

Reform and Transparency Transcript

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Ladies and gentlemen, hello and welcome to fitting with innovation. My name is Gerald and I will be in the back of answering any WebEx to the questions but if you experience total difficulties during our joining this WebEx session, you can call WebEx technical support at 18,667,793,239. Please note, this event is being recorded. We will be holding a Q&A session at the conclusion of today's presentation. You can ask a question at any time during the presentation by simply typing your question into the chat panel located on the right-hand side of your screen. Just type your question into the text field and click -- Accend. Be sure to set your default to all participants. With that we invite you to sit back and relax and enjoy today's presentation. I write your digit year first speaker and moderator for today's event. His chief of NIC Academy division, Jeff Hadnot. Jeff, you have the floor.

Thank you, Gerald. Welcome to the session of the National Institute of Corrections 2016 virtual conference. Leading with innovation. LB call my during this section titled reform and conspiracy and corrections with Craig Howard from see's grid to launch so that there will be Kevin Kempf goat to tend towards attend to tend to inside out Department of Corrections in 1995 as a correctional officer at Apple to tell on women's correctional Center. Went on to serve in a variety of sessions including parole officer , investigator , Section supervisor, District manager , awarded , chief of prisons in and the Deputy Director. The audio board of corrections appointed Kevin Director of the Department in department in December 2014. Again as Gerald talk about, if you have any questions during today's presentation, please feel free to type them in the chat panel. Myself and Craig will be collecting those questions and at the end of this presentation he will post them to Kevin. I went alternate time over to Kevin. We hope you enjoyed the session.

All right, thank you very much and it is an honor to be doing this podcast today. I'm very, very excited about talking about these two issues reform and transparency in corrections and does want to quickly express my appreciation for interview out there that are going to be listening today. Hope find this very, very interesting.

Very first slide. I want to talk about and this is something that we have adopted within the Idaho Department of corrections saying don't just talk about it, be about it. We believe first and foremost that if you as an agency or frankly you as an individual are looking to bring about positive change, it goes obviously be beyond just talking about it. You've got to walk the walk as they say and so I will talk about a few things that we have done here in Idaho that we are very proud of and frankly have gained quite a bit of national attention over just within the past three months for instant we have had a team of Idaho's that spent seven days in Norway to a ring the Norwegian correctional system. Last week I spent seven days in Bucharest Romania are presenting the Association of state correctional administrators back there at the national conference and these are the types of things we are talking about.

If what we believe if you are going to practice reform than a correctional system we think the first thing you have to do is pull back those curtains. There's a few things we've done in Idaho to pull back the curtains and shed some light on our correctional industry. The first thing that we have done is we have put an invitation out to every single lawmaker in Idaho come every single representative , senator, governor's office, you name it, they now today have 24/7 access to each one of our facilities come operation and Pearl district offices and they reentry centers. What that means is they can simply show up any time, day or night, any day of the year, show their legislative ID or governor's office ID and they will be given unfettered access to wherever they want to go in our facilities come Thomas talk to whoever they want to talk to our facilities that also includes staff and inmates. We believe that they get bombarded probably like they do in your states with a lot of comp lanes or a lot of stories or a lot of writing of things that come from a variety of people and we think this is a good look for us. To be able to tell lawmakers don't believe that side of it and don't believe what I say, go out and see for yourself. Any time, day or night and I will talk little bit about what we know they are going to see when they come out to our facilities or revision and Pearl district offices. We also are open to universities and to the media. For the past two years we have excepted every accepted every single request from the media and when they show up to do a story on -- they are not running into an entourage. It is not me and the Deputy Director and chief of prisons and the Public Information Officer, it is myself, by myself or its a word warden or it is a probation and parole officer by themselves. We believe and this leave of being just real and raw it is okay if we say the wrong thing things sometimes go it is going to be okay. We absolutely believe that our industry, the corrections industry has suffered greatly from being back in the shadows from not shedding light on some of these things that we are doing. The other piece where it says partner with advocacy groups. For years are industry including here and I doubt we have a stop with the ACLU and federal defenders of inmates that might be on death row in courtrooms and frankly have not spent much time talking around a conference room or the team down at the coffeehouse. We made a major effort here in Idaho to actually partner with these advocacy groups and without looks like for us will talk about it here in shortly , we are doing restrictive housing reform solitary confinement reform you are not know but one of the things we wanted to do and are doing is we've created two committees . The committees are made up of staff members at every single level of our organization including the line staff ago but also we've added sitting members of the ACLU and federal defenders of Idaho to both of those committees. We want them to see what we see and we want to see what they see and we want to be very sincere in our approach to make a better system. The last thing we are doing that's really provided some interesting things for us in Idaho is we have blown up on social media. The things we do today on Facebook and Twitter and our LinkedIn, we are allowing a lot more access to our system and how we use it if any of you follow us on any of those social media sites, you will see we spend the vast majority of time spotlighting our staff. It is heartwarming to put spotlight on her staff out there in the field those that are out there doing the work and see their moms or girlfriends or husbands and whoever responded back to our social media post though how proud they are. Lastly, we are also really taking advantage of live streaming events. We have the live streaming events where we will do questions and answers with myself as the Director really targeting bit can --

pick them advocacy groups or inmates friends and family groups, we've also even live streamed one of our board of correction eating's. All in the interest of trying to pull back the curtains on our system.

We also began to think -- began at the called a culture of leadership ago I don't know if any of you are from Texas but you be perfectly frank with you, we stole this from that Livingstone who was the Director of Texas for a long time. Something that we felt Brad did not that -- did an exceptional job as a leader is creating a culture of leadership down there in the Texas Department of Corrections. The first and foremost this is what we learned from what we told from Texas and this is what we put in place here in Idaho. First and foremost it starts with who you promote. I honestly believe that if you're going to have a culture of leadership there are certain things in organization that a Director should micromanage and who you promote is one of those things. We've changed how we do business here. Today any higher, any promotion that's a captain or above in our prisons, a section supervisor or above and our preparation and producing I should tell you such as a supervisor as first-line supervisor, Ray Sargent or above in our community reentry centers that it is required now that we have a senior member of human resources that's on that board that they go through a process that of course an interview process, then once that is completed I either want myself or Deputy Director of the agency talking directly to the hiring manager out there about who they want and why. We want to ask questions like what have they done prior to her time with corrections? Four years in our system we discounted the leadership that maybe someone brought to the table serving in our military or maybe we had someone who is the manager of a Starbucks for five or six years prior to coming with corrections. We frankly have ignored that and only looked at the time and corrections and we think that's a big mistake. I hope you would agree that leaders are leaders. We want to know those things. We also want to ask that question of what has this person done to already established themselves as a leader? Four years we have made mistakes , we will take a probation and parole officer who is amazing ago the art the great are patient and parole officer or a fantastic fractional officer and we will promote them into a leadership role only to find out there tierable leader. They don't know the first thing about the mistreating care in and concern for their staff and leading people in a positive way. We want to know today what are they are doing already demonstrate that they are actually a good leader? We've done a variety of other things as relates to promoting. Number two, seeks that feedback.

Two years ago we started and an employee satisfaction survey and it sincere, it is not something we are putting out there to look good. Every single time we do and an employee satisfaction survey in we've been doing them every six months, we get that feedback back and each leader of our prison or probation and parole district or here in central office or reentry center has to develop an action plan associated with what we have just learned. So if there's areas within their facilities or worksites need fixed or improved, they have to develop an action plan associated with that. We are looking at that here in central office making sure that it is appropriate that we tell them to put that into place and of course we measure that at the next up Lloyd satisfaction survey. Number three, can I have a culture of leadership if you don't have a true wellness program for your staff.

I probably don't need to go into this, but if you are a correctional professional out there this is a tough business particularly in the United States. You and myself or four times more likely to kill ourselves than any other profession in the United States. We suffer PTSD at a higher rate than any other profession and in some cases even higher than a returning Veteran. Our blood pressure is high, we are overweight and we are stressed out. We have to do things as leaders to make sure that our staff are working in an environment and have access to resources to make them as healthy as possible.

Four, if you're going to have a culture of leadership you better tillage all practices. You better be brave enough to go over your entire system and do something about it and you see things that are broke ago what we did the very first thing we did in the first 90 days of me being the Director is we created a top to bottom assessment of headquarters. We wanted to make sure that every single position in headquarters was needed and what we found was that 25 positions were important but they should not have been here in headquarters. We eliminated 15 positions and turned them into provision and parole officers, drug and alcohol counselors and program managers and remove them to the front lines. We move them to the field, got them out of central office. The other positions the nine positions that remain again they were important as additions, but they should not be here in headquarters. We moved all of those bodies, all of those positions out to the front line out to the field. That was something we needed to do. We needed to challenge all practices and we just got a little fact here in headquarters and we needed to get those positions out where they needed to be.

Lastly of course, no matter how long do a good in the job, how long you've been in the position, a long you have been a leader you better get in the business of practicing constantly looking to improve. Ever satisfying for what you have today. Find ways to improve everywhere you can.

Idaho is a justice reinvestment state and that's been a pretty significant change for us here. First and foremost, it is making us supervise offenders in a different way. In years past we have been in that surveillance mode and in many cases have just we frankly wanted to catch people doing the wrong thing and the rest of them. Ever to two, we are redefining what success looks like. In two years we have not put one e-mail out or frankly don't confetti on anything that looked like us finding a gun on a role he or we found a pound of meth or heroin on a probationer. In years past and I'm sure I was guilty of it, we used to count that as a success. That's not a success. That's a failure. Our responsibilities are to make that person better, make them a better neighbor, have them commit less crime or no crime ready to that looks like new crimes or whatnot, that's not what success looks like and we are systematically trying to change that. The other thing we are doing is we are doing something called focused supervision. In years past our probation and parole officer would have maybe 80 offenders on their caseload. Some of those offenders would be high risk offenders, some would be moderate risk offenders and many others would be low low-risk offenders. Guess who doesn't know that there a low-risk offender? The risk offenders. You guys cobbling of the best practices that they put your resources towards high-risk offenders and higher risk offenders

and do less with low risk offenders. Those low-risk offenders, they are stopping by the office all the time. They are calling RPOs all the time. Finding out when are you going to put me in for discharge or they want to contact the PO and let them know they did something good in the community or just graduated from high school or whatever it is. They got there a just be, every time low-risk offender has contact with one of RPOs, that is time taken away from higher risk offender. Focused supervision for us is we are creating caseloads or we will have one officer that's going to have 40 high-risk offenders and that one officer that's going to have 55 moderate risk offenders and then one officer that's going that that's going to have maybe 150 or 160 low-risk offenders. It is going to focus that supervision and get away from the general caseload concept.

Darryl results of Brevard justice reinvestment is are our inmate population is trending down. It is pretty significant. This past year for the first time I could remember the 21 years I opened up my joint financial appropriation committee presentation down at the legislature and legislature and told them we were giving back \$1.8 million to the General Fund. I told them also that because reinvestment part of justice reinvestment has not been defined that we would like to define it and one of the ways we defined it was our staff and the Department the Department of Corrections received two of the larger pay increases back to back pay increases that we've ever received in 20 years within the department. That Money that is going back to the General Fund it makes for great argument for us to say that give it back to those people that are actually creating the ability for us to give Money back to the General Fund. This justice program assessment is another example of doing a top to bottom review of your system. One of the things that we did we contacted the council of state government and in February of 2015 and we ask them to come in and do just this, I wanted to know are the treatment programs in our system working. Are the best practices looks today show good recidivism numbers? So they came out. They created this thing called a justice program assessment and they spent several months expert spent several months here embedded with Idaho and you can see the second bullet they reviewed each and every program that we were offering to inmates, probationers and parolees. That also reviewed our current processes and practices while they were here. Here's what the findings were. First, we had 12 will recall core programs and we found that nine out of the 12 programs are not research-based. That they may have been research-based when we first implemented them several years ago, but today we did not have evidence or data to show that they were actually working. They found our pathways to parole were very complex and confusing. They were also redundant and we found that we had inmates that had no history whatsoever of an anger management problem at all, period, never happened and yet we were making every single one of our inmates go through an anger Regiment program. Just to give one example. We also found are therapeutic communities were not functioning correctly. For those of you that know something about therapeutic communities, you will know this is a very hot an issue in that was a major hot button issue here in Idaho.. Our legislators love TCs, our judges loved TCs and just are parole commission love them, everyone loved their Peter communities, but frankly the assessment showed they were not working. We found that actually an offender, and an inmate with the same risk level that was going through a therapeutic community was recently trading at a higher rate that another inmate with the same risk level and very similar characteristics, they were salivating

at a higher rate than someone who wasn't going to a therapeutic community. So the other thing they found during the assessment we found our programs and frankly we knew this not offered in every one of our presence. Idaho was a pretty small system compared to your is a comparatively across United States. We had have 10 presence here in our state is very large geographically though so we were moving as the example in 2014 we completed 14,000 inmate hoops just within the state of Idaho most of those moves a lot of the moves were taking place because an inmate needed a particular program but it wasn't offered in the prisons where they were. We would have to move them to a prison that was eight hours in North Idaho. We found that low-risk offenders were taking programs and spending time with high-risk offenders and then the last bullet there which is of course the very positive one, that they are there was our staff, our bought into education and program and we knew this. Our program staff and our custody staff we have a very, very good relationship with each other. There's not resistance in their from anyone frankly in our system about overcoming and education. That's the good news because what I'm about to tell you.

Here's what we did. When we receive that information out to start with a therapeutic communities. We knew that their Peter communities would be a major public date if I were to put out there we are thinking about shutting them down. We had to research, we had the data for Idaho and I'm just talking Idaho, they might be excellent programs where you are from, but denied who they were not working like they should be working and we have known that for several years ago we try to patch them out, we are try to put Band-Aids on them and frankly I was sick of trying to do that so when we've got this information we publicly announce that we were shutting down all therapeutic communities that they. We did not say we were going to do in two weeks or two months because we knew that it would be a public debate. We announced one morning that as of an hour ago all therapeutic communities in the state of Idaho are now shut down. We went from 12 core programs as I mentioned earlier to five. It is of the five programs are research-based, all five programs are now delivered in each prison. Universal. No longer do we have to move an inmate from one prison to another to get a program that the parole commission want them to have and be eliminated we eliminated our old pathway system to parole. I mentioned a couple slides ago our system was very complex, very confusing. The other thing we did we also a limited an entire division. Our division of education treatment and reentry that was housed I'm really hearing headquarters was adding another layer of your rocker see for us to try to things done. We eliminated the entire division. We took those staff and those services of course that are important to our system and we embedded them within the division they serve. Their primary purpose was to serve probation and parole, that's where we put them. If their primary purpose was to serve prisons, we put them in there. But we no longer have the separate division that required another chief, another deputy chief, it required people to make decisions, it didn't make sense, it is not something I will do if I owned this company so we should not do it just because it is a state agencies so we eliminated it.

The last reform that we are doing so again I talked about dust is reinvestment and I just talked about the justice program assessment. This is a third reform that we are doing and this is restrictive housing reform. You probably know this but this is a hot button issue across the

country right now. It begs the question why change? First off, what we do today doesn't work. The research tells us the data tells us that putting another human being in a segregation cell for the purposes of changing their behavior doesn't work. No inmate sitting in a segregation cell on day six and has some lightbulb moment the loft that goes you know what, I'm not going to do that anymore. That's not how it works. What we do know of course is that putting someone in a nine by 12-foot cell for 23 hours a day in some cases months and years, we know that that either creates or enhances mental health issues and again that doesn't make sense. If we are correctional system that is designed to make people better and create better neighbors, why in the world would we do things that actually make people worse? That leads to the number two bullets. We absolutely believe that making correct changes within restrictive housing enhances public safety. Again in 2014 here in Idaho we released 44 inmates from our maximum-security institution from administrative segregation meaning tab pack with [Indiscernible--Audio cutting out] ever time the left the cell they were in belly chains and leg irons [Indiscernible--Audio cutting out] on them and move them back into their cell. 44 inmates in that status walked out of the Idaho maximum-security institution and into and I'd the night who community. The either talk to their time and in some rare cases that actually paroled like that. That's crazy. That's not public safety, that is irresponsible for us to do that. So we inherently believe that we've got to do things differently. We cannot put inmates in and in Idaho community or in your community wherever you are at having just left and administrative segregation status. That's not why want my children to run into tonight on some jogging path or whatever it might be.

Lastly we know is simply the right thing to do. Again, friend of you that my have children I have twin 13-year-old daughters and a 12-year-old boy and I can tell them right now go to the room. If they were doing something stupid or whatever, they will go to their room just like most inmates will go to segregation. In my 21 years I cannot remember ever an inmate that ran from me or one of my staff members when I told him or her to turn around and put hands behind your back and taking you to segregation. I cannot remember a time he had to drag someone some of their they went kicking and screaming. They don't, they will go every so time and they will go because they are not scared of us. Is not meaningful to them. It is nothing. But I would tell you what, when I tell my kids to go to the room or if I simply say hand over your iPhone for the next two days, good nights. It is World War III in our household and we are onto something. That's meaningful. That matters to them. We have to take the same approach with inmates in my opinion and in our opinion. We have to find things that are meaningful for them that hold them accountable but not hold them accountable in a way that makes them worse but we have to have accountability with purpose. At the same time we have to put positive and -- incentives out there for inmates to want to achieve is to having nothing but -- we have to add carets to our system.

Here's how we are doing it. Really for those that have gone before us. States like Colorado and Washington, Arizona in many, many others ago we are learning what other states are doing in restrictive housing and frankly we are still in your ideas. Pennsylvania comes to mind. We are sending leaders to the national is a cute of corrections for training. We sent wardens and deputy errors nurse and various staff members back there in Colorado and we will continue to

do that. Learning and gaining more insight onto how we do those things. I mentioned earlier we established two teams and one team is looking at short-term segregation and the other team is looking at long-term segregation. We've got to find out the reader system to segregation. We've got to attack that Peter system why are so many people adding sent to segregation? That short term team is looking at those things ago as I mentioned, putting positive incentives out there that inmates can only participate in if they are in fraction free for a certain amount of time. Of course the long-term segregation also has to be looked at why this committee what can we do to first and foremost make sure staff [Indiscernible] we don't want to take risk here, I'm not talking about cutting inmates out of segregation that have demonstrated a willingness or ability to her staff members or other inmates. We do have to have it physician for them as well but we are primarily talking about and made to breaking prison rules. In Idaho AB like your system, we put a lot of those guys and segregation. Then the last bullet I talked about this throughout the presentation, we are simply challenging everything we do today. If you are a correctional professional you are just like me, your tactical and your approach ago we know what and we know how. We know policy ago we know standard operating procedures ago the one thing we don't spend a lot of time doing is asking why? We don't ask the question why ago why are we doing certain things? We need to do that more as correctional professionals.

What have we done so far? In our six months of doing this we are 100 fewer segregation beds then we were six months ago. We've added program and education to her inmates in segregation. We provided the stepdown program for release. We reduced the amount of inmates leaving are system from segregation. I told you what your data ago, 44 left in that status. Up to date right now we are in November we had six inmates leave in that status and of course our ultimate goal is to have zero. This couple other examples of examples of how we are partnering to fellow state agencies.

Probably like you guys we have a problem with our inmates leaving are prisons without a proper state identification card. They leave today with a prison ID card and that's never good. We partnered with our Idaho Department of Transportation and I filled this out there because you may also want to TAP into this with your own agency that does these types of things. But we are doing this thing with them called a mobile DMV meaning they already have established in and are continuing to enhance this, they are going to places like elderly homes and things like that across the state and identify people who cannot leave to go down in the state at the DMV for an hour or two hours or whatnot reading for their identification. It they are going on on-site in doing that. For many of our prisons in Idaho that is a model. Our own fellow state agency has agreed to go to these radio prisons and above under regular braces for those inmates that are about to get out there going to do that state identification right there on-site so they walk out with an actual ID and not a prison ID. We are excited about where that is going to go. We also start a community mentor program. We are sick and members of our committee to sign up. We want them to be a mentor like the others in your state I just like the others in our state. Est on a Department of correction together, it is a community failure. It is a state of Idaho failure so we are tapping into our big based organizations, community-based organizations and asking them to sign up to be a mentor and I'm proud to say this is going

exceptionally well. You're going to train the community mentor. We put them through a four-hour training on what their explication is then we give them just that. This is how we want you to help. Want to have been trained all of that -- the approved mentors are given to our case managers in our prisons so when inmate that's about to get out of prison and go live in whatever city across the state, he or she is the case manager, is linked up going up an approved list of mentors then contacting that mentor, describing what the inmate is about, seem they seems they agreed to be a mentor, when they do their talking on the phone and the inmate is telling the mentor here are the things I need. I'm going to walk out next Friday and I don't have any food in my refrigerator or I really need it ever it is, Clovis or whatnot. That mentor was already tied into the community has a village to pull resources. That's the goal, the goal is that our inmates leaving are system or not just tied to one of our parole officers, they are tied their tied to the community. We think that is going to gain us a lot of success.

I think this is one of the last slide I have. This may be something you guys are doing in your states already, I'm almost compares to say we are just starting it. We have up and going but have we received excellent feedback from this. This came about because myself and the chief of prisons or meeting with a large group of friends and felonies of inmates and one of the suggestions that came out of that meeting was people call into one place like it is one central place that a friend or family member or a victim or anyone can call the department and get answers instead of getting passed on from one facility to the next or central office down to the governor's office or whatever it might be. This is what we did. We've created a constituent services manager position and it is going very, very well. A one-stop shop. Today when I get e-mail us or phone call from a loved one of our inmates were a bit dumb, they have one place to go. Of course, the responsibility that are constituent services manager has is to investigate what they are calling about, find out and get the information and report back to them in a timely manner. I cannot tell you how much work that has saved our staff out there in the facilities come, out there in the district offices to be [Indiscernible--Audio cutting out] a lot of work from me as a Director and at the same time getting the feedback that we are getting from those calling in they find it to be very, very good customer service.

I last slide. All of these things I talk about that look like transparency that are transparency, these are the three things we absolutely no whether it is the Idaho system or your system, we know these three things are going to take place when people look into what we're we are doing. Number one, the recidivism the media, the lawmakers when they come into any one of our offices they are going to find amazing staff. I love this industry. I love the corrections industry. I love the people in it. You cannot hope to be around you and not have your heart warmed. Your amazing people. We know that's going to happen. We also know him or two, that they are going to be around inmates, probationers and parolees that for the most part are working pretty hard to change. Of course we have knuckleheads, up of course we have some sociopaths out there but for the most part inmates measures and parolees are working hard to change. Third, the last thing we note they are going to find, they will find things are broke. Their will see things that need improved. That's where I think leaders, you, me, I really think that's where leaders step up that we are open to suggestions, open to that feedback and we are going to something about it. That is my presentation. My hope is nothing else you of

heard my energy and passion for this stuff because I love it. I love our staff. It is a view in this corrections business, I get fired up talking about these things because we have an ability to rise each day wake up each day and do something that matters like what you do matters. I'm for one very grateful to be an industry like that. Jeff, if that's okay, I will turn it back over to you and you can tell me what you would like me to do from here.

Thank you thank you, Kevin, that was a very informative presentation and we really learned a lot. We have a couple of questions that have been posed and I will read a couple of questions and we will see what kind of answers we can get. With regards to the entire presentation, what sparked this tremendous overall? What made the state of Idaho just decide to really quantify the successes of what they were doing?

That's a great question. Because they probably -- a come up through the system ago I started as a correctional officer and prior to being in this space I was the Deputy Director so I had the question of how come you are not doing this before? The truth of the matter is I'm a lot of things changed. We have nationally there's a lot going on. We have a governor right now that gives me green lights , a pretty much can do anything I want and I think he knows if I screw it up and I'm sure I'm going to, that I will take it on the chin and so like the stars aligned for us and in Idaho to make some significant changes. I'm surrounded by a team, our leadership team that just want to get after it. There's not a single person on our team that wants to sit on their hands and so all of that chemistry came together and I don't know. It seems to be working right now.

Thank you. Next question is and I had the same question is how have staff responded to the restrictive housing reform or implementing and also how our staff responding to when you were talking about the culture of leadership you are talking about the staff feedback forms and wellness programs, how are these things being responded to by your staff?

Another great question. The restrictive housing reform you can imagine for any of you that have worked in a prison setting , at first I think our staff are rightfully fearful. I'm sure they are going is this guy talking about cutting, popping the doors open? Knowing that we did not just put it out there in an e-mail. We are doing very deliberate things. When I'm communicating this when we first started talking about this I had uniform on and was working a shift at her Idaho maximum-security institution singing did dinner trays and working shoulder to shoulder with our staff that work down there and talking about why we're doing these things and why it is important that we do it. We know the quickest way to failure is if I'm just sitting here and some air-conditioned office talking about all these things, our staff have to see us, the chief of prison got myself, CS out there sweating and having these conversations in front of inmates at and fun of staff so we're doing a lot of other different things to communicate this but I can tell you buy in by and buy in the large our staff as a relates to restrictive housing are on board. The other thing that helps there are part of a committee. It they are part of the decisions that or making. The second piece the overall reforms, I will say so you don't take my word for it over give you some statistics. Two years ago we had 33% turnover in our uniform staff across our state. Today that turnover is 12%. I think a lot of that has to do with the pay increases that

we've been able to take up there. I also think as a lot to do with the culture of leadership, the social media explosion the fact that our system is getting recognized nationally. Our staff you and I that's what we want. We are competitive. Our staff should feel an amazing amount of pride in what is that we do. As I mentioned before and we see it all the time, what you do matters. What we do in this industry matters and more we can tap into that and have staff doing that, it has an effect on the very positive affect and again that shows and our turnover and our staff like you guys they don't want to be thought of as somewhere in the middle. They want to be thought of as one of the best and how you get there is putting a lot of work and it.

Thank you. Next question is your restrictive housing reform across the board or more focused on the mental-health population and the person that asked the question works direct we with the [Indiscernible] therapeutic activities to the segregated mental-health population but the resources are not available to them in the general population yet.

Great question. Let me tell you and maybe I should've mentioned this earlier, we are in the middle of our restrictive housing reform. Frankly, I would not be suggesting to end when to dispatch themselves to Idaho right now to see how wonderful we are. We are -- with that as a disclaimer, I would tell you the restrictive housing reform the net is very wide. It is not just a specific group. We want to capture everyone. Mental health, mental health offenders, we want to make sure that we are not writing infractions on an offender when we can say that it is a mental-health issue. That's the underlying issue because we know that infractions in the segregation will do nothing to improve their behavior. Zero. The net is very, very wide on what is we are doing. But I will say candidly we have a lot of work to do. We have a lot of work to do and that's where the learning continues and so I hope that answers to questions. It is very broad on our approach, but I would say that we have a lot of work to do still.

Sure. I've got a couple of questions, I would encourage you [Indiscernible] 130 or so out there, if you have questions we have a few minutes so if you have questions, send them to me in the chat panel and we will get them on here otherwise we will hit them on the discussion forum. I wanted to give you an opportunity of your still on the line. One of the questions is what you think agencies can do to help staff improve they their wellness?

First off, recognize it is a problem and stop ignoring it. We as leaders have to stay face-to-face with our staff, their spouses, they're significant others that are brothers and sisters are Killen themselves at an alarming rate. We have to talk about this uncomfortable being and we've got to do something about it. Any of you that are out there in the state of Oregon for instance, you can probably .2 another state or system but we find the state of Oregon under the leadership of [Indiscernible] Peters to be one of the more innovative states to have really taken on this issue about staff wellness and they are they are not hiding from it, they are not backing away but so what we've done, we we've done things you probably expect you should do. We have an area that is front and center on our website for instance that is talk about all the resources that are afforded to staff. We've also broken it down by Region so a staff member in North Idaho can click on that icon and be able to see specific things in his or her area that they can access and it is not just suicide prevention things. It is working with local

gyms and costly areas and getting significant discounts for our staff. Than putting them on the website source that know doc know where to go to save Money and all of the above. I think there's so much that plays into staff on this including work environment goal as I mentioned before, I spent seven days in the Norway system. A team of six of us did and I would tell you what, if any of you out there are looking to be very innovative in your approach and you want to learn more, I would spend time googling the Norway system or find a way for someone to fund you to go over there because one of the coolest things we saw was the staff environment in prisons and their parole offices and reentry offices and central office, it was amazing. There was always an amazing aroma of coffee and good coffee and I'm not a coffee drinker, but I love the smell of it. Their offices had paint, portion the paint dollars a very, very, every single Wall in their prisons and all of those offices I talked about have art up there. Not graffiti looking murals, like actual canvas art and I've got to tell you I'm a I hope I don't sound too weird saying those things, it had this call me and -- Collman Phillie to it as opposed to what a lot of US? All systems look like I know , it is cold, it is planned, it is gray. If you are in a correctional professional in and you are your work in an environment like that provide, 10, 1520 years on top of everything we are asking of you, you would be foolish to think that doesn't take a negative tool on your health.

That's a great point and I was going to ask the question what job-related factors have the biggest impact on staff wellness but I think you already touched on a few of those do a lot of it is just about the environment you are in. I appreciate you expanding on that and it is something we are seeing as a cute issue across all of corrections and we are working hard and I see you try to address that is as well so I appreciate you including all of that in their in that presentation.

I don't see any more questions at the moment so a couple comments looks like, Minnesota has a partnership with DVS for years, they said it is great partnership there's well. From hearing what you are doing , seeing some of the comments come in from your other employees , the quality you see across the board, it is evident you guys I hope change the culture and corrections and it is a well needed so thank you for that. At this time since there's number questions coming in, I'm going to wrap this up and let the participants know that the session was recorded. It will be available from the presentation hall on this website in about a week and the site will stay open for a month. After that we will transfer that over to NIC's website so you will be able to access this any time and other impressions patience today. If you would like to ask the questions that you did not get a chance to ask, we ask you to move over to the discussion forum and you will find that discussion forum link on the left side of the homepage of the virtual conference and in that discussion forum will be a title for this presentation and you can go in and ask Kevin any questions you may have. I will get those entered for you so we invite you in the next few minutes when you have time to explore other features of the website. Including the exhibit hall, the resource rooms and innovative chat rooms, there's putting things going on out there. The next live session coming up at 3:00 PM Eastern time but there's two of them to pick from. One is smart phones and the other one is on Veterans readjustment program. Two excellent programs to choose from and we look

forward to having you a minute presentation. Twin thank you for your time. I would turn it back over to Gerald OpEx -- from WebEx.

Ladies and gentlemen , that concludes today's presentation. You may now disconnect or alleged . Thank you and have a great day.

[Event concluded]