



## Advisory Board Meeting

September 6, 2013

### Discussions, Decision Points, and Outcomes

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**In Attendance:** Panda Adkins (NIC), Lorie Brisbin (NIC), Robert Brown (NIC), Norman Carlson (AZ), Jim Cosby (NIC), Jim Eaglin (FJC), Harry Fenstermaker (NIC), Dabney Friedrich (USSC), Stanley Glanz (OK), Dee Halley (NIC), Virginia Hutchinson (NIC), Jim Jacobs (NYU), Mary Lou Leary (OJP), Robert Listenbee (OJJDP), Gary Raney (Vice-Chair, ID), Charles Samuels (BOP), Anne Seymour (DC), Susan Shaffer (DC), Arthur Wallenstein (MD), Jeffrey Washington (ACA), Reginald Wilkinson (OH), Diane Williams (Chair, OH), Shaina Vanek (NIC), Scott Weygandt (NIC).



NIC's Designated Federal Official, Shaina Vanek, called the meeting to order at 9:00 AM.

#### Meeting Opening & Instructions

- Shaina Vanek (NIC) reviewed the rules and regulations as required under the Federal Advisory Committee Act (FACA) of 1972. The FACA is the legal foundation defining how federal advisory committees operate, with special emphasis on open meetings, chartering, public involvement, and reporting.

#### Opening Comments

- Diane Williams (OH) welcomed everyone and spoke about the importance of this meeting and her appreciation of the support for the meeting – both for today and the subcommittee's work yesterday. With so much that has transpired over the past year in the federal government and at NIC specifically, there is an even greater need for the Board to work collaboratively with NIC. Further, it is important for NIC to be proactive in its outreach – both to the field and to its federal partners. These meetings provide one such opportunity.

#### Bureau of Prisons Update

- Charles Samuels (BOP) spoke about recent events within the Bureau, emphasizing his focus on staff safety in BOP facilities. His continued focus on addressing staffing levels, contraband prevention, and proactive restrictive housing efforts are all elements of his commitment to staff and inmate safety.

- He discussed the implications of the uncertain fiscal times over FY 13. Although the Bureau was fortunate not to have staff furloughs during the year like many government agencies, he noted that staff furloughs are still a possibility for FY 14.
- He also commented on Attorney General Eric Holder's emphasis on reducing the prison population and the need for evidence based practices and effective reentry programming. He commented that NIC is an integral part of such efforts and reaffirmed his commitment to the agency and its unique role in the field of corrections.
- Reggie Wilkinson (Board Member, OH) brought up the types of confinement issues that need to be focused on from a national perspective, specifically inquiring about the Bureau's experience with the Prison Rape Elimination Act (PREA). Director Samuels (BOP) noted that, while incredibly important and valuable, it is a very time consuming process. He said that the Bureau is learning a lot as a result and will be sharing those lessons learned with his counterparts in the field as the law will be impacting them in 2014 (it was immediately in effect for the BOP once the standards were finalized and signed into law in 2013). Mary Lou Leary (OJP) indicated that the PREA audit authority would reside within OJP.
- Diane Williams (OH) shifted the conversation towards the staffing levels at the National Institute of Corrections and asked Director Samuels (BOP) and Acting Director Brown (NIC) for comment. Director Samuels noted that NIC's staffing levels are directly tied to the entire Bureau of Prisons' numbers. Acting Director Brown stated that the current hiring cap for NIC is 39, and that NIC is operating under the current required guidelines for hiring (e.g., hiring only current BOP employees within current duty locations – Aurora/Denver for the academy division, metro Washington for central office).
- Diane Williams (OH) reiterated her concerns over current and pending staff retirements and the implications for NIC's work and service to the field. Director Samuels (BOP) discussed his recent meetings with NIC leadership and staff, and how he has continued to support NIC in every way possible during the tight fiscal times. NIC, like all other Bureau components, have had to curtail travel budgets and become more innovative in how to provide traditional services to the field in more non-traditional ways. He discussed his responsibility to balance the needs of all BOP and NIC divisions with respect to budgetary decisions.

### **Advisory Board Business**

- Shaina Vanek (NIC) stated that, as the current NIC Advisory Board position of Chair is set to expire on September 7, 2014 and the position of Vice-Chair is currently unfilled due to the withdrawal of Max Williams (OR) earlier in the summer, the Board needed to take a vote on filling these two positions. The two positions were filled by unanimous votes by the current board:
  - Chair: Diane Williams (OH)
  - Vice Chair: Gary Raney (ID)
- Shaina Vanek (NIC) asked the Advisory Board to review the minutes from the last meeting (April 2 – 3, 2012). The Board approved the minutes without change through unanimous vote.

### **NIC Acting Director's Report**

- Bob Brown (NIC) provided an overview of NIC's current state of affairs, highlighting the challenges and successes over the past year and looking towards the future (see attached PowerPoint slides).
- Reggie Wilkinson (OH) commented on the importance of NIC continuing to be a credible leader in the field of corrections. Similar comments were echoed by other Advisory Board members, with recommendations around marketing NIC more effectively. The following possibilities for outreach were made:
  - Increasing presence on the Attorney General's Reentry Council
  - Introducing NIC to the Attorney General's Advisory Council
  - Introducing NIC to the U.S. Attorneys
  - Increasing outreach to the Office of Juvenile Justice and Delinquency Prevention
  - Partnering with the Office for Victims of Crime around PREA/Sexual Assault Nurse Examiners
  - Introducing NIC and the OWDS to the Department of Labor
- Diane Williams (Chair, OH) asked about the number of programs that NIC had scheduled during FY13 that were cancelled (and not rescheduled) as a result of sequestration. Provide this information at the next Advisory Board meeting.\*\*
- The Advisory Board also discussed the need for program evaluation – particularly around the area of Technical Assistance (TA). Also suggested that supervisors (chiefs) be more involved in training events in the field.

### **Review of August 2012 Hearing Themes**

- Diane Williams (Chair, OH) reviewed the topics discussed during the August 22 – 23, 2012 hearing on Balancing Fiscal Challenges, Performance-Based Budgeting, and Public Safety. They included:
  - fiscal costs of corrections in the U.S.;
  - outcome based budgeting;
  - cost-effective strategies for meeting policy requirements and legislative mandates;
  - budgetary approaches to providing services for offender health care services;
  - innovative cost saving strategies;
  - opportunity versus obligations; and
  - future cost needs of corrections.
- The key areas of focus that emerged from the hearing were the need to address (1) the front end of the criminal justice system (juvenile justice and diversion programs) and (2) the

community based alternatives to costly incarceration (probation and parole). The Advisory Board discussed the need to reach out to judges and others to increase awareness and education.

- Diane Williams (Chair, OH) continued the discussion by drawing parallels between the fiscal challenges in the overall field of corrections and those that NIC has experienced over the last year -- and will continue to experience in FY 14. She discussed the need for NIC to continue to put effort into hiring, planning, and moving forward.
- The topic of strategic planning for NIC was discussed. Reggie Wilkinson (OH) questioned whether NIC should engage in such an effort at this point or wait for a new director to be named. Given that (1) the timeline for hiring a new director is not under the control of NIC or BOP and (2) there is a need for NIC to move forward and look to the future, some form of strategic planning should occur.
  - Decision: Advisory Board will be involved with NIC's strategic planning effort, once it is initiated. Anne Seymour (NIC Board Member) will be the liaison for this effort. \*\*
- Ginny Hutchinson (NIC) spoke about the challenges the agency faced during FY 13, alluding to the programs that her division was not able to deliver on or engage in due to sequestration (e.g., Large Jail Network, direct supervision training). Jim Cosby (NIC) suggested that NIC has an opportunity to reframe the mission in the midst of budget cuts; refocusing on what's important and the best way to deliver services to the field.
- As NIC moves towards a formal strategic planning effort, Reggie Wilkinson (OH) recommended that the recommendations that came out of the 2012 hearing be integrated into the plan. Along those lines, Gary Raney (ID) stated that NIC should focus it's efforts on training and materials that help the field to keep people out of prison/jail and focus more on diversion and reentry efforts.

### **Community Services Division Initiatives**

- Chief Jim Cosby (NIC) presented an overview of some of the Community Services Division's efforts over the past year (see attached PowerPoint presentation for additional information).
- Comments and suggestions from the Advisory Board included:
  - incorporating juvenile justice into EBDM statewide efforts;
  - continuing to liaison with victims representatives with regard to the veterans special courts project;
  - developing a more substantive tie between OWDS with the Norval Morris project;
- A question was raised regarding whether NIC could/should partner with private foundations (the McArthur Foundation is funding the 4<sup>th</sup> phase of the Transition from Jail to Community project).
- Art Wallenstein (MD) questioned why NIC was not one of the partners listed on the Department of Labor's OWDS project announcement that went out on 9/5/13. It included the Bureau of Justice Assistance, the Anne Casey Foundation, Council of State Governments,

etc). Reggie Wilkinson (OH) stated that this project was a prime example of how and why NIC needs to reach out to other groups in order to reduce duplication. \*\*

### **Learning Management System: Overview and Access**

- Scott Weygandt (NIC) provided an overview of NIC's Learning Management System (LMS) and it's increased usage by the field in recent years (see attached handout).
- The Board discussed the topic of private correctional entities (e.g., GEO Group, Emerald Correctional Management, Corrections Corporation of America, Management & Training Corporation, etc) having access to the training resources on NIC's LMS. There have been specific requests from private corrections groups to access and utilize 'seats' in NIC's LMS. The issue is that the seats have a fiscal cost and, if private correctional entities are utilizing those seats in large numbers, state and local jurisdictions may have reduced access. Discussion points included:
  - We want the field of corrections to be the best it can be, and the field includes private entities.
  - Nobody should be entitled to a seat indefinitely.
  - Private citizens have accessed the LMS from time to time (e.g., they are not affiliated with a state or local correctional agency/entity).
  - Agencies – both private and public – have reduced the size of their training divisions, often resulting in an increased demand on the resources that NIC has.
  - Every course that NIC produces gets NIC's name out there and promotes NIC.
  - How does NIC determine whether a course should be taught in a VILT, blended, or face-to-face fashion?
  - The system currently looks at usage every 30 days (and who is accessing seats).
  - In higher education, more and more digital courses are being developed and utilized as learning tools.
  - The research shoes that people learn differently. As Reggie Wilkinson (OH) noted, the 'university without walls' concept is coming back and is here through digital learning. Scott Weygand (NIC) agreed, noting that a meta-analysis from the Department of Education says that a blended approach (online lectures, experiences in person/interactive) is the best for adult learners.
- Decisions:
  - The NIC Advisory Board will support a pilot study of private correctional entities accessing a reserved section of 'seats' in the NIC LMS.\*\*
  - Charles Samuels (BOP) suggested NIC have the Office of General Counsel review the legality of providing access to private entities.<sup>1</sup> \*\*

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<sup>1</sup> The review by OGC was completed in October 2013. There were no adverse findings or reasons why NIC could not provide services and/or access to the LMS to private correctional entities.

- If the OGC review comes back with no concerns, NIC will engage in a pilot program, with a review of outcomes occurring at the next Board meeting. A recommendation shall also be made for the Board's consideration.\*\*
- Note: If, as a result of the pilot study, NIC decides to open the LMS to private corrections (with or without guidelines) and demand by private corrections increases exponentially, we must remember that we must always meet a diverse constituency base – including state and local corrections.

With no further business to discuss, Art Wallenstein (MD) made a motion to adjourn the meeting. Anne Seymour (DC) seconded the motion. The meeting adjourned at 4:35 PM.

\*\* = Decision Points or Action Items

# Acting Director's Report

## NIC Advisory Board Meeting

September 6, 2013



## Looking Back: A Year of Change

- Over the course of FY 2013:
  - Promotion of Robert Brown to Deputy Director
  - Director Morris Thigpen's Retirement
  - Advisory Board Chartering Process
  - Implementation and Impacts of Sequestration
  - Refocusing Business Practices



## Promotion to Deputy Director



## Promotion to Deputy Director

- Respect for NIC and the organization's role in furthering and promoting corrections
- Appreciation for the quantity and quality of work that can be accomplished by a small organization such as NIC
- Wanting my last 5 years in government to be productive and help NIC any way I can to do "more, better, faster"



## Morris Thigpen's Retirement



## Morris Thigpen's Retirement

- A big change for NIC after benefiting from his leadership for almost 19 years
- Before he retired, it was hard to imagine NIC without Morris
- After he left, we all felt his absence
- Getting my feet under me; filling the gap as Acting Director



# Advisory Board Chartering



## Advisory Board Chartering

- What a process!
- Began in December 2012
  - BOP Director's Office, Office of General Counsel, NIC Executive Support
- Charter signed April 8, 2013
- Began the process of reconstituting the Advisory Board



## Advisory Board Chartering

- Activity is now governed by the Federal Advisory Committee Act (FACA)
- Designated Federal Officials
  - Robert Brown, Shaina Vanek
- Appointments and Terms
  - 3 Year, Staggered Cycles
  - Reviewed by AG's Office



## Impact of Sequestration



## Impact of Sequestration

- Budget Control Act of 2011 was to take effect January 2013
- Delayed, but sequestration did go into effect on March 1, 2013
  - Travel and Training Frozen
  - Staff Furloughs Planned
  - Uncertainty Prevailed



## Impact of Sequestration

- For NIC, sequestration presented uncharted challenges and opportunities
- Challenges
  - Training Immediately Frozen
  - Travel Immediately Frozen
  - Something we had never experienced before
  - Communications with the field



## Impact of Sequestration

- Challenges (*continued*)
  - We asked ourselves:
    - How long is it going to be like this?
    - Will we lose touch with the field if we aren't out there in traditional ways?
    - Will other organizations fill the gap and render NIC obsolete?
  - This was all going on with staff furloughs likely



## Impact of Sequestration

- Opportunities
  - Innovative and creative service delivery
  - Trying new things
  - Having more time together
  - Getting the administrative 'house in order'
  - Time to work on office-based projects and engage in planning



## Impact of Sequestration

- Fortunately, DOJ transferred funds from other components to BOP (and NIC)
- Returned to training and field work in June 2013
- Greater appreciation for the work we do
- Facing similar uncertainties for FY 2014



## Refocusing Business Practices



## Refocusing Business Practices

- Learned a lot from the first round of sequestration
  - Work smarter
  - Be innovative; tackle old problems in new ways
  - Openly discuss uncertainty
  - Be flexible
- Plan for various ‘futures’



## FY 2013 Accomplishments



## FY 2013 Accomplishments

- 277 technical assistance requests received, 166 approved/conducted
- Of the FY 2013 \$895,423 TA Budget
  - \$819,969 has been spent/obligated (91.5%)
  - Activity performed in every state except Alaska, Missouri, North Dakota, Utah and West Virginia



## FY 2013 Accomplishments

- Learning Management System (LMS) use is up again this year
  - 44,492 projected e-Course completions as compared to 28,522 in FY 2013
  - 122 recorded e-Course completions per day
  - *Your Role: Responding to Sexual Abuse* has recorded 17,452 completions
  - *Motivational Interviewing* has recorded 794 completions



## FY 2013 Accomplishments

- Blended learning - Thinking for a Change
- LMS supports "learning plans" (like an interactive syllabus) to carry out all elements of the program
- Blended training is cost effective
  - \$12,500 = cost to train a single T4C program with 20-30 participants
  - 15 deliveries in FY 2013



Learning Plan Name ▲

Thinking for a Change - South Dakota DOC

Item

- T4C Course Expectations and Participant Agreement
- T4C Pre-Session Work
- VILT: Implementing Thinking for a Change - 1:00pm CT - 13A6510 (1)
- Inter-session One Work
- VILT: Social Skills - 1:00pm CT - 13A6510 (2)
- Inter-session Two Work
- VILT: Cognitive Self Change - 1:00pm CT - 13A6510 (3)
- Inter-session Three Work
- VILT: Problem Solving Skills Part 1 - 1:00pm CT - 13A6510 (4)
- Inter-session Four Work
- VILT: Problem Solving Skills Part 2 - 1:00pm CT - 13A6510 (5)
- Inter-session Five Work
- ILT: Thinking for a Change Facilitator Training - 8:00am CT - 13A6510 (6)

Inter-session Three Work

Assignment 3

- Print [Chris' Problem](#). View the Problem Solving Skills video clips one at a time. As you view the videos, take notes on what Chris does for each Problem Solving Skill.
- Before watching the videos, print and read [Chris' Memo](#). Use it as a reference when watching the Problem Solving Skills video clips.
- A Word version of the documents can be found in the **Resources** section in the upper right hand corner.

T4C

← PREV    NEXT →

Inter-session Three Work	9/4/2013	N/A	Not Attempted
VILT: Problem Solving Skills Part 1 - 1:00pm CT - 13A6510 (4)	9/4/2013	9/4/2013	Incomplete
Inter-session Four Work	9/11/2013	N/A	Not Attempted
VILT: Problem Solving Skills Part 2 - 1:00pm CT - 13A6510 (5)	9/11/2013	9/11/2013	Incomplete
Inter-session Five Work	9/23/2013	N/A	Not Attempted
ILT: Thinking for a Change Facilitator Training - 8:00am CT - 13A6510 (6)	9/23/2013	9/24/2013	Incomplete

## FY 2013 Accomplishments

- 163 VILTs and webinars conducted
  - Combined, they have produced 2,656 completions to date
- 4 satellite broadcasts produced this year
  - Average of 2,500 viewers per broadcast
  - LGBTI broadcast wowed with over 5,500 viewers



## FY 2013 Accomplishments

- Conducted inaugural Virtual Conference, *'Cuff Key to Door Key: A Systems Approach to Reentry'*
  - Pre-recorded and live sessions
  - Some technical glitches encountered
  - Positive feedback from the field, with 6,041 professionals taking part
  - Future plans to conduct more



## FY 2013 Accomplishments

- In the process of awarding 37 cooperative agreements
  - 18 sole source awards (48.6%)
  - 19 competitive awards (51.4%)
- Select sole source award topics include:
  - LMS, offender workforce, victim advocacy, LGBTI, Veterans, NSI, Green Corrections, ASCA



## FY 2013 Accomplishments

- Select competitive award topics include:
  - Satellite/Internet Broadcasts
  - Executive Excellence
  - Sexual Safety in Women's Prisons
  - Employment Retention
  - Mentally Ill Offenders in Jail
  - Direct Supervision DVD
  - Curriculum and Team Training in Evidence-Based Decision Making
  - Thinking for a Change T4T
  - Correctional Trainer Competency Model
  - Employment Retention Inventory
  - Children of Incarcerated Parents
  - Vicarious Trauma
  - Inmate Needs Assessment



## Plans for FY 2014



## Plans for FY 2014

- Strategic planning
- Project work that can be conducted during period(s) of reduced/no travel and other sequestration-based limitations
- Succession planning
  - Currently at 34 of 39 authorized positions
- Staff development and continued skill-building



Questions ?



**Robert M. Brown, Jr.**  
*Acting Director*

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National Institute of Corrections  
Community Services Division



**Jim Cosby – Chief  
National Institute of Corrections  
Community Services Division**

**Friday, September 6, 2013**

**Mission**

*The National Institute of Corrections is a center of learning, innovation and leadership that shapes and advances effective correctional practice and public safety*

**Division Statement**

The Community Services Division will deliver correctional services for measureable results. Our priority is to develop and provide resources that will enhance the competencies of practitioners and build effective organizational capacities through innovation, problem solving, utilization of research and data-informed decision making. This body of work contributes to a just and humane society.

Community Services Division Motto:  
**TEAMWORK, COMMUNICATION, INNOVATION**

## Topics for Today's Discussion:

- Evidence-Based Decision Making (EBDM)
- Dosage Based Probation
- Corrections Fatigue
- Veterans' Specialty Courts
- Children of Incarcerated Parents
- Criminal Justice Training Education
- LGBTI Offenders
- Transition from Jail to Community (TJC)

## Evidence Based Decision Making (EBDM) Overview

- ***Evidence Based Decision Making in Local Criminal Justice Systems*** is an NIC initiative with an overall goal of implementing a collaborative framework that links protocols to decisions points of the Criminal Justice System. It involves Criminal Justice Stakeholders collaborating and deciding how they want to administer their justice system to reduce harm.

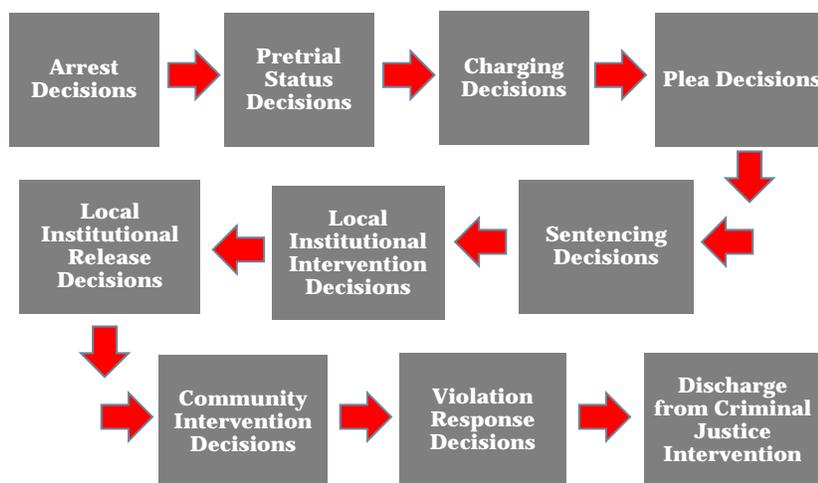
EBDM

## EBDM Initiative Goals

- Build collaborative partnerships among local criminal justice stakeholders;
- Develop a shared philosophy and vision for EBDM
- Enhance capacity for data collection and analysis
- Increase knowledge of current practice and risk reduction strategies; and
- Develop jurisdiction-specific tools to assist in the implementation of EBDM

EBDM

## Key Decision Points



EBDM

## EBDM Sites

- Mesa County, Colorado
- Grant County, Indiana
- Ramsey County, Minnesota
- Yamhill County, Oregon
- Charlottesville-Albemarle County, Virginia
- Eau Claire County, Wisconsin
- Milwaukee County, Wisconsin

EBDM

## Mesa County, Colorado

- There has been a marked increase in the number of defendants receiving pretrial supervision, an increase of over 30% between July 1, 2012 (the start of implementation of the Colorado Pretrial Assessment Tool, or CPAT) and February 2013. Overall use of pretrial supervision has increased by more than 200% since the fall of 2010, the start of the EBDM Initiative.
- Over the 7 months following implementation release on own recognizance) bonds have increased from about 24% to about 40%

EBDM

## Grant County, Indiana

- The jail population has stayed significantly below the court ordered cap of 274
- Jail bookings dropped 10% from 2011-2012
- Reduction in probation admissions (both felons and misdemeanants) 41% to 36% from 2011-2012
- Developed and implemented a offender behavior response policy and structured decision making tool to respond to probation violations

EBDM

## Eau Claire, Wisconsin

- Full system utilization of risk assessment tool lead to:
- Development of Prosecutorial diversion with 145 successful diversions in January – July of 2013
- Increased utilization of the community transition center saved 10,082 jail bed days in 2012 and 8,246 in 2013. Diverting medium and higher risk pretrial defendants, sentenced offenders, and violators from jail

EBDM

## Milwaukee, Wisconsin

- Release on Recognizance increased from 36% to 60% (2009 to 2012) following implementation of validated risk tool; over the same time period, cash bonds decreased from 64% to 40%
- Pretrial supervision was ordered in 57% of cases in 2012, up from just 8% in 2009
- Anticipate increase in pre-charge diversion caseloads to over 1000 defendants and post-charge deferred prosecution program caseloads to over 600 per year (historically there were an average of 117 diversion and 68 deferred prosecution cases per year)
- Full implementation will occur in Fall 2013

EBDM

## Charlottesville/Albemarle County Virginia

- Decrease in jail population by 25%, 550 ADP 2012 to 410 ADP in 2013
- Increased efforts by the court to use alternatives to incarceration
- Judges have eliminated nearly all weekend sentences in the jail
- Implementing an evidence-based decision making guideline (i.e., probation violation response grid) to respond to offender noncompliance

EBDM

## Urban Institute Evaluation Findings: Ample Evidence of Positive Impact

- Critical change targets identified in all 7 sites
  - Facilitated robust strategic planning process
  - Implementation on-going in all 7 sites
- Increased EBDM and system knowledge
- Increased knowledge and support for EBDM principles and practices
- Enhanced collaboration and coordination
- Indirect and direct benefits
- Essential TA elements identified
- Consensus on initiative's key challenges

EBDM

## NIC is Funding Additional Work

- Diversion as an Evidence-Based Decision Point
- Pretrial strategies to support legal and evidence based release decisions
- Additional technical assistance for change targets identified in action plans
- Series of case studies documenting the work of each of the seven sites
- Series of publications of the criminal justice stakeholders examining their roles within an EBDM framework
- Funding to support a statewide system

EBDM

## EBDM Next Steps

- Wisconsin Statewide Summit
  - Attorney General Van Hollin and DOC Secretary Wall partnering with NIC in developing protocols and tools for state and local planning and implementation
- Statewide Development and Implementation
  - Involves Criminal Justice Coordinating Councils, Governor's Office, State Corrections and up to five sites in the selected state

EBDM

## Dosage Based Probation

- Enables offenders to be terminated from supervision once required treatment objectives are met, rather than having to complete fixed terms of supervision (e.g., 3 years, 5 years)
- Encourages enhanced criminal justice system alignment around EBP and risk reduction, offender engagement in behavior changing activities.

Dosage Based Probation

## NIC working with: Center for Effective Public Policy

- Phase I includes:
  - A monograph of current research and publications
  - A comprehensive strategic plan outlining the activities, processes and objectives that an agency or jurisdiction should complete as a risk reduction intervention
  - A protocol for selecting jurisdictions that are positioned to implement the dosage based probation intervention strategic plan
  - Workshop presentations at conferences

Dosage Based Probation

## NIC working with: Center for Effective Public Policy

- Phase II includes:
  - Submission of funding request early FY14
  - A business plan for site selection and implementation of the dosage-based probation model at 2-4 test pilot sites
    - Strategically test dosage based probation in test pilot sites

Dosage Based Probation

## Corrections Fatigue

- What is it?...Corrections Fatigue....represents the cumulative detrimental impact of corrections-specific occupational aspects upon individuals or agencies.. (based on McCann & Pearlman's CSDT theory 1990)
- Term coined by Desert Waters Correctional Outreach [www.desertwaters.com](http://www.desertwaters.com) in Florence, CO who hold a cooperative agreement with NIC
- Other commonly used terms each having a bit different meaning...direct trauma, vicarious trauma, secondary trauma, compassion fatigue – not to be confused with burnout

Corrections Fatigue

## Corrections Fatigue

### Deliverables for Spring 2014

- Annotated bibliography on relevant research for the correctional field
- Document defining the issue, data, research, recognition of and approach with staff and within corrections environments
- Development of materials and conducting of a series of webinars
- Develop of a dedicated webpage

Corrections Fatigue

## Veterans Specialty Courts

### Development of a Best Practices Guide

- Create an understanding and awareness of issues specifically relating to combat veterans who enter the criminal justice system
  - Combat veterans are typically not criminals prior to their military service and due to exposure to extreme trauma many face challenges acclimating back into society that bring them into contact with the criminal justice system
- Project will identify evidence-based practices and highlight successes in up to six sites that have established Veterans Specialty Courts
  - Key stakeholders on the Veterans Specialty Court team at each site will be interviewed, including but not limited to judges, prosecutors, defense, veterans court coordinators, probation, and mentors

Veterans Specialty Courts

## Children of Incarcerated Parents

The White House has partnerships across the Federal government to identify opportunities to support Children of Incarcerated Parents

- NIC is currently serving on the Interagency Working Group on Children of Incarcerated Parents
- Training provided to the Federal Bureau of Prisons in collaboration with the White House

Children of Incarcerated Parents

## Children of Incarcerated Parents

NIC Cooperative Agreement:

### *Children of Incarcerated Parents: Arrest through Pre-Adjudication*

- Provide a guiding framework document of promising practices regarding children of incarcerated parents that will examine the points of the criminal justice continuum, including: pretrial, release, diversion, guilty adjudication, and reentry from local jails, and how each of the decision points impacts children

Children of Incarcerated Parents

## Criminal Justice Training Education

Influencing higher education curriculum content

- Concept for this initiative originated with the Urban Chiefs Network
- Problem Statement:
  - Coursework offered by schools of criminal justice does not address the current needs of the field
- The Academy of Criminal Justice Sciences is being utilized and consulted on this project
- Meeting of academics and correctional experts is convening at this time in Colorado

Criminal Justice Training Education

## Criminal Justice Training Education

Deliverables include:

- A white paper focusing on the current core correctional practices and what employers are looking for
  
- A model curriculum for consideration by educators to help increase the relevancy of required coursework

Criminal Justice Training Education

## Lesbian, Gay, Bisexual, Transgender and Intersex Offenders (LGBTI)

Identified by ASCA as an emerging correctional issue, NIC has developed a variety of resources

- Topical webpages
- Policy guides for in-custody adults and juveniles
- Currently working on a suggested best practices white paper with Brown University and the Fenway Institute for the adult population
- Release last month of in-depth legal and policy guide
- Training and technical assistance to the field

LGBTI

## Lesbian, Gay, Bisexual, Transgender and Intersex Offenders (LGBTI)

NIC commenced this work at a pivotal time in our country's history

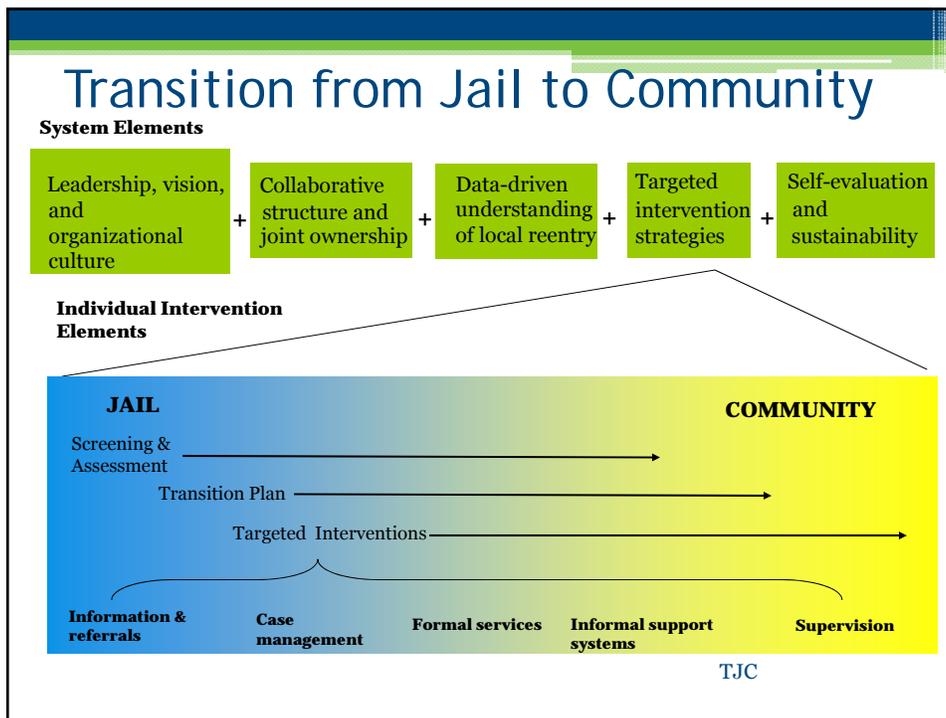
- The promulgation of the PREA standards identifying particular issues around this population along with,
- Bureau of Justice Statistics data that LGBTI offenders are at significant risk of victimization while in custody
- Changes in federal and state legislation
- Heightened visibility of this population both inside and outside of the criminal justice system

LGBTI

## Transition from Jail to Community

- This Initiative is designed to advance coordinated and collaborative relationships between jails and local communities to address reentry, leading to enhanced:
  - public safety
  - reduced recidivism
  - improved individual reintegration outcomes

TJC



## TJC Learning Sites

Phase 1 Sites	Largest City	County Pop.	Jail ADP	Phase 2 Sites	Largest City	County Pop.	Jail ADP
Davidson County, TN	Nashville	626,144	2,604	Ada County, ID	Boise	400,842	829
Denver County, CO	Denver	598,707	2,009	Franklin County, MA	Greenfield	71,778	129
Douglas County, KS	Lawrence	114,748	155	Fresno County, CA	Fresno	942,904	1,923
Kent County, MI	Grand Rapids	605,213	1,254	Hennepin County, MN	Minneapolis	1,168,431	1,112
La Crosse County, WI	La Crosse	112,627	187	Howard County, MD	Columbia	293,142	319
Orange County, CA	Santa Ana	3,010,759	6,545	Duval County, FL	Jacksonville	870,709	2,929
AB 109 Site	Largest City	County Pop.	Jail ADP	AB 109 Site	Largest City	County Pop.	Jail ADP
San Diego County, CA	San Diego	3,140,069	4,630	Santa Barbara County, CA	Santa Maria	426,878	899

## Transition from Jail to Community

### Phase 1 Findings on Model Performance

- TJC model is a viable, feasible approach
- TJC model proved adaptable to different contexts
- Model implementation was associated with significant systems change
- Full model implementation takes more than three years

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## Transition from Jail to Community

### Significant Results of TJC Project

- Tool kit and related resources to guide other jurisdictions
- Use of assessment tools such as the Proxy at intake or on the street with officers
- A shift to a focus on the pretrial and diversion process (fewer people detained and detention time shortened)
- Better transition planning in the sites
- Targeted interventions for offenders which produce better outcomes
- Measurement and evaluation of individual systems
- Gaining community involvement in the jail process and keeping appropriate stakeholders involved

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## TJC and Related Resources

- TJC Project website: [www.jailtransition.com](http://www.jailtransition.com)
  - Phase 1 Process and Systems Change Evaluation Report
  - Practitioner briefs
    - Screening and Assessment
    - Case Management
- *TJC Online Learning Toolkit:*  
[www.jailtransition.com/toolkit](http://www.jailtransition.com/toolkit)
- *The Elected Official's Toolkit for Jail Reentry*
- *Partnering with Jails to Improve Reentry: A Guidebook for Community-Based Organizations*

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## Other Community Services Division Projects and Initiatives

- Desistance Project
- Parole Decision Making
- Pretrial Evidence-based Strategies
- Women Offender Initiative
- Offender Workforce Development
- Offender Employment Retention
- Networks
- Trainings
- EBP E-Course For Line Staff and Supervisors