



BOARD OF CORRECTION

DAVID MCCLUSKY
Chair

DODDS HAYDEN
Vice Chair

KAREN NEILL
Secretary

MINUTES

BOARD OF CORRECTION (BOC) MEETING

February 16, 2021, 1:00 PM – 5:00 PM MT

Idaho Department of Correction, 1299 N. Orchard Street, Suite 110, Boise, ID 83706
3rd Floor Conference Room and via Zoom (strongly recommended)

Members Present:

Dr. David McClusky, Chair – via Zoom
Dodds Hayden, Vice Chair – via Zoom
Dr. Karen Neill, Secretary – via Zoom

Others Present:

IDOC: Josh Tewalt, Bree Derrick, Christine Starr, Todd Plimpton, Chad Page, Brian Underwood, Cindy Lee, Mike Evans, Karin Magnelli, Cheryl Iseri – all via Zoom
Members of the public (no roll taken)

- Call to order Business Meeting; welcome and introductions
 - Chair McClusky called the meeting to order at 1:05 p.m.
- Action Item – Board of Correction Meeting Minutes Approval

Secretary Neill moved to approve the meeting minutes for November 12, 2021; Vice Chair Hayden seconded the motion. Vote taken: Chair McClusky – yes, Vice Chair Hayden – yes, Secretary Neill – yes.

- Idaho Correctional Industries Update – Todd Plimpton
 - PowerPoint Presentation titled, “Idaho Correctional Industries”
 - Graph detailing Manufacturing from July through January
 - Finally starting to trend upward again
 - Graph detailing Programs from July through January
 - AG and PIE programs are also starting to trend upward
 - Graph detailing Burn Rate
 - Burn rate in September was positively affected by one job with Lewiston State College, and picture gets much brighter past September.
 - Graph Offender Positions
 - Details the number of positions in the AG and PIE programs, usually averages 225-250, so we’re almost back to normal operations.
 - YTD Sales
 - Green and blue lines show where we projected to be, roughly \$7.2 million in gross receipts
 - Orange line represents the actual.
 - Todd complimented Prisons staff. A big part of the success here is the effort by the correctional staff inside the facilities to help turn this around for us by helping get trainees back into these training programs.
 - Net Income

- As PIE and AG get healthy, so does ICI
- PIE and AG essentially helps ICI revitalize itself to move into new program areas with additional cash. To incentivize our staff moving forward to ensure we are paying competitive wages, and that we can attract and retain the great people we have in this organization.
- Balance Sheet
 - Year over year, we are down \$1.3 million in cash
 - Total Asset base has gone down by \$1.7 million, largely due to equipment depreciation
- Income Statement
 - Compares budget versus actual. Total revenue is down \$3.5 million.
 - This portrays how tough the environment has been, and also tells the story of the good work that has been done to keep ICI afloat over the past 11-12 months.
 - ICI was able to lower variable costs by \$2.8 million
 - Net income (loss) of \$621,086, or a change of 47%.
 - Vice Chair Hayden requested that manufacturing be added to this slide in the future
- Statement of Cash Flows
 - Net decrease in cash of \$414,651
- Strategic Plan Model
 - First slide details the 10 plan steps
 - Second slide details in green what ICI had been doing, and in red what was not being done
- ICI Integrated Management System
 - The Strategic Planning System (SPS) will provide a tool to develop and track ICI's strategic plan but to make management easier
 - Recommend developing a five pillar ICI Strategic Management System with five areas
 - Organizational Self-Assessment
 - Strategic Planning
 - Performance Management
 - Continuous Process Improvement
 - Knowledge Management (Database Management/Global Shop)
 - Managing Complex Change
 - Shows how Vision, Skills, Incentives, Resources, and Action Plan all work together to affect change
 - Example of Process Improvement
 - Onboarding a new employee
 - Final Points
 - Personnel moves overall: 3 promotions, 3 re-roles, 3 new hires, 3 new positions
 - Remodel of HQ at Orchard: Starts today and should save about 40% in leasing costs
 - New Building at ISCC: Permit should be issued this week. Approximately \$2.6 million for graphics, upholstery, and TAG programs.
 - Embroidery in Pocatello is being re-planned and resourced

➤ Delegation of ICI Supervision – Josh Tewalt

- Makes sense for General Manager of ICI to report to the Director of IDOC in order that Prisons and ICI programs align and work well together.

Vice Chair Hayden moved that pursuant to Idaho Code 20-408(g) and 20-217(a), the Board as the governing body of the Idaho Correctional Industries delegates the supervisory responsibilities of the Idaho Correctional Industries General Manager to the director of the Department, to include the following duties: Interaction with IDOC agencies, budget planning, operational and legislative strategy, and trainee maintenance and strategies; Secretary Neill seconded the motion. Vote taken: Chair McClusky – yes, Vice Chair Hayden – yes, Secretary Neill – yes.

- IDOC Budget and Legislative Update – Josh Tewalt
 - Handout titled, “Budget Update, FY22”
 - Budget Overview
 - IDOC’s FY22 budget request includes: \$279,555,100 in General Fund, \$28,193,000 in dedicated, and \$1,895,300 in federal funds
 - Broken down by program
 - Management Services \$21,614,600 decrease 9.2% from FY21 to FY22
 - State Prisons \$130,906,000 increase 4.4% from FY21 to FY22
 - County & Out of State \$40,011,800 decrease 10.3% from FY21 to FY22
 - CAPP \$10,647,700 increase 3.3% from FY21 to FY22
 - Community Corrections \$44,417,500 decrease 2.7% from FY21 to FY22
 - Community Based Treatment \$4,357,700 increase 0.7% from FY21 to FY22
 - Medical Services \$57,688,100 increase 4.6% from FY21 to FY22
 - Total \$309,643,400 increase 0.12% from FY21 to FY22
 - FY22 Line Items
 - FY22 Line Items
 - 12.01 –SAWC Expansion –32 FTP and \$3,026,500
 - 12.02 –OMS Upgrade \$2,410,500
 - 12.03 –OMS Upgrade \$2,089,500 of reappropriation FY21 spending authority) Only \$2,410,500 requested in budget for FY22 –but total cost \$4,500,000
 - 12.04 –CAPP Per Diem Increases \$341,300
 - 12.05 –Medical Services Per Diem \$2,524,600
 - Offsets from County & Out of State
 - 12.01 –SAWC Expansion \$-3,026,500
 - 12.02 –OMS Upgrade \$-2,410,500
 - Key Takeaways:
 - No supplemental request for FY21 after \$19.2 million in holdbacks
 - FY22 budget represents the smallest year to year budget increase in the last decade
 - COVID-19 CARES Act Investments
 - IDOC’s COVID-19 Response: a focus on protecting life, community safety, and preserving state tax dollars
 - Direct Reimbursements \$12,705,000
 - Strategic Investments \$16,200,000
 - Decentralizing services through critical technology infrastructure \$5.1M
 - Safely reducing the population through diversion, decarceration, and timely release \$1.6M
 - Enhancing public safety through housing and reentry supports \$9.5M
 - Public Safety & Health Worker Wages \$107,014,176
 - \$119.7M cost aversion for the state of Idaho by utilizing federal COVID-19 CARES Act funding
 - Building Idaho’s Future Proposed Investments

- \$13M – Replace East Dorm (SICI)
 - Replace outdated prison housing unit with modern construction that increases beds (+75) with infrastructure designed to improve outcomes and removes on ongoing safety & maintenance liability.
- \$10M – Create stabilization and supportive housing option in the community
 - Partner with counties, other stakeholders to provide inpatient housing for people in need of mid-term stabilization and reduce jail, prison and emergency room costs.

➤ Strategic Initiatives Update – Bree Derrick

- Exciting things coming out of COVID Cares Act funding
 - Transitional Housing
 - Partnering with GEO Reentry to hopefully bring on some additional housing space, and to look at a model that incentivizes housing providers who provide additional services such as programmatic options such as self-help groups and life skills training in those housing environments.
 - We really want quality housing that helps residents have some stabilization as they step out of our facilities and rejoin our communities.
 - We have funded several small reentry grants to help those reentering society and entering the workforce.
 - Focused on leveraging forensic peers to help them navigate their reentry transitional period
- Information Technology
 - New client database by CORIS
 - Goal: Rollout new client management system statewide
 - Underway. Expected completion May 2022. In addition, in March 2021, we'll be rolling out training on a transport module.
 - Microsoft Teams Rollout
 - Goal: Deploy MS Teams agencywide
 - Underway. Governance meetings underway. Pilot group identified and training provided. Completion goal is mid-year 2021.
 - Broadband and WiFi Enhancements
 - Goal: Upgrade infrastructure to enable creation of air-gapped internet system for resident use
 - Underway. All hardware has been installed. New cabling has been installed at all sites except one, and extended into housing areas.
 - Digitizing files
 - Completed. All “central files” (c-files) for active residents and people on supervision have been scanned. Extending work to include interstate cases.
 - 6,172,216 pages; 22,083 client files scanned between Oct. 2020 and Dec. 2020
- Prisons
 - Restoring Promise
 - Goal: Radically shift correctional experience for people aged 18-25
 - Underway, but at a slower pace than originally expected. Narrowing in on site selection.
 - Gender responsive corrections
 - Goal: Tailor our approaches for women to improve outcomes
 - Underway, but focus shifted to P&P due to COVID. D3 and D4 assessments completed.
 - Program & Education Changes
 - Goal: Improve coordination between two sections and incentivize participation

- Planning. Have identified areas for better aligning with evidence-based practices.
 - Prisons work environment (PURPOSE Initiative)
 - Goal: Improve the work environment in prisons, with the approach that a well-cared for staff, will take care of residents.
 - Underway. Change management principles being applied. Staff survey recently completed.
 - 76% response rate – 969 staff total
 - Staff are motivated by:
 - Job security and benefits
 - Making a positive impact
 - Work that is enjoyable
 - Overall Satisfaction Rating: 6.4
 - Security Staff: 6
 - Non-Security Staff: 7.2
 - Next steps – look at initiative, roll out a plan by March 1. Follow up will include additional surveys to look at turnover rates, and review exit surveys to measure how we’re doing in this area.
- Probation and Parole
 - Dosage Probation
 - Goal: Test an approach that assigns intervention amounts to match an individual’s risk/needs
 - Underway. Pilot test in districts 2, 5, and 7 and have about 68 clients enrolled.
 - Connection and Intervention Stations
 - Goal: Provide community-based resources statewide to help increase success on supervision and reduce revocations.
 - Launched. Four sites were opened on December 14.
 - Recidiviz
 - Goals: 1) Provide real-time metrics to PPOs to let them know how people on their caseloads are doing and to help focus time. 2) Build series of dashboards for P&P. 3) Enhance projections modeling.
 - Underway. Projects have varied timelines.
 - Monthly Email Reports
 - Summary of caseload activity; lookback
 - D3 pilot in July 2020
 - D5 & D7 pilot in December 2020
 - Case Triage Tool
 - Caseload overview
 - Highlights specific client needs
 - Daily starting point
 - Case triage tool rollout planned for end of Feb.

➤ Capacity Discussion – Josh Tewalt

- PowerPoint Presentation titled, “Facility Design Analysis”
 - We believe our population has stabilized, and expect intakes to start rising steadily. We are reevaluating our projections, and also reevaluating some of the options we’ve considered in the past to see how they make sense compared to what we know now.
 - Current Challenges
 - As of February 12, 2021, the incarcerated population exceeds in-state capacity by 494. IDOC continues to house 436 men at the Saguaro Correctional Center in Arizona and has 569 people in county jails who are awaiting transport into an IDOC facility.

- In most existing facilities, the design does not support our rehabilitative goals. Further, the need to decentralized services during the pandemic has highlighted physical plant limitations and hampered programming opportunities for residents.
- There is a misalignment of the type of beds we have. We need more minimum-security beds for men and women and have too many higher custody beds.
- Over-due maintenance projects total more than \$52.8M* and continue to increase.
- Priorities
 - At November's meeting, the Board of Correction indicated its priorities for any new design
 - Increased capacity
 - Normative design
 - Align composition
- Projected Growth
 - Impacts of COVID-19
 - Expect an increase in admissions when jury trials resume in March 2021
 - Still short 676 beds by 2025
 - Two graphs illustrate bed needs
 - Graph 1 is a needs projection of 2,207 beds in 10 years
 - Graph 2 is an adjusted needs projection due to COVID-19 population reductions of 1,560 beds in 10 years
 - Bed Composition Misaligned
 - There remains a greater need for minimum-security beds for both men and women than there is for higher custody beds. Misalignment matters because IDOC's goal is to house people in the least-restrictive environments, where programming opportunities increase.
 - Two graphs illustrate projected needs for male and female beds
- Proposed Solution
 - Square Foot Cost
 - On average, non-secure beds (minimum custody) cost approximately \$250 per square foot.
 - Secure beds (i.e. medium and close custody) are approximately \$500 per square foot
 - Initial Proposal
 - IDOC worked with Lombard Conrad Architects to develop a campus-style concept for a new 1,200 bed facility. The initial proposal included 800 minimum-security female beds distributed across three housing units (left side of picture below) and 400 secure beds for a Reception and Diagnostic Unit (RDU) for men (350 beds) and women (50 beds) (right side of picture below). The design also contemplated siting for an additional facility should the need arise in the future.
 - The project was estimated to cost a total of \$141.6M, which includes construction and all related costs.
 - Breaking the initial proposal down
 - Table breaks down the square footage by function, square footage, and secure/non-secure areas.
 - Additional Costs

- In addition to the square footage cost (\$114.7M), there are construction, design, project management, soft costs and furniture, fixtures, and equipment, which account for approximately \$30M of the total \$141M cost.
- Efficiencies to be Gained
 - Win-Win
 - Adding 800 non-secure beds for women would allow 706 women to be moved from the SICI and SBWCC facilities and would return 706 beds to male minimum-custody.
 - RDU
 - Centralizing RDU services for men and women in south Boise would create medical staffing efficiencies and greatly reduce the need for transports of women to and from Pocatello, where they currently go for RDU processing.
 - Infirmary beds for women
 - Right now, there are only eight medical isolation beds for women statewide, all located in Pocatello. Women experiencing medical and behavioral health problems must be sent to Pocatello.
 - According to the Office of Performance Evaluation's 2020 report *Managing Correctional Capacity*, IDOC has an ever-increasing maintenance backlog and facilities that are more costly to run than new facilities.
- Additional Considerations
 - Bed misalignment masks need
 - While total bed need has been reduced by the impacts of COVID-19, IDOC still projects a total shortfall of 676 beds within 5 years and 1,560 beds within 10 years.
 - Additionally, bed composition is projected to continue to be severely misaligned, meaning IDOC will have more higher-custody beds than needed and too few minimum-custody beds. In fact, the misalignment mediates the total need. For example, in 2025, IDOC will need 1,298 minimum beds for men but will have 668 available medium/close-custody beds.
 - Resident Needs
 - The dynamics of the resident population have shifted over time. The resident population is aging and now 19% of the population are ages 50 and older. An aging population has greater need for accommodations related to mobility (e.g. needing lower bunks, less stairs).
 - The number of people with behavioral health needs continues to grow. Nearly half of the resident population are on psychotropic medications, and about 300 require living in a behavioral health treatment unit. Ideal treatment settings are hospital-like, not maximum-security prisons.
 - Women have different pathways into the justice system and different needs while incarcerated. To adequately address the unique needs of women, facilities should be trauma-informed (e.g., have increased privacy and choice) and gender-responsive (e.g., increase feelings of safety through de-escalation techniques).
- Reevaluating Options
 - Proceed with full initial proposal, as is
 - Pros
 - Ability to manage entire IDOC population in-state

- Creates 800 minimum beds for women and simultaneously returns 706 min beds to men
 - Adds gender-responsive and trauma-informed elements into design
 - Embeds normative design throughout
 - Once operational, inefficient housing units could be closed
 - Creates opportunity to chip away at maintenance backlog
 - Cons
 - Will take about 3 years to reap the benefits
 - Significant investment
 - Doesn't fully address bed composition needs
- Proceed with partial version of initial proposal – Alternatives 2a, 2b, and 2c
 - Note: In the alternative scenarios below, only changes from the initial proposal will be categorized in terms of pros and cons.
 - Pros – 2a.
 - Creates 800 minimum beds for men
 - Cons – 2a.
 - Cost will increase over initial proposal due to male population. Square foot cost increases from \$250 to about \$280.
 - Leaves women in facilities that were designed for men and retrofitting the spaces is expensive and limited
 - Pros – 2b.
 - The RDU accounts for approximately \$43M of the total cost
 - Cons – 2b.
 - Eliminating the centralized RDU services for men and women increases the need for transports and requires greater staffing
 - Eliminating the RDU means women in behavioral health crisis move to Pocatello
 - Pros – 2c.
 - Leverage the normative design and lack of tiers, bunks to better serve populations' needs
 - Provides a more therapeutic environment for the medically infirm and those with behavioral health needs
 - Cons – 2c.
 - Frees up beds that would come offline (e.g., ISCI's Annex), so no capacity gain
 - Frees up additional secure beds
 - Likely will require some additional cost over initial proposal
- Start with an entirely new concept
 - Pros
 -
 - Cons
 -
- Maintenance Backlog
 - Renovating and/or rebuilding existing units would allow IDOC to upgrade those units most in need of repair, while creating an opportunity to incorporate more normative design elements that support rehabilitative goals. To tackle maintenance issues properly, IDOC will need to have an adequate number of open beds (i.e., close to 500) elsewhere in the system to relocate residents while the construction happens. The downsides of focusing too much on addressing the outstanding maintenance projects include: limited opportunities to increase bed capacity, the cost is typically

higher than building new, and the footprint may not provide options to decentralize services, which became vitally important in 2020. In addition, permitting for renovation projects on old and inefficient facilities is often extremely difficult.

- Looking Ahead
 - Scheduled Reviews
 - Bed projections are based on historical populations and typical movements into and out of IDOC. Changes that are both outside IDOC control (such as sentencing changes or a global pandemic) and inside IDOC control (community-based interventions) all impact future bed space needs. Given the ever-changing environment, we must build in well-timed checks, that would allow reassessment of needs and allow remedies to be implemented in advance of being over-capacity.
 - Final Thoughts
 - COVID-19 and investments in strategies to promote success have fundamentally altered our populations. While we're still trying to fully understand future implications, chronic capacity shortfalls exist, and we are certain that population growth will occur. This moment has created a unique opportunity to meaningfully address bed shortfalls while creating purpose-driven spaces that align with our agency's vision of a safer Idaho through increased individual success.
- We continue to see value in exploring:
 - Female portion of a new facility, and adding an RDU component to that
 - Looking at a combination of other things we discussed and trying to create somewhere in the neighborhood of 200 additional minimum custody male beds
- Feedback from Board
 - Vice Chair Hayden – How long from the time we say go, would it take those beds to be constructed and ready to use?
 - Director Tewalt – 24-36 months, depending on funding option we choose and many other factors.
 - Director Tewalt – Is there general agreement from the Board on building a female facility, and to repurpose existing female beds back to minimum custody male beds?
 - Vice Chair Hayden – I think so, based on the modeling that you've done, and where you see the population need.
 - Secretary Neill – I agree as well
 - Director Tewalt – I would suggest we put together a proposal for the Board that continues to put final numbers to the female portion, and cost that with or without an RDU component. We will also prepare another scenario that will show how we'll close the gap on male minimum custody beds. Is that agreeable?
 - Vice Chair Hayden – what makes consolidated RDU in Treasure Valley a better option than multiple locations throughout the state?
 - Director Tewalt – It's less efficient, and it increases opportunities for less consistency in that initial process. RDU does represent a bottleneck for us in certain aspects. There are certain requirements that are mandated that we do through the RDU process. We also have some contractual obligations through our medical provider and others. In many cases, professionally licensed positions are hard to fill, especially in rural areas. We can maximize efficiency by centralizing RDU, even though it's not

foolproof. RDU bottle-necks can also be intensified by a lack of beds to move residents into once they have been fully screened.

Vice Chair Hayden moved to begin executive session at 3:57 p.m.; Secretary Neill seconded the motion. Vote Taken: Chair McClusky – yes, Vice Chair Hayden – yes, Secretary Neill – yes.

I.C. 74-206 (1)(b) To consider the evaluation, dismissal or disciplining of, or to hear complaints or charges brought against, a public officer, employee, staff member or individual agent, or public school student.

I.C. 74-206 (1)(c) To acquire an interest in real property which is not owned by a public agency.

I.C. 74-206 (1)(f) To communicate with legal counsel for the Idaho Department of Correction to discuss the legal ramifications of and legal options for pending litigation, or controversies not yet being litigated but imminently likely to be litigated.

Vice Chair Hayden moved to adjourn Executive Session at 4:42 p.m.; Secretary Neill seconded the motion. Vote Taken: Chair McClusky – yes, Vice Chair Hayden – yes, Secretary Neill – yes.

Vice Chair Hayden moved to adjourn meeting at 4:43 p.m.; Secretary Neill seconded the motion. Vote Taken: Chair McClusky – yes, Vice Chair Hayden – yes, Secretary Neill – yes.

Submitted by:

Cheryl Iseri, Program Coordinator

Date

Dr. David McClusky, Chair

Date