

M I N U T E S

SPECIAL COMMITTEE ON CORRECTIONAL INSTITUTIONS

August 21, 1975

Senator Winter presided. Other members in attendance included Representatives Lindahl, Reeves, Hayden, Slattery, Sutter, Jones, Wingert and Senators Meyers and Mulich.

\*Staff members included John Schott and Carl Tramel from the Legislative Research Department.

August 21, 1975

Conferees

Mr. Ken Oliver, Director, Kansas State Industrial Reformatory  
Staff Members, Kansas State Industrial Reformatory

Kansas State Industrial  
Reformatory

Mr. Ken Oliver began the official presentation of KSIR with an explanation of the information to the Interim Committee on Correctional Institutions. (See Attached). During the course of the presentation, Mr. Oliver explained that there is currently a substantial backlog of inmates who are to report to the Kansas State Reception and Diagnostic Center for evaluation. There are approximately 100 inmates currently in orientation at the institution and that an inmate may wait for three to four weeks before going to the Diagnostic Center in Topeka.

In relation to the inmate population, Mr. Oliver pointed out that approximately two years ago 30-35 inmates could have been expected to be in the orientation process at any one time. This is contrast to the current 100 inmates in orientation at KSIR. He noted that while the black population at the prison has been in a decline over the past several years, this percentage is currently on the rise. Mr. Oliver also felt that the inmate population at KSIR is more hostile than in previous years.

In consideration of legal matters, Mr. Oliver explained that during the past year numerous suits have been filed by inmates against the correctional institution staff. Nine civil actions have been filed during the past year, which requires that KSIR have an attorney on staff to deal with these matters.

In focusing on employment opportunities at KSIR for inmates, Mr. Oliver outlined the KSIR vocational programs, which include welding, machine shop, drafting, auto mechanics, food service, building maintenance and a planned program in major appliance repair. The institution also has on-the-job training programs in barbering and printing.

The institution also has extensive education opportunities for inmates. In addition to the GED program, KSIR has a college program in which 139 inmates have enrolled in 14 different college courses. These courses are taught during the evening hours at the institution. Mr. Oliver pointed out that some inmates carry a full college load and that nine inmates had received AA degrees this spring from the local community college.

The new improved athletic facilities at KSIR were reviewed for the Committee. Repair of existing facilities and installation of new recreational programs have assisted inmates in helping get rid of frustrations and has stimulated individual participation in athletic and sporting events at the institution.

In an examination of the work release program at KSIR, Mr. Oliver noted that currently 26 inmates are on work-release. These 26 inmates must return to the institution in the evening, and are subject to intense pressure from inmates on the inside. Mr. Oliver felt that persons on work-release should not be housed in the general prison facility at Hutchinson. He explained that they hope to eventually use the work-release facility at Topeka.

Following review of inmate operations and problems, Mr. Oliver turned his attention to job problems of Kansas State employees at the Hutchinson institution. He noted that a substantial amount of the occupational problems can be traced to job frustration, tension and stress at KSIR. He covered in depth the intra-departmental memorandum dated August 19, 1975 which was sent to Corrections Secretary Raines. (See Attached).

In response to a question from the Committee, Mr. Oliver pointed out that personnel turnover has caused problems at the institution. Promotion within the institution has caused a certain amount of personnel turbulence and that as people rise in the administration, their previous positions are generally filled by persons with limited experience.

On a direct question from the Chairman, Mr. Oliver indicated that his number one personnel priority was the creation of an additional deputy director position at the institution. He

pointed out to the Committee that, to his knowledge, KSIR is the only facility in the nation which has only one deputy director. His number two personnel priority would be an accountant, number three would be a unit team supervisor and number four a food service manager.

The question was raised as to the starting salary of correctional officers at KSIR. The starting salary is \$635 per month and Mr. Oliver felt that approximately \$800 per month would be necessary to be competitive for securing qualified personnel for these positions. There is currently a shortage in the number of personnel officers and they are currently budgeted for a staff larger than they have at present time. Mr. Oliver felt that generally the salary offered for a position through state civil service is not sufficient in relation to the job prerequisites and demands.

In response to a direct question from the Chairman, Mr. Oliver made the following statements:

- (a) The transfer of administrative responsibility for the State Security Hospital at Larned from the Department of Social and Rehabilitation Services to the Department of Corrections would help the situation at Hutchinson as it relates to the transfer of certain prisoners;
- (b) an institutional name change would be appropriate. Mr. Oliver suggested the possibility of changing the name to the Hutchinson Correctional Center;
- (c) approximately 80 inmates are currently at the two honor camps at Tuttle Creek and at Toronto, and most of those are at Toronto;
- (d) inmate idleness is a severe problem. He also noted that several inmates from the Kansas City, Kansas area have created significant noise and inmate control problems, that several inmates are creating a tremendous amount of turbulence in the institution, and that a separate jail within the institution is needed.

Currently it is difficult to transfer an inmate from Hutchinson to Kansas State Penitentiary due to the excessive documentation which is required to show cause that such inmate should be transferred. Without this documentation, Mr. Oliver felt that they could be accused of a punitive transfer.

In summing up the general position of KSIR, Mr. Oliver noted that while the institution does have problems in personnel

and in dealing with inmates, substantial improvements have been made in the institution and that the ground work is being laid to increase the effectiveness of KSIR as a rehabilitative and positive environment.

Following the presentation, the Committee divided into four subgroups, with the purpose of looking at food service operations, drugs and security operations, health and education and capitol improvements at KSIR.

Following lunch at the institution, the various subgroups began their tours of the institution.

At approximately 3:45 p.m., the Committee met for the purposes for further discussion and to receive reports from each of the various subgroups.

The subgroup concerned with food service reported that in a comparison of the facilities at KSIR and KSP, the KSIR facility is significantly better and is in the process of renovation. It was pointed out that all baking is done at the institution and that facilities and operations appear to be very clean.

The subgroup charged with looking at drugs and security indicated that they had reviewed the situation in "A" cell house where the several disruptive inmates from Kansas City were housed and that treatment of these inmates does not significantly differ from that given other inmates at KSIR. The group reported that these several persons do cause a significant problem and that currently there is little that can be done except to segregate these persons.

Based on the observations of this subgroup, there does appear to be limited use of marijuana in the institution. However, there is no indication of the use of heroin or other similar drugs. The subgroup indicated based upon conversations, that the farming operation at KSIR, which is currently being terminated, was a significant drop point for contraband operations at the institution. The subgroup reported that there are no controlled drugs at KSIR and that no prescriptions are written. In their review of medical services they felt that good medical services were available to the inmates.

The subgroup charged with reviewing the capitol improvements requested by KSIR reported that the renovation of cell blocks, including installation of hot water facilities therein, and renovation of refrigeration equipment and the east gate, needs to be accomplished. There was some question as to the necessity of providing additional fuel tanks for the institution. The subgroup also examined the institution auditorium, the institutional roads, the second floor administrative offices and the kitchen refuse areas. All were found to be in need of renovation. In considering the question of establishing a jail at KSIR, the question was raised

as to whether the old storage area within the walls of the institution had ever been considered as an area for segregation of problem prisoners. Mr. Oliver indicated that it had been considered but pointed out certain problems in utilizing that facility. The question was raised concerning removing the showers in the basement of "D" cell house and using this area for segregation purposes. Mr. Oliver said this had been considered but that the pipes which run down through that area carry noise into such an extent that it would not appreciably decrease the noise level presently experienced in "A" cell house.

The subgroup concerned with health and education reported that the hospital facilities at KSIR seemed to be adequate and are a very positive contrast to the medical facility situation at KSP. The subgroup toured most of the education operations of the institution and the vocational training areas, including the welding shop, printing operations, drafting, building maintenance, food service and the general education areas. The subgroup was favorably impressed with both the health and educational operations of KSIR.

Following discussion of these reports, the minutes of the previous meeting were approved.

The Committee decided that its next meeting would be September 11 in Topeka. At that time the Committee will hear from Secretary Raines concerning the activities of the Secretary of Corrections Office. This meeting will also include a discussion with those persons who have been awarded the contract for the study of the future needs of the Kansas Correctional system. The meeting is to be held in the Secretary of Corrections Office.

The meeting was adjourned at 4:30 p.m.

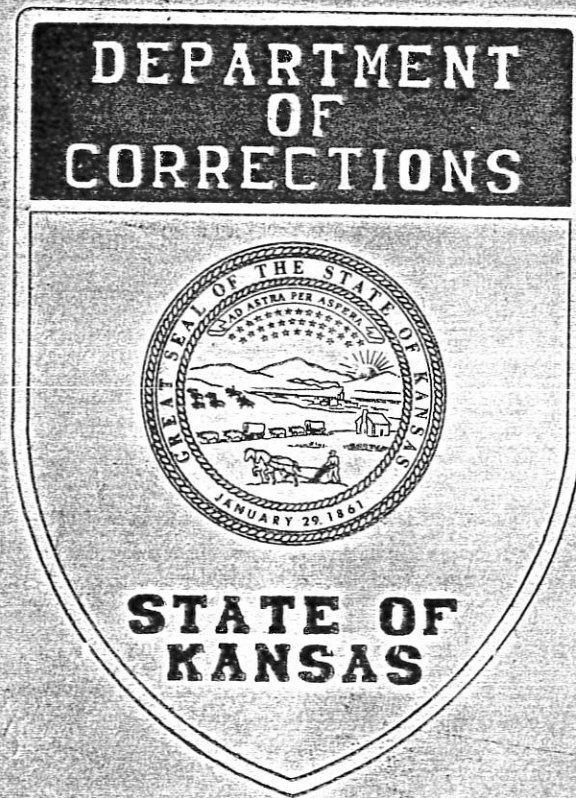
Prepared by John S. Schott

Approved by Committee on:

9-11-75  
(Date)



Information To  
**INTERIM COMMITTEE**  
On  
**CORRECTIONAL INSTITUTIONS**



On Visit To

**KSIR**

August 21, 1975

The Kansas State Industrial Reformatory  
Hutchinson, Kansas

August 21, 1975

POPULATION

Population Count	688
Racial Breakdown:	
White	65%
Black	32%
Mexican-American	2%
Other	1%
Crimes of Violence	49%
Median Age	22 years
Median Minimum Sentence	2 years
Education Level	10th grade
Incarceration in Juvenile Institution	14%
Record of Escape	9%

PERSONNEL

CURRENT SHORTAGES

- 1 Accountant I
- 8 Correctional Officers I
- 3 Classification Officers
- 3 Clerk-Typists in Classification-Records
- 1 Vocational Instructor Manual Trades
- 2 Maintenance Engineer I
- 1 Maintenance Carpenter Foreman
- 1 Food Department Manager
- 3 Food Service Supervisors II
- 1 Clerk-Stenographer II for Work Release
- 2 Unit Team Supervisors
- 2 Clerk-Stenographers II for Unit Teams

ADDITIONAL NEEDS

- 1 Deputy Director
- 1 Secretary to Deputy Director
- 1 Clerk III for Personnel & Training Officer
- 1 Account Clerk III
- 1 Storekeeper II for Canteen & Relief of 3 Storekeepers
- 1 Clerk III for Records Department
- 1 Clerk II in Mailroom
- 1 Clerk-Typist II for Education Department
- 1 Maintenance Engineer III
- 1 Graduate Nurse II
- 2 Psychologists I
- 1 Dental Assistant
- 1 Social Worker
- ½ Pharmacist
- 1 Assistant Food Service Manager
- 3 Food Service Supervisors II
- 12 Correctional Officers I
  - Activities (2)
  - East Yard (1)
  - Roof Tower (5)
  - School Area (1)
  - Control Center (3)
- 1 Correctional Supervisor I for the I & I Division

PERSONNEL TURBULENCE

(See memorandum to the Secretary of Corrections,  
Subject: Personnel Shortages.)



SALARY INEQUITIES

Detail Supervisors  
Classification Supervisor  
Classification Officers  
Clerk IV in Records Department

PROGRAMS

EDUCATION and TRAINING

New Education Center  
New Title I Center  
CETA Program  
Basic Adult Education  
Title I  
College Program

THERAPY

RECREATION

Athletic

Crafts

Music

RELIGION

Staff Chaplain Services

Black Muslim

Orthodox Muslim

Jehovah Witnesses

Upper Room Fellowship

Non-denominational Bible Studies

M-2 PROGRAM

JAYCEES

SEVENTH STEP

INDIAN CULTURE GROUP

CHECK-WRITERS ANONYMOUS

INTERFAITH OFFENDER CONCERNS COMMITTEE

VOLUNTEERS

LEGAL SERVICES of PRISONERS

WORK

WORK RELEASE

HONOR CAMPS

PAROLE ELIGIBILITY

FACILITIES

PROJECTS INITIATED WITHIN THE LAST 18 MONTHS

Individual Showers in each Cellhouse	\$4,000
Barbershop Renovation	10,000
Title I Program Facility	2,000
Outside Visiting Room	22,000
Education Center	27,000

FACILITIES (continued)

Print Shop Renovation	\$ 22,000
Outside Recreation Complex	26,000
Staff Training Center	13,000
Extra Fuel Storage Facilities	3,000
Major Re-wiring	220,000
Second Floor Administration Building	4,000
Individual Alarm System (A part of a \$30,000 project)	5,000
Garage for Director's Residence	3,200
First Floor Administration Building Renovation	1,500
Building Maintenance -Vocational Program (Funds for Man Power program)	2,500
Ground Floor Trades Building	2,000
Construction Shop	600
Sheet Metal Shop	200
Man-Power Auto Mechanics Program	500

CAPITAL IMPROVEMENTS FOR FY 76

Remodeling of Hospital Facilities	24,000
Remodeling of Restrooms	6,000
Replace East Gate Tower	22,000
Remodeling of Administrative Offices-1st Floor	9,500
Remodeling of Resident Dining Room	4,500
Refrigeration Equipment for Sharp Freeze	8,362

CAPITAL IMPROVEMENTS FOR FY 77

Renovation of Old Storage Building	\$ 18,000
Install Electrical Fixtures & Wiring in Cellhouses	62,000
Install Hot Water in Cellhouses	68,000
Install Fuel Oil Tanks	12,000
Renovate and Equip Auditorium	75,000
Repairing of Institutional Roads and Parking Lots	93,075
Remodeling of Second Floor Administrative Offices	15,000
Renovate Building for Leisure-time Activities	4,000
Remodeling of Chapel Area	19,500
Resurface Hallway Floor	2,500
Remodel Kitchen Refuse Area	10,500
Construction Segregation Building	--





KANSAS DEPARTMENT OF CORRECTIONS

INTERDEPARTMENTAL MEMORANDUM

TO: Mr. R. R. Raines, Secretary  
The Department of Corrections

DATE: August 19, 1975

SUBJECT: Personnel Shortages

FROM: K. G. Oliver  
KANSAS STATE INDUSTRIAL REFORMATORY

Following is a summary of personnel shortages over the past several months which have adversely affected our operations.

FOOD SERVICES: (a) Mr. Hawkins, food department manager, has been on sick leave since June 9, 1975. He was terminated on August 15, for abandonment of his post. The midnight shift captain is the acting food service manager.

(b) Prior to July 1, 1975, I was authorized a total of six food service supervisors which were used as follows: one butcher, one baker, and four general supervisors. One supervisor was terminated in May, and it took almost two months to find a replacement. The baker has been in the hospital for three weeks and his return to work is questionable.

(c) Fiscal '76 budget authorized two additional food service supervisors. We have so far been unsuccessful in recruiting for these positions.

(d) Mr. Walin, acting food service manager in the absence of Mr. Hawkins, resigned August 9, because of job pressure.

(e) As of this date, of one manager and eight supervisors authorized, I have four supervisors available for work which includes the butcher who knows little about food preparation.

CLASSIFICATION: (a) This division has for years consisted of a supervisor, five classification officers, a clerk-stenographer II and three clerk-typists II. The records office, a sub-division of classification, consists of a chief clerk, two clerk-typists II, and one clerk II.

(b) Three additional classification officers and two clerk-stenographers were funded by grant in September, 1974, and it was hoped that this addition would give us the capability to cope with the vastly increased workload per inmate, as well as the increase in population. Four unit team leaders were also provided in this grant in an effort to better organize services and case management.

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(c) The delays in awaiting Finance Council action, processing by the Personnel Department, and recruiting and screening resulted in the three classification officer positions being filled in May, 1975, and two of the four unit team leader positions being filled in July, 1975. We are attempting to recruit for the two clerk-stenographer positions and one unit team leader. The fourth unit team leader position will be filled by the farm manager when that activity is phased out this fall.

(d) One classification officer was promoted to personnel officer, one to unit team leader, and one to pre-release coordinator leaving three vacancies. One will be filled by the classification department supervisor who recently requested a reduction to classification officer because of inability to cope with job requirements. Difficulty is anticipated in filling this key position.

(e) The following clerical vacancies exist in classification and records; three clerk-typists and one clerk-stenographer. There is no one on current registers nor have we had any success in local recruiting to date. We are awaiting the Governor's approval to hire the clerk-stenographers.

MAINTENANCE: (a) We have been attempting to fill the position of maintenance carpenter foreman since May 30, 1975.

(b) We have two maintenance engineer vacancies which we can fill by intra-agency transfers in October, 1975.

(c) The vocational instructor in manual trades has been vacant since June, 1975, and hopefully will be filled by September, 1975.

(d) In the past 18 months the following turnovers were experienced in the maintenance area. Both plumber foreman have been replaced. The laundry foreman position has just been filled after it was vacant for one year. A construction foreman retired and has been replaced. The institution maintenance engineer was terminated and has since been replaced. The air-conditioning/refrigeration mechanic hired during this period was injured and lost a significant amount of productive time. The paint foreman and both electrician foremen have lost a significant amount of time with health problems. The machine shop foreman position has been occupied by three different employees with significant periods of time in which it has been vacant between hires. It has been most recently filled by a maintenance foreman in lieu of a qualified person. Maintenance engineer positions in the power plant have been open for long periods of time. The automotive garage foreman resigned and has been replaced.

(e) During this period, maintenance crews accomplished a great deal of renovation and facility improvements over and above normal maintenance work. A summary of these projects is attached.

SECURITY: The turnover of correctional officers is a continuing problem which is costly in terms of time devoted to constant training of new employees and the operational impact of personnel turbulence.

The following is revealing:

<u>Fiscal Year</u>	<u>CO I's Authorized</u>	<u>New CO I's Hired</u>
1973	90	13
1974	94	44
1975	94	49

(b) Turbulence is not limited to entry level correctional officers. We have lieutenants and one captain who were correctional officers I two years ago. The Major (Chief of Security) position has been vacated by resignation twice in the past fourteen months. In both these cases it was due to stress and tension and upon medical advice.

(c) While our correctional officer force is younger, as a whole, and we have many fine young men employed, in most cases they consider this relatively temporary employment while finishing their education and gaining experience before moving on to more lucrative work.

CLINICAL SERVICES: The Chief of Clinical Services and the medical officer are medical doctors from the Philippines who are employed under a Fellowship license from the Board of Healing Arts under sponsorship of Dr. Karl Targownik of KRDC. They are both very dedicated and excellent employees except for some language difficulties.

(b) Of the three psychologist positions (one Psychologist III and two Psychologists I) authorized, the Psychologist III position was vacant from July, 1974, until May, 1975, and one Psychologist I position was vacant from June, 1974, to January, 1975. One was vacated by suicide and the other by resignation. The delay in filling vacancies was due to sparsity of interested applicants.

(c) The social worker position was vacated by resignation in August, 1973. After several months of recruiting, a less than fully qualified person was hired for the position.

(d) We have our third dentist in the past eighteen months. One resigned to return to his home in Chile, one resigned to open private practice when he obtained his license, and the current dentist is not licensed for general practice.

GENERAL: (a) The accountant for the institution resigned effective June 30, 1975. Efforts to locate an acceptable replacement so far has been unsuccessful.

(b) The only clerk authorized in the purchasing department has applied for early retirement. This clerk is assisted by three inmate clerks and there is a constant turn-over in inmates. We requested additional clerical

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spaces in our last budget to no avail. The only qualified applicant is currently a clerk-typist in the records section and her transfer to purchasing will create another vacancy in that activity which has experienced an abnormally high turn-over of personnel with resultant reduced efficiency.

The reasons for this extremely high turn-over are many, however, there is ample evidence that the following are significant causes.

- (a) Administrative workload has vastly increased within the last few years. We are performing functions at this time that no one even imagined two years ago without additional personnel. There has been a proliferation of boards and committees with resultant heavy drain on the employees and mid-management time, as well as clerical support requirements. This additional workload is a result of increased effort in performing the mission of rehabilitation in corrections at this institution and also as a result of the significantly increased population. Unfortunately, the result in many cases has been frustration and stress on employees to the point that they have so much to do they have difficulty in doing any part of it thoroughly and properly.
- (b) Salaries certainly play a part in personnel turnover. Until recently the Hutchinson area had a very low unemployment rate and it was possible for a young man with a family to be somewhat selective in his employment with regard to salaries. The recent 10 percent plus \$25 for correctional officers seems to approximate the increased cost of living since they received a five percent cost-of-living increase a year ago. The five percent plus \$25 for all other institution employees did not match the increase in cost of living over the past 12 months. Employees feel, generally, that rather than making any progress in comparative rates of pay for better qualified and more dedicated employees in the Department of Corrections they are, in fact, slipping behind each year due to inflation.
- (c) Another fact that contributes to employee frustration and dissatisfaction in their work is the relatively large inmate population. Rehabilitative efforts must be, in many cases, relegated to lower priorities in the interest of security and control of large numbers of inmates. Detail supervisors have more inmates assigned to them than they can effectively manage in many cases. The time lag in program planning, preparation, approval, and implementation is such that it has not kept up with the rate of increase in the inmate population. Crowded conditions create tension and stress among the inmate population which spills over to employees and staff.

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- (d) Quite frequent criticism of correctional institutions and the penal system from various sources which may, or may not, be justified is demoralizing to staff and employees.

Much of the frustration cited above should be reduced significantly when additional classification officers can be recruited to fill current vacancies, unit teams currently being activated become fully operational, and the image of the correctional officer enhanced by the provision of new uniforms and more stringent personal grooming standards. The problem of adequate pay for qualified personnel and the workload for mid-management and clerical personnel will require budgetary remedy.

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Director

KGO:jg