



Advisory Board Meeting

January 7 - 8, 2025

Minutes

In Attendance:

Stephen Amos (NIC), John Baldwin (IL), Stewart Baumgartner (NIC), Seth Bogin (BOP), Robbye Braxton (NIC), Lorie Brisbin (NIC), Barbara Broderick (Vice Chair-AZ), Mike Brown (SRLEEA), Robert M. Brown, Jr., (NIC), Holly Busby (NIC), Evelyn Bush (NIC), Sandora Cathcart (NIC), Annette Chambers-Smith (OH), Vanessa Crawford (SRLEEA), Veronica Cunningham (APPA), Sarah Davis (NIC), Jerome Galang (FJC), Chad Garrett (NIC), Ronda Gibson (NIC), Ronnese Gibson (NIC), Katie Green (NIC), Robert Green (ACA), Kathleen Grilli (USSC), Jeff Hadnot (NIC), Jeff Hanson (NIC), Kathy Hawk Sawyer (VA), Carrie Hill (NSA), Stephanie Hove (NIC), Todd Ishee (NC), Mike Jackson (NIC), Yesim Karaman (NSA), Spurgeon Kennedy (CJI), Shaun Klucznik (AJA), Shawn Laughlin (AJA), Donna Ledbetter (NIC), Leslie LeMaster (DFO-NIC), Stefan LoBuglio (NIC), Teresa May (TX), Gabe Morgan (Chair-VA), Lisa Morgan (NIC), Joshua Nelsen (APPA), Megan Noland (MCSA), Jonathan Ogletree (APAI), Jorge Ortiz (NIC), Dena Owens (NIC), Val Perchina-Ward (NIC), Colette S. Peters (BOP), Mandy Potapenko (NIC), Scott Richards (NIC), Tashima Ricks (NIC), Chris Romine (NIC), Richard Schaefer (NIC), Cody Scott (NIC), Chris Smith (NIC), Belinda Stewart (NIC), Cheryl Strange (WA), P. Elizabeth Taylor (NIC), Ronald Taylor (NIC), Deborah Thompson (NIC), Jonathan Thompson (NSA), Heather Tubman-Carbone (BJA), Pat Tuthill (FL), Wendy Venvertloh (NAPSA), Blanche Ward (NIC), Mike Ward (NIC), Jeff Washington (ACA), Glenn Watson (NIC), Archie Weatherspoon IV (NIC), Scott Weygandt (NIC), Reginald Wilkinson (OH), and Jessica Winpigler Wheeler (OJJDP), Jim Wiseman (NIC). Mark Wyche (NIC).

Tuesday, January 7, 2025

Meeting Opening and Instructions

Designated Federal Official (DFO) Leslie LeMaster called the National Institute of Corrections (NIC) Advisory Board meeting to order at 1:00 PM ET. Ms. LeMaster welcomed board members, NIC staff, stakeholders, and professional associations to the virtual meeting. Additionally, she reviewed the requirements of the *Federal Advisory Committee Act*.¹, and gave instructions to board members, staff, and guests. She related that the meeting is being recorded for the public record.

¹ <https://www.gsa.gov/policy-regulations/policy/federal-advisory-committee-act-faca-management-overview>

Welcome and Initial Introductions

NIC's new Director Stefan LoBuglio, appointed by Attorney General Merrick B. Garland on October 4, 2024, welcomed the Board, guests, and attendees to the National Institute of Corrections (NIC) Advisory Board meeting. He also welcomed Director Colette S. Peters (BOP) and Seth Bogin, BOP Chief of Staff, as special guests to the meeting. Director LoBuglio expressed his pleasure and honor in joining NIC and shared some highlights of his three-month tenure and his commitment to advancing the mission of NIC. The Director briefly highlighted the meeting's two-day agenda, mentioning that the meeting format includes shorter sessions and Board engagement opportunities.

Remarks from Bureau of Prisons Director

Director LoBuglio introduced BOP Director Colette S. Peters to offer her remarks. Director Peters welcomed Director LoBuglio to NIC and expressed her pleasure in working with him. She remarked on full Board membership, and how a fully staffed Board is an asset to NIC. She emphasized the importance of NIC's role in shaping the criminal justice system and the BOP's commitment to funding NIC fully. Additionally, she welcomed the two newest NIC Board members and expressed her happiness that all new appointments and re-appointments occurred through the Office of the Attorney General in September 2024 so that the Board could continue its critical support of NIC and its service to the field.

Director Peters reported that the Federal Bureau of Prisons 1) continues its mission with a \$630 million budget shortfall, attributable to unfunded pay raises, inflationary costs, and an over \$4 million building maintenance and infrastructure deficit; 2) highlighted efforts to manage this deficit, including all BOP divisions sustaining a 20% budget cut across the board, and 3) noted the BOP's continuing recruitment and retention challenges, with some institutions staffed at only 50% of their traditional staffing complement. Director Peters voiced her continued support of NIC and its unique mission and looks forward to NIC and the Board's continued work in FY2025.

Board Introductions

Director LoBuglio facilitated introductions of all Board members and introduced the two newest members, Todd Ishee, Secretary of the North Carolina Department of Adult Corrections, and Cheryl Strange, Secretary of the Washington State Department of Corrections. Each member shared their background and their support for NIC's unique role in corrections in the United States. Additionally, he introduced each Ex Officio member, and they shared their perspective on supporting NIC in that capacity. The Director yields the floor to Chair Gabriel Morgan.

Approval of the August 2024 Outcomes Document

Chair Gabriel Morgan acknowledges Deputy Director Holly Busby's interim tenure as Acting Director and thanks her for her contributions and steadfast leadership as she steered NIC robustly into FY 2025.

Chair Morgan entertained a motion to accept the meeting minutes. Vice Chair Barbara Broderick motioned to accept the outcomes from the August 2024 meeting, and Member Pat Tuthill seconded the motion. Member Annette Chambers-Smith amended the motion to reflect the correct date of the August meeting, and the motion was unanimously approved by voice vote. The August 12, 2024, *NIC Advisory Board Outcomes* are available at https://s3.amazonaws.com/static.nicic.gov/nicic.gov/files/media/document/NIC-ABOutcomesAugust081224_Approved_010725.pdf A full meeting transcript is available upon request.

NIC Director's Update

Director LoBuglio outlined his vision for NIC, emphasizing the need to change the face of corrections in the country and highlighting his 32-year career in the field, starting as an educational director in Boston, and including jail operations and prison systems experience in Maryland and Massachusetts. He mentioned the strong foundation of NIC and his excitement for the future and what NIC can be in that future. He praised the agency's staff, noting their mission-driven focus, and appreciated the work of previous NIC directors and the continuing support of BOP. The Director discussed NIC's growth from 20 staff in 2021 to 50 today, with plans to add five more. He stressed the importance of service orientation, innovation, and collaboration with other federal agencies. He highlighted continued budget challenges and the need for effective use of technology and resources, including NIC's newly launched System for Technical Assistance Response (STAR). Director LoBuglio expresses gratitude to the advisory board and staff for their support and contributions.

Director LoBuglio shared his action items for NIC: 1) Improve the onboarding process for new NIC staff to ensure they have the necessary equipment and access in a timely fashion; 2) Enhance NIC's website and social media presence to better showcase the organization's work and make it more accessible to the field; 3) Explore opportunities for more virtual and regional training offerings to better reach and serve the corrections field and 4) Strengthen collaboration and information-sharing with other federal agencies that have investments and programs affecting corrections.

He highlighted what he is doing to learn NIC from the inside out, highlighting 1) his meetings with staff; 2) learning the challenges faced over the years and the importance of service orientation; and 3) highlighting an NIC upward growth path.

The Director spoke to NIC's planning and training, including the duration of planning for a program, from conceptualization to actual pilot delivery, the importance of leveraging new technologies in training, and the importance of performance measurements and the role of NIC's new social science evaluators.

The Director addressed the budget situation and the importance of professional conversations about it. He emphasized support from the executive team and the BOP, including the challenges

of the current time, including the upcoming inauguration, administration change and budget processes.

He shared his vision for NIC and the future is to change the face of corrections and the role of NIC in identifying and celebrating innovation. He stated the importance of being a champion for corrections and providing assistance in critical incidents. He envisions NIC being more visible and presenting regularly at national at conferences and professional networks, to highlight collaboration and the unique assets of NIC.

Director LoBuglio discussed the importance of collaboration with other federal agencies and leveraging their investments. He emphasized the need to improve communications and onboarding within NIC. To address that, he mentioned a new table of organization and the strengthening of financial operations, and the outward facing presence of NIC. He highlighted the importance of using NIC's unique assets and the role of staff in achieving the vision.

The Director spoke about the new System of Technical Assistance Response (STAR) and the importance of immediate response to technical requests. He mentioned the role of the website team and social media in improving communication. He emphasized the importance of being outwardly focused and using available resources effectively. He shared his excitement to engage with current issues in corrections, such as drones, body cameras, and restrictive housing.

The Director introduced Robert M. Brown, Jr., Senior Deputy Director, and welcomed him back to NIC from his BOP detail. Senior Deputy Director Brown introduced the new table of organization and his role of the Senior Deputy Director. He emphasized the importance of strategic alignment and meeting the needs of the field. He discussed his project on streamlining the new staff onboarding process, and the importance of collaboration and effective teamwork in meeting the needs of corrections professionals in the United States.

The Director concluded his update by pausing for questions and encouraging the use of chat or verbal inquiries. He closed his comments by mentioning the 50th anniversary of NIC and the importance of celebrating the organization's history and mission.

Restructuring Update

Holly Busby, Deputy Director, discussed the reorganization proposal to establish a Mission Support Division, housed in the Director's Office, emphasizing staff wellness and internal support. The division will be overseen by a division chief and include 15 employees, focusing on curriculum development, research, and technology. She emphasized NIC's expansive reach by highlighting data points for FY2024: 35,000+ e-course completions, 26,000 training participants, 5.4 million page views, and 2.1 million website users.

In addition, Deputy Director Busby mentioned the addition of two new social science research analysts and plans to add a public affairs specialist and a social media specialist. The positions

and realignment aim to improve NIC's ability to promote its services and reach. She expressed excitement about working closely with programmatic chiefs and focusing on external operations. She emphasized the importance of staff wellness and the potential for the new division to elevate services.

NIC 50th Anniversary

Robbye Braxton, Chief of the Community Services Division, outlined the core team's activity plans for celebrating NIC's 50th anniversary. Plans include a video, a commemorative document, and an in-person event. As plans are confirmed, the Board will be updated.

Future Meeting Focus Topics

Director LoBuglio facilitated a discussion with Board members on topics of interest for future meetings. Annette Chambers-Smith shared the Correctional Leaders Association (CLA) work on moving past recidivism as a measure of effectiveness. She highlighted the inconsistency in recidivism calculation and the need for new metrics. She also mentioned the concept of determinants of post-release success, similar to social determinants of health. In closing, she emphasized the importance of measuring and tracking these metrics to improve outcomes.

Robust discussions ensued. Director LoBuglio and Chair Morgan agreed with the importance of performance metrics in corrections. Vice Chair Broderick emphasized the need to include community corrections in the metrics discussion. Member Chambers-Smith added the need to involve smaller agencies and rural-specific metrics. The discussion highlighted the potential for data dashboards to improve accountability and outcomes. Member John Baldwin shared his experience with data dashboards in Iowa and their impact on state employees.

The Board's engaging conversation surfaced additional future meeting topics including 1) the challenges of reentry, stressing the importance of stable housing, employment, and comprehensive support systems; 2) recruitment and retention of quality and effective staff; 3) PTSD among corrections officers; and 4) the impact of technology, including virtual reality for training, were also discussed. The board emphasized the need for a systemic approach to address these challenges and suggested focusing on reducing populations, promoting successful reentry, and creating humane environments.

The Chair recognized Robert Green, Executive Director of the American Correctional Association (ACA) to signify that ACA supports that these topics are critical to corrections' continued success and effectiveness. He highlighted the need for data to support positive outcomes and suggested NIC is a valuable resource. Member Cheryl Strange emphasized the importance of measuring success using social determinants of health to hold funders and decision-makers accountable. Member Reginald Wilkinson supports the need to redefine success in corrections, emphasizing that not returning to prison does not equate to success for individuals. He adds to the discussion the challenges faced by justice-involved women, including drug involvement and homelessness, and the need for comprehensive support. Vice Chair Broderick re-emphasized that artificial

intelligence (AI) impacts and recruitment and retention issues must be addressed. The Chair modified the Vice Chair's suggestion to include a broader use of technology, to address staffing shortages and improve efficiency. He emphasized the need to focus on retention rather than recruitment, highlighting the high PTSD rates among corrections officers. Member Tuthill discussed the importance of social structures and transitional housing for successful reentry, emphasizing the need for comprehensive support from the moment of incarceration. She shared her experience working with violent offenders and juveniles, stressing the need for realistic job training and strong support systems. Member May echoed the need for systemic solutions to address barriers to employment and the importance of understanding the criminal justice system as a whole. She suggested involving judges in discussions to better understand the system's impact and identify gaps and redundancies. Jonathan Ogletree, President of the Association of Paroling Authorities International (APAI) emphasized the need for better communication and information sharing among different correctional entities. Chair Morgan introduced mental health and geriatric inmates as growing challenges that NIC should address. The free-flowing conversation continued with Member Chambers-Smith suggesting using virtual reality for training both staff and incarcerated individuals, highlighting its potential benefits.

FY2026 Planning Update

Deputy Director Busby provided an update on the NIC planning process, emphasizing the importance of unity, organizational discipline, and focusing on key areas. She outlined four key areas of focus: reimagining safety and security, creating humane environments, reducing populations, and promoting successful reentry. Member Wilkinson inquired as to the relevance of the previous environmental scan, and Deputy Director Busby confirmed its ongoing importance. She explained the annual environmental scan process conducted by the NIC Information Center and its role in identifying emerging issues in corrections. Director LoBuglio mentioned that division chiefs will discuss how their portfolios respond to the environmental scan's findings. Chair Morgan closed the robust discussion by acknowledging the valuable input and suggestions from members, association partners, and the NIC Team.

Advisory Board Round Tables with Programmatic Divisions

Chair Morgan and Director LoBuglio introduced Advisory Board Roundtables with each programmatic division, emphasizing engagement from Board members and allowing division chiefs to present their FY2025 portfolio, progress and future plans. Members can find the full briefing on programmatic division's portfolios in the *NIC Advisory Board Briefing Book, January 7 - 8, 2025*, sent as pre-reading to the Board. It is attached as an Appendix to these minutes.

Academy Division

Jeff Hadnot, Academy Division Chief, highlighted the division's growth and new initiatives. He introduced several new team members with extensive corrections experience and emphasized the importance of top talent. Key initiatives include leader development programs, a new suicide

awareness course, and a federal website partnership with the Library of Congress. Hadnot discussed the development of a curriculum repository and a Regional Training Initiative to enhance field training. He discussed the importance of collaboration across divisions, noting that Academy team members are collaborating on projects with the Prisons, Jails, and Community Services divisions. He spotlighted the recent hiring of two additional Academy team members and their positive impact on the Academy's strength, capabilities and capacity. He outlined his team's late July 2024 strategic planning to identify how the Academy can drive changes in corrections, focusing on needs assessments and BJA-funded training directors' roundtable. Chief Hadnot highlighted the Academy's role in first line, mid-level manager, senior leader and executive development programs, and the use of NIC's Leadership Competencies for the 21st Century managerial profiles to guide content and target participants for courses.

Chief Hadnot posed two questions to the Board, one focused on current leadership training needs and the second on new annual training requirements content that the Academy could develop. Member Chamber-Smith emphasized the need for career development, new supervisor training, and custody supervisor training to address gaps in the workforce. Members Ishee and Chambers-Smith highlight the importance of the Executive Excellence and New Warden training programs, noting their positive impact on leadership development. Member Baldwin stressed the need for training in data analysis and understanding data impact on outcomes, suggesting it be incorporated into leadership training. Vice Chair Broderick suggests incorporating media training into leadership and mid-management training to improve executives' comfort with media interactions. Chief Hadnot acknowledged the importance of media training and mentioned the Academy's public information officer training, which will be expanded to include media savviness. He emphasized the need for training in media handling and storytelling to change public perceptions of corrections and improve crisis management. In closing, Chief Hadnot thanked the Board members for their feedback and encouraged them to reach out with additional suggestions and advice.

Community Services Division

Robbie Braxton, Chief of the Community Services Division, discussed the division's new staff and projects. Key initiatives include collaboration with BJA on the Consolidated Appropriations Act, pretrial dashboard development, and revising pretrial and parole board training. New staff members Kendall Rhyne, Ken Rose, Mandy Potapenko, and Rich Baraka bring diverse expertise to the division's portfolio. The division is focusing on community services specific leadership training, rural justice gap projects, and diversion initiatives. She discussed the division's planning process, including attending a conference at George Mason University on evidence-based practices. During planning, the team identified gaps in imaging safety and security, developing in-house resources, and a new pretrial case management model as areas for focus. Chief Braxton asked the members for input on improving NIC's networks, emphasizing the need to include tribal and rural jurisdictions. Vice Chair Broderick emphasized the importance of reconstituting network meetings and bringing in consultants for valuable discussions. Member May endorsed that, highlighting the value of in-person relationship-building and problem-solving within the

networks. Chief Braxton expressed her gratitude for the feedback and reiterates the division's goal to keep networks strong and relevant.

Closing Remarks – Day One

Director LoBuglio thanked the members, ex officios, Chiefs Braxton and Hadnot, and Senior Deputy Director Brown and Deputy Director Busby for their contributions to the meeting, and the Board for their engaging dialogue. He teased the January 8 agenda will include round tables with the Prisons and Jails divisions. The Chair offered his thanks to all for the robust day one conversation and yielded the floor to DFO LeMaster to close the meeting. DFO LeMaster adjourned the meeting at 4:02 pm ET.

Wednesday, January 8, 2025

Meeting Opening and Instructions

Designated Federal Official (DFO) Leslie LeMaster called day two of the National Institute of Corrections (NIC) Advisory Board meeting to order at 1:00 PM ET. DFO LeMaster welcomed Board Members, NIC staff, stakeholders, and professional associations to the virtual meeting. Additionally, she reviewed the requirements of the *Federal Advisory Committee Act*.², and gave instructions to board members, staff, and guests. She related that the meeting is being recorded for the public record.

Welcome and Overview of Day Two

Chair Morgan welcomed all meeting participants and notes 100% Board member attendance. The Chair overviewed the agenda and invited any to share insights from the previous day.

Chief Hadnot revisited the leadership development needs question and asked for additional feedback from the Board. Member May emphasized the need for training on how to have difficult conversations with staff, deal with performance issues, and motivate staff. Chief Hadnot acknowledged the need for soft skills training and mentions that NIC is working to reintroduce these courses into their learning management system and other delivery strategies. Member Wilkinson inquired regarding the result of the Bureau of Justice Assistance (BJA) Training Academies Project. Chief Hadnot explained that NIC continues to work with BJA and the Moss Group to develop and implement the training materials derived from the project. Member Strange shared her experience with learning labs in Washington State and suggests that NIC could develop a similar program. Vice Chair Broderick stresses the importance of training in crucial conversations and mentions its positive impact in Maricopa County, Arizona.

² <https://www.gsa.gov/policy-regulations/policy/federal-advisory-committee-act-faca-management-overview>

Chief Hadnot revisited the second question on the types of annual training that should be included in mandatory training for various staff roles. Member Baldwin raised the issue of training correctional officers at different educational levels and suggested the need for tailored training. Chair Morgan shared the idea of booster training for mental health and de-escalation skills. Member May added that booster training is also needed in jails and community corrections facilities to address ever-evolving challenges.

The Chair recognized Chief Robbye Braxton to query the Board on the challenges in community supervision, particularly around case management models and the transition from institutions to the community. Member May highlighted the challenges with young adults, including high reoffending rates and the impact of substances like K2. Vice Chair Broderick emphasized the importance of trauma-informed care and the need for better transition support from jails to community supervision. Member Tuthill shares the success of the Hope Florida system in reducing recidivism and the importance of having strong databases of resources for officers.

The Chair recognized Stephen Amos, Chief of the Jails Division for the Jails Roundtable with the Board.

Jails Division

Chief Amos began the Jails Division roundtable by posing two questions to the Board for discussion: 1) Should jurisdictions cover the travel costs for training or services from NIC; and 2) Should NIC partner with BJA to develop model jail operational guidelines? A robust discussion ensued on the first question. Chair Morgan and other board members expressed concerns about the potential impact on smaller and rural jurisdictions and suggested a hybrid cost and service delivery approach. Members Chambers-Smith and Ishee suggested that some jurisdictions could contribute to their training costs while others might need financial assistance. Director LoBuglio emphasized the need to make NIC dollars go further and suggests working with jurisdictions that can pay and seeking federal partners that could defray costs.

Chief Amos sought the Board's counsel on the second question about partnering with BJA and corrections associations to develop model jail operational guidelines. Vice Chair Broderick encouraged NIC to develop these guidelines and mentioned the success of similar efforts in community supervision. Member Chamber-Smith suggested using ACA standards and offering training on how to implement them. ACA's Robert Green emphasized the importance of making national standards accessible and useful for daily management. Members Chambers-Smith and May discussed the challenges of jails becoming detox centers and the need for specific training on managing substance withdrawal. Chief Amos acknowledged the crisis in jails and mentioned the Justice Department's guidelines and the Department of Justice (DOJ) Jail and Justice Support Center (JJSC), a collaboration of BJA and NIC. Chair Morgan and several additional members chimed in that more work is needed to address the issue of substance use and detox in jails. Member May highlighted the need for correctional officers to recognize signs of substance use and the importance of medical involvement. Chief Amos concluded his round table with the

Board by thanking them for their engaging dialogue and their continued support of the nation's jails.

Prisons Division

The Chair recognized Ronald Taylor, Chief of the Prisons Division for the Prisons Roundtable with the Board. Chief Taylor provided the Board with an update on the Prisons division's FY2025 portfolio and plan, as detailed in the Briefing Book. He emphasized the importance of updating curriculum and addressing staffing shortages, mental health needs, and aging infrastructure. Chief Taylor invited board members to learn more about the Prisons Division's services and to provide feedback to him at any time. He facilitated an engaging discussion on emerging challenges in prison operations and practical and innovative programs that could be scaled for broader adoption by the nation's prisons. Member Ishee identified staffing as a critical issue. Member Strange added her concerns about inmate idleness and the need for healthcare to address addiction crises in jails. Member Baldwin proposed empowering staff to solve problems creatively, drawing on examples from his Iowa. Member Tuthill suggested exploring partnerships with the National Institute of Mental Health (NIH) and the Substance Abuse and Mental Health Services Agency (SAMHSA) to enhance mental health and substance abuse services in corrections. Member May broadened the idea of collective problem-solving across the corrections system, including jails, prisons, and community corrections to address systemic issues. Member Ishee recommended NIC develop standards and specifications for technological innovations to aid procurement decisions. Member Chambers-Smith suggested leveraging multi-state purchasing agreements through to streamline acquisitions and reduce redundancies. Member Baldwin offered to contribute ideas for updating NIC's guidance on staffing and building prisons, seeking collaboration with Chief Taylor. In closing, Chief Taylor thanked the Board for their counsel and looks forward to engaging members in the Prisons Division's projects when they express interest.

Association Updates

The Chair recognized DFO LeMaster to give instructions for the upcoming national association partner updates and responses to the two questions posed to them in pre-meeting communications: 1) What can NIC and this Board do to support your membership? and 2) What are your collaborations with NIC? (within the last 6 months). Each association was allotted up to five minutes for their response and update. The Chair asked DFO LeMaster to assist him in facilitating the updates from the 9 confirmed association partners, including the confirmed designated representative speaking on behalf of each association.

American Probation and Parole Association (APPA). Joshua Nelson represented APPA and discussed the importance of NIC's support for APPA's standards for community supervision and requested further assistance for training and promotional campaigns. Chair Morgan acknowledged the importance of collaboration and transitioned to the next association update.

American Jails Association (AJA). AJA President Shawn Laughlin and 2nd Vice President Shaun Klucznik discussed their collaboration with NIC on various initiatives, including a risk assessment tool and jail administrator curriculum.

Crime and Justice Institute (CJI). Spurgeon Kennedy represented CJI and highlighted their work on standards for community supervision and reentry, emphasizing the importance of staff wellness. He highlighted the challenges of implementing evidence-based practices in diverse settings and the need for tailored solutions for different stages of the criminal justice system. He identified women and the needs of rural areas as rapidly growing populations requiring specialized support and called for continued collaboration with NIC. Chair Morgan appreciated Kennedy's comments and invited the next association representative to present.

American Correctional Association (ACA) Robert Green represented ACA. He emphasized the need for a national campaign to raise awareness about professional corrections and the challenges facing the field. He suggested leveraging NIC's role to facilitate collaborations with other organizations and agencies to address common issues. In his remarks, he advocated for de-conflicting regulations to enable more effective partnerships and shared venues for training and events. Chair Morgan thanked Green for his insights and moved to the next association representative.

Major County Sheriffs Association (MCSA). Megan Nolan represented MCSA. She yielded MCSA's five minutes to Jonathan Thompson and the National Sheriff's Association (NSA) in the interest of time.

National Association of Pretrial Service Agencies. Wendy Venvertloh represented NAPSA and praised NIC's long-term partnership and support of NAPSA. Venvertloh highlighted NIC's contributions to NAPSA's standards, educational opportunities, and publications, emphasizing the need for continued collaboration. She mentioned the challenges of decision-making in pretrial services and the potential for NIC to help address these issues. Chair Morgan acknowledged the importance of collaboration and moved to the next association representative.

Small and Rural Law Enforcement Executives Association (SRLEEA). Mike Brown represented SRLEEA. He shared a success story of a sheriff benefiting from NIC's training and emphasized the need for increased outreach. Brown requested NIC to establish a network for small and rural jurisdictions comparable to the NIC's Large Jail Network. He highlighted the importance of critical thinking skills training for younger, less experienced sheriffs and chiefs. Chair Morgan thanked Brown for his comments and acknowledged the progress made in including SRLEEA in NIC's activities.

Association of State Paroling Authorities International (APAI). Jonathan Ogletree represented APAI. He expressed APAI's appreciation to NIC for their continued support and leadership in

community corrections. He was happy to participate in his first Board meeting and looks forward to continuing collaborations with NIC and the Board.

National Sheriffs' Association (NSA). Jonathan Thompson represented the NSA. He underscored the importance of adequate funding and staffing for NIC to support state and local corrections effectively. He suggested relocating NIC from the Bureau of Prisons to the Office of Justice Programs (OJP) to align with its mission. Thompson emphasized the need for NIC to hire more staff dedicated to serving local agencies and to secure a stable annual budget. Chair Morgan agreed with Thompson's suggestions and encouraged continued dialogue on resource allocation and representation.

Public Comment Period

Chair Morgan opened the floor for the scheduled public comment period. As there were no public requests to comment, the Chair moved to the next agenda item.

Summary Recommendations to NIC

The Chair and Director moved the Board into summary recommendations for NIC as a result of the roundtables, updates, and questions posed to the Board and their responses. Member Ishee recommends NIC spearhead a survey to gather information on innovative practices from state, federal, and local levels. He recalls Member Wilkinson's past work on a best practices document and proposes NIC as a hub for sharing these practices. Member Strange supports the idea, emphasizing NIC's role in connecting people and promoting collaboration. Chair Morgan and Director LoBuglio agreed, highlighting the importance of championing excellence in correctional practice. Member Hawk Sawyer expressed concerns about NIC's budget and the new administration's potential cuts to the Department of Justice. She emphasized the need for NIC to do more with less and prioritize its efforts. Chair Morgan acknowledged the overwhelming number of new initiatives and the need to prioritize based on Congressional mandates and available resources. Member Hawk Sawyer reiterated the importance of collaboration and working smarter to address the growing needs within the field. Director Stefan LoBuglio discussed NIC's role in sharing information and collaborating with other agencies to leverage resources. He highlighted the importance of prioritizing and focusing on areas where NIC can make the most impact. He reassured the Board that NIC is already in the field with 55 individuals deployed and plans to attend upcoming conferences. He emphasized the need to use resources effectively and collaborate with other agencies to achieve NIC's mission.

Director LoBuglio addressed budget concerns by providing an overview of NIC's budget history and current negotiations, acknowledging challenges but expressing confidence in NIC's future. He thanked the Advisory Board for their support and emphasized the importance of collaboration and effective use of resources. Member Hawk Sawyer praised NIC's efforts and expressed confidence in Director LoBuglio's leadership. Member Chambers-Smith suggested focusing on making the most of the current budget rather than continuously discussing budget constraints.

Closing Remarks and Future Outlook

The Chair and Director facilitated closing remarks from each member. Members Baldwin and Ishee expressed their appreciation for NIC's work and look forward to future collaborations. Members May and Tuthill praised NIC's staff and leadership, emphasizing the importance of commitment and overcoming challenges. Member Wilkinson reminded the Board of their advisory role and the need to maximize opportunities with the current budget. Chair Morgan thanked the Director, Vice Chair, Board members, Ex Officios, and the NIC Team for their participation and looks forward to the next meeting, emphasizing the importance of robust conversations and collaboration.

Meeting Adjournment

DFO LeMaster adjourned the meeting at 4:03 pm ET.



Advisory Board Meeting
Virtual

Tuesday, January 7, 2025

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| 1:00 PM | Call to Order | Leslie LeMaster, DFO |
| | Instructions to Advisory Board and Guests | Leslie LeMaster, DFO |
| 1:05 PM | Welcome to the Board and Guests | Stefan LoBuglio, Ed.D., Director |
| | Remarks from Bureau of Prisons Director | Colette S. Peters, Director |
| | Board Introductions | Stefan LoBuglio, Ed.D., Director |
| 1:40 PM | Review and Approval of Meeting Outcomes | Gabriel Morgan, Chair |
| 1:45 PM | NIC Director Update – Vision for NIC | Stefan LoBuglio, Ed.D., Director |
| 2:00 PM | NIC New Table of Organization | Robert M. Brown, Jr., Senior Deputy Director, and Holly Busby, Deputy Director |
| 2:10 PM | NIC 50 th Anniversary | Stefan LoBuglio, Ed.D., Director, Chair Gabriel Morgan |
| | FY2025 Future Meeting Topics | Stefan LoBuglio, Ed.D., Director, Chair Gabriel Morgan |
| | FY2025 and FY2026 Planning Processes | Holly Busby, Deputy Director |
| 2:30 PM | Break | |
| 2:35 PM | Advisory Board Round Table: NIC Pre-Meeting Briefing Book, and | Stefan LoBuglio, Ed.D., |

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| | Board and Division Engagement | Director, Board, and NIC Team |
| 2:40 PM | Academy Division | Jeff Hadnot, Chief |
| 3:10 PM | Community Services Division | Robbye Braxton, Chief |
| 3:40 PM | Day One Closing Comments/Preparation for Day Two | Stefan LoBuglio, Ed.D., Director, Chair Gabriel Morgan |
| 4:00 PM | Adjourn Day One | Leslie LeMaster, DFO |

Wednesday, January 8, 2025

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| 1:00 PM | Call to Order / Day Two Instructions to Advisory Board and Guests | Leslie LeMaster, DFO |
| 1:05 PM | Welcome to the Board and Guests / Overview of the Day | Stefan LoBuglio, Ed.D., Director, Chair Gabriel Morgan |
| 1:10 PM | Advisory Board Round Table: Division Briefings, continued | Division Chiefs |
| 1:10 PM | Jails Division | Stephen Amos, Chief |
| 1:40 PM | Prisons Division | Ronald Taylor, Chief |
| 2:10 PM | FY20252026 Briefings: Summary Discussion and Action Plans for Board Engagement and Involvement | Stefan LoBuglio, Ed.D., Director, Chair Gabriel Morgan |
| 2:20 PM | Association and Agency Updates | Association Partner Representatives |
| 2:50 PM | Break | |
| 3:00 PM | Public Comment Period | Stefan LoBuglio, Ed.D., Director, Chair Gabriel Morgan |
| 3:10 PM | March 25 – 26, 2025 Meeting Logistics/Discussion | Stefan LoBuglio, Ed.D., Director, Chair Gabriel Morgan |
| 3:25 PM | Closing Comments and Advisory Board Next Steps | Stefan LoBuglio, Ed.D., |

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| | | Director, Chair Gabriel Morgan |
| 3:30 PM | Public Session Adjourns | |
| 3:30 PM | Closed Session | DFO and Board Members |
| 4:00 PM | Adjourn Closed Session | Leslie LeMaster, DFO |



ADVISORY BOARD

BRIEFING

National Institute of Corrections

320 First Street, NW
Washington, DC 20534

Stefan LoBuglio, EdD
Director

Robert Brown, Jr.
Senior Deputy Director

Holly L. Busby
Deputy Director

Jeff Hadnot
Chief, Academy Division

Robbye Braxton
Chief, Community Services Division

Harry Fenstermaker
Chief, Financial Services Division

Valeria Perchina-Ward
Chief, Financial Services Division

Stephen Amos
Chief, Jails Division

Ronald Taylor
Chief, Prisons Division

www.nicic.gov

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NATIONAL INSTITUTE OF CORRECTIONS

The National Institute of Corrections (NIC) is the only federal agency with a legislative mandate (Public Law 93-41 5) to provide specialized training, technical assistance, information, and policy development to the nation's 800,000 correctional professionals.

We respond directly to needs identified by practitioners working in tribal, state, and local adult corrections, the Federal Bureau of Prisons, the Department of Justice, other federal agencies, and the United States Congress. NIC staff influence correctional policies, practices, and operations in areas of emerging interest and concern to correctional executives, practitioners, and public policymakers nationwide.

NIC provides practical assistance in planning and implementing improvements at the federal, state and local levels. These efforts contribute to cost efficiency and effectiveness in such areas as planning, design, and operation of new jails, prisons, and community corrections programs, offender workforce development programs, and offender classification and risk assessment.

ORGANIZATION

NIC comprises organizational divisions for financial management and the director's office as well as four programmatic divisions that support the three core disciplines of correctional practice, which include community supervision, jails, and prisons. Each division offers training, technical assistance, networks, and resources tailored to each discipline.



TEAM NIC

The team of staff that comprise NIC include experienced practitioners and subject matter experts who are at the top of their fields. Many NIC staff are former correctional executives, wardens, administrators, and adult education professionals with decades of experience providing leadership, mentorship, and training to correctional staff. The real-world experience of NIC staff is a crucial difference that sets NIC apart from other federal agencies and helps make NIC training and services unique.

NIC's most recent hiring efforts have resulted in increased staffing in every NIC division. External operations divisions (Academy, Community Services, Jails, and Prisons) have increased their staffing by adding 2 additional National Program Advisors. The Director's Office has increased staffing to include, for the first

time ever, a Senior Deputy Director and Deputy Director. In addition, one new Senior Policy Advisor and two Social Science Research Analyst positions were added.

NIC further expanded its staffing to support internal operations by adding additional positions in the Finance and Administrative Divisions. Instruction System Specialists and Management and Program Analysts now strengthen NIC's internal mission support team.

NIC's strategic hiring efforts and dedication to selecting the best qualified applicants position the Institute to deliver exceptional service in fulfillment of its important mission.

HIRING FACTS

- NIC is authorized 68 positions.
- NIC is currently staffed with 49 employees plus 1 Intergovernmental Personnel Act (IPA) employee.
- NIC has onboarded 16 new employees since Oct. 1, 2023.
- 11 positions plus 1 IPA are currently being processed by the Human Resource Division:
 - National Programs Advisor in the Jails Division
 - National Programs Advisors in the Academy Division (2)
 - National Programs Advisor in the Community Services Division
 - Instructional Systems Specialists in the Academy Division (2)
 - Social Science Research Analysts in the Director's Office (2) (This is a new position for NIC.)
 - Technical Writer in the Director's Office
 - Administrative Support Coordinator in the DC Office
 - Administrative Support Coordinator in the Colorado Office
 - IPA in the Jails Division
- There are 8 vacant positions under review for use within the Institute.

ACADEMY

The Academy Division is unique within NIC, serving both internal and external stakeholders, and manages many of NIC's internal infrastructure projects and initiatives to support institute service delivery and business processes. Additional resources support institute initiatives in cognitive behavioral approaches, learning and performance, and leadership development in corrections.

COMMUNITY SERVICES

The Community Services Division coordinates technical assistance, specialized training, and other programs related to pretrial, probation, parole, and other forms of community-based corrections.

FINANCIAL MANAGEMENT

The Financial Management Division prepares and tracks NIC's fiscal year budget, which includes processing contract invoices, purchases of goods and services, and payments for travel claims and cooperative agreements. The division is also involved in the administration of cooperative agreements, ensuring that financial reviews and quarterly reporting are completed after award.

JAILS

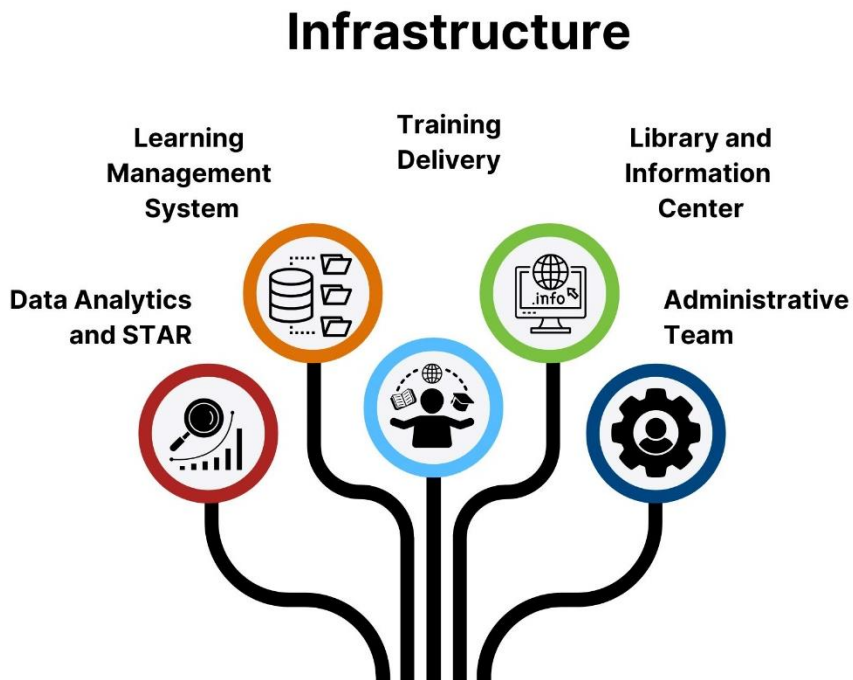
The NIC Jails Division engages directly with jurisdictions in creating and sustaining a safe, humane, and effective environment for staff, visitors, and incarcerated individuals.

PRISONS

The Prisons Division assists jurisdictions in developing a more efficient, cost-effective, and coordinated system of correctional operations.

INFRASTRUCTURE

NIC requires a number of internal infrastructure contracts and initiatives to support institute service delivery and business processes. The Academy Division oversees management of these programs.



INFRASTRUCTURE MANAGEMENT

Learning Management System: NIC's LMS is the hub of NIC's training enrollment across the institute. The LMS features a diverse array of e-courses and a catalog of available in-person, hybrid, and virtual training programs.

Training Delivery: The Academy Division manages e-course development for NIC and hosts the contract for WebEx, which supports virtual meetings, training programs, and webinars. Host

accounts help agencies across the country have access to the virtual platform when facilitating NIC training programs.

Data Analytics: NIC's data analytics program provides reports, written analysis, data visualizations, and recommendations for future training based on collected data and oversees program evaluation for the institute.

Administrative Team: Classroom activities are facilitated at the National Corrections Academy, in Aurora, CO. NIC's administrative team ships supplies for offsite training programs, maintains NIC inventories of supplies and equipment, provides administrative support for training programs and NIC's National Program Advisors, procures agency resources, manages hotel and bus contracts, and assists with various collateral duties in the building at the National Corrections Academy alongside the Bureau of Prisons.

Information Center and Library Services: The NIC Information Center delivers essential information and reference services



Photo: Information Center staff meet with NIC Director.

through the Robert J. Kutak Memorial Library, the online national help desk, and the NIC website (nicic.gov). These services are provided under a four-year interagency agreement with the Federal Library and Information Network (FEDLINK) and the Library of Congress, effective January 1, 2023, in alignment with NIC's legislative mandate to offer training and technical assistance and to serve as an information clearinghouse for the corrections community.

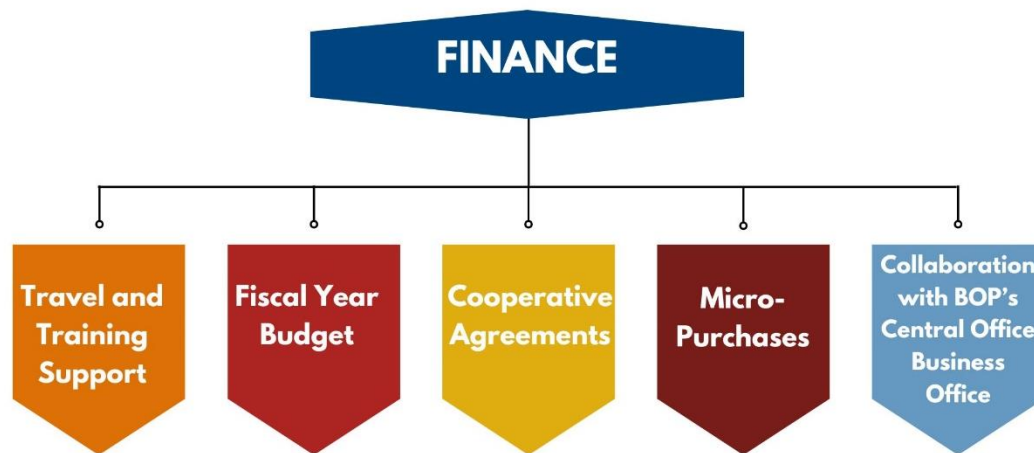
The Information Center is staffed by a team of six professional librarians, four web developers, and one LMS administrator. This team manages NIC's digital platforms, delivers library and research requests, staffs the Kutak Library at the National Corrections Academy in Aurora, Colorado, and operates a national help desk for corrections-related inquiries. Serving over 10,000 agencies and 800,000 corrections professionals nationwide, the Information Center provides access to a vast array of multimedia collections, publications, and cutting-edge research on corrections practices and policies offered through NIC.

System for Technical Assistance Requests: The System for Technical Assistance Requests (STAR) allows NIC to digitize and standardize its technical assistance process, giving staff more data-driven insights into how their time, energy, and resources are being used. The system also gives constituents a modern interface with which to interact with NIC. STAR replaces the previous Technical Assistance Information Management System that became inoperable in 2014. Since then, NIC relied on emails and written documents to manage technical assistance.

The new system not only allows a technical assistance application to be submitted online and then tracked electronically throughout its lifecycle, but it also provides data and oversight into what happens to the technical assistance during and after its completion. Managing communications between the technical assistance applicant, the requesting agency, and NIC is now more simplified.

FINANCE

NIC's finance team plays a vital role in managing a variety of financial and administrative functions, ensuring smooth operations for training, cooperative agreements, and travel



processes.

NIC Financial Specialists have crucial roles in ensuring the accuracy and timeliness of NIC's financial operations. Their responsibilities include processing financial records, verifying data, and submitting financial reports. They also oversee travel settlements, ensuring they are processed quickly and efficiently.

The Authorized Certifying Officer ensures that all vendor and contract payments are accurate, timely, and compliant with both internal policies and external regulations.

The Grants Management Specialist plays an essential role in overseeing the financial and administrative aspects of cooperative agreements and grants. By managing the life cycle of cooperative agreements and grants, ensuring compliance with federal guidelines, overseeing financial reporting, and ensuring that funds are used appropriately, the Grants Management Specialist helps safeguard NIC's financial integrity and program effectiveness.

The Chief Financial Officer brings a wealth of institutional knowledge and deep experience in strategic financial management. As a new officer steps into the role, the focus will

be on enhancing and streamlining financial processes and introducing innovative financial strategies to improve efficiency and align with NIC's mission.

Below is an overview of the diverse functions that finance staff perform, highlighting their involvement in various administrative and financial operations within NIC:

1. Travel and Training Support
 - Request for Tickets (RTFs): Assisting in preparing RTFs for participants
 - Travel Authorizations: Ensuring travel authorizations are prepared and processed
 - Voucher/Payment Processing: Managing the payment process for travel-related expenses
2. Fiscal Year Budget: The finance team tracks and manages NIC's fiscal year budget, ensuring financial resources are allocated properly.
3. Cooperative Agreements
 - Financial Reviews: Conducting financial reviews as part of cooperative agreements
 - Red Books: Preparing Red Books for the Director's signature to formalize cooperative agreement awards
 - Drawdowns (SF270): Processing drawdowns for awardees to release funds
 - Quarterly Financial Reports (SF425): Ensuring that awardees submit accurate financial reports on a quarterly basis
4. Micro-Purchases: Handling the steps related to micro-purchases, which are often used for small-scale goods and services needed by NIC
5. Collaboration with BOP's Central Office Business Office:
 - Contract Invoices: Ensuring the payment of contract-related invoices
 - Cooperative Agreement Drawdowns: Overseeing drawdowns for cooperative agreements

- Local Travel Claims: Managing the payment of local travel claims to employees

FISCAL YEAR 2025

Fiscal Year 2025 (FY25) started with a continuing resolution (CR) which ran from October 1 till December 20, 2024. The current CR runs from December 21, 2024, till March 14, 2025. Managing operations during a CR with funding constraints presents several challenges for NIC given its program activities are planned months if not years ahead and involve hundreds of practitioners in states across the nation. NIC received \$400K for the first CR period which was well below expected funding levels. By focusing on mission-critical operations and strategically reallocating resources, NIC was able to continue to meet its most urgent goals while navigating the limitations of the first CR funding period.

NIC is currently negotiating funding levels for the current CR. It has requested \$5.5M to cover expenses through March 31. The agency continues to seek to cut costs and to experiment with programmatic activities that can more efficiently in the field.

By implementing agile financial planning, adopting clear and efficient approval processes, and engaging in transparent communication, NIC can better navigate this period of uncertainty. Through strategic prioritization, scenario planning, and efficiency improvements, the organization can mitigate risks, maintain critical functions, and be better prepared for future funding decisions.

CURRENT UPDATES

The Executive Team convened in Washington, D.C., during the first week of December 2024 to review key budget line items for Fiscal Years 2025 and 2026 (FY26). During the meeting, the team assessed the requirements and funding obligations anticipated from December 21 through March 31, to estimate the financial needs for the upcoming CR period. The team also reviewed the proposed budget line items for FY26 and heard presentations on the business cases submitted by each division.

Some of the highest rated business cases discussed were:

1. Pretrial Supportive Services Toolkit
2. Defining Front-End Interventions and Standardizing Terminology, Definitions, and Outcome and Performance Measures
3. Probation/Parole: Community Corrections Report Card
4. EBDM Community of Practice and Tool Refinement
5. Enhancing Community Involvement in Community Supervision
6. Regional Field Training Initiative (RTI)
7. Jail Inspector Training Initiative
8. Executive Correctional Leadership Lab: Innovations and Insights Services

These initiatives represent critical priorities for the organization and are being carefully considered for FY26 subject to funding constraints.

TRAINING

For a complete list of NIC training programs, please visit our website at www.nicic.gov.

35,821
E-Course Completions in FY'24

ACADEMY

Leadership Development in Corrections

NIC developed Correctional Leadership Competencies for the 21st Century, a compendium of the characteristics that result in the best performance of correctional executives, senior level leaders, managers and supervisors. For each leadership profile, key skills, knowledge, and attributes of effective and successful leaders are linked to a set of specific behaviors and a corresponding training.

Thinking for a Change

Thinking for a Change (T4C) has set the bar for effective cognitive-behavioral programming since its creation in 1997, and it continues to be the most requested curriculum from the National Institute of Corrections (NIC) Information Center. T4C Version 5.0, which will be released in 2025, represents the most significant

evolution in the curriculum content, delivery, and commitment to program fidelity to date.

T4C integrates social skills, cognitive self-change, and problem-solving and uses structured learning techniques. The program includes 25 lessons and a formal aftercare component. In addition to traditional in-person delivery, T4C 5.0 includes a virtual delivery format, and both delivery options and all program materials are available in English and Spanish.

Correctional Leadership for Women – Partnering for Performance

This is a program partnership that is requested by the agency Director/Secretary/Commissioner to deliver training to women in



Photo: NIC staff and subject matter experts partner to develop training.

middle management of the organization. It is designed to enhance their personal and professional skills.

Immersive Employment Readiness Training for Justice-Involved Individuals

Immersive learning mimics the full experience of a workplace setting. Learners can practice using skills in a virtual environment and make mistakes without any of the consequences that can lead to job loss in the real world. A combination of cognitive behavioral therapies and interventions, immersive learning can improve knowledge retention and give learners a low-risk virtual environment in which to practice real-world skills.

Essential Skills for New Supervisors

This program focuses on core competencies for supervisors. These competencies include developing personal and professional goals, demonstrating leadership, solving problems, thinking critically, making decisions, managing conflict, coaching, counseling, providing discipline, and encouraging staff performance. The Academy Division is in the final stages of developing a hand-off curriculum for the field that uses agency trainers for capacity building and facilitation.

Management Development for the Future

Management Development for the Future is a dynamic, agency-exclusive experience that primarily targets the middle management tier of a correctional organization. It simultaneously engages all levels of agency leadership through internal action-based learning strategies at the individual, team, and agency levels. This course is completed over multiple phases of in-person and virtual sessions. Three partner agencies will begin Management Development for the Future during 2025.

Correctional Leadership Development

Correctional Leadership Development is a dynamic, agency-exclusive experience that primarily targets the senior-level tier of a correctional organization. It simultaneously engages all levels of agency leadership through internal, action-based learning

strategies at the individual, team, and agency levels. This course is completed over multiple phases of in-person and virtual sessions. Two partner agencies will begin this course in 2025.

The Learning Professional

The Learning Professional curriculum focuses on and was developed using learner-centered, performance-based outcomes. Participants use what they learn in the classroom while performing their job and learn about the new roles that learning professionals are playing in their organizations' success. They also gain new or updated ideas and skills for facilitating others' learning. Participants become better informed and better prepared to contribute to the field of adult learning. This course is offered in multiple formats: live instructor-led training, virtual instructor-led training (VILT), blended training, and Train-the-Trainer training.

The Learning Designer

During the Learning Designer course, participants assess their own level of competence in instructional design and create a personal learning development plan. They are led through the instructional design process during six VILTs. Also included are pre-session and inter-session assignments before and after each virtual class.

The Learning Coach

The Learning Coach is a 36-hour hybrid training program focused on equipping participants with contemporary learning and performance knowledge and skills that prepare them to create and deliver coaching programs. This hybrid program is composed of three VILTs, all 3 hours in length using NIC's virtual platform; two 8-hour in-person class days; and 11 hours of pre-session and inter-session work. The program targets the importance of building and using effective on-the-job coaching techniques. Participants will learn about the new roles that learning and performance coaches are playing in their organizations' success and gain new or updated ideas and skills for facilitating others'

learning. The Learning Coach will be a hand-off ready curriculum that can be rolled out by agencies as need dictates.

The Learning Administrator

The Learning Administrator course includes four VILTs and considerable self-paced independent learning activities. Learners look at the fundamental concepts needed to apply to work as change agents within their agencies. Learners analyze their current situation, decide what they want to know, develop a plan to gather the data, use the right tools to gather information, prepare the data for analysis, analyze the data, and present the results. This course is targeted to Training Administrators/Directors of corrections agencies.

Safety Matters

Safety Matters: Managing Relationships in Women's Facilities is a research-based, gender-informed training delivered to agency/jurisdiction teams of corrections professionals with responsibility for the safe and effective management of women in correctional facilities. The focus of this program is providing enhanced tools for correctional practitioners to address potentially dangerous and compromising relationships that can occur within a women's facility, while supporting the building of healthy and safe relationships. Program content is drawn from PREA-related National Institute of Justice and Bureau of Justice Statistics research and data specific to sexual and physical safety in women's prisons.

Correctional Communications Administrator/Public Information Officer

Public information officers (PIOs) and communication directors play an important role in correctional agencies. The public's perception or lack of understanding of correctional operations can influence public safety, funding, elections, appointments, and other events. The most successful agencies in the field of corrections are those whose leadership addresses the expectations that stakeholders demand. Consistency, transparency, and the ability to communicate an agency's mission

effectively inside and outside of the organization is paramount. In the absence of effective communication, misperception and misinformation often supersede the truth. Two iterations of this program will be held in 2025.

Myths arise in the absence of facts and this void of information impedes the agency's ability to take charge and manage the outcome. Many correctional agencies engage with the media and stakeholders only when critical situations occur. Opportunities to share the good work, positive stories, and life-changing efforts of the agency are missed. Not building effective relationships with the media through positive stories before bad things happen can be detrimental.

COMMUNITY SERVICES

Community Supervision Leadership Learning Lab

This is a 9-month long training that includes VILT sessions and a six-month coaching process to help participants develop an implementation project. The training concludes with an in-person project presentation that provides participants with a robust opportunity to grow their skills as leaders.

Community Supervision Executive Training

The community services division provides a variety of trainings for executive directors of pretrial, probation, parole, and paroling authority agencies. These trainings will often include presentations of evidence-based practices and procedures, building collaborative relationships, and staff wellness and resource development among other topics.

Preventing and Responding to Staff Sexual Misconduct in Community Supervision Agencies

This project develops a collection of training materials and resources that assist community supervision agencies in preventing and addressing staff sexual misconduct while

increasing the professionalism of staff and affording greater safety for both staff and those they supervise.

JAILS

Correctional Case Management

The Correctional Case Management training familiarizes participants with the fundamentals of correctional case management. It reviews the stages of case management and emphasizes the importance of standardized documentation in the delivery of correctional services. It highlights the roles that intake and classification staff play from intake screening through to the discharge planning for successful reentry back into the community.

National Sheriffs Institute – Leadership Training

The Institute's offerings include:

- Leadership Training - introduces sheriffs to their leadership role, specifically as it relates to their role in their organization, the local criminal justice system, and community.
- Jail Administration – this program enhances the knowledge of sheriffs regarding their responsibilities in leading the administration and operations of over 80% of the correctional facilities in the United States.
- Effective Communication for Sheriffs – this curriculum will be piloted this year and is designed to prepare sheriffs to inspire, motivate, inform, build trust, or navigate change in a way that aligns with the mission, values, and vision of their organization.

Strategic Inmate Management

The most fundamental goal of every jail is to maintain a safe and secure environment for staff, incarcerated people, and visitors. Effectively managing the behavior of incarcerated individuals is critical to this goal. Strategic Inmate Management (SIM) aims to promote safe and secure environments by employing the best

practices of direct supervision and behavior management applicable to all physical plant designs. With the SIM initiative, NIC works with jurisdictions seeking to integrate a comprehensive approach to the management of their incarcerated population.

Staffing Analysis Implementation Project

Staffing Analysis is a VILT program grounded in NIC staffing analysis methodologies. Its virtual delivery offers distinct advantages over traditional in-class training. Agencies participating in this virtual program gain extensive hands-on experience by conducting a real-world staffing analysis of custodial line officers and first line supervisors within their own facility. This experiential learning is facilitated through live virtual training sessions, inter-session practical application exercises, and ongoing coaching support. Participants actively apply the learned concepts and develop critical skills throughout the process. Upon successful completion, participants will possess the knowledge and skills necessary to conduct staffing analyses across all remaining agency staff.

Leadership and Management for Jail Executives

A cooperative agreement titled Institute of Jail Administration was announced for competitive award in fiscal year 2024 to develop and pilot a training program for jail executives. The goal of this effort is to enhance the leadership and operational competencies of personnel in positions of leadership within local and tribal organizations responsible for operating a jail.

This Leadership and Management for Jail Executives course equips participants with the knowledge and skills to effectively manage essential aspects of jail administration and prepares them for career advancement. Grounded in the Kouzes and Posner Leadership Challenge model, this course emphasizes the application of leadership principles and strategies to enhance jail operations while upholding the highest standards of safety, security, and constitutional rights for both staff and incarcerated individuals. Participants learn to navigate the complexities of

modern corrections, build strong teams, and effectively lead their organizations in achieving excellence.

PRISONS

Incident Command System for Corrections

This program modernizes NIC's Incident Command System for Corrections curriculum, aiding NIC in its efforts to educate and train federal, state, county, local, and indigenous correctional facilities in the time-proven applications of incident command systems for corrections, which are part of an institution's emergency preparedness and emergency response efforts.

Conducting Security Audits

Through the Security Audit Program, NIC has contributed substantially to the safety and security of the state correctional facilities throughout the country by training a complement of staff to gain practical skills in conducting a thorough risk assessment. This allows staff to quickly identify problematic areas for security that leave them vulnerable to escapes, injury, significant disruption, introduction of contraband, and destruction of property.

Responding to Staff Trauma

A cooperative agreement was developed to create a reliable list of effective strategies for staff to deal with organizational stress and trauma in prisons and jail settings. Accessing and reviewing available and emerging research and information on the subject of vicarious trauma, secondary trauma, compassion fatigue, and job-related stress in prisons, jails, and related disciplines will provide the background for determining the current understanding of this issue.

Staffing Analysis Training

This training presents an integrated series of steps that agencies can use to formulate a comprehensive and innovative staffing plan. The staffing analysis process involves jail profiling; net annual work hours calculation; development of a facility activity

schedule; staff coverage plan development; completion of a staff summary; schedule development; evaluation, revision, and improvement of the plan; operational costs calculation; report preparation; and implementation of the plan and monitoring of the results.

Women in Leadership

NIC has sought to identify ways that the growing number of women working in corrections can obtain developmental opportunities at venues outside of their agency or at offsite locations in lieu of in-person training. The current curriculum for



Photo: Prisons Division staff meet with Philippine delegation in Washington, DC.

this training covers two topic areas: Communicating as a Leader and Leading and Managing Organizational Change. Each topic is

scheduled to be converted into 60-minute, interactive VILT training modules.

Executive Leadership Enhancement for New Wardens

This executive training is designed for newly appointed wardens and superintendents who have less than 2 years on the job. They are presented with topics that include institutional culture, central office relationships, fiscal decision making, human resource management, media relations, planning, technology use, information management, new trends in corrections, and self-care management. Correctional Industries Leadership Training

This program is to facilitate a 40-hour training event for correctional industries leaders that provides them with the knowledge and skills needed to manage industry programming while supporting succession planning among leaders within the industry.

Building Effective Operations for a Pandemic Response

The two-day training, extracting data from the NIC COVID-19 report, will examine the effect of a pandemic on the various operational components of a correctional organization, allow participants to share and discuss lived experiences, and engage participants in an experiential mock exercise involving a new virus. Participants will walk away with a model for preparedness, response, and recovery.

Facilitated Dialogue: Victim Offender Dialogue Training for Facilitators

This program is designed to provide training to facilitators on how to assist survivors interested in having a victim-centered, victim-driven dialogue with the incarcerated person(s) who caused them harm. The training will include a combination of six half-days of synchronous VILT/online sessions, several inter-session asynchronous assignments, and four days of in-person training.

Advanced Facilitated Dialogue: Victim Offender Dialogue Involving Sexual Assault

This program is designed to provide experienced facilitators with training on how to assist survivors interested in having a victim-centered, victim-driven dialogue with the incarcerated person(s) who caused them harm through sexual assault. Participants will learn about the unique characteristics associated with cases involving sexual assault and techniques to aid in the facilitation of a conversation of this type.

Gender-Informed Practices in the Management of Women's Prisons

This 32-hour training is designed to assist senior managers and administrators of women's facilities with the operational management and correctional policy and practices of a facility that are affected by gender differences. Participants will engage in learning activities that clarify gender differences while avoiding an over-identification of issues that may be common to males and females.

Mental Health First Aid

Mental Health First Aid for Public Safety teaches you how to identify, understand, and respond to signs of mental illnesses and substance use disorders. This training gives you the skills you need to reach out and provide initial support to someone who may be developing a mental health or substance use problem and help connect them to the appropriate care. It focuses on the unique experiences and needs of public safety personnel and is a valuable resource that can make a difference in their lives, the lives of their coworkers and families, and the communities they serve.

Leadership Essentials for Sustainability

This two-day training will assist an agency in cultivating the professional growth and improvement of their senior and middle managers, strengthening their ability to be successful leaders and preparing them to assume the roles left by retiring senior managers. The course focuses specifically on the leadership and

administrative attributes necessary for success in a senior-level position.

Child-Friendly Family Visiting Spaces in Jails and Prisons

The purpose of this cooperative agreement is to provide training, technical assistance, and evaluation support to selected sites regarding child friendly family visiting spaces in jails and prisons. Selected jurisdictions will receive funding from BJA for construction, renovation, or upgrades of child-friendly family visiting spaces in correctional facilities as well as for revisions of policy and practices to support child-friendly visitation experiences. To successfully execute their projects, sites will require training, technical assistance, and evaluation support.

SPECIAL TOPICS AND DEMONSTRATION PROJECTS

Demonstrations represent projects that have been previously piloted and are now being implemented in select jurisdictions throughout the country.

ACADEMY

Learning and Performance

NIC offers a variety of resources and services for those who provide training in a correctional setting. The Learning and Performance Initiative represents NIC's effort to help build staff training and development capacity in corrections agencies.

Cognitive Behavioral Therapy

Cognitive behavioral therapy reduces recidivism in both juveniles and adults. The therapy assumes that most people can become conscious of their own thoughts and behaviors and then make positive changes to them. NIC offer access to several CBT resources, including its own Thinking for a Change initiative.

COMMUNITY SERVICES

Developing Organizational Resources to Support Behavioral Change

Community supervision organizations request technical assistance to help them develop the appropriate infrastructure to support behavioral change practices and policies. This process begins with conducting an assessment using the Organizational Coaching

Assessment for Evidence-Based Practices (OCA-EBP). The final phase is the implementation of localized tactical plans for reinforcing behavior change-oriented interventions. There are demonstration pilot sites with this project.

Dosage Probation

Dosage probation proposes that the length of an individual's supervision should be determined by the number of hours of intervention needed to effectively reduce the individual's risk, rather than by a standard probation term. This approach encourages behavior change by allowing individuals to achieve early termination of their probation if they successfully participate in risk-reduction interventions that are tailored to their specific criminogenic needs and matched to their risk level. A toolkit for dosage probation has been developed, piloted, and tested across three demonstration sites. This toolkit is designed to guide implementation in four phases: assessing readiness, preparation, planning, and implementation and evaluation. It will be released at the American Probation and Parole Association Winter Training Institute on January 28, 2025.

Structured Decision-Making Framework Implementation Project

Parole boards can request NIC assistance in implementing this evidence-based model on making release decisions. The model introduces board members to the concept of using specific criteria (based on research), rather than anecdotal data, to make release decisions. There are four phases in this project, including a community of practice session once every 2 years. There are demonstration pilot sites for this project.

Refinement of the Supervision Agency Gender-Responsive Evaluation Virtual Training Model and Site Implementation Toolkit

The original Supervision Agency Gender-Responsive Evaluation (SAGE) is a comprehensive evaluative process designed to help jails, prisons, and community corrections programs assess their current use of research-based, gender-responsive policies and practices and to help them identify priority targets that promote

positive outcomes. Resources and materials were used to assist five justice agencies in community settings implement SAGE.

Pretrial Statewide Implementation of Legal and Evidence-Based Pretrial Justice Systems

Implementation science guided this pretrial program effort in all 13 New Mexico judicial districts (33 counties). The items or elements in the plan are based on three years of experience and learning (September 2019 to December 2022) from a pretrial implementation partnership with the National Institute of Corrections. The goals of this partnership were threefold: (1) to maximize pretrial public safety rates; (2) to maximize pretrial release rates; and (3) to maximize pretrial court appearance rates across New Mexico.

Gender-Informed Practices in the Management and Operation of Women's Facilities

This program addresses the significant challenges that senior-level leaders in corrections face regarding gender-informed facility operations, policy and procedure, and the development and implementation of evidence-based programs and services to meet the unique needs of women in custody.

Pretrial Reform

Staff are introduced to a "success-based" pretrial model that incorporates services, support, and consideration for individual risk factors as a means of promoting public safety.

JAILS

Critical Incident Response and Assistance

NIC's Critical Incident Response Team project triages incident requests, and when a Critical Incident Response Team is the appropriate response to the agency's request for assistance, a team composed of an appropriate number of experts with varying skill sets will be dispatched to them within three to twenty-one days. Onsite activities will then be conducted thoroughly and expediently. This assistance is available to all service areas of

corrections and is performed by all NIC programmatic divisions, which include Jails, Prisons, Community Services, and the Academy.

Crisis Intervention Teams

This 40-hour classroom-based Crisis Intervention Teams (CIT) program is held at a host state department of correction or jail. The training provides up to 30 front line staff with the needed skills and competencies to effectively handle individuals experiencing crisis situations. The Partnership Training Program



Photo: Jails Division staff address attendees of the Jails and Justice Support Center launch event.

involves a simultaneous meeting and training schedule whereby the host agency's Executive Steering Committee for CIT is briefed on the tenets of CIT and how to replicate and sustain the CIT Program while staff receive the 40-hour CIT classroom-based instruction.

Jails Support Working Group

Representatives of the Office of the Deputy Attorney General, National Institute of Corrections, Civil Rights Division, Bureau of Justice Assistance, the Office of Community Oriented Policing Services, the United States Marshals Service and the Bureau of Justice Statistics meet to discuss the significant challenges the nations' jails are facing in their efforts to ensure staff wellness and public safety, and constitutional compliance while facing growing and costly litigation. The discussions include the identification of model strategies for the development of a multifaceted collaboration among the agencies of the U.S. Department of Justice to address these issues through the establishment of a program to address the complex needs of jails.

Jails and Justice Support Center

In 2022, the Bureau of Justice Assistance Office of Justice Programs and NIC announced funding to establish a national hub dedicated to providing resources, technical assistance, and support to jails to help these facilities maintain safe, healthy, and humane environments for incarcerated individuals, facility staff, and visitors. The Jails and Justice Support Center assists jails in creating and sustaining safe, humane, and effective environments for their populations, including incarcerated individuals, staff, and visitors.

New Jail Planning

This legacy initiative has served the nation's counties for four decades in planning jails and detention facilities to serve their communities. Emphasis is placed on coordinating criminal justice system members to use these facilities alongside other community programs and place individuals in the least restrictive setting based on data-driven information. Additional emphasis is

placed on reentry offerings for those who have been identified as being “in need” and coordinating those services and connections prior to release. The three services offered as a part of this initiative are as follows:

- Jail and Justice System Assessment – 3-Day Technical Assistance Event
- Planning of New Institutions – 3-Day Class
- Managing Jail Design and Construction – 3-Day Class

Women’s Health in Corrections

NIC will undertake several key projects related to women’s health in corrections. They include a comprehensive training series focused on critical areas of incarcerated women’s health, covering topics such as how to respond to urgent pregnancy complaints, provide treatment for pregnant women with opioid use disorder, and manage postpartum depression. A toolkit that will help jails and nearby hospitals comply with state laws regarding the non-use of restraints for pregnant women in custody will also be developed. Additional deliverables include the development of a quick reference screening and action algorithm for jails and the completion of a national women’s health needs assessment for jails, with a particular focus on small, rural facilities.

PRISONS

Sex Trafficking of Persons in Custody

Staff are trained to look at issues related to screening for and identifying victims of sex trafficking.

Restrictive Housing

This program enhances and expands restrictive housing training and technical assistance for federal, state, local, and tribal correctional agencies.

NETWORKS

Networks bring leaders from around the country together to join their peers for training and topic-based discussion.

ACADEMY

Justice-Involved Veterans Network

The Justice Involved Veterans Network is a network of community, local, state, and federal partners (VA, SAMSHA, Department of Defense, and Bureau of Prisons) that identifies and develops innovative and holistic approaches to assist justice-involved veterans.



Photo: Academy Division staff stand with members of the Justice-Involved Veterans Network.

Training Administrators Network

The Training Administrators Network is a key partner to NIC's Learning and Performance initiative. The network comprises training directors and administrators of local, state, and federal learning and performance leadership from community services, jails, prisons, the Federal Bureau of Prisons, and juvenile justice

agencies. Their focus is applying the science of training analysis, design, delivery, and evaluation to corrections training activities.

COMMUNITY SERVICES

Community Supervision Executive Networks

The Community Services Division manages several executive networks, including the Pretrial Executives Network (PEN), the Probation and Parole Network, and the Urban Chiefs Network. These important networks provide community supervision leaders the opportunity to exchange ideas and information, engage in creative problem solving, and provide support and encouragement to one another. The networks also inform the work of the division as well as assist in the development of products and programs.

JAILS

Large Jail Network

NIC established the Large Jail Network in 1989 as a connection point for jails and jail systems administrators with an average daily population of 1,000 or more. Network members explore issues facing jail systems, discuss strategies and resources for dealing successfully with these issues, and discuss potential methods by which NIC can facilitate the development of programs or the transfer of existing knowledge or technology and seek new and creative ways to identify and meet the needs of network members.

All Sheriffs Authority

Criminal justice issues and needs in the 21st century have evolved. They require thought leaders to chart an effective course forward to foster sound policy and practice, community engagement, and public safety. The nation's sheriffs are uniquely positioned to educate the public on the role of sheriff and their vantage point regarding criminal justice, community engagement, public safety, policing, and corrections/detention. Through the

development of the All Sheriffs Authority, sheriffs convene to discuss contemporary challenges facing the nation's jails, identify needs and resources for addressing these challenges. consider strategies for implementation, and promote best and promising practices.



Photo: Prisons Division staff stand with members of the Mental Health Directors Network.

PRISONS

Correctional Communication Administrators Network

The Correctional Communication Administrators Network provides for the free exchange of ideas and information that allows correctional communication colleagues to share and learn new strategies regarding media inquiries and responses; manage crises; build positive rapport with the media; control an agency's message; engage the community; convey the agency's mission; and more.

Mental Health Network

The mission of the Mental Health Network (MHN) is to establish, support and advance correctional mental and behavioral health standards, helping professionals appropriately deliver constitutionally adequate and effective services to an offender population. MHN members have expertise in the delivery of correctional mental and behavioral health services and seek to advance this scientific field of study through innovative research strategies, training, and the dissemination of knowledge concerning evidence-based and best practices.

Deputy Directors Executive Forum

The Deputy Directors Executive Forum is designed to meet the professional development needs of state and large urban system deputy directors of corrections in developing and enhancing competency-based leadership skills while focusing on collaborative and sustainable approaches to operational and organizational management. Additionally, this forum introduces new correctional administrators both to emerging issues and persistent correctional challenges. Participants have a supportive arena for peer mentoring by experienced deputy directors.

Post-Conviction Victim Service Providers Network Meeting

The Post-Conviction Victim Services Network meets once a year, is supported throughout the year by a private online forum for communication between members, and has ongoing NIC staff support for members to help them respond to crisis situations, new challenges, and/or opportunities. Meetings provide training in the form of special topic presenters, roundtable discussions, and member presentations of promising practices. Members learn from each other and develop professional relationships, providing access to a peer group with similar experiences and concerns in a supportive environment.

Chief Legal Counsel Network

The Chief Legal Counsel Network is composed of the individuals who provide legal advice for the fifty state departments of corrections, the Bureau of Prisons, the District of Columbia, and

Advisory Board Briefing

the five specifically identified urban/large jail systems in the country. Participants will discuss current and emerging trends in correctional law, share information about best practices applied in their organizations to address legal concerns, and have an opportunity to network with others involved in the same work.

SELECT TECHNICAL ASSISTANCE

COMMUNITY SERVICES

Oregon DOC - VOD Training

The Oregon Department of Corrections Victim Services provides post-conviction support for crime victims through the Facilitated Dialogue Program. They would like to collaborate with Washington State DOC to build a training to recruit and retain new volunteer facilitators for work within the two states.

Responding to Staff Trauma and Organizational Stress in Community Supervision Agencies

This ongoing project centers around the development of staff peer support teams within community supervision and features a well-developed set of guidelines to assist agencies in creating and sustaining their own staff peer support programs.

Criminal Justice Coordinating Councils

Resources are available to help local jurisdictions develop a new criminal justice coordinating council or strengthen an existing one. A checklist helps assess whether a jurisdiction meets the criteria associated with CJCC standards. Then implementation plans are developed for these jurisdictions to develop and sustain a criminal justice coordinating council.

Graduated Release from Community Supervision

The NIC Community Services Division is responding to a technical assistance request from a state correctional system that wants help in implementing state-wide legislation to incentivize the use of graduated release from community supervision for justice-involved individuals who demonstrate readiness for release. This project involves working with departments of corrections

workgroups from both state prisons and community supervision agencies. This technical assistance is rare for NIC because it will involve working to implement state legislation that allows for a more individualized approach to sentencing that includes both institutions and community supervision.



Photo: Prisons Division staff stand with participants of DiverT training.

JAILS

Jail and Justice System Assessment

Jurisdictions considering the renovation of an existing jail or the construction of a new one can apply for assistance in evaluating their current facility and the role of their jail in the local criminal justice system. NIC assesses the physical condition of the jail and

interviews criminal justice stakeholders about policies and practices that affect the jail. The assistance results in recommendations related to new construction or renovation and observations concerning areas of the local justice system that affect the jail population. The recommendations and observations are presented at a meeting of local officials, jail practitioners, and community members and documented in a follow-up report.

Jail Operational Assessment

This technical assistance results in a comprehensive assessment of a jail facility, so that the requesting agency has a complete operational assessment to use as a guide as they consider their current operations and possible opportunities to enhance their services. Technical resource providers (TRPs) review such areas as intake and release, housing plans, policy and procedures, staff training, overall conditions of confinement and sanitation, security, inmate management, programs, and services. Prior to arriving onsite, the TRP requests and reviews documentation relevant to the scope of the technical assistance, including but not limited to jail inspections, staffing plans, post orders, policies and procedures, program schedules, housing plans, mission statements, and service contracts. The TRP also requests and reviews the documentation on any current litigation, court rulings, consent decrees, and/or other relevant legal issues. After the onsite visit has been conducted, the agency receives a written report of the findings and recommendations to address any concerns or issues discovered.

Behavioral Health and Healthcare Systems Review for Jail and Detention Facilities

The current state of healthcare in jails and detention facilities is suffering from increases in substance abuse related deaths, older detainees with serious and sometimes undiagnosed medical conditions and detainees suffering from acute mental illness. NIC has developed a cadre of medical and behavioral healthcare experts with jail delivery experience to be called upon when an emergent request for assistance is received. These experts conduct a comprehensive study of the detention facility's

healthcare and behavioral health practice systems as well as its programs, policies, procedures, processes, and operations. They work in partnership with the facility and its service providers (including healthcare vendors and community agencies) to accomplish this task and provide a range of actionable short- and long-term recommendations and solutions to the facility or system administration.

PRISONS

Mental Health First Aid

Mental Health First Aid provides correctional staff with the skills to identify and address an individual with a potential mental illness or substance use disorder safely and responsibly.

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ADVISORY BOARD

QUESTIONS

National Institute of Corrections

320 First Street, NW
Washington, DC 20534

Stefan LoBuglio, EdD
Director

Robert Brown, Jr.
Senior Deputy Director

Holly L. Busby
Deputy Director

Jeff Hadnot
Chief, Academy Division

Robbye Braxton
Chief, Community Services Division

Harry Fenstermaker
Chief, Financial Services Division

Valeria Perchina-Ward
Chief, Financial Services Division

Stephen Amos
Chief, Jails Division

Ronald Taylor
Chief, Prisons Division

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QUESTIONS FOR THE ADVISORY BOARD

The National Institute of Corrections thanks you for your participation on the NIC advisory board. To maximize the time you have with us, we ask that you consider in advance the questions that follow. Division chiefs will facilitate a discussion with you focusing on these questions. We look forward to welcoming you and receiving your thoughtful responses.

ACADEMY

1. What are the current leadership training needs (topics, delivery method, job roles, etc.) that agencies are missing and how do we better serve smaller agencies leadership needs?
2. Thinking about mandatory training or annual training requirements, what new annual training curricula could NIC build and provide to training directors to help address gaps that improve overall facility operations and staff performance?

COMMUNITY SERVICES

1. Have you been a member of any of NIC network? If so, how did the network serve you as a practitioner, and what recommendations would you make to improve the current purpose and structure of NIC networks?
2. What reform efforts in community supervision – pretrial, reentry, probation or parole, do you feel should be focused on?

JAILS

1. Presently, there are many fragmented state guidelines and there are 13 states that have no guidelines. Should NIC partner with the Bureau of Justice Assistance and pertinent associations to develop model jail operational guidelines for the field?
2. To continue to offer the training and assistance that NIC is known for, should we consider requiring jurisdictions to cover the travel costs associated with a training or service to allow some funding to be directed toward the development of new initiatives?

PRISONS

1. What emerging challenges in prison operations (e.g., staffing shortages, mental health needs, or technology integration) do you think require the most immediate attention, and how can NIC provide targeted support to address them?
2. Are there innovative programs or practices being implemented in correctional facilities at the state, tribal, or local levels that could serve as models for broader adoption, and how might NIC help to scale these successes?

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