IOWA BOARD OF CORRECTIONS AGENDA
Friday, October 2, 2020, 9:00 a.m.

LOCATION: Zoom Meeting https://zoom.us/j/93588184388

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>PRESENTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call to Order</td>
<td>Richard LaMere</td>
</tr>
<tr>
<td>Approval of September 11, 2020 Minutes (Action Item)</td>
<td></td>
</tr>
<tr>
<td>Approval of September 25, 2020 Special Meeting Minutes (Action Item)</td>
<td></td>
</tr>
<tr>
<td>Next Board meeting will be November 6, 2020,</td>
<td>Richard LaMere</td>
</tr>
<tr>
<td>Des Moines, Central Office</td>
<td></td>
</tr>
<tr>
<td>510 East 12th Street, Des Moines, Iowa</td>
<td></td>
</tr>
<tr>
<td>(A meeting notice will be posted on the DOC website: <a href="https://doc.iowa.gov/">https://doc.iowa.gov/</a>)</td>
<td></td>
</tr>
</tbody>
</table>

Welcome
Dan Fell, District Director

Getting Risk Right
Kollin Alfred, Executive Officer, 8th District

Director’s Update
Dr. Beth Skinner, Director

COVID-19
Dr. Beth Skinner, Director

Administrative Rules Change (Action Item)
Michael Savala, General Counsel/Inspector General
Community-based corrections: Accreditation and OWI program placement

Telephone Rebate Expenditures for FY2021 (Action Item)
Steve Dick, Fiscal Manager

Recidivism Updates
Sara Fineran, Research Director

Public Comments
Public

Open Discussion
Board Members

Adjournment
Board Members

The Board of Corrections’ agenda is posted on the DOC Web Site at https://doc.iowa.gov/ under the Board of Corrections Tab.

This meeting recording will be uploaded to the Department’s Youtube Channel for members of the public that would like to observe. You can also view previous Board of Corrections meetings at this site.

Link: https://www.youtube.com/channel/UCltY2PABjitQpT4Op2w3kTw

The mission of the Iowa Department of Corrections is to:
Creating Opportunities for Safer Communities

(Office) 515-725-5701 - 510 East 12th Street, Des Moines, Iowa 50319 - (FAX) 515-725-5799
https://doc.iowa.gov/
IOWA BOARD OF CORRECTIONS MINUTES
Friday, September 11, 2020

Due to the continuing COVID-19 pandemic, this meeting will be conducted via Zoom. Connection information has been provided as part of the meeting agenda and the meeting will be simultaneously live streamed on the DOC YouTube channel.

Board Members Present: Vice Chair Rebecca Williams, Mark DeJong, Lisa Hill, Larry Kudej, Webster Kranto and Dr. Mary Chapman.

Staff Present: Dr. Beth Skinner, William Sperfslage, Sally Kreamer, Katrina Carter, Jay Nelson, Steve Dick, Sarah Fineran, John Fedler, Dr. Greenfield, Dan Clark, Joel Danielson, Shelley Seitz, Mike Kane, Sean Crawford

Visitors Present: Lucia Guernsey, Jean Basinger, C. Mechler, Kimberly Cullen, Daniel Zeon, Alex Rice, Cathy Engel, Tom Reichert, Zachary Grewe, Erin Jordan, Daria Fisher Page, Mary Cohen, Laura Book, Barbara Swanson, Heather Erwin

Call to Order, Chair Richard LaMere
- Vice Chair Rebecca Williams called the meeting to order.
- The next scheduled Board of Corrections meeting is October 2, 2020, tentatively at Ottumwa Residential Facility, Ottumwa, Iowa. The meeting will begin at 9:00 a.m.
- Vice Chair Williams asked for a motion to approve the August 7, 2020 minutes. Dr. Mary Chapman made a motion and Larry Kudej seconded the motion. All present members were in favor of approving the minutes, motion passed.
(A meeting notice will be posted on the DOC website: https://doc.iowa.gov/)

Welcome – Director Beth Skinner
- Warden Weitzell from the Newton Correctional Facility was planned to provide the welcome to this meeting, but was unable to attend due to business at that facility.
- Thank you to the Board members for your ongoing support.

Director’s Update and COVID-19 Update – Director Beth Skinner

Population Management
- Overall, Iowa has done an amazing job in comparison to other states with COVID in prison. The efforts of prison leadership and staff has been nothing short of extraordinary.
- In early March, the prisons were 22% over capacity. Today the prisons are approximately 6.8% over capacity with a current population of 7,406.
- Since March 1st, there have been 1,661 parolees and 492 work release individuals release from prison. The overall population had declined by 1,108. This has created space in the prisons to move people around for quarantine units.
- Since April 1st, the Board of Parole has completed 6,666 reviews with about 43% resulting in an approved release decision.
- Jail admissions have been stopped on two separate occasions since May 2020 due to COVID cases at the reception center. Despite these shutdowns, 950 individuals have been admitted to the prison system. There are approximately 214 individuals awaiting admission

The mission of the Iowa Department of Corrections is:
Creating Opportunities for Safer Communities

(Office) 515-725-5701 · 510 East 12th Street, Des Moines, Iowa 50319 · (FAX) 515-725-5799 https://doc.iowa.gov/
from the jails. These continue as we work to maintain open space for possible COVID cases.

**COVID-19 Update**

- Thank you to the Iowa Department of Public Health, the State Hygienic Lab, DOC medical staff and local / County Public Health for their assistance in testing throughout the state facilities.
- Total tests administered to date is 11,094 on individuals incarcerated and 2,058 staff.
  - There have been 833 individuals incarcerated test positive and 126 staff.
- Current outbreaks at the IMCC and MPCF were discussed.
- Mr. Kudej asked if the resumption of classes at the University of Iowa may have impacted the outbreak at IMCC. Dr. Greenfield pointed out that there have been spikes in positives cases in the entire quadrant surrounding IMCC and MPCF, including increased numbers of staff at ISP.
- Mr. Kudej inquired about the turnaround on testing results and the type of testing conducting. The results were received initially within 24 hours. This is currently on an average of 36 to 48 hours. The volume of late has been higher and the State Hygienic Lab has done an amazing job. The tests conducted at the facility are more intensive than rapid testing, but have provided more reliable results. All nine prisons conduct screening, random temperature checks and wellness checks in addition to screening. Positive results are reported to the Department of Public Health. Families of positive incarcerated individuals are contacted as well.
- Dr. Skinner reported that she has been at various facilities to meet with staff and offenders discussing what is going on, why these safety measures are important to keep the incarcerated individuals and staff safe. Emotional health and wellbeing are taken into consideration. Locations work to provide recreation, reading and activities to help ease boredom. There are psychology staff at all locations and a psychiatrist on call 24/7. Nursing makes rounds two to three times daily. Standards for positive units continue to be adjusted as more is learned about COVID-19.
- Compassionate release is not utilized. The DOC continues to work with the Board of Parole to review for cases that are good candidates throughout the population for parole or work release in order to balance public safety.
- Guidelines and information from the CDC and Iowa Department of Public Health continually change as more information is learned about COVID-19. The DOC updates regulations and practices in accordance with these guidelines, often times doing more.

**FY2022 – FY2023 Budget Requests – Fiscal Manager Steve Dick**

- The budget requests this year follow a stepped increase in priorities depending on available funding beyond status quo.
- Status quo means that there would be in increase in funding from what was provided this Fiscal Year.
- There are unknown costs due to increases such as payroll, insurance, or utilities.
- The DOC is reviewing possible savings due to a reduction in the population, if any.
- Mr. Kudej asked about the vacancy factor request. This represents existing costs of positions left vacant to meet budget.
- Mr. Kudej inquired as to the prioritization of Capitals and TRF project requests for the next five years.
- The budge requests should be an action item approved by the Board. Budget requests must be entered in the system by October 1st and the next Board meeting is scheduled for October 2nd. Due to there being no prioritization of projects or letter for the Board chair and vice chair to sign, a special meeting will be scheduled to follow up with these items, allow for Board members to view the finalized budget request and vote to approve or deny.

*Documents from this presentation can be found on the DOC website, attached to the September 11, 2020 DOC Board Meeting Handouts.*
Public Comments, Public

- A public question was submitted via the chat regarding the criteria and the process to refer IIs to parole for possible early release during or because of COVID. Vice Chair Williams asked for DOC staff to field this question. Dr. Skinner pointed out that the Board of Parole is the releasing authority. The DOC role is to present cases to the BOP of individuals with good reentry plans and believed to be ready for release. Any other criteria would be utilized by the BOP.
- Daniel Zeon from ACLU Iowa asked Dr. Skinner about staff COVID testing and screening before shifts. Dr. Skinner stated that all staff are screened and their temperatures taken when entering the facility. Staff are to stay home if sick or symptomatic. If they are in a facility with positive cases, testing is offered. It is not required, but is highly recommended. All staff are required to wear face masks and face shields.
- Daniel Zeon from ACLU Iowa asked Dr. Skinner to speak to the DOC’s actions as a result of the Governor’s Executive Order on Felony Voting. The Department has been working with the Secretary of State providing a data exchange to provide up to date information for those discharging felony offenses who would then be eligible to vote. Information is provided to anyone discharging from the prisons as well.
- Allison Guernsey from the University of Iowa College of Law commented regarding the COVID-19 data. She felt that everyone was incredibly self-congratulatory regarding the data when there have been a lot of positive cases and some deaths. One of her big concerns was the mention of the outbreak at IMCC. This may not be the best forum to talk about medical or compassionate release needs to be enacted in Iowa. She thinks that this Board and the DOC do play a role in identifying people who are particularly vulnerable under the CDC guidelines and then referring those people to see if they are eligible for release. What role do IIs’ particular comorbidities and vulnerabilities are playing into this and whether or not the DOC is working with the Governor’s Office or people in the Legislature to say we need a more structured medical compassionate release regime because COVID is revealing that there are deficiencies. Dr. Skinner thanked Ms. Guernsey for her comments. The DOC is just as concerned about keeping people safe in the institutions - staff and incarcerated individuals. Vulnerable individuals are considered, as well as their sentences, as many are serving life sentences. The DOC continues to communicate with the BOP and public safety is a consideration. The Governor has reviewed compassionate release. Dr. Greenfield pointed out that our medical records system does allow DOC staff to review individuals who are at high risk and this has been done consistently during this pandemic. Ms. Guernsey asked if there is a role for the Board and DOC to work with the Governor’s Office and the State Legislature to push for something more structured and what does this Board see it’s role as in terms of advocating for a more permanent solution as the prison population continues to age. Dr. Skinner stated that we will continue to have discussions around issues such as this. At this time the DOC continues to do what is allowable to safely release IIs.

Open Discussion, Board Members

- Dr. Chapman asked what actions have been taken regarding felons who have had their voting rights restored. There are many organizations in the community assisting with voter registration. The DOC continues to work with the Secretary of State regarding data exchange, providing educational materials for the offenders and working with counselors and parole officers to provide guidance on where to go with websites to access information. This would be an opportunity for grassroots groups to help engage in the education and advocacy process. Information is also posted on the DOC website. Dr. Chapman inquired about those who wish to register and if they need to provide documentation in order to register. Anyone can check on the DOC website to see if they have current felony charges. The data exchange with the Secretary of State provides that when qualifying felony charges are discharged, individuals are immediately eligible to register to vote. Daniel Zeno from ACLU Iowa also added that the right to vote has automatically been restored once discharging the applicable felony charges. All voting requirements continue to apply.
Mr. Kudej reiterated that the prioritization and letter be provided for the Special Meeting when it is scheduled.

Adjournment, Board Members

A motion to adjourn the meeting was made by Mr. Kudej, which was seconded by Dr. Chapman. The meeting was unanimously concluded.

Respectfully Submitted,

Johana Herdrich, Executive Assistant
IOWA BOARD OF CORRECTIONS MINUTES  
Friday, September 25, 2020

Due to the continuing COVID-19 pandemic, this meeting will be conducted via Zoom. Connection information has been provided as part of the meeting agenda and the meeting will be simultaneously live streamed on the DOC YouTube channel.

**Board Members Present:** Chair Richard LaMere, Vice Chair Rebecca Williams, Mark DeJong, Lisa Hill, Larry Kudej and Dr. Mary Chapman.

**Staff Present:** Dr. Beth Skinner, William Sperfslage, Sally Kreamer, Jay Nelson, Michael Savala, Amanda Milligan, Bruce VanderSanden, Dan Clark, Dr. Jerome Greenfield, Katrina Skinner, Kris Weitzell, Michelle Dix, Sarah Fineran, Steve Weiss, Susan Shields, Waylyn McCulloh

**Visitors Present:** Mary Wolfe, C. Mechler, Laura Book,

**Call to Order, Chair Richard LaMere**
- Chair Richard LaMere called the meeting to order.

**FY2022 – FY2023 Budget Requests – Fiscal Manager Steve Dick (Action item)**
- The Department will load a General Fund status quo budget request into the State budgeting system per the request of the Department of Management.
- The priority of additional requests was based on security, treatment and reentry and the ability to deliver each safely and effectively.
- The Capital requests are all important and will be submitted based on what is most important.
- Grant replacement is included in the budget request submission, but is not listed as the highest priority.
- DOC staff will review the best way to obtain signatures from the Chair and Vice Chair since there will be no in person meeting.
- Mr. Kudej asked about the amount requested for the bathrooms in the residential facility. There are multiple bathrooms that are in very bad shape and service multiple individuals daily. Mr. DeJong asked complete renovation and it is expected they would be updated one at a time.
- A motion to approve the FY2022 - FY2023 Department of Corrections Budget Requests was made by Dr. Mary Chapman, which was seconded by Mr. Kudej. The budget was approved with unanimous approval.

*Documents from this presentation can be found on the DOC website, attached to the September 25, 2020 DOC Board Meeting Handouts.*

**Adjournment, Board Members**
- A motion to adjourn the meeting was made by Mr. Larry Kudej, which was seconded by Ms. Rebecca Williams. The meeting was unanimously concluded.

Respectfully Submitted,

Johana Herdrich, Executive Assistant

The mission of the Iowa Department of Corrections is:

Creating Opportunities for Safer Communities

(Office) 515-725-5701 - 510 East 12th Street, Des Moines, Iowa 50319 - (FAX) 515-725-5799 [https://doc.iowa.gov/](https://doc.iowa.gov/)
COMMUNITY BASED CORRECTIONS
The Iowa Risk Assessment (IRR)
Dynamic Risk Assessment for Offender
Re-entry
DRAOR

Addresses
RISK – NEED - RESPONSIVITY
IRR PROFICIENCY

FY 2017: 55.9% 633 IRR’S AUDITED
FY 2018: 73.5% 492 AUDITED
FY 2019: 89.6% 452 IRR’S AUDITED
FY 2020: 91.2% 535 IRR’S AUDITED
DRAOR PROFICIENCY

NOTE: DRAOR AUDITS DID NOT BEGIN UNTIL FY 2019

FY 2017:  NA
FY 2018:  NA
FY 2019:  96.3% 83 AUDITED
FY 2020:  97.4% 394 AUDITED
CORRECTIONS DEPARTMENT[201]

Adopted and Filed

Rule making related to _____________________________


Legal Authority for Rule Making

This rule making is adopted under the authority provided in Iowa Code sections 904.108 and 905.7.

State or Federal Law Implemented

This rule making implements, in whole or in part, Iowa Code sections 904.513 and 905.8.

Purpose and Summary

The proposed amendments to Chapter 40 change the time frame from two years to five years for the Department review of a district community-based correctional program. This rule making provides for follow-up on areas designated as needing improvement based on corrective action plans, which may be conducted at any time during the five-year interim. This will allow the Department to do a more thorough review and follow-up on the district’s community-based correctional program corrective action plan.

The proposed amendments to Chapter 47 make a conforming change to align the Department’s rules with the Iowa Code regarding placement for operating while intoxicated (OWI) violators sentenced to the custody of the Department but awaiting placement in a community residential substance abuse program. The Iowa Code requires OWI violators to be placed in a prison substance abuse program within 60 days of admission or as soon as practical, unlike the current administrative rule language, which uses the date of sentencing.

Public Comment and Changes to Rule Making

Notice of Intended Action for this rule making was published in the Iowa Administrative Bulletin on August 26, 2020, as ARC 5145C.

A public hearing was held on September 15, 2020, at 11 a.m. at Jesse Parker Building, 510 East 12th Street, Des Moines, IA 50319.

No one attended the public hearing.
No public comments were received.
No changes from the Notice have been made.

Adoption of Rule Making

This rule making was adopted by the Corrections Department on October 2, 2020.

Fiscal Impact

This rule making has no fiscal impact to the State of Iowa.

Jobs Impact

After analysis and review of this rule making, no impact on jobs has been found.

Waivers
Any person who believes that the application of the discretionary provisions of this rule making would result in hardship or injustice to that person may petition the Department of Corrections for a waiver of the discretionary provisions, if any.

Review by Administrative Rules Review Committee

The Administrative Rules Review Committee, a bipartisan legislative committee which oversees rule making by executive branch agencies, may, on its own motion or on written request by any individual or group, review this rule making at its regular monthly meeting or at a special meeting. The Committee’s meetings are open to the public, and interested persons may be heard as provided in Iowa Code section 17A.8(6).

Effective Date

This rule making will become effective on November 25, 2020.

The following rule-making action is adopted:
ITEM 1. Amend rule 201—40.1(905), definitions of “Ongoing site visits” and “Team review,” as follows:

“Ongoing site visits” shall mean any visit by the deputy director, the deputy director’s designee or representatives of the office of the state auditor which shall be to assure continuing compliance with the Code of Iowa and the Iowa Administrative Code or to follow up on areas designated as needing improvement based on corrective action plans from the previous accreditation review period, and which may be conducted at any time during the two-year five-year interim following the most recent team review.

“Team review” shall mean a biennial five-year review of overall program, policies and procedures for compliance with the Code of Iowa and the Iowa Administrative Code by one or more persons designated by the deputy director.

ITEM 2. Amend subrule 40.2(2) as follows:

40.2(2) The deputy director shall conduct or assign staff the responsibility to conduct the biennial five-year team review for accreditation purposes.

ITEM 3. Amend subrule 40.2(3) as follows:

40.2(3) The deputy director shall make or assign staff to make ongoing site reviews during the two-year five-year interim following the most recent team review in order to follow up on areas designated as needing improvement based on corrective action plans from the previous accreditation review period.

ITEM 4. Amend subrule 40.2(4) as follows:

40.2(4) The biennial five-year team review shall include a complete review of the following:

a. and b. No change.

c. Programs mandated by the Code of Iowa and any special programs approved by the department of corrections. Programs shall comply with program-specific standards developed and approved by the department of corrections with collaborative input from the judicial districts and other affected stakeholders, i.e., domestic abuse, and sex offender treatment, and intensive supervision program.

d. No change.

e. Any regular or special evaluations of the services provided by the district department.

The biennial five-year team review shall be conducted as provided in the “accreditation standards for community-based corrections” and any program-specific standards which shall be open for public inspection at the offices of the department of corrections. A proposed draft of these standards will be made available to the districts 180 days prior to the biennial five-year team review. The accreditation and program-specific final standards, and any changes in the standards, shall be made available to the district departments at least 90 days before the biennial five-year team review.

ITEM 5. Amend subrule 40.2(5) as follows:

40.2(5) The results of any biennial five-year team review shall be reported to the deputy director, who shall review the results and when a district is in adequate compliance with the Code of Iowa, the Iowa Administrative Code and the accreditation standards, the deputy director shall issue a certificate of accreditation for the following two five years. When a district is not in adequate compliance as provided in the accreditation standards, the deputy director will notify the chairperson of the district board and the district director of the specific deficiencies and allowable time frames for correcting the deficiencies. At the end of the period of time for bringing the deficiencies into compliance, the deputy director shall award a certificate of accreditation or shall notify the district board and proceed as provided in Iowa Code section 905.9.

ITEM 6. Amend subrule 40.2(6) as follows:

40.2(6) The ongoing site review shall include periodic assessments of the district departments and its programs as set out in 40.2(4) and shall be designed to provide evidence of continuing compliance. If at any time during the two-year five-year period, following the most recent team reviews, the deputy director, through information gathered in ongoing site reviews, concludes that the district department is no longer in adequate compliance may conduct or order an interim team review. If in the team review the evidence indicates serious noncompliance, the deputy director may proceed as provided in 40.2(5).

ITEM 7. Amend subrule 47.1(4) as follows:

47.1(4) All facilities and programs operated pursuant to this chapter shall be reviewed for approval by the
department of corrections initially and biennially every five years thereafter. A district department which fails to maintain compliance with this chapter shall be subject to the provisions of Iowa Code section 905.9.

ITEM 8. Amend subrule 47.2(3) as follows:

47.2(3) Priority for placement in the treatment program shall be based on the date of sentence, institution admission unless an exception is made by the department of corrections or district department for special circumstances.
October 2, 2020 – Iowa Board of Corrections

**Offender Telephone Rebate Expenditures – FY2021**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Education (HISET, Literacy, Special Needs, Life Skills &amp; Vocational Training)</td>
<td>$500,000</td>
</tr>
<tr>
<td>2. Inmate Free Omails During No In-Person Visitation</td>
<td>$390,000</td>
</tr>
<tr>
<td>3. Inmate Law Library</td>
<td>$83,000</td>
</tr>
<tr>
<td>4. Telephone Administration</td>
<td>$60,469</td>
</tr>
<tr>
<td>5. Inmate Tablet Program Management</td>
<td>$25,000</td>
</tr>
<tr>
<td>6. Translation Services/Miscellaneous</td>
<td>$7,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,065,469</strong></td>
</tr>
</tbody>
</table>
Recidivism Defined

- Recidivism is defined as:

- An act where an individual leaves prison and enters parole, work release, or is discharged who is then re-incarcerated within three-years for any reason.
Methodology

- Utilize the Iowa Correctional Offender Network (ICON) to pull a cohort of individuals who physically closed prison supervision in FY17.

- Observe the cohort for three full years (FY18 - FY20), observing the number of those who returned and did not return to prison within that period.
FY20 Recidivism Rate

- Of those who exited prison in FY17, 39.8% returned to prison within three-years.

- We will continue to refer to 39.8% as the FY20 recidivism rate throughout the duration of the presentation.

- The FY20 title is utilized to reflect the most current recidivism three-year tracking period and is consistent with past reporting measures.
FY20 Recidivism Highlights

- Individuals were equally likely to return to prison via a new conviction or other return.
  - Return to prison via new conviction: 20.7%
  - Return to prison via other return: 19.1%

- The other return category is defined as any other type of recidivism event where an individual did not receive a new conviction.

- The IDOC is actively working to more fully program data reports which will better identify recidivism events described as “true technical violations”.
FY20 Recidivism Highlights

- The recidivism rate for those who are White and African-American were similar (42.0% vs. 41.2%)

- American Indians/Native Americans had the highest recidivism rate (50.0%) compared to other racial groups.
FY20 Recidivism Highlights

- The recidivism rate for men was higher than for women (40.9% vs. 33.6%).

Recidivism

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate</td>
<td>40.9%</td>
<td>33.6%</td>
</tr>
</tbody>
</table>
FY20 Recidivism Highlights

- **Survival Time**
  - The period when an individual is released into the community and returns to prison.
  - Consistent with prior reporting years, in FY20 individuals were at the highest risk for recidivism within the first 6-12 months following prison release.
Recidivism Rate Trends

- The recidivism rate has increased over the last three years by 1.9%.
Contributing Factors to Recidivism Trends

- Within the last three-years the overall community based corrections offender-served population has increased by 3.3%

Offender Served Three-Year Percent Change
Parole and Special Sentence Populations

Parole populations have increased by nearly 57% since FY11. Special sentence offender served populations have increased by 233% since FY11.

Source: CSG Justice Center
Contributing Factors to Recidivism Trends

- Institutional treatment is needed to reduce recidivism.

- Of those who recidivated in FY20, 65% either did not receive treatment while incarcerated or did not successfully complete institutional treatment programing.

- Individuals who do not receive programing while incarcerated have higher recidivism rates, than those who do successfully complete programing.
DOC Efforts to Curb Recidivism

- **Align Our Resources**
  - Prioritize institutional and community-based treatment for higher risk clients
  - Continue utilization of program inventories by providing programs that are evidence-based.
  - Improve reentry practices

- **Utilize Our Tools**
  - Employ a competency matrix to address the needs and risk of clients supervised
  - Objectively respond to violations, offer supports/treatment, and subsequently reduce risk by utilizing response matrices.
  - Improve fidelity with risk assessment instrument by deploying staff trained in Continuous Quality Improvement (CQI).

- **Expand Our Skills**
  - Increase access to education (both high school and post-secondary)
  - Build capacity within apprenticeship programs
  - Train all staff in core correctional practices (CCP)
  - Enhance case management training