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Nevada State Juvenile Justice Oversight Commission  
Strategic Implementation Committee Meeting  
August 23, 2019

Meeting Minutes

**Call to Order:** JJOC Advisory Council Member Judge William Voy called the meeting to order.

**Roll Call:**

In person: None

Via Phone: Commissioner Judge William Voy, Commissioner Jack Martin, Commissioner Scott Shick, Commissioner Pauline Salla-Smith, Commissioner Eve Hanan, Senator James Ohrenshall.

Public: Leslie Bittleston, Katie Brubaker – DCFS

**Public Comment:** None

**Meeting Minutes:**

Commissioner Judge William Voy: Alright our next step is priority issues. We've tried to do this a couple times, but we've never had a quorum. And we've discussed various times what some of those priorities would be like regionalization for example and other things. I think we had some further discussion about that at the last full commission meeting. I'm trying to do, unless someone wants to object to it right. I kind of like to table any further discussion regarding other priorities and focus on what I consider to be the most important priority now, as in today. Moving forward and currently. And that is the situation with the Free State Institutions. As most of you and some of you may have heard and got bits and pieces of information obviously, we have the extreme staffing issues going on. I was just informed yesterday morning that they lost their, for example, Caliente. They lost another counselor, mental health counselor so their down to one mental health counselor for the entire campus. The discussion with Ross Armstrong, Susie Miller last Friday about the current situation. They are still running at 25% vacancies based upon the current artificial population cap that they've placed on the 3 institutions. Which obviously is a fraction of their true physical capacity.

And I don't see, I see us either approaching or almost even being in crisis mode at the present time. It's not going to take much for things to, well we're going to be here in a situation where someone gets hurt, killed, whatever. And I'm really concerned about this situation. I don't, I know that Miss Miller shares some of those concerns and Mr. Armstrong shared those concerns, but I don't quite frankly think they have the clout within the state governmental bureaucracy to make the kind of things that need to happen, happen, to fix these problems. Some

are systemic. Some are more short-term but quite frankly unless they can get this a priority within the state bureaucratic machinery, because the things they're going to need to solve some of these issues as getting the other departments like HR, contracts and everyone else on board within the state government. And I quite frankly don't see any priority, anyone jumping up and down trying to get things fixed overnight. And the plans that I have seen to fix some of the staffing issues are so convoluted. Being familiar with the state bureaucracy, the chances of that, bearing fruit, and ending it relatively in a short period of time are dismal at best in my opinion. With my experience with state bureaucracy so I would like help with that one for discussion. Because I think that's the most pressing issue, we have facing our state juvenile justice system as we sit here today. I'm going to open it up for everyone to comment, criticism, disagree, whatever, but that's where I'm at.

Commissioner Pauline Salla-Smith: This is Pauline

Leslie Bittleston: Pauline, before you continue can I ask who just join the call?

This is Susie Miller

Leslie Bittleston: Thank you. Please go on Pauline.

Commissioner Pauline Salla-Smith: Commissioner Judge William Voy what are some of your thoughts about the solutions to the staffing. What do you think? How do you think we can help with that?

Commissioner Judge William Voy: I think, yeah that's a huge component. Staffing is your backbone right. And if you don't have staffing then you got nothing. I think the only reasonable solution to the problem, and Susie I brought up just so you're on the phone now, I guess. I brought up the issue that I think the main priority is the three state institutions. And the current staffing issues and conditions are going on there that need to be addressed above anything else right at the moment. One of the things that Miss Miller and I talked about is getting creative with staffing. For example, I'm using Right of Passage up in the old Silver State Academy just as an example. If your familiar with how they did business, as far as staffing. They had ways of bringing people in you know, one week on one week off. Or they come in and do, like three 48-hour shifts or whatever it is. They got creative in how they did their shifts to attract qualified people to want to work with the kids. And in order to get creative and that's not what bureaucracy normally does right, to get creative it's going to require a lot of moving parts to come together. And be a priority to make it happen. You know, you've got to sidestep all kinds of contracting rules, HR rules. Staffing, I mean I'm not a bureaucratic wiz at all this stuff, but I can imagine what needs to move around to make something like that even happen. And it's not going to happen with Miss Miller you know, pushing the rally cry. It needs to be a priority all the way down. I just don't see that happening unless someone makes it a priority. And I think this commission needs to take a position that this needs to be a priority. And it needs to be, it may be a secondary priority with the current school issues we're having in Clark County for example right. But quite frankly Miss Miller and her attempts to fix some of these things are going to be band aids at best. And the chances of getting long term change to this system is going to take a lot. I mean, the kids are there. I mean we're still sending kids there. I mean now that doesn't change. And I, quite frankly with our experience with the Northwest Academy, I, to leave it up to the bureaucracy to deal with some of these issues. I have some concerns about it. I think it needs to be brought out in the light and, which no one's hiding the fact that we have this situation. But it needs to be a priority and until such time, I think the governor is made aware of the situation and tells the executive branch that he controls, that this is a priority I don't think much is going to happen. And you know, for example. I'll give you an example of what scares me Pauline. I had a girl in court on Wednesday and came, just came from Caliente and I asked her to tell me tell me something good about your experience, something bad about your experience. That kind of think. And this is a 16-year-old girl. She told me the school at Caliente of course is great. The staff's great. But going back to the units most of the staff, she did reiterate the fact that they seem to be over worked, and this is a 16-year-old girl saying this. And there's not enough of them. She said that half, most of the staff are not paying attention to what's going on, interaction between the kids in the unit. And she's said I sat there and watched situations escalate. I'm not using the words she used with some other girls to the point where it got to crisis and they had to go hands on. And she said "shouldn't they have intervened sooner than that"? And this is the insight of a sixteen-year-old kid. With all her other issues, is giving in court. And then she said something about knives, and I said "knives? What are you talking about"? "Well, the staff have knives". I asked her about OC spray, if anyone had OC spray and she said,

“no I didn't see anyone with OC spray”. On their belts or anything like that. But they all seem to have knives, pocket knives. And I said, “well it's rural so I kind of get it.” And she said “but isn't that kind of dangerous. What happens if they leave them laying around or they fall asleep and someone gets it”? And I'm thinking to myself, oh my god, yeah, that's not good. And a sixteen-year-old is giving this insight to us. So, I mean, this is the concerns that we, that I have, and I believe that we're, that the members of commitment based upon the current Caps because of the staffing issues that they have. That's all well and good right at the moment because we have such a backlog but remember we're now starting to come into September. We're going to have that natural bump again, like we always do every year. Our commitments are going to increase again starting September. So, what's going to happen when the commitments increase with then we have a backlog on top of that too. Regardless of the current conditions. So yeah, I think it's a crisis mode. Either on its way or there currently.

Commissioner Eve Hanan: Judge Voy, you've been talking about Caliente and I'm just wondering if you can talk about the other institutions.

Commissioner Judge William Voy: I'm just using Caliente as an example. Because that was the most recent thing that came to my mind. You've got 40 beds or whatever there at Elko. And you've got staffing issues up there at each campus. We've got the same problem at Summit View with the staffing issues. Which is very important and when they come to court that they basically sit around the unit with nothing to do and they've shared similar experience about staff. I mean, their telling me the staff's overworked. These are perspectives of teenage kids. In a lockdown situation in Summit View and they say “hey they don't have enough staff”. And I say “really”? Yeah, I'm glad a sixteen-year-old kid is telling me this.

Unidentified: It's called positive peer culture.

Commissioner Judge William Voy: As usual the kids seem to and this happens in our detention center too, down here. The kids seem to know more about what's going on with their case then everyone else around them.

Commissioner Pauline Salla-Smith: I totally hear your concerns and that is worrisome. I guess for me, like, we keep talking about this but the powers that be with the state that could make these changes are not at the table. There not at the table at our full commissions. There not at the table here. And so yes, we're concerned about it. I'm sure DCFS staff is concerned. But I think that until we say even for our next full commission, like we're requesting the top dogs come to the commission meeting. Because we're going to spin, continually spin the wheels and won't be able to get anything done if we don't have the people there that can make the changes.

Commissioner Judge William Voy: I totally agree with you.

Commissioner Scott Shick: I think we got more accomplished when we were a part of the Supreme Court Commission on Juvenile Justice Reform. And I think that I was, do we contact the Supreme Court again. To maybe start things up again. That's just a thought. I mean it can be done and it might not be done and shouldn't be done, whatever but it just seems like we got a lot of perspective in a lot of people at the table when that happened. The configuration in the statute that drives this commission and it's almost like we're doing well, we're doing good work. We're doing good reforms. Potentially, the Supreme Court could get involved. And help us put these things on the table.

Commissioner Pauline Sala-Smith: And Scott, I hear you. I think that this commission was tasked with doing that. And we shouldn't have to bring the Supreme Court in to do it.

Commissioner Scott Shick: Like I just said, it's not about shouldn't it's. We're not, ok so I guess we can try with the bureaucracy and we can try but the severity of the situation. I mean, you and I know Pauline if we were both working out there, we would see the same things that Judge Voy's sharing with us and we would want to do something about it. And again, I'm not saying we should do or not do it. I'm just saying we gained a lot of ground. We talked about regionalization. We talked about shutting Elko down. We talked about putting facilities in a certified youth and northern region. And beefing up Caliente. We talked about it. We had a great plan and a number of things. No funding of course. And Summit View was part of that as well. But again, I'm not saying that that's the absolute solution but that was the track that we all built up.

Commissioner Judge William Voy: I think Scott the reason why the Supreme Court Commission was as effective as it was in a lot of areas, was first of all you had 2 sitting Supreme Court judges inviting people to the table. They seem to get people's attention more than anyone else right. And that's the reality. But more importantly at the time Saita had the ear of the governor with the commission. And I don't see that happening here. I know that Egan has tried to get that, get to the governor and up until just recently happened is not able to. Not his people but him. Him, look him in the face and say your responsible, the buck stops here gov and this is the problem. Could you make this a priority so that all the other entities that would be within the state government that need to get involved to make something happen creative will make it a priority too. It's not going to be a priority for HR. It's not going to be a priority for contracting. It may be a priority for Ross, right. In his roll. But in order to make this happen all those other cogs in the wheel have to be moving. And we've got to get to them.

Commissioner Scott Shick: Yeah, that makes sense. Maybe getting the Supreme Court involved in the commission, to a certain degree might be helpful.

Katie Brubaker: I appreciate all of this conversation. The concerns and I certainly share some of them. I'm wondering if that is the priority area that this committee wants to focus on around the three facilities. If we can use the action plan that's attached to this meeting to kind of fill in what the concern is and some next steps or solutions so that when we do have that meeting, when we do present to the JJOC, the full commission, that we have some steps and ideas already put in place. My fear is that if we don't have something concrete like that to present were going to be doing what we've been doing and that's just kind of talking in circles about it. So, if we can present some ideas and some suggestions or next steps, I think that would be great.

Commissioner Judge William Voy: I appreciate that.

Susie Miller: I'm thinking to because we're gathering a lot of the data for the September meeting so that we actually have facts as far as the vacancy rate. As far as confinement. Anything that would relate to safety. If we can add those numbers in September to see what they accurately reflect then we can also see what direction we need to head based on the data. As well as, certainly the kids and what their saying is indicative in what's happening in their experience there. And if we add the data to that I think it will give us some back up.

Commissioner Judge William Voy: Susan, I didn't mean to interrupt but do you have, can we also include some stats from let's say, 12 months from August backwards. August to August. And stats on room confinement numbers on a monthly basis. And use of OC. Now that they're using OC in institutions in that presentation. Is that possible? So, we can actually see on paper the increase.

Commissioner Pauline Salla-Smith: We got that request from State facilities and County detention centers to provide that information in time for the September meeting.

Commissioner Judge William Voy: Ok. Great. That will be helpful. Let me know. And you know for us that have been around awhile. Pauline, we've been around awhile right. Scott, we've been around awhile. I mean, they started in 2017 with OC spray in the institutions. There's a reason for that, right. After all these decades of not using it and best practices saying don't use it.

Commissioner Scott Shick: We know if the state could be doing anything about that they would be doing it. I understand the circumstances. I understand the staffing challenges. And it's tough. And running a program you know when it's, it's just tough with kids. So, we need to fill out this priority area. I think your suggestions, your recommendations Judge Voy are right there. I'm not quite sure how we word it. The programs

Commissioner Pauline Salla-Smith: I think in all fairness the state's not the only one using OC spray. There's detentions center that are also.

Commissioner Judge William Voy: And I don't disagree by bringing that up. I brought it up for this reason. For decades and decades, they never had to use it and now all of a sudden, they have too. What does that tell you? Hear what I'm saying. That's why I'm bringing it up. Because when we started in 2004 here in our detention

center down here it was happening daily. And restraint used daily. And our staffing numbers were out of whack to, back then. And we slowly were able to get the staffing numbers back to where they needed to be by closing the hall. Then we instituted all this training, de-escalation and now OC spray in our detention center is used very seldom comparatively speaking. And restraint to my knowledge isn't being used at all. So, my point being is that, that took us many years to get to that point and we still, even when Jack took over in 2010 or so we still had some rough edges to work on even then right. But why do we have an institution for decades and they never had to use it and now that have to use it. That tell me two things. One, you've got staffing issues as far as numbers and two, you might have a lack of training and experience level with officers due, that are being put in these positions and there not properly trained to use something other than that. And so, because what we had to do, we had to retrain staff in detention not to use it. And by the way use these other tools we're going to give you. So, why all of a sudden now is it happening in these institutions. And that was like the point I was trying to bring up. You know, that something's changed and we all know that it's a problem. And I think that's just an indicator of the problem that we're having with the staffing and training of the staff at the institutions.

Commissioner Pauline Salla-Smith: And Judge Voy your right. I was with you when we went through the, last time right, with the state facilities. And I do think that one of the important lesson's we learned during that time and especially as JJOC members that at that point we were saying hey, you guys come see. Go to the programs. Talk to the kids there. Talk to the staff. Because sometimes we start getting so wound up about what we hear because I heard that stuff too. Before when I was with the state and now. But when we're there we can really figure out. Like how we can be supportive and how can we help this along. And I do agree with Katie. That if we can identify like even if we can identify our top two action steps with this topic and assign our tasks and be really clear when we go to the JJOC and when we're at the full commission that we really, we just don't let this go. Like we need the right people here to make a change.

Commissioner Scott Shick: Sounds good. I think visiting the program's is an excellent suggestion. And getting maybe some persons to do that and just take a pulse. Not in an evaluation sense or an audit sense. Just to get there. Like Pauline's saying. Get in touch with it. And reporting back and the realities of finding good people in the rural areas when there's other industries and things that are grabbing employees and offering this and that and jumping from position to position just to gain a little money. That's what's people do. And some of these folks may not even have, I don't know what the requirements are for positions but. I mean, it's hard.

Commissioner Judge William Voy: And it's not just in the rural areas. We have the same staffing problems with Summit View right. It's goes back down to the basics. Which is how much are we paying these people. If you are not offering enough money you are going to get what you pay for in life right. That's what's been happening. And good experienced staff that's stayed with the state for many years have retired. I'm using the county as a good example just because it had such good programs for quite a while. And those people are retiring, and they're not being replaced. And if they are being replaced their being replaced, like at Summit View we've had a slew of escapees so to speak, from adult corrections wanting to come to the juvenile system. So you've got a lot of officers that moved over from corrections, and dealing with adults now dealing with kids. So that's the environment we're in. Again, goes back to the economy the way it is and everything else. You've got to pay these people. And that goes back to my original point when I first started this was that it's that kind of thing that's going to involve the governor saying to his executive branch. Everyone that's in it. DCFS for example right. Every other entity that needs to make it happen. Saying I want to make this happened. Make it a priority. And unless that happens, I don't think despite Miss Miller's efforts to do what she knows needs to be done. Because we've had these conversations. And I'm not pointing fingers at anyone. And Miss Miller gets it and she knows what needs to be done. But it's an impossible task for someone in her position, her roll. To get the entire bureaucracy moving forward on it. It's just the nature of it.

Commissioner Pauline Salla-Smith: Can we get back to our action plan.

Commissioner Judge William Voy: The action would be to get the governor to. Ok my first proposal for the action plan issue is now do we get this issue in front of the governor. Not his chief of staff but Steve Sisolak sitting down and hearing how important this issue is and how serious this issue may become. And may currently be. As unbeknowst to any of us. To get a kid killed or a staff member killed. Is that what it's going to take? I sure as hell

hope not but that, unfortunately, I've seen it over the years in other situations where someone has to get killed in order to get certain people's attention in this world.

Commissioner Pauline Salla-Smith: We definitely don't want that to happen. So, if this is a priority area what if we put the priority area is to address the staffing shortage at correctional facility. And our response is going to be with urgency we're going to request the governor's presence at our JJOC, and we can task people to do that.

Commissioner Scott Shick: Can part of the respond be to get a pulse of the facilities or is that different.

Commissioner Pauline Salla-Smith: No, we can include that as an action step. If our response is strong and with urgency. In our action step could be; tour facilities and request governor's presence at our JJOC and whoever has the ability to do that or if multiple people want to do it we can, Judge Voy you can. James maybe you can.

Senator James Ohrenshall: I know that we had one meeting or a couple of meeting that Governor Sandoval was present so I'm hoping that our new governor will come in and sit in on some of the JJOC meetings. Because technically he's the chairman. One thing that I wanted to add. What about asking that maybe the interim finance committee would come sit in with us because if there's something an additional need for money that might help with the vacancies to do something to try to attract more people to want to either go to work at Summit View, Caliente or Nevada Youth Training Center. Maybe our interim finance committee could make an appropriation between the session and next session. At least that's one question that I had. Is the problem with what's been allocated in the budget now or is it that we can't fill those vacancies those retired officers decided to retire.

Commissioner Judge William Voy: I would say James, in what I've seen so far and Susie back me up or not. But given what the current budget for the three institutions, given what's they've been budgeted for and what they haven't been able to fill. And the staff money they haven't spent because they don't have the staff to spend it on. I don't think this is a matter of money. There's probably enough money within the pot that they allocated to make it happen. But then to make it happened you need to have, and again this is not my bailiwick but, the HR say ok we're going to change the classification for the staff member to you X rather than Y. And that comes with a salary increase of you know whatever, how much more money. But that's going to require these other agencies to get on board and not just throw a monkey wrench in and say, well, we can't do that. We can't do that in between the sessions. You know the kind of stuff that bureaucracies like to push back on. Well that's something we'll have to wait until we have another session. I think it's more getting the right people's attention. And getting them to be involved in coming up with how we can do this. And then secondary, if there isn't enough money in the current budget allocated then we go to finance for that. But the first thing is being able to get the state to say ok, we're going to reclassify the staff at the institution. We're going to reclassify that beginning next week. And it's now instead of \$38,000 a year it's going to be \$49,000 a year. Whatever. I'm just throwing this one out as an example. And getting that, getting the bureaucracy to be able to do that within the confines of their requirements under statute and regs and everything else.

Senator James Ohrenshall: I know in the past teachers, there's been PERS incentives. Where maybe they'll get extra credit toward PERS and stuff for a particular type of job. I wonder if that has ever been offered at any of the institutions. Maybe that's what might entice good people to want to fill those vacancies.

Commissioner Pauline Salla-Smith: And can I just ask the question. Because I'm just filling out the chart while we're talking. So is there a way, Miss Miller, that we can that you could provide and I'm not asking right now but, all the moving parts with the state that would need to be involved. Because even if the position, even if the budget, the positions are budgeted right, but if there's a classification change or something like that then it's going to affect the number of positions that were approved at some point. So, if we could have an idea of you know who would need to be involved. HR course, the governor's office. Would IFC, the committee need to be available. Like if we knew who needs who all needed to be at the table to really have this robust discussion who would that be.

Susie Miller: Yes, I can get those people because I've already run the numbers with the state system. Whether or not you are reclassifying something or simply bringing them in at a higher step. That's an easier way to go. And in the past, I've got the numbers. Like if you started every GS1at a step 3 instead of a step one. You know

what I mean. That would take their base salary up a couple dollars and thousands for the year. And if you went across the board. So, those numbers are easy to gather. And that would be good information if they were going to move money around. But it does affect everybody. Just not new hires because then you're looking at who did we hire in the last year. How many people is it going to affect and how much does that cost?

Commissioner Scott Shick: In respect to the legislature and Mr. Ohrenshall as well. Could we get you know before, is the Interim Committee meeting, Administration of Justice, Child Welfare and Juvenile Justice, are they meeting this year that you know of? That we could, and also the agenda from the ACLU, in respect to treating our certified kids in our juvenile facilities before they turn 18. Are those matters being discussed anywhere at this time?

Commissioner Pauline Salla-Smith: As far as I know the meetings haven't been scheduled. I haven't seen anything. The commission on children's health is meeting.

Commissioner Scott Shick: Mr. Ohrenshall do you know anything?

Senator James Ohrenshall: I don't think any of the Legislative Interim Committees have been scheduled yet. But the Interim Finance Committee meets regularly throughout the interim and it's posted on the legislative website. I think they did have a meeting about a week or two ago and they'll probably have a meeting in another 2 months. They alternate between Carson City and Las Vegas. That committee is composed of the members of the Assembly Ways and Means Committee and the Senate Finance Committee. A request has to get on their agenda. Meaning that some of the committee or the chair who's currently assemblyman, Maggie Carlson, vice chair senator Joe Whittall and I believe or one of the members has to put something on the agenda for the Interim Finance Committee and then they would decide something they could approve of or not.

Commissioner Scott Shick: Ok, thanks very much. And is there wisdom, I mean, I know we've had the support of Justice Saitta, Justice Hardesty. Is there a way that somebody from this committee could contact one of them for their support and their wisdom to maybe help us with this agenda, not to take it over. Not to develop it. And I think there is.

Commissioner Judge William Voy: In reference to that as far as Justice Saitta's concerned. She knows what's going on. And she knows the current situation. And she has reached out and has not gotten anywhere.

Commissioner Scott Shick: Ouch. Ok.

Commissioner Pauline Salla-Smith: So, Judge Voy can I go back to this thing.

Commissioner Judge William Voy: Yes, please. Thank you for keeping us going here.

Commissioner Pauline Salla-Smith: I'm going to keep us focused. Ok, so our number one priority area is the concerns for our correctional facilities with safety, our staffing. And we talked about our action steps would be to get everybody at one table that is a moving part in this. Because we're not going to get anywhere quick enough if we don't have everybody at the table.

Katie Brubaker: I know that our co-chairs and Ross have been working really hard with the governor's office. They do have a meeting next week. I don't know if it's with the governor or just someone from his office but there is a meeting. There's lots of things to go over at that meeting.

Commissioner Scott Shick: Katie you may not know the agenda but would this be a priority. We're talking health safety and welfare of the children that we're primarily tasked with taking care of.

Krystal Castro: So, the meeting that is scheduled next week is with the governor and his staff to talk about priorities of the JJOC. And I will also let Ross know that we would like to invite him to the September meeting as well.

Commissioner Pauline Salla-Smith: So, is there a way that Judge Voy can be added to that meeting?

Krystal Castro: I can check. Judge Voy I will reach out to you and Marylou to see what we can accommodate.

Commissioner Scott Shick: That would be great.

Commissioner Pauline Salla-Smith: Perfect.

Commissioner Judge William Voy: I appreciate that. I was told that that meeting was scheduled with his staff but if the governor's there that's great. I think Scott brought this up. The meeting with his staff, the interoffice staff there, his chief of staff. That's not going to solve the problem. It's got to be face to face with Steve, with the governor saying listen we've got a situation that's affecting the health and welfare and the safety of the kids, and staff at these institutions to a point where I would hazard a guess that it's in crisis mode. If not close to it. And this needs to get fixed and needs to get fixed now before you know we have a terrible situation happen. I mean I've been down this road before Scott. I mean when we tried to get mental health in our detention facilities before someone killed themselves in detention and I couldn't get anyone to respond. And of course, once that happened it happened right. I don't want to see the same thing here.

Commissioner Scott Shick: I think if we say it in a way that the strategy, to visit the programs, to talk to the governor. This is kind of the last phase of our Juvenile Justice Reform. We're implementing statute. We're collecting data and, but we need to have our treatment programs, our correctional programs up to par. In order to compliment everything else that we've done.

Commissioner Judge William Voy: Yeah that's exactly it. And I'll give another example. Dr Holland was Desert Psych therapist up in Calienta and given the current situation with the lack of counselors up there she would be in a position as the current contractor to beef up, and again this is going to require contracting and people other bureaucratic clogs to be moving. But for example, they could double their contract for example currently. And instead of trying to find mental health counselors that want to move to Calienta for example or Elko. Let's turn it over to something like that that can actually get therapists up there that are qualified and actually do this. Those are the kinds of things and discussions that need to be happening. With the right people at the table like we've talked about that can say well we can do that, or we can't do that. In order to accomplish that we need to have this done. And those are the kind of people that aren't normally at these commission meeting. The contracting people. The HR peoples. And stuff like that.

Commissioner Scott Shick: I got you.

Commissioner Pauline Salla-Smith: Are you okay with if I type up what our conversation was in the table and then.

Commissioner Judge William Voy: I would love your help.

Commissioner Pauline Salla-Smith: I'll cc you then and that way and I agree with Katie that if we don't have something solid at our September meeting, we're just going to have discussion after discussion and not have any movement. And I think that it is our responsibility to support our State Correctional Facilities to and try to figure out how to help them.

Commissioner Scott Shick: And I think an evaluation of the correctional facility. I mean from staffing to infrastructure to programming to outcomes. And I think that's how we talk about it. Because there are some things that are working obviously. We don't want to just criticize. So, let's build on what's working and what we need to do for the future. I think we could be creative and reform-oriented.

Commissioner Pauline Salla-Smith: I think that Katie and her team have already done the CPC reviews at the facilities. Which really talk about the programming and their strength and how to help with the weaknesses. And I agree with Judge Voy. I mean I think that without a solid foundation of staffing and staffing ratios it's hard to do good work. And we all know that because when you run a program your staff is your most important asset.



Commissioner Scott Shick: In this business it absolutely is.

Commissioner Judge William Voy: Pauline you can have great programs on paper at the institution but if you don't have competent staff to implement the program it's basically not there.

Commissioner Pauline Salla-Smith: I understand the difficulty especially for Elko because you know when you have gold mine and you can make \$100,000 a year driving a Haul truck. It takes away from your pool when you can't match that salary. So, you have to build other incentive in that. So, I get Elko struggles with that. They are a gold mining town just like.

Commissioner Judge William Voy: We can add this to the list. We have this down in Clark. I can't remember the name of it. You got a guy that retires from PERS. And we have a critical shortage or whatever. If we get that declaration, then we can rehire people who are currently retire for example right. I mean my current Marshall just retired from Henderson Police Department and I was able to hire him the next day because we have a critical shortage of marshall's in our courtroom right. And we could do the same thing here. I don't know what that looks like from the state bureaucracy but I'm sure there's a mechanism to do it. And that's the kind of stuff I'm talking about. Let's get creative. Let's say you know we've got these guys that retired but they've still got another five years of good work in them if they want to. And let's look at that for example. And that's the kind of stuff we need to be talking about with the right people. I don't know how to make that happen.

Commissioner Pauline Salla-Smith: So, this is going to be a lot of work. And so, if everyone's okay I mean I'd like to keep this our prioritized area and not and not layer things right now. That I think that all of our time and energy goes into this.

Commissioner Scott Shick: I agree. No, and to support the state and support Ross and Leslie and everybody. So that's our job. I think we're going to solve a lot of issues by focusing on that and keeping it centralized Pauline.

Commissioner Judge William Voy: And so that was my point. And everybody can take a vote on this in a second, but my point was to table some of these other things. Even, everyone know that I've wanted Elko closed. This is not about this. I'm not even mentioning closing Elko at this point in time. I'm just trying to say that we needed it because I know to accomplish that is a long-term goal and a long-term action plan. I'm talking about we need to change that now. We're not talking months, we're talking weeks. Every week that goes by I'm waiting to get a phone call from someone saying oh, by the way this happened at Elko or Calienta or Summit View. And I'm like Oh and then what. Do we, is the result of that then from health and safety standpoint or chapter 62. The juvenile court pull all our kids in three institutions? And then what do we do with those kids. I mean it's a bad situation. And there's not a good solution right now.

Commissioner Pauline Salla-Smith: I just agree. I think we table everything. There's additional time for those topics. And so, I agree I would make a motion to prioritize only one area right now. And that's the staffing concerns at all three of our correctional facilities. That's my motion.

**Motion:** Prioritize only one area right now. Staffing concerns at all three correctional facilities.  
**By:** Commissioner Pauline Salla-Smith  
**Second:** Commissioner Scott Shick  
**Vote:** Unanimous

Commissioner Pauline Salla-Smith: I'll type it all up and send it to you for review, so I don't misspeak.

Commissioner Judge William Voy: Yes, and I appreciate the help Pauline. Thank you.

Susie Miller: And to clarify I'm just saying, we have the positions. So, the priority is figuring out how to fill it and keep them.

Commissioner Judge William Voy: Yes, you've the position on paper Susie but like I said before filling them is a whole other issue. And also, I'd like to include in that. I'd like to make sure Pauline, what we're going to put in the action plan. Not just staff ratios but we need to look at the qualification and training issues that went along with that. Because that's just as important.

Commissioner Eve Hanan: I just wanted to say with that I agree with the phrase of it. I just wanted to make sure that it includes how staffing impacts safety and programming. To be really explicit that that's part of the focus and description of it.

Commissioner Pauline Salla-Smith: That will be under comments.

Commissioner Jack Martin: I think we also need to talk about just basic correctional practices. I mean some of these things like using PREA as an excuse to lock down children is unacceptable. And that's been accepted all the way to the top within the organization. So, I think there's some larger, deeper seated issues beyond just the staffing that need to be looked into so that's my two cents.

Commissioner Pauline Salla-Smith: I'm going to keep our number one priority as the staffing concerns if that's ok because I think that if we have, we can we can address the rest of those. I think the staffing concerns if they were locking them up for PREA ratios that's going to be relieved if they're fully staffed. I agree I believe that's been addressed with the facilities that were doing that. My understanding so I just want to make sure that I'm going to keep this really specific. And Judge Voy when I send it to you if you want to rip it up, tear it up that's fine.

Commissioner Judge William Voy: Our next JJOC is September something.

Leslie Bittleston: Yes, September 13<sup>th</sup>.

Commissioner Judge William Voy: Okay so let me ask a question. Susie if you got a list of the other folks that might need to be in attendance, like HR people, contract people, whatever the departments. Can I make my way to motion? My motion is for Miss Miller to provide that to me as chair and then I communicate that directly to the chairs of the JJOC for them to do the invites for the other folks to be at the meeting. I'm afraid they won't be there if we don't do something like that.

Susie Miller: Yes, so I will forward you the names.

Commissioner Judge William Voy: Is everyone in agreement for me to do that.

Commissioner Scott Shick: Yes sir.

Katie Brubaker: What is the ask exactly because I'm wondering if something needs to be agendize because that would make a difference.

Commissioner Judge William Voy: So, what do you mean, like explain that one for me.

Katie Brubaker: So, what is it that you want Susie to give you and how do you want it to present.

Commissioner Judge William Voy: I want representatives from the different departments within the state that would have to be involved in making the changes that have to be done. Whatever those look like to solve the staffing issues.

Commissioner Scott Shick: Potentially classification study. Job classification study. Which budget as well. It's complicated.

Commissioner Judge William Voy: I'd rather have a representative from those people there at the September meeting even though they may not have any answers necessarily. At least if they're there, there hearing what

the issues are. And we can have full discussion with the people there. Otherwise I feel we're going to have the same people there and we're not going to have the people there and we're still going to be fishing around. So why don't we have the people there that can say if you want to do X then you are going to have to have Y and A and D done before you can do that. So, I need people like that there.

Krystal Castro: So, the JJOC September meeting agenda is already posted in accordance with open meeting law. And the item that you are requesting will need to be an agenda item. It is not something that you guys can just openly discuss at the meeting. Because it's not on the agenda. But we can definitely add that for subcommittees and the next full JJOC meeting.

Commissioner Pauline Salla-Smith: I do think this is important enough to do an amended agenda for that meeting and you would still need the 5 posting. I think that, I know that's a lot of work for you guys but I do think that this is something that can't wait until October's meeting.

Commissioner Scott Shick: As a commission member I would request that. To take those steps in order to get this there.

Commissioner Judge William Voy: Ok?

**Motion:** That we request, I as the chair formally request that the chairs of the JJOC amend the notice of meeting so that we can accomplish this whatever that means.

Katie Brubaker: Really quickly since I know, so I'll be in contact with our DAG just to see how to word it appropriately.

Commissioner Scott Shick: Thank you Katie.

Commissioner Judge William Voy: And then I would send a formal email request to Judge Walker and our other co-chair. Sorry, I'm blanking on the names today. To amend a notice so that we can have this discussion and possible action on the report coming from this subcommittee. I don't think we need to modify any agenda items because I'm sure our report is listed on there already as far as we're going to report. Whatever that looks like. But I think the request to have other folks there in attendance during the discussion of this agenda item I don't think you need to change the agenda for that. That's just getting invite out to the people that need to be there.

Katie Brubaker: I'll make sure the wording is appropriate on the agenda to reflect these specific discussions, that you want to have. And you don't need to send a formal letter to the co-chairs about amending the agenda that's my thing.

Commissioner Judge William Voy: I appreciate it. Thank you.

Susie Miller: Do we want because it sounds like we're still going to be doing some problem solving at the September meeting with new people involved having them explore some ideas we're going to come up with. Is it good to have the governor at that meeting? And then follow up with him.

Commissioner Judge William Voy: My position on that Susie, if we could possibly get him to the meeting. He doesn't have to stay for the whole thing. But get him to the meeting to at least here. concerned we in the system that we all represent about the issue. And convey that this needs to be a priority for his administration.

Susie Miller: And then we need to follow up with the actual numbers.

Commissioner Pauline Salla-Smith: I think, if we can get the governor there. We all know from last time we need to get the governor involved. That's the only way it's going to happen.

Commissioner Scott Shick: I've got another meeting I got to get to. Are we done?

Commissioner Judge William Voy: Yes, because we've tabled all the other ones to focus on this one.

Leslie Bittleston: Wait, before we go, do we want to set a meeting time for the next the subcommittee?

Commissioner Pauline Salla-Smith: I think it's easier if we do a doodle poll.

Leslie Bittleston: Ok. So just for the record we're tabling agenda item number five, the whole thing for later. And we'll do a doodle poll.

Commissioner Scott Shick: Thanks very much.

Commissioner Judge William Voy: That's my position.

Leslie Bittleston: Thank you. Just wanted that for the record. We're on number 6 now judge.

Commissioner Judge William Voy: Ok, so is there any public comment for the record. Hearing none.

**Motion** to adjourn.

**Second:** Commissioner Pauline Salla-Smith but you've got to call it judge.

Commissioner Judge William Voy: Ok we are adjourned