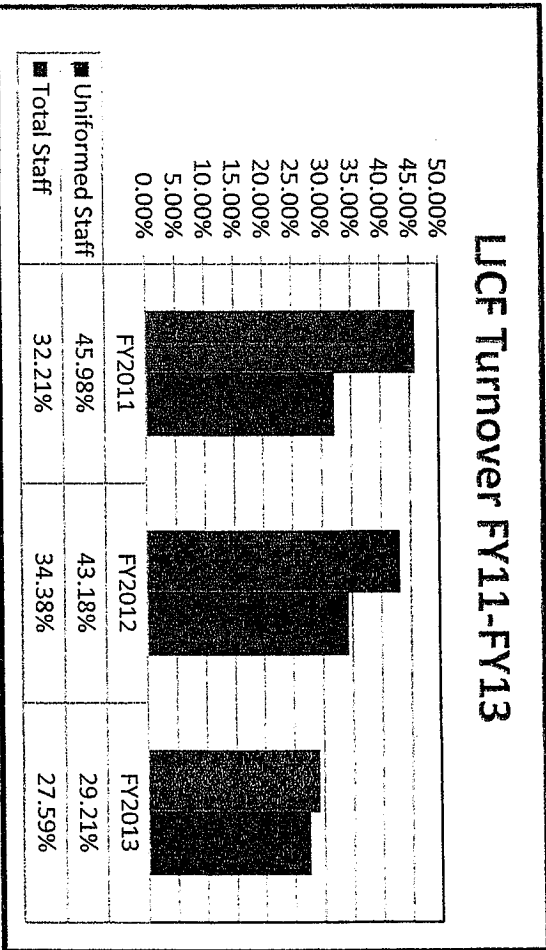
- ✓ Updated policy on documentation of authorization of hiring exceptions
- ✓ Updated policy to require appropriate clearances
- ✓ Delinquent background and Drivers Licenses checks completed
- ✓ Developed and implemented a statewide HR hiring checklist to improve the clearance (and documentation) process
- ✓ Enlisted the help of Department of Administration to review our files for compliance at both facilities – initial review completed and ongoing
- ✓ Implementing revised HR Database to increase oversight, accountability and consistency – progress ongoing
- ✓ Remedied starting salary and shift differential disparity between Juvenile Corrections Officer I positions and their Adult Division KDOC counterparts
- ✓ Under-market Pay Initiative
- ✓ Budget request includes request to add JCO staff to Corrections KPERS.

Turnover - Progress

KJCC Turnover FY11-FY13

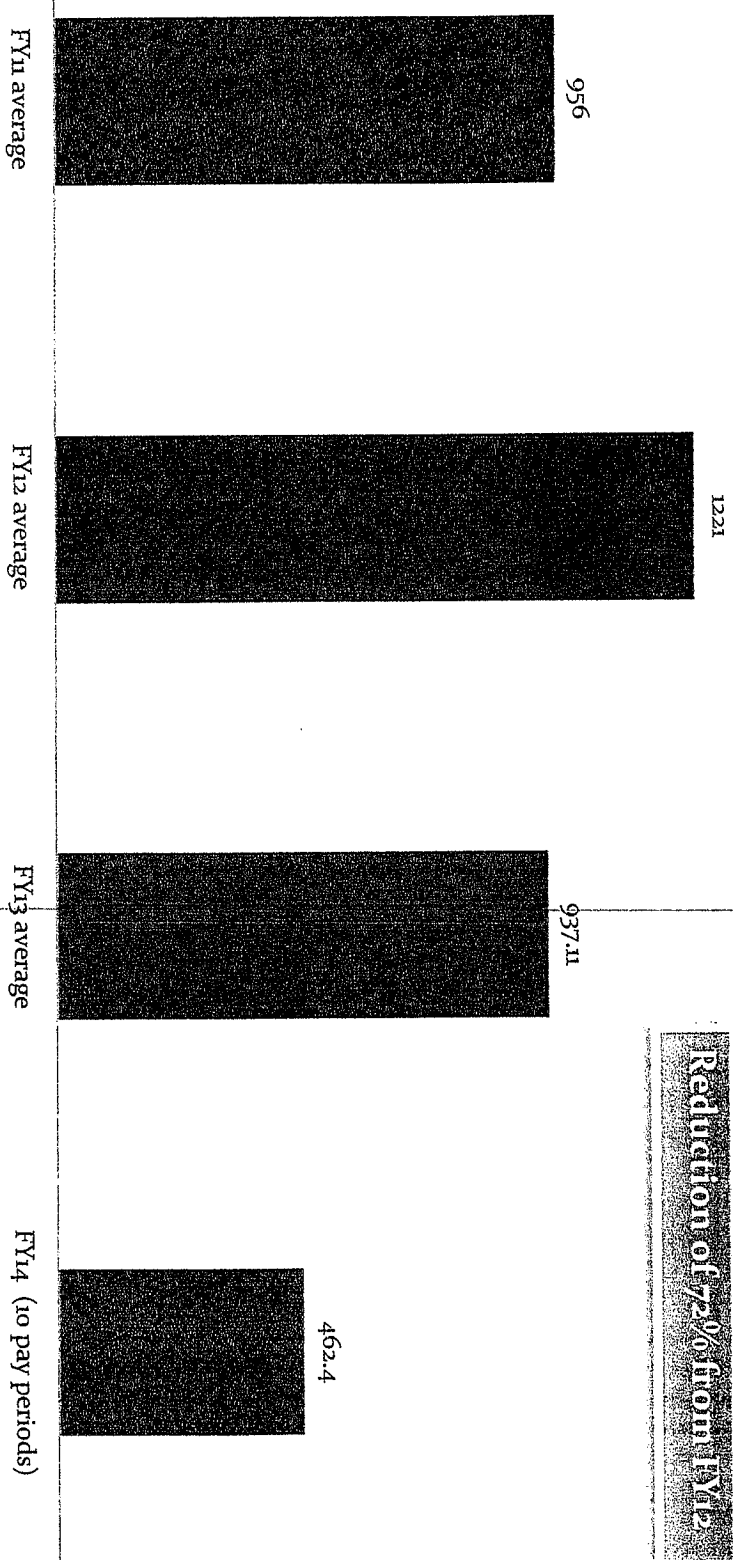


LJCF Turnover FY11-FY13



Overtime - Progress

Average KJCC OT Hours Per Pay Period FY11-FY14 YTD



Facility Programs - Update





Programs - Types

- Educational/Vocational
- Substance Abuse Education
- Sex Offender Programming
- Anger Management
- Cognitive Behavioral Therapy
- Mental Health Services
- Life Skills
- Parenting



Educational - Vocational Improvements

Established an LPA Implementation Team Plan was submitted to LPA per deadline of June 1, 2013.

New educational contract requirements established with goals for education and measurable outcomes.

Changed vocational programming to include industry-in-demand fields and certification programs

MOU and partnership with Department of Commerce

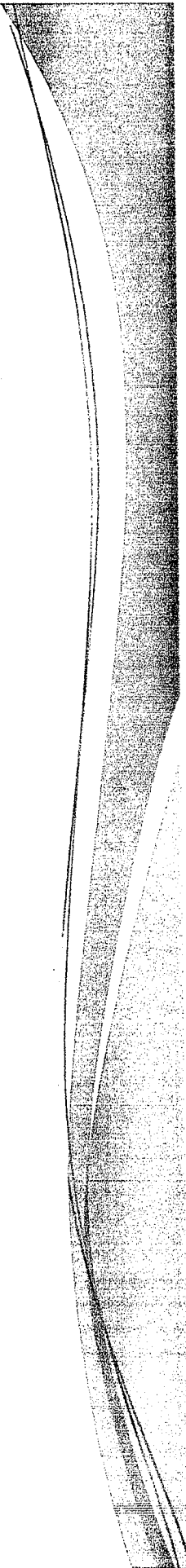
Educational - Vocational Improvements

Job fairs held at both facilities in FY13.

Expanded Job Shadowing Practices for Youth at KJCC, with increased job-shadow and employment positions for females.

Barton County Community College was awarded a "Promoting Reentry Success through Continuity of Educational Opportunities," (PRESCOE) grant from the US Department of Education for workforce reentry education and training. Our youth at LJCF are one of the populations that will be served by this allocation.

Both facilities developed a partnership with Kansas Kids @ GEAR UP



Partnerships – Vocational Programs

Fort Scott Community College - Water Technologies

- ✓ Two year grant through the US Department of Labor/Education Training Administration Grant
 - ✓ Have completed 4 modules to date
 - ✓ High demand for credentialled workers
 - ✓ A few youth released from the facility have accepted related-jobs

Washburn Technical Institute

- ✓ Certified Production Technology – Underway
- ✓ National Center for Construction Education and Research (NCCER) – in FY14
- ✓ All comply with Title-IX Requirements

College Credit Earned FY11-FY13

College Credit Hours for KJCC

As noted in the below chart, the number of college credit hours awarded for youth at KJCC in FY13 increased by nearly 9-fold from FY12 numbers. The goal for the number of hours awarded in FY2014 is 300, an increase of 225% from FY2013.

	FY2011	FY2012	FY2013	FY2014 Goal
Total Hours	0	15	133	300 (+225%)

Barton Community College Credit Hours for LJCF

LJCF has demonstrated a 16% increase in the total number of hours obtained by youth from FY11 to FY13 as illustrated in the following chart. LJCF will continue to work in increasing the number of hours obtained by an additional 5% in FY2014.

	FY2011	FY2012	FY2013	FY2014 Goal
Fall	177	194	194	
Spring	83	89	146	
Summer	57	57	27	
Total Hours	317	340	367	385 (+5%)

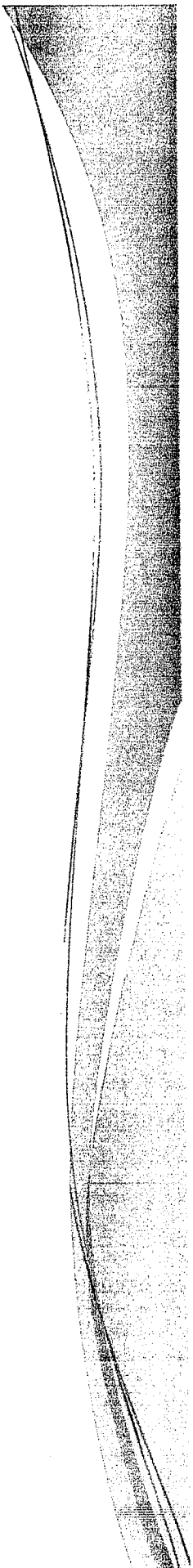
Substance Abuse Programming - Improvements

- Technical Assistance Grant received from representatives from the Office of Juvenile Justice and Delinquency Prevention, to help review our Substance Abuse program
- Substance Abuse Work Group formed
- Expanded the number of Certified Substance Abuse Staff at KJCC
- Comprehensive Health Care Contract for KDOC awarded
- Juvenile behavioral health services (mental health, substance abuse and sex offender programming) included, effective 1/1/14
- New partner and national experts working with our staff
- Finalizing the improved assessment process
- Substance abuse policies are in final draft form
- Working towards substance abuse licensure for outpatient treatment at both Juvenile Correctional Facilities



Other Accomplishments

- ✓ Expanded the number of staff trained in Offender Workforce Development (OWDS)
- ✓ Expanded re-entry program at KJCC
- ✓ Fence re-routing project completed
- ✓ Increased recreational space at KJCC
- ✓ Agency applied for (and received) OJJDP Technical Assistance Award to help with sex offender program planning



EBP – Gender Responsive Services

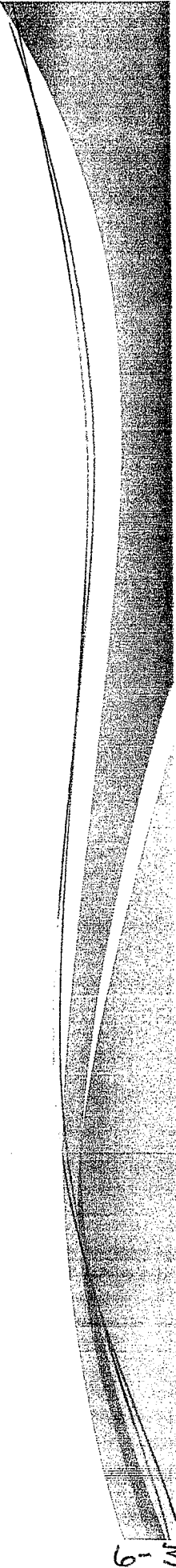
- ✓ Added Girls Circle Program in FY2013
- ✓ Trauma-Informed Substance Abuse Curricula - under evaluation for implementation in FY2014

Finalizing the development of gender-responsive training module for KJCC staff and staff skill-building.



Plans for Future Improvements

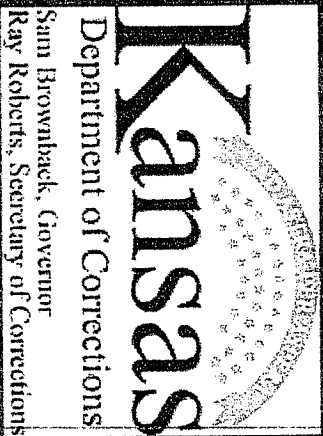
- ✓ Training and Quality Assurance
- ✓ Develop more formalized systems to measure fidelity
- ✓ Motivational Interviewing and EPICSI – Adding to FY14-15 Training for facility and education staff
- ✓ Measure effectiveness of programs
- ✓ Invest (or re-invest) in those that work



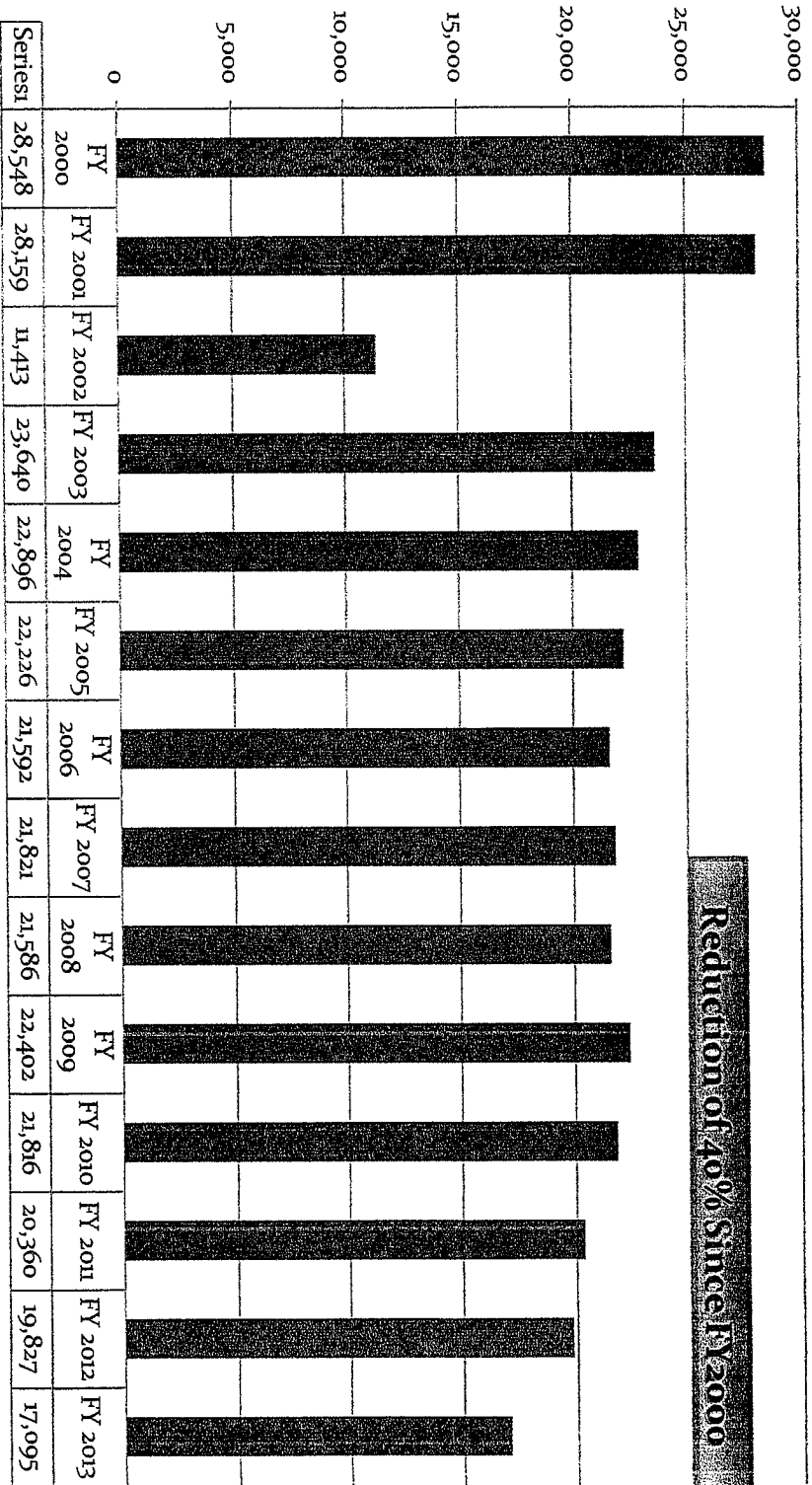
Focusing on the Future

- ✓ Compliance Versus Culture Change
 - ✓ True Culture Change is a Long Process
- ✓ Staff Have Risen to the Challenge
- ✓ Strategic Planning
- ✓ Training Plan
- ✓ Celebrate Achievements
- ✓ Re-evaluate Systems

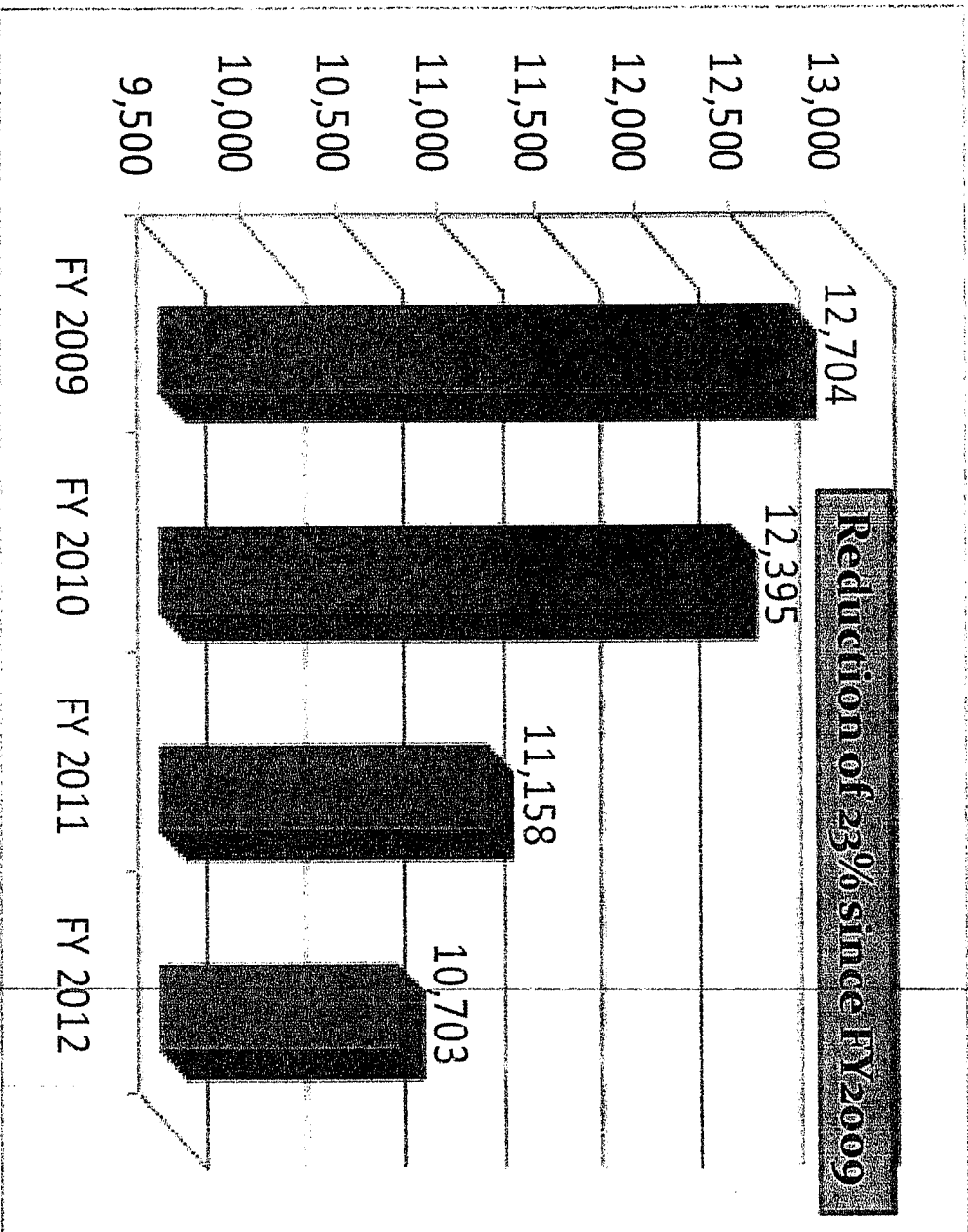
System Trends and Data



Intake and Assessment Events FY00-FY13



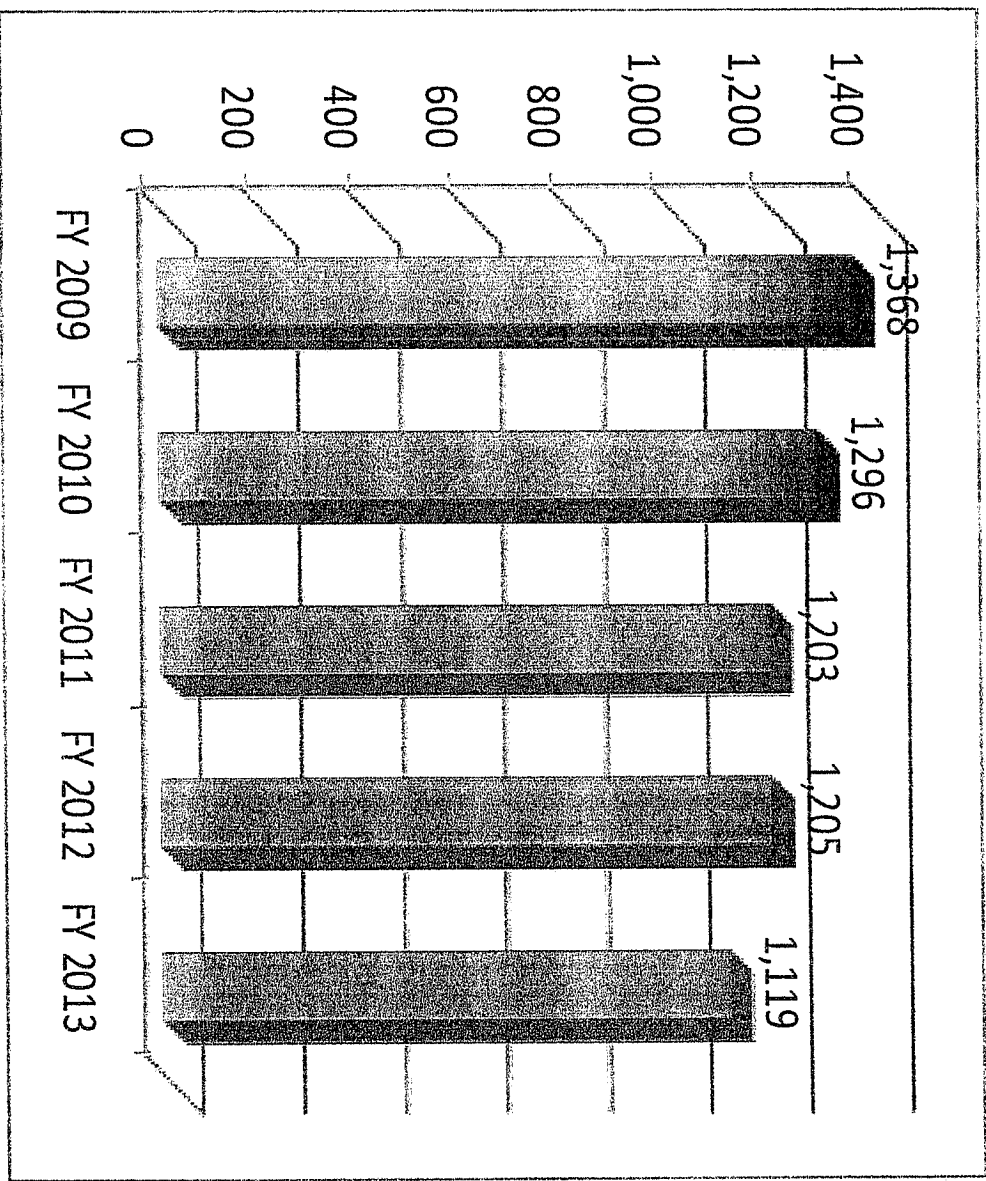
Juvenile Offender Cases Filed FY09-FY12



FY 2009	12,704
FY 2010	12,395
FY 2011	11,158
FY 2012	10,703

Information from the Kansas Office of Judicial Administration

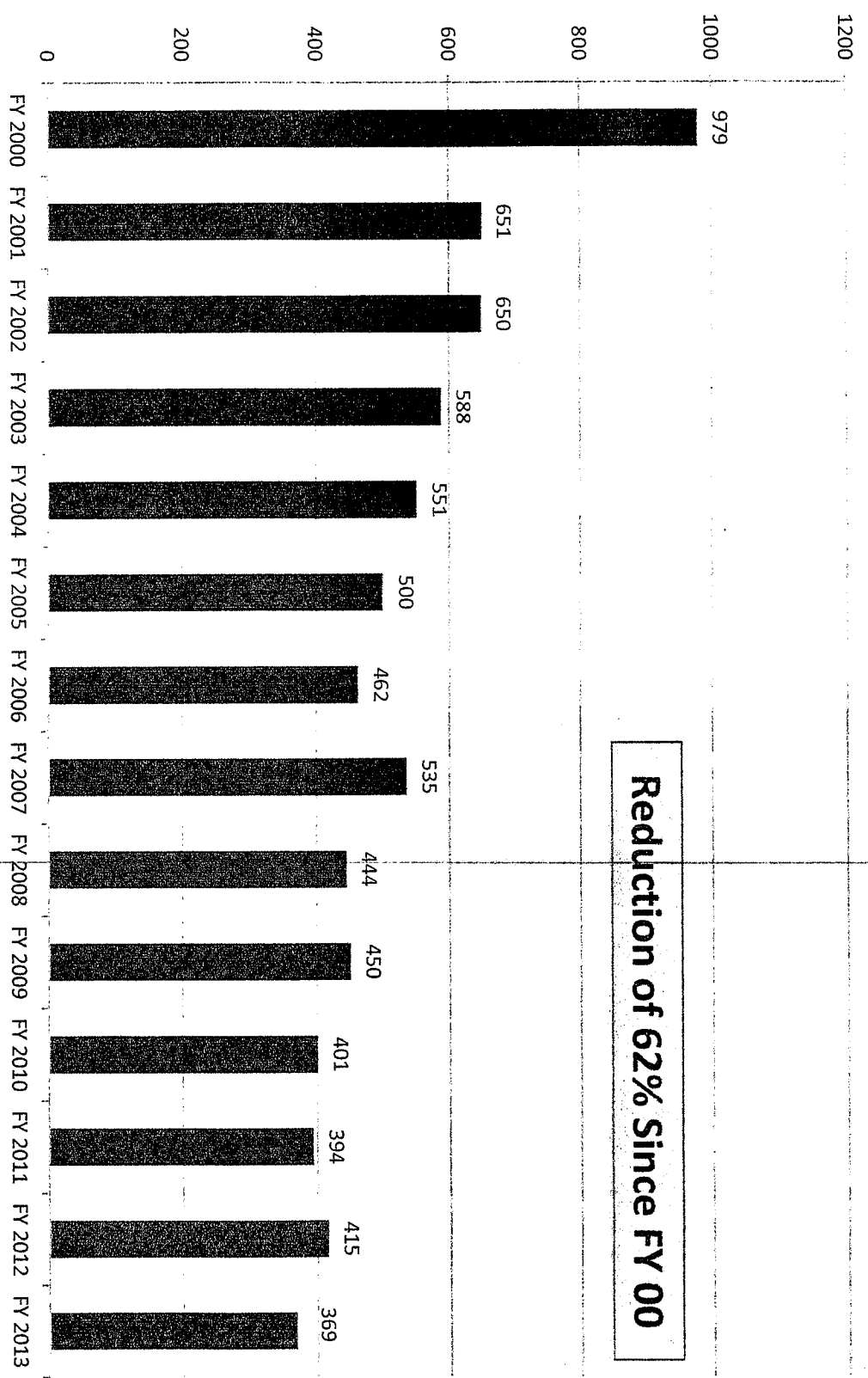
Juvenile Intensive Supervision Probation Admissions FY09-FY13



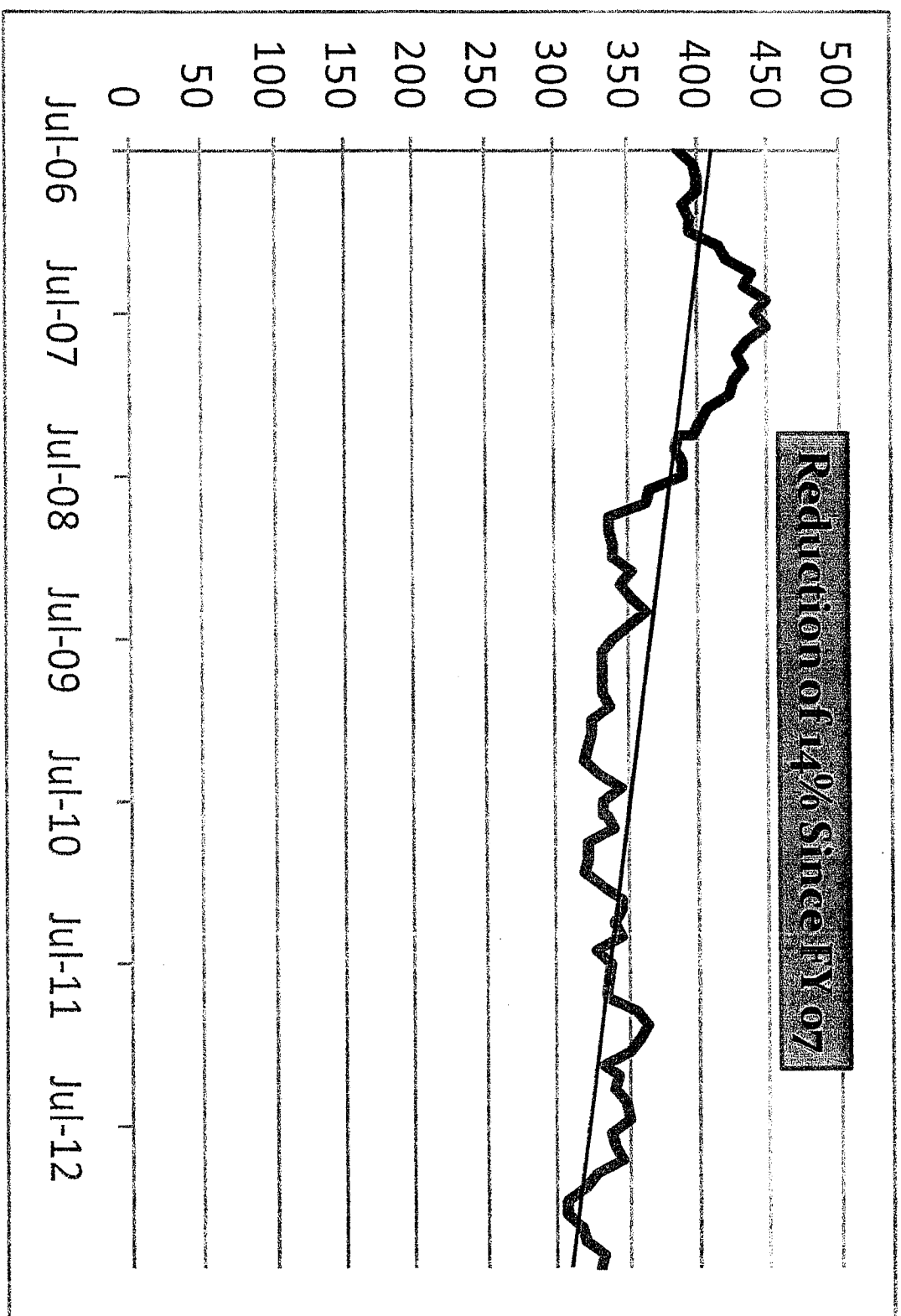
New JISP Admits	
FY 2009	1,368
FY 2010	1,296
FY 2011	1,203
FY 2012	1,205
FY 2013	1,119

**Reduction of 15%
Since FY2009**

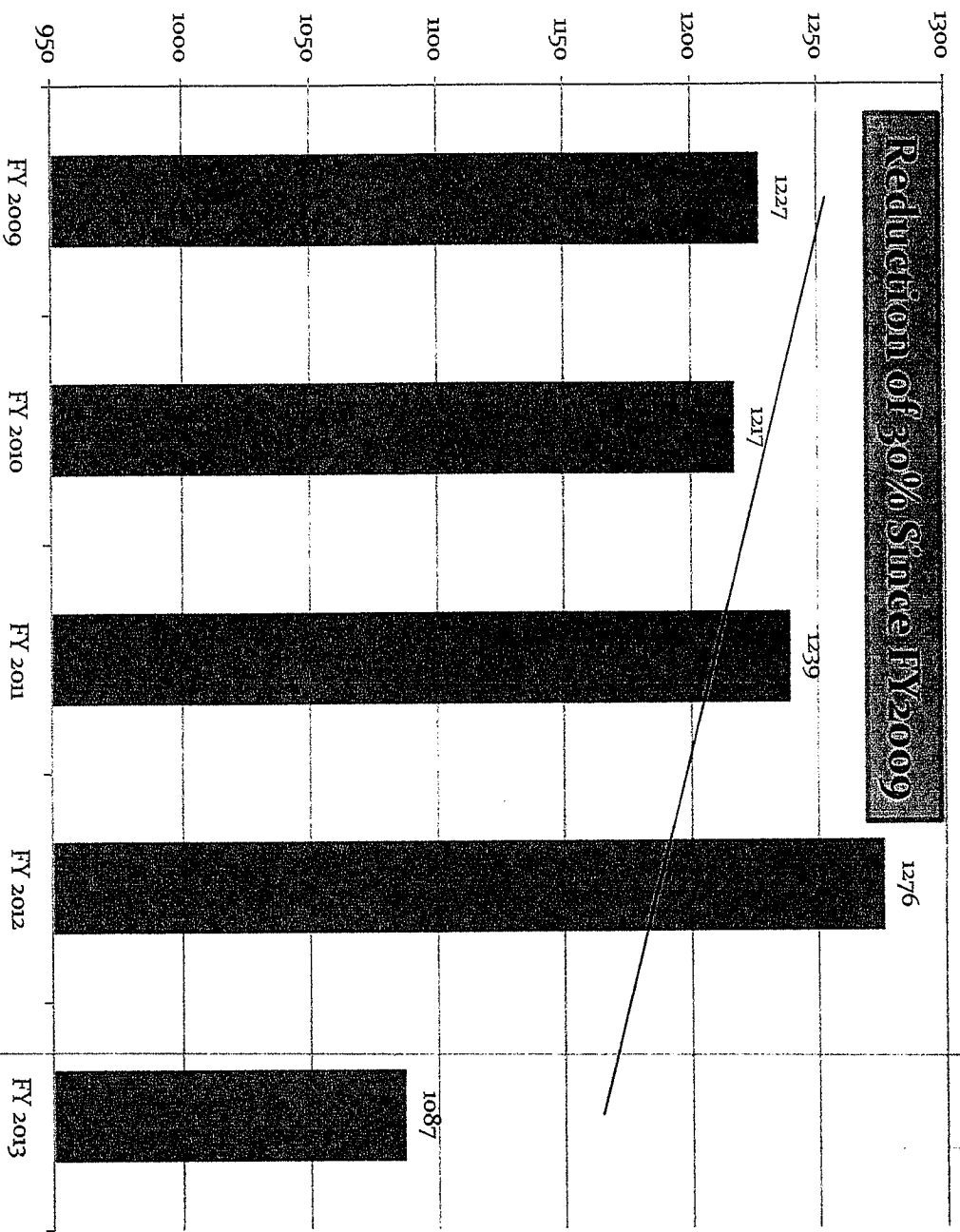
JCF Admissions FY00-FY13



JCF Statewide Population FY07 -- FY13

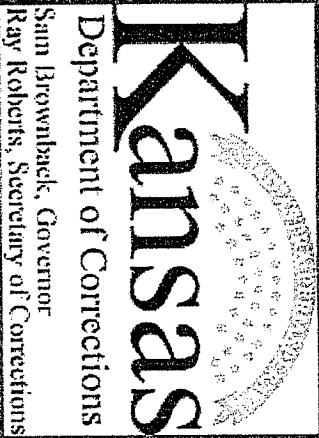


Juvenile Custody Population FY09-FY13



(excludes JCF Custody)	
FY 2009	1227
FY 2010	1217
FY 2011	1239
FY 2012	1276
FY 2013	1087

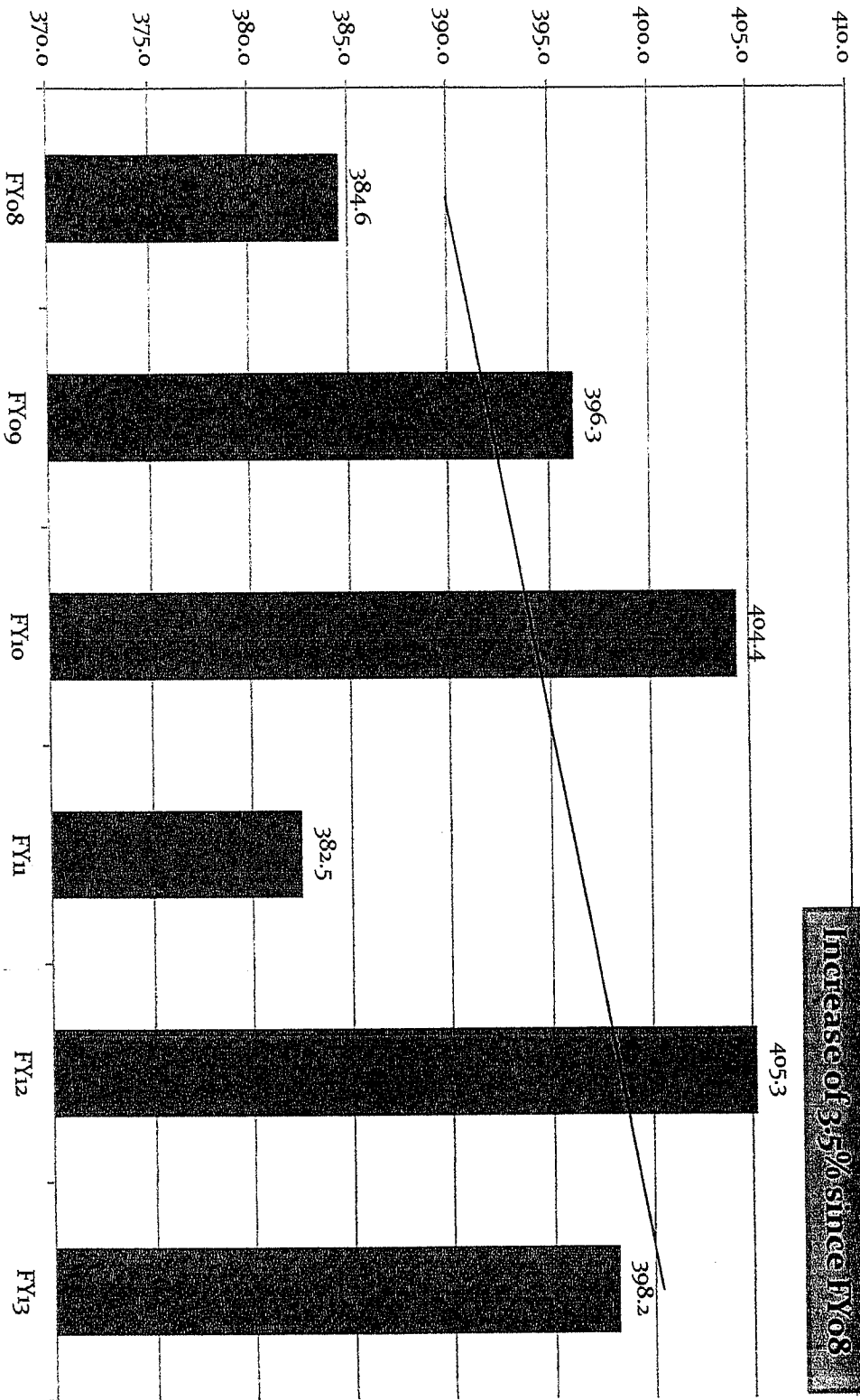
Group Home Trends and Data



Community Placement Costs

- Juvenile Services invests significant amounts of resources in community placements
- In Fiscal Year 2012, JJA spent over \$31 million in various residential placements
- Roughly \$19 million will be spent this year on Youth Residential Centers (largest model type)
- Kansas is a high consumer of out of home placements nationally

YRCII Avg. Month-End Numbers FY08-FY13





Group Homes

- Should be used as last resort
- Size matters (generally smaller programs yield better outcomes)
- As reported last session, JJA historically hadn't measured effectiveness of programs
- Current contracting process requires most provider models to maintain licensure with KDHE and each provider determines program content, so among like models, there is great variation.
- Evidence-based services are not required.
- Lack of rate increase over several years is voiced as a challenge by providers in augmenting services.

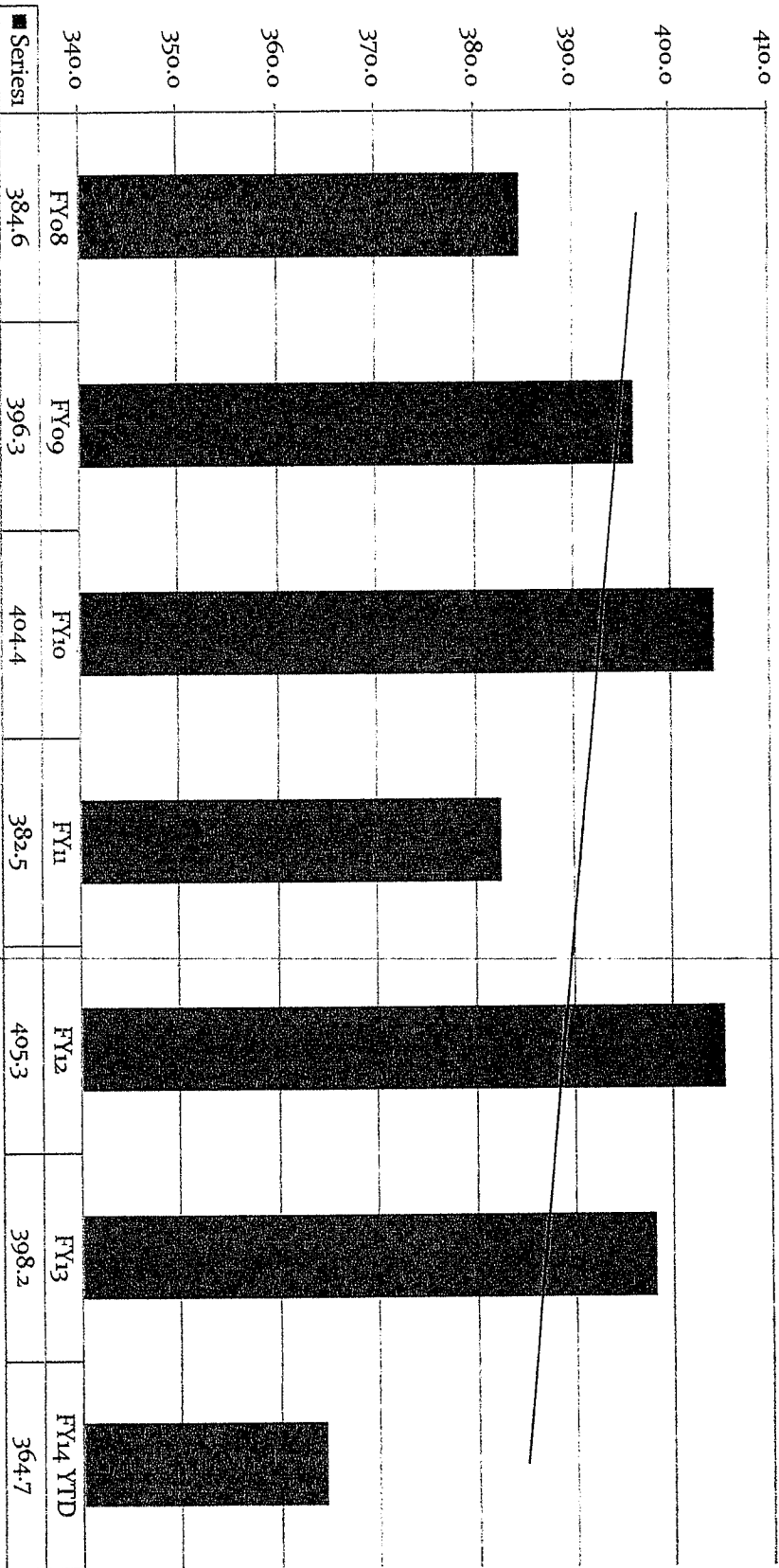


Current Work to Improve Practices

- Initiated a Provider Advisory Group
- Set monthly data reporting requirements for out of home placements
- In process of finalizing performance outcome measures & goals
- Conducted training of provider staff in Motivational Interviewing
- Staff dedicated to quality assurance & monitoring length of stay
- Increased the group home site visit frequency and unannounced visits
- Near finalization of the objective evaluation tool
- Sharing results with decision-makers across the continuum

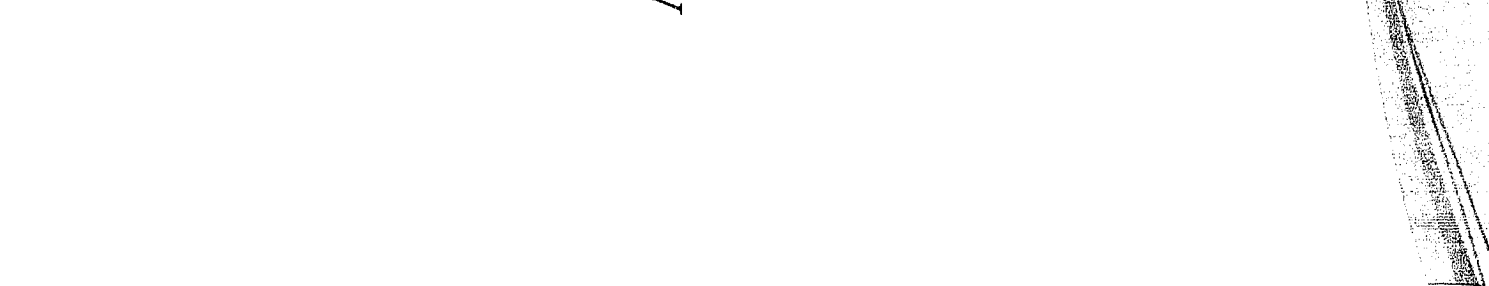
YRC II End of Month Trends

YRCII Average End of Month Population FY08-FY14 YTD



Multisystemic Therapy (MST) - Overview

- Invested in EBP Alternatives - MST in Wyandotte
 - Better Outcomes
 - Lower Cost
- Intensive family and community-based treatment
- Evidence-Based Program
- Requires fidelity to model – licensure by MST Institute
- Currently licensed MST programs in use in 32 states and 12 other countries
- Target population is chronic juvenile offenders and their families
 - Both Male and Female Youth - Ages 12-17
 - High Risk of Out-of-Home placement
 - NOT low-risk youth



Outcomes – National Experiences

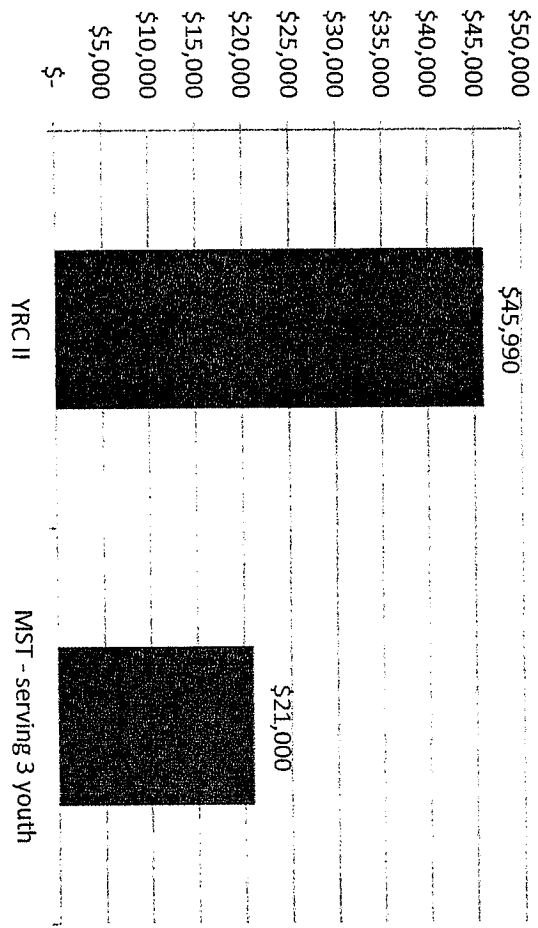
- Long-term re-arrest rates reduced by 25-70%
- Out-of-home placements reduced by 47-64%
- Families functioning much better
- Decreased substance use
- Fewer mental-health problems for serious juvenile offenders

A 22-year follow-up study by the Missouri Delinquency Project showed youths who received MST had:

- up to 36% fewer felony arrests
- up to 75% fewer violent felony arrests
- up to 33% fewer days in adult confinement
- up to 38% fewer issues with family instability (divorce, paternity, child support suits)

Cost Effectiveness

Yearly Cost by Program Model



MST Return on Investment Model



\$1 → \$12.40 to \$28.33

Every \$1 spent on Multisystemic Therapy today can be expected to return \$12.40 to \$28.33 to taxpayers and crime victims in the years ahead.



MST – Pilot Status Report

- The pilot site began accepting youth in mid-September
- Represents a new way of doing business in collaborating with multiple community partners.
- Part of implementation plan includes documentation that we diverted kids from residential placement.
- Outcomes to be measured by KDOOC – JS and the MST institute

Questions

