

## Appendix A

### Chronological Progress

This appendix provides a chronological summary of the sequence of events of the Master Plan over the past 27 months. The summary also provides a forward projection of the sequence of events that are anticipated and are currently in progress. This chronology is a snapshot as of the publication date of the final report, May 29, 2008.

**Chronological progress update**

Because of the urgency of the need for safety and security in Indian Country, the entire effort during Phase I and Phase II has been expedited and has been 'fast-tracked' by all departments within the BIA and Shubnum.

A chronological progress update for the effort is as follows:

**February 2006 to September 2006**

- Completed assessments including data-gathering with site investigations, meetings and site interviews for each of the 38 sites.
- Completed the digital Photographic Record documentation of the interiors and exterior of existing facilities for each of the 38 sites approximating 6200 photographs.
- Completed Program and Facility evaluation report for each of the 38 sites.
- Completed the Facility Condition Index FCI for each of the 38 sites.
- Compiled the consolidated costs for each facility including deferred repairs and maintenance cost, same size replacement facility cost, and new facility cost for the 38 sites.

**September 2006 to October 2006**

- Presentation of findings at the conference with Department of Justice in Albuquerque. Discussion on the fallacy of funding new facility construction without follow-up funding for the associated program operations and operations for repairs and maintenance over the life of facilities – that do not have an operating revenue source for their continued operations. Fallacy of facilities' dependence on grants, corporate charitable contributions, NGO Charities, community donations and family contributions to support justice services in the Native American country.
- Presentation of the impact of the safety and security of officers and inmates resulting from inadequate facilities and funding for the Program Operations and Facilities' Operations and Maintenance
- Presented summary of findings and recommendations to Mr. Chris Chaney.

**November 2006**

- Submitted the consolidated 'Interim Report – 111606' for all of the data gathered, findings, conclusions, costs and recommendations.

**December 2006**

- Presented the consolidated interim report to senior management in Albuquerque.
- Discussions on finding comprehensive long-term solutions based on the assessments thus far.
- Discussion on preliminary evaluations and prioritizing future work resulting from the assessments.

**January 2007**

- Presentation of the consolidated interim report to senior management and Director Mr. Pat Ragsdale in Washington, DC.
- Discussion on primary evaluation and prioritization of future work during the presentation.

- Evaluations and prioritizing future work based on the interim report.
- Continued evaluations of the existing 38 facilities based on data gathered during Phase I.
- Need for additional reviews and studies of justice facilities other than the 38 facilities studied thus far. Development of operations repairs and maintenance costs and program operation costs.
- Considerations for shortfalls in funding of the program and facility-needs thus far.
- Closing down facilities or contracting out beds is not a long-term solution because of the interdependence of corrections and detention with law enforcement and courts.
- Need for consolidation of all needs for capital costs for all justice services for tribal, self-governance, PL- 638 and BIA programs over the next forty years, throughout the United States.
- Develop comprehensive, integrated and global solutions for the long-term safety and security of all programs, individuals and facilities within justice services.

#### **February 2007 continued past assessments**

- Completed evaluations of the existing 38 facilities based on data gathered during Phase I.
- Development of the Decommissioning matrix for the facilities that established priority for future recourse.
- Refined Master Facility Inmate and staff data for 38 facilities
- Refined TOC- total ownership costs for 38 facilities.
- Continued reviews of repairs and maintenance costs and funding in the context of mounting deferred maintenance.

#### **February 2007 continued future long-term developments**

- Meetings and coordination with Facilities and OJS - Corrections, Law Enforcement, and Courts to include all capital cost requirements for Justice Services for all BIA, self-governance, tribal and PL- 638 programs
- Established parameters for surveys and data gathering of facilities for justice services requirements and those not included in the original 38 facilities.

#### **March 2007**

- Continued review of repairs and maintenance needs at the BIA facilities.
- Planning for an OMB presentation based on the Presentation to the Director in January 2007.
- Developed costs for the replacement of Law enforcement, detention/corrections and court facilities that will be affected by the decommissioning of existing facilities based within the 38 facility study.

#### **April 2007**

- Draft development of structured facility requirements for facilities within the BIA, PL- 638, self-governance and tribal programs.
- Development of needs for facilities for the future based on decommissioning and the foreseeable 10 year projected needs of the tribes, locations and traffic.

- Development of 'Facilities Programming Criteria' for 1) Law Enforcement Facilities 2) Full Court, Arraignment Court and Video Court facilities and 3) Booking and Holding Detention and Corrections Facilities

#### **May 2007**

- Development of Facilities Programming for 1) Law Enforcement Facilities 2) Full Court, Arraignment Court and Video Court facilities and 3) Booking and Holding Detention and Corrections Facilities
- Development of Progress presentation for June 8 presentation for senior management in Washington D.C.
- Developed a structured three-tiered system for a range of 28 types of facilities to meet the potential 10-year projected needs for detention, corrections, law enforcement and courts.

#### **June through and August 2007**

- Completion of Projected needs and surveys for 1) Law Enforcement Facilities 2) Full Court, Arraignment Court and Video Court facilities and 3) Booking and Holding Detention and Corrections/Rehabilitation Facilities.
- Completion of Facility assignments for individual Tier and Type for specific locations for facilities within the BIA, PL-638, self-governance and tribal programs. Used 14 types of facilities within the three-tiered system.
- Completion of detailed capital construction costs for all replacement facilities.
- Completion of initial capital costs requirements for projected needs for repairs and maintenance of existing facilities and replacement facilities, phased over 10 years.
- Completion of requirements for Facility Repairs, Maintenance and operations costs for the 40 year operating life of the facilities.
- Completion of the requirements for Program Operations costs for the 40 year operating life of the facilities
- Completion of the TOC – Total Ownership Costs of the facilities
- Presentation of the Interim Report – 081007
- Follow-up comments from the government on the Interim Report - 081007

#### **September, October, November and December 2007**

- Completion of revisions on the Interim Report resulting from the comments.
- Completion of detailed maps for facilities
- Presentation of Interim Report 091007.
- Completion of the December Interim Report for the Master Planning.
- Briefings to senior management on December 6, 2007 in Washington D.C.
- Completion of the Phasing Plan for 1) Decommissioning, 2) Continued operation of existing facilities and 3) Construction activity – over a ten-year period with a concurrent: Phase I, 2 years of activities, Phase II, 4 years of activities and Phase III, 4 years of activities
- Briefings to senior management week of December 10, 2007
- Assistance with a 5 year Interim Budget for Initial Capital Outlay for construction of 22 facilities

**January 2008**

- Completion of a Facility Schematic floor plans and elevations for typical Tier I, Tier II and Tier III facility.
- Completion of Facilities Construction Criteria
- Completion of the prioritization for the replacement facilities over the 2-year, 4-year and 4-year phases.
- Revisions and adjustments to the December Interim Report based on comments and consultations.
- Assist with the in-house 'Activation Plan' within the BIA to support the Master Plan.
- Assist senior management with reviews and comments on the Master Plan.

**January 2008 through May 2008**

- Final editing and Production of the Master Plan
- Presentation of the Final Report 'Master Plan for Justice Services in Indian Country to BIA
- Preliminary review with DOI, DOJ and OMB
- Preliminary review with Congressional Committees
- Incorporate comments to the Master Plan
- Final editing and Production of the Master Plan with incorporated comments
- Assist with preparation and publication in the Federal Register and preparation for tribal consultations over the next 120 days

**Planned June 2008 through September 2008**

- Assist BIA, DOJ and HUD with the task force, preparations and assistance to the tribes with training of local tribal skills needed to implement the Master Plan at a local level.
- Presentations and consultations with tribal members at local sites