



## Advisory Board Meeting

August 31 – September 1, 2017

### Discussions, Decision Points, and Outcomes

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**In Attendance:** Stephen Amos (NIC), Andre Bethea (BJA), Maureen Buell (NIC), Holly Busby (NIC), Lorie Brisbin (NIC), Robert Brown (NIC), Heather Childs (Capital One), Jonathan Dickey (NIC), Jim Eaglin (FJC), Tom Feucht (NIC), Tom Kane (BOP), Tammie Gregg (OJP), Kathleen Grilli (Sentencing Commission), Jeff Hadnot (NIC), Jack Harne (NIJ), Mark Inch (Citizen, Incoming BOP Director), Bernie Iszler (NIC), Jim Pavletich (NCCHC), Dennis Mondoro (OJJDP), Pedro Moreno (HHS), Gary Raney (Vice-Chair-ID), Hilary Runion (NIC), Anne Seymour (DC), Adria Tafoya (NIC), Ronald Taylor (NIC), Linda Truitt (NIJ), Shaina Vanek (DFO-NIC), Jeff Washington (ACA), Reginald Wilkinson (OH), Diane Williams (Chair-IL), Tim Woods (NSA).

### Thursday, August 31, 2017

NIC Advisory Board Chair, Diane Williams (Chair-IL), called the meeting to order at 8:00 AM.

#### Opening Comments and Introductions

Diane Williams (Chair-IL) opened the meeting by welcoming all attendees to Washington, DC. Ms. Williams asked all board members to introduce themselves, as there were some new faces around the table.

After introductions, Dr. Reginald Wilkinson (OH) asked the incoming Director of the Bureau of Prisons Mr. Mark Inch to share a little bit about his military and corrections history with the Board. Mr. Inch stated that he is a 35 year veteran of the Army and was a career military police officer for the majority of his career. He stated that he spent one third of his career in corrections and detention operations noting, that "...while I will be new to the Bureau, I am not new to corrections." Dr. Reginald Wilkinson noted that the American Correctional Association (ACA) awarded Mr. Inch the E.R. Cass Correctional Achievement Award in 2013. This is the highest honor awarded by ACA.

## **Review and Approval of May 2016 Meeting Outcomes**

The May 5-6, 2016 meeting minutes were reviewed by the Advisory Board. Jim Eaglin (FJC) indicated that there was an error on the abbreviation for the Federal Judicial Center and requested that it be corrected. The minutes were unanimously approved, with the understanding that the FJC typo would be corrected.

## **Remarks from Bureau of Prisons Acting Director**

Acting Director Thomas Kane (BOP) thanked the board for their support and leadership for NIC, noting that the charter for the board was signed last week. Acting Director Kane said that over the last forty years, he has watched NIC, from its early stages, be at the forefront in corrections. "If I were to think of one word to describe NIC and what it represents [to the field], it is: 'knowledge.' He went on to say that NIC has performed knowledge transfer in many ways throughout its history, whether through information services, training, and technical assistance.

Acting Director Kane (BOP) thanked Mr. Inch for joining the meeting as a citizen, before he formally assumed his role at the Bureau of Prisons. He stated that, at the time of the meeting, Mr. Inch was going through the Office of Personnel Management (OPM) process necessary prior to his formal start at the BOP.

Acting Director Kane (BOP) then went on to provide some updates regarding the Bureau of Prisons. In the last four years, the inmate population of the BOP has declined from 220,000 to 187,000. In FY17, the decline has continued has reduced overcrowding from 36% to 14%. The Bureau expects changes and should anticipate an increase in the population due to policy and prosecution changes. He noted that, in FY18, the Bureau projects an increase of approximately 4,000 inmates.

Acting Director Kane (BOP) went on to say that the agency is looking to streamline: looking at how the agency can work more efficiently in the days ahead. The BOP Executive team has worked closely with the union on staff safety, the use oleo capsicum (OC) spray, stab resistant vests, and new uniforms for staff. "A current issue that we are all working on right now is the use of synthetic drugs-contraband in prison." Acting Director Kane thanked the board again for the great leadership provided to NIC – in program development and strategic planning.

Discussion points, recommendations, and requests from the Board included:

- Pedro Moreno (HHS) asked Acting Director Kane (BOP) what trends he saw going forward. Acting Director Kane stated that, "...the core of everything the BOP does is to reduce recidivism." He spoke to the added value of corrections by providing guidance, training, and skills related to rehabilitation (e.g., decision making, criminal thinking, impulsivity, failure to take responsibility, how actions affect victims, etc). Aggregate level issues affect decisions that landed the inmate in an institution. "How do we get to the core of this? How do we get to this area of failed decision making? How do we roll

this into their training to get the inmate to recognize this and make better choices? These patterns need to be addressed and the patterns explain the recidivism.” He suggested that, similar to individuals that overcome other habits like drug abuse, the field of corrections needs to move forward in this direction to have a more significant impact on recidivism.

- Anne Seymour (DC) asked if synthetic drugs are considered a safety issue for staff. Acting Director Kane affirmed this, without a doubt. Throughout corrections, synthetic drugs are virtually undetectable to current technology, often because they change so frequently.

### **National Institute of Corrections Acting Director’s Report**

Acting Director Shaina Vanek (NIC-DFO) gave the Acting Director’s report for the National Institute of Corrections, having been appointed to the position on January 20, 2017 (see attached PowerPoint® presentation *NIC-DirectorsReportPresentation\_083117.pdf*).

With many new members of the Board, Acting Director Vanek (NIC-DFO) first reviewed the rules and regulations as required under 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. Ms. Vanek discussed the history of NIC, the structure of NIC within the Department of Justice, and Federal Bureau of Prisons along with the divisions of NIC and the function of the advisory board and the different representatives that make up the board.

Acting Director Vanek (NIC-DFO) went on to state, “The staff at NIC are committed and invested in serving the field of corrections. Our stakeholders value the work we do and BOP has been and continues to be a supporter of our work and its value to the field. NIC’s executive team is committed to NIC’s success and building on strengths during periods of change.” She went on to explain that, in the agency’s recent meetings, “...we have been learning about the department’s priorities, asking ourselves curious questions about how and why we do what we do, and taking advantage of opportunities to redefine NIC’s work in light of new priorities.”

Acting Director Vanek (NIC-DFO) commented on her focus: that she has supported and facilitated open communication - both internally and externally, provided continuity, and continued to focus on agency priorities. These priorities have included: budget planning, fiscal responsibility, staff telework, preparing for the office move, evaluation of NIC’s impact in the field, strategic planning, and staffing/vacancies. She noted that “...the executive staff is fully on board and are moving forward with our staff to support the field.” Ms. Vanek explained that the ongoing priorities needed to be balanced with other competing needs – specifically, staff vacancies. In FY17, NIC had six staff members leave our organization for a variety of reasons (e.g., promotions, retirements, and an untimely death). NIC’s ‘soft cap’ on its staffing is 50, with a complete staffing level of 55. “Our lowest staffing complement was in FY15 with 31 and

currently we are at 39 positions – 78% of authorized FTE’s.” She noted that 75% of the agency’s programmatic divisions have one or more Correctional Program Specialist vacancies.

Acting Director Kane (BOP) explained that the current hiring freeze states that, if you have a vacancy that occurs after the freeze is in effect, the agency has to select from within. Further, if and agency hires for that vacancy, they must permanently delete a position. Under the requirements of the President’s FY18 budget request, position reductions were specified for various departments throughout government. There are expected reductions of approximately 1,100 positions within the BOP, which includes NIC. As a result, Acting Director Kane has recommended that NIC wait until the hiring freeze is over or revised prior to filling positions. “Creating new positions at this point will be carefully scrutinized as we strive for a more efficient and effective government workforce.” Acting Director Vanek (NIC-DFO) agreed, stating that, once the landscape changed, the agency would look to fill staff vacancies in all divisions, except the community services division which is at full staff. She explained that NIC was able to hire for some key infrastructure positions in late FY16/early FY17, which included: a Database Specialist, an Instructional Systems Specialist, and Division Chiefs.

Acting Director Vanek (NIC-DFO) explained that another priority for the agency focused on fiscal responsibility. She stated that NIC had experimented with a different method to categorize \$14.6 million programmatic expenditures, grouping them into lines of business to improve cross-divisional programs and communications. Though effective in meeting those goals, NIC will be returning to divisional budgets in FY18 in order to address the administrative challenges that came with lines of business. She stated, “...the executive team and their divisions are committed to taking the best learning from our business line experiment and applying it to how we manage our divisional budgets.”

Other fiscal changes included adjusting to hybrid funding mechanisms, transitioning back to utilizing cooperative agreements for projects where the direct benefit of the service is to the field, and continuing to use the contract-based request for proposals. Acting Director Vanek (NIC-DFO) stated that NIC has focused and will continue focusing on “...reprioritizing expenditures to address gaps created by a 20% (\$2.9 million) programmatic budget reduction this summer.” The agency activities impacted by the budget reduction included: 16 Cooperative Agreements, 17 programs, 16 training events, and three network meetings.

Acting Director Vanek (NIC-DFO) discussed the other agency priorities, to include business practices, impact evaluation, and agency strategic planning. Regarding business practices, NIC and BOP are committed to working closely and collaboratively to augment mission understanding and develop practices to support our shared goals of increased competition and transparency. With respect to impact evaluation, NIC is working with our vendor to clearly demonstrate its impact on the field and create a platform for data-driven decision making. With respect to strategic planning, Acting Director Vanek said, “We are committed to doing the job right and seeing it through the process of implementation.” To that end, NIC partnered with the Department of Interior through an Interagency Agreement, providing assistance in developing our goals, strategic plan, and executive coaching and team building work. Ms.

Vanek indicated that the afternoon's session would provide another opportunity for the NIC Advisory Board to engage on these important issues and contribute to the plan as its being developed.

### **Presentation - Set Up For Success: Implementation Science – Challenges, Opportunities, and Lessons Learned**

NIC Community Services Division Chief Holly Busby provided an overview of current trends and leading approaches in the field of corrections (see attached PowerPoint® presentation *CSD-NIRN-Presentation\_083117.pdf*). Discussion topics of included: traditional implementation of evidence-based practices (EBP) in corrections, investing resources, how providing top-down support alone often does not result in success, and formulas for success from the National Implementation Research Network (NIRN). The presentation also included how to focus on implementation, effective innovations, effective implementation, enabling contexts which all result in socially significant outcomes. From NIC's involvement with NIRN, there were many challenges, opportunities, and lessons learned.

Discussion points, recommendations, and requests from the Board included:

- The NIC's Advisory Board provided a number of questions for consideration by NIC as it considers this work and its implications for the field of corrections. They included: How do you see Implementation Science impacting the field of Corrections in the next three to five years? Should NIC provide leadership in the area of Implementation Science beyond just internal application to our programs? Given NIC's current competing priorities, how should Implementation Science rank within those priorities?

### **Agency and Association Updates**

Agency and associations were presented during by representatives from those organizations. They included updates from the American Correctional Association (ACA), the Bureau of Justice Assistance (BJA), the Federal Judicial Center (FJC), Health and Human Services (HHS), the National Coalition on Correctional Health Care (NCCHC), the National Institute of justice (NIJ), and the United States Sentencing Commission (USSC):

- **American Correctional Association** - Jeff Washington (ACA) stated that their last conference was in St. Louis, Missouri, with well attended workshops. The association updates included having (1) published the new standards on restrictive housing, (2) revamped their online training, and (3) continued partnership with NIC under a cooperative agreement on training new correctional healthcare directors. The next conference is the winter conference, scheduled for January 5 – 9, 2018 in Orlando, Florida. ([www.aca.org](http://www.aca.org))

- **Bureau of Justice Assistance** – The mission of the Bureau of Justice Assistance is to provide leadership and services in grant administration and criminal justice policy development to support local, state, and tribal justice strategies to achieve safer communities. Andre Bethea (BJA) provided an update on the activities of BJA , including: (1) BJA’s work the National Adult and Juvenile Reentry Resource Center under the Second Chance Act, (2) a publication entitled, *Mentoring as a Component of Reentry: Practical Considerations From the Field*, and (3) interagency work on children of incarcerated parents. ([www.bja.gov](http://www.bja.gov))
- **Federal Judicial Center** - Jim Eaglin, the designee for Judge Jeremy Fogel of the FJC, stated that the Federal Judicial Center is the research and education agency of the judicial branch of the United States Government. Its role is to provide accurate, objective information and education and to encourage thorough and candid analysis of policies, practices, and procedures. FJC is chaired by the Chief Justice – John Roberts - along with nine others. The FJC has recently completed study related to the trade secrets trade secrets The Defend Trade Secrets Act of 2016 (Public Law No. 114-153) related to the violation of trade secrets (<https://www.fjc.gov/content/323518/dtsa-best-practices-june-2017>). Most of the other research conducted by the FJC has focused on the civil side. ([www.fjc.gov](http://www.fjc.gov))
- **Health and Human Services** - Pedro Moreno, the designee for Steven Wagner of HHS, stated that the mission of HHS is to enhance and protect the health and well-being of all Americans. As an agency that provides for effective health and human services and fostering advances in medicine, public health, and social services, HHS has identified three major priorities under the new administration: mental health, pursuing a leaner government, and focusing on results. ([www.hhs.gov](http://www.hhs.gov))
- **National Coalition on Correctional Health Care** – Jim Pavletich (NCCHC) provided an update on NCCHC’s work, which is focused on improving the quality of healthcare in jails, prisons, and juvenile confinement facilities. He stated that they have two conferences per year, with the most recent Spring conference held in Chicago, Illinois. In addition, NCCHC has a leadership institute, conducts webinars throughout the year on correctional healthcare, and is anticipating a suicide prevention summit in the next year. He announced that there will be new, revised standards of care in correctional settings will be coming out in calendar year 2018. (<https://www.ncchc.org/>)
- **National Institute of Justice** – Linda Truitt and Jack Harne from NIJ’s Office of Science and Technology provided an update on NIJ’s work. NIJ is the research, development and evaluation agency of the U.S. Department of Justice. They reported out on a number of projects currently underway or recently completed by the agency. They included: (1) a publication entitled, *Correctional Officer Safety and Wellness - What We Learned From the Research Literature*, (2) specifications for weapons, (3) a case study on safety equipment in corrections, (4) a national survey on contraband – currently awaiting approval (5) conducted several advisory groups at NIJ, (6) set up and maintained

websites on problem solving, veterans, and substance abuse, and (7) a publication on how to leverage programs with technology. Publications can be found at: <https://www.nij.gov/publications/Pages/publication-list>. ([www.nij.gov](http://www.nij.gov))

- **United States Sentencing Commission** – Kathleen Grilli (USSC) explained that the commission is made up of seven commissioners appointed by the President. The commission is in transition now and under the continuing resolution is down to 4 commissioners. The commissioners develop sentencing policy that judges use. The commission collects information about every sentencing. Points of interest include federal sentences have declined. Commission is continuing to do recidivism research and has tracked folks for 8 years. In 2017 there was an overview of mandatory minimum sentences. Evidence based programs in the federal system has resulted in a number of diversion programs. Concerning synthetic drugs there is a multi-year study looking at synthetic drugs and how they can provide penalties within the guidelines. ([www.ussc.gov](http://www.ussc.gov))

### **Strategic Planning Focus Group**

This portion of the meeting was led by Ted Kniker, the consultant working with NIC on its strategic planning efforts through the Interagency Agreement. Members of the NIC Advisory Board participated fully in the session and their contributions will be incorporated into the final agency strategic plan, which will be published in the Spring/early Summer of 2018 (anticipated).

## **Friday, September 1, 2017**

### **Welcome / Follow Up on Items / Issues from Day 1**

Diane Williams (Chair-IL) opened the meeting by welcoming everyone to the second day of the advisory board meeting. Tim Woods from the National Sheriff's Association (NSA) joined the meeting, and Ms. Williams invited him to give an update on the NSA.

### **National Sheriff's Association Update**

Tim Woods (NSA) stated that two the big issues facing jails across the country are mental health and the opioid crisis and how they affects jail administration. He stated the NSA participates in many NIC programs, such as the Large Jail Network and the National Sheriffs' Institute, finding great value in both. He noted that the NSA has a new Executive Director (Jonathan Thompson), who joined the association approximately three and a half years ago. Mr. Woods stated that their biggest initiative over the last few years is reaching out to the corporate community to partner with the private sector to address some of the issues shared by both entities. ([www.sheriffs.org](http://www.sheriffs.org))

## **Presentation - Capacitating, Chunking, and Coaching: The Future of Corrections Learning and Performance**

Academy Division Chief Jeff Hadnot and Correctional Program Specialist Bernie Iszler provided an overview of learning and performance as it relates to the field of corrections. “NIC is striving to follow the science of learning to enhance learning and performance. We are focused on meeting the needs of corrections learning and performance professionals and must continue to meet the evolving needs of the 21<sup>st</sup> century learner.” They broke learning and associated questions down into the following three components:

- **Chunking** - How does NIC match the needs of the learner and agency plus the science of adult learning with design and delivery available to NIC? Chunking is giving the learner three to five concepts and ideas before changing it up and having the learner process and do something with it.
- **Coaching** - What and how will NIC help to begin “coaching” the field? How can agencies leverage learning/implementation processes to enhance outcomes? How can facilities coach their own staff? Can we develop coaching provides and provide training for trainers? Coaching methods include: on the job training, annual training, feedback, and virtual coaching.
- **Capacitate** - How do we create relationships with agencies and participants that support the effective use of distance strategies? Capacitating the field means we help the agencies develop their own program. We do not do this for them, but we step back, giving them the tools to move forward; all areas of the agency need to be involved in this process.

Discussion points, recommendations, and requests from the Board included:

- Acting Director Tom Kane suggested that there is “...a major organizational disconnect when we talk about staff training in the field of corrections.” He spoke about the role of organizational culture: new staff go back to the institution and seasoned staff who tell them ‘...forget about what they learned in training, this is how you do it.’ He said there should not be a divergence between what is expected anywhere in the organization at higher levels and what is reflected in policy, but well synchronized with best practices in the institution. He noted that, if the seasoned staff have a better way of doing something, leadership and management need to know it. “If our content is out of line with what staff says works, leadership and management needs to know it.”
- Bernie Iszler (NIC) stated that the whole organization needs to be involved in training. Leadership, staff, all areas need to be involved and own the training process. The training also needs input from those who are actually doing the work on a daily basis. Reginald Wilkinson (OH) cautioned that, if the seasoned employees are teaching staff how to do the job better, it is the responsibility of leadership and management to know what that is.

- Bernie Iszler (NIC) stated that relationship matter, too. Focusing on behaviors...and determining on the front end of the training, what do you as managers and leaders want to see your employees be able to do as a result of the training. She said that NIC keeps up with this through its networks and professional relationships.
- Diane Williams (Chair-IL) commented that it goes back to the culture of the agency, noting, "...the learner has to be given the space to do the work." She stated that her take on training is that, "...[training] is only as good as the culture that people are going back to. If it is not supported in the work place the new people will be changed by the culture."

### **Presentation - Opioids and Justice Involved Populations**

Jails Division Chief Stephen Amos provided an overview of the mental health and opioid crisis and their impact on the nation and our jails (see attached PowerPoint® presentation *JD-Opioids-Presentation\_090117.pdf*). He went on to explain that there is a national opioid epidemic with 3.8 million people ages 12 and older misusing prescriptions, 47,000 drug overdose deaths in 2014 (>60% of these deaths involve opioids), 152 overdose deaths per day inclusive of both prescription opioids and street heroin). Further, approximately 1,000 inmates die annually in jail from drug and alcohol intoxication, with 37% dying within seven days of entering jail. This has major implications for how we see reentry, how we prepare people and community, what does that mean to the warm handoffs? What does it mean to families and victims?

The President's commission on combating drug addiction and the opioid crisis stated that after six states (Alaska, Arizona, Maryland, Florida, Massachusetts, and Virginia) declared the opioid epidemic and emergency in their states as opioid deaths continue to rise, the President declared it a national emergency.

Stephen Amos (NIC) stated that the point he wanted to leave with the Board was: underinvesting in supporting our nation's jails with evidence based innovative strategies will cost lives in the future. It is clear that the opioid epidemic is on the rise and it is an issue that we will need to continue to address. We will continue to seek the Board's input and guidance on how to assure that NIC is properly using its limited resources and how we can assist these jurisdictions in their success.

Discussion points, recommendations, and requests from the Board Included:

- Gary Raney (Vice Chair-ID) asked where are deaths most common in jails? Is it in intake? What do we know or how could we screen them before intake and identify them as needing to go to the hospital? He suggested looking for early intervention points.
- Heather Childs (Capital One) stated that she thinks NIC should put resources towards this and make it a priority.

- Tom Kane (BOP) sees the most value in a partnership with the Office of Justice Programs (OJP) to focus on the individuals that are in the communities working with the public. He suggested training personnel to identify issues before people are incarcerated.
- Anne Seymour (DC) stated that as a Board and agency, "...we need to recognize that this is a public health crisis that has an impact on public safety and criminal justice. If this is not framed as a public health crisis, we are missing the boat." She stated that she has been to three meetings on this subject and noticed that no one is looking at the victim survivor piece of the opioid crisis. She suggested that the new Director of the Office on Victims of Crime (OVC) is going to be focusing on this issue as well. Ms. Seymour indicated that the federal partners can assess gaps in both the public health response and corrections response. "Having NIC at the table and having gap analysis needs to be part of what we do at the federal level. This should be a top priority."
- Reginald Wilkinson (OH) stated that NIC needs to work with other federal and state agencies to partner and carry out training. He recognized that NIC does not have the money to shift all other major things and make this the major priority, noting, "...we need to really think about what NIC can realistically do and what the boundaries are without calling on the other resources that are out there to help us."
- Tim Woods (NSA) stated that the NSA is asking the private sector and multiple public agencies to step up and partner together to combat this issue.
- Heather Childs (Capital One) stated that this issue is inherently a local problem, as is violent crime. She said the Office of Justice Programs (OJP) started a program a few years ago for combating violent crime and wondered if NIC could partner with OJP to do something similar in this area. It was very cost effective and is exceptionally effective statistically.
- Shaina Vanek (NIC) stated that she appreciates the insight and ideas for NIC regarding partnership and working relationships, because that is what NIC is about. "The question is: what is NIC's unique role? We can't do everything, but we can adhere to our mission and help however and wherever we can."

### **Presentation - Site Assessments: The Key to Successful Interventions**

Prisons Division Chief Ronald Taylor provided an overview of the services provided by the division, focusing on the role of site assessments in determining the best intervention(s) that NIC can provide its constituents (see attached PowerPoint® presentation *PD-Assessment-Presentation\_090117.pdf*). Prison division services include: leadership training and outreach, correctional health, agency operations, and networks/partnerships. Incarceration rates, incarceration costs, and goals were discussed.

Concerning site assessments provide an agency with a neutral, trusted partner to identify critical areas which need to be improved, modified, or strengthened. Ron Taylor (NIC) asked, "...how do we go in, as NIC, and help an agency begin to identify the priorities that they need to

focus on or give them knowledge or awareness of the critical issues that they are going to face as a Director? What things do they need to be aware of from day one?” He went on to state that the assessments identify whether or not objectives and goals originally established are being achieved, as well as their expected effects and impact. They provide information for future planning, establishing priorities and resource allocation.

Discussion points, recommendations, and requests from the Board included:

- Diane Williams (Chair-IL) asked Ron Taylor (NIC) to set up calls with Anne Precythe (MO), A.T. Wall (RI), and Collette Peters (OR) around this issue to gain their perspectives as they were not at the meeting.
- Reginald Wilkinson (OH) suggested posing this at the New Directors Training to see if this is something they want or something more specific/different.

### **Presentation - Norval Morris Program on Corrections Innovation**

Senior Science Advisor Thom Feucht provided an overview of the Norval Morris Program on Corrections Innovation (NMPCI) (see attached PowerPoint® presentation *Feucht-NMPCI-Presentation\_090117.pdf*). The NMPCI takes the idea of innovation and engages the field in a slightly different way. This program is designed to identify, assess, and acknowledge innovative correctional practices, programs, and policies. According to Mr. Feucht, “...we will issue a national call for nominations and utilize a review process with a concise evaluation criteria to select awardee(s) for recognition. We are looking for cutting-edge, break-through inventions or discoveries with some evidence of effectiveness, potential to advance the field, with an opportunity for further research and development.”

Dr. Thom Feucht (NIC) went on to explain that the online nomination form is very straight forward. It contains a summary, limited to one thousand words, that will address the four criteria previously mentioned and asks for other key information. Nominations are limited to federal, tribal, state, and local corrections agencies or non-government organizations (NGO’s) looking to partner with these agencies. Anybody can make the nomination, but the nominee has to be from one of the areas mentioned.

Questions for Advisory Board Discussion: Should NIC have one general category or separate distinctive categories? Recommendations for publicity/getting the word out? Would the Board like to contribute/have an application review role?

Discussion points, recommendations, and requests from the Board included:

- Reginald Wilkinson (OH) asked when NIC plans to make the first award? Thom Feucht (NIC) replied that the nomination period is set to close March 31, 2018, and the award is planned for next spring/early summer.

- Diane Williams (Chair-IL) asked how the award will be presented and in what setting? She asked whether he saw it happening at an Advisory Board Meeting? Thom Feucht (NIC) replied that, because of federal limitations, either the Acting or appointed Director will present a plaque and the setting for the award has not been determined.
- Reginald Wilkinson (OH) suggested that we find family members of Norval Morris to present the award and to include them in this process. He feels that it would mean a lot to the family members.
- Shaina Vanek (NIC/DFO) stated that NIC had a similar challenge project with the Green Corrections initiative, where a number of applicants introduced their green correction ideas. They had the winners present to each other and they were able to write a couple of articles from it that in-turn could inform the field around green corrections and innovative ideas there. The culminating event was very low cost and held in a federal facility.
- Anne Seymour (DC) asked that the NMCPI form be sent to her so that she could forward to her listserv.
- Reginald Wilkinson (OH) recommended announcing the NMCPI to academic groups.
- Heather Childs (Capital One) suggested using the NIJ listserv, as it would reach other academics.

### **Planning for Next Advisory Board Meeting**

Acting Director Shaina Vanek (NIC-DFO) and Chairperson Diane Williams (Chair-IL) determined the dates for FY18 Advisory Board meetings. They are:

- 1) January 25-26, 2018
- 2) June 7-8, 2018
- 3) September 20-21, 2018

### **Public Comment Period & Meeting Wrap Up**

Acting Director Shaina Vanek (NIC-DFO) and Chairperson Diane Williams (Chair-IL) provided an opportunity for any further/final public comment for the day prior to discussing any final board business and wrapping up the day. Hearing none, the following discussion points ensued:

- Diane Williams (Chair-IL) reminded everyone that the August-September meeting was Gary Raney's (Vice-Chair-ID) final meeting with the Advisory Board. She stated that she really appreciated all of his contributions to the Board in all arenas, not just the area of jails. Gary Raney (Vice-Chair-ID) stated he was honored to be asked to serve on the NIC Advisory Board a number of years ago. He said that it has been a pleasure to learn about the work that NIC does and that he will miss everyone. Shaina Vanek (NIC-DFO)

stated that “...Gary has made many contributions over the years and I am privileged to call him a friend.” She went on to note that, with Mr. Raney no longer serving on the Board, NIC will be able to work him in a different capacity and tap his expertise.

- Heather Childs (Capital One) asked for a breakdown in the areas of training and assistance we provide.
- Anne Seymour (DC) shared a brochure on victim services on behalf of Collette Peters, Director of the Oregon Department of Corrections. She said that if you look at NCVLI and Multnomah County Community Corrections, and several others, they have created a website and an app specifically for post-conviction victim services. Ms. Seymour noted that “...this was jumpstarted by the gap analysis that NIC funded. They were able to get private funding to create a website and an app for victims.”
- Reginald Wilkinson (OH) commended the ideas that NIC Community Services Chief Holly Busby spoke about, and thinks that NIC should cultivate that. He suggested creating a Morris Thigpen award for ideas that are actually implemented, stating “...it would be a good idea and would help to motivate and acknowledge staff at NIC.”
- Jim Eaglin (FJC) said that he has represented the last seven FJC Directors over the years and “...it is amazing and great to be part of this process.”
- Mark Inch (incoming BOP Director) thanked the Board for allowing him to attend and participate as a private citizen prior to him formally joining the Bureau of Prisons. He stated that he “...learned a lot about NIC, the role of the Advisory Board, and statutes, and the relationship between the BOP and NIC. The presentations and discussions were excellent and I must give kudos to the Acting Director for the meeting.” He stated that he will look to address staffing and funding for NIC.

Mr. Inch (incoming BOP Director) also suggested that a thought piece, building on the earlier discussion, about corrections a profession. “Can we call ourselves a profession if we do not have an authoritative document that defines our shared values and core competencies? A single document, ten to twelve pages, titled something like, *Defining the Corrections Profession, Our Shared Values and Core Competencies: A Collaboration of Agency Leaders and Practitioners, Public and Private, Partner Professional Organizations, and Academia* would be perfect. When you think of why NIC was formed, how do you influence an entire profession? Well, you start with an authoritative document of this is who we are, this is what you strive to be, and these are the standards. It is **character, competence, and commitment** that defines a profession and you have to be able to talk each one of them.” Mr. Inch stated that NIC is the best organization to “...bring everybody together, under guidance of this Advisory Board and say “this is it” and either we are all on board or you can chose not to be.”

Mr. Inch (incoming BOP Director) also commented that he realized the importance of the Advisory Board and how it related to the strategic planning process for NIC. “This is an amazingly influential board with a great structure and we should leverage it to its fullest.”

- Shaina Vanek (NIC-DFO) recommended creating an automatic distribution list for the board members to share information and stay in touch between meetings. This suggestion was well-received by the Board.

### **Wrap Up/Adjourn Public Meeting**

Diane Williams (Chair-IL) thanked all of the Board members, staff, and attendees for “...a meaningful meeting [that was] well worth our time and attention. I feel like we were asked to advise the leadership of the Institute.” She also thanked NIC Acting Director Shaina Vanek and the NIC team for making that the case. “There is great work going on, we just have to figure out our staffing, organization, and our structure to get the most out of that process.”

With no further business to discuss for the day, Shaina Vanek (NIC/DFO) adjourned the meeting at 11:36 AM.

# Acting Director's Report

## NIC Advisory Board Meeting

August 31, 2017

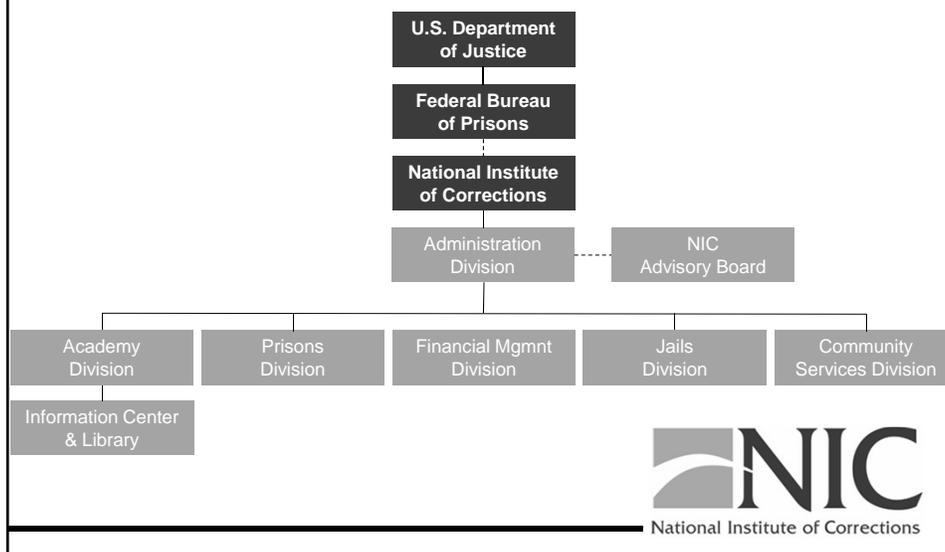


## NIC History & Advisory Board

- (1971)** Attica, New York riots occurred
- (1971)** Attorney General Mitchell convened a National Conference on Corrections
- (1974)** The National Institute of Corrections was created by statute (PL 93-415)
- (1977)** Funding included as a line item in the BOP budget



## NIC History & Advisory Board



## NIC History & Advisory Board

- The mission of NIC is to serve the nation as “...a center of learning, innovation, and leadership that shapes and advances effective correctional practice and public policy.”
- NIC is the only national agency with a legislative mandate (PL 93-415) to provide specialized services to federal, state, and local correctional agencies.



## **NIC History & Advisory Board**

- Statute also provides for the creation of an Advisory Board
- Board is comprised of 16-members:
  - 5 Public Sector Representatives
  - 5 Private Sector Representatives
  - 6 Ex-Officio Representatives (BOP, FJC, HHS, OJJDP, OJP, USSC)
- Board is governed by the FACA



## **Building on Agency Strengths**



## Building on Agency Strengths

- NIC is a **GREAT AGENCY!**
  - Staff are committed to and invested in the field of corrections
  - Stakeholders value the work we do
  - BOP has been and continues to be a supporter of our work and it's value to the field
- eTeam is committed to NIC's success



## Building on Agency Strengths

- Building on strengths particularly important during periods of change
  - Learning about the Department's priorities
  - Asking ourselves curious questions about how and why we do what we do
  - Taking advantage of opportunities to redefine NIC's work in light of new priorities
  - Continuing to ensure that the field receive the services they need to support and promote public safety



# Supporting Organizational Health



## Supporting Organizational Health

- NIC has continued working on priorities established by former Director Cosby:
  - Budget planning and fiscal responsibility
  - Staff telework and working environment
  - Evaluation of NIC's impact on the field
  - Strategic Planning
  - Staffing and Vacancies



## Priorities for NIC



## Immediate Priorities

- Since being appointed to serve in this interim capacity, I have:
  - Supported and facilitated open communication - both internally and externally
  - Provided continuity and a sense of calm
  - Continued to focus on our agency priorities
- The Executive Staff is fully on board and we are moving forward with our staff to support the field!



## Ongoing Priorities

- Some of the current and ongoing priorities for the months ahead include:
  - Staff Vacancies
  - Fiscal Responsibility
  - Business Practices
  - Impact Evaluation
  - Strategic Planning



## Priority: Filling Staff Vacancies

- Over FY 2017, NIC had 6 staff leave the agency, including former Cosby (political appointee)
- Our lowest staffing complement was in FY15, with 31 (62% of authorized FTE's)
- Currently we have 39 positions filled (78% of authorized FTE's)
- 75% of our programmatic divisions have one or more correctional program specialist vacancies



## Priority: Filling Staff Vacancies

- Priority areas to address when the hiring freeze is lifted/relaxed
  - Academy Division CPS position(s)
  - Prisons Division CPS position(s)
  - Jails Division CPS position(s)
  - Administrative position(s) (DC and Aurora)
- NIC was able to hire for some key infrastructure positions in late FY16/early FY17
  - Database Specialist, Instructional Designer, and Division Chiefs



## Priority: Fiscal Responsibility

- Experimented with a different method to categorize \$14.6M programmatic expenditures
- Adjusted to hybrid funding mechanisms:
  - Transitioned back to utilizing **cooperative agreements** for projects where the direct benefit of the service is to the field
  - Continue to utilizing contract-based '**Request for Proposal**' (RFP) process for projects where the direct benefit of the service is to NIC



## **Priority: Fiscal Responsibility**

- Reprioritizing our expenditures to address gaps created by a 20% (\$2.9M) programmatic budget reduction this summer
- Agency activities impacted include:
  - 16 Cooperative Agreements
  - 17 Programs and 16 Training Events
  - 3 Network Meetings
  - 3 Technical Assistance Events



## **Priority: Business Practices**

- Each programmatic area was impacted in some way by the budget reduction and/or staff vacancies
- Anticipated that FY18 will provide opportunities to pick up on/address some of these areas
- NIC/BOP will work together to (1) augment mission understanding and (2) develop practices to support our shared goals of increased competition and transparency



## Priority: Impact Evaluation

- NIC's ability to clearly demonstrate it's impact on the field is critical
- Partnered with a business analytics firm to aid us in:
  - Looking at our current data sets and business practices
  - Determining how best to connect that information to a reporting system
  - Developing infrastructure for data-driven decision making



## Priority: Strategic Planning

- Times of transition and change provide an ideal time for NIC to engage in strategic planning throughout the agency
- Looking back and moving forward: if we were going to do it, we were **committed to doing it right!**
- Interagency Agreement with the Department of the Interior to support us in this important work



## Priority: Strategic Planning

- Efforts include:
  - Staff and Advisory Board focus groups / interviews
  - Creation of a Strategic Planning Steering Committee (multi-divisional, with representation at all levels)
  - Executive Team development, including team and individual executive coaching

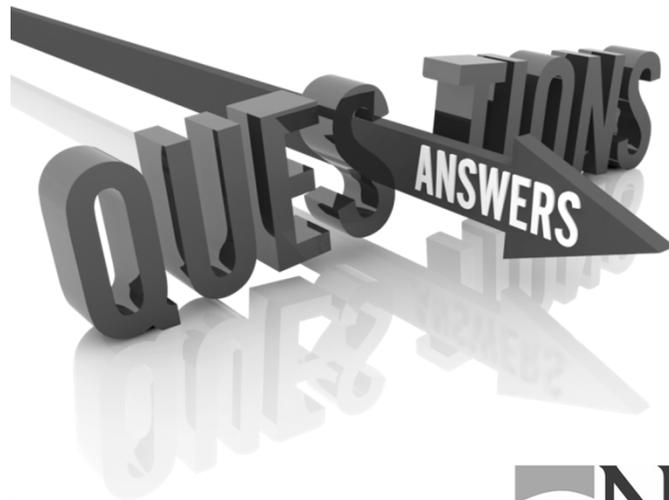
**strength**  
**weaknesses**  
**opportunities**  
**threats**



## Priorities in Support of Success

- NIC engaging in these efforts to support the continued success of the agency
- Committed to investing the human and fiscal resources to see them through
- Without question, we will continue to focus on:
  - meeting our statutory mission
  - delivering exemplary service to the field of corrections





**Shaina Vanek, Acting Director**

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800.877.1461  
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# Set up for Success Implementation Science



# Current trends and leading approaches in the field of corrections

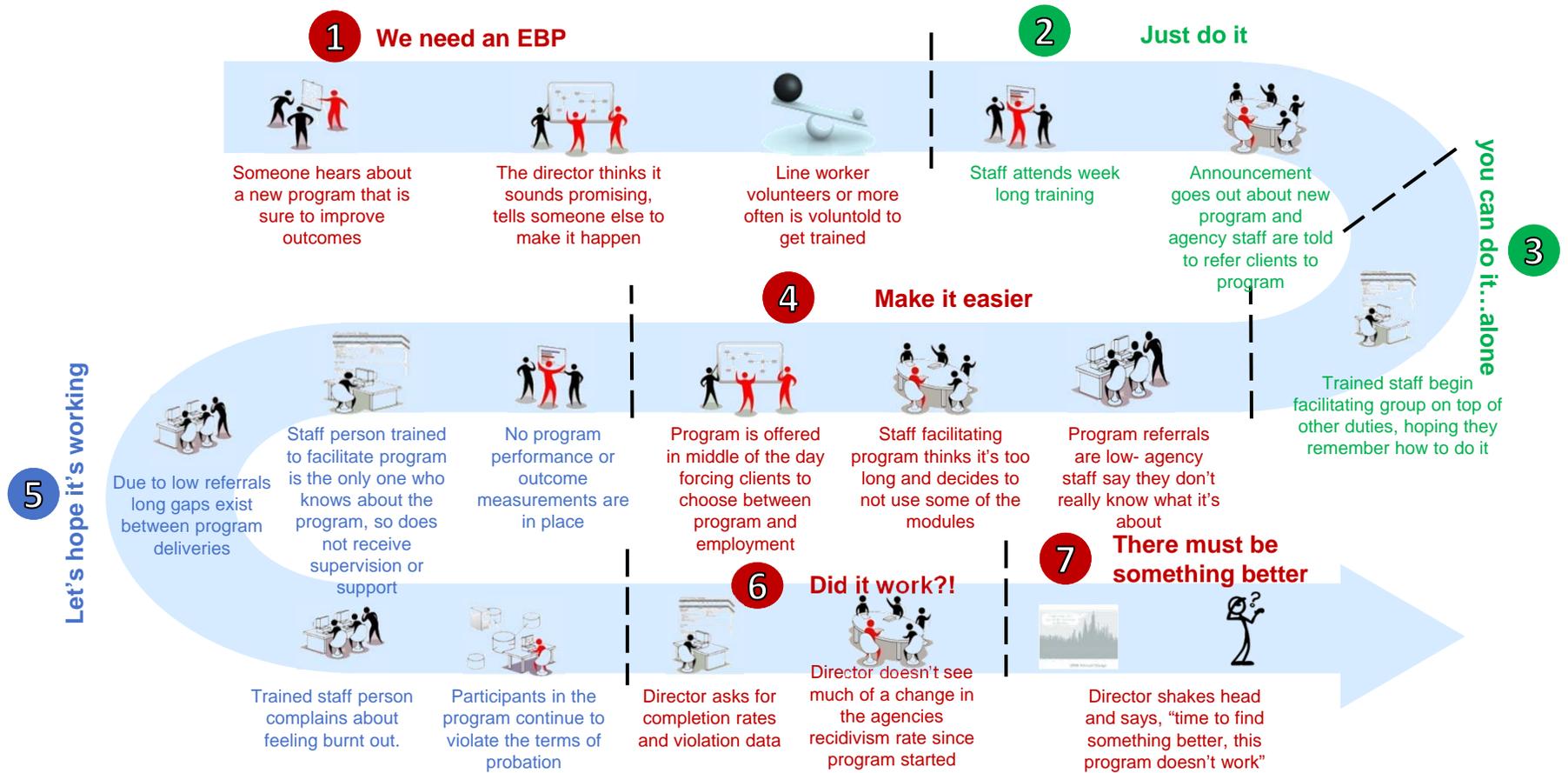
## Criminal Justice Forces / Trends

- Increased acceptance of and application of the research regarding evidence-based practices
- Targeted focus on rehabilitation and criminal risk reduction based on the RNR principles
- National crime rates are decreasing, yet the number of people placed on supervision, incarcerated or re-incarcerated continues to climb in many parts of the country
- Increased stakeholders/constituents demand for improved outcomes and proven results
- Bi-partisan call for improving our criminal justice

## Leading Transformation Approaches

- Implementation of the 8 principles of evidence based practices
- Motivational Interviewing
- Cognitive Behavioral Interventions
- Actuarial Risk/Needs Assessments
- Case Planning tools
- Use of incentives and graduated sanctions

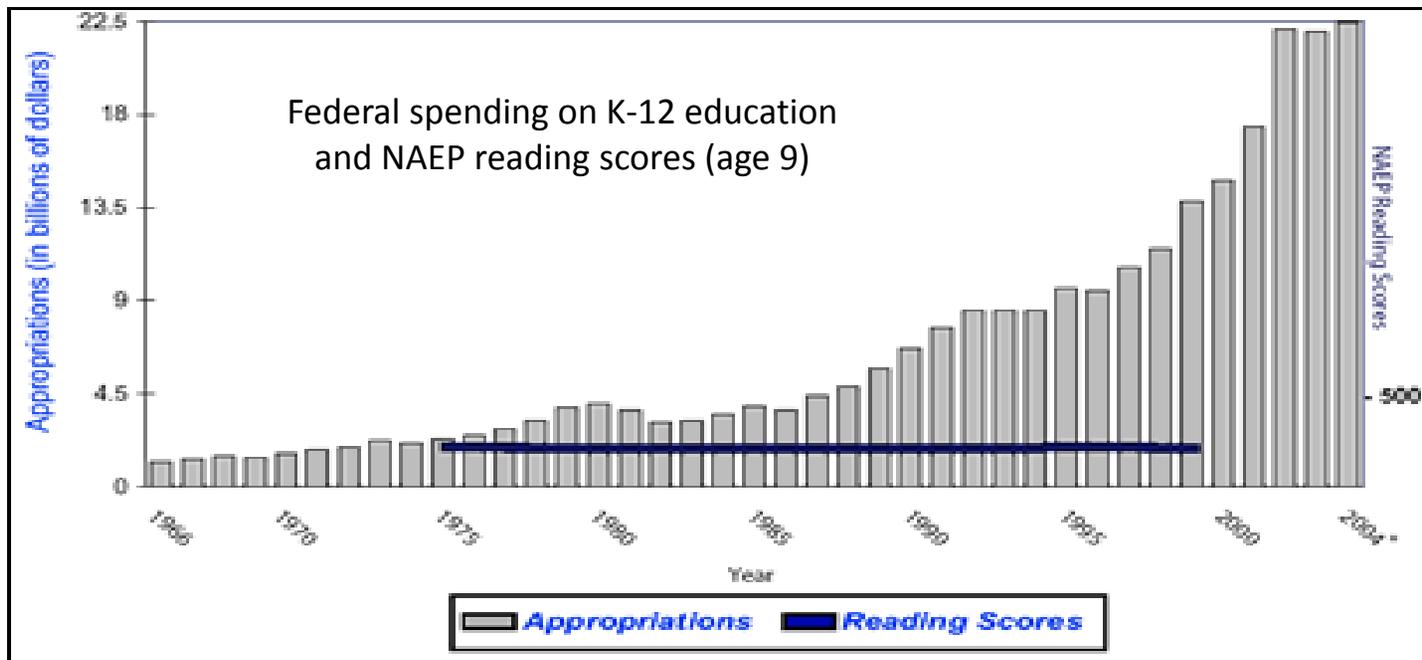
# Traditional implementation of an EBP in Corrections



# Implementation Science

- Implement = Use
- Implementation Science
  - The study of how organizations *effectively implement* and sustain new or modified practices

Investing money and providing top down support alone does not equal success

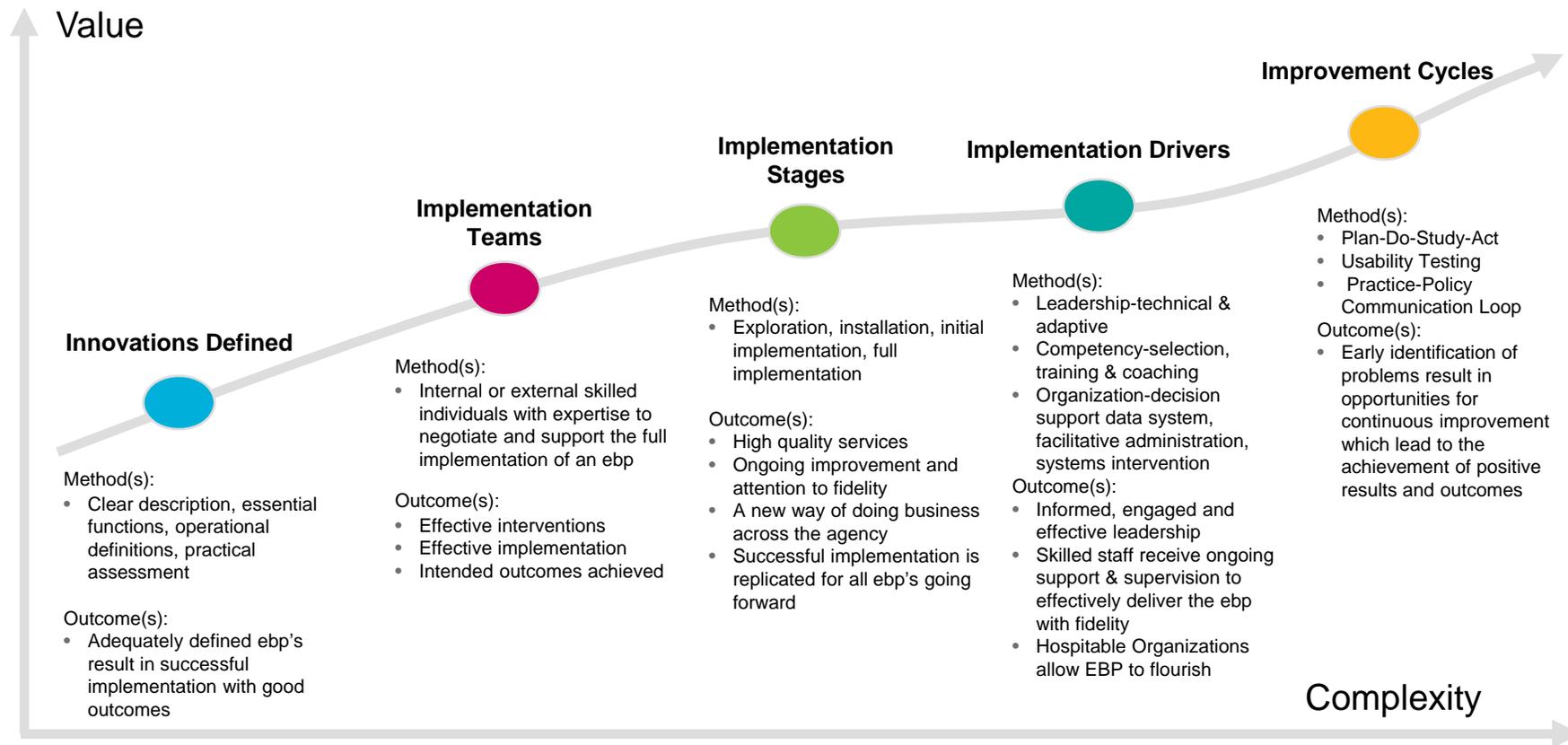


## Formula for success



Source: NIRN

# Implementation Science Transformation



## Focus on implementation includes...



Changing organizational cultures and climates, which require multiple layers of change, determination, and time

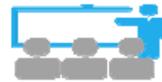
Developing leadership's ongoing and unwavering commitment to tackling challenges

Staff integration of new programs and practices

## Training alone is not enough



Training



Facilitator observation



Phone and live coaching



Ongoing practice groups

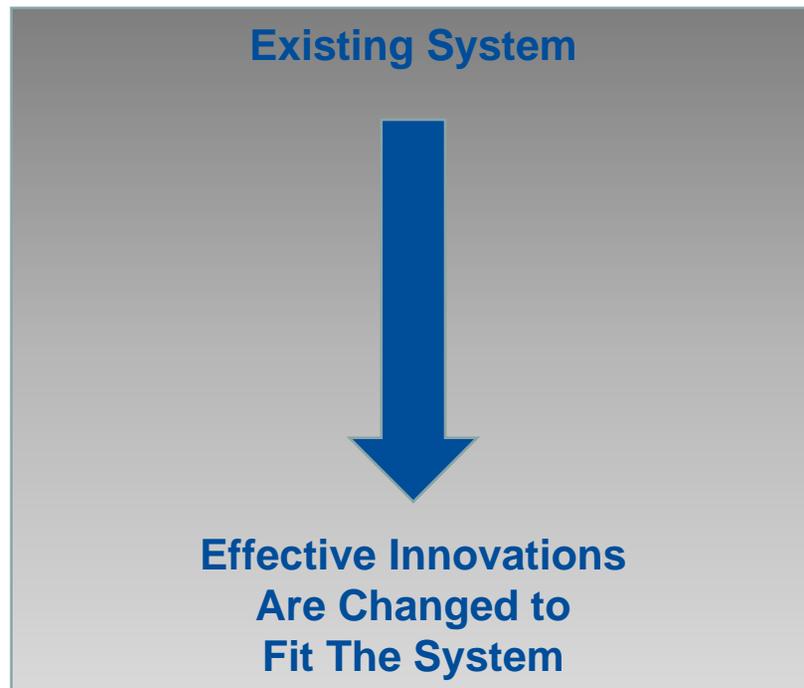
The organization must change to allow EBP to flourish



Creating a receptive system and organization

A large grey arrow pointing from left to right, with the text 'Creating a receptive system and organization' written inside it in white. The arrow is positioned over a background of green triangles.

## Reinvention for impact



## Benefits include

- Effective implementation strategies are essential to successful outcomes.
- Applying sustained and consistent implementation strategies can show improved results and outcomes in just a 2-4 year period, compared to the traditional efforts which have taken as long as 17 years to show any measurable impact.
- Successful and sustainable implementation of evidence-based programs always requires organization and system change



## It's all about choices.....

- Let it happen
- Help it happen
- Make it happen



*Source: Greenhalgh, Robert, MacFarlane, Bate, & Kyriakidou, 2004*



## A sampling of NIC projects utilizing components of IS

NIC EBDM sites- components of implementation science imbedded in the framework

NIC Alabama DOC T4C Implementation Project- using implementation science to implement this agencies first EBP

NIC Pretrial Justice Stakeholder Training-implementation module

FY17 NIC/NIRN Implementation Science Project

# Challenges, opportunities, and lessons learned



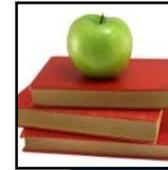
## Challenges

- Staff Resources
- Demonstrating Commitment through action
- Consistent, Unified leadership agreement, buy in and support
- Maintaining stamina over the long-haul



## Opportunities

- Provide leadership and guidance to the field in an area believed to improve outcomes and results
- Improve NIC internal processes
- Improve NIC Products



## Lessons Learned

- Learning Implementation Science is a very heavy lift
- Putting Implementation Science into practice is an even heavier lift
- Resource and time intensive
- Requires prolonged commitment and effort

## Recommendations from NIRN to NIC executive team

Decide if and how implementation science fits with NIC's fundamental vision, mission, and goals

- How does it fit with our services?
- Will it lead to improved outcomes in the criminal justice field?

Does NIC want to make the development of implementation capacity and implementation teams a priority

- Executive resources (2)
- Staff resources (2 FTE's 2 .5 FTE's)

Decide on a focus for initial implementation capacity building and demonstration of benefits to NIC and the field

- Select three or four possible evidence-based approaches and evaluate each one against the usable intervention criteria
- Make final selection



## Questions for NIC's Advisory Board

- How do you see Implementation Science impacting the field of Corrections in the next 3-5 years
- Should NIC provide leadership in the area of Implementation Science beyond just internal application to our programs
- Given NIC's current competing priorities, how should Implementation Science rank within those priorities



**Thank You**

Holly Busby, Chief, NIC Community Services Division  
202 514 0098  
[hbusby@bop.gov](mailto:hbusby@bop.gov)

# Opioids and Justice Involved Jail Populations

NIC Advisory Board  
September 1, 2017

Stephen Amos  
Chief of the Jails Division  
National Institute of Corrections



## National Opioid Epidemic

- 3.8 million people ages 12 and older misuse Rx
- 47,000 drug overdose deaths in 2014
- > 60% of these involved opioids
- 152 overdose deaths per day (Rx or heroin)



## Emergence of Fentanyl & Carfentanil

**Fentanyl-** is a synthetic opioid analgesic that is similar to morphine but is 50 to 100 times more potent. It is a schedule II prescription drug, and it is typically used to treat patients with severe pain or to manage pain after surgery.

**Carfentanil** - is a synthetic opioid used as an elephant tranquilizer 10,000 times more potent than morphine. Serious risk to public safety, first responders, jail officers, and medical personnel because it can be absorbed through the skin, or accidentally inhaled. *"Only a few granules of the substance, the size of table salt, can be deadly".*



## Impact on the Nations Jails

- All 3,200 jails in the U.S.
- Example: West Virginia
  - 44,000 total inmates booked into 10 regional jails last year
  - Approximately 19,000 inmates in detoxification or withdrawal program
  - Equals 43% of new inmates have a serious substance use problem
- Left untreated increases likelihood of returning to custody
- Most vulnerable to drug overdose with two weeks of release
  - 124 times more likely than general population
- 1,000 die annually in jail from drug and alcohol intoxication
  - 37% died within 7 days of entering jail



## National Sheriffs Association (NSA)

- President Trump met with NSA leadership
- Since 2015, NSA partnered with private sector to address the opioid epidemic
- High prevalence of inmates with co-occurring disorders
- Request to Department of Justice to facilitate a comprehensive initiative



## President's Commission on Combating Drug Addiction and the Opioid Crisis

*After six states declared the opioid epidemic an emergency in their states as opioid deaths continue to rise, the President declared it a "national emergency"*



*“Underinvesting in supporting our nation’s jails with evidence based innovation strategies now will cost lives in the future.”*



## Jail-Based Services

- Jails are:
  - emulating drug court models
  - strengthening relationships with drug treatment providers
- Continue treatment upon entry
- Initiate treatment for inmates with longer stay
- Ensure referral and “hand-off” to care in community upon release



## NIC Opportunities

- Considering various evidence based approaches to counter the opioid epidemic in jails:
  - Expand front-end interventions
  - Utilize justice system to support treatment and recovery
  - Support the field in developing opioid courts with linkages to jails and treatment
  - Support exploration of opioid treatment in jail settings
- Ensure safe re-entry of drug addicted offenders
- Guidance requested from NIC Advisory Board



## Expand Front-End Interventions

**Objective:** getting people help while avoiding the costs and consequences of prosecution and incarceration for substance abuse issues.

- Requires law enforcement, justice system and public health collaborations
- Outcomes show progress in reducing costs, recidivism, and deaths
- Target regions most impacted by the opioid epidemic
- Collaborate with prosecutors and jails administrators to:
  - Ensure safe detox pre-adjudication
  - Utilize medication assisted treatment when warranted
  - Coordinate sustained community-based treatment
- NIC efforts could include
  - technical assistance, training, and information dissemination



## Utilize Justice System to Support Treatment & Recovery

**Objective:** Uniting criminal justice agencies to promote network of community treatment providers and resources that are justice-population friendly, able and willing to handle justice-involved populations referred by police, prosecutors, courts, and institutional and community corrections effectively and safely.

- NIC could:
  - support justice system-wide coordinated response to substance use disorders, balancing treatment and public safety
  - provide technical assistance for jails for detoxification, including screening for withdrawal severity, and hospitalization when appropriate, and initiation of treatment pathway, including inducement of medication assisted treatment as appropriate, to set the trajectory of recovery, whether individuals then diverted, adjudicated, probated or committed



## Ensure Safe and Effective Re-Entry of Drug Affected Offenders

**Objective:** Transitional and reentry planning should be standard component of jail release programs, requiring embedded case management that continues post-release, transition to appropriate community treatment providers and resources, enrollment in available and appropriate health insurance plans, and linkage to medical providers.

- Opioid treatment behind the walls has been found to result in significantly higher rates of entrance into post-release treatment referrals, than referrals for treatment without prerelease MAT induction
- Targeted technical assistance and training with priority to regions most severely impacted by opioid epidemic, including implementation of reentry opioid treatment programming sought by Sheriffs as a key factor in sustaining treatment and recovery in the community



## Opioid Courts with linkages to Jails

**Objective:** Specialty courts demonstrate effectiveness, but serve only a fraction of court-involved defendants with substance abuse disorders. Support of such courts would help to address this unique population in jails.

- Whether held pretrial or as a result of a probation revocation from drug court, or direct sentencing to jail, jails can be part of the continuing treatment process
- NIC is well positioned to support close collaboration between specialty courts and jails to facilitate pre-adjudication diversion to treatment of detainees held pretrial, and appropriate treatment plan for clients
- By continuing to assist jails, NIC can help jails offer more intensive, effective evidence-based treatment for those who have failed abstinence-only treatment in the community



## Expanding Medication Assisted Treatment in Correctional Settings

**Objective:** To assist jails in establishing/enhancing existing opioid-related treatment programs, supporting promising practices for correctional application.

NIC Efforts in FY 17:

- Introduced opioid related treatment to the field through workshops and information sharing
- Established collaborations with federal agencies and associations
- Supported BJA's identification of 5 MAT Centers of Innovation to serve as demonstration sites
- Provided direct technical assistance and training to 19 correctional teams nationwide
- Worked with BJA to develop a document ("*Promising Practices Guidelines for Medication Treatment for Justice-Involved Populations.*")



## Expanding Opioid Treatment in Jail Settings

Possible NIC Efforts include:

- Targeting regions most impacted by the opioid epidemic
- Continue to build and test new evidence-based interventions
- Promote law enforcement, justice system and public health collaborations
- Expand NIC's collaborations with federal agencies and constituents
- Assist stakeholders in the development of clinical standards for sheriffs and jail administrators to address detox, stabilization and medications
- Support the work of BJA regarding MAT demonstration-research sites by supporting exposure of those sites via technical assistance
- Support local and regional opioid related seminars with expert presenters



## *Questions and Guidance*





## NIC PRISONS DIVISION

### **Site Assessment: The Key to Successful Interventions**



## Division Overview of Services

- **Leadership Training & Outreach – Directors, Deputy Directors and Women Executives**
- **Correctional Health**
- **Agency Operations**
- **Networks and Partnerships**



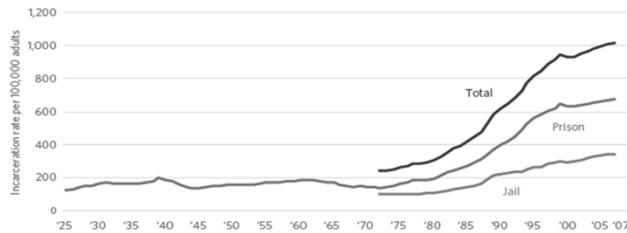


# Setting the Stage

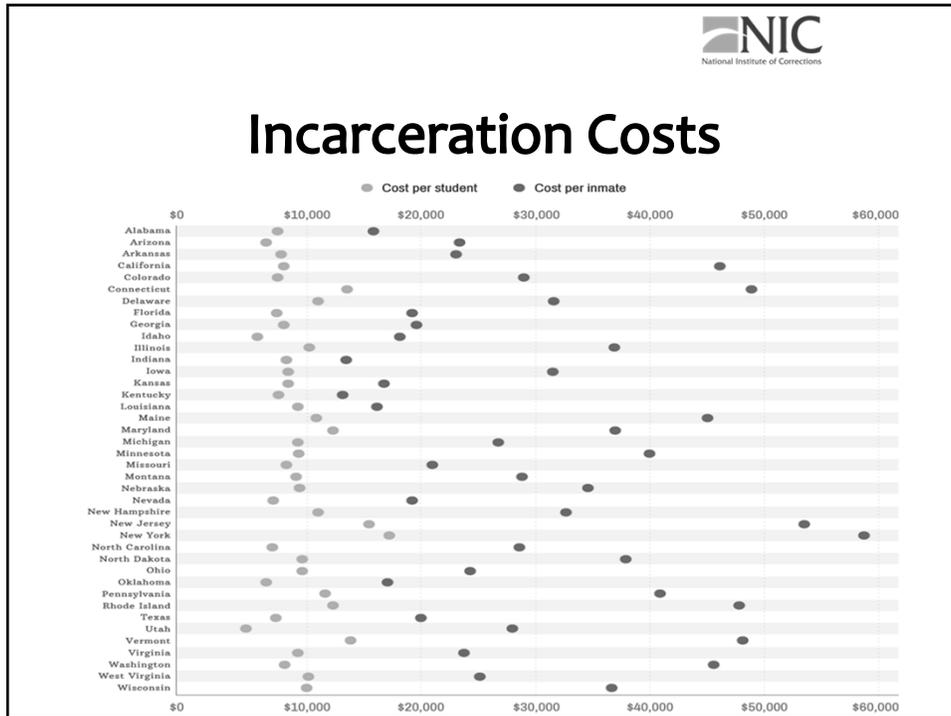


## Incarceration Rates

Figure 1  
U.S. Incarceration Rate Quadrupled Over 3 Decades  
Changes to sentencing and release policies drove up prison and jail populations



Note: Annual jail data are not available before 1972.  
Sources: U.S. Bureau of Justice Statistics (prison population); National Research Council (jail population);  
U.S. Census Bureau (adult population)  
© 2017 The Pew Charitable Trusts



## From Custody, Control & Punishment

- \* Controlling or decreasing costs
- \* Decreasing incarceration rates
- \* Staffing issues
- \* Changing inmate culture
- \* Expanding rehabilitation & treatment programs
- \* Improving public safety outcomes
- \* Reducing recidivism



## **Competing & Conflicting Demands**

- \* Internal Issues
- \* Political Agendas
- \* Judicial Rulings/Court Orders/Oversight
- \* Legislative
- \* Public



## **Site Assessments**



## Benefits of Assessment

- \* Provide agency with neutral, trusted partner to identify critical areas which need to be improved, modified or strengthened
- \* Identify whether or not objectives and goals originally established are being achieved, as well as their expected effects and impact
- \* Provide information for future planning, establishing priorities and resource allocation
- \* Determine the best way to fulfil the needs of the field.



## Discussion on Next Steps

- \* **Board member observations**
  - Is this needed?
- \* **What are the critical areas or components of the assessment?**
- \* **Additional items**



NIC Advisory Board Meeting  
Friday, September 1, 2017

1



Norval Morris Program on  
Corrections Innovation (NMPCI)

NIC Advisory Board Meeting  
August 31-September 1, 2017

Thom Feucht  
NIC Science Advisor (on detail)

2

## NM Program on Corrections Innovation

- Designed to identify, assess, and acknowledge innovative correctional practices, programs, and policies
- National call for nominations
- Review process using concise criteria
- Selection process for awards and recognition by NIC Director



3

## What We're Looking For ...

- Cutting-edge break-throughs, inventions, or discoveries with –
  - Some evidence of effectiveness
  - Potential to advance the field
  - Opportunity for further R&D
  - Broad utility elsewhere

4

## Review Criteria

1. Innovativeness (Novelty)
2. Evidence of Effectiveness
3. Overall Significance (Impact)
4. Transferability

5

## Questions for Discussion

- One general category or separate distinctive categories?
- Getting the word out?
- Review role for the Advisory Board?

6

Norval Morris Program on  
Corrections Innovation (NMPCI)

**Thank you.**

Thom Feucht  
202-353-4213  
tfeucht@bop.gov



7

Norval Morris Program on  
Corrections Innovation (NMPCI)



8