



Advisory Board Meeting

January 25 - 26, 2018

Discussions, Decision Points, and Outcomes

In Attendance: Panda Adkins (NIC), Stephen Amos (NIC), Robert Brown (NIC), Maureen Buell (NIC), Holly Busby (NIC), Francina Carter (NIC), Sandora Cathcart (NIC), Heather Childs (Capital One), Cameron Coblenz (NIC), Jonathan Dickey (NIC), James Eaglin (FJC), Thomas Feucht (NIC), Marie Garcia (NIJ), Anita Grant (NIC), Katie Green (NIC), Kathleen Grilli (United States Sentencing Commission), Jeff Hadnot (NIC), Deanna Hoskins, (BJA), Mark Inch (BOP), Dennis Mondoro (OJJDP), Pedro Moreno (HHS), Colette Peters (OR), Kevin Pistro (BOP), Ruby Qazilbash (BJA), Anne Seymour (DC), Patricia Taylor (NIC), Ron Taylor (NIC), Jonathan Thompson (NSA), Shaina Vanek (NIC-DFO), A.T. Wall (RI), Jeff Washington (ACA), Glenn Watson (NIC), Reginald Wilkinson (OH), Diane Williams (Chair-IL), and Tim Woods (NSA).

Thursday, January 25, 2018

NIC's Designated Federal Official, Acting Director Shaina Vanek, called the meeting to order at 8:00 AM.

Opening Comments and Introductions

Acting Director Shaina Vanek (NIC-DFO) 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. Introductions of Advisory Board members, guests, and NIC staff were made.

Acting Director Shaina Vanek stated that the afternoon session was going to be focused on NIC strategic planning and would be closed to all but NIC Board members and staff members.

Opening Comments

Diane Williams (Chair/IL) opened the meeting by welcoming everyone, board, NIC staff, and guests, asking everyone to introduce themselves around the room.

Review and Approval of September 2017 Meeting Outcomes

The outcome document from the last meeting in September 2017 was accepted unanimously approved by the Advisory Board, without objection or correction.

Remarks from Bureau of Prisons Director

Mark Inch (BOP) provided the Board with an overview of Bureau activities since he began serving as the Director of the agency in September 2017. He discussed his plans for the agency, providing an overview of the “Ten Big Rocks” (key areas of focus) that he was focused on for the future of the agency under his leadership (*see attached PowerPoint® presentation*).

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 (*see attached PowerPoint® presentation*).

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

- Diane Williams (Chair-IL) asked if there are two things that are not on the prioritized list today, that you think would add real value to the field, what would they be? Acting Director Shaina Vanek (NIC-DFO) stated that networks have had to be reduced and it has been a challenge.
- Colette Peters (OR) stated that the networks are so valuable and people talk about them inside the organization and they want more. Diane Williams (Chair-IL) states that she sees the networks as a critical component. Director Mark Inch (BOP Director) asked how we demonstrate the value of the networks to Congress and the administration as well. Diane Williams (Chair-IL) stated that she has seen tangible things that have come out of networks, so NIC has to find a way to inform the field about what we are doing and then communicate it to the field.
- Director Mark Inch (BOP) asked how many networks NIC has. Acting Director Shaina Vanek (NIC-DFO) stated that there are approximately 20 functioning networks, with some meeting annually or more frequently, and others meeting every other year, with virtual meetings on ‘off years.’
- Acting Director Shaina Vanek (NIC-DFO) stated that NIC is currently looking for ways to focus more time and energy on our e-courses, as doing so gives NIC a very broad reach with a very low costs.

Strategic Planning Briefing

Ted Kniker, COO of Enlighteneering and consultant to NIC's Strategic Planning efforts, discussed that this process is a combination of the walk-through of the plan and a request for feedback in order to make the best use of the Advisory Board's time. At the time of the meeting, the strategic plan was still in draft form and NIC is looking for feedback and input from the Advisory Board.

NIC Strategic Planning Steering Committee members provided the bulk of the overview:

- Scott Weygandt (NIC) provided a summary of the process and how the steering committee designed the document presented to the Board.
- Kelli Kechter (NIC) discussed the cover and the graphic illustrating how NIC serves the entire corrections system and is dedicated to unifying and strengthening the Corrections Continuum. The cover focuses on the goals and objectives of the strategic plan, the people, the policies, and the people themselves. The intent of the graphic on page 2 is to depict the corrections continuum, the interrelatedness of all parts of the corrections system and how NIC is squarely in the middle.
- Tom Feucht (NIC) presented on the introductory pages of the strategic plan. The abstract was taken from public law that established and authorized NIC and the basic elements of what the authorities are. The introductory pages provide context and a backdrop of what the agency is, what the agency does, and where the agency is going.
- Ted Kniker (Enlighteneering) spoke to the basic structure of the strategic planning document. He stated that there are four goals in the plan based upon how NIC interacts with the world and what is the value that NIC brings.
 - Goal 1 is focused on how NIC develops people: a safe, healthy, and high-performing corrections workforce.
 - Goal 2 is focused on how NIC helps organizations and agencies: an effectively managed corrections continuum of pre-trial, jails, prisons, community corrections, and community service agencies.
 - Goal 3 is focused on how NIC helps influence the system: relevant, research-informed policies, goals and standards across the corrections continuum.
 - Goal 4 is focused on how NIC helps supports and creates the internal infrastructure to support goals one through three: a healthy, innovative, learning organization.
- Panda Adkins (NIC), Thomas Feucht (NIC), and Francina Carter (NIC) reviewed goals one through four of the draft plan.
- Ron Taylor (NIC) stated that we need guidance and leadership from the Board to turn this strategic plan into action. He stated that the process would have goal owners, inviting the Board to be a part of this process. The idea is for the Board to provide oversight, guidance, and leadership for the goals. An Executive Team member will serve

as each of the goal's "owners" and – with support from an Advisory Board liaison – work with assembled teams of staff to bring each goal's objectives to fruition.

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

- A.T. Wall (RI) asked what the distinction is between a strategic plan and a tactical plan? Ted Kniker (Enlighteneering) stated that a strategic plan provides long-term direction, whereas a tactical plan focuses on implementation. Mr. Wall said that a lot of information is packed into this draft, which is daunting. He said that it seems rather dense and he worries about the capacity of our organization to put this together and carry it out. Thomas Feucht (NIC) said that the committee has made an effort to stay in contact with staff, as others have brought up this topic. He said that the committee agrees that the document is dense and huge, but the alternative would be to say do not aim so high or cut out a part of the process.
- Diane Williams (Chair-IL) says that because of where NIC is in this process, it is difficult to visualize how this whole thing fits together. She indicated that the Board may be struggling to identify what NIC is taking on. Reginald Wilkinson (OH) states that we do not lose what is in this document and suggests that there be a main document and a support document with a shorter, executive summary-type format.
- Acting Director Shaina Vanek (NIC-DFO) said that an important part for her was we have recognized that this will be a moving pathway to get to the goal, but the target will remain the same. What will we focus on and change? The engagement from the Board will be helpful.
- Ted Kniker stated that the hope is to have a final draft document by the end of February 2018. The next step is taking all of the feedback from staff and the Board and incorporating it. He said that they are trying not to overstep what is being developed and what is in place.
- Diane Williams (Chair-IL) said it feels like we are rushing to a date, as there are many missing pieces at this point, and she wonders about the impact of quality of the final product. Colette Peters (OR) agreed, stating that she felt overwhelmed in reading the document. She supports Mr. Wilkinson's suggestion of having both an internal and external document.
- Forward thinking, Colette Peters (OR) asked Shaina Vanek (NIC-DFO) if she was thinking that the goals, measures, and objectives are a standing item on the agenda for the Board meeting. Acting Director Shaina Vanek (NIC-DFO) said yes, that accountability would be an important piece of this process and contribute greatly to the success of the effort.
- Heather Childs (Capitol One) asked for the top 3 things that NIC has done. Acting Director Shaina Vanek (NIC-DFO) asked for time to get this information together for the Board, and would incorporate some significant achievements into the next Advisory Board meeting's presentation from the Acting Director.

- Diane Williams (Chair-IL) stated that we have been talking about strategic things and she wondering if we are operating at a strategic level or at an operational level in the way NIC is approaching this work. It is important to ask ourselves - at the end of the day - what we are doing to be making different.
- Reginald Wilkinson (OH) said that this is called the NIC strategic plan, but he wondered if this is an opportunity to make this a correctional strategic plan sponsored by NIC, that will go well beyond the borders of NIC East and West. He asked if NIC should be reaching for something loftier?
- Pedro Moreno (HHS) said that he suggests that it is kept in a draft plan until a new director comes in. He feels that it is important to be sensitive to all the stakeholders and all involved. Acting Director Shaina Vanek (NIC-DFO) said that, while she agreed about the need to be sensitive to all stakeholders, NIC could not afford to wait or lose momentum on the work that is being done by the staff to move this work forward. She indicated that there would be opportunities for an incoming NIC Director to make his or her mark on the work as implementing the strategic plan is a lengthy and adaptive effort. She noted that the document would be a living document and he/she could change as they see fit.
- Diane Williams (Chair-IL) agreed, noting that if the document was a draft, there would be no action taken and that would not be the right thing to do. "If we do all this work and take no action around it would be sinful."

Questions for the Advisory Board around their input on strategic planning included:

- Ted Kniker (Enlighteneering) opened this discussion by stating he had a few questions for the Board. First, does the plan depict the NIC that you want and hope for in the future?
 - a. If not, is there anything major missing that NIC should be focused on?
 - b. Do you see your input?

Colette Peters (OR) stated that she did not see anything in the document about world-class training. When people think about what NIC does, we are the training academy for our country and the document should reflect that.

- Ted Kniker's (Enlighteneering) second question was "As we look at the plan, if the organization was able to accomplish this in five years, would you be proud of NIC?" Reginald Wilkinson (OH) stated that he is proud of NIC today; "...it is a matter of how much more proud could we be of the work NIC does." Diane Williams (Chair-IL) said that we would be proud to accomplish what is in this document as is, but she would be proud, if the concepts were incorporated.
- Ted Kniker's (Enlighteneering) third question was whether there was anything missing from the plan? Reginald Wilkinson (OH) asked "what if NIC wasn't just what you have crafted in this document? What if NIC was an idea foundry? How can we think

differently about the things that we already do? How can we solicit new ideas about things we are already doing?” A.T. Wall (RI) said that Mr. Wilkinson’s statement feels like it is coming from objective 4.3 in the strategic plan document. Heather Childs (Capitol One) would stress simplicity in this document.

- Ted Kniker (Enlighteneering) asked: If NIC were to follow this strategic plan, do you see this as helping NIC become the “go to” agency? Is there anything to help make this better? A.T. Wall (RI) stated that he does not know how much is involved in trying to change NIC’s internal culture given how bureaucracy could possibly hinders it. Reginald Wilkinson (OH) said he agrees with A.T. that, the barriers are there, but asked if we were “pushing the boundaries of what we could do?” Mark Inch (BOP) said that he is still trying to understand how NIC directly influences the Department of Justice and the administration’s domestic policy. He stated that the planning has to address the current sitting administration. Heather Childs (Capitol One) said that she did not have a clear understanding of what NIC would be the “go to” agency for in this document. She said that in reading this document, she did not know what the top one to three things “go to” things for the agency were.
- Diane Williams (Chair-IL) asked the BOP Director what he saw as NIC’s role. Mark Inch (BOP) said that it is a hard question, because he is still trying to understand the role of the Bureau to the corrections profession. He stated that he views NIC as independent of the Bureau. He stated he is still trying to figure out what his role is, as it relates to NIC. Mr. Inch stated that he feels there should be a discussion about the intellectual independence of NIC with respect to the administration. This plan does not define the relationship between NIC and the Department of Justice. Acting Director Shaina Vanek (NIC-DFO) said that when NIC went from being a standalone agency to being brought under the BOP, there was not a redefinition of our statute, or the dynamic, or the relationship between BOP, NIC, and the Department. She was supportive and encouraging of that dialogue in order to increase clarity and understanding.
- Ted Kniker (Enlighteneering) said that one of the foundations of this plan is to help NIC move from being a very reactive agency to a proactive agency.

Public Comment Period

Diane Williams (Chair) opened the floor to public comments. Hearing none as there was a scheduled time for agency updates the next day of the Board meeting, the public comment period was closed.

Wrap Up and Adjourn

Diane Williams (Chair/IL) wrapped up the Board’s discussion, going over the schedule for the next day. With no further business to discuss for the day, Acting Director Shaina Vanek (NIC/DFO) and Chairperson Diane Williams adjourned the meeting at 4:01 PM.

Friday, January 26, 2018

NIC's Designated Federal Official, Acting Director Shaina Vanek, called the meeting to order at 8:32 AM.

Welcome / Follow Up on Items / Issues from Day 1

Diane Williams (Chair-IL) welcomed everyone to the second day of the advisory board meeting. Prior to getting into the business of the day, Colette Peters (OR) took a moment to acknowledge the staff and the amazing job they did on the strategic plan.

Agency and Association Updates

Representatives presented agency and association updates to the NIC Advisory Board. They included updates from the American Correctional Association (ACA), the Bureau of Justice Assistance (BJA), the National Institute of Justice (NIJ), the National Sheriffs Association (NSA), and the United States Sentencing Commission (USSC):

- **American Correctional Association** - Jeff Washington (ACA) stated that their last conference was in Orlando, Florida with well-attended workshops. Highlights from the conference included: (1) a health presentation on wellness as it related to correctional staff, (2) the Deputy Attorney General's presentation, and (3) Christopher Lawford's presented on addiction and his family's experiences with addiction. Mr. Washington indicated that the next conference will be in Minneapolis, Minnesota. Additionally, he noted that ACA was in the process of printing a 5th edition of the Adult Correctional Institutions Standards, which will include the Restrictive Housing Standards. (www.aca.org)
- **National Institute of Justice** - Marie Garcia (NIJ) stated that in 2016 they released the *Safety, Health, and Wellness Strategic Research Plan* that focuses on jails, corrections, victims. She indicated that NIJ had one solicitation that focuses on corrections in FY18. It will look at the provision of medical and mental health services in jails, prisons, and in the community, with one element focused on reducing violence and misconduct in those areas. For FY19, NIJ anticipates exploring the area of offender reintegration and correctional interventions. They currently have five ongoing projects that focus on restrictive housing and one with the Vera Institute focuses on Prisons. In 2016, NIJ funded a project with Northeastern University on correctional officer suicide, moving away from who was detained and focused on the individuals who work with them every day. She noted that NIJ had an ongoing project with the National Institute of Mental Health looking at jail suicide (people who come in and out of jails are ten percent more likely to commit suicide than the general public). The project includes two sites conducting a randomized control trial looking at a suicide intervention program (Rhode Island and Michigan). (www.nij.gov)

- **Bureau of Justice Assistance** - Deanna Hoskins (BJA) stated that the agency was in the process of replicating solicitations from last year and continuing to move their solicitations forward. Their partnerships with NIC include the Children of Incarcerated Parents/Family Strengthening project, with the goal of identifying and introducing some different ways for incarcerated parents to interact with their children to help break the cycle of familial involvement in the criminal justice system. Another partnership with NIC is around the Residential Substance Abuse Treatment Program, identifying Centers of Innovation and Partnership with NIC. There are five jails and five prisons currently involved in the program. To date, 19 teams with a total of 72 corrections professionals engaged with other facilities that have residential treatment programs so that they could learn from their peers. BJA is also working with NIC on the Stepping up Initiative, a national initiative to reduce the number of people with mental illnesses in jails. Holly Busby (NIC) also noted that NIC is working with BJA on the veterans risk assessment tool, and are currently validating the special risk assessment tool. (www.bja.gov)
- **United States Sentencing Commission** - Kathleen Grilli (USSC) stated that one of the Commission's main priorities during FY18 year was the continuation of a multi-year study they started last year on synthetic cathinones (often referred to as "bath salts") and synthetic cannabinoids (including, but not limited to, "K2" or "spice"), and fentanyl. The Commission is proposing classes for these synthetic drugs, with the recommended language currently out for public comment. The Commission has also been engaged in a long-term recidivism study, following offenders released in 2005 for a period of eight years. Focused on federal offenders, various measures such as rearrests, reconviction, and re-incarceration are reviewed (all federal courts are required to provide data to the Commission). Ms. Grilli also indicated that the Commission was working on a mandatory minimum penalty publication for firearms, which is expected in the spring of 2018. She noted that there would also be publications on drug offenses, firearm offenses, sex offenses, and identity theft, all of which will be available on their website under the research tab. (www.ussc.gov)
- **National Sheriffs' Association** - Tim Woods (NSA) stated that their next conference would be occurring in Washington, DC, noting that BOP Director Mark Inch would be addressing their Board of Directors. They also have a conference scheduled for June, in New Orleans, Louisiana. The theme of the recent NSA magazine was Jails and the theme of the magazine in January/February is the war on drugs, as it pertains to jails. To address the pervasive issue of opioids and their impact on jail operations, Mr. Woods indicated that NSA received a grant from a pharmaceutical company to acquaint Sheriffs and Jail Administrators with medication assisted treatment (MAT). They also received a grant for 2018 to put together a compendium of best practices for MAT in jails. The association has conducted and will coordinate multiple multi-disciplinary sessions around the country to discuss the opioid crisis and develop a strategy to respond to it. Mr. Woods stated that he could not overemphasize the mental health issues they are experiencing in jails. NSA is working with many entities to get round tables on what they can do about the number of inmates with mental health issues. (www.sheriffs.org)

NIC – Programmatic Division Reports

- Prisons Division - Chief Ronald Taylor (NIC) began by acknowledging staff members Evelyn Bush and Anita Grant for their hard work and the incredible job they are doing for the agency. He then took the opportunity to share with the Board a recent assessment conducted at the Pasquotank Correctional Institution in North Carolina. While NIC did not conduct a full security audit, the team did focus on the industries programs and related operational areas associated with the incident in October 2017 resulting in the deaths of four staff members. He explained the assessment process, briefly discussed the findings, and the cooperation and support the team received from the agency. Consistent with NIC protocols, the report that NIC created is provided to the leadership in North Carolina and they make the determination of how the information is released.
- Community Services Division – Chief Holly Busby (NIC) provided a number of updates and project highlights to the Advisory Board including: (1) NIC Correctional Program Specialist Maureen Buell would be hosting a brown bag lunch with Dr. LaDonna Lewis on Staff Health and Wellness on March 22, 2018, extending the invitation to local Board members; (2) Family Strengthening Project with BJA was entering its second phase, looking at modeling practices institutions can implement to promote the wellness of children and families of those incarcerated; (3) there has been a lot of national attention devoted to the area of pretrial services as indicated by a recent lawsuit in Harris County, Texas, about pre-trial detainees being held without the means to pay money bail and the constitutionality of that practice; (4) recent gender responsive work with the Illinois Department of Corrections has resulted in some major transformational changes in the way they are managing their female population, with the agency crediting NIC and our work with them; and (5) the Illinois Supreme Court announced use of NIC’s High Performing Pretrial Agency as a guideline for instituting practices around pretrial in the state.
- Academy Division – Chief Jeff Hadnot (NIC) highlighted the Security Operations Training Initiative (SOTI) project that Correctional Program Specialist Bernie Iszler provided subject matter expertise for in partnership with the Department of State (she facilitated a Regional Forum on Modernizing Prison Training Systems in Bamako, Mali Africa in July 2017). This has been on an ongoing project in which NIC assists with training curricula reviews for the Department of State and the International Corrections Management Training Center (ICMTC), Canon, Colorado. The Department of State had also asked for subject matter expertise in providing training to Nigerian Prisons Service and Ms. Iszler provided a tour of the National Corrections Academy in Aurora, Colorado to visiting Department of State officials and 20 Nigerian leaders from the ICMTC. NIC is currently exploring an expanded partnership with Department of State to provide more subject matter expertise in training design in academies.
- Jails Division – Correctional Program Specialist Mike Jackson (NIC) spoke on behalf of NIC Jails Division Chief, Stephen Amos. He stated that the Jails Division has been seeing an increase in requests primarily for new jail planning, as well as many requests for crisis

intervention training from the field. We have done a lot of work with Orleans Parish, Rikers Island, and other jails who are under various forms of oversight from the Department of Justice. Staffing in our nation's jails is a significant area of concern from current Sheriffs and Jail Administrators according to sessions at NIC's recent Large Jail Network meeting (an example of a facility operating at 34 percent of their allotted staffing was discussed).

Public Comment Period

Diane Williams (Chair) opened the floor to public comments. Hearing none, the public comment period was closed.

Meeting Wrap Up & Final Items of Discussion

A number of items requiring further discussion in order to be wrapped up were discussed. They included:

- Diane Williams (Chair-IL) said there are two candidates currently under consideration as members of the NIC Board. One candidate is Sheriff Gabe Morgan, from Newport News, Virginia. The second candidate is Barbara Broderick, the Chief Probation Officer in Maricopa County, Arizona. NIC is currently in the process of getting them vetted, recommended to the Attorney General, and hopefully appointed to the Board. NIC is also in the process of getting Anne Precythe reappointed to the Board for another term as her term ended in September 2017. She asked Director Mark Inch (BOP) for an update on the NIC Director recommendation from the Board, and he responded that the recommendation is still with the Office of the Attorney General and it is in process.
- Diane Williams (Chair-IL) stated that she had been Chair of the Advisory Board for a number of years and she was ready to step down and have someone else serve as chair. She moved that they start the process to elect a new Chairperson. Reginald Wilkinson (OH) acknowledged Diane Williams (Chair-IL) for the great job she has done for NIC over the years. He nominated Colette Peters for Chairperson of the NIC Advisory Board. He stated that Ms. Peters, the Director for the Oregon Department of Corrections for the last six years, she was "a quintessential corrections professional and knowledgeable about multiple disciplines in corrections." Anne Seymour (DC) seconded the nomination. Colette Peters (OR) accepted the nomination, stating that she was honored to be nominated and to be part of the NIC Advisory Board. Acting Director Shaina Vanek (NIC-DFO) indicated that ballots would be sent out for all members to vote on the nomination of Ms. Peters as the new Chair of NIC's Advisory Board.
- Diane Williams (Chair-IL) addressed the Board on the issue of "goal liaisons" for the strategic plan. She asked that each member notify Acting Director Shaina Vanek (NIC-DFO) which goal you are interested in working on, either today or by email.

- Colette Peters (OR) said from an Association of State Correctional Administrators perspective, she wanted to thank NIC. She stated that while NIC and ASCA have had some shared challenges, they are looking forward to 2018. She also thanked Ronald Taylor (NIC) for his leadership with the Moss Group with Directors and New Directors Training, important training opportunities for the nation's top corrections professionals.
- Anne Seymour (DC) shared that the Office on Victims of Crime (OVC) funded a Best Practices Post-Conviction Victim Services Toolkit, which would soon be an online toolkit. She stated that NIC would be working on this through NIC Correctional Program Specialist Lorie Brisbin. She wanted the outcomes document to reflect that "Lorie Brisbin is beloved by the Victim Advocates in corrections." She stated this is a three-year project that will produce a toolkit and pilot training.
- Director Mark Inch (BOP) thanked Acting Director Shaina Vanek (NIC-DFO) and the entire NIC team for making the so valuable to him. He noted, "...we need to look for every opportunity to trumpet the good work that is happening here."
- Reginald Wilkinson (OH) commented that he serves on the Ohio Peace Officers Training Commission for the Governor and he was taking notes of things that came out of the Board meeting to take home with him for law enforcement. He stated that, listening to Ronald Taylor (NIC) talk about his experience in North Carolina, we also need to go back to the basics and talk about corrections 101. "It is not always the high-level things that corrections agencies need; sometimes it is the very basic things." In closing, he advocated for more NIC staff to carry out the work of the Institute.
- Kathleen Grilli (USSC) said it is important for the folks working in these areas on a day-to-day basis, to hear positive feedback that the Board is giving. Acting Director Shaina Vanek (NIC-DFO) said that our staff are our lifeblood. This is our time to showcase what we have done and get the counsel and advice of the Board. NIC wants the Board to be engaged in what we are doing and to be part of our team because, as she often says, "we are stronger together than we are as individuals."

Wrap Up/Adjourn Public Meeting

In closing, Diane Williams (Chair-IL) echoed the sentiments of Acting Director Shaina Vanek (NIC-DFO) about NIC. She stated that she hopes that the staff "...knows how appreciative she is for the important work that NIC does and how it makes a difference to the field." She also stated that she was pleased with where the agency and board is, as well as with the interaction/quick report outs from the NIC programmatic divisions. A short report out, a bullet list, not a full presentation, was perfect and she would like to see carried forward.

With no further business to discuss, Acting Director Shaina Vanek (NIC/DFO) adjourned the NIC Advisory Board meeting at 11:06 AM.

Acting Director's Report

NIC Advisory Board Meeting

January 25, 2018



NIC's Important Role in the Field

- 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.



Since Our Last Meeting at End of August



Since Our Last Meeting

- NIC has continued working on a number of priorities:
 - Fiscal responsibility and budget planning
 - Evaluation of NIC's impact on the field
 - Strategic Planning
 - Staffing and Vacancies
 - Working environment: increased staff telework and planning for our upcoming office move to L'Enfant Plaza location



Fiscal Responsibility



Fiscal Responsibility

- \$14.6M historical annual programmatic budget
- Budget reductions:
 - 20% (\$2.9M) shared at August 2017 Board meeting
 - 10% (\$1.5M) additional cut in September 2017
- Required significant reprioritizing of expenditures to address gaps created by a 30% (\$4.4M) programmatic budget reduction in FY 2017



Fiscal Responsibility

- Required reorganization of FY18 expenditures
- Transitioned many activities from FY17 to FY18
 - 16 Cooperative Agreements
 - 10 Technical Assistance activities (~ 50 total)
 - 2 eCourse Contracts & Many Requests for Purchase
- 4 continuing resolutions since October 1st
 - Operate off percentage allotments from FY17's final \$10.2M budget



Fiscal Responsibility

- Other agency activities impacted included postponing or cancelling:
 - 17 Programs and 16 Training Events
 - 3 Network Meetings
 - 3 Technical Assistance Events
- Priority list of FY18 Cooperative Agreements
- Currently prioritizing remaining programs and activities



Impact Evaluation and Strategic Planning



Impact Evaluation

- Demonstrating NIC's impact on the field is critical
- Partnered with a business analytics firm to:
 - Look at our current data sets and business practices
 - Determine how best to connect that information to a reporting system
 - Develop data-driven decision making infrastructure
 - Complement Strategic Planning efforts



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



Strategic Planning

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



Strategic Planning

- Remaining work includes the Values Workshops for both the Advisory Board (today) and Aurora
- Next Steps:
 - publishing the completed Strategic Plan
 - beginning the **REAL** heavy lifting of implementation

strength
weaknesses
opportunities
threats



Staffing and Vacancies



Staff Vacancies

- Over FY 2017, NIC had 6 staff leave the agency, including former Director Cosby
- 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



Staff Vacancies

- Hiring freeze still in place (DOJ)
- Priority areas to address when lifted/relaxed:
 - Academy Division CPS position(s)
 - Prisons Division CPS position(s)
 - Jails Division CPS position(s)
 - Administrative position(s) (DC and Aurora)
- Exercising creative solutions that do not undercut the intent of the order



Working Environment



Working Environment

- Increased telework
 - 2 days per week for most staff, up from 1 day per week
 - 1 day per week for administrative staff (new)
- Planning for our move to L'Enfant Plaza
 - Scheduled for April 2018
 - Significant change in amount and type of space
 - Purging and streamlining office files and materials



Supporting Success



Supporting 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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BUREAU OF PRISONS DIRECTOR'S UPDATE

National Institute of Corrections Advisory Board Meeting
January 24, 2018



MISSION

It is the mission of the Federal Bureau of Prisons to protect society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, cost-efficient, and appropriately secure, and that provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens.



INTENT

As an integral and essential component of the Federal crime-reduction effort, prioritize on Agency effectiveness and efficiency to safely and securely incarcerate inmates and reduce recidivism.





“BIG ROCKS”

1. BE PROFESSIONAL PUBLIC SERVANTS



- Enhance our understanding of, and our commitment to, the Corrections Profession (Character, Competence, and Commitment); we will live our sacred oath to the Nation every day...this is our culture.



2. PREPARE INMATES



- Protect the public during and beyond incarceration by the optimal application of evidence-based reentry programming in a safe environment; give inmates the best treatment and habit to make good decisions, coupled with education, apprenticeship and marketable skills to succeed as productive citizens within our communities. Minimize augmentation by program staff, for everyone comes to work to do an important function to prepare inmates for reentry.



3. SUPPORT VICTIMS



- Address the needs of the Victims of Crime, the Victims among us (Staff and Inmate), and the Forgotten Victims (that is, the families of the incarcerated).



4. PLAN



- Contribute to Federal Interagency Prevention and Reentry initiatives, then nest the BOP Strategic Plan and future programming resource requests to National Law Enforcement priorities; our budget will reflect our priorities and prison safety is a priority!



5. SAVE AND INVEST



- Practice financial stewardship as a matter of public trust; find the most efficient way to deliver effective results and harvest savings for priority efforts; don't waste resources.



6. TRAIN



- Train and develop our staff to be leaders at all levels “to do the right thing”; a critical investment to combat toxic leadership, abuse or complacency within our Agency.



7. MANAGE



- Ensure that which we routinely do, is done routinely well, to "do the right things right"; assess organizational structure, practice management internal controls, welcome external audits and evaluations, and maximize the positive contributions of our Union representatives at appropriate and reasonable levels of official time.



8. REVIEW



- Conduct comprehensive external and internal program reviews of major mission areas and enablers, beginning with Health Services and inmate education...what should be third?



9. IMPROVE



- Engage with other correctional and partner agencies, professional and private organizations, business leaders, and academia to foster innovation and shared learning.



10. SAFETY



- Protect and care for our BOP Team thru proper staffing, procedures, protective equipment, countering contraband, rigorous inmate risk assessments/designation and appropriate discipline, use of restrictive housing when necessary, treatment, and by identifying then mitigating any factor that creates unacceptable risk in our daunting service environment...always! Minimize overtime, it is an inherent risk to safety.







VISION



VISION

The Federal Bureau of Prisons, judged by any standard, is widely and consistently regarded as a model of outstanding public administration, and as the best value provider of efficient, safe and humane correctional services and programs in America. We are respected and valued Federal Law Enforcement and Corrections professionals in service to three primary stakeholders: the public, victims, and inmates.



