



BOARD OF CORRECTION

DAVID MCCLUSKY
Chair

DODDS HAYDEN
Vice Chair

KAREN NEILL
Secretary

MINUTES

BOARD OF CORRECTION (BOC) MEETING

July 14, 2021, 9:00 AM – 2:00 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
Dodds Hayden, Vice Chair
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, Dan Moschella; Mark LaFong; Carmen Willis; William Daron; Greg Vice; Andee Brown; Oscar Klaas; Brown, Andie, and Members of the public (no roll taken)

- Call to order Business Meeting; welcome and introductions
 - Chair McClusky called the meeting to order at 9:12 AM
 - Discussion of Meeting Agenda, notes that medical contract action item should take place at 1 PM and meeting will recess and reconvene at that time, if needed.

- Action Item – February 2021 Board of Correction Meeting Minutes Approval

Vice Chair Hayden moved to approve the meeting minutes for February 16, 2021; Secretary Neill seconded the motion. Vote taken: Chair McClusky – yes, Vice Chair Hayden – yes, Secretary Neill – yes.

- Action Item – June 2021 Board of Correction Meeting Minutes Approval

Vice Chair Hayden moved to approve the meeting minutes for June 02, 2021; Secretary Neill seconded the motion. Vote taken: Chair McClusky – yes, Vice Chair Hayden – yes, Secretary Neill – yes.

- Idaho Correctional Industries Update – Todd Plimpton and ICI senior staff (Mark LaFong, Sales & Marketing Manager; Carmen Willis, Financial Manager; William Daron, Production Manager; Greg Vice, Supply Operations Manager; Andee Brown, Program Specialist – PIE & AG)
 - PowerPoint Presentation titled, “Idaho Correctional Industries”
 - ICI Organizational Imperatives
 - Stabilize through Covid and recovery
 - Stabilize / recruit staff (training, retention, pay)
 - Organizational Strategic Plan
 - Align with IDOC to Resident Trainee benefit
 - Shift resident training to emphasize PIE / Ag, medium custody, female residents
 - Graph detailing Burn Rate from 7/1/2020 to 6/1/2021
 - Yearly trend toward cash growth
 - Slide “Statement of Cash Flows for Period Ending 6/30/2021”

- Net increase of 70,361
- ICI Balance Sheet
 - Indicates increase of both cash growth and long-term asset growth
- Income Statement 06/30/2020 vs 06/30/2021
 - ICI more disciplined expenses in 2021, plan to incorporate this practice moving forward and increase revenues further
 - Change of -44%, \$274,312
 - Vice Chair Hayden requested clarification on transactions in September 2020, Carmen Willis explained accrual-based reporting, listed large PPE orders and infrastructure expenses and investment activities.
 - Vice Chair Hayden requested a list of investment activities to review.
 - Carmen Willis notes that the difference in personnel expenses (11 employees down, decreased rent costs) have contributed to significant savings.
- 6 Year Trend
 - Research into the significantly higher revenues in previous years
 - Four major customer relationships could lapse with the departure of a senior sales representative who was not replaced.
 - New hires (sales manager, sales representative, administrative staff) to improve customer service response.
 - Mark Lafong invited to speak on customer changes, large contracts which were not recaptured. ICI's sales strategy moving forward will include selling the program as much as the product.
 - Upcoming project to improve the internet presence of the company.
- Manufacturing
 - William Daron speaks to the operating environment during the previous year
 - Material procurement issues due to shortages
 - Unable to complete projects without raw materials on hand
- PIE / Ag
 - 4-year trainee count, with deliberate focus on PIE / AG training
 - Andee Brown - the PIE / AG program has doubled and anticipate tripling once women's program is brought online at Dickinson
 - Vice Chair Hayden asks if shortage of residents or staffing – IDOC correctional staff shortage is the limiting factor
 - Numbers could increase to accommodate 20–24-person crew, once cohorts open and staffing stabilize 2-3 more crews with other companies.
 - Vice Chair Hayden asks how to measure success in PIE. Andee – firstly, the ability to maintain stable crews. Beyond, the number of opportunities above and beyond entry level provided to (current and former) inmate workers.
- ICI PIE / AG Stats
 - Budgeting lessons learned in this area
 - \$700,000 in profits made which improved standing of company as a whole
- PIE / AG Company Pay Rate Overview
 - Todd Plimpton specifically recognized CS Beef as a quality relationship - providing 2000 hours per pay period; hired 63 inmate workers' post-release; Start post-release pay at \$22/hour
 - Chad Page notes that he sees inmates release on Friday, go back to work Monday without struggle
 - Vice Chair Hayden asks how many residents are eligible for PIE? Chad Page – infrastructure limits numbers, goal to separate ISCC's H Block (350 minimum security beds) to accommodate work in community. Josh Tewalt clarifies this is a IDOC goal, adjust infrastructure to increase numbers.

- Vice Chair Hayden encourages ICI to work aggressively toward placing residents to companies in the state of Idaho
- ICI Strategic Management System
 - ICI has “been stuck in stage 4 (develop new SPs, Aps, Services and Processes or revise as required to meet needs of organization)”
 - Working to align pay with effort and talent, plan and deliver timely
 - CEC focused on improving compensation for job specialists, as skilled craftsmen
 - Vice Chair Hayden asks if CEC has assisted with retention? Todd Plimpton – CEC pay began two weeks ago, too soon to assess impact.
- Steps to Strategic Planning
 - Monthly breakdown of steps to meet specific goals
 - 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

➤ IDOC COVID-19– Josh Tewalt, Director

- Over 41,000 Tests and Outcomes have been provided to the Resident Population in Idaho, Eagle Pass, and Saguaro Facilities.
 - High Positivity Rate in December and been steadily declining since
- Vaccination Rates contributed to the lower positivity trend
 - Approximately 65% of Resident Population have participated in Vaccination
 - Vice Chair Hayden stated that this could be problematic, but well above vaccination rate in the Community
 - Director Tewalt credits early and frequent education on benefits of vaccination, as well as the partnerships with Corizon, Health Districts, and National Guard
 - Plans for second wave vaccination clinic for new residents and residents who have reconsidered.
 - Improving Intake Process to offer vaccine upon arrival and eventually move to “on-demand” vaccination.
 - High Rate of adoption of this has helped with the chance to resume normal operations
 - Staff Vaccination Rate
 - Approximately 45% (820) of self-reporting staff have been vaccinated.
 - The inheritant difficulty of tracking these numbers
 - The actual rate of staff vaccination is likely higher than reported number.
 - Risk Assessment
 - Minimizing the risk of exposure has been credited to the Incident Command Team, continued partnership with Public Health and State Epidemiologists
 - All Facilities are in the “Yellow” Category with one CRC in the “Green”.
 - This has been assessed by the metrics of Staff and Resident Vaccination levels and recent test results in Community by State Epidemiologists.
 - Consistently monitoring results and positivity rates make any plans subject to change.

- Programming and Education are occurring, with brief interruptions from quarantines.
- Reopening Community Employment opportunities resumed long before in-person visitation started
 - Virtual Technology kept programs going and volunteers can return based on limited circumstances.
- Covid Impact have on Incidents?
 - Prisons Chief Page stated that there were no significant jumps in numbers. Lockdowns led to frustration-based incidents
 - Numbers will be monitored as reopening occurs
 - IDOC Staff and residents rose to every occasion to face the emergency response protocols. Burnout will be continually monitored.
 - Frequently Testing Unvaccinated Individuals
 - Testing is an important tool to prevent transmission. We believe the right thing to do, beyond legality, is use every tool available to keep people safe.
 - Standards slightly different for visitors – Medical Screening, Outdoor Visiting if possible, keeping with CDC Requirements for Congregate living will require masks in facilities.

➤ Critical Staffing Updates - Josh Tewalt, Mike Evans, Dan Moschella

- Current staffing operation rate
 - 74% in South Boise Complex, 76% Statewide (181 Correctional Officer Vacancies Statewide)
 - Decrease from the 80% Uniformed Staffing in 2016
 - 2-3% CEC Annually assisted with retention levels
 - 4-6% pay increases were ultimately given to staff this year
 - Significant investments to staff's salary generally give a two year rise to staffing levels.
 - From the 2016 CEC Raises, 2018 was the highest level of staffing rate.
 - Last year, we saw our highest recent staffing rates.
 - Probation and Parole Officers retention was much higher
 - Negative impacts of low retention
 - Reducing staffing leads to staff working mandatory overtime (16 Hours Shifts) with eight (8) hour turnaround, low morale, staff burnout, and staff working days off to prevent mandatory overtime during the work week, hard to have a life outside of work
 - Unable to conduct programing if there is not enough security staff to keep residents safe.
 - Governor's unemployment benefits led to rise in staff applications
 - Human Resources Manager Mike Evans stated it was too early to tell, but no increase in applications thus far.
 - Vice Chair Hayden saw instant increase upon announcement in May 2021
 - South Complex Hiring
 - There was an increase to the payrate from \$16.75 per hour, but with Oregon DOC within driving distances paying \$22.00 per hour and other starting wages at \$15.00 per hour, it has created competition.
 - Work at home opportunities and new compensation packages make it difficult for IDOC to meet the Post-Covid Compensation threshold for job seekers.
 - Perception of Law Enforcement has changed from last year
 - Efforts were made for Digital Marketing, Career Fairs, Radio Ads, and Community Outreach.

- Signing and referral bonuses
 - Existing Limitations into what IDOC can do. A Subject Matter Expert has been identified to investigate Recruitment and Retention and how IDOC Markets ourselves online. Efforts begin in August 2021 and plan to walk-away with a best-practices guideline from interest of applicant, applicant to interview, interest to hire.
- Competitive Compensation
 - Working with the Governor’s Office to improve how to improve compensation packages for Security Positions
 - Pay-Scale Compression is main issue for not pursuing \$18.00 per hour payrate for new employees. The need to adjust compensation of 1,300 employees to address compression.
 - Merit Bonuses
 - IDOC is capped at 20% of entire workforce for bonuses and additional caps on the amounts. Some flexibility in Retention bonuses, but not wanting to be reliant on bonuses due to uncertainty in funding availability.
 - Performance Bonuses
 - Support from the Governor’s Office, but difficult to assess in Correctional environment. Looking into fair and effective way to quantify “success” objectively.

➤ Recidiviz Presentation –, Zachary Katz - Recidiviz

- Recidiviz is a non-profit engineering team of over forty (40) people that originated in San Francisco and is now distributed across over 10 states.
- Open Data Platform on top of existing DOC Data systems, including case-level integrations in eight (8) states and real-time data from greater than 900 counties.
- Its goal is to monitor, analyze, and explore key metrics to enable data-driven decision-making.
- The Tool is aimed to create real-time feedback loops for Line Staff, Supervisors, and Leadership
- Line Staff –
 - Automating daily tasks and increase bandwidth for meeting needs
 - Use Normative comparisons to help P.O.s improve outcomes
 - Monthly Reports - Launched in Late 2020, Currently rolled out to D3, D5, and D7, Retrospective view over a monthly lookback period
 - Case Triage – Launched in Q2 2021, Currently used by D3 and testers in D4, Prospective holistic view surfacing proactive opportunities to address needs
 - Triage attention toward decarceral opportunities
 - It can alert staff to actional opportunities, see their full caseload and search specific clients
- Q3 Rollout Roadmap
 - PPO Rollout to ensure monthly emails and a case triage have rolled out to all IDOC District
 - Supervisor view to give supervisors a summary view
 - Feedback from partners closely with a group of “trusted testers” to develop new features
- Actual vs. Projected Populations
 - Prison population fell by 17% compared to predicted populations for January 2021, while supervision populations rose by 5%
 - Remote contacts were used much more during COVID, but still sparingly
 - A small portion of PPOs are making remote contacts
 - 265 Pos who made contacts in 2020
 - 145 (55%) PPOs who tried remote contacts at least once
 - 105 (40%) PPOs who tried remote contacts twice or more
 - Use of remote contacts was not correlated with greater revocations –

- No significant difference was observed in the short-term (six months) reincarceration rate for clients who received and did not receive at least one remote contact in 2020
 - 10.8% of Clients who received at least one remote contact in 2020
 - 12.4 Client who received no remote contact in 2020
 - Qualitative data for remote contacts?
 - The use of remote contacts is much higher than ever before, but many officers tried it once and never used it again.
 - What changed about the nature of the visit and how can we address these barriers in case we need to use it again?
 - Moving forward in order to streamline and accommodate contacts more efficiently.
 - How many states are currently using this process?
 - Statewide – Eight (8) States
 - Several other states are in the later process of integration
 - Idaho’s test data is still being analyzed to determine performance.
- Strategic Initiatives – Bree Derrick, Deputy Director, Chad Page, Brian Underwood, Christine Starr
 - Leadership team came together with 115 planned and underway projects to assess departmental needs in April. Three overarching projects were identified that impact the entire agency: reentry, partnership with ICI, and bed utilization.
 - - Bed Optimization – Need to improve efficiency in determining who comes in and putting them in facilities that have the right services to address the needs of a resident .
 - For example, an individual who trains in Correctional Industries for a long time gets moved to a facility without the equipment/facilities to do what he has been trained to do
 - Progress in the last two years to improve that relationship and take those factors into consideration.
 - IT projects, Bree Derrick, Christine Starr
 - Atlas, the unification of three computer systems, to be rolled out in May 2022
 - 350 staff have been trained on Microsoft Teams
 - Broadband enhancement projects are underway
 - Wi-Fi throughout facilities to allow residents to use tablets
 - Digital file project over the last year has made huge strides
 - 6.7 Million central files, now moving to Medical and Fiscal documents
 - Rolling out GovQA system to help with subpoenas, constituent services and public records requests
 - GovQA rollout date goes live on October 25, 2021
 - Prisons Initiatives, Chad Page
 - PURPOSE Initiative to improve prison culture
 - Survey has been completed and pushed out to staff/workgroups from all levels at each facility targeted areas of focus for specific facilities.
 - Communication on-site
 - From Central Leadership with “Lunch with Leadership” to have open conversations.
 - Another survey is going out Late July for a progress measure.
 - Getting the information from the survey will better focus our communication with all staff. This is a major retention tool, could be even more important than compensation.
 - “Happier staff lead to better results for residents.”
 - Restoring Promise

- Working for a couple years, but unable to meet any person during covid. Met on Zoom and determined a location for group to operate out of Unit 7 at ISCI.
 - Unit 7 is the oldest building named in BALLA lawsuit, 80 Residents, smallest cells in facility.
- By selecting these locations, a remodel will be underway to upgrade space to house 40 single cell with classrooms for in-house programs.
 - Residents already in programs and monthly meetings via zoom to have input on all decisions made.
- Programming, Bree Derrick
 - Gender Responsive Corrections
 - Contract executed and focus will be on policy review because of difficulty in handling onsite during Covid.
 - Programing
 - Changes underway to expand online educational opportunities and to expand apprenticeship programs. Worked with Department of Labor to obtain grant funds to expand apprenticeship opportunities. Transition into higher value employment
- Probation and Parole Projects, Brian Underwood
 - Recidiviiz – Working on several projects including staff alert emails and caseload triage tools
 - Dosage probation
 - Project pilot in D2, D5, and D7 currently has about 130 clients to test whether dosage of intervention produces more success than standard time on supervision.
 - CIS
 - All managers to meet and discuss the CIS’s best use and shifting division focus from triage immediately before violation over to intervening sooner.
 - Electronic Monitoring and new tools are being used with increasing frequency
 - District Managers are discussing strategies and site visits to determine best implementation.

➤ Infrastructure Plans – Josh Tewalt

- Discussion of building a new 848 women’s facility in South Boise- 48 bed medium RDU/Segregation/Medical and 800 minimum security with closer resemblance to a college dorm than a traditional prison.
 - Previous discussion included a consolidated RDU, (400 Female RDU and 300 Male RDU), but that does not fit IDOC’s need for lower custody infrastructure.
 - Male RDU would remain where it is
 - Building a women’s prison will allow IDOC to reclaiming beds for minimum men
 - Additional options were explored:
 - Lingering concerns from BALLA over ISCI’s Unit 7
 - ISCI Unit 7 Remodel to renovate the expansion of Restoring Promise will remove original infrastructure to new layout. 240- bed unit at ISCI for general population and will enable the addition of more beds to address the medical needs of aging population
 - Annex Will be remodeled more in line with Unit 12’s layout.
 - These four projects would increase total census by 1,048 beds. Initial Cost Proposal in February hit \$130 Million (35% contingent of Covid Cost Rate - 170 Million)
 - The shift from 1,200 Bed Increase (800 Women/400 Male RDU) to 1,000 New beds until the Year 2023.

- Currently 300 Residents in Texas. Wanting to increase the bed space to meet the grown
- St. Anthony Bed Enhancements are coming on-line and no longer at National Guard Barracks.

Vice Chair Hayden motions to authorize Director Tewalt to work with Governor to Build a new female Facility; Secretary Neill seconded the motion. Vote Taken: Chair McClusky – yes, Vice Chair Hayden – yes, Secretary Neill – yes.

Vice Chair Hayden moved to begin executive session at 1:15 p.m.; Secretary Neill seconded the motion. Vote Taken: Chair McClusky – yes, Vice Chair Hayden – yes, Secretary Neill – yes.

- I.C. 74-206 (1)(d) To consider records that are exempt from disclosure as provided in chapter 1, title 74, Idaho Code; and
- I.C. 74-206 (1)(f) To communicate with legal counsel for the public agency 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 1:46 p.m.; Secretary Neill seconded the motion. Vote Taken: Chair McClusky – yes, Vice Chair Hayden – yes, Secretary Neill – yes.

The Board motioned to authorize the Idaho Department of Corrections Director to name Centurion of Idaho, LLC as an approved RFP Vendor; Secretary McNeil seconded the motion. Vote Taken: Chair McClusky – yes, Vice Chair Hayden – yes, Secretary Neill – yes.

Announcements for the next Board Meeting to schedule Budget and Performance Measurement Proposals on the next Board Meeting.

Vice Chair Hayden moved to adjourn meeting at 1:49 p.m.; Secretary Neill seconded the motion. Vote Taken: Chair McClusky – yes, Vice Chair Hayden – yes, Secretary Neill – yes.

Submitted by:

Jesse Winkelman, Constituent Services Manager

Date

Dr. David McClusky, Chair

Date