



Advisory Board Meeting

June 21 - 22, 2018

Discussions, Decision Points, and Outcomes

In Attendance: Panda Adkins (NIC), Stephen Amos (NIC), Kellie Blue (OJJDP), Robert Brown (NIC), Lorie Brisbin (NIC), Heather Childs (Capital One), April Christine (USSC), Cameron Coblentz (NIC), Greg Crawford (NIC), Jonathan Dickey (NIC), James Eaglin (FJC), Thomas Feucht (NIJ), Marie Garcia (NIJ), Jeff Hadnot (NIC), Hugh Hurwitz (BOP), David Lewis (BJA), Kevin Kempf (ASCA), Pedro Moreno (HHS), Colette Peters (Chair-OR), Kevin Pistro (BOP), Anne Seymour (DC), Ron Taylor (NIC), 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, June 21, 2018

NIC's Designated Federal Official, Acting Director Shaina Vanek, called the meeting to order at 8:34 AM. Ms. Vanek reminded the board about the structure of the advisory board and that everything that the board does is governed by the Federal Advisory Committee Act (FACA). She noted that there would be a closed discussion on Friday, June 22, 2018. All the meetings are recorded and the meeting outcomes will be presented in meeting minutes. The board is a semi-formal entity so public comments are welcome during the allotted time.

Opening Comments and Introductions

Diane Williams (Chair-IL) opened the meeting by welcoming everyone, board, NIC staff, and guests, asking everyone to introduce themselves around the room. Beginning the meeting, she stated that there will be a passing of the gavel at the end of the meeting; the board will have a new leader in Colette Peters (OR) and would "be in good hands." She noted that "...the field of corrections never sits still. The number of people incarcerated in the US has decreased. People are making better choices but there is still a lot of work to do." The meeting agenda grants the board ample time to converse and ask questions.

Review and Approval of January 2018 Meeting Outcomes

The outcome document from the last meeting in January 2018 was reviewed. However, to maximize time in the public meeting, the Board asked to delay approval until the following day

in order to have time to thoroughly read it. *The Board accepted the outcomes document on Friday, June 22, 2018 and unanimously approved the document, without objection or correction.*

Remarks from Bureau of Prisons Acting Director

Hugh Hurwitz (BOP) provided the Board an overview of his career and path to the Acting Director's seat. Mr. Hurwitz started in 1988 as a law clerk with BOP, noting that the agency had grown tremendously since then. He was a DC Court of Appeals clerk and a member of the DOJ Honors program. He went to private practice for two years but returned to BOP to work in the Office of General Counsel. He served as the Food and Drug Administration's head of procurement, as well as head information technology services. Following those positions, Mr. Hurwitz was the procurement executive at the Department of Education (cabinet-level agency) where he later became Deputy Chief Financial Officer. After that, Mr. Hurwitz went to work for the National Aeronautics and Space Administration. Since returning to the BOP in 2013, he has been involved in many capacities over the years including media, public relations, and public affairs. Over a year ago, Tom Kane (former Acting Director of BOP) asked Mr. Hurwitz to serve as the Acting Assistant Director of the Reentry Services Division, which he was later appointed to permanently by then BOP Director Mark Inch.

Hugh Hurwitz (BOP) then provided the Board with an overview of Bureau activities since he began serving as the Director of the agency in May 2018. He noted that there is "a lot of interest in what BOP is doing and interest is growing." He stated that the Attorney General is focused on programs that are evidence-based. "There are some programs that are not evidence-based but are still 'the right thing to do' like parenting classes and activities aimed at reducing idleness." He noted that the Bureau of Prisons continues to develop new programs with the AG's support. He commented that at the time of the meeting, "the 38,000 employees in the agency and staff does a great job every day."

Hugh Hurwitz (BOP) noted that there has been a 16% decline in the Bureau's inmate population, with 1,900 fewer inmates this year. There is an uptick in drugs, weapons, immigration cases. This will eventually result in an uptick in convictions and inmates. He noted the current administration's significant focus on immigration, as well as that of the Department of Justice. "In the long-term, weapons and drug cases will have a bigger impact than immigration [as immigration cases do not have lengthy BOP sentences and are often just held prior to judicial review]." He noted that there are no juveniles in Bureau facilities, however there are approximately 1,600 Immigration and Customs Enforcement detainees in BOP facilities.

Hugh Hurwitz (BOP) noted that synthetic drugs and cell phones have been areas of concern for the Bureau. In order to address the issue, the Bureau recently conducted a successful test of cell phone jamming technologies. Though there are some challenges with the Federal Communications Commission implementing the technology, the two agencies are working together to solve those challenges. He also noted that drones continue to pose an ongoing

threat by bringing in contraband. There is now an interagency agreement with the Federal Aviation Administration to stop drones from getting too close to prisons and by restricting flight near them. As of the time of the meeting, every penitentiary operated by the Bureau is a restricted airspace for drones. More work needs to be done and FAA was challenging to work with given the unique nature of this issue.

Hugh Hurwitz (BOP) provided updates on a number of issues that the Bureau has been working on, including gang activity, gun lockers for institutional staff, stab vests and OC spray, the parenting program for incarcerated inmates, volunteer programs, release preparation, education, and programs for veterans.

- ** He also discussed the Bureau's pilot program to assist inmates with electronic document filing in the federal courts. Mr. Hurwitz said that he would get back with the board on the status of this initiative at the next meeting.

Hugh Hurwitz (BOP) then spoke to the budget for the Bureau of Prisons is approximately \$7 billion, noting that they have not experienced budget pressure. He spoke to the recent closure of 16 underused halfway houses, explaining that it takes months to enter into a contract, while adding beds to existing halfway houses is more cost effective and quicker. He noted that staffing in the Bureau went up but the prison population went down. "This is a challenge because posts need to be staffed and facilities are not closing." Though the Bureau was required to reduce unfunded, vacant positions, "...there is a general sense that BOP lost positions but in reality those were always unfilled positions." BOP is working to fill over 2,000 custody vacancies in its institutions.

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:

- Reggie Wilkinson (OH) commented that network meetings should be face to face so as "...not to lose the spirited dialogue and connection" with staff and colleagues.
- Many activities (cooperative agreements, technical assistance activities, network meetings, eCourse contracts and many requests for purchase) affected (cancelled or reduced) due to the agency's programmatic budget reduction. Colette Peters (OR) requested that Shaina Vanek (NIC/DFO) prepare and provide list of these items for the next board meeting.
- Colette Peters (OR) requested a list of publications and broadcasts that had not received approval to be released over the past two years (FY17-FY18) to be prepared for the next board meeting. This request was made after Shaina Vanek (NIC/DFO) stated that *Barracks Behind Bars* was the only publication that had been released this fiscal year.

- Shaina Vanek (NIC/DFO) provided an overview of priority areas to address when the current hiring freeze is lifted, to include: correctional program specialists in the Academy Division, Prisons Division, and Jails Division, as well as administrative positions in DC and Aurora. In the interim, creative solutions will be utilized, like hiring for temporary 1-year positions when feasible and working with the State Department to use their e-intern program. Reggie Wilkinson (OH) expressed concern with presenting these solutions as options because “...the current situation with staffing and budget is [not sustainable].”

As part of her presentation and at the request of Chairperson Diane Williams (Chair-IL), Shaina Vanek (NIC/DFO) discussed the recent passing of House Bill 5682, also known as the First Step Act. The original language of the bill considered by the House included language to move NIC functions to the National Institute of Justice (effectively eliminating the agency) and abolishing the Advisory Board. That language was removed prior to its passage in May 2018. As of the meeting date, the bill was under consideration by the Senate.

- ** Colette Peters (OR) asked for a list of board terms and term expiration dates. Shaina Vanek (NIC/DFO) will brief incoming Chairperson Peters within one week, providing a copy at the next meeting to all board members.

Shaina Vanek (NIC/DFO) spoke to the agency’s efforts with respect to strategic planning for the agency. “I am so proud of the work of each and every member of NIC’s team and more than a little excited to get started in developing performance measures and having some wins!” The draft copy of the plan was provided to the Board members, with instruction to keep it internal. The full plan is intended to be an internal planning document, with plans to create a two- to four-page overview and has been able to get close to publishing the plan and implementing the plan. NIC is engaging in these efforts in order to support the continued success of the agency.

Shaina Vanek (NIC/DFO) presented some program highlights from FY18 as part of her presentation, including:

- Executive Manager and Correctional Healthcare Training - delivered in May.
- Security Audit Training - delivered in both Alabama and North Carolina.
- Executive leadership training classes for new wardens delivered in April and May.
- Technical Assistance highlights include TA delivered to:
 - Washington State DOC after an incident with the medical staff and an adverse patient outcome.
 - New York DOC at Rikers Island with respect to training academy curriculum review.
 - Illinois Supreme Court for implementation of their statewide pretrial system.
 - South Carolina DOC for crisis counselors after a critical event.

- eCourses - Partnerships were established with South Carolina DOC and Hampton County Sheriff's Department to provide NIC e-courses for their learning and management systems.
- All Sheriffs Authority – meeting conducted in DC in May, with actionable items with the Department of Justice and its components to address opioids. The National Sheriffs' Association lead the work, with the support of/collaboration with NIC.
- Medication Assisted Treatment - The National Sheriffs Association is soon to release the jail-based medication treatment document, funded by the Bureau of Justice Assistance and contributed to by NIC.
- Veterans Work - NIC released the *Barracks behind Bars* publication, focused on jail-based housing units for veterans NIC is currently working on another edition focusing on prison-based housing units for veterans. The jails document was released in conjunction with the Library of Congress' PTSD event, which was held in May 2018.
- Norval Morris Program in Corrections Innovation – the first annual challenge to seek out examples of correctional agencies employing unique solutions to agency issues occurred in June, with awards to be made later in the summer.
- Data-Driven Librarianship in Corrections – conducting webinars for correctional librarians.

Some highlights of upcoming programs and efforts include:

- Training for Adult Learners - NIC has completed the curriculum using the science of adult learning on a number of training programs; those will be completed over the next few months with anticipated training being offered in FY19.
- New Professional and Coach course – piloting in late summer/early fall.
- Safety Matters: Managing Relationships and Women's Facilities – delivery in July 2018.
- Executive Excellence - Classes 20 and 21 will be finished by the end of the fiscal year.
- National Sheriffs' Institute will be expanded from one week to two weeks. NIC will be partnering with the National Sheriffs Association on this program.
- Texas Mental Health Jail Training Initiative – to be launched this summer. This program is a result of the Sandra Bland Act passed in Texas.
- New Health Authority Training – delivering training with ACA this summer.
- Website Migration – beginning the migration of www.nicic.gov to the cloud.
- eCourse Conversion - NIC is converting its e-courses to HTML5 over the next 12 months.
- Analytics Work - NIC is building its technology infrastructure for its analytics work, bringing a multi-year project to obtain and track data to show the impact of NIC's work in the field to completion.

Shaina Vanek (NIC/DFO) commented that the agency is "...continuing to strive toward meeting its statutory mission, but in some cases, will not meet its full mission due to limited fiscal and human resources." She noted that – in order to bridge some of the existing gaps - NIC is in the process of ramping up more e-delivery in terms of eCourses, webinars, and virtual instructor-led trainings. The Advisory Board acknowledged the agency's exemplary efforts during challenging conditions.

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 Association of State Correctional Administrators (ASCA), the Bureau of Justice Assistance (BJA), the Federal Judicial Center (FJC), the National Institute of Justice (NIJ), the National Sheriffs Association (NSA), the Office of Juvenile Justice and Delinquency Prevention, and the United States Sentencing Commission (USSC):

- **American Correctional Association** - Jeff Washington (ACA) shared that – in addition to his duties as Deputy Director – he has been working as the director of the standards department at ACA, and that position will be filled by David Haasenritter later in the summer (retired from the military police and currently working for the Army Parole Board). ACA is preparing for its annual conference on August 2-6 in Minneapolis, Minnesota. He noted that there will be 250 facilities there for accreditation, as well as the first jail facility from Colombia will be in attendance. The summer conference has about 110 workshops that they will be offering, including some from NIC. (www.aca.org)
- **Association of State Correctional Administrators** - Kevin Kempf (ASCA) shared an update from the Association's "On the Hill" event, stating that "...it went really well with meetings with over a hundred decision makers." He shared that ASCA represents over 400,000 correctional staff. ASCA's executive committee wants the organization to have a greater presence through social media and meeting with state governors, which Mr. Kempf has been working hard to move forward. He noted that ASCA recently secured a grant to send its members to an international corrections conference in Montreal, Canada, and encouraged all who could attend to do so. (www.asca.net)
- **Bureau of Justice Assistance** - David Lewis (BJA) noted that he attended the National Sheriffs Association's conference in New Orleans, noting that BJA wants to "...rethink how it carries its message from the executive directors down to the deputies [with respect to available federal funds]. Small rural areas are having a hard time applying for money because they do not understand the grant process." He explained that BJA is thinking about putting together a team of program and policy staff from BJA to attend conferences and get the word out on how to write a successful grant application. He also commented on the Comprehensive Opioid Abuse Program at BJA, which received funding in the amount of \$145 million this year, with a possibility of \$195 million next

year. BJA is looking at using some of that money for training programs and demonstration projects. BJA is also working on putting together a judges' conference. Mr. Lewis made good points about information sharing and bringing people to the table so that valuable information is not lost. (www.bja.gov)

- **Federal Judicial Center** – Jim Eaglin (FJC) explained that the FJC has an annual appropriation of \$29 million, most of which goes to education programs for federal judges. He noted that the FJC is developing content and program sessions for judges on integrity and respect in the workplace, including sexual harassment. The FJC is working to integrate more science into its training programs. The FJC is in the midst of selecting a new director, with Mr. Eaglin noting that “...it's important to FJC to have a committed director who can communicate the importance of NIC.” (www.fjc.gov)
- **National Institute of Justice** - Marie Garcia (NIJ) shared updates on a number of NIJ solicitations: (1) a current corrections solicitation with a focus on violence and misconduct in the institutional setting, as well as the provision of correctional medical and mental health services; (2) a reentry-related solicitation that is still open; and (3) a safety, health, and wellness solicitation just closed - one of the focuses was fatigue and stress on officer performance. NIJ has been working on a corrections-specific research strategic plan for the agency. She also noted that the National Institute on Mental Health and NIJ are looking at suicides post-release from jail, with NIJ releasing a report and toolkit soon. Lastly, Ms. Garcia noted that NIJ would soon be highlighting the successful Pennsylvania Department of Corrections inmate management system via webinar. (www.nij.gov)
- **National Sheriffs' Association** - Tim Woods (NSA) noted that they had just finished its annual training conference in New Orleans, stating that the Attorney General, Department of Homeland Security Secretary, and the House Majority Whip attended the conference. NIC and the Bureau of Justice Assistance both presented at the conference, and he thanked both for their support. Mr. Woods also spoke to plans convene a planning meeting with NIC to work on a curriculum for new sheriffs on what they need to know on their new responsibility of running a jail.” He also spoke to the inaugural All Sheriffs Authority meeting in May, supported by NIC. “The hope is that this will turn into an annual event. The topic of this year's meeting was the impact of the opioid crisis on jails. The criminal justice system is the largest referral source for addiction in the country. Next year the focus will be mental health.” He also commented on the upcoming publication a white paper entitled, "Jail-based Medication Assisted Treatment: Promising Practices, Guidelines, and Resources for the Field," funded by the Bureau of Justice Assistance and supported by both NIC and the Substance Abuse and Mental Health Services Administration. (www.sheriffs.org)
- **Office of Juvenile Justice and Delinquency Prevention** - Kellie Blue (OJJDP) spoke to some of the programming at OJJDP, including (1) releasing a toolkit on reentry for youth later in the summer, (2) focusing its reentry efforts on juveniles with mental health

issues and co-occurring substance abuse problems, and (3) Second Chance Act-related programs focus on gang-related youth. She noted that "...it's challenging to determine where the gaps are in this field" and indicated that juvenile corrections does not consistently apply for program development/support programs. OJJDP is also working with the Council of State Governments to institute a coordination system review with regard to community supervision, with Cobb County (GA) and Cook County (IL) analyzing their probation release supervision programming. She did note that, "...one trend is that fewer and fewer kids are going into the system." (www.ojjdp.gov)

- **US Sentencing Commission** - April Christine (USSC) provided a number of updates regarding the Commission's work, noting that the agency had just completed their amendment cycle in May. "One of the amendments concerned tribal issues and giving courts factors to consider in deciding how to treat prior tribal convictions and also adding a definition of tribal court protection orders." The Commission has also been immersed the topic of synthetic drugs, adopting a class-based approach to identifying synthetic drugs for calculating drug quantity, as well as clarifying the definition of fentanyl and fentanyl analogs in the sentencing guidelines. They added a sentencing enhancement in cases where a defendant knowingly misrepresented or marketed a substance containing fentanyl or a fentanyl analog as a different substance. The Commission also addressed alternatives to incarceration. Minor adjustments were made to the commentary on the "acceptance of responsibility" to give some flexibility to courts and for defendants to give acceptance of responsibility. In addition to the amendment cycle, the Commission released three new publications since the January meeting, including: criminal history of federal offenders, mandatory minimum penalties for firearm offenses, and recidivism among federal offenders receiving retroactive sentence reductions – all of which can be found on the USSC's website. (www.ussc.gov)

Strategic Planning Briefing

Ted Kniker, COO of Enlighteneering and consultant to NIC's Strategic Planning efforts, discussed the status of the strategic plan (at the time of the meeting, the strategic plan was still in draft form). He walked the Advisory Board through the plan, speaking about the process the agency went through with respect to developing values and setting goals for the organization. He noted, "...there is a lot of support and buy-in for the strategic plan within NIC. There is a cultural change that is beginning to occur in the organization. The focus now is on figuring out how to make decisions to get NIC to its goals."

Ted Kniker explained that the plan was moving into the implementation phase with emphasis on goal-owners and goal-champions taking responsibility for certain aspects of the plan. Acting Director Shaina Vanek (NIC/DFO) stated that each of the five goal teams would have a board member liaison. The strategic goals are: (1) a safe, healthy, and high-performing corrections workforce; (2) an effectively managed corrections system including pre-trial, jails, prisons, community corrections, and community service agencies; (3) relevant, research-informed

policies, goals and standards across the corrections continuum; and (4) NIC: a healthy, innovative, learning organization. The board expressed their appreciation and was impressed with the strategic plan. They asked for more time to review and respond in writing with any questions or concerns.

** Shaina Vanek (NIC/DFO) will follow up with Advisory Board members to solicit any feedback on the strategic plan 2-3 weeks after the conclusion of the June meeting.

Public Comment Period

Diane Williams (Chair-IL) opened the floor to public comments. Tim Woods (NSA) was the only commenter, stating that the National Sheriffs Association is "...working closely with NIC and the Bureau of Justice Assistance to meet all the needs of all the nation's sheriffs' offices."

Leadership Transition

Shaina Vanek (NIC/DFO) spoke to the one of the last items on the agenda: transition of chairmanship from the current Chair - Diane Williams (IL) to incoming Chair – Colette Peters (OR). Diane Williams (IL) commented on how much she had appreciated her time as Board Chair, noting that she had seen NIC go through and persevere through a number of challenges through the years. "I know that the Board will be in good hands with Colette [Peters]," and that "...her leadership will continue to aid and support the work of the National Institute of Corrections." Colette Peters (Chair-OR) thanked Ms. Williams, stating that it was an honor and a privilege to serve in the important role of NIC Board Chair, and looked forward to the work ahead during her term as Chair.

Wrap Up and Adjourn

Colette Peters (Chair-OR) wrapped up the Board's discussion; going over the schedule for the next day's closed session. She and Diane Williams (IL) also spoke to the ongoing work of NIC, recommending "...NIC stay the course and wait for staff to get back to the board regarding the document requests and deliverables requested during the meeting." With no further business to discuss for the day, Shaina Vanek (NIC/DFO) and Chairperson Colette Peters (OR) adjourned the meeting at 3:17 PM.

Acting Director's Report

NIC Advisory Board Meeting

June 21, 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 in January 2018



Since Our Last Meeting

- NIC has faced a number of **challenges** and has continued working on a number of **priorities**:
 - Fiscal Responsibility (e.g., budget allocations, program reductions, cancelations)
 - Staffing and Vacancies
 - Staff Morale
 - Recognizing Challenges, Supporting Success (e.g., Strategic Planning, Program Delivery Highlights)



Fiscal Responsibility



Fiscal Responsibility

- \$14.6M historical annual programmatic budget
- Budget reductions:
 - 30% (\$4.4M) reduction shared at January 2017 Board meeting (FY17 budget: \$10.2M)
 - 48% (\$7.0M) reduction in the current fiscal year (FY18 budget: \$7.6M)
- Required significant reprioritizing of expenditures to address gaps and strive towards meeting our statutory mission



Fiscal Responsibility

- 30% reduction resulted in the transition of many activities from FY17 to FY18
 - 16 Cooperative Agreements
 - 15+ Technical Assistance activities
 - 2 eCourse Contracts & Many Requests for Purchase
- 4 continuing resolutions in FY18 (October 1, 2017 – March 23, 2018)
 - FY18 budget finalized in April 2018



Fiscal Responsibility

- Current 48% budget reduction and transition of activities from previous year resulted in scarce FY18 dollars and significant service reductions
 - 42 training programs cancelled
 - 6 professional network meetings cancelled
 - 30 technical assistance requests denied (to date)
 - Multiple reductions in training and program offerings, including canceling internet broadcasts for FY18
 - Reduced NIC Information Center contract deliverables for FY18



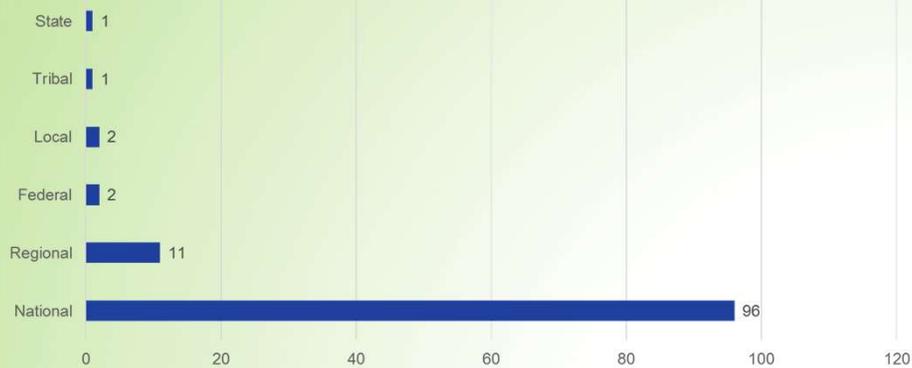
Fiscal Responsibility

- 61% of NIC's programs were canceled / reduced due to budgetary constraints, primarily affecting programs with national target audiences



Fiscal Responsibility

Number of Programs Canceled by Target Audience



Fiscal Responsibility

- Unable to fund 21 cooperative agreements planned between FY17 and FY18, including efforts in:
 - Pretrial, research in offender behavioral change, workforce development, EBDM, employment retention
 - Incident command, restrictive housing, industries
 - Learning and performance, executive excellence, internet broadcasts, implementation science
 - Inmate Behavior Management, New Jail Planning (HONI, PONI, JJSA)



Fiscal Responsibility

- Will be discussing what we have been doing and services provided later on in this report
- Communication to the field of corrections (May 2018)
 - Kept NIC's name out in the field; communicated the reduced number of NIC program offerings
 - Received a great deal of positive feedback and support from the field, including those who had services denied



Staffing and Vacancies



Staff Vacancies

- NIC Staff resignations:
 - FY17 = 6, including former Director Cosby
 - FY18 = 1
- Hiring freeze in place since January 2017
 - Executive Order, Department of Justice Continuation
- Unfunded positions attrition (BOP/NIC)
 - BOP wide attrition of 5,256 positions
 - NIC's portion was 6 positions



Staff Vacancies

- As a result of attrition, NIC's staffing complement went from 54 to 48 FT's
- 37 positions filled (77% of new FTE authorization)
 - 75% of our programmatic divisions have one or more correctional program specialist vacancies
 - 1 Intergovernmental Personnel Act staff
- DOJ approval of BOP central/
regional office positions



Staff Vacancies

- Priority areas to address when position allotments are obtained from BOP:
 - Academy Division CPS position(s)
 - Prisons Division CPS position(s)
 - Jails Division CPS position(s)
 - Administrative position(s) (DC and Aurora)
- Secondary priorities developed for when the hiring freeze is lifted/relaxed
- Exercising solutions that do not undercut the intent of the order



Staff Morale



Staff Morale

- A number of issues have had a significant impact on NIC staff morale at all levels:
 - Budget reductions for two consecutive fiscal years
 - Hiring freeze, position attrition, reduced staffing for 18+ months, not having IPA staff with specialized skills
 - H.B. 5682 (e.g., the *First Step Act*), which originally contained language to strike NIC's governing statute
 - Reduced services and communications to the field of corrections (serving clients is what makes us happy!)



Recognizing Challenges, Supporting Success



Recognizing Challenges, Supporting Success

- Challenging times of reduced services have provided an unique opportunity for NIC to engage in strategic planning
- Next Steps:
 - publishing the plan and beginning the **REAL** heavy lifting of implementation

strength
weaknesses
opportunities
threats



Recognizing Challenges, Supporting Success

- NIC engaging in efforts to support the continued success of the agency
- Program delivery highlights include:
 - Executive Manager in Correctional Healthcare training delivered with the NCCHC (May 2018)
 - Security Audit training delivered in Alabama and North Carolina DOCs (February and June 2018)
 - Two Executive Leadership for New Wardens training programs delivered (April and May 2018)



Recognizing Challenges, Supporting Success

- Program delivery highlights (continued):
 - TA delivered to Washington DOC after an internal incident review of an adverse patient outcome (April 2018)
 - TA completed with NYC DOC at Riker's Island for the evaluation of the design and delivery of their 24 week recruit curriculum (June 2018)
 - Conducted Learning & Performance webinar (June 2018)
 - Established partnerships with South Carolina DOC and Hampden County Sheriff's Department to provide e-courses for use on those agency's LMS (last 6 months)



Recognizing Challenges, Supporting Success

- Program delivery highlights (continued):
 - Conducted the inaugural *All Sheriffs' Authority* meeting resulting in actionable items for the Department and Components on opioids (May 2018)
 - In partnership with BJA, supported the release of NSA's *Jail Based Medication-Assisted Treatment* document (June 2018)
 - Release of *Barracks Behind Bars (Jails Edition)* and the Library of Congress Event (May 2018)
 - Mississippi Reentry Symposium (June 2018)



Recognizing Challenges, Supporting Success

- Program delivery highlights (continued):
 - Delivered TA to the Illinois Supreme Court for implementation of a statewide pretrial system (May 2018)
 - Provided Technical Assistance to the South Carolina DOC for crisis counselors to help debrief DOC staff involved in the critical incident involving loss of life (June 2018)
 - Completed the first annual *Norval Morris Program in Corrections Innovation* challenge (June/July 2018)
 - Conducted webinars in *Data-Driven Librarianship in Corrections* (May 2018, ongoing)



Recognizing Challenges, Supporting Success

- Select upcoming efforts and projects where substantial progress has been made include:
 - Completing curriculum revisions using the science of adult learning: *Learning Professional, The Learning Coach, The Learning Designer, and The Learning Administrator*
 - Piloting of the *Professional and Coach* courses in late summer/early fall 2018
 - Delivery of *Safety Matters: Managing Relationships in Women's Facilities* blended delivery training for trainers scheduled for July 2018



Recognizing Challenges, Supporting Success

- Upcoming efforts and projects (continued):
 - *Executive Excellence* classes 20 and 21 finishing up and graduating in July and September 2018
 - Expanding the *National Sheriffs' Institute* from one week to two weeks (FY19)
 - Launching the *Texas Mental Health Training Initiative for Jails* as a result of the Sandra Bland Act (July 2018)
 - *New Health Authority* training with ACA and NCCHC (June 2018)



Recognizing Challenges, Supporting Success

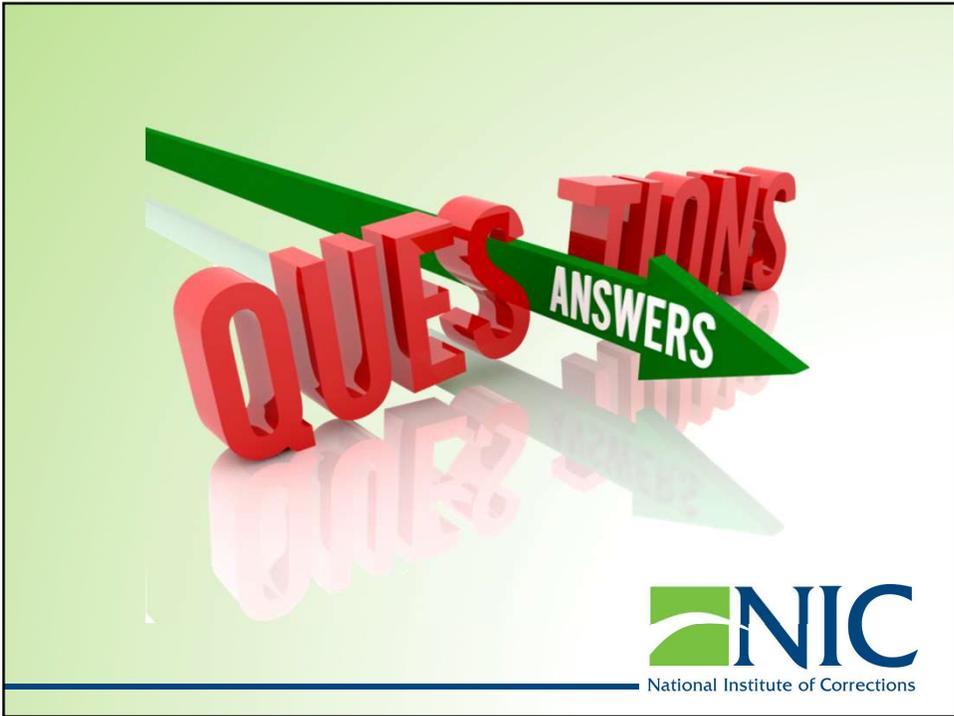
- Upcoming efforts and projects (continued):
 - TA begun with North Dakota DOCR and Jefferson County Jail, Colorado to facilitate the creation of an agency-designed leadership development programs
 - Setting up a cloud to host our website
 - Starting project converting e-courses to HTML5 to avoid downtime when flash is no longer supported
 - Building our technology infrastructure for our analytics work



Recognizing Challenges, Supporting Success

- Without question, we will continue to focus on:
 - striving to meet our statutory mission
 - capacitating the field by conducting training for trainers
 - utilizing Centers of Innovation model for helping corrections professionals to share information
 - providing direct service delivery through our staff
 - enhancing use of instructional technology
 - delivering exemplary service to the field of corrections in every way possible with the resources available





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