



National Institute of Corrections Jails Division

Saline County, Kansas
Jail and Justice System Assessment
Report

NIC TA's

11J1036 and 11J11071

July 28, 2011

Jim Robertson

National Institute of Corrections
Jail and Justice System Assessment – Saline County, Kansas

Table of Contents

Disclaimer.....	1
Request for Technical Assistance.....	3
Pre Site Visit Activities.....	3
Overview and Characteristics of Saline County	4
Onsite Meetings and Interviews	6
Kick-off Meeting.....	6
Interviews.....	6
Summary of Interview Comments and Observations.....	9
Overview of the Jail, Juvenile Facility and Sheriff’s Department.....	18
Data Analysis.....	19
Average Daily Population.....	19
Average Length of Stay	20
Total Adult Bookings	20
Bookings and Charges.....	21
Average Adult Males.....	21
Average Adult Females	22
Average Juvenile Daily Population.....	22
Average Length of Stay Example.....	23
Summary Overview of the Criminal Justice System.....	24
Exit Meeting.....	24
Summary Findings and Recommendations.....	24
Summary Findings.....	24
Criminal Justice System Master Plan.....	25
Criminal Justice Management Group	26
Planning of New Institutions – Taking Control of the Planning Process.....	27
Summary	28
Site Visit #2 Summary	29
TA Request	29
Onsite Activities	29

National Institute of Corrections
Jail and Justice System Assessment – Saline County, Kansas

Data Analysis.....	29
Public Meeting	32
Appendix	33

National Institute of Corrections
Jail and Justice System Assessment – Saline County, Kansas

Disclaimer



U.S. Department of Justice
National Institute of Corrections

Washington, DC 20534

DISCLAIMER

RE: NIC Technical Assistance No. 11J1036

This technical assistance activity was funded by the Jails Division of the National Institute of Corrections. The Institute is a Federal agency established to provide assistance to strengthen state and local correctional agencies by creating more effective, humane, safe and just correctional services.

The resource person who provided the on site technical assistance did so through a cooperative agreement, at the request of the Saline County Sheriff's Office and through the coordination of the National Institute of Corrections. The direct onsite assistance and the subsequent report are intended to assist the agency in addressing issues outlined in the original request and in efforts to enhance the effectiveness of the agency.

The contents of this document reflect the views of Mr. James Robertson. The contents do not necessarily reflect the official views or policies of the National Institute of Corrections.

National Institute of Corrections
Jail and Justice System Assessment – Saline County, Kansas



U.S. Department of Justice
National Institute of Corrections

Washington, DC 20534

DISCLAIMER

NIC Technical Assistance No. 11J1071

This technical assistance activity was funded by the Jails Division of the National Institute of Corrections. The Institute is a Federal agency established to provide assistance to strengthen state and local correctional agencies by creating more effective, humane, safe and just correctional services.

The resource person who provided the onsite technical assistance did so through a cooperative agreement, at the request of the Saline County Sheriff's Office, and through the coordination of the National Institute of Corrections. The direct onsite assistance and the subsequent report are intended to assist the agency in addressing issues outlined in the original request and in efforts to enhance the effectiveness of the agency.

The contents of this document reflect the views of Mr. James Robertson. The contents do not necessarily reflect the official views or policies of the National Institute of Corrections.

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

Request for Technical Assistance

Sheriff Glen Kochanowski submitted a request (see appendix #1) for a Jail and Justice System Assessment (JJSA) to the National Institute of Corrections Jails Division. Mr. Michael Jackson, Correctional Program Specialist, responded to the request arranging for the JJSA to be delivered from May 4-6, 2011. Mr. James R. Robertson was selected to conduct the JJSA. Meetings with Saline County Officials were conducted during the onsite dates to assess the jail and its operations, conduct a review of local criminal justice system practices, and gather additional information on the current situation in Saline County.

The purpose of the Saline County technical assistance is the following:

1. Tour the jail and develop a summary assessment of its current condition.
2. Review the role of the jail in the continuum of sanctions provided by the local justice system.
3. Review the impact of existing programs and services.
4. Review the overall functioning of the local criminal justice system and its planning and coordination capacity.

This technical assistance report reflects:

1. The findings of the consultant regarding the existing jail facilities and operations;
2. The consultant's assessment of local criminal justice system practices and use of alternatives;
3. The consultant's review of planning efforts which have been made to date;
4. Recommendations regarding the planning process and the steps that should occur to develop a system-wide plan to meet the county's correctional needs.

Special thanks go to Sheriff Glen Kochanowski and Captain Rick Hansmann who coordinated the JJSA and provided direction and support to the consulting team.

Pre Site Visit Activities

Prior to the onsite visit, Jim Robertson both called and sent a letter to Sheriff Kochanowski outlining the purpose of the site visit, a tentative schedule and a summary of key data to assist in the technical assistance. Appendix #2 is a copy of that letter. Subsequent to those activities, Sheriff Kochanowski issued a letter to key stakeholders' requesting their participation in the technical assistance onsite visit. Appendix #3 is a sample copy of that letter. Further, as a part of the pre site visit activities, Mr. Robertson requested that a questionnaire be completed that would provide a summary of the Saline County Criminal Justice System. The completed questionnaire is Appendix #4 and will be referenced in other sections of the report. Finally, as a part of the pre site visit activities, Mr. Robertson requested and received various data from the Sheriff's Office. The data is contained in Appendix #5 and will also be referenced in other sections of the report. Special thanks again go to Captain Hansmann for assisting in the pre site visit activities.

National Institute of Corrections
 Jail and Justice System Assessment – Saline County, Kansas

Overview and Characteristics of Saline County

Below is a summary of the key characteristics of Saline County. The information is provided by the US Census Bureau State and County Quick Facts

People QuickFacts	Saline County	Kansas
Population, 2010	55,606	2,853,118
Population, percent change, 2000 to 2010	3.70%	6.10%
Population, 2000	53,600	2,688,811
Persons under 5 years old, percent, 2009	7.20%	7.30%
Persons under 18 years old, percent, 2009	24.30%	25.00%
Persons 65 years old and over, percent, 2009	14.50%	13.00%
Female persons, percent, 2009	50.40%	50.30%
White persons, percent, 2010 (a)	87.60%	83.80%
Black persons, percent, 2010 (a)	3.30%	5.90%
American Indian and Alaska Native persons, percent, 2010 (a)	0.50%	1.00%
Asian persons, percent, 2010 (a)	2.10%	2.40%
Native Hawaiian and Other Pacific Islander, percent, 2010 (a)	0.00%	0.10%
Persons reporting two or more races, percent, 2010	3.10%	3.00%
Persons of Hispanic or Latino origin, percent, 2010 (b)	9.70%	10.50%
White persons not Hispanic, persons, 2010	82.10%	78.20%
Living in same house 1 year ago, pct 1 yr old & over, 2005-2009	81.40%	81.50%
Foreign born persons, percent, 2005-2009	4.10%	6.00%
Language other than English spoken at home, pct age 5+, 2005-2009	7.90%	9.90%
High school graduates, percent of persons age 25+, 2005-2009	87.90%	89.00%
Bachelor's degree or higher, pct of persons age 25+, 2005-2009	22.10%	28.80%
Veterans, 2005-2009	5,329	230,715
Mean travel time to work (minutes), workers age 16+, 2005-2009	14.3	18.7
Housing units, 2009	23,715	1,234,057
Homeownership rate, 2005-2009	68.20%	69.50%
Housing units in multi-unit structures, percent, 2005-2009	17.70%	17.40%
Median value of owner-occupied housing units, 2005-2009	\$108,300	\$118,500
Households, 2005-2009	21,606	1,093,694
Persons per household, 2005-2009	2.44	2.46
Per capita money income in past 12 months (2009 dollars) 2005-2009	\$22,790	\$25,522
Median household income, 2009	\$43,827	\$47,709
Persons below poverty level, percent, 2009	12.80%	13.20%

National Institute of Corrections
Jail and Justice System Assessment – Saline County, Kansas

Business QuickFacts	Saline County	Kansas
Private nonfarm establishments, 2008	1,663	76,096
Private nonfarm employment, 2008	28,331	1,185,777
Private nonfarm employment, percent change 2000-2008	7.50%	5.10%
Nonemployer establishments, 2008	3,370	178,533
Total number of firms, 2007	S	237,100
Black-owned firms, percent, 2007	S	2.40%
American Indian and Alaska Native owned firms, percent, 2007	S	0.90%
Asian-owned firms, percent, 2002	F	1.60%
Native Hawaiian and Other Pacific Islander owned firms, percent, 2007	S	S
Hispanic-owned firms, percent, 2007	S	2.40%
Women-owned firms, percent, 2007	S	27.50%
Manufacturers shipments, 2007 (\$1000)	D	76,751,828
Merchant wholesaler sales, 2007 (\$1000)	816,434	45,863,865
Retail sales, 2007 (\$1000)	1,064,587	34,538,332
Retail sales per capita, 2007	\$19,676	\$12,444
Accommodation and food services sales, 2007 (\$1000)	96,095	4,192,347
Building permits, 2009	83	6,677
Federal spending, 2008	350,123	25,128,989

Geography QuickFacts	Saline County	Kansas
Land area, 2000 (square miles)	719.61	81,814.88
Persons per square mile, 2010	77.3	34.9
FIPS Code	169	20

Source: US Census Bureau State & County QuickFacts

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

Onsite Meetings and Interviews

Saline County Stakeholders have begun a process to examine their criminal justice system. As with many jurisdictions a crowded jail is the presenting problem. Jail crowding evaluation should not be done in a vacuum but in the context of the policy and practices of the entire criminal justice system.

Kick-off Meeting

The consultant conducted a kick-off meeting on day 1 to discuss goals and expectations for the TA and to confirm the onsite meeting schedule. Appendix # 6 is the minutes of the kick-off meetings. During that meeting, the following expectations were voiced by the meeting participants

1. What should our guideline for our community be?
2. What should the roadmap for the future look like?
3. Is the expansion necessary?
4. What is the financing method to afford the expansion?
5. Make sure the roadmap is long term enough and look at the needs of the court system as well.
6. The Fire Chief would like to have some of his people come to his interview with him that work in the field to provide a more accurate picture of what may be needed from their perspective.
7. The question was asked of how many of these Jim has done. Jim worked 16 years in county government. He started with NIC in 1988 and became a private consultant in 1990.
8. What are the trends of how to utilize resources and building?
9. Does everyone in jail have to be in jail?
10. There are some crimes and probation/parole violations that require sanctions. This is state and federally required.
11. There needs to be a plan for future expansion once this expansion is completed instead of waiting until we need to expand again.
12. Would we be better of spending money to reduce the crime rate and need to house inmates from our community? There is a worry about the community growth verses the increase of the inmate population.
13. Look at the possibility of consolidating the county and city governments.
14. What about consolidating other surrounding counties with ours?

Interviews

The following individuals were interviewed during the three days of the Jail and Justice System Assessment.

1. Aaron Householter, Salina City Commissioner
2. Annie Grevas, Director Community Corrections
3. Bernie Wallace Corporal Sheriff's Office
4. Beth Komarek, Jail Nurse
5. Brenda Stoss, Municipal Court Judge
6. Brian Anderson, Director Ashby House

National Institute of Corrections
Jail and Justice System Assessment – Saline County, Kansas

7. Brian Shea, Operations Captain Sheriff's Office
8. Carnell Egana, Corporal Sheriff's Office
9. Christina Trocheck, Asst. County Attorney
10. Cindy Harlan, Jail Teacher
11. Cindy Markel, Central Kansas Foundation
12. Daran Neuschafer, Insurance Agent
13. Dario Vasquez, Pastor
14. Darrell Wilson, Former Sheriff
15. David Lantz, St. Francis Children's Home
16. Dean Bonawitz, Retired Police Lieutenant
17. Dennis Lauver, Director Chamber of Commerce
18. Dustin Patton, Salina Fire Department
19. Earl Bess Jr., Retired
20. Ed Toner, Corporal Sheriff's Office
21. Ellen Mitchell, Salina County Attorney
22. Glen Kochanowski, Sheriff
23. Greg Brockway, Salina Fire Department
24. J. Q. Rodriquez, Civilian
25. Jane Eilers, Clerk Municipal Court
26. Janice Howell, St. Francis Children's Home
27. Jared B Johnson, District Court Judge
28. Jason Fuller, Community Corrections
29. Jason Gage, Salina City Manager
30. Jermiah Hayes, Corporal Sheriff's Office
31. Jerome P Hellmer, Chief District Court Judge
32. Jerry Hysom, Food Service
33. Jerry L. Fowler, Saline County Commissioner
34. Jessica Hall, Records Supervisor Sheriff's Office
35. Jim Hill, Salina Police Chief
36. Jim VanEmburg, Sunflower Bank
37. Joel Wimer, Former Jail Advisory Board
38. John A, Reynolds, Saline County Commissioner
39. Jon Gwin, Teacher
40. John Tillman, Former Jail Advisory Board
41. Josh Foley, Salina Fire Department
42. Kelly Hall, Maintenance Coordinator Sheriff's Office
43. Kevin Carrico, Attorney St. Francis Children's Home
44. Kevin Emerson, Court Service Officer
45. Kris Ann Barnaby, Community Corrections
46. Lacy Halton, State Parole

National Institute of Corrections
Jail and Justice System Assessment – Saline County, Kansas

47. Larry Britegam, Sunflower Bank
48. Larry Dunlap, Retired
49. Larry Mullikin, Salina Fire Chief
50. Larry Pankratz, Director Salina Housing Authority
51. Larry Perea, Retired
52. Leighann Montoy, Child Care Health Department
53. Leslie Panttera, Juvenile Corrections Officer
54. Lindsay Kirk, New Start Family Life Center
55. Lindsey Baltazor, Domestic Violence Programs Coordinator
56. Lisa Brown, Corrections Lieutenant Sheriff's Office
57. Lisa Eastep, State Parole
58. Lonny Drake, Teacher
59. Luci Larson, Citizen
60. Luis Enique Morales, Pastor
61. Marie Johnson, Citizen
62. Marilyn Leamer, HR Director Saline County
63. Mark Dinkel, Public Defender
64. Mark Mitchell, Community Corrections
65. Mary B. Thrower, District Magistrate
66. Matthew Ade, Citizen
67. Melody Elam, Salina Fire Department
68. Mike Haug, Businessmen
69. Mike Rogers, County Attorney Office
70. Mike Wilson, Community Activist
71. Nichole Carney, SHA
72. Norm Jennings, Salina City Commissioner
73. Norman Davidson, Asst. County Attorney
74. Pat Hulteen, Salina Fire Department
75. Patrick H. Thompson, District Court Judge
76. Rene S. Young, District Court Judge
77. Rick Hansmann, Administrative Captain Sheriff's Office
78. Rita Deister, County Administrator
79. Roger Soldan, Corrections Captain Sheriff's Office
80. Rosa Vasquez, Pastors wife
81. Rose Shiever, Corporal Sheriff's Office
82. Sean Kochanowski, Juvenile Lieutenant Sheriff's Office
83. Shielah Orchard, Teacher
84. Sister Mary Lou Roberts, Former Jail Advisory Board
85. Tina Miller, Program Coordinator Sheriff's Office
86. Todd M. Heitschmidt, Court Administrator

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

87. Tom Bell, Publisher Salina Journal
88. Tonda McGrath, Community Corrections
89. Wade Baringer, Salina Fire Department
90. William C. Vinyard, Retired

Summary of Interview Comments and Observations

Following is a summary listing of comments and observations gleaned from the interviews during the site visit. As a part of the interview process, the consultant asked each group the following four questions:

Question #1 – What are the issues (policies and practices) that are driving the demand for criminal justice services to include jail and juvenile beds?

Question #2 – What are possible solutions for how jail and juvenile beds might be managed in the future?

Question #3 – What are the benefits from strengthening the planning and coordinating capacity of the local criminal justice system?

Question #4 – Do you have any addition comments?

Following is a listing of the majority of the answers given by participants to the four questions. The responses demonstrate the wide range of thoughts regarding the Saline County Criminal Justice System and how best to manage “jail crowding.” Further, little editing has been done to the responses as the intent is to be as true to the answers as possible. The consultant apologizes if some of the responses appear unpolished.

Question #1 – What are the issues (policies and practices) that are driving the demand for criminal justice services to include jail and juvenile beds?

- Economy
- Not paying fines – fail to pay etc. can’t bond
- Increase in ALOS – to some degree
- Driving with suspended has required time on 2nd or more offense – limited financial
- Societal changes – no parental supervision
- Courts not handling cases fast enough
- 98% are court appointed attorneys
- More youth into the system – police don’t have enough discretion, use of school resource officers
- Change in judge (juvenile)
- Coming into the system earlier with lesser charges – low risk are taking up space

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

- More drug charges
- Too many there who should not be there – we should look at other ways to manage behavior
- Chambers are behind the trend to look at the drivers of state costs pensions and corrections – one of the solutions has been more community corrections but can be an unfunded mandate
- Mandatory sentencing
- More request for medical issues that in the past – cannot put a number on it but it has increased
- More calls on the weekend related to alcohol and drugs
- More violent community – shots fired is a normal call – significant drug problem
- We site and release a lot that we could book “notice to appear”
- We release those that create the least threat
- More women and more female violence
- The community has change
- Socio economic conditions have changed
- Lot of poverty
- Drug and alcohol abuse – more kids and at a younger - created an increase demand on adult and juvenile system
- Methamphetamine manufacture and use
- I 70 corridor
- Proximity to Ellsworth prison and release of inmates
- LEAP – law enforcement against prohibition – should we decriminalize drugs?
- Society – family cycle of criminal behavior – I owe them something – disregard for human life and property – cannot discipline and total disrespect – school resource officers are good
- Court system is backed up – has an impact on the ALOS – state of KS is looking into that
- Not following probation – need the jail as a hammer
- Total disregard for system
- Does everyone have to be in custody
- Drugs and alcohol – jail explosion has occurred in last 15-20 years based on drugs – 90% of people coming into custody have some involvement with substance abuse
- Lack of parental controls – it has become cyclical
- Are our treatment programs effective
- People are in jail because they don’t know how to make good decisions
- Too easy to put someone in jail – law enforcement should use more discretion
- Reduce crowding in prison – must reduce recidivism by 20% - that means that we now utilize the jail for brief sanctions and VOP
- Use evidence based practices
- Try and not revoke as much
- The Labette county CCC has been closed (boot camp) has been closed for budget – we think it was effective – a tool in the toolbox that is not longer there
- Increase in crime – downturn in the economy
- Traditional prison sentences are going to just probation – reoffend and have more violations
- Debating to cut 2.5 million out of community corrections
- Jail sanctions should be the last thing we try and do – but it should be a choice
- The state has not money – Community Corrections is the last step and the state has imposed a requirement that they must reduction VOP by 20%. The state hands out dollars based on success. Therefore the jail is being used as a sanction

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

- There are differences in philosophy regarding how to achieve public safety
- CC uses the jail as a sanction for conditional violators
- Felony DUI and Domestic Battery require time in jail and it is served locally
- Repeat traffic offenders
- Weekenders
- Increase in female offenders and methamphetamine.
- The 1993 sentencing guidelines have impacted female population increases
- Offenders are not held accountable and get more than enough breaks
- Increase in homicides
- I 70 is not an impact like it use to be
- Jessica's law and internet crime
- Fines are not collected and others fines are not imposed
- Community corrections cannot revoke unless there is a new felony
- DUI
- More Drugs
- Economics
- Domestic Violence
- Driving has become criminalized
- Domestic Tag Law
- 1993 sentencing guidelines have not had an impact
- No longer have restrictive drivers license
- Increase level of severity by legislature
- Jessica's Law
- Non-English speaking defendants, interpreter costs are up, more for Laotians, Vietnamese etc.
- No fear factor
- Crime is getting worse
- No accountability
- There is a new booking event each time a weekender comes to jail. That may be the reason for the high percentage of traffic
- No honor among things
- No respect
- 24 inmates that cannot be housed with others
- Violent inmates are rising
- More female offenders – 1993 sentencing guidelines
- Must serve 60 days in jail before community corrections – use to be 30
- Cuts to community corrections will impact programs (paying for folks to go) –
- CC has a big impact on jail as a sanction – ½ in custody have a PV – when use as a sanction can be from 24 - ? – this is a good opportunity for more data analysis
- When we first opened we made money on contract beds
- More severe crimes – 6 murders in 2010
- Sex crimes and crimes by drugs that are not illegal
- Drug charges – cannot bond out
- Reoccurring inmates
- Cannot make bond

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

- Older population, more medical and MH issues – closed state hospitals – don't take meds – more population, more nursing time –
- More inmates with medical issues
- Holding for mental evaluation – 3-4 months – is dead time – a lot of manipulation
- More violent offenders – crimes against persons
- Lots of weekenders – 20 scheduled for today
- Weekenders come in under the influence
- Increasing drug offenders
- Repeat offenders
- DUI's - excessive – 3rd offense is 90 days in custody – use to be weekends
- Number of females
- Homeless
- Kids on probation
- Cost of detention vs. treatment for the kids
- Probation violation
- More serious crimes
- More person crimes and felonies than ever before
- More female offenders
- Length of time in custody is increasing
- Repeat offenders
- Rise in Gang activity
- Increase in sexual behavior
- Non illegal drugs
- Generational impact
- Diverse community
- Socio-economic status
- Cultural difference
- More females
- Paperwork limits ability to be proactive – why?
- Courts are not as forgiving as before
- We started to come down harder on youth
- We have desensitized youth by sending them to detention
- Abandonment of community and family
- No accountability
- More officers on street
- Formalized law enforcement
- More violent crimes

Question #2 – What are possible solutions for how jail and juvenile beds might be managed in the future?

- Looking to implement house arrest – defendant will pay – in lieu of weekender and dui
- Private contract used in district court – local bonding company affiliated with company in Wichita – think will be used quite a bit – district court may not be using a lot
- Limited treatment and the cost is high – i.e.: anger management for 200 dollars

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

- More beds is the prime solution
- No incarcerate and supervise in community – required more resources – must be a cost-benefit analysis
- Use to have “sanction houses” but funding went away and detention center has become the place
- More kids out of county
- Use the jail as a profit center
- Get rid of ½ of the lawyers
- What should be criminal in drug use – how much – go to treatment – don’t preach but make them role play – see central KS foundation
- Educate the families
- Parental responsibilities – but parents don’t know what to do – kids have not respect – extremely hard to discipline – peer pressure
- Hate law enforcement but it is a two-way street
- Have we lost the ability to use discretion in law enforcement
- Regional jail
- Felony support groups on AA model
- In jail cheaper than residential programs?
- Use the jail for more treatment because we have a captive audience
- We don’t have good treatment programs in jail
- Easy answer is to build a bigger jail
- Not enough emphasizes on alternative programs
- Are we looking at how our money is spent and its effectiveness?
- Can’t just rely on volunteers
- Cannot build our way out of the crowding
- What steps can we take to reduce recidivism?
- City is not paying enough
- Do we have adequate staffing in the jail?
- We should be unique and a shining example
- Something to offer them when they go out
- Can we partner with other counties on both adult and juvenile?
- Our juvenile center is the only one run by the Sheriff
- Make kids more accountable – have exercise programs instead of just sleeping and watching TV – mentoring programs
- More tiered behavior management
- “profit in drugs” can we reduce?
- Central booking/detention area detox area
- Not just spend money
- Mentoring programs – SRO’s
- More community involvement – we are doing a lot of collaboration and partnerships – some are dependent on service dollars but more importantly on the cooperation of the defendant
- Add more capacity
- Fully evaluate the current resources and how effective they are – are they underutilized
- Look at low level offenders in a different facility

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

- Getting people into prison – paperwork delays
- The court docket process causes delays
- Repeat offenders
- If you are here one day, you are going to be here longer
- A big misconception on who is in jail
- Municipal court uses 18 hour hold and then NTA – misdemeanors
- Sentence reductions
- Use of house arrest
- Broaden work release – inmate has to pay 10 a day – use old jail
- Work crew –
- Day report and community service
- Add 250 beds – females own unit, medical unit, redo booking, segregation is segregation (needs to be tougher),
- Jail is not a deterrent
- Need to inform policy makers at all levels
- More proactive with education – getting folks with less and less education
- Program is not a GED but a true HS diploma
- Upon release try and stay in school
- Starts with family
- Most employers will not hire with just a GED
- Young kids don't know what the boundaries – no accountability, no structure (CC does not enforce being responsible for actions and others)
- Kids are dropping out for economic reasons
- Recovery program for kids that are getting behind in school
- Dysfunctional families
- Community services and work details incorporated with school
- Culinary education while in custody
- Too many parents want to be friends
- Can't impose 28 day jail house sanction – use to get attention but we don't have the space for them to get a taste – they go from probation to detention
- Shorten court time
- Contract more with Junction City
- Can we create a proactive community
- Funding with community corrections
- Alternative courts and methods – public humiliation
- Swift and legitimate consequences
- Educate the families
- Make families pay for some of the “free services” – accountability
- Pay for incarceration
- Look at juvenile first – what changes can we make to keep you out of the system?

Question #3 – What are the benefits from strengthening the planning and coordinating capacity of the local criminal justice system?

- So much going and spending money is tough – the community has a bad taste on raising taxes

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

- People want to be a part of planning – more involved is better – no major barriers
- General public is more aware – this can be both a benefit and pitfall
- Consumes time and resources but is worthwhile
- Some say “don’t” bother because we cannot implement
- Be careful not to create an expectation that cannot be met
- Demonstrates the value of programs within in the system – the good things we are doing now
- We might find a solution
- Look at who is in jail and really should be in jail
- Look at consolidation options
- Confirm if we need more jail space
- Start with a clean sheet of paper
- Look at privatization
- We are not applying enough on education
- Need medical and healthcare unit in jail – safety cell
- Attach juvenile to adult facility
- How do we pay for a new facility?
- Need to take an in-depth look at who is in jail and how are they released
- Let’s just not look at the building – need to plan
- Get the most out of our resources – fully evaluate their effectiveness
- Most people would vote for a jail expansion

Question #4 – Do you have any addition comments?

- Only one judge
- Limited jurisdiction
- Salina PD
- Some overlap depending on agency
- 1500 cases a month – no major increase
- Population pretty constant
- Contract for jail services – flat rate per month – 30k per month
- Most are doing mandatory sentence – DUI etc. and DV
- If NTA – no go to jail -0 if arrested to jail
- Limited juvenile – mostly traffic – mostly dui less than 5 per year
- People just don’t care anymore – i.e.: did not take advantage of amnesty week
- Indigent counsel request are up
- Public has a knee jerk reaction to crime sometimes – get tough on crime – but don’t understand the impact
- Having the community activist participate is good
- Look at JJA website
- Crowding often leads to kids not going to detention because of space – a lot in the last six months – cannot exceed capacity on an ongoing basis – has a 10 bed capacity – coed – no one over 18 – if turn 18 in custody go to jail
- Get stats on how many kids are out of county in Junction City
- There is a real back-log of kids I would put in the facility
- Can we get a handle on how many kids are turned away – no bad press

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

- Liability is big
- Kitchen fire a few years ago show ventilation problems – could not get smoke out
- Medical access is limited and tough – access to building – have to wait at the door to get in- what is the response plan? We do not have the jail channel on our radio
- What take priority – could there be a certain place to come to?
- Booking area is bad
- They know the system and work it
- Most inmates don't tell us that they are HIV positive
- If we get a call – we typically know that we are going to transport
- Medical housing is tough
- More TB
- No standpipes
- People are more violent
- People are not willing to seek help
- Not the quick resolve of crime – no accountability
- Play the system
- Drug use is on the rise – meth
- Divorce rate
- Multiple agencies doing the same job
- Prison overcrowding is driving the demand back to the county
- Drug use and property crimes
- And increase in DV and related homicides – only one shelter
- Increase use of mediation
- Parents are threatened by the kids when they disciplined
- Being held accountable is key
- Starts with the family
- Outside school activities
- Don't cut Headstart
- Educate parents and kids at the same time
- Jail is too easy – harder than probation etc.
- No neighborhoods and support
- Drug courts and use of jail as a sanction
- Community schools open after hours for sports etc. – keep them off the street
- All funding from county
- 19 staff – 6 attorneys
- PD has 7 attorneys
- CCAB is not very powerful
- 120 day call back went out with 1993 sentencing guidelines
- Long-term juvenile is an exception – the current one is there for counseling
- The juvenile facility is undersized and has many issues
- Safety, programming, technology, recreation, services, no room for cognitive therapy, just a lousy physical plant
- On weekends, who do we let out?
- Juvenile intake space is limited

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

- What is JJA?
- Review distinction between community corrections and court services
- The CCAB works on grants, training, statistical review, JJA grants, and has a 3-member subcommittee
- Court services complete PSI's and supervise probation
- CC is more intensive supervision
- Parole is for 24 counties
- Most inmates do not cause a problem
- Need more maximum security
- Too many blind spots
- Staffing is a problem
- Not many staff injuries
- Medical beds are a big issue
- Access by bondsman is a problem
- Build 250 at a minimum and make it all max
- Need housing and classification breakdown
- Staffing is tough
- Classification is impacted by crowding
- People love the Sheriff and the history of paying the tax off early (only in place for less than 3 years)
- Use of the advisory board
- Crowding had really impacted maintenance – moving inmates – simple projects take longer – trying to maintain a facility out of a one car garage
- Electronics and sliders are old – trying to do more in-house – use inmates workers
- Staffing
- Stress levels
- Max inmates are not getting escorted
- Crowding impact security
- Nobody cares about us and therefore we don't care
- Use of cameras
- Location of kitchen
- Electronic medical records
- No formal reentry programs – but can send resources to the inmate – Ashby house, gospel mission
- Point classification system
- 7 medical diets
- No religious diets except by clergy
- Space for programs is limited
- Need to consider a full space program
- When turn 18 go to adult facility
- Cannot separate males and females
- Did not do a good job on staffing last time
- How do we deal with the short term group?
- Have a courts study going on

National Institute of Corrections
Jail and Justice System Assessment – Saline County, Kansas

Overview of the Jail, Juvenile Facility and Sheriff's Department

During the 3-day site visit, Mr. Robertson toured the Adult Jail, the Juvenile Facility, the Sheriff's Offices and the Courthouse (only to the extent that some interviews were conducted in that location). While the cause of crowding is not confirmed, both the Adult Jail and the Juvenile Facility were crowded. Following is a summary of overall observations of the Jail and Juvenile Facility. Additional information is contained in Appendix #7, facility floor plans, Appendix #8 which summarizes the facilities and provides an overview of various components, Appendix #10, a recent fire inspection report and Appendix #13 which is sample facility photos. The consultants overall facility observations are summarized below:

- A. Crowded
- B. Clean, non-smoking, no offensive odors, and no significant debris on corridor or housing floors.
- C. Comfortable temperature – air conditioned.
- D. Housing units have exterior window with access to natural light
- E. Limited program and service areas
- F. A combination of direct and indirect supervision
- G. Limited ability to separate different risk/need offenders
- H. Inadequate and crowded medical facilities
- I. An adequate kitchen however meals for the Juvenile Facility are transported across an open area
- J. Inadequate storage – number of spaces, size, and location of existing storage closets/rooms.
- K. Limited staff support areas.

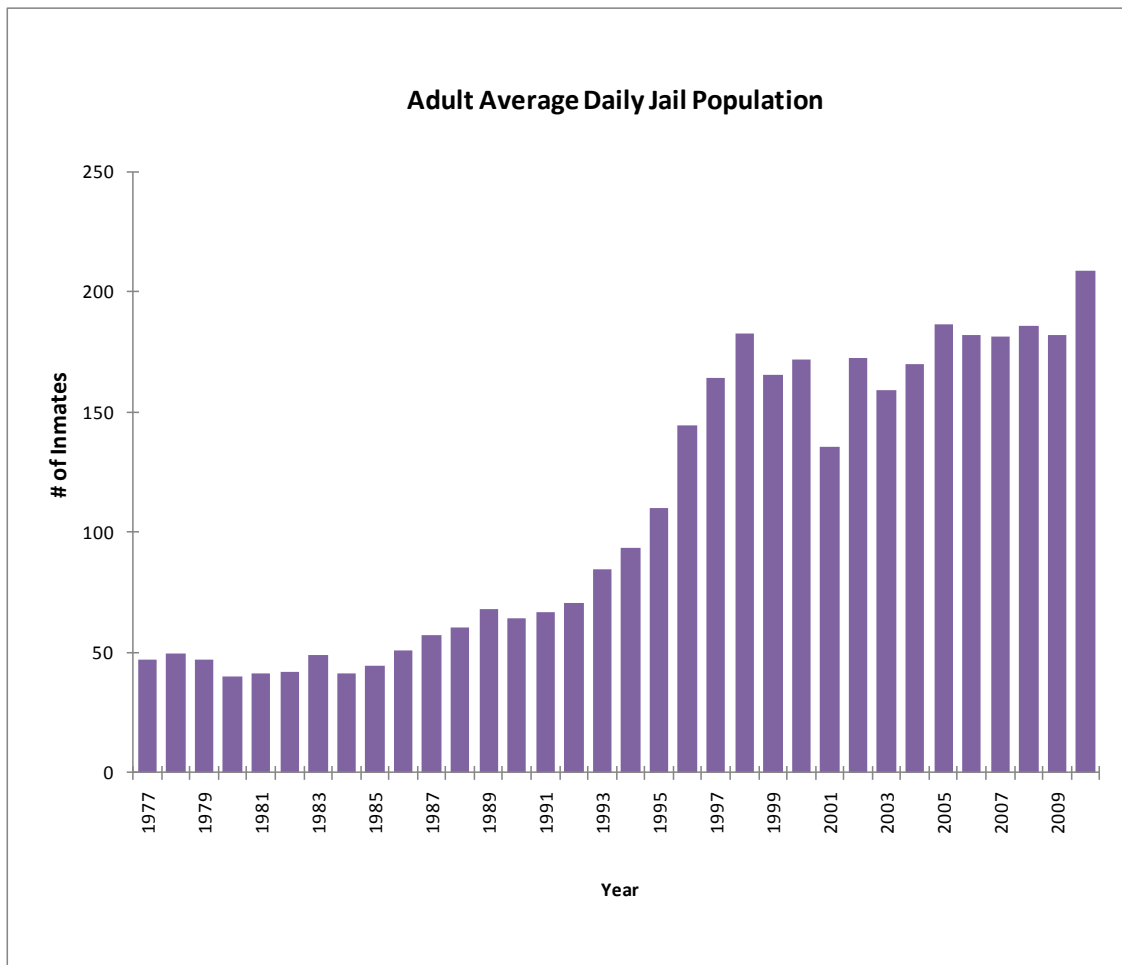
National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

Data Analysis

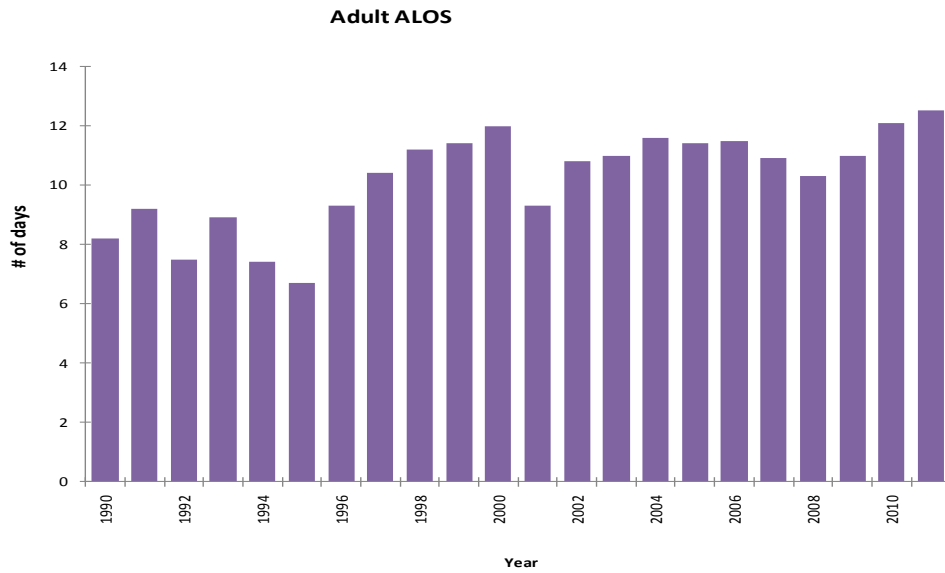
Appendix 5A, B, and C is a summary of the data that was provided by the County. That data was used to develop the summary for the exit meeting. That data is contained in Appendix # 11. Following are some of the charts that were developed to demonstrate various trends within the criminal justice system. The information is not intended to be conclusive but simply to provide an example of the types of information that can be gathered from the data. The average length of stay example is provided to demonstrate the impact that bookings and average length of stay (ALOS) have on average daily population (ADP). Specifically, in 2010 if the county has the same ALOS as 2008 (10) instead of 12, the ADP would have been 174, not 211.

Average Daily Population



National Institute of Corrections Jail and Justice System Assessment – Saline County, Kansas

Average Length of Stay



Total Adult Bookings



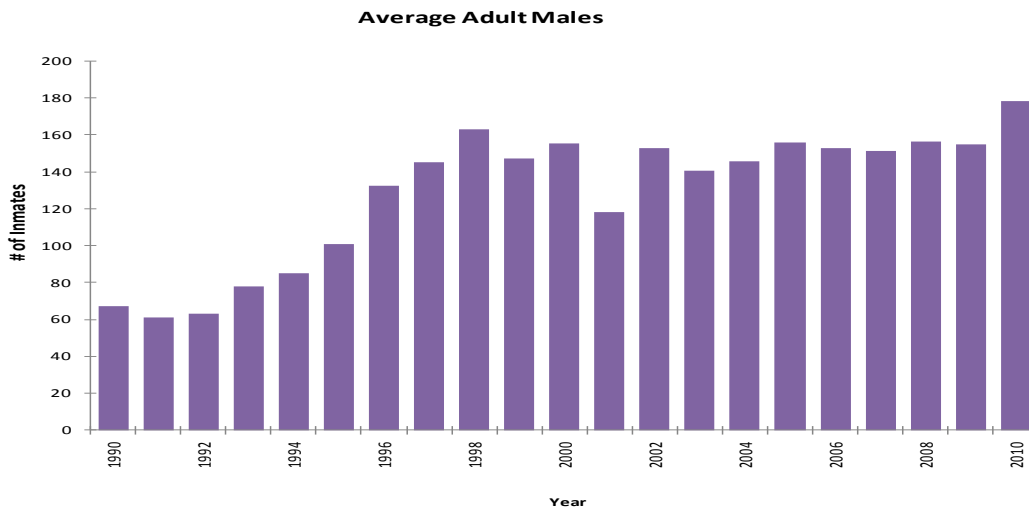
National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

Bookings and Charges

Year	#	Offense											
		Person	%	Property	%	Drugs	%	Traffic	%	Other	%	DV	%
1990	2686	370	14%	763	28%	133	5%	1048	39%	372	14%	0	
1991	2855	497	17%	590	21%	167	6%	1151	40%	450	16%	0	
1992	3357	385	11%	799	24%	204	6%	865	26%	525	16%	579	17%
1993	3698	461	12%	593	16%	260	7%	960	26%	913	25%	491	13%
1994	4924	518	11%	394	8%	320	6%	1642	33%	1634	33%	416	8%
1995	5270	519	10%	408	8%	382	7%	1709	32%	1958	37%	295	6%
1996	5490	505	9%	417	8%	432	8%	1550	28%	2328	42%	258	5%
1997	5499	609	11%	480	9%	375	7%	1235	22%	2313	42%	447	8%
1998	5622	607	11%	571	10%	419	7%	1189	21%	2313	41%	523	9%
1999	5176	439	8%	411	8%	390	8%	1346	26%	2106	41%	484	9%
2000	5308	522	10%	503	9%	434	8%	1343	25%	2033	38%	472	9%
2001	5806	490	8%	904	16%	572	10%	1248	21%	2164	37%	426	7%
2002	5833	476	8%	765	13%	416	7%	1321	23%	2344	40%	511	9%
2003	5520	422	8%	727	13%	451	8%	1457	26%	2106	38%	357	6%
2004	5865	459	8%	754	13%	404	7%	1612	27%	2272	39%	365	6%
2005	6344	477	8%	740	12%	509	8%	1773	28%	2425	38%	420	7%
2006	6591	476	7%	671	10%	441	7%	1975	30%	2613	40%	415	6%
2007	6014	662	11%	608	10%	476	8%	1828	30%	2048	34%	393	7%
2008	6529	737	11%	678	10%	452	7%	2107	32%	2126	33%	428	7%
2009	6223	815	13%	690	11%	415	7%	2133	34%	1628	26%	542	9%
2010	6361	788	12%	700	11%	392	6%	1886	30%	2034	32%	558	9%

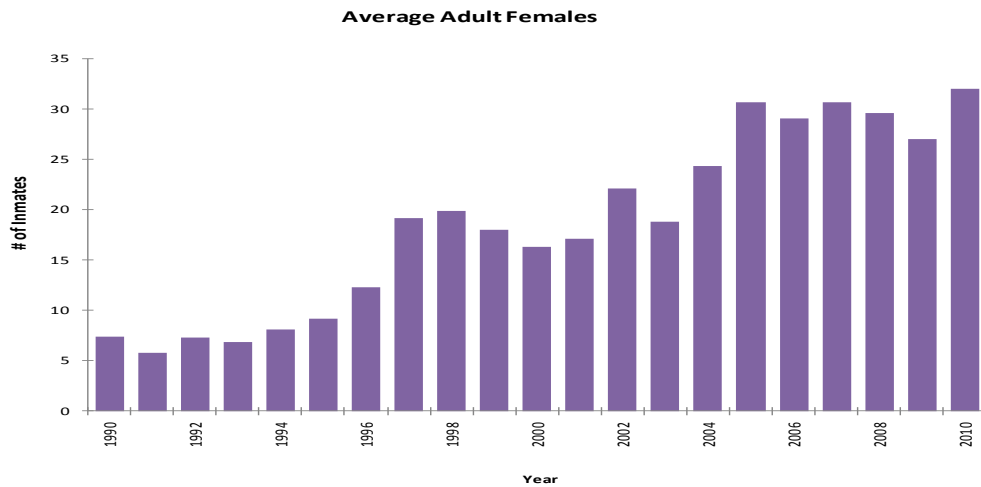
Average Adult Males



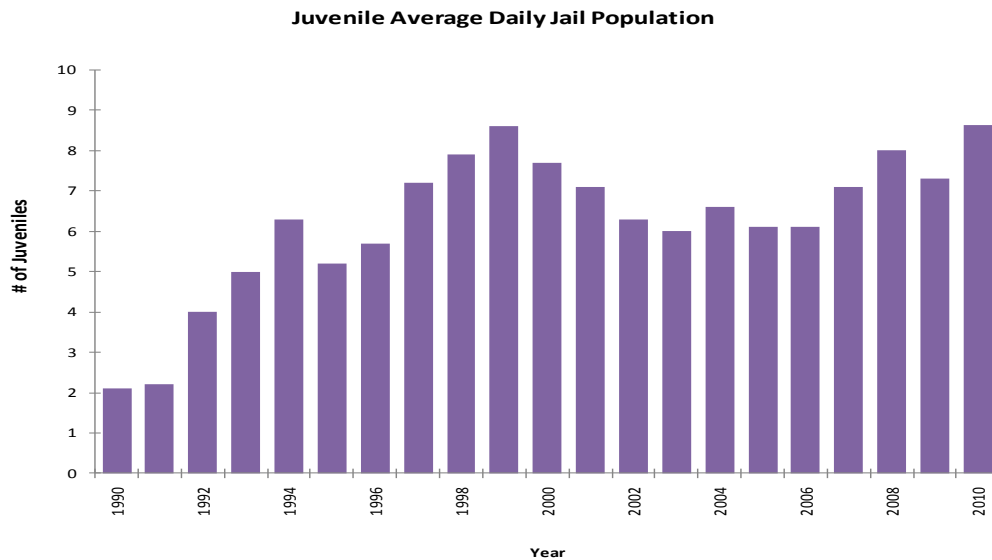
National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

Average Adult Females



Average Juvenile Daily Population



National Institute of Corrections
 Jail and Justice System Assessment – Saline County, Kansas

Average Length of Stay Example

Year	Bookings	ALOS	ADP	Year	Bookings	ALOS	ADP
1990	2686	8	60				
1991	2855	9	72				
1992	3357	8	69				
1993	3698	9	90				
1994	4924	7	100				
1995	5270	7	97				
1996	5490	9	140				
1997	5499	10	157				
1998	5622	11	173				
1999	5176	11	162				
2000	5308	12	174	2000	5308	12	174
2001	5806	9	148				
2002	5833	11	173				
2003	5520	11	166				
2004	5865	12	186				
2005	6344	11	198				
2006	6591	12	208				
2007	6014	11	180				
2008	6529	10	184				
2009	6223	11	188				
2010	6361	12	211	2010	6361	10	174

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

Summary Overview of the Criminal Justice System

While the Technical Assistance did not allow for an in-depth review and evaluation of the Saline County Criminal Justice System, Appendix #8 and #9 did provide summary information. Both of those appendices are attached for further review should it be necessary.

Exit Meeting

An exit meeting was conducted on the last day of the site visit. The primary purpose of the meeting was to summarize the 3-day site visit, provide preliminary findings and observations and to identify next steps. The PowerPoint presentation developed for the exit meeting is contained in Appendix #12.

Summary Findings and Recommendations

Prior to offering the following recommendations, the consultant would like to reinforce that all persons interviewed were open and honest and there appears to be a genuine sense of cooperation among policy makers and key stakeholders throughout the system. Credit goes to all persons who participated in the 3-day site visit.

Summary Findings

During the site visits and interviews, it was clear that the Jail and the Juvenile Facility are major components in the local criminal justice system and serve as vital sanctions. It was also clear that members of the Criminal Justice System recognize that other programs and sanctions should and can be provided. Saline County is currently providing a number of programs, as identified in Appendix #8 and #9, which support this philosophy. However, there were concerns expressed that more could be done if resources were provided. As a part of the planning process, Saline County must evaluate the economic benefit and cost associated with a variety of sanctions to include increased facility capacity.

Data collection and analysis takes time and resources and is often a challenge during the planning process. Saline County is no exception. However, the County does recognize that “good data” is crucial to making sound planning decisions. While certain very beneficial data was provided for this technical assistance, more work is needed. Agreement must be reached on what data to collect and what analysis is necessary to support the planning effort.

Saline County has taken a major step in the planning process with this request for Technical Assistance. The Consultant were very impressed with the participation of the County and City during the site visit. The challenge for the future is balance resources as you move forward with the development of a comprehensive plan for the management of sanctions within the Criminal Justice System.

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

It is with that spirit of cooperation that was demonstrated in Saline County that the following recommendations are offered for consideration.

Criminal Justice System Master Plan

Develop a comprehensive system wide master plan that includes detailed data analysis and cost-benefit evaluations of all potential options for improving the Saline County Criminal Justice System.

To fully understand and anticipate the impact of change within the Saline County Criminal Justice System, a coordinated long-range master plan should be developed. Many persons interviewed indicated that the jail is lacking appropriate bed space and that “crowding” is occurring within the “system”. However, there is lack of agreement on its cause and potential solutions. A master plan is a method to move Saline County towards agreement. The master plan process will develop a comprehensive, system-wide strategy to improve and enhance operations, strengthen programs and services to all constituents, and meet the challenges of operating a safe, secure, responsive, efficient, and humane criminal justice system. The plan would support a commitment to leadership by providing carefully defined goals and objectives to help the criminal justice system successfully face future challenges.

The Criminal Justice System Master Plan should include:

1. Developing a system-wide philosophy and mission to ensure that all constituents have a shared understanding of what needs to be accomplished and how to accomplish it.
2. Develop a system-wide population profile of potential and actual inmate populations. This includes a comprehensive classification plan for addressing those inmates that present a risk to themselves and others within the system. Specifically, a system-wide plan should be developed for addressing substance abuse, mental health assessment, suicide risk, and other at-risk populations. The plan would include both capital and policy and procedure changes to the Saline County Criminal Justice System.
3. Summarizing system wide capacity and workload projections.
4. Developing a comprehensive, system-wide management and operations plan to include a detailed initiative to improve programs and services.
5. Develop a comprehensive system wide information management system that allows for easy analysis of the Saline County Criminal Justice System.
6. Developing a system-wide capital improvement plan to address crowding conditions and to provide adequate space for all users of the criminal justice system.
7. In support of the Criminal Justice System Master Plan, the County should begin to develop a long-term strategy for crime prevention. This strategy is not limited to just the agencies in

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

the criminal justice systems but is a community-wide effort. The Plan should have representation from all components and should include both adult and juvenile offenders. Without this strategy, the County will always be in a build and fill dilemma. In simple terms, the County will not be able to just build their way out of a crowding problem.

The Criminal Justice System Master Plan should become a living document that would serve as the basis for a working partnership between all components of the criminal justice system. It is firmly recommended that a jail construction project not be started until the master plan has been completed. Proceeding without this document runs the risk of building additional beds and related support space without fully analyzing all factors that contribute to crowding and utilization of jail beds. Finally, the Master Plan should follow the recommended steps outlined in the Facility Development Process.

Criminal Justice Management Group

Review the composition and organization of the Community Corrections Advisory Board and develop a comprehensive strategy for policy evaluation and implementation. If necessary create a new board. Use the current or new board to support the development of a criminal justice system master plan.

The consultants support the continued work of the Community Corrections Advisory Board (CCAB). However, it was clear from the consultant's interviews that this group serves as a policy body and not as the evaluation component of the Criminal Justice System. Therefore, the consultants recommend the creation of a Criminal Justice Management Group¹ (CJMG) that includes all of the principals of the primary agencies involved in the criminal justice system. One of this policy group's objectives is to resolve the questions about the jail, but the goal is to manage the system.

The Saline County Criminal Justice System leaders should determine the CJMG membership. However, should any major criminal justice system actor be excluded, or not be encouraged to join, then there will be a major break in the process. It is recommended that the following be considered for the committee:

- Judge
- Prosecutor,
- Public Defender,
- Sheriff,
- Community Corrections Coordinator,
- City Council
- County Commissioner
- City / County Administrator,
- Finance Director

¹ **The term “Criminal Justice Management Group” is only used a matter of convenience. Different jurisdictions use different terminology. It is its composition, mission and implementation that are important.**

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

- Police chiefs,
- Jail Administrator,
- Citizen,
- Others as needed

The membership should decide on its own leadership. The court is often considered to be one of the highest status players and active judicial leadership can help create the sense of importance that can prevent erosion of the committee's effectiveness by principals' assigning other staff to attend or simply quitting.

The CJMG will be directly involved in developing the Criminal Justice System Master Plan. It is not the role of the CJMG to interfere in and second-guess the operation of any agency, court, or elected official. Rather, this committee should serve as the policy and implementation body for the master planning activities. This group would evaluate the information developed in the criminal justice system master plan and make appropriate recommendations to key policy makers for action.

Recommended areas for evaluation and work of the CJMG are as follows:

- The CJMG should begin the Facility Development process.
- The CJMG should create a management information plan. The members can determine what they want to know. Collect the data analyze it and turn it into information. The CJMG and the individual agencies will use this information for planning and operations management.
- The County must identify a process to provide support to the CJMG. This same staff can begin collecting and analyzing information to support the planning effort.
- Collect performance data on all alternative programs in order to identify the most effective interventions and on whom they are most effective with.
- The CJMG should consider the possibility of creating new alternative programs and perform a cost-benefit analysis of each recommendation.

Once again, the first objective of the CJMG may be to determine the needs of the jail but the overall goal is to ensure more effective and efficient management of the system as a whole. This can result in major jail-bed savings. Accomplishing this task will possibly do more to assist the jail over the long term than any other single action. In a Bureau of Justice Assistance (BJA) funded review of five jurisdictions that had been deemed at the time to have successfully addressed jail crowding, participants claimed it was the creation or rejuvenation of a CJMG that was the single most effective tool.

Planning of New Institutions – Taking Control of the Planning Process

As a final recommendation, the consultants encourage Saline County to take advantage of the second phase of the New Jail Planning Initiative offered by NIC. That program is the Planning of New Institutions. The program is designed to help key stakeholders understand their role in the planning process and to give them an opportunity to address issues in a training environment away from the county. The goals of the program are as follows:

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

- To provide participants with an understanding of the facility development process for adult detention and corrections facilities.
- To create an opportunity for participants to define their individual role in the process and develop as a planning team.
- To introduce team members to operational, programmatic, and design concepts that may be used in the facility planning and design and program development process.
- To provide team members with the materials and/or opportunity to practice and apply these concepts through the development of action plans.
- To assist jurisdictions by providing materials that will enable them to make well-informed planning decisions about adult detention and corrections facility operational planning and design.

Planning of New Institutions does not teach participants how to design a jail; instead, it teaches the importance of in-depth planning before starting jail design. Concepts are taught through case studies, allowing participants to get “hands-on” experience in planning methods. This program focuses on the critical elements of planning a new facility, including collecting and using data, pre-architectural programming, site evaluation, project management, and determining staffing needs.

Summary

The crowded jail is a symptom of many things that occur in the criminal justice system. Through the interviews, the consultant found a spirit of cooperation and system wide support (at different levels) for using a combination of alternatives and additional beds as a means of responding to the crowded jail. This is a tremendous “first step” for the County. However, Saline County must continue to seek solutions through a systematic planning process with the following in mind:

- Saline County has the opportunity to affect the rate of increase by taking an active role in determining, on a system-level, how the jail and other sanctions will be used.
- A comprehensive review of system-level policies and practices can identify the major decision points where the various agencies can make choices affecting use of the available sanctions.
- A study of case flow through the system can help local officials evaluate the timeliness which decisions are made. More timely decisions can reduce length of stay.
- Expansion of alternatives to jail may give judges more options in sentencing and/or pre-trial release.

If the decision is made to build additional jail space, failure to carry out adequate pre-architectural planning prior to design could leave the county with some of the following difficulties:

- A new jail with too little capacity and not enough land on the site to expand;
- A new jail that the county can afford to build, but cannot afford to run;
- A new jail that solved past problems but is poorly laid out and, therefore, difficult to operate or makes inefficient use of staff;

National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

- A new jail that is cheap to build, but lacks essential spaces and does not hold up well over time,
- A new jail which solves past jail problems but creates a new set of problems for other components of the criminal justice system;
- A new jail plan that the community will not support.

Site Visit #2 Summary

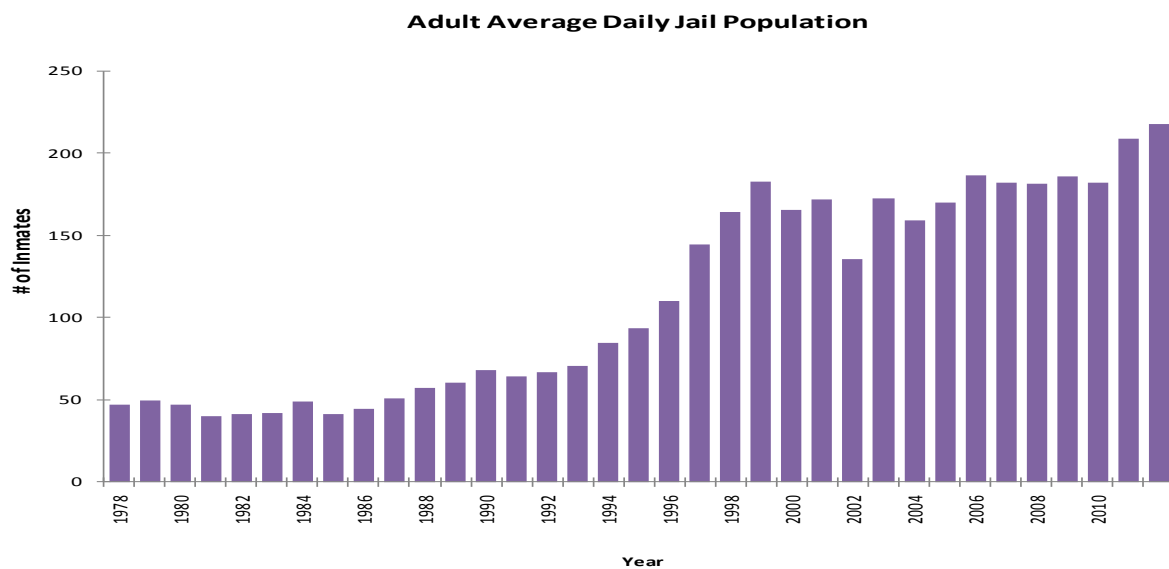
TA Request

Sheriff Glen Kochanowski submitted a request for a second site visit as a part of the Jail and Justice System Assessment (JJSA) provided by the National Institute of Corrections Jails Division. Ms. Fran Zandi, Correctional Program Specialist, responded to the request arranging for the 2nd visit to occur on July 26, 2011. Since Mr. James R. Robertson had conducted the first site visit, he was selected to conduct the second visit. The purpose of the Saline County technical assistance was to present the findings of the first site visit and assist the jurisdiction in identification of next steps that should be taken in the planning process.

Onsite Activities

Data Analysis

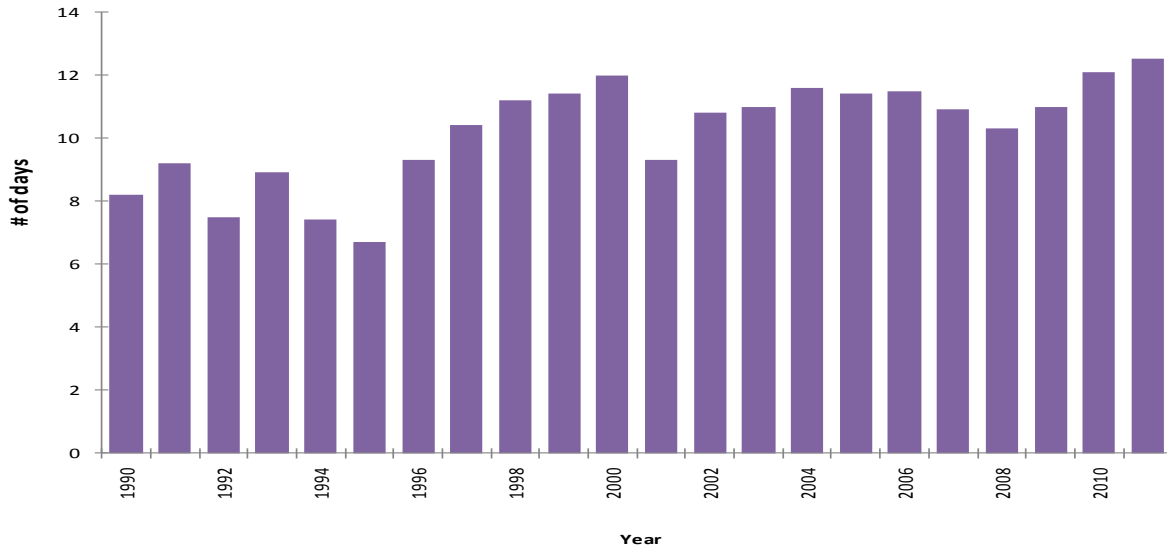
Prior to the 2nd site visit, the Sheriff's Office provide Jim Robertson with additional data that provided current information regarding the inmate population. Mr. Robertson used that information to create and/or update the following charts which were also shared in the public meeting presentation.



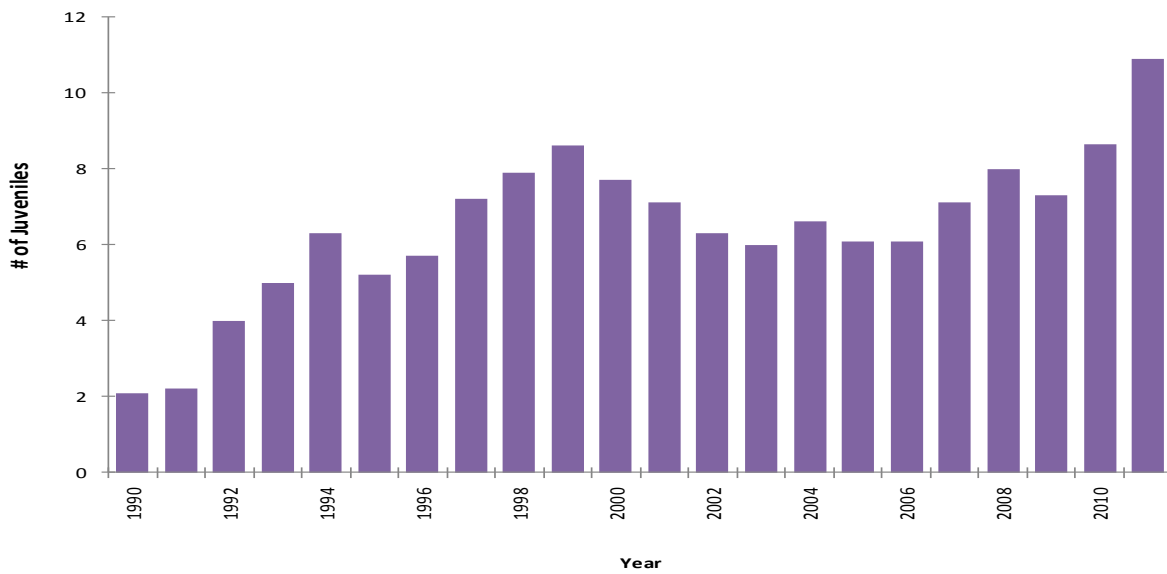
National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

Adult ALOS

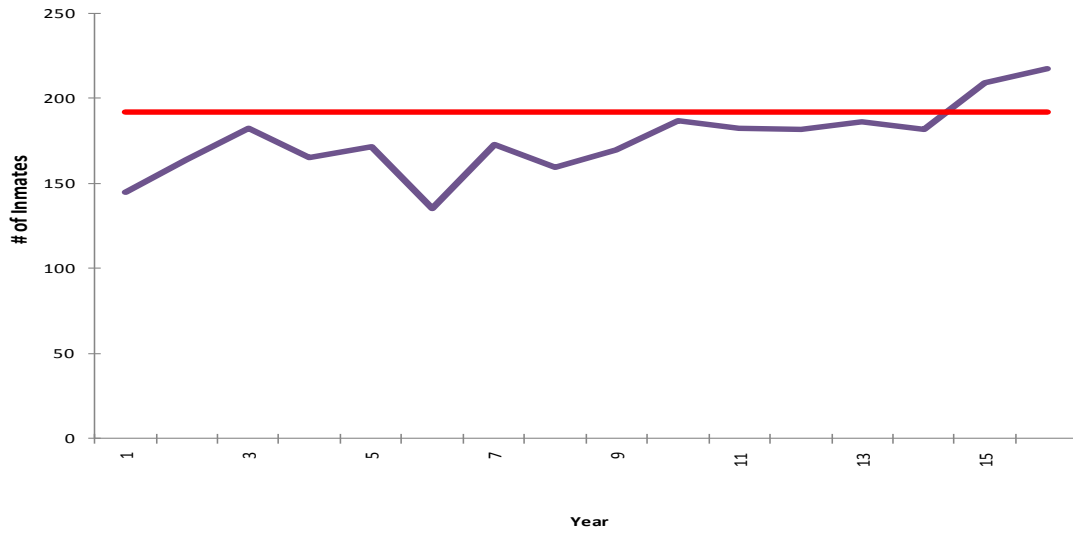


Juvenile Average Daily Jail Population

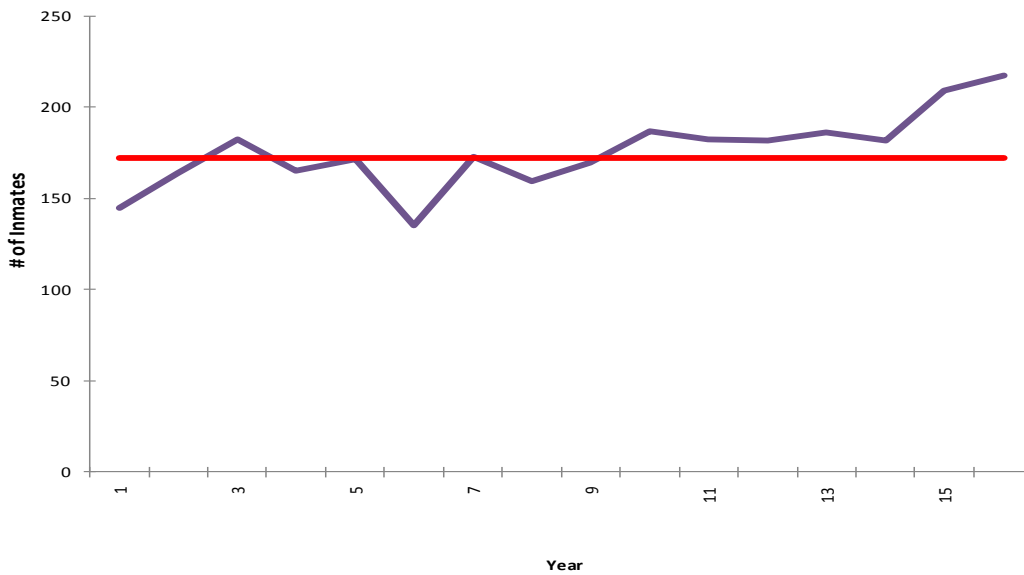


National Institute of Corrections Jail and Justice System Assessment – Saline County, Kansas

Adult Average Daily Jail Population vs # of Beds



Adult Average Daily Jail Population vs Classification Factor



National Institute of Corrections

Jail and Justice System Assessment – Saline County, Kansas

Public Meeting

As a part of the 2nd site visit, Mr. Robertson conducted a public meeting to introduce the summary findings and recommendations contained in the report. The meeting lasted approximately two hours and was attended by approximately 35 individuals many of whom had attended the exit meeting conducted during the first site visit. A PowerPoint presentation was prepared for that meeting and is contained in Appendix 14. After the presentation, Mr. Robertson conducted a question and answer session.

During the presentation, Mr. Robertson reviewed the three recommendations contained in the report and provided an overview of the Facility Development Process. Mr. Robertson utilized the summary chart provided by NIC and went through the nine phases of the process, discussed each of the tracks and emphasized that the County has the ability to influence change early in the process at a lower cost as opposed to later in the project when the cost of change will be greater. Mr. Robertson also emphasized the importance of completing the project definition phase prior to beginning the design phase so that the design team will have a firm foundation to create a design solution that is responsive to the long-term needs of the county.

A final discussion during the presentation was recommended “next steps” for Saline County. Those were:

1. **Complete and Submit the Final Report** – Jim Robertson will complete the final report and issue to the County in electronic format within one week.
2. **Attend the PONI Program** – The County has made application to the National Institute of Corrections and has been approved to participate in the Planning of New Institutions program conducted in Aurora, Colorado. The program will take place from August 22 – 25, 2011
3. **Create the Advisory Committee** – As the county moves forward with the planning process there is agreement among key stakeholders that an advisory committee, similar to the committee established in the previous project, should be created. That committee will assist in providing direction and advice to the County as the project moves forward.
4. **Conduct the First Meeting** – Once the committee is established, the first meeting should be set. As a part of that meeting, an agenda should be prepared that discussed roles and responsibilities of committee members, duration of the committee and resources that are required to assist the committee.

Appendix

Appendix 1 – Technical Assistance Request Letter

Appendix 2 – Consultant Technical Assistance Letter

Appendix 3 – Sheriff Technical Assistance Letter

Appendix 4 – Staff Survey

Appendix 5A, B & C – Data

Appendix 6 – Kick-off Meeting Minutes

Appendix 7 – Floor Plans

Appendix 8 – Criminal Justice System Questionnaire

Appendix 9 – Community Corrections Overview

Appendix 10 – Jail Fire Inspection Report

Appendix 11 – Data Analysis

Appendix 12 – Exit Meeting Presentation

Appendix 13 – Sample Facility Photos

Appendix 14 – 2nd Site Visit Presentation