



**NIC Advisory Board Public Hearing,
November 2-3, 2011**

***Shifting the Focus to Reshape our Thinking toward
Performance Based Outcomes***

Record of Meeting

**Prepared by
The Moss Group, Inc.
under Cooperative Agreement 11AD12GKH7**

National Institute of Corrections

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Record of Meeting
NIC Advisory Board Public Hearing
Stanford University
November 2-3, 2011

***Shifting the Focus to Reshape our Thinking
Toward Performance Based Outcomes***

U.S. Department of Justice
National Institute of Corrections

December 5, 2011

Prepared by The Moss Group, Inc. under
Cooperative Agreement 11AD12GKH7 with the National Institute of Corrections

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Introduction

About the NIC Advisory Board

The National Institute of Corrections's Advisory Board is a 16-member panel appointed by the Attorney General to advise and assist NIC in performing its mission. The current board was sworn in by Attorney General Eric Holder in March, 2011. NIC Advisory Boards periodically organize public hearings to explore important topics of concern to corrections professionals and decision makers.

The following are the current NIC Advisory Board members:

- Norman A. Carlson, Former Director, Federal Bureau of Prisons
- Stanley D. Glanz, Sheriff, Tulsa County, Oklahoma
- James B. Jacobs, Professor, New York University School of Law
- Gary L. Raney, Sheriff, Ada County, Idaho
- Anne K. Seymour, Victim Advocate, Washington, DC
- Susan Weld Shaffer, Director, District of Columbia Pretrial Services Agency
- Arthur M. Wallenstein, Director, Montgomery County Department of Correction and Rehabilitation, Maryland
- Reginald A. Wilkinson, President, Ohio College Access Network
- Diane Williams, President/CEO, Safer Foundation, Chicago, Illinois
- Max Williams, Director, Oregon Department of Corrections

Purpose of the NIC Advisory Board Public Hearing:

“Shifting the Focus to Reshape our Thinking toward Performance Based Outcomes”

The NIC Advisory Board seeks to expand its understanding of critical topics in corrections to enhance knowledge and practice in the field. For this public hearing, the board selected the topic of culture due to its broad impact on corrections and the significant changes that many agencies are facing. Advisory Board hearings are held for the purposes of:

1. Educating the National Institute of Corrections Advisory Board about important trends in corrections-related policy, programs, and practices.
2. Providing the National Institute of Corrections with input and advice from the field that can be integrated into the Institute's vision and strategic plan.
3. Helping the National Institute of Corrections in achieving a high level of excellence in identifying and meeting the needs of the field of corrections.

About the Hearing

The meeting was held November 2 -3, 2011 in Palo Alto, California at Stanford University Law School. During the two-day hearing, 21 witnesses representing the corrections field, including internal operations, external stakeholders, academia, and experts in the field, provided their perspectives as panel members on the Hearing subject matter. The panels covered an array of topics including California's experience, the current state of corrections, an ideal state of corrections, and case studies from practitioners on change efforts.

NIC Director, Morris Thigpen, commenced the Hearing by recognizing the diversity of experience and knowledge of the witnesses that would inform the Hearing and provide NIC with greater depth of understanding in the area of culture.

Diane Williams, CEO of Safer Foundation and Chair of the NIC Advisory Board, corroborated those sentiments and shared the need for transformational change in the corrections field. Ms. Williams discussed budgetary constraints, staff retirements, and staff turnover as issues that present challenges in corrections. She emphasized that the NIC Advisory Board would listen for solutions and ideas for NIC and the Advisory Board to move forward. Max Williams, sub-committee chair of the Hearing, welcomed the group and moderated the two-day event.

Below lists the 21 witnesses who testified at the hearing:

- Leroy Baca, Sheriff Los Angeles County
- Alexander Busansky, President, National Council on Crime and Delinquency
- Patricia Caruso, Former Director of Michigan Department of Corrections
- Matthew Cate, Secretary, California Department of Corrections and Rehabilitation
- Harold Clarke, Director, Virginia Department of Corrections
- James Coleman, Director, Shelby County Tennessee Corrections
- Marilyn Chandler Ford, Director, Volusia County Division of Corrections
- Karin Ho, Administrator, Office of Victim Services, Ohio Department of Rehabilitation and Correction

- Neal Langan, Research Analyst, Federal Bureau of Prisons
- Kevin Lowe, Vice President of Training, The Change Companies
- Jeff Lucas, Deputy Director, Baldrige Performance Excellence, Department of Commerce, National Institute of Standards and Technology
- Steve Martin, Consultant, Criminal Justice
- Joseph McCannon, Senior Advisor, Centers for Medicare & Medicaid Services, Department of Health and Human Services
- Timothy Murray, Executive Director, Pretrial Justice Institute
- Joan Petersilia, Co-Director, Stanford University Law School
- Hayagreeva Rao, Professor, Stanford Graduate School of Business
- Denise Robinson, President and CEO, Alvis House
- Pamela Rodriguez, President, Treatment Alternatives for Safe Communities
- Lovisa Stannow, Executive Director, Just Detention International
- Scott Taylor, Director Multnomah County, Department of Community Justice
- Cherilyn Townsend, Executive Director, Texas Youth Commission

A list of recommendations by the witnesses in order of their appearance is included in *Appendix A*. Copies of individual testimony provided by witnesses are included as *Appendix B*.

Hearing Agenda

Wednesday November 2, 2011

8:15-8:30	Welcome and Introductory Remarks	Diane Williams, CEO Safer Foundation Chair, NIC Advisory Board Max Williams, NIC Advisory Board
8:30-9:00	Discussion on California's Experience	Secretary Matthew Cate California Department of Corrections & Rehabilitation
9:00-9:45	A Looking Glass Approach to Corrections	Dr. Joan Petersilia, Co-Director Stanford Law School
9:45 – 10:00	Break	
10:00-12:00	Initiatives Driving Today's Culture	Karin Ho, Administrator Office of Victim Services, Ohio Department of Rehabilitation & Correction Timothy Murray, Executive Director Pretrial Justice Institute Alex Busansky, President National Council on Crime & Delinquency Denise Robinson, President and CEO Alvis House
12:00-1:00	Lunch	
1:00-2:45	Views from a Different Perspective	Pamela Rodriguez, President Treatment Alternatives for Safe Communities Lovisa Stannow, Executive Director Just Detention International Steve Martin, Consultant Criminal Justice
2:45-3:00	Break	
3:00-4:30	Successful Correctional Case Studies that Influence Culture	Lee Baca, Sheriff Los Angeles Harold Clarke, Director Virginia Department of Corrections

Scott Taylor, Director Multnomah County
Department of Community Justice

Patricia Caruso, Corrections Consultant
Former Director of Michigan Department of
Corrections

4:30-4:45 **Closing**

Diane Williams, Chair, NIC Advisory Board

Thursday November 3, 2011

8:15-8:30 **Welcome, Introduction and Recap**

Diane Williams, Chair, NIC Advisory Board

8:30-9:30 **Adult-based Institutional Perspectives
on Climate and Culture**

Neal Langan, Research Analyst
Federal Bureau of Prisons

James Coleman, Director
Shelby County Tennessee Corrections

9:30-9:45 **Break**

9:45-11:30 **Fast Forward: Rethinking Climate and
Culture in Corrections**

Marilyn Chandler Ford, Ph.D., Director
Volusia County Division of Corrections

Kevin "Kip" Lowe, Ph.D., Vice President of
Training
The Change Companies

Cherie Townsend, Executive Director
Texas Youth Commission

11:30-12:30 **Lunch**

12:30-2:15 **Leading Successful Culture Change**

Hayagreeva Rao, Professor
Stanford Graduate School of Business

Joseph McCannon, Senior Advisor
Centers for Medicare & Medicaid Services
Department of Health & Human Services

Jeff Lucas, Deputy Director
Baldrige Performance Excellence
Department of Commerce, National
Institute of Standards & Technology

2:15-2:30 **Closing**

Diane Williams, Chair, NIC Advisory Board



Summary of Themes

The following major themes were gleaned from the testimonies and general discussion of the witnesses as reflected in the official transcript of the hearing. For the full transcript of the hearing please refer to *Appendix C*.

The primary focus of the public hearing was on organizational culture and performance based outcomes. The Advisory Board was provided with diverse opinions, perspectives and recommendations from panel members that incorporated opportunities to enhance organizational culture and performance, as well as enhance the role of NIC in the field. The following indicates the prominent themes discussed through testimony.

Utilize Data

Witnesses related that not enough was being done with the measurement and analysis of current data. Currently, data is collected through surveys and other sources to find out more about culture, values, and practices in confinement facilities. Corrections practitioners request that more relevant corrections specific research be conducted, metrics developed, and data collected and analyzed to inform decision making and policies. The witnesses view NIC as an avenue to provide definitive research information to the field that draws meaningful conclusions for enhancing organizational performance.

Enhance Training

NIC should continue to provide training to help develop leaders capable of creating a learning organization. Implementing and sustaining organizational change and leadership training were highlighted as critical areas of importance. In particular, NIC should continue its efforts to provide training for trainers. Specific to training for new sheriffs, NIC should collaborate with the National Sheriffs Association (NSA), and prepare mandated comprehensive training for new sheriffs. With the turnover of more than half the state correction directors in the country, NIC has the opportunity to provide expert-level information to ensure that consistent, pertinent information is disseminated. The development of new leaders is critical for a healthy organizational/agency culture. In addition, NIC training and staff development should include all levels of staff.

Publish What Works

NIC should brand, publish, market, and be the clearinghouse for information on what works and what does not work in corrections. Recommendations were made for NIC to identify areas of performance improvement, staff training, and collaboration among the corrections system components of community corrections, probation, jails, and prisons. Briefing papers on 'hot topics' can assist the field in managing its issues.

Market NIC

An overwhelming number of witnesses expressed the leadership role of NIC and the need to dramatically expand its reach and message. NIC has completed a vast amount of work on culture in the field. NIC should develop a media message; market, brand and promote themselves more to ensure that the breadth and depth of culture, data and risk, and what works information it has collected and published is made known throughout the field.

Develop and Disseminate Informative Materials

The desire to have NIC track innovation and then create accessible materials for the field was reiterated by several witnesses. Part of being the national leader in corrections is having the bandwidth to develop and share industry related information, reports, training materials, cutting edge programs, and best practices. Make education and information available to all through access on the NIC website.

Reinforce PREA Standards and Compliance

NIC should continue to bring their expertise in this area to the corrections field. It should continue to speak boldly about sexual abuse in detention/incarceration, and continue to talk about the efforts to stop sexual abuse as a positive step in the field.

With the Prison Rape Elimination Act standards to be released in the near future, there is concern within the corrections field for complying and paying for audits. Additionally, there is keen interest in what role the PREA Resource Center will play, and what tools and materials will be available for education and dissemination.

Realignment Initiatives

Many systems (i.e., California) are considering or actually implementing realignment initiatives in order to reduce the prison population. With the intent of moving lower risk offenders to community supervision, correctional agencies will have an increased concentration of high risk, long-term offenders in its facilities. As such, NIC can assist the field in policies, practices and programs for this high needs population. In addition,

NIC may assist the field in measuring and analyzing the overall outcomes of these initiatives.

Victims Services

NIC must ensure that NIC has the victim's role, voice and services as focal points in its materials and activities. Domestic violence, restitution, community supervision, victims boards, etc., should all be noted in related NIC programs and information.

Pre-Trial Assessment and Supervision

Probation and other community based agencies are increasingly conducting assessments and pre-trial supervision of offenders. NIC can play a major role in informing best practices for this population.

Systems Approach to Managing Offenders

NIC can be instrumental in promoting a balanced strategy to working and managing offenders in the corrections system that involves the community, public health, labor, education, and other social support networks. Addressing the issues of crime and violence in the communities will need a broad based vision and approach incorporating multiple human services systems and stakeholders.

Juvenile Justice

NIC can impact the adult corrections field by addressing issues in the Juvenile Justice system. Collaboration between both systems related to training, best practices, and research materials, as well as facilitating networking between the two systems, will have positive outcomes.



Summary of Testimony

Below is the summary of each witness's testimony, highlighting key issues and recommendations made to NIC.

Joan Petersilia

Issues: Offenders, leadership, state of California, unified systems, culture in prisons and jails

We're giving a little bit of money to probation departments who are promising to turn offender's lives around. We are overpromising, we are going to under-deliver. We're selling ourselves short.

I think that in state after state, the next decade is going to be one of rethinking, of providing leadership, for not simply just being the cheap date but being honest about what it would take.

The challenge to you is we didn't jump start it, we gave you an invitation. Now it's up to you and your colleagues. We either had to jump start it in such a dramatic way, shutting down the equivalent of 30 to 40,000 prisoners within a two year period. That's dramatic. I took it seriously and asked is this what it would take? What do we now do as a field?

NIC Recommendation: And I guess that's what I hope the Corrections leadership and the NIC board might think hard about. We hope realignment will make a difference, but there are some challenges. I feel like NIC has kind of gotten out of California in a way. I don't see you doing much here and I certainly welcome, I mean from a national level, I think we're hard to work with -- when I look around and go to these meetings, they often invite us in and we give these talks. And then when we say "Can you help us?" They say, "Well it's just too complicated. We don't know how to -- you know, it's you're too big it's too complicated."

NIC Recommendation: We're (California) not a unified system. There's an issue for you guys, I mean what are the benefits and disadvantages of a unified corrections system? We don't have that here, we have a state system and we have a county system and now they're being pushed together, and that I think is some of the difficulties.

NIC Recommendation: Another issue I think that NIC could help with is what happens now to the culture in prisons when you have really divested yourself of the less serious population? So we will now create a system which I think is very much needed where only the violent, serious, and sex offenders are going to prison, and everybody else is in jail. What does that look like for the state corrections system when you've now got a much more serious, and violent, and long-term population? But I think where NIC has a lot of experience is what does it do to the jail system? We now have experience with that. What does a jail system look like when the length of time somebody is serving could be easily six years. We have no experience with what that long-

term looks like, so those are just a couple of the issues that I hope that we might be able to look to NIC, General Recommendations to NIC.

Matt Cate

Issues: Overcrowding, innovation, realignment

About NIC, I think ... California is on the front wave. I think that ... as I look around, overcrowding is going to continue to be a problem. We've seen a number of states go the other direction and have seen populations come down. It will go the other way

NIC Recommendation: I'd like to see NIC keeping their eye on what innovation looks like and trying to publish and talk about what works and what doesn't, and I join Joan in my request, in my statement maybe that you're more than welcome here and we would love to have NIC's continued involvement in this realignment

Karin Ho

Issues: Workplace prevention, domestic violence, restitution, and standards and program evaluation.

NIC Recommendation: I critically want to make sure that NIC and everyone here understands that victims still want to be a part of the discussions, whatever that might be. If there are local boards being created in counties, whether it be in California, in Vermont, in Florida, it doesn't matter. A voice of a victim should be a part of whatever decision that is.

I've sifted it down to basically four areas that we feel need concentration and innovation that could be solidified right now:

NIC Recommendation: Workplace prevention. What should correctional agencies be doing in the way of preparation? Planning? Programming? How do agencies respond? Who responds? What does that look like for each agency? There are, again, some great ideas that are emerging, and I'd like to share some of those nationally so that NIC could really understand that there are ways we can improve the situation. So simply tweaking what we have to tailor a system for employees could be fabulous. I really do want to consider working together, not only on the preventative end but on the response end of workplace violence.

NIC Recommendation: Domestic violence. I could talk for hours about domestic violence in a lot of areas, but I want to focus on programming. Cognitive programming, evidence-based programming is the best route to go. I would dare ask the panel and anyone in this room to talk about the sentence structure when it comes to batterers

NIC Recommendation: I would work with NIC in identifying, I would dare say, our entire profession and colleagues would work with NIC to identify best practices in saying what can we

do between community corrections, probation, prison, and out into the community supervision aspects, whether it be parole or post-release control, or whatever that would look like per state. How can we work together not only to identify possibly a curriculum that may be a best practice and standard, but just basic understanding for parole and probation officers and even prison systems, to know that anger management is not the same as batterer's intervention?

NIC Recommendation: Restitution. NIC support an endorsement of that and continue to further everyone's awareness of the importance of restitution should be included as a part of your consideration.

NIC Recommendation: Standards and program evaluation. We wanted to study the victim-offender dialogue process and understand if there's a positive impact. Is it worth it for correctional agencies to have these programs? So being able to even participate in research will be critical.

A concern is identifying gaps in services as we move forward together to realign our prison populations to ensure those going to the community are served as well

Tim Murray

Issues: Probation agencies, pretrial practices, public messaging

Our jails have become, in this country, pretrial detention centers. It wasn't that way 20 years ago. With the benefit of science, and empirically driven policies, we can apply a neutral risk-assessment to determine the likelihood of failure to appear, and the likelihood of commission of new crime while on bail. These risk assessments have been used in the pretrial field for almost 30 years. They work.

Three months ago Eric Holder convened the second national symposium on pretrial justice in this country and at that meeting, the American Probation and Parole Association, the International Association of Chiefs of Police, the National Organization of Victim Advocates were there. And, they all got together and listened to the Attorney General, who called for the reform, once and for all, of the way pretrial justice is administered. The time to do so is now. The role of the National Institute of Corrections in making it happen is profound. The National Institute of Corrections has the opportunity to teach local corrections professionals, once and for all, they have the most powerful tool in their quiver than anyone else does, in the local justice system: they have data.

The data that local jailing has is essential. Unfortunately, we're still in a paradigm where I call NIC and say, can you send somebody to my jurisdiction to analyze my jail? NIC has put out material on helping me analyze my jail population; it's too unwieldy, it's too dense, and in this era of IT sophistication, it's not current.

NIC Recommendation: NIC might want to take advantage of the fact that more and more probation agencies are (inaudible) on pretrial supervision and assessment functions. Those agencies need help. NIC has a long and rich relationship with probation agencies. I would hope that that relationship would start to include best pretrial practices. There are pretrial practitioners that operate in other administrative locales than probation and they need the continued help of the pretrial network that you have in place, and of the executive orientation that you have in place, ... two very valuable assets for our field

NIC Recommendation: When NIC publishes, when NIC speaks, when NIC trains, people listen. And I would ask that you consider incorporating in your public message the fact that these crucially important front-end decisions should be based on evidence, should be based on assessed risk, and should result in accountable and transparent supervision in order to maintain safe, effective, and fair front end systems.

NIC Recommendation: I ask NIC to help create a culture where corrections professionals have, at their fingertips, the data that will help inform local decision making and policies (relative to pretrial detention).

Comment from Anne to Tim: It seems that through NAVSPIC, the National Association of Victim Service Professionals in Corrections, that just seems like a really good venue that NIC, and that we as board members, could work with to really be able to follow up on some of the needs that you identified, specific to victims.

Alex Busansky

Issues: Data and managing risk, underserved populations, PREA

The real challenge here in California is around understanding risk and making decisions based on real risk and not an anecdote, not on what our gut tells us, not on what we've done historically, but to have data, knowledge, and to use that in managing risk

NIC Recommendation: I think NIC has the opportunity to say things that people will listen to a little bit differently but also to be able to have a reach that any one of those other organizations (ASCA, ACA, AGA, Sheriff's Association) does not have. Expand your reach. And so when you begin to look at disciplinary infractions, when you begin to look at the culture of those facilities, I think the cultural competency piece can go a long way, and it's not just around skin color, or regionalism, but I think when we talk about different communities, LGBT, adults in our system, I think that can go a long way and I think NIC can play a really important role on that.

NIC Recommendation: I think creating accessible materials that you are able to push out or have available on your website so that people like myself and others in organizations that might want to have something, but we don't have the ability to create that, we get to take what you've done with a good housekeeping seal of approval. It's around education and information.

Comment from Max to Alex: Is there anything you think from your collective perspectives that you think NIC could do to help build risk tolerance capacity?

NIC Recommendation: The National Institute of Corrections and other august institutions that have an iconic value, again have to make this whole notion of risk assessment as integral to the administration of justice as any other component. To the extent we can help give them information to be able to answer questions, to talk to people and to encourage them to do that, I think that helps build the buttress against the anecdotes and bad stories we know are happening all the time that will be framed as this is a result of the change.

NIC Recommendation: I really think one of the important things we can do, and I'm not sure what NIC can do about this, but I do think it's something I care passionately about, is that we need to have a media campaign. We need to have an outreach campaign around data and risk.

Let's use this opportunity now to try to do some of the things that we know will make a real difference. I think we also need to focus on the most vulnerable and underserved populations. One of the things we haven't talked about is the race and ethnicity of the men and women who are incarcerated in our prisons, and who are predominantly in our criminal justice system

NIC Recommendation: Re: PREA standards - I think NIC can really play a very effective role in bringing your expertise into what that auditing process should look like. What do you do with an audit once you get it? How do you use it effectively on moving forward, thing like culture change or data systems, or training, and all the host of needs that people have.

NIC Recommendation: The PREA resource center is also a place, partnering with a wide range of organizations in a variety of different ways around research, evaluation, technical assistance, training, I think that's really an opportunity for us to work with NIC and to really create a place that's responsive not just to corrections professionals, but to those people who are concerned about corrections issues, and to give them the tools and materials and information they need.

Denise Robinson

Issues: Sentencing reform, interventions

Ohio sentencing reform, the new law, enables Ohio to avert the growth that had been projected in the prison population through 2015. It helps the state to avoid spending a half a billion dollars on prisons and building new prisons and it will ease current prison overcrowding. Reforms will 1) provide alternatives to incarceration for first time, non-violent, low-level offenders, 2) increase the amount of time prisoners can earn off their sentences for participating in educational and rehabilitative programs, and 3) correct the state's crack and powder cocaine sentencing disparities. It also standardized the state's probation and parole systems and then finally, the bill included provisions that will give our judges more discretion to determine which youth should be prosecuted as adults.

Crime survivors want, more than anything, for those offenders to be successful when they come back to the community so we don't have more victims. The quicker we have that support and intervention from the family being there, the long term effects is just dramatic.

NIC Recommendation: NIC has to look at the family-based interventions and the community-based interventions, not just of the offender, but of the community.

Pam Rodriguez

Issues: Rehabilitation, role clarification, shared accountability

Part of our goal here is rehabilitation and life change for people in these communities is challenging. And I believe we share the goal of individual rehabilitation and safe communities and we need skills and abilities from multiple professions, multiple community members and sustained support for that change. I think we need a broad based public health approach.

Two things can make a difference and one of them is about role clarification and the other is about shared accountability for outcomes.

The three most important things that NIC can contribute to the field:

NIC Recommendation: A relatively simple and concrete change in the methods of handling parole revocations would significantly improve client outcomes, system performance and culture. NIC could provide training and TA on how to deal with parole revocations differently. I think you could provide training and TA to support systems change and that takes a lot of time, a lot of effort. You have the privilege and the opportunity to take the long view, and so you can model that and you can teach state and county systems how to do that so that we're not just starting fresh with every new election year. Which, on the ground floor is kind of what happens to us, and so we would ask that you could provide guidance to states about that, guidance to leadership at the local level, and leverage. Your authority and the respect that you guys have nationally enable you to do that

NIC Recommendation: NIC can help bridge systems, define roles, and train human service providers and other community-based organizations that are working with these populations, because as we are focused on recovery and rehabilitation and sustaining folks in communities, you should not think that providers who do this work on a daily basis with other populations are prepared to work with you. They're prepared to work with the clients, more or less, but they don't understand your systems. Whatever you can do to bridge the gap between corrections and communities and service providers would be really, really helpful.

NIC Recommendation: NIC might do something about moderating that overreaction and preparing communities to handle the pressure to get tough on crime, or the pressure to respond to a certain way. There's been an overinvestment in single approaches, or silver bullets, when in fact, the whole system needs to be looked at in a balanced fashion. And whether it's here at these

tables or at the lunch tables, it's very clear that for every action there's an equal and opposite reaction somewhere else, so to the extent that you can step back and look at the whole system, not just corrections, but beginning to end.

NIC Recommendation: NIC should shift away from single approaches and shift to a focus on well-run programs.

NIC Recommendation: It's critical that we take a public health approach to addressing crime and recidivism in this country. That means we need to have a broad-based, big vision strategy.

The field of corrections needs to take a long view if it's to interrupt the revolving door of incarceration.

NIC Recommendation: NIC can promote that vision and help message a broad strategy and help states and the federal government go beyond strategies tied to election cycles or the ebb and flow of funding. I would encourage you to partner with public health, labor, education, human services, to develop and support a critical mass of leaders in the field, in all of those fields who will make this a part of their mission and vision to solve this problem of crime and violence in our communities.

Lovisa Stannow

Issue: Prisoner rape

NIC Recommendation: One of my appeals to all of you is for you, both in your day-jobs and in your role with the NIC, is to really recognize that, you are part of the top. You really have the capacity to help set the tone here and to send a strong message that prisoner rape can be stopped.

NIC Recommendation: We hope that the Prison Rape Elimination Act National Standards will lead to better outcomes, and believe that these standards have the potential to become the most powerful tools so far in the effort to end sexual abuse. But in order to become that tool, the federal players, including everybody at the NIC, really will need to be strategic and to be bold. NIC can help make the PREA Standards meaningful, and one way of doing so, is yet again, to really settle on a tone of leadership, to speak boldly about sexual abuse in detention, to dare break down, break firmly with our country's tradition of minimizing the problem of sexual abuse in detention.

NIC Recommendation: NIC plays a key role in providing technical assistance and I think that's another opportunity for the NIC in the coming years to be bold. NIC would do well focusing on creating the kind of technical assistance that doesn't necessarily come from within corrections, but that, to really consult with advocates, consult with others who may have daily contact with prisoners to figure out how to develop targeted technical assistance that really can push the envelope and really, again, create the kind of transformation and cutting edge programs that we need and can be replicated. The three main points that I'd like to just reiterate, is that you can

speak clearly and forcefully, as national leaders sending a strong message to the entire US corrections system that sexual abuse is preventable and unacceptable. You can develop targeted and bold technical assistance initiatives working with advocates and others who can bring in a different perspective, and who can often highlight needs within corrections systems that corrections officials may not recognize themselves. And you can dare listen to inmates.

NIC Recommendation: NIC, and all of you in your individual capacities, can talk about the effort to stop sexual abuse in detention as something positive.

Steve Martin

Issues: Mental health community, immigration detention, hot button issues

NIC Recommendation: This board should have a member from the correctional, medical, mental health community. Unqualified, emphatic, concrete recommendation.

NIC Recommendation: Immigration detention – get caught up on what we’re doing in immigration detention. It’s a complex issue. Latest info on the website is 2008-2009. The information needs to be brought together and shared through more of an impartial, objective body like you folks are seen. Start collating, developing information so it’s available to sheriff’s and jail administrators that are housing these detention – so they can, if they’re thinking about contracts, or if they’re just started, they can have that as a resource to anticipate some of the problems, which again, are not of their own making, but they’re going to be confronted with and they’re going to have to resolve and address.

NIC Recommendation: Hot topics in correctional management. Develop an abbreviated issue paper that can be put out there very quickly as a resource for correctional administrators in trying to deal with these hot button issues. These briefing papers can serve as a resource for correctional administrators to help them make decisions.

Comment from Morris: Would you recommend where a system was large enough to have a separate facility for the mentally ill, would you recommend that?

Response: I would because I think that fosters specialization. It fosters more of a traditional healthcare environment. You’re not going to compromise security but it’s going to be staffed with specialized officers, civilian staff, etc., where it’s simply very secure correctional envelope that’s managed by healthcare professionals.

Comment from Gary Raney: The policy or the philosophical issues aside, what is it from the NIC board standpoint, when you say gather this information, what is it that sheriffs or detention directors, correctional managers are not getting now that the NIC board could help with?

NIC Recommendation: It’s to have some type of policy direction on the application of the National Detention Standards to jail operation.

Lee Baca

Issue: Incarceration theory

Incarceration without education is wasted time, and the ... principle of our society cannot be achieved unless inmates are fully engaged in educational programs. In order to lead an effort where people are incarcerated you have to have strong and open dialogue... and listen to what their various points of view are on how to make the system more habitable. When they get out should be better than when they came in: intellectual growth.

Harold Clarke

Issues: Public safety, reentry programming, integrated reentry model,

We are in the business of public safety; public safety with effective reentry programming. 97% of offenders are going home, and in effective reentry, we can do things that will help make the person whole and have that person go back out and be a contributing member of society. The effective reentry model has three domains: evidenced-based practices, organizational development, and collaboration.

We need to create a healing environment within corrections... that is conducive to change, positive growth and change; not only for offenders but for staff as well. Communication is important.

When it comes to culture and shifting culture ... my experience is the first thing you want to do is to make sure you ask for help. Every time we've asked for help, NIC has come to the table. You must then take action.

NIC Recommendation: Do a much better job marketing a lot of the very good things that you are doing right now. Not too many individuals are familiar with the reentry model.

NIC Recommendation: NIC should increase its role as a clearinghouse for best practices and what works. And, it needs to be publicized more.

Scott Taylor

Issues: Juveniles, functional family probation

Pay attention to juveniles; they will come to be our adult offenders if we do not focus the resources and research on the difference between how we treat adults, those whose brains and life patterns are still developing.

NIC Recommendation: Pay attention to juveniles and how they will come to be our adult offenders if we do not focus the resources and research on the difference between how we treat adults, and those whose brains and life patterns are still developing.

NIC Recommendation: Re: WSIPP, with some of their new work they've done where they can actually tell you what the percentage chances that this treatment will not work, I think, is very powerful to people. I would like to see NIC move more into that

What are the three most important things that NIC can contribute to the field?

NIC Recommendation: My number one request is that you begin to facilitate networking summits. You've had a few of those, but not enough. Maybe we should bring the executive boards of those organizations (ACA, ASCA, APA, ICCA) together to begin the conversation about what do we have in common, and where are we duplicating each other? Develop strategies for breaking, or at least bending the cross-silos.

NIC Recommendation: I think if we stay with your principle of servant leadership, I can ask for technical assistance without having to write a twenty page document (inaudible) feels competent to ask. So that means a small jurisdiction or the big fancy jurisdiction always ask for help.

NIC Recommendation: Reentry is very difficult because the system is built on mass production on conveyer belt technology and it's not designed -- and yet everything we read talks about responsivity, talks about risk needs assessment, so as organizations we are so locked into the way we've always done business, I think it makes that change very hard. I think what NIC does ... is give us the legitimacy to talk about that publicly, because NIC can come into town and make a (inaudible) statements and get back on the plane and leave.

Pat Caruso

Issues: Transition from prison to community initiative model

We've got a lot of policy that we've developed not based on crime, not based on public safety, based on because we're mad. And as leaders I think there are some opportunities for us to impact that. Another thing that will lead to better outcomes is we need to look more holistically at the entire system. There really are no federal, state, local beds they're all paid by the taxpayers in this country. Meeting with all with the local leaders and local organizations ... those are the kinds of things we need to do.

Most people don't need to be locked up forever. Our challenge culturally is to figure out how to do this differently and better.

NIC Recommendation: We've had a turnover of more than half the state correction directors in the country. So what an incredible opportunity for an organization like NIC to be sure that consistent and knowledgeable information, expert-level information is provided.

NIC Recommendation: I mentioned the TPCI models that Michigan adopted. Maybe NIC can be involved in developing some other models.

NIC Recommendation: Maybe there's a model that NIC can help technical systems on how to reduce, scale back a system, and close a prison. And though I have no current authority to volunteer for this, I will volunteer Michigan to assist if this is something NIC would like to take on.

James Coleman

Issues: Unified corrections systems, reentry, jail report cards, leadership

NIC Recommendation: NIC perhaps should do a much better job marketing a lot of the very good things that you are doing right now. Because as I go around and I talk to folks about the integrated model, I don't find too many individuals that are familiar with that model – Reentry Model. I think folks will be able to benefit extensively from the work that NIC is doing. Performance measures, that's all captured in that first domain, evidence-based practices.

NIC Recommendation: I would recommend strongly to NIC that, again, given the limited resources that NIC has, and that most state jurisdictions have within corrections and elsewhere because of the budget constraints we're facing, that we focus some time on, we spend some time focusing on the science of implementation, and how to effectively implement the things that we intend to and get the best results for our efforts

NIC Recommendation: NIC should increase its role as a clearinghouse for best practices and what works. This needs to be publicized more.

NIC Recommendation: NIC should continue to offer training to help to develop leaders capable of creating that learning organization. NIC I think is very important, because for whatever reason, the messages are not trickling down to the degree that they ought to be trickling down. I think NIC should again continue in its efforts to provide training for trainers, providing those experts who can go out there and be of assistance to others as well.

Unified corrections systems will lead to better outcomes in corrections, starting with reentry at the point of entry, and giving you the things that the individual needs to stay out.

To change the culture, you have to change the leadership.

NIC Recommendation: How can NIC be effective with the small dollars? Making sure that those of us who have received TA's, those of us who been recipients of the great things NIC has done, we go back and we become the champions.

NIC Recommendation: What can NIC do better? I think you don't blow your own horn enough. You really don't toot your successes enough. You know every year, you run up on the Hill, fighting for money because nobody knows you. One of the worst things in the world that happened was when NIC went under BOP. Because that autonomy that was NIC's was lost.

Question from Art to Jim: How might NIC, given its reputation and commitment to quality corrections, engage this issue of massive turnover at the top, all across the country, every electoral cycle?

NIC Recommendation: NIC with the training that it provides for new sheriffs, maybe getting with NSA, doing something comprehensive for the newly-elected sheriffs, and making it a mandate.

From Anne: Everyone that goes through NIC training should end up being sort of an ombudsman for us.

NIC Recommendation: NIC needs to make sure that the information that's given to people is actually used; doing some type of follow-up to make sure people don't just get the information and put it on the shelf, but are actually using that technical assistance because it costs money.

From Diane: What would you, the person who comes to NIC for that training and technical assistance, need in order to be a part of a grassroots campaign to ensure that if somebody is working at the DC level, to make them aware of NIC, then the local level elected officials are also aware, and therefore supporting the work of NIC?

NIC Recommendation: Hosting classes that require some of the state legislators to come, along with their sheriff, along with their jail administrators, prison officials, that will help get that grassroots started. I think if you would ask the members of the LJA to stand in unison and make a commercial for how NIC has helped them, we'd all stand shoulder to shoulder and talk about the benefits of everyone getting in a room

Neal Langan

Issue: Social climate survey

I would consider the lack of national, comprehensive, easily-available recidivism data to be probably the single biggest impediment to advancing this performance measure type of culture today, we just don't have good data. [It's] not readily available. It's something that people should be talking about and thinking about and just taking into consideration

NIC Recommendation: We've got NIC - I think it's a problem for the modern age, we've got an enormous amount of data; from the survey data and also from other sources. And we need to extract from that data meaning, and that's the traditional problem. What's needed behind the scenes is a research program to really get in there and tells us what matters and maybe the first question is what doesn't matter? What is kind of interesting, but it doesn't appear to be relevant?

From Reggie: We can work with the Bureau pretty closely, but we do need to sell ourselves probably a little bit differently than what we've done heretofore

From Max to Neal: I'll throw a challenge back to the BOP then, because you've got data, as you say that dates back to the seventies about this issue. Your ability to mine that data and really write a definitive research paper report that draws and can potentially draw the kind of conclusions that you just talked about, would be an incredibly powerful tool for the field. If you could do that, that would be a gold standard product, and I can promise you that NIC would pick that up and we would run all over the country talking about that data.

Marilyn Chandler Ford

Issues: Safety, security, values, agency mission

Healthy cultures, both for inmates and staff...lead to better outcomes. The ideal correctional culture will talk about healthy values and culture.

NIC Recommendation: Let's look at and measure and analyze, collect data about what we do in the jail or the prison in terms of culture, our value, change, and the practices that we do every day.

NIC Recommendation: Culture starts at the top. The agency executive, strong principled leadership is critical. NIC's role in terms of developing the new leaders, new jail administrators - that's some of the training you have and training such as the executive leadership development training program for women.

NIC Recommendation: One of the ways that NIC can help develop leaders is with the mentoring program. I think you've typically thought about TAs but you could really focus on a mentoring program; perhaps using the large jail administrators to mentor some of the small and medium jails. NIC has not asked enough of the people to come to the programs and the quid pro quo for attending some of these trainings should be active participation down the line in other ventures.

NIC Recommendation: NIC can help through data development and collection. Culture change requires continual, revisiting continual assistance in looking at data. NIC can have a role in moving the profession from craft based to scientific based, more of a profession. NIC could develop and urge common measures for corrections to begin this process of measuring what we do. They can offer technical assistance including on-site TA, electronic meetings and toolkits. I encourage NIC and its development board to become the leader in data development.

NIC Recommendation: NIC should lead and invigorate a research effort on culture and measurements. What's the tipping point in culture change? Whether to go negative to positive, positive to negative? What kinds of support do you need when you're moving from one culture to a next? What is the span of control, or the optimum size?

NIC Recommendation: NIC might convene an extra day at an American Jail Association or American Correctional Association, and I think they could position it in a particular way that I think it would be very cost-effective. I think you could - part of where I think NIC misses out -

and this is sort of what I meant with NIC needs to be to corrections what the FBI academies - it has a cachet. And I'm not sure that NIC has done enough for that. And you can do that by invitation only. You know branding yourself or somehow creating this perception that that's where everybody wants to get to.

Cherie Townsend

Issues: Juvenile justice system, organizational change

NIC Recommendation: A reform effort has to have champions at every level, internally and externally. NIC can be part of that championship.

The work NIC has done in the areas of culture and climate should be integrated into the work that is being done at the National Training and Technical Assistance Center for Youth IN Custody and through the National Resource Center for the Elimination for Prison Rape.

Recommendation: NIC should invest not just in executive leadership, but also in middle management and first line supervisors as they ultimately make culture happen.

Recommendation: NIC should approach the work for both adult and juvenile systems, to integrate it with other Justice initiatives, and invest in the development of tools and skills. There is a perception that NIC is focused on adult corrections only. There should be greater collaboration, deliberate and visible, between OJJDP and NIC.

Recommendation: NIC should continue to invest in the development of both tools and skills for culture work and strategic planning and find opportunities to take implementation beyond pilot sites.

Dr. Kip Lowe

Issues: Realignment, organizational change, evidence-based training

Culture changes when people change. Bottom up (versus top down). To change culture you need to create ... a "want to" attitude instead of a "have to". The second is creating staff as change agents. How does staff become involved in the process of making change? And third is, we've got to make real sense out about what works. We've got to help our employees understand evidence-based practice, evidence-based principles.

We need to train and educate staff on the basics of behavior change. Knowledge is missing from our line workers. They need to understand that they can create opportunities for change every day. We need to explore how to apply what works in treatment and therapy to facilitate client change to correctional intervention. Need a system-wide approach to a more change-focused agency

We need to be doing evidence-based training. And evidence-based training means a couple of things to me. One is the training needs to be based on what works in helping people learn. But the next thing is we've got to do good follow-up. We have to check, whether or not, what we trained has made a difference in the day-to-day world of that institution.

NIC Recommendation: Take the lead in developing and using new technologies

Professor Rao

Issue: Transforming cultures

Think about the norms of the organization. I think of two sets of norms: 1) What is sacred in the organization? What are the things that we always do here? 2) What are the norms that are profane? Long term change in an organization really means changing what norms are currently there in an organization. The way you change an organization's culture is to change its psychology (mindset) and ...physiology (how information, ideas, knowledge circulate throughout the organization). Be bold, be quick, and make an impact. The essence of change is you actually want to change the beliefs of people. Determine what you want to implement.

NIC Recommendation: Incorporate in culture change work the importance of changing the norms and the psychology and physiology of an organization. Incorporate six steps to rebuilding a culture including how you hire, develop talent, design a job, develop leadership, empower people, and pay them

Jeff Lucas

Issues: Performance excellence, organizational culture

The Baldrige approach comes from the Deming's cycle, plan, do check and act. There's an aspect of organizational culture that people within the organization typically have a hard time perceiving for themselves, and that is people coming from the outside can provide that unique perspective; it requires that constancy of purpose. There's something called the FIT which is the Federal Improvement Team which I've just heard about and it's all of the people doing improvement across all of the federal agencies, it's a knowledge exchange group, I think, but it might be helpful to have that almost be like a peer support group.

NIC Recommendation: Take one or two things from this meeting that we know everyone agrees is a serious problem for which we have good evidence of solutions, and let's just get started there and hit that out of the park.

Joseph McCannon

Issues: Healthcare movement, organizational change

Document what makes the most successful initiatives in organizations thrive. There are three steps or components that comprise successful organizational change: 1) be a master at building will or building awareness about a problem in question and getting people to care enough to take action on it, 2) understand that there are lots of ways to stimulate change, and 3) maintain a relentlessness at the leadership level about achieving these goals. Constantly test new ideas on a small scale. Knowing how to spread change is important. Finally, begin to prepare the whole field for the change.

NIC Recommendation: The first thing NIC should do in trying to build a culture of change/movement for change is to establish the problem in detail. Really document it. Establish powerful alternatives. Begin to prepare the field.

NIC Recommendation: Pick off one or two little simple interventions, simple ideas every year. Then circulate it through the whole system.



Appendices

A. Witness Recommendations

B. Individual Testimony

C. Transcript of Hearing