



PRISON REFORM ADVISORY BOARD

REPORT AND RECOMMENDATIONS

OCTOBER 23, 2019

October 23, 2019

Secretary Erik A. Hooks
N.C. Department of Public Safety

Dear Secretary Hooks,

Thank you for the opportunity to lead the Prison Reform Advisory Board, which you established in early 2018. The Board, comprised predominantly of corrections professionals from the federal and state prison systems, gained insight about the challenges Prisons staff confront every day working with a difficult offender population in a dangerous work environment.

Many of the issues our prison system faces are not unique to North Carolina, as other states are grappling with similar matters. The Department of Public Safety is commended for its willingness to leverage all available resources, both internal and external, to identify and implement best practices and meaningful reforms. While many improvements have been made, continued diligence in the months and years ahead will undoubtedly yield additional benefits to move the prison system forward.

The Board members extend our sincere and heartfelt appreciation to Prisons employees, who in many respects are the unsung and unrecognized heroes of the criminal justice system. The men and women of corrections put their lives on the line every day to ensure that the public remains safe. All citizens owe them a debt of gratitude for their willingness to undertake such a demanding career.

On behalf of my fellow Board members, it is an honor to present this report and recommendations. We wish you success as you continue to lead the Department of Public Safety and its dedicated public servants.

Sincerely,



Elizabeth D. (Beth) Austin
Major General, United States Army Retired

Introduction

The North Carolina Prison Reform Advisory Board was formed in 2018 by Department of Public Safety (DPS) Secretary Erik A. Hooks. The Board was charged with advising the DPS Secretary on policies, programs and services to improve the safety and security of the state's prison system.

Board members were:

Beth Austin – Chairperson
Art Beeler – Vice-Chairperson
Stanley Drewery
James French

Stephanie Hollembaek
Mike Killmer
Dorothy Ledford

Brief biographies of Board members are found in Appendix A.

Current American Correctional Association President Gary Mohr initially served as a Board member. Mohr relinquished his seat when he was hired as Senior Executive Advisor to the DPS Secretary and Chief Deputy Secretary for Adult Correction and Juvenile Justice in September 2018.

The Board met quarterly beginning in March 2018 and heard presentations related to Prisons' operations and reform initiatives. Meeting minutes are found in Appendix B. In addition to the regular board meetings, members participated in the following: a meeting held on-site at Warren Correctional Institution, which allowed the members to interact directly with facility staff; a statewide wardens' meeting, which provided insight into some of the pressing issues confronting facility leadership and frontline staff; and review of previous reports and recommendations related to prison reform in North Carolina.

The Board commends the agency for its continuing efforts to improve prison safety and operations. Many improvements have been implemented and others are in process. The Board acknowledges that some of its recommendations are actively being considered by the Department, and others require funding or statutory changes that must be approved by the Legislature. In addition, the Board recognizes its recommendations are not an exhaustive list of items that should be addressed.

Based on information presented and Board members' collective experience and expertise, the following recommendations are offered:

Improve Hiring, Training and Retention of Employees

Develop and seek legislative funding for a comprehensive compensation plan for staff that includes annual step increases and a career progression based on knowledge, skills and abilities and, if appropriate, enact site differentials based on institution security level. Currently, correctional officers and other Adult Correction staff do not have a comprehensive pay system that moves them through their pay classification and recognizes attainment of skills over time. Other segments of state law enforcement professionals have salary step plans that recognize career growth and aid in retention. The Board further recommends that step and career progression increases be tied to a satisfactory performance rating.

Enhance benefits for Corrections staff commensurate with sworn law enforcement officers. The Board recognizes and appreciates that there are differences in the corrections and law enforcement professions. The Board acknowledges the danger and risk associated with working in a prison environment and feels officers and other staff should be recognized and compensated for that risk by receiving the same benefits as sworn law enforcement officers.

Establish an Adult Correction and Juvenile Justice training academy to promote consistent training and to allow ACJJ to manage its dedicated training capacity. ACJJ's Office of Staff Development and Training is responsible for delivering Basic Correctional Officer and other training for Prisons, Community Corrections, Juvenile Justice and other allied disciplines. ACJJ/OSDT does not own or manage a training academy and must rely on contractual arrangements with other agencies to locate training. As a result in 2019, OSDT has conducted training in 15 different locations. The multitude of training locations does not promote consistency and restricts OSDT's ability to adjust to shifting priorities to meet ACJJ training needs.

Modify the hiring process and timing of Basic Correctional Officer Training to bring new certified staff onboard quicker. Currently, new certified staff attend new employee orientation in the first week as an employee and are scheduled into Basic Correctional Officer Training in their second week. As a result, the number of, and timing of, hiring new correctional officers and other certified staff are directly related to the number of training seats available. In addition, new staff have minimal exposure to a prison environment prior to Basic Training and are not fully prepared for the work upon completing Basic Training. Altering the hiring model will result in staff being hired more quickly and provide for some structured and supervised on-the-job training before attending Basic Training.

Mandate supervisory training within a specified time period set by DPS management. Historically, Adult Correction has offered supervisory training programs on an optional basis. In order to improve leadership and supervisory skills in the workplace, all supervisors should be required to attend role-specific training within designated time frames. Research demonstrates retention is tied to how people are supervised.

Develop specific training for various levels of supervisors, especially wardens and deputy wardens, based on competencies and skill gaps identified in the Career Pathways Initiative. The Board commends the agency for its comprehensive approach to identifying and developing core knowledge, skills and ability competencies needed at each supervisory level. While the Board supports training for all supervisory levels, its members believe wardens and deputy wardens are the lynchpins for success and that a priority should be placed on their training tracks.

Recommend implementation of a referral bonus for current employees who refer applicants hired into difficult-to-fill positions. Existing staff are often the best ambassadors for an organization. The state should provide a financial incentive to employees who recruit and refer qualified applicants for positions.

Develop online cross-discipline training to promote inter-agency knowledge and awareness of career paths. Organizations thrive when employees bring diverse experiences to the workplace. Exposing employees to all aspects of the Department of Public Safety is likely to enhance cross-sectional knowledge and encourage collaboration and consideration of career paths beyond a current position or

role. Brief online training modules could introduce employees to other opportunities within the agency without physically taking them away from their job assignments.

Establish clear onboarding standards and expectations for all disciplines. Employee satisfaction begins with their exposure to an agency's practices through the selection and onboarding process. Staff benefit from having clear expectations as new employees and receiving support to help them successfully assimilate into the workforce. Such structured programs also help employees understand and align their individual positions with the agency mission, vision and goals.

Develop a recruitment and retention plan for each facility and provide specific resources for employee retention. DPS Human Resources recruiters are assigned to facilities by geographic region and work with wardens and their management teams to develop recruitment events based on facility needs. Equally important to stabilizing the workforce is development of retention plans for each facility. The agency is expending substantial resources related to recruiting and training, and a comparable level of resources is needed to implement meaningful retention strategies.

Conduct climate or employee engagement surveys at all facilities. One way to enhance employee retention and improve morale is to ensure that wardens and facility management have accurate information regarding the culture of an institution. Such surveys assess how an organization's operations align with its mission, vision and values. Survey results can be used to implement changes in priorities, operations, procedures and employee engagement opportunities. The agency has secured grant funding to initiate engagement surveys at a small number of facilities, with the intent to build internal capacity and ultimately conduct them at all facilities.

Enact key performance indicators tied to recruitment activities. An example is to assign a serial number to each applicant and track that applicant through the hiring process to determine whether recruiters are interacting with persons who ultimately are hired.

Ensure equitable position classification and salaries for DPS staff who perform similar functions across different sections. Consistency and fairness of position classification and salary administration policies are paramount to maintaining job satisfaction and retaining employees. The Board recommends that Human Resources staff conduct a review to ensure staff who perform similar functions (ex., canine handlers, trainers, etc.) be compensated equitably based on the specific job function and knowledge, skills and abilities needed to carry out assigned responsibilities.

Mandate completion of exit surveys for staff who leave the agency. Prisons implemented standard exit surveys for correctional officers in Summer 2018. However, the survey is voluntary. In order to achieve statistically valid results, the survey should be mandatory, with a requirement to document exceptions.

Increase educational assistance funds and prioritize use of funds for difficult-to-fill positions. Currently, the annual Educational Assistance fund budget is approximately \$65,000 for ACJJ employees. Increasing the amount of funds available should promote retention of staff, particularly if approval of educational assistance is tied to staying on the job for a defined period.

Develop a strategic plan to reduce temporary contract nurses, reduce time to hire medical staff and provide incentives, such as student loan repayment, to attract health services employees. Recruitment and retention of full-time health services employees present challenges to providing a standard of care

required for persons charged to the agency's custody. Employment incentives common in the private sector, such as sign-on bonuses and loan repayment, may enhance the agency's success. A recent pilot at Central Prison and the N.C. Correctional Institution for Women to improve the hiring process and reduce time to hire staff has generated some success and should be considered for statewide implementation.

Improve Safety and Security

Continue development of comprehensive contraband detection and deterrence strategies. The Board supports the agency's multi-faceted approach to stemming the flow of contraband into facilities. Specifically, Board members commend the development of a comprehensive contraband tracking database that will assist the agency with tracking trends in the manner, location and type of contraband intercepted or confiscated.

Purchase and install body scanners and prioritize their placement in facilities based on physical plant and infrastructure restraints. Body scanners will add another level of sophistication to contraband detection. However, many facilities do not have existing space or infrastructure to support placement in consistent locations. Therefore, a facility-specific approach should be developed to ensure operationally sound and cost-effective deployment of the devices.

Hire an independent corrections intelligence specialist to evaluate the current organizational structure to assess its effectiveness and make recommendations for any necessary changes. Prisons and the Special Operations and Intelligence Unit currently operate under separate command structures. The Board recommends an independent review of information exchange, collaboration and communication to identify possible methods to improve the intelligence gathering and sharing process.

Conduct a comprehensive assessment of facility physical plants and infrastructure to develop a strategic plan for facility management and staffing. The strategic plan should include a recommendation for optimal dorm capacity from a safety and security perspective. Prisons' 55 facilities range in age from the early 2000s to Depression-era road camps. Aging infrastructure and outdated institutional design present operational and security challenges.

Prioritize request for funds to install air conditioning to improve the productivity and well-being of staff as well as improve the health and safety of an aging offender population. Many prison facilities are not fully air conditioned. This presents challenging working conditions for staff and difficult living conditions for offenders, especially those who are elderly and those who have medical conditions.

Provide stab resistant vests for all staff who have direct contact with offenders. The Board commends the agency for providing stab resistant vests to all certified employees. Recognizing the inherent risk of prisons, all employees should be given an opportunity to be issued this piece of safety equipment.

Implement backup tool control system to provide resiliency and ensure safety. Prisons is currently piloting an electronic system for tool assignment to offenders. If this system is implemented statewide, a backup system is still needed. The Board recommends that the agency consider use of a chit, or voucher, system as a backup.

Utilize an assessment instrument to benchmark performance for critical incident management and institute continuous improvement strategies. Given the nature of corrections operations, critical incidents will continue to occur. The agency should ensure it has a structured process to assess performance and implement improvements.

Other Recommendations

Request that the General Assembly appropriate funds to eliminate Prisons' structural budget deficit and provide a line-item budget that reflects true operating needs and costs. Primary cost drivers of Prisons' structural budget deficit are overtime for staff, offender health care costs, jail backlog, and information technology charges. It is imperative that the agency have enough funds to manage its complex mission and carry out its statutory responsibilities.

Establish a schedule to fully implement email accounts for correctional officers. Currently, 3,500 (or 38%) of correctional officer positions have email accounts, predominantly due to their job assignments. All COs at two facilities have email accounts. Two challenges in providing email accounts to correctional officers are time to check the accounts and access to a computer to check emails. With current vacancy rates, it is difficult to give officers time away from their posts to check emails. Also, in many areas of facilities, there are not computers available for COs to access. While recognizing these challenges, the Board contends email accounts for all staff are imperative to improve internal communications.

Promote Prisons' facilities and the corrections profession through additional community outreach, speaking engagements, and other public relations opportunities. The corrections profession has traditionally been closed to much of public view and, as such, the complexity and challenges of the work are not well known or understood. Outstanding work takes place inside facilities every day, both from a security and a programming perspective. One way to enhance the image of the profession is to share appropriate information with the public on a continual basis.

Continue efforts to improve treatment and care of offenders who have mental illness. Although the Board did not explore the issue, members' past correctional experience led to a desire to formally support agency efforts to provide best practices treatment and care of offenders who suffer from mental illness.

Re-commit and re-focus efforts regarding programming for offenders. While the Board recognizes that employee vacancies impact the ability of staff to deliver and supervise programs, consistently providing programs leads to a more engaged offender population and reduces idleness. Further, the Board encourages the agency to continue its efforts to implement and evaluate programs based on evidence-based practices, which have been demonstrated to reduce recidivism, and to standardize its self-improvement activities and services across facilities.

Affirm process for development and review of policies, standard operating procedures (SOPs) and post orders to ensure consistent implementation of directives. Clear and well written policies are key to ensuring front-line staff understand policies and implement them appropriately through facility-level SOPs and individual job assignment post orders.

APPENDIX A

PRISON REFORM BOARD BIOS

U.S. ARMY RETIRED MAJOR GENERAL BETH AUSTIN, CHAIRPERSON

U.S. Army Retired Major General Beth Austin is an Army veteran with more than 39 years of military service. She received her commission as an Ordnance Officer in 1980 after completing Officer Candidate School at Fort Benning, Ga. A career logistician, she commanded troops from platoon to brigade levels. Her career included combat deployment in support of Operation Desert Shield and Desert Storm in 1990, a return to active duty in support of Operation Iraqi Freedom in 2004 as the 30th Brigade Combat Team Rear Commander, and as the Army Central Command/Third United States Army G4 and dual hatted as the Commanding General Army Material Command – Southwest Asia in support of Operation Enduring Freedom in October 2012-October 2014.

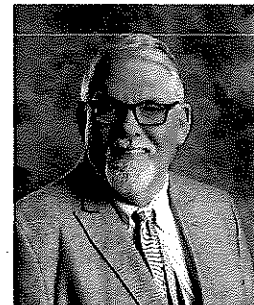


Her recent assignment was as the Assistant Deputy Commanding General, Army National Guard, Army Material Command, Redstone Arsenal, in Huntsville, Ala. Austin also served 26 years as part of the NCNG full-time support staff as a Federal Civil Service Technician where she was the Director of Logistics for over seven years.

A Raleigh native, Austin grew up in Fuquay-Varina and graduated from Broughton High School. She received her Bachelor of Arts degree from Excelsior University and holds a master's in strategic studies from the United States Army War College.

ART BEELER

Art Beeler served for more than 33 years with the Federal Bureau of Prisons, beginning as a student intern in 1975, before his retirement in 2009. He started his career as a correctional officer and moved up to Complex Warden at Butner, NC. In his 22-plus years as warden, he was CEO of a Federal Prison Camp, a Federal Jail, a Federal Transportation Center, two Federal Medical Centers, and two Federal Correctional Institutions (including the largest stand-alone correctional institution in the country).



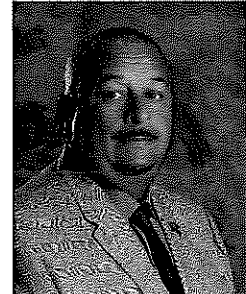
Since his retirement, Beeler has provided services for the DPS in the construction of health care facilities and, most recently, as the chairman of the Mental Health Task Force. He has also provided criminal justice and legal instruction at several universities including North Carolina Central University, Duke University School of Law, North Carolina Wesleyan College, and the University of Northern Colorado. He has also served as a rule of law consultant for the U.S. State Department in Afghanistan.

His volunteer work in criminal justice includes working with the Juvenile Crime Prevention Council in Granville County, serving on the Board of Directors of RE-ENTRY, Inc., the N.C. Sentencing and Policy Advisory Commission, and N.C. Commission on Indigent Defense Services. He serves as a member of the Commission of Correctional Certification and the Board of Governors of the American Correctional Association.

Beeler graduated from the College of the Albemarle, East Carolina University and University College of the University of Maryland. He also attended Virginia Commonwealth University.

STANLEY DREWERY

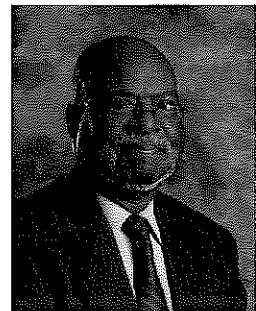
Stanley Drewery of Grifton retired with 30 years of state service with both the Department of Public Safety and the Department of Transportation. He began his career with NCDOT in 1982 before moving to the former Department of Corrections as a correctional officer in 1992. He was promoted to sergeant in 1996, then to lieutenant in 1998. He became an instructor for the Office of Staff Development and Training in 2005 before retiring on January 1, 2012.



Drewery has been active in the State Employee Association of North Carolina (SEANC), where he is currently in his second term as president. He's been a member of SEANC for more than 30 years. He is a veteran and served six years in the Army National Guard.

JAMES FRENCH

James French started his career with the North Carolina Department of Correction as a correctional officer at Central Prison in April 1972 after serving three years in the United States Army. He rose through the ranks and was named Central Prison warden in 1994.

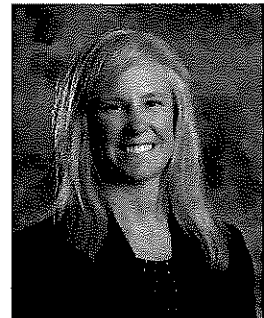


Five years later, French was appointed director of the Division of Prisons. He retired in February 2001 with 34 years of service. However, in January 2009, his retirement ended when he was named Deputy Secretary of the Department of Correction overseeing the Division of Prisons, Correction Engineering, Correction Enterprises, Extradition and Combined Records.

In October 2012, French retired from the new Department of Public Safety. Since that time, he has served in a part-time role working with mental health reforms and on safety and security issues.

STEPHANIE HOLLEMLBAEK

Stephanie Hollemlbaek began her career with the Federal Bureau of Prisons as an intern at the Federal Prison Camp located in Duluth, Minn. in 1991 while attending the University of Wisconsin-Superior. Upon completion of her studies in the field of Political Science in January 1992, Hollemlbaek was hired as a correctional officer.



Hollemlbaek moved through the ranks and was assigned to positions of increased responsibility including Correctional Treatment Specialist at Federal Correctional Institution (FCI) CI Estill, SC; Assistant Case Management Coordinator, FCI Edgefield, SC; Unit Manager, U.S. Medical Center for Prisoners SMCFP Springfield, Mo.; Executive Assistant, U.S. Penitentiary SP Lewisburg, Pa.; Regional Executive Assistant, Northeast Regional Office; Associate Warden, Federal Correctional Complex Tucson, Tucson, Ariz.;

Deputy Assistant Director for Health Services, Central Office, Washington, DC; and Warden, Federal Correctional Complex Butner. She retired after 25 years with the Bureau of Prisons in December 2016.

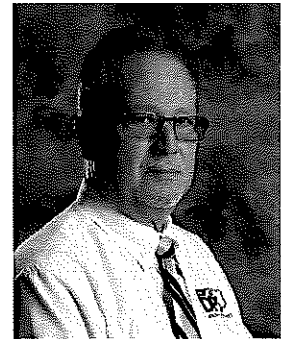
Hollembaek received numerous awards during her career, including the Regional Directors Award for the North Central Region for outstanding contributions to the Bureau of Prisons (2001), and the Meritorious Service Medal for extraordinary meritorious service to the Bureau of Prisons (2013).

MIKE KILLMER

Mike Killmer brings a wide range of experience relevant to prison industries, custody and overall prison operations. After a 32-year career with the Federal Bureau of Prisons, he retired in July 2016.

During his career, Killmer served at five federal institutions ranging from low security to penitentiaries, as well as Central Office in Washington, DC. Killmer served as a Factory Manager, Program Manager, Superintendent of Industries and Education, and Associate Warden of Programs and Operations.

Killmer grew up in Poughkeepsie, NY and studied business administration while also attending trade schools, obtaining degrees in Business Administration, Electronics, Textiles, and Metallurgy. Killmer is also certified in Correctional Management, Emergency Preparedness, and holds a Green Belt in Lean Six Sigma.

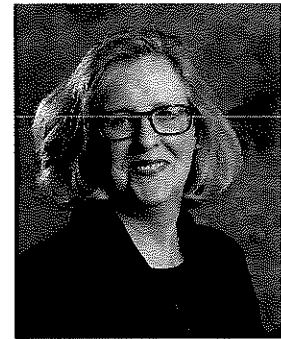


DOROTHY HOLMES LEDFORD

Dorothy Holmes Ledford began her career with the former Department of Correction, Division of Prisons in 1975. She has experience with diagnostic and evaluation centers, security, and classification of management inmates, as well as the implementation of programming initiatives within the Department.

She retired in 2003 but has continued to work for Division of Adult Correction and Juvenile Justice in classification services for Prisons and the NCDPS Office of Special Investigations.

Ledford received a Bachelor of Arts degree in Sociology from N.C. State University.



APPENDIX B

**Prison Reform Advisory Board
Meeting Minutes
March 20, 2018
9:00am - 12:00pm
Governor's Crime Commission – Room #100**

Board Members Attending: Beth Austin, Art Beeler, Stanley Drewery, James French, Stephanie Hollembaek, Mike Killmer, Gary Mohr

Board Member Not Attending: Dorothy Ledford

Department of Public Safety Officials Attending: Secretary Erik A. Hooks, Reuben Young, Pam Cashwell, San Hoekstra, Jane Gilchrist, Pam Walker, Kenneth Lassiter, Joe Prater, Tim Moose, Billy Lassiter, Tracy Little

Department of Public Safety (DPS) Secretary Erik A. Hooks welcomed everyone to the meeting and extended thanks for the collective effort to form the Prison Reform Advisory Board. Secretary Hooks recognized Interim Chief Deputy Secretary, Reuben Young, and Special Assistant, Tracy Little, and welcomed them back to the Adult Correction and Juvenile Justice (ACJJ) team.

Secretary Hooks stated that agency officials are all available to respond to members' questions and inquiries. He stated the agency is seeking input from the Governor and the Legislature as well. Secy. Hooks further stated that many initiatives were undertaken over the last year, but the agency and its leaders can never do enough to truly take away the pain and loss that the families, co-workers, and communities have felt as a result of the tragic incidents that have occurred in the last year. He noted that DPS faces a daunting task and he recognizes that he is ultimately accountable for what happens. Secy. Hooks also stated that everyone collectively should hold steadfast to our commitment to enhance prison safety and security and focus on moving forward. He stated that agency staff needs the Board's input and fresh perspectives. Further, he noted that DPS employees cannot allow themselves to become complacent, go into a cycle of silence and suffer another tragedy. He recognized that the nature of public safety is dangerous; however, we must move forward with determination.

Beth Austin, Chair of the Prison Reform Advisory Board, gave opening comments. Ms. Austin retired from the military after more than 39 years. She stated that she is honored to serve and looks forward to the task of helping bring improvements to the prison system. She indicated that while she is not familiar with prison operations, she has experience in areas such as standard operating procedures, command structure, and critical incident management. Chair Austin recognized the diverse correctional experience of the other Board members and stated she looks forward to working with them.

Board members introduced themselves and gave a brief overview of their experience.

James French

Mr. French thanked the Secretary for the opportunity to serve on the Board. He indicated he would let his resume speak for itself. After retiring from the Department of Public Safety in 2012, he said he's had the opportunity to share his experience and knowledge on several issues related to reform. He worked with fellow Board member, Mr. Art Beeler, on mental health care in the prison system and most recently with CDS Young and Director Lassiter on safety and security issues. He stated his passion for this industry runs deep; he has walked in staff's shoes and knows their daily work and tasks.

Gary Mohr

Mr. Mohr serves as director of the Department of Rehabilitation and Correction in Ohio, serving in the Governor's cabinet. He served as a warden for 12 years. Mr. Mohr stated he loves this work and the people who do it. Mr. Mohr commended NCDPS for its transparency. He noted corrections gets criticized a lot, but there are many heroic acts within the corrections profession. Mr. Mohr stated that he is pleased to be a part of this Board, and after reviewing the other members' resumes, he realized that they all have extensive experience. He looks for heartfelt responses from this group, and knows they will be aimed at making this system better and improving the lives of those who work here.

Mike Killmer

Mr. Killmer retired from the Federal Bureau of Prisons in 2016. Following a brief retirement, he began working part-time at Correction Enterprises. He reached out to CDS Young and Secretary Hooks after the Pasquotank Correctional Institution incident, saying he felt compelled to share some things that he had observed within the prisons in the hopes that it would help ensure that staff go home safely at night. He has experience in industry settings and custody, and his mission is to get both groups to the table to improve communication.

Stephanie Hollembaek

Ms. Hollembaek retired after 25 years with the Federal Bureau of Prisons. Corrections has been her life's work. She stated she is very committed to public safety and safety of the staff and inmates. She indicated she appreciates the opportunity to learn more about the state corrections system and looks forward to sharing her experience and helping improve safety.

Art Beeler

Mr. Beeler has more than 40 years of work experience in corrections and held seven positions as warden over the years. He stated his real passion is for the correctional officers. Mr. Beeler started his career as a correctional officer and in the first two years of his career, he stated he learned more about the behavior of offenders than he did at any other time in his career. He indicated two things that must be accomplished every day: first is to keep everyone (offenders) inside the fence, and second, to ensure everyone (staff) goes home safe at the end of the shift. He reminded all to never forget the mission to keep the correctional officers and the corrections workers safe.

Stanley Drewery

Mr. Drewery is the president of State Employees Association of North Carolina (SEANC), which currently has over 50,000 members. Mr. Drewery retired from the NC Department of Correction in 2012. He held the position of lieutenant and then went to Staff Development and Training and trained staff seven years before retiring. He currently contracts with three community colleges in eastern NC to conduct training for corrections and probation and parole staff. He indicated he listens to staff daily and knows that until you walk in their shoes you really wouldn't understand their needs. He feels for these employees and hopes that he can provide input to the Board that will help employees.

Staff introductions were made, which were followed by formal presentations. All presentations are posted on the DPS website.

Beth Austin introduced Michelle Hall and John Madler from the NC Sentencing and Policy Advisory Commission.

Michelle Hall/John Madler - Sentencing Commission Presentation

Sentencing Commission staff presented information related to sentencing policies under the Structured Sentencing Act, policy changes as a result of the Justice Reinvestment Act, and an overview of the current and projected state prison population.

- Art Beeler commented that as a result of some legislative sentencing policy changes, misdemeanor offenders now serve their sentences in local jails across the state and the people left inside of the state prison institutions are more violent than when there was a mix of misdemeanor and felon offenders.
- Gary Mohr asked if there is data showing trends on how many offenders within the prison population were convicted for violent offenses. If so, does Prisons look at the data by institution to determine how the population has changed? Michelle Hall stated that this question would be addressed later in the presentation when trend data would be covered. She stated she will need to research the options for looking at the data by institution, but it's certainly something that can be done if that is needed.
- Art Beeler commented that one thing that sticks out to him relates to classification of offenders. He noted that classification relates to both the offender and the institution, and that the two of those should be coordinated.

Prisons Director Kenneth Lassiter clarified that the classification instrument assigns points to various offender-related characteristics and the custody assignment (close, medium or minimum) is based on the point total. Offenders are housed in facilities whose security level is consistent with the assigned custody level.

Kenneth Lassiter – Prison System Presentation

Director Lassiter’s presentation included information on the prison system’s organization structure, staff demographics, offender population and demographics, health services, training, and strategies for managing a challenging offender population.

- Mike Killmer asked if a “mission-critical” roster had been made available to designate which vacancies were most critical and needed to be filled first to ensure the agency meets its mission. Director Lassiter assured Mr. Killmer that a priority list exists.
- Art Beeler asked if there was self-defense training for non-certified staff. Tracy Little shared that a strategic plan has been established, with five workgroups assigned to various topics. One of the workgroups is focusing on training for new and veteran employees, and addressing additional training for non-certified staff is one of their assigned tasks.

Pam Cashwell – 2017 Incidents, Audit Findings and Response Presentation

Chief Deputy Secretary Pam Cashwell provided Board members with an update of actions DPS has taken since the tragic incidents that resulted in staff fatalities. Her presentation included a timeline, and an overview of completed, and ongoing action steps.

Secretary Hooks commented that NCDPS heroes operate on what they are given, and often do not ask for help with what they need. He personally encouraged staff to share their needs, to seek information, and to communicate with each other and management.

Chair Austin shared that proposed bylaws for the Board are being developed and will be shared with the members prior to the next meeting, when they will be discussed and adopted. She stated that the first meeting had been very informative and that the Board needs to examine its next steps and how its input can be beneficial in making improvements in prisons.

Chair Austin adjourned the meeting at 12:00 noon.

Approved 6/19/2018

**Prison Reform Advisory Board
Meeting Minutes**

June 19, 2018

9:00 am - 12:30 pm

Governor's Crime Commission – Room #100

Board Members Attending: Beth Austin, Art Beeler, Stanley Drewery, James French, Stephanie Hollembaek, Mike Killmer, Dorothy Ledford, Gary Mohr

Department of Public Safety Officials Attending: Secretary Erik A. Hooks, Reuben Young, Casandra Hoekstra, Jodi Harrison, Pam Walker, Tim Moose, Billy Lassiter, Tracy Little

Chairperson Austin welcomed everyone and called the meeting to order.

A motion was made to approve the March 20, 2018 meeting minutes. Minutes were approved as drafted.

Formal presentations related to hiring, training, alcohol and drug testing of offenders, programs and facility re-missioning were given; copies of the presentations are posted on the Department of Public Safety website.

Shari Howard, Human Resources Director, and Twyla Philyaw, Prisons Assistant Director for Administrative Services, provided a presentation on correctional officer Recruitment and Onboarding. The presentation addressed vacancy levels, recruitment initiatives, and implementation of a field training or mentor program for new hires after they complete Basic Correctional Officer training.

Stanley Drewery inquired about the effect of moving the Correctional Officer Physical Abilities Test (COPAT) from pre-employment to Basic Correctional Officer training. Ms. Philyaw stated that the new process seemed to be working well but that the change occurred only a few months ago and that it may be too early to adequately assess its impact.

Mr. Drewery supported returning the correctional officer interview process back to facilities, a reference to a pilot currently being conducted at 10 prisons. He stated he felt facility staff used good judgement in hiring new people. Also, he noted the mentor (field training officer) program is extremely beneficial.

Art Beeler stated that a recruiting plan is necessary. Mr. Beeler also asked if there will be evaluation of the Field Training Officer (FTO) program, which pairs new hires with mentor officers immediately after Basic Correctional Officer training. DPS staff replied that feedback from program participants is being solicited and that benchmarks for evaluation are being developed. Mr. Beeler also asked about retention efforts. He indicated that based on what he's hearing from current and former staff that employees are leaving, in part, due to how they are being treated by their supervisors.

Gary Mohr recommended that the agency analyze the factors regarding why employees leave. An analysis can be helpful to identify what needs to change for people to stay. In reference to a

referral bonus, he recommended paying the referral if the employee stays a certain length of time. He also suggested the agency consider rewarding local sites for retention. Finally, Mr. Mohr commented that COs hired in Ohio are interviewed by the warden.

Stephanie Hollembaek asked whether exit interviews and surveys are being conducted for those leaving. DPS staff noted that exit surveys have been conducted on a limited basis and are being expanded statewide. Chairperson Austin commented on the public service announcement promoting corrections as a profession and noted that it was very well done.

Tracy Little, Special Assistant, stated the department is conducting a workforce analysis, looking at gender, length of stay, age, and education level. This information will help with both retention and recruitment. She also noted that a committee has been established and is developing a policy for a recognition program for Prisons' staff. Mr. Drewery requested Ms. Little to notify him when the policy is implemented so he can share the information through the State Employees Association of North Carolina communications channels.

Stephanie Freeman, Director of the Office of Staff Development and Training, provided a presentation on training initiatives, including an overview of Basic Correctional Officer and supervisory training. Ms. Freeman provided information on scheduling of Correctional Officer Basic training. Prior to July 2017, new hires typically attended Basic Training several months after employment. In July 2017, two initiatives were instituted to discontinue that practice – the first was to eliminate the backlog of correctional officers waiting to attend training and the second was to schedule every correctional officer hired in Basic Training within two weeks of their hire date. Currently, the backlog has been eliminated. Director Freeman also noted that she and her staff regularly add additional classes depending on the number of new correctional officers hired throughout the year.

Mr. Mohr noted that the final day of training in Ohio is scenario based and that it works well for their staff. Mr. Drewery stated that Basic Training is important and sets the tone for new employees. Mr. Beeler commented on the importance of resiliency training to address issues with burnout; he also agreed that scenario training is a great idea and learning tool.

Ms. Hollembaek inquired if an add-on class to address the higher number of female correctional officers being hired would be all females or a mixed gender class. Director Freeman responded that they aim for mixed gender classes, but that a large percentage would be females. She also noted that instructors will have cross gender experience.

Loris Sutton, Prisons Assistant Director of the Security Accountability Section, gave a presentation on Drug/Alcohol Testing within the prison system, including testing policy, frequency and results. Ms. Sutton acknowledged that Mr. Beeler had requested reports on drug screening results and that she is working to gather data in a format that can be shared.

Chairperson Austin inquired about turnaround time for lab results. Ms. Sutton responded that the turnaround is not as quick as the agency would like; it is usually between three to four weeks. Ms. Hollembaek asked what was currently the largest drug problem. Ms. Sutton stated that the biggest issue now is synthetic cannabinoids.

Mr. Mohr asked what intelligence gathering strategies are used inside the prison system. Ms. Sutton replied that phone calls, informants, and letters sent to offenders are used. Ms. Sutton stated that facilities use local law enforcement officials to assist with criminal investigations and they work with the department's Special Operations Intelligence Section (SOIS). Tony Taylor, Director for SOIS, gave a summary of his section's services to facilities.

Carlton Joyner, Prisons Deputy Director for Auxiliary Services, provided an overview of prison re-missioning efforts for three facilities – Lanesboro, Southern, and Eastern Correctional. Mr. Joyner stated that Prisons' objective is to enhance the safety and security of male close custody facilities and to increase flexibility for managing the female offender population. As a result, Lanesboro Correctional will be converted to a female facility, and Southern and Eastern will be converted to male facilities. In addition, Neuse Correctional will temporarily convert to a female facility and North Piedmont Correctional Center for Women will re-open to house female offenders. Lanesboro Correctional facility will be renamed Anson Correctional Institution when females are transitioned there.

Mr. Mohr commended Mr. Joyner and staff on these initiatives. He suggested that the National Institute of Corrections could be helpful in the transition of female offenders to Anson Correctional.

Sarah Cobb, Assistant Director of Rehabilitative Programs and Services, provided a presentation on Facility Missions and Program Structure, including offender assignments, case planning, and re-entry efforts. In general, the section is responsible for the overall guidance of programming in Prisons and Community Corrections.

Mr. Mohr stated that research of evidence-based practices shows that the earlier you engage offenders into programs, the less violent they are going to be and greater the impact for reducing recidivism. Ohio works very hard to get offenders enrolled in programs shortly after arrival to prison.

DPS Secretary Erik Hooks addressed the board, welcoming and thanking all the members for their time and attention. He stated he hoped that everyone finds the information educational and valuable. He stated he appreciated all the questions and asked that members keep a "critical eye" toward what information is shared as the agency strives for improvement.

Ms. Little provided an update on Prison Safety Improvements and Legislative Action. Ms. Little reported updates based on the Strategic Plan, which is divided into five parts: Hiring and Retention, Training for New and Veteran Employees, Reducing Contraband in Prisons, Enhancing Security Policies and Practices and Improving Communications with staff. Ms. Little also provided information related to the budget and prison reform legislation to enhance criminal penalties for offenders who are convicted of exposing themselves to staff or who willfully throw bodily fluids at staff.

The proposed bylaws were unanimously approved following a correction in Article V, Section 2. The corrected language is: Duties of the Vice-Chairperson. In the absence of the chairperson or

in the event of his/her inability to act, the vice-chairperson shall perform the duties of the chairperson, and when so acting shall have all the powers of the chairperson. The vice-chairperson shall exercise such other duties as may be assigned by the chairperson or the Board.

Mr. Beeler requested mental health/healthcare information to be presented at a future meeting. Chairperson Austin requested any other suggestions be sent to Ms. Little. Chairperson Austin adjourned the meeting shortly after noon.

Approved 10/10/18 – TAL

**Prison Reform Advisory Board
Meeting Minutes**

October 10, 2018
9:00 am - 12:00 pm

Governor's Crime Commission – Room #100

Board Members Attending: Beth Austin, Art Beeler, Stanley Drewery, Mike Killmer, Dorothy Ledford

Not attending: James French and Stephanie Hollembaek

Department of Public Safety officials attending: Reuben Young, Pam Walker, Kenneth Lassiter, Carlton Joyner, Loris Sutton, Cliff Nichols, Pam Cashwell, Casandra Hoekstra, Jane Gilchrist, Jerry Higgins, Tracy Little

Chairperson Austin welcomed everyone and called the meeting to order.

Interim Chief Deputy Secretary Reuben Young shared that former board member Gary Mohr has taken a position with NCDPS as Senior Executive Advisor for Prison Reform. Chief Deputy Secretary Young stated agency leadership is very excited to have Mr. Mohr onboard and looks forward to Mr. Mohr sharing his expertise and insight. Mr. Mohr was not present at the October 10 meeting; however, Judge Young asked that everyone welcome Mr. Mohr to his new role.

Judge Young acknowledged that Friday, October 12 was the one-year anniversary of the tragedy at Pasquotank Correctional Institution that ultimately claimed the lives of four Prisons employees: Justin Smith, Wendy Shannon, Veronica Darden, and Geoffrey Howe. A moment of silence was observed in their honor.

A motion was made to approve the June 19, 2018 meeting minutes. Minutes were approved as presented.

Due to Mr. Mohr leaving the board, Chair Austin stated that the Advisory Board needed to elect a new vice chair. Chair Austin made a motion to nominate Art Beeler as vice chair. The motion was seconded by Mike Killmer and motion passed.

Mr. Beeler shared that he would like to recognize the recent one-year anniversary of the death of Deputy Secretary Gwen Norville. Mr. Beeler stated Ms. Norville was very involved in Prison initiatives for many years and is deeply missed.

DPS staff presented information on Hurricane Florence response and impact, inmate health care and prison safety and security updates. Copies of the presentations can be found on the DPS Prison Reform website.

Loris Sutton, Prisons Assistant Director of the Security Accountability Section, presented an overview on Hurricane Florence response and impact. Ms. Sutton's responsibilities include management and oversight of the Emergency Response Team and its operations, and she shared Prisons actions during the Hurricane Florence event.

Specifically, the Prisons State Emergency Response Team set up regional and divisional command operations for approximately 10 days. Both regional and divisional teams operated on a 24/7 basis. The primary functions were the evacuations of several prisons and county jails. Ms. Sutton stated Prisons' management team met several days prior to the hurricane to evaluate storm projections for rainfall, winds and storm surge for facilities in the anticipated path of the storm.

Six prisons - Neuse, New Hanover, Hyde, Pamlico, Tyrrell, and Carteret – were fully evacuated. Hoke was partially evacuated due to a specialized population of dialysis patients. In total, 2,937 offenders were evacuated from state prisons to other facilities across the state. In addition to addressing internal needs, Prisons also received requests from county jails to evacuate and temporarily house their population. Seven county jails - Beaufort, Carteret, Dare, Chowan, Scotland, Duplin, and Lenoir – were evacuated. Lenoir evacuees were not housed in state prisons, but were transported to other county jails. A total of 694 county jail offenders were evacuated. Approximately 150 offenders were evacuated from the DART Cherry substance abuse facility and housed at the former Fountain Correctional Center.

Prisons also assisted in the movement of military personnel and private citizens. Ms. Sutton stated no incidents of escape, injury or loss of life were reported during these movements. She noted it was a long process for everyone and facility staff are commended for a job well done. Mike Killmer commended Prisons staff for a great job during Hurricane Florence.

Terri Catlett, Deputy Director of Health Services, provided a presentation on Healthcare and Mental Health Services Ms. Catlett stated the mission of Health Services is to provide or coordinate the administration of comprehensive health care services that meet the physical and mental health needs of incarcerated offenders. She noted the general health status of offenders is declining and the average age of offenders is increasing.

Services provided to the offender population include medical/surgical care, behavioral health care, dental care, and nursing care. Service levels include primary, specialty, inpatient, and residential care. Primary care services are provided at all 55 prison facilities, three Confinement in Response to Violation centers, and two residential Alcohol and Chemical Dependency Program facilities across the state. Specialty care services are provided at select facilities: Central Prison, NC Correctional Institution for Women, Piedmont, Alexander, and Maury Correctional. Mr. Beeler requested that Mr. Mohr review the Health Services organizational structure to determine what is most appropriate for resource allocation and program functions.

Tracy Little provided a presentation on Prison Safety and Security Updates. Ms. Little presented updates based on the following strategic plan framework categories:

- Enhancing Security Policies and Practices
- Reducing Contraband in Prison Facilities
- Improving Training for New and Veteran Employees
- Increasing Hiring and Retention

Specific updates include:

- Radios, batons and pepper spray are being provided to certified staff in facilities at all custody levels.
- Whistles are being deployed to all non-certified staff who currently are not assigned a radio. Stanley Drewery shared that he had received very positive feedback from across the state regarding the whistles.
- Personal body alarm “man down” technology is being piloted at three facilities: Harnett, Franklin and Nash Correctional. Installation is underway and the agency intends to have “pin-point” location ability down at the pilot sites by November. Personal alarm lanyards will also be issued to all visitors.
- The Reducing Contraband workgroup is visiting South Carolina and Virginia as well as federal institutions in Butner to learn from their practices and to see what can be used in NC’s prisons. Mr. Killmer asked if the agency has statistics on the types of contraband and how it is coming in to facilities. If so, what does the data show? Ms. Sutton responded that Prisons management relies on the facilities to document such information when an incident occurs. Ms. Sutton offered to query the facilities and pull the data for Mr. Killmer and provide it at the next meeting.

Nicole Sullivan, Director - Reentry, Programs and Services, and Assistant Director Sarah Cobb facilitated a discussion of member engagement questions. The members discussed two questions that were previously provided to them.

The first question was:

Recognizing that the agency cannot hire its way out of the pressing issue with vacancy rates, what strategies do you recommend the agency use for hiring and retaining employees in challenging times?

Member comments generally fell in the following categories:

- Promote Corrections Profession
- Provide Incentives
- Develop Career Pathways
- Enhance Recruitment Strategy
- Improve Hiring Process

The second question was:

In your opinion, what are the most important aspects of workforce development to ensure that our front-line and supervisory staff are adequately trained for their current roles and prepared to move into higher level positions in the future?

Member comments generally fell in the following categories:

- Develop Career Pathways
- Assess System-wide Perceptions
- Prioritize Specific Training

Board members expressed they liked the facilitator format, and they would like to continue the concept in future meetings.

Ms. Little requested future discussion topics from board members. Chair Austin noted that 2019 meeting dates to be discussed in the coming weeks.

Chair Austin adjourned the meeting at 12:09 pm.

Approved 11/14/18 – TAL

**Prison Reform Advisory Board
Meeting Minutes**

November 14, 2018
9:00 a.m. - 12:00 p.m.
Governor's Crime Commission – Room #100

Board Members attending: Beth Austin, Art Beeler, Stanley Drewery, Mike Killmer, Dorothy Ledford, James French, Stephanie Hollembaek.

Department of Public Safety officials attending: Reuben Young, Pam Walker, Kenneth Lassiter, Carlton Joyner, Loris Sutton, Pam Cashwell, Casandra Hoekstra, Jane Gilchrist, Tracy Little, Billy Lassiter, Tim Moose, Annie Harvey, Jodi Harrison, Gary Mohr.

Chairperson Austin welcomed everyone and called the meeting to order.

Minutes of the October 10, 2018 meeting were approved as presented following a motion by Stanley Drewery and a second by Art Beeler.

The Board heard two presentations related to current operations and initiatives. Copies of the presentations can be found on the [DPS Prison Reform website](#).

Robert Leon, director of Correction Enterprises, presented an overview of Correction Enterprises (CE) and the many industries in which it is involved with, including agriculture, food, furniture, publishing and textiles. Leon stated that CE changed its vision 24 months ago to "Creating a Safer North Carolina Through the Changing of Lives," to include both staff and offenders. Director Leon discussed security enhancements made within CE to include situational awareness training, new digital security cameras and upgrades, improved lines of sight, improved tool/key control processes, and improved perimeter fencing.

Mr. Beeler asked who was monitoring the new digital security cameras and Director Leon said Prisons personnel monitors them. Mr. Beeler also asked what specific steps are being taken to enhance the tool/key control. Director Leon answered that CE and Prisons operate under the same tool/key control policy and are charged with compliance of the policy. Director Leon noted CE has created tool cages to secure tools in a safer fashion and hired full-time staff to issue tools instead of allowing offenders to issue tools, as had been the previous practice. Director Leon stated that following assessments of key control policies, CE staff now only have keys that Prisons has determined are necessary and appropriate.

Stephanie Hollembaek asked for further explanation of the situational awareness training classes required by all prisons' personnel. Director Leon stated all CE staff were required to attend situational awareness classes, and Ms. Hollembaek asked whether such training will be offered as an initial training or be offered annually. Director of Prisons Kenneth Lassiter added that situational awareness training is included in Basic Correctional Officer Training as well. The classes teach staff to be observant of their surroundings, including how to logistically position

themselves in the plant and how to interact with other staff and offenders. The class also covers interaction with offenders and staff, and how to respond to certain scenarios.

Mike Killmer asked why CE staff within a factory were no longer required to be in a certified position. Director Leon replied the decision to forego certification was made approximately 20 years ago and that he was not aware of all the factors considered

Chair Austin asked how offenders are chosen to participate in various CE work assignments. Director Leon said the selection criterion changed in October 2017. CE is not working close custody offenders (with the exception of Central Prison laundry), offenders under the age of 35 with a conviction of an assaultive crime against a person, and offenders who have a conviction for assaultive crimes on a public official. At each facility, there is an assignment coordinator who reviews job vacancies within Correction Enterprises and every job has a list of essential job functions. If an offender meets selection criteria and can perform the essential job functions, the offender will get an opportunity to fill that vacancy. Chair Austin also asked how the number of custody staff assigned to a factory work area is determined. Director Lassiter said an assessment is conducted at each CE plant to determine the offender-to-staff ratio. Chair Austin also asked if the Correction Enterprises posts can be pulled to cover other areas of the institution, and Director Lassiter replied, "Yes."

Gary Mohr discussed the work of the Security Accountability Section related to tool and key control and noted that enactment of a single policy and standard audit for CE and Prisons should result in security improvements. Loris Sutton, director of the Security Accountability Section, announced that Harnett and Nash correctional institutions, and their respective Enterprises plants, are participating in a tool inventory pilot program, which will ultimately be rolled out statewide. Mr. Beeler asked what process is taken if a tool is missing. Director Lassiter replied that the facility automatically goes on lockdown of that area, and all offenders and staff, if necessary, are searched. If a tool is not immediately recovered, staff will review camera surveillance and the offender who signed out the tool is held accountable.

Tracy Little provided a presentation on prison safety and security updates. Ms. Little presented updates based on the following strategic plan framework categories:

- Enhancing security policies and practices;
- Reducing contraband in prison facilities;
- Improving training for new and veteran employees; and
- Increasing hiring and retention.

Specific updates include:

- Deployment of a consistent safety package for all certified staff across all custody levels is nearly complete.
- Approximately 4,700 stab resistant vests have been shipped to close security facilities. Sizing is underway for medium security units, and DPS anticipates vests will be fully deployed in early 2019.

- Twelve of 14 compliance auditor positions are filled in the Security Accountability Section. The Department has conducted nine unannounced security accountability assessments and anticipates completing 20 by the end of 2018.
- The Department continues with remissioning of several facilities. It is anticipated Eastern and Southern correctional institutions will receive close custody males in early 2019 and females will be transferred to Lanesboro Correctional Institution (to be renamed Anson Correctional) in spring 2019.
- The Department is prioritizing supervisory training by adding more classes to accommodate the need.
- Personal body alarm “man down” technology is continuing to be piloted at three facilities. DPS anticipates having “pinpoint” location ability for all staff at one of the facilities in December.
- The revalidated male custody classification instrument and validated female instrument tool is expected to be in place by May 2019. Once Prisons management makes decisions regarding cutoff scores for the classification instrument, the agency will begin making upgrades in the computer system, rewriting policy, and training staff on the new classification instrument.
- The correctional officer (CO) vacancy rate is just under 17% for October 2018. Effective January 1, 2019, all interviews for CO positions will be conducted at local prisons.

Mr. Beeler asked whether facility staff are aware of the guidelines used for the unannounced security accountability assessments. Ms. Sutton stated that staff are aware of the guidelines, and the new standards are posted on the internal website.

Mr. Killmer asked if the vacancy rate included staff on extended leave. Ms. Little stated it did not and offered to make that information available at the next Prison Reform Advisory Board meeting.

Nicole Sullivan, Director of the Reentry, Programs and Services section, and Assistant Director Sarah Cobb facilitated a discussion of member engagement questions. The members discussed two questions that were provided to them in advance.

The first question was:

- What recommendations do you have regarding how to effectively engage offender families and advocates in reform efforts?

Member comments generally fell in the following categories:

- Utilize opportunities in visitation to share information;
- Provide training for staff regarding engaging this constituency; and
- Educate offender families and advocates about available programs.

The second question was:

- What communication strategies and techniques do you recommend to ensure prison staff are aware of reform initiatives and feel engaged in what's happening in their workplace?

Member comments generally fell in the following categories:

- Use multiple strategies and platforms for employee communication;
- Conduct engagement/climate surveys; and
- Train supervisors to communicate effectively and set accountability standards.

Chair Austin thanked members for their hard work, and stated meeting dates for 2019 would be forthcoming. She adjourned the meeting at 12:09 p.m.

Approved 2/5/19 - TAL

**Prison Reform Advisory Board
Meeting Minutes**

February 5, 2019
10:00 am – 1:00 pm
Warren Correctional Institution

Board Members Attending: Beth Austin, Art Beeler, Stanley Drewery, Stephanie Hollembaek, and Mike Killmer

Department of Public Safety Officials Attending: Reuben Young, Casandra Hoekstra, Pam Cashwell, Jodi Harrison, Jane Gilchrist, Chris Holland, Kenneth Lassiter, Tracy Little, Annie Harvey, Loris Sutton, Twyla Philyaw, Diana Kees, Jerry Higgins, John Bull, Sarah Cobb and Robert Leon

Chair Austin and Interim Chief Deputy Secretary Reuben Young welcomed everyone and thanked Warren Correctional staff for hosting the meeting.

CDS Young introduced Chris Holland, a new Deputy Secretary overseeing Health Services and Correction Enterprises. CDS Young also announced that Tracy Little had been promoted to Deputy Secretary and along with her leadership in Prison Reform, she will now have oversight of Adult Correction and Juvenile Justice Human Resources and Budget.

Board members and NCDPS officials introduced themselves.

A motion to approve the Nov. 14, 2018 meeting minutes was made by Art Beeler and seconded by Stanley Drewery. Minutes were approved as presented.

The Board heard two presentations related to current operations and initiatives. Copies of the presentations can be found on the DPS Prison Reform [website](#).

Tony Taylor, Director of the Special Operations and Intelligence Unit, provided a presentation on the section to include Operations, Communications and Intelligence:

- Operations involves sworn task force officers participating in high risk fugitive apprehension training, training in firearms laws, tactics, raid planning and case preparation, prison escapes, investigation, action and security regarding threats, high risk entry to residences, surveillance of wanted offenders or criminal suspects, and interview/interrogation of felony level suspects.
- Communications involves the Division of Criminal Information (DCI) which provides warrant and wanted person information and emergency parole holds, a dispatch center which utilizes the VIPER radio system to provide 24/7 radio communication and sharing criminal record information with field staff. There are also inmate telephone investigators who process legal requests and provide offender call information. Lastly, there is extradition that monitors

expired absconder cases, all out of state and federal parole detainer cases and coordinates extradition missions for NCDPS.

- Intelligence section duties include suspicious activity reports (SARs), hotline complaints, background workups, validation of Security Risk Groups (SRGs) and cell phone reception, extraction and data reports.

Deputy Secretary Little provided a presentation on Prison Safety and Security Updates. Ms. Little presented information based on the following strategic plan framework categories:

Enhancing Security Policies and Practices

- Deployment of standard safety package (radios, batons and pepper spray) is nearly complete. This will fully equip certified correction officers and case managers in facilities at all custody levels.
- Distributed more than 10,000 stab resistant vests for certified staff at all but two facilities.
- Received demos of personal body alarm “man down” technology at one of three pilot facilities.
- Effective February 5th, a modified policy has been implemented to restrict depositors to offender accounts. Deposits will be restricted to approved visitors only.
- Continuing unannounced security assessments by auditors from central office. Eighteen unannounced assessments were completed in 2018; the auditors will assess all facilities in 2019.
- Deploying nine portable guard towers to improve safety and security on facility offender recreation yards.

Reducing Contraband in Prison Facilities

- Utilizing managed access radio frequency technology to detect, intercept, and block use of unauthorized cellphones. Six assessments using mobile managed access completed thus far; will conduct 30 total. Installing stationary equipment at two locations.

Improving Training for New and Veteran Employees

- Moved to six weeks of Basic Correctional Officer Training, effective January 2019.
- Scheduled leadership development workshop facilitated by Gary Mohr. The workshop is to focus on identifying challenging issues and recommending solutions as a team.
- Initiated Back to Basics training concept across the state. Train the trainer sessions were conducted in three regions; scheduled for late February in fourth region.

Increasing Hiring and Retention

- Returned interview process for correctional officers to facilities. All facilities are conducting interviews effective Jan. 1, 2019.
- Effective Jan. 1, 2019, suspended use of Correctional Officer Physical Abilities Test (COPAT). The agency is working to implement an alternative measure of physical ability to perform job functions.
- Implemented an Employee Recognition Program to honor employees for exemplary service on the job and in the community. Statewide recognition set for February 2019.

Communicating with Internal and External Stakeholders

- Developing digital recruitment strategy. Public rollout is expected in the first quarter of 2019.
- Adding a second communications officer to work directly with Prisons. Additional staff capacity will allow for opportunities to promote “good news” stories of what’s happening inside facilities and more timely posts on social media.

Mr. Drewery and Mr. Beeler expressed congratulations to Ms. Little on her recent promotion.

Mr. Beeler asked if data is available as to the number of assaults at minimum custody facilities, and Ms. Little indicated staff would provide the information. Mr. Beeler also asked if the unannounced assessments include vulnerability assessments. Prisons Assistant Director Loris Sutton responded that they do not at this time; however, it is something that can be considered in the future.

Mr. Beeler requested reports on the hiring/retention and vacancy rate trends, and Mr. Killmer requested information on employee separations and the reasons behind them.

Drew Stanley, Warden at Warren Correctional Institution, provided an overview of the facility and introduced management team members.

Warren Correctional Institution is designated as a male, medium-custody facility. The population consists of 702 regular population beds, 42 restrictive housing beds, 9 minimum custody beds, and 10 protective custody cells. There are more than 300 permanent staff positions consisting of custody, food service, programs, medical, dental, mental health, administration and maintenance personnel.

Prisons Deputy Director Sarah Cobb facilitated member engagement questions with the staff of Warren Correctional. The questions and responses were as follows:

Question: Mr. Beeler asked how much emphasis is on programs at Warren Correctional.

Answer: Staff responded that the facility encourages participation in programs to benefit offenders, such as GED, vocational trade, alcohol and chemical dependency, self-help courses and evidence-based programs to help offenders make a positive change in their lives.

Question: Ms. Hollembaek asked about food service and special diets. What special diets are currently offered to offenders?

Answer: Staff responded that vegan, kosher, bland, soft mechanical and specific calorie diets are available. The offender must request the diet, then the dietitians review their medical chart and determine if the diet is appropriate. The medical doctor must then agree and approve the diet. Chaplaincy or other designated religious services staff are also involved when a request for a special diet is associated with an offender's religion.

Question: Mr. Killmer asked about program graduation events and whether offender families are offered the opportunity to attend. Also, are vocational training and college level courses offered to the offenders?

Answer: Staff responded that offenders' families are invited to attend all the annual graduation events. Warren also partners with Vance-Granville Community College to offer training and courses.

Question: Mr. Killmer asked if climate surveys were done for staff.

Answer: Staff responded no official survey is done, but daily interaction and communication are in place and facility management stated this helps them gauge where the prison stands in terms of employee morale.

Question: Mr. Drewery asked how many veteran staff were employed at Warren Correctional.

Answer: Staff responded most employee separations are less experienced staff and that they feel it takes longer to develop a sense of loyalty and ownership with these jobs, with younger staff. Warren staff also indicated they are finding that they need to interact with younger staff differently and continue to develop training programs to meet their needs.

Question: Mr. Beeler asked the staff to explain what makes them want to come to work and what they would change at their facility or within DPS.

Answer: An employee stated that "the ability to assist offenders is why I come to work. I have parents call me and thank me for doing my job." Staff also indicated they have an administrator they can talk with, and that helps them be successful.

A second employee indicated that it would be helpful if there could be more personnel to train new staff as offenders today are different and much younger now. Staff indicated they try to teach new staff, help them to know what to expect, and how to stay safe.

Question: Chair Austin asked staff how the new prison initiatives have helped them do their jobs.

Answer: Staff responded that additional cameras have helped in reviewing video footage from offender incidents, such as physical altercations. The stab resistant vests have required some adjustments, and staff are looking forward to receiving the new man down equipment to improve communication.

An additional staff member responded that she enjoyed her job with Correction Enterprises, and that she has a passion to help offenders return to society. She said she enjoys teaching offenders and giving them the tools to help them be successful outside of prison.

Warden Stanley expressed his thanks for the initiatives. He indicated staff want to feel safe and the mirrors, cameras, batons and whistles are helping. Further, he noted the changes in the offender disciplinary policy helped staff gain more control of the offender population.

Mr. Drewery acknowledged his association with the State Employees Association of North Carolina (SEANC). He said that he had been a member for 37 years and is involved because he has the opportunity to help state employees. He thanked the staff for all they do each day.

Question: Ms. Hollembaek asked the staff how they keep the communication flowing. Do they feel that there are things that can be done to improve this?

Answer: Staff responded that communication is very good at Warren Correctional. Mr. Stanley commented that conference calls between Prisons leadership and facility heads have been very helpful and that the agency needs to continue to take advantage of technology to share information in a timely manner.

Question: Mr. Beeler asked how many mental health offenders at Warren are currently on psychiatric meds, how staff manage these offenders when a crisis happens and how many are in restrictive housing.

Answer: Staff responded that on average approximately 200 mental health offenders are on meds. In times of crisis, Central Prison is called to help triage the situation. Less than half of these offenders are in restrictive housing.

Question: Ms. Hollembaek asked how the staff manages its chronic care clinic.

Answer: Staff stated chronic care can include TB, seizures, hepatitis, cardiovascular or other medical conditions. Assessments are done on Tuesdays and Thursdays. Medications and lab work are ordered as needed. Out of 700 offenders, approximately 300 are on the chronic care caseload.

Chair Austin thanked Sarah Cobb for facilitating the member engagement Q&A session. She also encouraged the Board members to share with DPS leadership what they would like to discuss in future board meetings.

Mr. Beeler stated he would like further clarification of the role of the Special Operations and Intelligence Unit, such as how do wardens received day-to-day intelligence information. Ms. Little responded the agency would provide the requested information.

Mr. Killmer asked Ms. Little to provide specifics on how contraband is getting into facilities and what types of contraband is the most prevalent.

Mr. Beeler asked about the management structure of Health Services, and Ms. Little responded that she would ask Deputy Secretary Holland to provide this information.

Chair Austin stated that the future 2019 Board meeting dates are May 22, August 20, and October 23.

Chief Deputy Secretary Young thanked all the staff and management for their attendance and all that they do each day. He stated that there have been a lot of positive things that have come from having these meetings.

Chair Austin thanked Warden Stanley for hosting the meeting at Warren Correctional and adjourned the meeting at 12:49 pm.

Approved 5/22/19 - TAL

Prison Reform Advisory Board Meeting Minutes

May 22, 2019
9:00 am – 12:00 pm
Governor's Crime Commission

Board Members Attending: Beth Austin, Art Beeler, Mike Killmer, James French, Dorothy Ledford, and Stephanie Hollembaek. Stanley Drewery was absent.

Department of Public Safety (DPS) Officials Attending: Secretary Erik Hooks, Tim Moose, Tracy Little, Kenneth Lassiter, Chris Holland, Billy Lassiter, Pam Walker, Jerry Higgins, Jodi Harrison, Loris Sutton, Sarah Cobb, and Gary Mohr.

Chair Austin called the meeting to order. Chair Austin and Secretary Hooks welcomed everyone to the meeting. Chair Austin congratulated and recognized Tim Moose as the new Chief Deputy Secretary of Adult Correction and Juvenile Justice since the departure of Reuben Young. Judge Young was appointed to the NC Court of Appeals.

Chief Deputy Secretary Moose thanked the board as well as staff for their commitment and hard work.

Board members and DPS officials introduced themselves.

A motion was made by James French and seconded by Art Beeler to approve the February 5, 2019 meeting minutes. Minutes were approved as presented.

The Board heard several presentations related to current operations and initiatives. Copies of the presentations can be found on the DPS Prison Reform [website](#).

Billy Lassiter, Deputy Secretary for Juvenile Justice, provided a presentation on Raise the Age and updates within the Juvenile Justice section.

Raise the Age (RTA) is a major initiative for NC. RTA is changing the juvenile jurisdiction from 16 years old to 18 years old. North Carolina is the last state in the country to adopt the change. The change will affect the long-term population of prisons and adult probation and save the state money. RTA will become effective December 1, 2019. Some of the highlights of the initiative are as follows:

- New definition of “delinquent juvenile” includes 16 and 17-year-olds who commit crimes, infractions, or indirect contempt by a juvenile, but *excludes motor vehicle offenses*.

Also excludes juveniles who:

- are 18 and older;
- have been transferred to and convicted in superior court; and

- have been **convicted of a felony or misdemeanor, including motor vehicle offenses, in district or superior court.**

Expedited Transfer for 16 & 17 year olds

For Class A-G felonies, transfer is mandatory upon:

- notice of an indictment, or
- a finding of probable cause after notice and a hearing

For Class H or I felonies, transfer requires a transfer hearing

Maximum Age of Jurisdiction

Effective Dec. 1, 2019

- For 16-year-olds, until age 19
- For 17-year-olds, until age 20

Beyond maximum age of jurisdiction,

- Court has **indefinite jurisdiction** over felonies and related misdemeanors to either transfer the case to Superior Court or dismiss the petition.

Mr. Beeler and Mike Killmer commented that Mr. Lassiter's passion for RTA was evident and there was no doubt that he was the reason that RTA was adopted in NC.

Mr. Killmer requested printouts of trades and vocational training programs being offered.

Stephanie Hollembaek asked what types of services are offered to the families of the juveniles in terms of counseling and being able to better support the juvenile. Deputy Secretary Lassiter stated functional family therapy is offered to every juvenile in the system. Functional family therapy looks at the whole family unit. In addition, the department offers parenting classes for the parents of the juveniles. Currently 36% of parents indicate they are either unwilling or incapable of supporting their child, which is a huge risk factor to our children. This was one of the main reasons functional family therapy was implemented in North Carolina.

Tracy Little, Deputy Secretary, provided a presentation on Prison Reform updates.

Facility Re-Missioning Update

- Converting Eastern and Southern Correctional Institutions from female to close custody male facilities. Some close custody males received at Eastern and Southern.
- Converting Lanesboro Correctional to a female facility and re-naming it Anson Correctional Institution.
Male close custody offender population reduced at Lanesboro; anticipate transferring females to Anson by late summer 2019.

Reducing Contraband in Prison Facilities

- Utilizing managed access radio frequency technology to detect, intercept, and block use of unauthorized cellphones. Twenty assessments using mobile managed access completed thus far; will conduct 30 total.
- Continuing development of database to track contraband intercepted.

Improving Training for New and Veteran Employees

- Moved to six weeks of Basic Correctional Officer Training, effective January 2019.
- Launched online Credible Leadership class
- Re-instituted training for new wardens to provide exposure to human resources, fiscal, legal and other responsibilities as facility heads

Enhancing Communication with Internal and External Stakeholders

- Developing key performance indicators to monitor and track progress of various initiatives. Engaging a multi-disciplinary team due process and plan to monitor via an IT tool.

Budget and Legislative Update

▶ Governor's Recommended Budget Highlights

- Greater of 1.5% or \$500 salary increase for most state employees in both years of the biennium
- An additional \$500 increase for certified law enforcement and staff who work in state facilities
- \$8.2 million reserve for safety and security enhancements in prisons
- \$2 million recurring, and \$500,000 non-recurring to Adult Corrections to enhance training, intelligence gathering and support for new staff.
- \$835,000 recurring to provide for 11 positions to expand capacity for re-entry programming.
- \$3.5 million recurring to provide 35 positions for the first phase of a new long-term care facility, located at Central Prison, for chronically ill inmates.

▶ House Budget Highlights

- Greater of 1% or \$500 salary increase for most state employees, effective Jan. 1, 2020
- 5% increase for certified correctional personnel
- \$835,000 recurring to provide for positions to expand capacity for re-entry programming. Phased in over biennium.
- \$3.5 million recurring in FY 2019-20 to provide 35 positions for the first phase of a new long-term care facility, located at Central Prison, for chronically ill inmates.
- \$740,000 for five positions and 32 intermediate substance abuse treatment slots, effective Oct. 1, 2019.

Other Legislation

▶ House Bill 641

- Department of Public Safety Omnibus Bill
 - Includes modification to offender malicious conduct statutes and requires consecutive active sentence for offender convicted of exposing him/herself to staff;
 - Includes modification to statutes to require active consecutive sentence for offender convicted of possessing tools to effect an escape, or aid in an assault or insurrection
 - Includes modification to tort claims statutes
- Passed the House; in Senate for consideration

Mr. Killmer asked where the agency is on man-down technology and if non-certified staff were issued radios. Deputy Secretary Little stated that Prisons Assistant Director Loris Sutton would

be covering the latest on the man-down technology during her presentation later in the meeting. Director Lassiter confirmed that non-certified staff are issued radios. Ms. Sutton also clarified that depending on the position, for example a part-time position or someone who does not traditionally get assigned a radio, they are assigned a whistle so that they can call for assistance if needed.

Ms. Hollembaek asked if there was a base carryover policy for annual leave or sick leave. Ms. Little stated that at the end of the calendar year, staff can carry over only 240 hours of annual leave, and anything above that amount is converted to sick leave. At retirement, the employee can get paid out for annual leave and sick leave is applied to credible years of service.

Mr. Beeler stated that so far the Board has focused primarily on security enhancements and that he thought it would be a good time to form a group to discuss inmate programming. Ms. Little responded that staff will gladly provide more detailed and specific information regarding programming.

Deputy Secretary Little explained the framework and timeline for the remaining 2019 Prison Reform Advisory Board meetings, specifically a goal that the board present written recommendations to the Secretary at its October 2019 meeting. Further, Ms. Little indicated it may be necessary to add an additional meeting and staff will keep members informed if this is needed.

As part of the process to move toward written recommendations, the board will hear presentations regarding initiatives, timelines and performance measures from each of the five Prison Strategy workgroups. Two workgroup chairs presented at the May 2019 meeting.

Ms. Sutton, Prisons Assistant Director of the Security Accountability Section, provided a presentation on the Enhancing Security Policies and Practices workgroup.

Ms. Sutton shared initiatives that have been completed and those that are in progress.

Initiatives Completed:

Implemented Tasers for certified custody supervisors at four designated facilities.

Provided certified programs staff with a radio, baton and OC.

Provided non-certified staff with OC pepper spray (if requested) and a safety whistle.

Coordinates with internal & external partners to expand functionality of Prison intel unit.

Completed the consolidation of Prisons standard operating procedures and Correction Enterprises polices.

Created and deployed a centralized security audit team.

Provided critical incident management and situational awareness training.

Reviewed and revised policies regarding after action reviews.

Initiatives Pending Completion:

Provide stab resistant shirts to all certified staff.

Revalidation of the offender classification instrument.

Offender work assignments based on validated assessment instrument.

Develop & implement State Emergency Response Application System.

Implement camera surveillance system upgrades.
Procure electronic key lock boxes.
Implement personal body alarm technology.
Expand tool control scanning system.
Implement mobile security towers.

Dan Hill, DPS Human Resources Staffing and Recruitment Manager, shared a presentation outlining the work of the Increasing Hiring and Retention workgroup

Mr. Hill stated that there were three objectives to increasing hiring and retention. Those objectives are to:

- Improve Recruitment
 - Correctional officer recruitment previously managed by Prisons. This responsibility transferred to Human Resources in March 2018.
 - As of March 2019, eight full-time dedicated recruiter positions have been filled and assigned throughout the state.
 - Recruiters are assigned to and focus upon specific prison facilities within their zones.
- Improve Hiring Process
 - Reduce average time from receipt of application to hiring date. Goal is to reduce from an average of 90-120 days to an average of 60-90 days.
 - Reduce number of steps in the process (number of hands involved, etc.).
- Improve Retention
 - Developed and implemented a correctional officer exit survey to gather data to better ensure efforts are targeted appropriately.
 - Survey piloted in late 2017 at two prisons, implemented in July 2018 at all prisons. Identify career development opportunities – training for advancement of skills, financial incentives tied to skill development.
 - Compensation-related initiatives completed:
 - Addressed short-term, salary disparities for correctional officers performing duties associated with higher job classifications.
 - Implemented 4% salary increases for all staff whose work is predominantly performed inside a prison, effective July 1, 2018
 - Doubled the line-of-duty death benefits for prison workers.
 - Added pay incentive for participation on the Prison Emergency Response Team (\$1,500 salary increase for those who volunteer).
 - Compensation-related initiatives still under consideration:
 - Sign-on bonus, second half of bonus received after serving 18 months.
 - Address correctional officer salary compression through a salary step plan
 - Improve correctional officer retirement benefits
 - Consider site differential pay at certain locations with extremely high vacancy and/or turnover.
 - Implement programs to improve morale and employee involvement in decision-making.
 - New employee engagement questionnaire.

Secretary Hooks closed with comments that we must continue to promote the profession and capture the truth about corrections. He stated public service is a noble profession but it can also be a dangerous profession. Further, Secretary Hooks noted that there should be respect for all corrections and law enforcement and compensation is part of that.

Chair Austin adjourned the meeting at 12:35 pm.

Approved 8/20/19 - TAL

**Prison Reform Advisory Board
Meeting Minutes**

August 20, 2019
9:00 am – 12:00 pm
Governor's Crime Commission

Board Members Attending: Beth Austin, Art Beeler, Mike Killmer, James French, Dorothy Ledford, Stanley Drewery and Stephanie Hollembaek.

Department of Public Safety (DPS) Officials Attending: Secretary Erik Hooks, Jane Gilchrist, Tim Moose, Pam Cashwell, Todd Ishee, Tracy Little, Kenneth Lassiter, Chris Holland, Pam Walker, Jerry Higgins, Margaret Ekam, Erica Romain and Loris Sutton.

Chair Austin called the meeting to order and recognized Chief Deputy Secretary Tim Moose and asked him to share any comments. CDS Moose welcomed everyone and thanked them for all of their hard work.

Chair Austin then recognized Secretary Hooks for remarks. Secretary Hooks welcomed the group and thanked the board members for their continued participation. He stated how much their input was appreciated and he looked forward to their recommendations.

Todd Ishee, the new commissioner of Prisons, was introduced by Chair Austin and asked to offer comments about his background. He stated he comes to North Carolina after 29 ½ years with Ohio Department of Rehabilitation and Correction. He started his career as a correctional officer in 1990 and worked his way up in the ranks to role of warden and various agency level positions.

Board members and DPS officials introduced themselves.

A motion was made by Art Beeler and seconded by James French to approve the May 22, 2019 meeting minutes. Minutes were approved as presented.

The Board heard several presentations related to current operations and initiatives. Copies of the presentations can be found on the DPS Prison Reform [website](#).

Human Resources Consultant Barb Kunz provided an overview of an initiative focused on development of career pathways for Prisons custody and program staff. The goal is to establish the Prisons profession as a career of choice, to develop strategies to retain leaders and to prepare Prisons staff for future promotional opportunities. Initiative plan highlights include:

- Interviews with Prisons management team to identify key competencies needed by leadership at all levels
- Meetings with Region Directors and wardens to identify key competencies needed by leadership at all levels and to introduce the initiative
- Drafting and reviewing a project plan with Adult Correction and Juvenile Justice leadership
- Identifying an initial set of leadership competencies based on interviews with agency leadership and focus groups with Prisons employees in various position classifications

- Developing an electronic survey for Prisons custody and programs supervisors
- Reviewing survey results with Prison management team, and developing specific career pathways training and progression based on information gathered.

Stephanie Freeman, director of the Office of Staff Development and Training, provided an update on activities of the Improving Training for New and Veteran Employees workgroup. Objectives covered included:

- Strengthen Basic Correctional Officer Training
- Strengthen In-Service Training
- Enhance Mentoring for New Hires
- Enhance Training for Supervisors
- Strengthen Training for Non-Certified Staff

Mike Killmer asked if the situational awareness training was going to be a mandatory yearly requirement for non-certified staff who have offender contact. Ms. Freeman indicated she encourages it, but in-service requirements are not set by OSDT.

Stanley Drewery asked how much it costs to send a person to basic training. Ms. Freeman stated the cost is approximately \$8,000 on average and potentially up to \$12,000 for an overnight location, and is less for students who commute to basic training classes.

A presentation on Improving the Ability to Communicate Information to Internal and External Stakeholders was given by Margaret Ekam, operations manager for DPS Communications. Initiatives focused on two areas, improving communication internally and improving communication with external stakeholders.

Internal communication initiatives included:

- Establishing virtual town hall meetings with Prisons leadership via WebEx technology
- Setting up a Contact Prisons dedicated email account that enables staff to submit ideas and suggestions
- Developing the Prisons News You Can Use weekly messages from Prisons management to staff
- Initiating a Discover DPS video series that will provide updates on various initiatives
- Installing video message screens at all facilities to promote consistent messaging
- Expanding use of email accounts for staff

External communication initiatives included:

- Adding a second communications officer in DPS Communications to focus on positive aspects of Prisons operations and accomplishments
- Providing media relations training to managers to promote active engagement with media at the local level
- Upgrading software for managing response to public records requests
- Maintaining a Prison Reform website to provide timely updates to interested parties.

Chair Austin mentioned that it had been some time since she had seen the ads for correctional officers on TV. Tracy Little explained that the commercial TV videos were created as part of a correctional officer's appreciation week awareness campaign in Spring 2018. More recent videos were targeted to air over a three-month period in areas of the state close to facilities with the highest correctional officer vacancy rates.

Chair Austin asked why every correctional officer still does not have an email account.

Ms. Little responded that Prisons is currently piloting full correctional officer access in two facilities; however, there are more than 2,000 officers that have email based on their job assignments. Ms. Little stated there has been a lot of work from the IT perspective on licensing and infrastructure to provide each officer an email account. However, the current challenge is providing staff time and access to a computer to check email inside the facility.

Ken Smith, Prisons chief of security, provided information regarding the efforts of the Reducing Contraband in Prison Facilities workgroup. Major objectives included:

- Enhance and Strengthen Correctional Facility Entrance Screening
- Enhance Facility Perimeter Security
- Enhance Mailroom Security
- Utilize Intelligence to Interdict Contraband
- Enhance Cell Phone Interdiction

Chair Austin announced that the Board would be in recess for lunch. Following lunch, the Board held a work session to discuss potential recommendations. Visitors were invited to stay for the work session.

Chair Austin adjourned the meeting at 3:40 pm.

Approved 9/18/19 - TAL

