



Advisory Board Meeting

August 12, 2024

Discussions, Decision Points, and Outcomes

In Attendance:

Stephen Amos (NIC), John Baldwin (IL), Chris Barnes (TX), Seth Bogin (BOP), Robbye Braxton (NIC), Lorie Brisbin (NIC), Barbara Broderick (Vice Chair-AZ), Holly Busby (NIC), Evelyn Bush (NIC), Sandora Cathcart (NIC), Annette Chambers-Smith (OH), Matt Chase (NACo), Cameron Coblentz (NIC), Veronica Cunningham (APPA), Chris Daniels (AJA), Sarah Davis (NIC), Harry Fenstermaker (NIC), Rich Forbus (NCCHC), Chad Garrett (NIC), Katie Green (NIC), Kathleen Grilli (USSC), Jeff Hadnot (NIC), Marissa Harris (OJJDP), Kathy Hawk Sawyer (VA), Mike Jackson (NIC), Chris Johnson (NIC), Donna Ledbetter (NIC), Leslie LeMaster (DFO-NIC), Teresa May (TX), Gabe Morgan (Chair-VA), Phil Nunes (ICJA), Dena Owens (NIC), Mandy Potapenko (NIC), Ruby Qazilbash (BJA), Katie Reick (NIC), Scott Richards (NIC), Tashima Ricks (NIC), Chris Romine (NIC), Ken Rose (NIC), Kendall Rhyne (NIC), Richard Schaefer (NIC), Mark Sherman (FJC), Chris Smith (NIC), Belinda Stewart (NIC), P. Elizabeth Taylor (NIC), Ronald Taylor (NIC), Lucia Turk-Gamble (OJJDP), Pat Tuthill (FL), Mike Ward (NIC), Glenn Watson (NIC), Archie Weatherspoon IV (NIC), Scott Weygandt (NIC), Reginald Wilkinson (OH), and Jim Wiseman (NIC).

Monday, August 12, 2024

Meeting Opening and Instructions

Designated Federal Official (DFO) Leslie LeMaster called the National Institute of Corrections (NIC) Advisory Board meeting to order at 12:06 PM EDT. 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.

Welcome and Introductions

Chair Gabriel Morgan and Director (A) Holly Busby welcomed the Board, guests, and attendees to the National Institute of Corrections (NIC) Advisory Board meeting. The Chair noted his attendance at the recent National Organization for Black Law Enforcement Executives (NOBLE) conference in New Orleans and delivered some brief welcoming remarks, thanking the members

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

for volunteering their time to support NIC and the nation's corrections agencies through their service. The Chair announced that he had reached out for a legal opinion and requested a meeting with the Attorney General based on discussions at the last Advisory Board meeting on April 3 – 4, 2024.

Approval of the April 2024 Outcomes Document

Chair Morgan entertained a motion to accept the meeting minutes. Pat Tuthill made a motion to accept the minutes with the correction that Member Tuthill is from the State of Florida as opposed to the State of Texas. The motion was duly seconded by Annette Chambers-Smith and was unanimously approved by voice vote. The April 3 – 4, 2024, *NIC Advisory Board Outcomes* are available at <https://s3.amazonaws.com/static.nicic.gov/nicic.gov/files/media/document/nic-aboutcomes-2023-09-13.pdf> A full meeting transcript is available upon request.

Remarks from Bureau of Prisons Director

Seth Bogin, Co-Chief of Staff in the BOP Director's Office, reported on behalf of Federal Bureau of Prisons Director Colette S. Peters. He thanked the Advisory Board and expressed his regret that the Director was unable to attend while reiterating the Director's support for NIC. Chair Morgan inquired as to the status of the Board's NIC Director nomination and recommendation forwarded to the BOP for submission to the Attorney General. Mr. Bogin replied that the candidate for NIC Director is currently undergoing the Office of Personnel Management (OPM) review process, and once that has been completed then the Bureau can submit the nomination to the Attorney General's (AG) office. The AG's office is aware that the Board and the Bureau have supported the same candidate. Concerning the Board appointment and reappointments, the Director has forwarded NIC's memo to the AG's office, which has full control over the appointment/re-appointment process. Chair Morgan noted that if appointments/re-appointments are not completed by early September, the Board will cease to have a quorum and will be unable to function.

Sub-Committee Report: NIC Advisory Board Bylaws Development, Discussion, and Recommendation for Adoption

Chair Morgan opened the floor to a briefing from the subcommittee on the development of bylaws for the Board. Vice Chair Barb Broderick reported that she, Member John Baldwin, Member Teresa May, and Board Designated Federal Officer (DFO) Leslie LeMaster reviewed a wide array of bylaws from different organizations and settled on 11 clauses in the bylaws draft, sent to the Board for review. In response, Member Annette Chambers requested clarification of the agency head at clause 11. Members Kathy Hawk Sawyer and Pat Tuthill thanked the subcommittee members for their efforts and noted that the Board has not had active bylaws for quite some time. The Vice-Chair recommended that the Board approve and adopt the bylaws that have been submitted with the changes and thanked DFO LeMaster for her diligent stewardship during the development of the bylaws draft. The Chair remarked that the motion comes from a subcommittee so it does not require a second. There being no discussion, the Board unanimously approved and adopted the bylaws by voice vote. DFO LeMaster related that the

bylaws as adopted will be finalized, and reviewed by the NIC Director, who will then forward them to the Office of General Counsel for review and approval before final adoption and implementation. Chair Morgan yielded the floor to Director Busby.

NIC Director's Update

Director Busby provided an update to the board on 1) NIC's budget; 2) programmatic planning in four impact areas; and 3) updates on current staffing. *(Please refer to the attached PowerPoint® Presentation for further detail).*

Director Busby stated as recommended at the April meeting, NIC turned its strategic focus on the current state of corrections in the nation, and envisioned a future for NIC, guided by its mission, vision, and values, and what is in its locus of control. To continue building unity and commitment to the NIC mission, the ETeam continued executive team building and institute planning in June 2024. NIC has moved from a surviving to a thriving mode. Where previously NIC was waiting for a new director to lead them, the agency is excitedly anticipating the appointment of the new director. NIC has been busy serving its constituents and supporting its staff. The ETeam looks forward to continuing in its strategic role when the new director arrives. She noted that in survival mode, decision-making trickled down to the division level, with teams working in silos while trying to drive their part of the NIC car as best they could. While amazing work was performed, at times it was disjointed. The ETeam team-building sessions were designed to foster division teams' work in concert at the institute level. The ETeam centered itself in June by defining NIC's unique role as a federal agency, examining how it fulfills that role, and evaluating institutional strengths, weaknesses, opportunities, and threats through a SWOT Analysis. Before the meeting, the team conducted an extensive review of the most current research from across the full spectrum of criminal justice and leadership development. NIC invests considerably in leadership development projects, therefore it is crucial to the Institute's return on investment that prevailing research into practice is integrated into these projects.

Additionally, the ETeam reviewed talent development research to build the skills of corrections professionals across the country. Much of the research reviewed originated from non-correctional-focused organizations and focused on how they develop, retain, and recruit their people, as well as the latest information on employee onboarding techniques. The Chiefs' key takeaway was that progress in the field is not where they wish it to be, and challenges to forward progress are currently impacting correctional organizations. A critical challenge noted is while criminal justice system involvement numbers were trending down throughout the COVID pandemic, as of this date, system numbers are steady and in some instances trending upward. The high number of justice-involved individuals combined with overwhelming staffing shortages impact the overall health and wellness of the criminal justice system agencies, staff, and justice-involved individuals. Deaths in custody from overdose, withdrawal, suicide, violence, and lack of access to quality health care continue as additional critical issues impacting the field. Carceral settings struggle with limited resources to address the mental health needs of people in their care and custody. Further, those returning to the community continue to struggle with

reintegration, including securing housing, employment, and access to health care and community-based treatment.

The NIC ETeam reflected on its role in setting the organizational tone for NIC and ensuring that all staff members move in unity with one another to perform their best work. The chiefs agreed that NIC is commissioned to identify, communicate, and assist with establishing the most effective corrections policies and practices for federal, state, local, and tribal corrections. Through its legislative mandate, NIC is authorized to fulfill its role by delivering training and technical assistance and functions as a clearinghouse for the sharing of the most current and relevant information to assist the field in improving correctional outcomes for their organizations. As part of its Congressional mandate and charge, NIC performed research and evaluation for the field, participated in demonstration projects around program and policy implementation and guidelines development, and promoted partnerships and professional network development. As part of the transition from a surviving to a thriving mindset, NIC seeks to expand beyond its flagship delivery of technical training and assistance to conduct more research, evaluation, and demonstration projects. The chiefs discussed developing a balanced portfolio of training, research, and technical assistance across the divisions. The ETeam conducted a thorough SWOT (**S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats) analysis which was benefitted by the unexpected absence of an outside facilitator. The NIC team is comprised of numerous subject matter experts from across corrections. Jim Wiseman, National Programs Advisor, Academy Division, was tapped to facilitate the SWOT with the ETeam.

The SWOT analysis identified strengths in NIC's committed and knowledgeable employees and the fresh energy and ideas that come from its new hires. The staff and institute have a passion for change and a collective strong sense of purpose to serve the field. NIC also benefits from a unique legislative mandate in addition to its resiliency, flexibility, nimbleness, and value to its constituents.

The SWOT analysis identified weaknesses in NIC's habit of working in silos at the division level rather than following a guiding vision and functioning collaboratively at the Institute level. The budget, access to technology to conduct business, and organizational discipline were also identified as weaknesses. Organizational discipline in particular feels exhausting in survival mode but becomes increasingly important in a thriving modality. NIC also identified mission autonomy as a challenge, considering that the Institute is housed administratively within the Bureau of Prisons for budget, IT, and human resources support and service provision.

Opportunities identified by the SWOT analysis are the current purposeful reset and preparation for the new director to ensure that the Institute supports them and continues to advance the institute's mission. Anticipation of the incoming director is key to unifying NIC's vision and goals through team building and onboarding. NIC also has the opportunity to translate research into action, helping the field apply that research to have a greater impact. There are also opportunities for untapped partnerships with associations, advocacy groups, and other federal agencies beyond DOJ. As new staff are onboarded, NIC will continue to tap their subject matter

expertise to provide direct service to the field Despite budget constraints. Though technology is an identified weakness, it allows for possibilities and opportunities in the future. A crucial opportunity for NIC is to fully harness the power and partnership of its Advisory Board.

Finally, the ETeam identified such threats as lack of relevance, limited visibility and influence, inaction, and budget. The two-and-a-half-day SWOT experience and its resulting action guided NIC to reset and reevaluate its priorities.

As a result of the SWOT, the ETeam identified four interconnected and interrelated critical impact areas on which it will focus. The first critical impact area is promoting safety, security, and wellness, in light of the Institute's historical response to the Attica Riots. NIC is committed to promoting public safety, victim and survivor safety, correctional professional safety, and the safety of the individuals who are under correctional supervision. At times, safety, security, and risk impede trying new safety modalities, so NIC challenges itself and the field to reimagine what it looks like to provide safety and security for all, including increased access to community-based treatment options, increased programming, new ways of responding to rule violations in carceral settings, and implementing restorative justice principles in new and innovative ways. A more holistic and expanded approach to safety and security will realize true improved safety for all.

The second critical impact area is reducing the population of individuals under correctional supervision. Too many people in custody result in overcrowding, poor access to programs, and unimaginable workloads for correctional professionals across the country. NIC seeks to develop innovative system front-end interventions such as diversion programs, strengthening criminal justice and community partnerships, reducing time-based models of supervision by promoting models that facilitate and reward actual behavioral change, expanding incentives for good behavior, and risk reduction program completions that provide an opportunity for legal and evidence-informed early release at every point in the system.

The third critical impact area is creating humane environments. Research tells NIC that creating supportive environments that promote integrity, dignity, and compassion is good for corrections professionals and the people under correctional control. NIC will work to promote the expansion of philosophies, policies, and practices that will provide practical assistance to agencies that are looking to improve conditions and promote humane environments for all corrections stakeholders. Actions taken toward such improvement include promoting family and community connections, workforce development, access to quality education, peer support, model living situations, and creating community units where social skills are developed, and restorative justice principles are applied.

The fourth and final critical impact area is promoting successful reentry. Current research has found that long prison sentences do little to deter crime, and, compared to punishments that don't involve prison or jail, incarceration has either no effect or has a mildly criminogenic effect and can increase future lawbreaking. Traditional successful reentry has addressed access to education and workforce development programs, and NIC recommends improving living

conditions in jails and prisons while the people are there, promoting access to much-needed medical and mental health services, and creating new programs in partnership with people with lived experience to address the traumatic effects that lengthy incarceration. It is often most difficult for justice-impacted people to deal with the trauma of incarceration itself, so NIC has an opportunity to fill some of this gap.

These impact areas will allow NIC to focus its efforts purposefully and collectively. The divisions and subject matter experts are now tasked with drilling down deeper into their portfolios to determine what programs are currently supporting these impact areas and where there are gaps that can be filled. This helps NIC drive a unified approach and work collectively to reimagine safety and security, reduce the populations, create more humane environments, and promote successful reentry.

Chair Morgan expressed appreciation for the Director's impactful contributions, acknowledging both strengths and areas for improvement. He emphasized the need for NIC to refine its resource allocation strategy, shifting from a broad "shotgun" approach to a targeted "sniper" approach. Despite NIC's consistent relevance, the organization struggles with limited exposure and a small budget, which hampers its ability to effectively serve the field. He remarked that corrections stakeholders he regularly engages with are often unaware of its offerings. Chair Morgan called for a strategic effort to secure an increase in NIC's budget, recognizing the strong demand for its work and overall good performance.

Member John Baldwin thanked the Director for her presentation and offered two suggestions for improvement. He recommended that NIC consider analyzing a longer time frame of data, such as five to seven years, rather than the typical three-year period, to gain a more comprehensive understanding of program effectiveness. Member Baldwin highlighted a specific example from Illinois, where he was surprised to find that new employees, who were required to take the TABE (Test of Adult Basic Education), had an average education level of only the tenth grade. This disparity revealed that the training provided was not aligned with the education levels of the staff, indicating a significant gap. He stressed the importance of using such data to better inform jurisdictions about the realities of their programs and staff capabilities.

Director Busby expressed gratitude to the Members for their feedback and highlighted the potential of technology to enhance talent development. She emphasized that technology offers opportunities for more creative and engaging approaches to staff development, enabling NIC to reach a broader audience. She noted that traditional classroom training might not align with the learning preferences of today's corrections professionals, suggesting that modern, technology-driven methods could be more effective.

Veronica Cunningham, Executive Director of the American Probation and Parole Association (APPA) affirmed the relevance of the impact areas discussed. Drawing from her experience as a leader and practitioner in the field, she highlighted the critical importance of safety and wellness. Ms. Cunningham noted the tragic loss of four probation officers killed in the line of duty by clients

on probation or parole in the last 10 months. She emphasized that APPA has intensified its efforts to disseminate information to the field. However, she pointed out that progress is hindered by the continued operation in silos. APPA views itself as a central resource for community supervision, probation, and parole, similar to the role of NIC and the Bureau of Justice Assistance (BJA), which recently funded a new Community Supervision Resource Center. Ms. Cunningham called for a more unified approach to create a more comprehensive and effective system. Director Busby thanked Ms. Cunningham for her comment.

Member Pat Tuthill agreed that NIC is indeed relevant and remarked on the outreach efforts of correctional stakeholders like the Correctional Leaders Association (CLA) which frequently posts on LinkedIn with updates on what programs they're doing and where they are. Member Tuthill discussed her experience of being aware of NIC as a member of APPA and, formerly, the American Correctional Association (ACA) though she noted that NIC was less visible during her time with National Organization for Victim Advocacy (NOVA). She emphasized NIC's relevance as an organization and the importance of "getting the word out" to promote its mission and services and using social media to make the public aware of its existence. She also mentioned NOVA is looking for 14 people to join a public policy group they are organizing, and NIC should explore the opportunity to increase its visibility. Director Busby thanked the Members and noted that NIC is on X and will soon be on LinkedIn.

Director Busby next updated the Board on NIC staffing and budget, noting that hiring remains ongoing but slower than desired, and thanked BOP Director Peters for her support in filling positions. She highlighted that as of March 2024, 59% of positions were filled. As of August 2023, NIC holds 68 authorized positions, with 45 filled (66% filled). 13 positions remain to be filled. The hiring process remains cumbersome, and the budget is constrained by a 20% cut across the Bureau of Prisons, impacting NIC with a 20% budget cut.

Due to the budget cut, NIC is working within a reduced budget of \$12.4 million (down from \$15.6 million). Despite this, the team did an excellent job obligating the allocated funds and remains committed to disciplined spending. NIC will continue to advocate for increased funding. There is a focus on balancing the full utilization of funds without overspending.

NIC currently manages over 70+ active cooperative agreements, including demonstration projects and training programs, allowing for multiyear planning and enhanced service delivery. Moving forward, NIC aims to more publicly and promptly announce program opportunities ensuring chiefs have real-time information on available resources, thanks to enhanced organizational discipline. NIC is ready to award 2025 cooperative agreements as soon as it receives funding. NIC is limited to performing mission-critical work during a continuing resolution.

Director Busby updated the Board on current NIC activities. NIC has hosted a total of 115 events this year, including 7 virtual and 110 private events, with 10 being public. Ms. Busby emphasized the growing reach of NIC's programs, noting increased engagement from those previously

unaware of NIC's offerings. The staff's proactive outreach has been effective in promoting programs and generating interest.

NIC currently manages 88 active technical assistance requests. Most technical assistance requests come from counties, with some from states, underscoring the importance of supporting smaller jurisdictions.

NIC's learning management system (NIC Learning Center) has faced challenges since its April 2024 launch. Despite this, the system has seen continuous growth, with 27,319 e-courses completed. Key areas of focus include PREA, addressing staff sexual misconduct, community supervision, and professional communication with LGBTI individuals.

On the information services front, NICIC.gov has received 505,000 visitors, with the 18-24 age group being the top users, and 60% of users being women.

Chair Morgan thanked the Director for her presentation and remarked that continuing BOP travel restrictions impair NIC's ability to deliver services. He asked this issue to be addressed, noting that NIC needs to determine strategically how best to mitigate its 20% budget cut.

Director Busby related the continuing travel restriction is a shared challenge as NIC is restricted to mission-critical work as a result of the agency-wide budget crunch and judicious decision-making is a must. NIC's greatest pain point is the restriction on training and conferences for the Bureau, and thus, NIC across the board. Despite this, NIC was able to obtain permission to attend two conferences, though other requests were denied. NIC will continue to provide data-driven information to BOP, in the course of budgetary conversations. Conferences may not be important to the BOP mission as a primarily internally facing agency, but it is critical to NIC due to our externally facing congressional mandate.

Division Chiefs Briefings

Academy Division

Jeff Hadnot, Chief of the Academy Division, updated the Board on activities and projects. The division has seen a significant increase in staffing, including new National Programs Advisors (NPAs, formerly titled Correctional Program Specialists (CPSs). Role clarification has improved, enhancing operational efficiency. Additional key roles posted to fill are Management and Program Analysts (MPA) and Instructional Systems Specialist (ISS).

Chief Hadnot highlighted recent strategic planning sessions in Aurora, Colorado, and Washington, DC, allowing the division to assess and align its programs. Part of the ETeam June agenda was evaluating the housing of Institute programs and shifting those targeting all corrections constituents to the Academy Division. A direct impact was to the Training Administrator's Network (TAN) expanding its network of administrators across all areas of corrections that

benefit from collective discourse. Another example is NIC's Learning and Performance Coach training program, open to corrections agencies of all types. This newly refreshed program is scheduled for delivery in four states in FY2025 – Massachusetts, Maryland Nebraska, and North Carolina.

Chair Morgan asked whether, in the course of linking the training administrators via the network, NIC can develop a repository of sample curricula. Chief Hadnot replied that the division is currently creating a repository of available curricula. In addition, the NIC Information Center has available a diverse array of curricula submitted through the years by correctional agencies of all types.

Chief Hadnot outlined the shared challenges identified during the ETeam June 2024 strategic planning sessions. Key issues revolve around human resources and the lengthy hiring process, which averages 100 days from start to finish. Delays often occur due to extended background checks, leading qualified candidates to accept other positions. Additionally, when candidates on the certification list decline offers, the hiring process must restart. Other challenges include onboarding contractors who face delays in receiving essential equipment and access credentials. For new positions, creating descriptions, getting approvals, and recruiting through USAJobs.com can take six to twelve months before positions are even advertised.

In terms of technology, the NIC's learning management system (LMS aka the NIC Learning Center) must comply with strict cybersecurity requirements from the White House down to DOJ standards. The system's approval process involves over 700 security controls and can take 12 to 24 months to obtain the necessary certifications, which requires significant long-term planning to meet operational needs.

Chair Morgan remarked that cyber security must be a huge problem across the entire federal government. In the field, enterprises must be nimble and ready to adapt to technological developments, and the Chair discussed tackling that challenge in future planning sessions.

Community Services Division

Robbye Braxton, Chief of the Community Services Division, updated the Board on activities and projects. The division currently has five National Program Advisors (NPAs), three of whom are relatively new. There are also plans to add at least two more team members. Recently, the team participated in a strategic planning session, which included attending a symposium hosted by George Washington University (GWU) focused on evidence-based practices in criminal justice. Chief Braxton emphasized the importance of not only conducting research but also having effective implementation plans to ensure real-world impact.

The division's planning session identified four key target areas, including reducing criminal justice populations and supporting reentry efforts through the work of Criminal Justice Coordinating Councils (CJCCs) and parole boards. The division is engaged in several initiatives, such as the dosage project, which focuses on treatment modalities for behavior change, and programs that address the specific needs of women and transgender individuals. Additionally, they are working

on revising standards related to staff sexual misconduct in community supervision agencies and developing resources for reimagining safety, particularly in light of recent officer fatalities.

Looking ahead, the division plans to prioritize humane treatment environments, trauma-informed strategies, and collaborations with agencies like the Office of Access to Justice (PAJ) and the Pardon Office (PO) to explore ways to better support individuals applying for pardons. Other initiatives focus on integrating the Americans with Disabilities Act (ADA) into humane environments, lessons-learned training, and seminars, and how to implement the elements of an essential pretrial agency to reduce population. The team is also developing tools to improve reentry and diversion programs.

Chief Braxton noted that while the division welcomes these new target areas, they face challenges due to budget constraints. Strategic project planning is critical, as the division must balance older, ongoing projects with the need to address newer priorities. The goal is to scale demonstration projects and provide the field with tools and implementation guides that can be sustained with minor coaching and technical assistance. With these initiatives in place, the division is poised to remain active and effective for years to come, representing the new direction and focus of NIC.

Public Comment Period

Chair Morgan opened the floor for the scheduled public comment period and welcomed commenting association partners.

International Community Justice Association (ICJA)

Phil Nunes, International Community Justice Association (ICJA) expressed his gratitude to the Board and highlighted ongoing collaborations with various organizations focused on behavioral health, workforce development, residential services, and higher education. He noted the involvement of groups like the Council of State Governments (CSG) and emphasized recent efforts to advocate for the Second Chance Reauthorization Act through meetings with multiple congressmen and U.S. senators. Mr. Nunes mentioned the upcoming ICJA conference in Louisville, celebrating ICJA's 60th Anniversary, with keynote speakers who will address topics such as domestic violence and trauma-informed care. The event will also include a dynamic theatrical presentation from Columbia University, shedding light on the challenges women face during the reentry process. Lastly, Mr. Nunes acknowledged NIC's strategic planning efforts, recalling a time when NIC hosted the Community Corrections Collaborative Network (CCCN), which significantly enhanced interagency collaboration. He concluded by urging NIC to continue focusing on finding smart solutions to America's correctional challenges, as well as promoting initiatives to key stakeholders. Chair Morgan thanked Mr. Nunes and echoed that such networks are indeed effective.

National Commission on Correctional Health Care (NCCHC)

Rich Forbus, National Commission on Correctional Health Care (NCCHC) expressed his gratitude and highlighted NCCHC's role as an accrediting body for correctional health care, particularly within a large jail network. He discussed the Bureau of Justice Assistance (BJA) guidelines for

managing substance use withdrawal, emphasizing their importance and availability as a free resource, especially for jail-based Medication-Assisted Treatment (MAT) programs. Mr. Forbus shared that NCCHC has developed a new case study focusing on Medication for Opioid Use Disorder (MOUD) within correctional settings, in collaboration with the Substance Abuse and Mental Health Services Administration (SAMHSA), offering a comprehensive custody-medical approach. He mentioned their recent large conference in Las Vegas and expressed enthusiasm for continued collaboration with partners in the field. Mr. Forbus underscored NCCHC's commitment to ensuring a constitutional level of care in correctional facilities, and conveyed their readiness to support further initiatives, acknowledging the increased scrutiny of correctional healthcare practices. Chair Morgan thanked Mr. Forbus and NCCHC for their contributions in moving the field forward.

American Jails Association (AJA)

Chris Daniels, American Jails Association (AJA) provided updates on several key initiatives, including the Jails and Justice Support Center's (JJSC) efforts in leadership development and human capital management, supported by a grant through St. Louis University. He also mentioned the development of a risk assessment tool and guidance on how frequently it should be audited. Additionally, last October, AJA offered a jail administration program and presented on gender equity to the large jail network. Mr. Daniels reflected on the outcomes of AJA's last meeting in May, noting NIC's absence and highlighting it as a missed opportunity to build awareness. He shared that AJA had reserved a prominent spot in their exhibit hall for NIC. Looking ahead, Daniels mentioned an upcoming fall summit and the Jail Executive Institute (JEI) taking place next month. Chair Morgan thanked Mr. Daniels for his presentation and acknowledged the gap left by NIC's absence at the conference, expressing a desire for stronger collaboration moving forward, particularly in the development and rollout of the risk assessment tool, which is typically geared toward larger facilities.

American Probation and Parole Association (APPA)

Veronica Cunningham, American Probation and Parole Association (APPA) expressed her appreciation for the opportunity to share APPA's progress. She highlighted APPA's long-standing collaboration with NIC, noting the recent period of increased partnership. A key focus has been addressing issues of trauma and stress, specifically in responding to staff trauma and organizational stress. Ms. Cunningham highlighted the publication of the *National Standards for Community Supervision*, marking a significant milestone in APPA's history. Led by NIC's Katie Green and developed with the Crime and Justice Institute (CJI), these standards are intended as a practical guide for agencies. The association is now moving to the next phase, which involves further development, including an organizational development white paper. To ensure the standards are effectively implemented, APPA is exploring collaborations with non-governmental organizations (NGOs) and other organizations that can support smaller departments. Ms. Cunningham gave an example of a small department in Alabama with only two staff members managing 500 cases each, underscoring the challenges these agencies face. Chair Morgan thanked Ms. Cunningham for her presentation, acknowledging the immense workload and the importance of supporting agencies in implementing these new standards. Director Busby also

thanked APPA for their service. Member Tuthill remarked that the Peyton Tuthill Foundation provides college scholarships to children who have lost a parent or sibling to homicide. Vice Chair Broderick also thanked NIC and APPA for their implementation planning progress.

Prisons Division

Ronald Taylor, Chief of the Prisons Division, provided a division update. The division is now fully staffed, a several years goal fully realized. The newest team members are Captain Chad Garrett, Uniformed Public Health Service (UPHS), and Sarah Davis from the New Jersey Department of Corrections. Chief Taylor highlighted ongoing projects, such as the Deputy Wardens initiative, which offers virtual instructor-led training and e-courses for mid-level to senior leaders who are prison deputy wardens. As training programs were delivered, the division recognized challenges arising from the retirement of baby boomers, leading to an intergenerational workforce with diverse training needs. To address this, leadership sustainability training has become a key focus. Taylor also pointed out inconsistencies in how disciplinary hearing officers are trained and stressed the importance of standardizing their roles, especially when it comes to creating a humane environment. Chief Taylor highlighted the division's ongoing collaboration with the Bureau of Justice Assistance (BJA) to enhance trauma-informed crisis responses.

Chair Morgan added that it is crucial to develop a curriculum that fosters crossover between jails and prisons, breaking down silos to create more cohesive training across all divisions. Chief Taylor expressed appreciation to Sheriff Morgan and emphasized the importance of aligning activities with the agency's guiding principles. He acknowledged a slight budget increase but noted that it remains insufficient compared to other DOJ agencies, highlighting a disparity in funding. This limited budget forces the agency to operate based on wish lists rather than fully meeting programmatic needs. Chief Taylor explained that budget constraints are negatively impacting program planning, services, and the ability to address needs assessments. The agency is struggling to expand existing content or develop new programs quickly due to continuing budget limitations. He mentioned that trauma-related initiatives, including a million-dollar project, are directly impacted. As staffing increases, so does the demand for additional resources, leading to a nearly doubled need for funding compared to 2022 when initial needs assessments were conducted. Chief Taylor concluded by stressing the urgency of addressing these budgetary challenges.

Pause of Public Meeting / Board Moves into Closed Session

At 2:25 PM EDT, Chair Morgan moved the Board into a closed session to permit discussion of information that (1) relates solely to the internal personnel rules and practices of an agency (5 U.S.C. 552b(c) (2)), and (2) is of a personal nature where disclosure would constitute a clearly unwarranted invasion of personal privacy (5 U.S.C. 552b(c) (6)).

Public Meeting Resumes

At 3:05 PM EDT, Chair Morgan called the resumed public meeting to order.

Jails Division

Stephen Amos, Chief of the Jails Division provided an update on the division's current staffing and initiatives. The division is authorized for eight full-time positions, including an Intergovernmental Personnel Act (IPA) employee. Currently, there are three vacancies, with two candidates in the background check process. Mr. Amos noted that this is the first time the Jails Division has been in such a strong staffing position, which significantly enhances their ability to execute their initiatives effectively.

One of the division's major projects focuses on reducing mortality in local jails. This initiative addresses a concerning trend. Since 2019, deaths in local jails have increased by 5%, with many of the individuals in pre-trial status. The study, involving counties such as Arlington, Montgomery, Fulton, Tarrant, Broward, as well as the U.S. Marshals Service, includes behavioral and medical assessments led by a physician with correctional expertise. The assessments analyze policies and practices to provide safety and security recommendations. A key finding is the significant risk posed by drug and alcohol withdrawal, categorized as illness in some cases. This issue has drawn attention from agencies like SAMHSA, which typically does not engage directly with such initiatives. Concerns over these deaths prompted NIC to fund research through the O'Neill Institute at Georgetown Law School. The findings highlighted the financial and legal consequences of poor jail practices, with \$292 million paid out in civil litigation claims between 1995 and 2000.

Mr. Amos emphasized that jails are struggling to maintain adequate staffing levels, which exacerbates these risks. Data collected by the Bureau of Justice Statistics (BJS) confirms the high rate of deaths upon entry into jail. Research indicates that effective screening tools can help mitigate the impact of untreated mental health and substance use disorders. The division is also focused on expanding the Jail and Justice Support Center (JJSC) to better address these critical issues across the nation. As a result of the Attica Riots, NIC when created knew that it needed to be responsive to the nation's needs based on the reality that people are dying from untreated withdrawal from alcohol or other substances. To that end, the division developed withdrawal guidelines with the National Commission on Correctional Health Care (NCCHC) to provide correctional staff and clinicians with actionable steps that they can use to mitigate deaths in custody. The division is also working closely to provide suicide prevention training to the U.S. Marshals Service and plans on expanding that initiative in the coming year.

Member May raised concerns about the trafficking of fentanyl and other substances into jails, emphasizing that simply treating addiction may not fully address the issue of contraband. She mentioned that some sheriff's report cases where paper soaked in drugs is smuggled in, noting that not all users are addicts but they may still use substances. Mr. Amos agreed, acknowledging the complexity of the issue, and highlighting the need for new technology to combat contraband. He pointed out that drugs are often smuggled through legal mail and during booking, with many

poly-drug users at risk of dying during intake. Mr. Amos mentioned that advanced machinery, with costs exceeding \$100,000, could be part of the solution. He also noted ongoing collaboration with the Drug Enforcement Administration (DEA). Dr. May expressed strong interest in these developments, acknowledging that extensive searches of individuals are increasingly necessary to address the issue effectively. Chair Morgan added that many law enforcement agencies are bringing on additional drug dogs, including those trained to detect fentanyl, to address this issue. Jails have also eliminated nearly all physical mail to address the issue.

Mr. Amos expressed gratitude to Sheriff Morgan and highlighted a key point from Director Busby, noting that 92 percent of the nation's jails are small and rural. He acknowledged the significant challenge this poses, regardless of the size or location of the facility. To address this, the division has partnered with the Civil Rights Division to explore solutions.

Mr. Amos also addressed recent challenges related to conference attendance restrictions, noting the BOP set limits. Despite these restrictions, two waivers were granted. He emphasized that this restriction is inconsistent with NIC's statutory mandate, which requires the division to devise and conduct seminars, workshops, and training programs across various geographical locations. These programs are intended for a broad audience, including law enforcement officers, judges, probation and parole personnel, correctional staff, welfare workers, ex-offenders, and paraprofessionals involved in the treatment and rehabilitation of criminal and juvenile populations.

Chair Morgan expressed gratitude and pride in his association with NIC, noting how the organization's support has significantly impacted his work as a sheriff. He highlighted the positive influence NIC has had on his community supervision division and emphasized his commitment to advocating for NIC's initiatives. He also mentioned recent discussions held in a closed session and requested that the legal opinion from those discussions be included in the official record. Chair Morgan then invited Board members to make any additional comments.

Board Member Comments

Dr. May expressed gratitude to everyone for their hard work and dedication during challenging times. She emphasized the importance of NIC's presence in the field and expressed hope that travel restrictions will soon be lifted.

Dr. Wilkinson thanked everyone and looked forward to the appointment of a permanent NIC director, seeing it as a crucial rallying point for the organization.

Dr. Hawk Sawyer commended the team for their achievements despite limited budget and staffing. She urged that with increased resources and staff, the new director could be empowered to enhance NIC's impact even further.

Vice Chair Broderick highlighted the widespread issue of fentanyl and discussed the need for reimagining staff safety and reducing jail populations. She noted that travel restrictions hampered efforts.

Chair Morgan concluded by thanking the Board members, Director Busby, and DFO LeMaster for their exceptional work. He expressed optimism concerning the appointment of a new NIC director and mentioned that the acting designation would soon be removed.

Closing Comments and Adjournment


Director Busby acknowledged the recent tragic loss of Correctional Officer Marc Fischer, who died in the line of duty. She recognized the significance of this loss for the BOP. The Chair and Vice Chair thanked the Board, association partners, NIC Chiefs and staff, and guests for their participation in the meeting. Vice Chair Broderick made a motion to adjourn the public meeting and the motion was seconded by Dr. May. Chair Morgan called for a vote to approve the motion, which passed unanimously. The meeting adjourned at 3:36 PM EDT.

National Institute of Corrections Advisory Board Meeting

August 12, 2024



1



2

At a Glance

Program/Budget
Planning: Impact Areas

Staffing/Budget

General Updates





2

NIC
National Institute of Corrections

5

Impact




5



NIC
National Institute of Corrections

6

Re-Imagine Safety and Security



Reimagining Safety and Security



6

NIC

7

Reduce Populations



  National Institute of Corrections

The image shows a collection of wooden Scrabble tiles arranged to spell out the word 'DINUITO'. The tiles are light brown with black lettering and are arranged in a staggered, pyramid-like formation. The letters are D, I, M, U in the top row; N, I, T in the second row; and I, O, N in the third row. The tiles are set against a plain white background.

7

NIC

8

Create Humane Environments



  National Institute of Corrections

The image shows a large, illuminated neon sign that spells out the word 'HUMANITY' in bright red capital letters. The sign is mounted on a dark, textured wall. In the foreground, there are several green plants with long, narrow leaves, some of which have small red flowers. The scene is lit with warm, ambient light, creating a cozy and inviting atmosphere.

8

NIC
National Institute of Corrections

9

Promote Successful Reentry



BE STRONG. LET'S LOOK OUT FOR ONE ANOTHER.

  National Institute of Corrections

9

NIC
National Institute of Corrections

10

Agency Staffing



WE ARE HIRING

APPLY TODAY

Photo Credit: Eric Prouzel

  National Institute of Corrections

10


11

Progress



Photo Credit: Jason Dent


March of 2024 NIC held 68 authorized positions (59% filled)

August 2024 NIC holds 68 authorized positions 45 out of 68 filled (66% filled)

- 11 positions have been filled
- 13 positions remaining




11


12

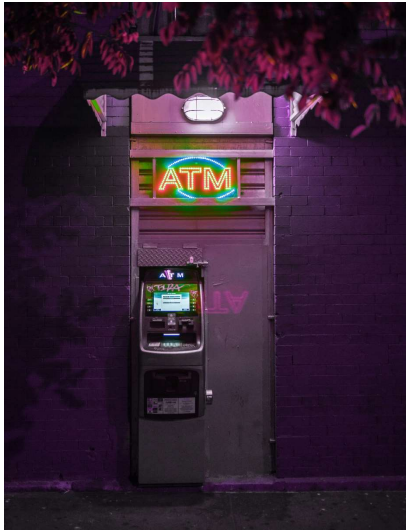



Photo Credit: Mirza Babic



NIC Budget

12


13

General Data Updates

Training	Technical Assistance	E-Learning	Information Services
<ul style="list-style-type: none"> 115 Total Events 7 Virtual Events 110 Private Events 10 Public Events 	<ul style="list-style-type: none"> 88 Active TA's 0 Academy 25 CSD 41 Jails 18 Prisons 	<ul style="list-style-type: none"> 27,319 E-course completions since the launch in April <p>Most Completions:</p> <ul style="list-style-type: none"> PREA Addressing Staff Sexual Misconduct in Community Supervision Communicating Effectively and Professionally with LGBTI Individuals 	<ul style="list-style-type: none"> Since October 1, 2023- 505,000 visitors to NICIC.gov CA, TX, NY, VA, FL top the states that visit NICIC.gov Top Users (37%) are 18- to 24-year-olds 60% of users are women

13


14


The End




Photo Credit: Alexas_Fotos






14

15



Holly L. Busby
Director (A)
National Institute of Corrections
320 First Street NW, Room 901-3rd Floor
Washington, DC 20534
hbusby@bop.gov
www.nicic.gov
202-514-0098




1


Division Chiefs Briefing

NIC Advisory Board

August 12, 2024





1

2

Academy Division

- Current Staffing
- Where We Are – Strategic Planning
- New Highlights
 - Public Information Officer (PIO)
 - Gender Responsive Programming
 - Training Administrator's Network
 - Learning and Performance Coach



2

3

Shared Challenge: Human Resources

- Hiring Process / Timelines
- Position Descriptions / Classification
- Other comments/additions from divisions


National Institute of Corrections

3

4

Jails Division

- Current Staffing
- Major Initiatives: Mortality in Local Jails
 - Arlington County, VA
 - Montgomery County, MD
 - Fulton County, GA
 - Tarrant County, TX
 - Broward County, FL
 - U.S. Marshals Service


National Institute of Corrections

4


5

Shared Challenge: Conference Attendance Restrictions

- June 1st Notice of BOP Budgetary Measure Restricting Conference Attendance.
- Inability to Meet with Constituents, attend Committee Meetings, and Deliver Workshops Consistent with our Statutory Mandate.





5


6

Shared Challenge: Conference Attendance Restrictions

“The National Institute of Corrections (NIC) is the only federal agency with a legislative mandate ([Public Law 93-41.5](#)) to provide specialized services to corrections from a national perspective.”





6

7

Shared Challenge: Conference Attendance Restrictions

“(5) to devise and conduct, in various geographical locations, seminars, workshops, and training programs for law enforcement officers, judges, and judicial personnel, probation and parole personnel, correctional personnel, welfare workers, and other persons, including lay ex-offenders, and paraprofessional personnel, connected with the treatment and rehabilitation of criminal and juvenile offenders;”



7


8

Community Services Division

- Where We Are – CSD Strategic Planning Session
- CSD Target Area Weakness
- CSD Target Area Strength
- CSD Area of Increased Interests





8


9

Shared Challenge: Strategic Project Planning

- Planning with the end in mind
- Scaling projects for sustainability
- Target and focus on critical priority needs


National Institute of Corrections

9


10

Prisons Division

- Current Staffing
- Where We Are – Strategic Planning
- New Highlights
 - Deputy Wardens
 - Trauma-Informed Crisis Response
 - Leadership Essentials for Sustainability
 - Disciplinary Hearing Officer Training for Corrections




National Institute of Corrections

10


11

Shared Challenge: Budget

- Budget has received a slight increase
 - Funding inconsistent with similar DOJ agencies
- Program planning and services are negatively impacted (Wishlists)
- Unable to quickly expand existing or develop new content due to limited funding
 - Program development is spread over several years
- Other comments/additions from divisions

11


12

Contact Division Chiefs

Academy

Jeff Hadnot, Chief – jhadnot@bop.gov

Community Services

Robbye Braxton, Chief – rbraxtonmintz@bop.gov

Jails

Stephen Amos, Chief – samos@bop.gov

Prisons

Ronald Taylor, Chief – Rxtaylor@bop.gov




12