



## **Advisory Board Meeting ✂ April 2 – 3, 2012**

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**April 2, 2012**

**Members and Guests Present:** Chairperson Diane Williams (Safer Foundation), Norman Carlson (BOP-Retired), Jim Eaglin (Federal Judicial Center), Stanley Glanz (Tulsa County Sheriff's Office), Melodee Hanes (OJJDP), Jim Jacobs (NYU School of Law), Gary Raney (Ada County Sheriff's Office), Charles Samuels (BOP), Anne Seymour (Victim Services), Susan Shaffer (DC Pretrial Services Agency), Arthur Wallenstein (Montgomery County DCR), Reginald Wilkinson (Ohio College Access Network), Jeff Washington (ACA), Gary Dennis (BJA), Nicholas Green (US Sentencing Commission), Elissa Rumsey (OJJDP).

**NIC Staff Present:** Director Morris Thigpen, Deputy Director Thomas Beauclair, Robert Brown, BeLinda Watson, Christopher Innes, Jim Cosby, Shaina Vanek, Adria Tafoya, Melanie Simms, Maureen Buell, Sherry Carroll, Donna Ledbetter.

### **Opening Comments**

**Chairperson Diane Williams** (Safer Foundation) called the meeting to order and welcomed everyone to Washington, D.C. She began the meeting by congratulating Anne Seymour on receiving an award from American Probation and Parole Association, and commented that Jim Jacobs submitted an article to the board and she thanked him for his submission. Ms. Williams said that the agenda for this meeting is focused on what the board is going to do as a result of the hearings that were held in California. She stated that the board would be looking forward, as it is budget time for NIC and they will be looking forward to the next hearing to be held in August, in Washington, D.C.

### **Comments from Bureau of Prisons Director: Charles E. Samuels, Jr.**

**Director Charles Samuels** (BOP) stated that he was very happy to be at the National Institute of Corrections (NIC) Advisory Board meeting today and he is pleased to meet everyone. He stated that the first 100 days since his appointment has been spent communicating his beliefs to staff and inmates. He wrote a personal letter to all of the inmates, distributed through the trust fund system, letting them know what the expectations are. He let them know that he wants to see them succeed and to let them know that if they take advantage of the programs we have, it will help them and the American public.

Director Samuels said that the Bureau of Prisons (BOP) has a dual mission, to protect and serve and reduce recidivism. He stated that he explained to staff that all of us have a role in protecting and serving, reminding staff that they all took an oath to serve. He said that whether you are law enforcement or non-law enforcement, we have an obligation to do everything we can to put the agency in the best position by doing what we have been tasked to do. He stated that he took it upon himself to

reach out to the 117 wardens in the Bureau and personally talk to them. He wanted to give them individual time to relay his expectations of them as a leader and as an agency to work with him directly to accomplish the mission. He stated that he met with the Council of Prison Locals; he wanted to ensure that they had access to him and that he listened to their concerns.

The Attorney General (AG) has made it clear that he is focusing on reentry. The BOP is focused on reentry as a critical component of what we do as an agency. The BOP focus on reentry is closely aligned with NIC. He stated that he has personally witnessed through training how this is so important and how we are all trying to accomplish the same thing. He visited the National Corrections Academy (NCA) and met with NIC and the Management and Specialty Training Center (MSTC). He stated that he spent his time participating in videos that he plans to send out to staff and inmates highlighting the issues he has been talking about. The videos that he will be focusing on are in the areas of the Prison Rape Elimination Act (PREA) and reentry. He is also stressing with staff that dignity and respect goes both ways with the inmates. He said that he was impressed with professional environment they have created in Aurora, Colorado. He feels that this will be very beneficial for the Bureau and NIC. He was very impressed with the video capabilities at the NCA, stating that they are top notch. Director Samuels stated that NIC's efforts are commendable, commenting on the leadership that NIC Director, Morris Thigpen has provided is praiseworthy. He stated that he seeks to emulate Director Thigpen in how he treats his staff and goes about doing this work.

Director Samuels believes that state and local entities benefit greatly from NIC. He appreciates the wide range of corrections entities that NIC serves. He thinks that this very important, as he has encountered agencies that don't have the resources that they need and they depend on NIC for the training it provides. He said that because leading is an enormous responsibility, the BOP will continue to rely on NIC's training of executives and others in leadership positions. He commented on the opportunity he had to participate in NIC's Executive Excellence program. He stated that one of the most profound moments for him was the training he received from NIC. He felt that it was an "aha" moment for him. He said that he developed relationships outside of the bureau that allowed him to interact with corrections professionals outside the bureau. He said that he utilized the network created there and those individuals still interact today. He commented that Executive Excellence was some of the best training he has ever had to this day.

Director Samuels said that there are many challenges ahead for the BOP. The BOP budget is a huge challenge. He said that he is reminding staff that we are not the only agency to be asked to do more with less. That is why he feels that the oath of office that everyone took is more than just the individual or a collective group; it is what we are doing together as a BOP team.

As of today, the BOP has 217, 679 inmates. Over the next 2 years they are projecting 11,500 inmates to come into the system, whereas last year they had 7,500 inmates come into the system. The BOP usually averages around 6,400 inmates, so there has been a spike in the numbers. The institutions are already crowded, and the staff is stretched. When you are looking at a correctional environment that is increasing in population, it often increases the likelihood for violence. The Bureau has done some things within the agency to counter this. They have taken inmates who are challenging authority, being disruptive, and are trying to facilitate gang activity and have removed those individuals through due process, placing them to special management units. They have seen a reduction on staff assaults and decreased the number of significant events resulting in lockdowns. Director Samuels said that it is a

program; it is not a black hole. The goal is for these individuals that are defying authority are going to eventually work their way up through this four-level process.

He stated that the Bureau is anticipating the release of the final PREA standards. Although the Bureau is in compliance with the majority of these standards, some changes are expected. NIC has done exceptional work related to PREA over the years, and has a wealth of information and training materials available. Much of this expertise was invaluable to the Bureau of Justice Assistance (BJA) when they went for a cooperative agreement between BJA and The National Council on Crime and Delinquency and The National Career Resource Center was established. Specifically, the resource center is the national source for online direct support, training, technical assistance, and research to assist adult and juvenile corrections, detention, and other law enforcement professionals to eliminate assault in confinement.

Director Samuels stated that he deeply cares about the Bureau and the legacy of his predecessors, the commitment that they have placed to ensure that the agency delivers what the American public expects. He has an obligation to continue this, as the new director. He stated that he believes in NIC's respective missions and the need to work together collectively. He would like to build on the progress that has been made thus far and he firmly believes that we can work together to do more. He stated that he looks forward to working with the Board and NIC, in promoting NIC's initiatives to support the BOP and the field of corrections. The NIC Advisory Board provides a very important function for the institute and they are in a position to make a difference in communities across the country. He asked the Board members to challenge themselves to maximize their positive impact. In closing, he thanked the Board for allowing him to be a part of this and he is looking forward to working with each member.

### **Comments**

- **Chairperson Williams** commented that she is encouraged to hear Director Samuels's remarks. She stated that he mentioned a lot of areas that are near and dear to NIC's heart, such as PREA and the leadership training. This is work that NIC has done really well for a long period of time. She stated that she is very proud of the work that NIC has done, but she feels that there is room to do more in light of the changing conditions in which the work is done. Ms. Williams said that she looks forward to Director Samuels's support and guidance in doing this work.
- **Mr. Reginald Wilkinson** stated that he thought the letter sent out to staff and inmates was a great idea. He thinks it will be good for everyone to know "who's on first" and hear the Director's personal position.
- **Mr. Gary Raney** said that they would be talking about the hearings that took place in California and would like to hear the Director's thoughts on where he sees NIC having the most impact.
- **Ms. Susan Shaffer** said that she was sure that he was aware of the history of NIC within the bureau and that it is critical for NIC to have his support.

### **Review and Approval of the June 2011 Meeting Minutes**

- **Mr. Arthur Wallenstein** moved to accept the minutes.
- **Ms. Susan Shaffer** seconded the motion.
- The minutes were unanimously approved without change.

## **NIC Director's Report: Morris Thigpen**

**Director Morris Thigpen** began by thanking Director Samuels for his support. He said that before he became director, he had the opportunity to work with him as a member of the executive staff. When the announcement was made that Director Samuels would be appointed, everyone was very pleased. Since Director Samuels has been on board and has been communicating his message, he says that he has begun to see that these are not just words to him. He has indicated on a number of occasions his continued support for NIC and NIC is very appreciative. NIC does not have a line item in the BOP budget, just once sentence that says NIC shall be supported. We know as we go into FY 13 that there are likely to be some reductions.

- **NIC Personnel Changes**

- There have been three (3) retirements since the Board last met: Steve Swisher from the Academy Division retired and moved to Florida; Jim Barbee from the Jails Division retired; and Charlotte Bentley from the Academy Division will be retiring in May. Director Thigpen stated that they have been some new hires at NIC: (1) Bernie Iszler, formerly an IPA from Indiana, has been hired at the Academy Division in Aurora, Colorado. She is extremely valuable and involved in our training activities. (2) The Prisons Division has hired Wayne Hill, formerly an IPA from the Maryland state system, and (3) Joseph "Tony" Stines, who recently retired from the U.S. Marine Corps. We are currently limited to forty-five full time equivalent (FTE) positions, which at one time were fifty-seven FTE's, and we currently have three vacancies.

- **Fiscal Year (FY) 13 Program Plan and Budget**

- Director Thigpen stated that NIC is working on its fiscal year (FY) 13 program plan and budget. This year, there are improved processes, which is more inclusive of all staff. Another new issue for NIC is the directive from the Department of Justice (DOJ) that all training programs be held at the NCA in Aurora, Colorado. At this time, there are very few training programs that are being approved to conduct at other federal facilities. One of the obstacles that program staff faces is the availability of training space at the NCA. Certain NIC programs have been approved to proceed at other locations, for example Prison Security Audits. This is a program that cannot be held at the NCA, as they need to go through the actual process of doing an audit.

- **Advisory Board Hearing**

- The next Advisory Board Hearing is scheduled for August 22 - 23, 2012. There are two Board members whose terms had expired this past year, Gary Raney and Jim Jacobs. Director Thigpen said that they asked that these two members be re-appointed and the re-appointment was approved. Gary Raney and Jim Jacob's terms will both expire in September of 2014. In 2012 there are four terms that will expire: Stanley Glanz, Diane Williams, Norman Carlson, and Anne Seymour, who will expire on September 6, 2012. The process is rather involved, even on re-appointments, and NIC will need to start working on this soon.

- **Federal Partners**

- In our effort to collaborate with our other federal partners, NIC is having quarterly meetings with BJA. He stated that these meetings serves as very useful purpose as they

share what is going on in both agencies. Director Thigpen stated that he recently met with Peggy McGarry of the Vera Institute of Justice. He stated that they have an interest in looking at the issue of segregation. He said that as they talk with Directors across the country, there have been substantial reductions made in this area. The issue that has received the majority of publicity has been the over-classification of inmates going into segregation. Director Thigpen advised Ms. McGarry that it was an issue that NIC has an interest in and wanted to put on the table at the next Association of State Correctional Administrators (ASCA) planning meeting as something to be addressed at the next All Directors Training Meeting.

### **NIC Advisory Board Hearing Themes (Appendix A)**

**Chairperson Diane Williams** thanked the Moss Group, NIC Executive Assistant Shaina Vanek, and NIC Correctional Program Specialist Sherry Carroll for the organization of the last hearings in California (see *Appendix A for a summary of hearing themes identified*).

The 11 initial hearing categories were:

- Utilize data
- Enhance training
- Publish what works – assume more responsibility in the field
- Marketing NIC - NIC does tremendous work and does not get the recognition and Develop and disseminate informative materials
- PREA
- Realignment of initiatives
- Victim services
- Pretrial services
- Probation and community based agencies
- A systems approach to managing offenders
- Juvenile justice

The survey results in order of importance:

- Enhancing training
- Realignment of initiatives
- Utilize data, broaden the development and dissemination of materials, marketing NIC

**Chairperson Diane Williams** stated the discussion would focus on where people see these issues and the Boards comments. She said that the conversation would take place after the presentation by NIC Deputy Director Tom Beauclair, as it would help to shape the Board's thinking around these initiatives.

## **Activities and Updates on Identified Themes: Tom Beauclair** (Appendix B)

**Deputy Director Thomas Beauclair** began by stating that NIC is facing significant budget cuts, has been operating at a reduced staffing rate of twenty-thirty percent, and is currently operating under a hiring freeze. He encouraged everyone to read the environmental scan document. It is conducted every year along with a survey that is sent to the various corrections entities in the fifty states (*see Appendix B for the PowerPoint Presentation and Report to the Nation*).

Mr. Beauclair stated that NIC is doing a much better job of collaboration internally and externally. NIC is meeting with the Bureau of Justice Assistance (BJA) quarterly, which has been very beneficial for NIC. The majority of NIC publications are now sent electronically now. We are able to reach many more customers for a fraction of the cost. There is a promotional marketing summary in the packet of information that shows the work NIC is doing in this area. He stated that the application of evidence-based principles is in NIC's publications and everything that NIC does.

### ▪ **Supporting Realignment Initiatives in Corrections: APEX**

Mr. Beauclair talked about the APEX model, Achieving Performance Excellence that NIC is currently using. APEX is a business model that introduces systems thinking into corrections. It also applies the change management model, geared toward better performance and outcomes. This model looks at leadership, strategic planning, stakeholder focus, workforce focus, operations focus, results, and measurement and analysis. The model consists of seven books that move through a change management process. APEX is rather complicated, but it moves from a single issue problem to transformational change. NIC is trying to create a pull off the shelf manual that can be geared toward anyone in corrections. Mr. Beauclair stated that this has dramatic potential. The APEX model will be available on the website and everyone will have access to it.

### ▪ **Evidence Based Decision Making**

**Mr. Jim Cosby**, Chief Community Services stated that Evidence Based Decision Making (EBDM) is an effort with local jurisdictions where all phases of the justice system is combined, from the point of arrest through the exit, and applying evidence based principles and practices along the way. His division is currently working with seven sites around the country that are in phase 3, which is the implementation phase. He stated that they feel that all reentry is local and that they need to think about bringing everyone to the table along the way.

## **Comments**

- **Ms. Susan Shaffer** said that she is hearing great things about this from the field. For the first time all areas of corrections are sharing data and learning a tremendous amount from each other.
- **Chairperson Diane Williams** stated that NIC has a lot of activities going on in different places and it would be nice to have a list of the activities and the jurisdictions.
- **Ms. Amy Solomon** said that these activities are mapped on the National Reentry Resource Center. There is a map of the national criminal justice initiatives, not just from Justice, but from the other federal agencies that relate to reentry. Individuals can click on their state and get links to the information.

- **Mr. Arthur Wallenstein** said that the map is very good, but maybe a dashboard is need so that a sort function would be available. He feels that the information needs to be presented it in a way that an untrained generalist can interpret what is out there.
- **Dr. Christopher Innes** said that the dashboard that NIC has created draws on many of the databases that NIC is maintaining for operational purposes. For example, every technical assistance (TA) request that NIC completes is entered and tracked through a management and information (MIS) system. The dashboard downloads all of this information and tracks who received the TA, what it was about, what division, and what the content was. The NIC website currently has mapping software that gives state level statistics, so the capacity is there, but they need to figure out how to do this in a way that will have the most success. He stated that the problem is that people get overwhelmed with the amount of data and options.

### **The Norval Morris Project**

This project was established in honor of Norval Morris, a founding member of NIC. Mr. Morris passed away in 2004 and the board charged NIC to establish a program that would honor his memory. Dr. Innes stated that a decision was made for this project to go into the implementation phase. A structure has been developed that is intended to institutionalize Mr. Morris's spirit, which is essentially to bring a wide group of thought leaders, both inside and outside corrections, to an environment where new ideas can be generated. The Keystone group came up with two broad areas, managing the correctional population and workforce transformation to empower correctional workforce at all levels to prevent recidivism and promote reintegration. Through a series of things, they came up with these two broad ideas. During one of the topic meetings, Virginia DOC Commissioner Harold Clarke came up with the topic of creating a healing environment in corrections, part of a system wide workforce transformation. NIC has been working with Mr. Clark for eighteen months to implement this idea. Dr. Innes stated that there is a very substantial evaluation component of the project that the Urban Institute is working on.

### **Women Offender Risk Assessment**

**Ms. Maureen Buell**, a Correctional Program Specialist with NIC, stated that the women offender risk assessment tools were developed and can be used with the current generation of risk tools. They were developed to sharpen and focus our practice with women offenders. This is a way to improve the use of resources around custody, case management, and supervision. She stated that along with the alignment, California (CDCR) has moved a ton of women out of their system and they did so using these elements from the women's risk needs work. The CDCR has just contacted NIC for technical assistance in working with older female inmates.

### **Comments**

- **Ms. Amy Solomon** asked if anyone was looking at outcomes for the women who are released early.
- **Ms. Maureen Buell** stated that she knows they would like to, but the issue is how to finance it.

## **A Systems Approach to Organizational Performance**

**Ms. BeLinda Watson**, Chief Prisons Division, stated that this is a project that is an implementation and facilitation process. A state applies for one specific area that they would like to concentrate on. Similar to APEX, this is a three-phased project. The state advises NIC of a specific challenge that they have. NIC would then work with them through an orientation and they would put together a team that they would like to use as an agency wide project.

### **Comments**

- **Chairperson Diane Williams** asked how this plays with the justice reinvestment movement.
- **Mr. Thomas Beauclair** said that there are similarities to justice reinvestment and evidence-based decision-making, as well. He stated that NIC has been in discussion with BJA on how NIC could merge some of the efforts and partnership that is ongoing.
- **Ms. Amy Solomon** stated that justice reinvestment is, at the broadest level, a process of data analysis to identify the drivers of the corrections population and then find strategies to reduce it. She says that one of the key pieces is ensuring that there is buy in at the front end of the judicial branch, the executive branch, and the legislature. It is a framework for doing the analysis and making decisions where they know what the implications will be on the corrections population, on the budget, and on investments that can be made with a portion of the savings that will help maintain the reductions over time.
- **Chairperson Diane Williams** stated that this is a very important piece that we do not want to lose. She said that NIC is doing a piece that is not imbedded in the justice reinvestment, but is one of the things that can sustain it over time.
- **Ms. BeLinda Watson** said that they have applied to present this at the upcoming ACA conference in Denver. She feels that this would be a good opportunity to market the program and let people know what the application process is all about and how they can take part.

## **Transition from Prison to Community/Transition from Jail to Community**

**Mr. Jim Cosby**, Chief Community Services Division stated that the Transition from Prison to Community (TPC) and the Transition from Jail to Community (TJC) programs are very similar. NIC started the TPC program in 2001 with Iowa, Kentucky, Minnesota, Tennessee, Texas, and Wyoming. This program is an effort to promote successful transition of offenders from prison to community to improve public safety and reduce victims. The program has three tenants; successful reentry, collaboration, and implementation. It is important to have individuals that understand what they are trying to do with the evidence-based approach. Implementation is the key, because if they are not implementing correctly, then they are not going to get the reduction in recidivism that they are looking for. EBDM is an extension of what started in the TPC and TJC model.

### **Comments**

- **Ms. Susan Shaffer** is interested in what NIC is doing and what private foundations are doing. There is a lot going on with the private foundations and it would seem that there are a lot of potential partnerships here.



## **Developing and Implementing a Systems Approach**

**Dr. Christopher Innes** stated that the field demonstration project is being funded by BJA. He stated that they will have four (4) paroling agencies and there will be an experimental design in which some parole officers and treatment providers will be trained using core correctional practices, the desistance model, integrated case management, and motivational interviewing. NIC is organizing all of the curriculum development and training to be delivered to each of the four sites. By this time next year they hope to have the experiment set up which will include randomized designs and three different conditions.

## **Reentry**

**Mr. Jim Cosby**, Chief Community Services Division, stated that everything his division does revolves around reentry. The TPC and TJC model were the first efforts for them. EBDM is the wave of the future, the way that community corrections will be done across the country. There is a parole orientation and decision making process where parole board chairs, executives, and members are trained using products that are designed to enhance successful reentry. The women offender issues that NIC works on all involve reentry, preparing the women to go home. The offender workforce development issues, where NIC goes to jurisdictions and we train specialists. These specialists then go back and train their home staff members to effectively work with offenders, teaching them how to get a job and how to retain a job. There are networks that revolve around reentry. He said that they meet with these networks twice a year, to bring them together to discuss what issues they are having.

## **Crisis Intervention Training**

**Ms. BeLinda Watson**, Chief of the Prisons Division, stated that the Crisis Intervention Training is a process initially introduced to law enforcement, but they found that it needed to be presented to the jails and prisons, as well. She said that this is a way of managing the mentally ill offender and a way to de-escalate the situation. She says that they go in and train officers how to recognize when these offenders are distressed. She states that they have found that agencies who have implemented this training have been able to lower the number of forced cell extractions by thirty percent.

## **Classification**

**Ms. BeLinda Watson** stated that their Classification training is focusing on the validation process. She stated that many of the requests that they receive are from states wanting their systems validated by outside entities. She says that they want to train these states on how they can validate their own systems, make changes, and update their own systems.

## **Inmate Behavior Management (IBM) and Direct Supervision**

**Ms. Virginia Hutchinson**, Chief Jails Division, stated that inmate behavior management involves aligning the various operational components of the jail toward the effective management of inmate behavior. She stated that this happens with both Direct Supervision and Inmate Behavior Management (IBM). For example, with IBM, they want the classification function to align with all the available services to meet inmate's needs, with the function that develops the housing plan with the custody staff and program staff. Everyone makes a concerted effort to manage inmate behavior and to keep the jail safer and

calmer. She said that one thing they are discovering with Direct Supervision is that when people think of managing inmates, they think of officers and the officers around the unit. She says that the maintenance staff also have a role in responding to maintenance requests and the message that their work sends to inmates.

She said that in conjunction with APEX, she had an interesting conversation with Nancy Cebula, who is a consultant on the APEX project, about the notion that when they make these changes for IBM and Direct Supervision, they are convinced that the main reason so many of these efforts fail is because people fail to see the breadth of and the depth of the change. She says that this is so significant and that everything needs to be in line to make this happen within the jail. Primarily, she says that it is getting everyone on board for a common goal and that everyone understands what their role is in making that happen.

### **Prison Rape Elimination Act (PREA)**

**Mr. Tom Beauclair** stated that NIC has a PREA program manager serving on the Attorney General's workgroup, which is NIC Correctional Program Specialist Dee Halley. This group has forwarded its final recommendations to the Attorney General and they are under review by the Office of Management and Budget (OMB). NIC has entered into an inner-agency agreement with the Bureau of Justice Assistance (BJA) in developing and delivering PREA assistance through electronic means. He stated that in addition to the free standing electronic delivery, NIC will also use satellite/internet broadcasts and virtual instructor led training (VILT) to deliver this training.

### **Pretrial**

**Mr. Jim Cosby** stated that the Community Services division is putting together an approach that will help determine the best practices and processes. The components include reviewing current literature and resources associated with financial release, going into the bail issue and determining what the best processes are, and using an assessment and developing a pretrial approach for offenders that can safely be released into the community. He said that they will be developing a position paper on what the best practices are, creating a training curriculum developing team, and a team on Evidence Based Practices will be put together for pretrial release and supervision. He said that they also have a current pretrial initiative that looks at the evidence based approach, as well as what is best to do in the diversion area. It involves some of the current EBDM sites and they are expanding to include the diversion process at these sites. In addition, a National symposium on diversion will be held in May in Washington, DC.

**Mr. Thomas Beauclair** stated that NIC has been collaborating with the **Office of Juvenile Justice and Delinquency Prevention (OJJDP)** since the 1990's in this area. The current inter-agency agreement with OJJDP is \$600,000 and provides for publications, training, and support of the National Center for Youth in Custody. He said that NIC is continuing discussions with OJJDP to enhance this agreement. NIC's role with the National Center for Youth in Custody (NC4YC) is as a federal partner.

### **Comments**

- **Ms. Melodee Hanes**, acting administrator for OJJDP, said that she is delighted at the continued partnership with NIC. She stated that she thinks NIC is a critical stakeholder at the table to help them do this right for training and technical assistance. She stated that they have had to learn

how to do business differently in the last two and a half years, as their budget has gone down 50%. They have formed some new partnerships to provide training to ten different sites on alternatives to detention, screening tools, mental health issues as it applies to kids who find themselves in custody. She said they just signed on to work with the National Council on State Governments (CSG), as well as the National Council for Family and Juvenile Court Judges on a new pilot project on diversion of kids because of truancy charges that end up in detention.

**Chairperson Diane Williams** invited Mr. Jim Jacobs to talk about the article he wrote. He said that the article is consistent with NIC's mission. He said that he is thinking of the next phase on expanding the work and influence of NIC into a full-blown National Corrections College. He feels that it is something that the country should have and something that parallels the FBI academy at the same level, resources, and prestige. He says that this is a vision of where things should go and how the Academy might be expanded. The actual model of how it might be done still needs to be filled in, but the basic principle is that the U.S. should be the leader in corrections, just as it is the leader in law enforcement and investigation. He stated that NIC has done so much work with such limited resources, it is really astounding. He said that it was not really the best time to be talking about an increase in resources, but there never really is a good time. He wanted to get the article out onto the table and get some visibility.

### **Comments**

- **Chairperson Diane Williams** said that one thing that organizations do when budgets get tight, was invest in staff. She said that this is the time to increase the investment in NIC because it is when they are needed the most.
- **Director Morris Thigpen** said that this is an idea that needs to be distributed as much as possible for discussion to take place. That is what will move this from an idea, and as people get interested, to the discussion if it is even feasible. He stated that what Mr. Jacobs has done is important and should have discussion around what steps, if any, can be taken to get the idea out there.
- **Mr. Jim Jacobs** said that would be his hope and that this shouldn't be a dream. He said that the country has made such a vast investment in corrections and it ought to make the investment in leadership and training at the very highest level. He feels that it should be seen as the best thinking and the best practices in the field.
- **Mr. Arthur Wallenstein** said that he read said that he read this article and sent to 500 people in the various networks. He felt that this was one of the most interesting and forward thinking articles done in the last decade. He thinks that this article should be put in the hands of every person in the corrections profession and all the stakeholders in the country.

### **Board Discussion on Survey Results**

Ms. Williams asked that the Board discuss the three (3) issues that came up as a priority from the survey and asked for comments and reactions on where the Board members see that now.

### **Comments**

- **Mr. Gary Raney** stated that he feels like they are all over the board. He felt that when one looked at utilizing data and marketing NIC, begs the question: for what? Utilizing data for what

purpose or marketing NIC for what purpose? He said as he looks across the outcomes and when it comes to training and materials, what it comes down to is leadership and decision-making. He said they could all agree on this as a critical step in getting administrators, sheriff's, and directors to make smart decisions. He said that when he looks at realignment issues, *A Systems Approach to Managing Offenders and Juvenile Justice*, he says how do we make this whole system flow better? The third issue he sees is operational with PREA and victim services. He thinks that under-represent or don't give the attention to how we impact victims and how we can reduce the impact of crime on them that we should. Some of these are outcomes and some of these are processes to outcomes. He sees the outcomes in changing leadership and decision making, in changing operations, and how do we unify the systems. He feels that the question needs to be; how do we better provide focus and not just muddy the water for NIC, but how do we do something effective? He thinks that we should start with a grouping and a priority of where the efforts need to be. He said that he sees it as a strategic planning process, asking what is it that we are trying to impact. He said he wanted to know where we have the most impact and where are we the most relevant, and how they can be of most benefit to the divisions. He thinks that the jails are under represented as they look at pretrial and probation services. He feels that the pieces are there, but they have not connected the dots in that unified system.

- **Director Morris Thigpen** said that when we talk with people in the field, the ability to respond to technical assistance is something that is highly appreciated by the field. In the mission statement, NIC talks about being a center for innovation and some of the things that we discussed this morning with some of the efforts that are under way. Providing knowledge about new ways to meet the needs of training at a time when resources are being diminished. He asked Sheriff Raney about his statement about connecting the dots, wondering what he means in terms of what the system would look like if the dots are connected.
- **Mr. Gary Raney** stated that he sees very good work in each functional area, but across the system. For example, a Sheriff who doesn't do pretrial, how do we better educate them that even if they do not do it, the better understand how to work within a system rather than just guard the beds in the jail.
- **Director Morris Thigpen** said that the closest that NIC is getting to this the EBDM in Local Criminal Justice Systems. This goal is to bring the various components of the system together with people in the community who have an interest in effectively and efficiently using taxpayer resources. He feels that this project comes closest to achieving what Sheriff Raney is talking about.
- **Ms. Williams** asked Director Thigpen and Mr. Beauclair what they think about when they hear that the two major issues are; enhance training and realignment issues. She would like to get these issues to a level that they can do something with it.
- **Director Charles Samuels** wanted to comment on an issue that was stated earlier today about how staffing is important to resources. He said that when one looks at the resources, that they should invest heavily in the staff. With the current conditions at the state and local level, we all have to maximize the resources that we have. He stated that he firmly believes in transparency, he thinks that we need to market what we do. He said that when they look at the victim and victim's rights, law enforcement and community, the courts and the offenders, and how it all comes together. He said that is they take the forward thinking approach and what it is that they hope to accomplish. He said that they control the destiny and how they want to paint the picture and what the best case scenario would look like if they controlled everything. If we can't

control the situation, they say, this is what we get. He said that they should write out the scenarios of what they want to accomplish and sit down and prioritize what they want to get done, because there is only so much money to go around. He said that if they can determine the objective and what they want to accomplish and they lay it out and follow it.

- **Ms. Williams** said that NIC has always provided services on a need base, as a result of a survey done of the field. The intent was to say that given what they have learned from the hearing and the surveys that they have done, how does the Board set priorities at a level that is meaningful for the field. She stated that her concern is that they are getting broader in their discussion instead of more granular.
- **Ms. Anne Seymour** stated that they have never had a discussion on if NIC is successful, what outcomes, as a Board, do we expect?
- **Director Morris Thigpen** stated that NIC put together the FY 13 budget asking each of the Chiefs to work with their staff, looking at what they considered to be some of their core activities that need to be provided for. He said that there is room for discussion around what they have outlined and the direction they are going as to what the Advisory Board sees as needs and core projects, or an area that NIC needs to be involved in. This is the discussion that needs to happen now to figure out what will happen for FY 14.
- **Chairperson Diane Williams** asked if they could talk about whether or not this plan is tied to the hearing. She asked that given the subjects that have come out of the hearing, how NIC can make ties to the subjects.
- **Director Morris Thigpen** said that he hoped that the Board has had a chance to go through materials that were distributed (see Appendix C). He stated that they tried to provide a monetary amount for each item and a narrative on what the item is about.
- **Mr. Reginald Wilkinson** said that he thought it would be good to identify in the budget what is directly related to the hearing, for the sake of documenting.
- **Mr. Max Williams** said that it would be helpful to indicate where decisions have been made as to what you did and did not do and why. It is important to say what we have had to stop doing, not only what we are doing.
- **Mr. Thomas Beauclair** said that they tried to be balanced about reductions, rather than taking all the money from one place, we took it across the board.
- **Director Morris Thigpen** said that in terms of planning, they took 10% and put it off to the side. In terms of making the cuts, we have some funds that are in reserve as needs surface.
- **Ms. Diane Williams** said that is not so much a dollar question, but more like a value of the programs. In looking at the magnitude of impact, which programs make the least impact?
- **Mr. Gary Raney** said that if EBDM is the new, best thing, let's make a big bold move to do that.
- **Chairperson Diane Williams** said that they are not asking for any change for FY13, but they are starting the thought process for FY 14. She would like to see the write up of what came out of the hearings and how that is related to issues in the FY 13 budget.
- **Mr. Max Williams** wanted to comment on Ms. Seymour's comment earlier about establishing outcomes. He stated that he has been thinking about how one measures outcomes for an organization that deals with state, local, and federal agencies. He said that they all do the same

core things, but they are structured differently. He asked how they measure the success of the work that NIC does. Is it by the number of touches that NIC does in the field? He stated that he hoped that they would be more appropriately realistic about the outcomes for NIC. NIC should:

- meet the responsibility for innovation, education, and training in the field;
  - address the issue of fragmentation and collaboration;
  - find the individual programs that work and bring them to scale;
  - continue to inform the system in a way to take innovation and figure out how, in the fragmented and differently designed systems, to bring innovation to scale.
- **Director Morris Thigpen** said that a large part of our measure is the feedback they get from the field and being able to get down to saying, this is the impact that this effort has had for the field.
  - **Ms. Diane Williams** stated that when NIC was doing the balanced scorecard, did NIC identify outcomes?
  - **Mr. Thomas Beauclair** said that NIC evaluated the networks, evaluating the programs, and evidence-based practices was something that they were trying to decide if they could measure.
  - **Chairperson Diane Williams** said that this may not be the time to have this discussion, but there is a need to have a discussion around these issues. She feels that there is a way to frame outcomes.
  - **Director Morris Thigpen** said that if they are going to do what the Board is talking about, they are going to have to set aside some staff members with those responsibilities to gather this information. He thinks that this information is important, but it is going to require a greater commitment in gathering this information.
  - **Chairperson Diane Williams** said that there is a fair amount of time that is needed up front, because everything can't be measured and track them effectively. She stated that there ought to be some thought about what five or six things is the real indicators success of NIC.
  - **Mr. Reginald Wilkinson** stated that they shouldn't overcomplicate this. He said that he did not think that NIC did not have anything that is not working to a certain degree. It is important to incorporate and detail the track from these discussions to where they are headed in this year. He said for next year, FY 14, it needs to be dramatic in terms of using feedback to define the FY 14 budget.
  - **Chairperson Diane Williams** stated that there are two issues: one is the connection to the hearings and the work getting done, and she feels that outcomes are a separate issue. If the outcomes are right, when they are defined and they can be reported to the field, they have a tremendous marketing pitch, in addition to having paid attention to performance.
  - **Mr. Reginald Wilkinson** said that he would like NIC to identify what the FY 13 budget was derived from. A one-page justification of how NIC arrived at the FY 13 budget.
  - **Director Charles Samuels** wondered if there were other causal factors for the issues that they are looking at. He wanted to know how much weight is put into the hearing versus the other constituents that we also have to be responsive.

- **Mr. Reginald Wilkinson** said that the hearings are part of it, the Board discussions are part of it, and the anecdotal feedback from the divisions is part of it. He asked to what extent that can be codified?
- **Chairperson Diane Williams** said that these things all overlap, and the hearings are not the only thing, but they do want to know how what they do ties to the hearings.
- **Mr. Arthur Wallenstein** said that credence should be given to the hearings, but they are not the only things.
- **Mr. Norman Carlson** said that historically the staff has always done a great job of digesting what the Board has to say on the issues. He stated that they have done a commendable job of taking the ideas that the Board has discussed and put it into some budgetary format that they can move forward with.
- **Mr. Reginald Wilkinson** asked about the process NIC goes through to arrive at the budget.
- **Director Morris Thigpen** replied by stating that they ask the division Chief's to meet with their staff to identify the core areas that they felt needed to come forward. The division Chief's met and they discussed what they thought were their core subjects and came up with recommendations. Then they took the idea scale into account, where any staff member could submit an idea. He said that because NIC doesn't get a line item budget, they are given a directive from the Director of the BOP, as to what amount they are going to operate on.
- **Chairperson Diane Williams** asked Director Samuels how he sees this.
- **Director Charles Samuels** stated that he does see the benefit to the criminal justice system as a whole. He said that he sees the commitment from the Bureau being there to ensure that NIC is appropriately funded. He stated that he sees a lot of value in NIC and as long as he is Director, he is committed to ensuring that NIC is properly funded. Director Samuels said that NIC needs to continue to market and show the public the value in the work that is being done. Investing in NIC centrally, the impact that they have throughout the country, utilizing the experts here will have a huge impact.
- **Chairperson Diane Williams** said that she would like to sit down with Director Thigpen and Deputy Director Beauclair and find out if there is a way for the Board to be more effective. She said that a marketing sub-committee, as Ms. Seymour suggested, working with staff to identify a marketing plan that they could implement.
- **Mr. Reginald Wilkinson** asked Director Thigpen if there was a way for NIC to have a model for every TA or training program that they do, to show how much money NIC has saved their agency. He feels that if they could define what the value of NIC is from year to year, it would put NIC on the map.
- **Ms. Diane Williams** said that if each state had to develop their own training, it would be cost-prohibitive.

### **Director Thigpen Announcement**

**Director Morris Thigpen** began by stating that in the spring of 1994, he was the Deputy Director of Human Services in Mississippi. One day in the mail, he received a brochure that NIC would be conducting a national search for a new director. He put in his application, received an interview, and was notified that he was recommended, and was appointed. He was appointed during the first Clinton

administration. Director Thigpen has been at NIC for eighteen years and has served under five different Attorney Generals. He stated that in December, he will be seventy-three years of age, and after completing forty-one years in the service of corrections, and he feels that it is time to retire at the end of this calendar year. He stated that it was not an easy decision, but he feels that it is the right thing to do. He said that he is making this announcement with nine months' notice so that there is ample time to begin the search for a new director.

### **Comments**

- **Director Charles Samuels** thanked Director Thigpen for his service to the agency, the Bureau, and to his country. He said that he appreciates all that he has done. He stated that they will follow the process that was done in the past and the Board will be involved in this process.
- **Chairperson Diane Williams** said that Director Thigpen has absolutely earned the right to retire. She offered her congratulations and said that they are all a bit nervous as a result of your announcement. She said that she would like to form a small committee to serve as a nominating committee. She said that Director Thigpen has made a tremendous contribution to the field.
- **Mr. Norman Carlson** said that he would like the record to show that this is the longest serving tenured Director of NIC in the history of the organization.

### **Agency Reports**

#### **Federal Judicial Center: James Eaglin**

**Mr. James Eaglin** began by stating that the Federal Judicial Center is facing the same kinds of constraints that other federal agencies are facing. He said that everything they do is through the lens of cost containment; this includes programs for judges and staff across the board. He said that their new Director, Judge Fogel, from California, has sent out two major goals for the agency that must be completed by the end of the year.

The first issue is the redesign of their website and they are looking at branding, and the second issue is that they have been tasked with developing a series of iPhone applications for judges so that they can access their content management system. Many federal judges are embracing the technology, but there is still a gap between the more experienced, senior judges and must think of them in everything they do. At the last meeting, he mentioned that they are involved in a multi-year experimental study of judge involved federal reentry program. There are thirty-three overall programs that they have identified, largely in probation with some pretrial diversion programs coming online more recently. He said that they are nearing the end of the first year of the evaluation. They are finding that if you have ten different programs, there will be ten different versions and it is difficult to make generalizations.

He said that they have the National Sentencing Policy Institute planned for October 1-3, 2012. This is something that the Judicial Center has been doing for nearly four decades, of which the BOP is an important partner. It is one of the few instances in the federal system where all of the major criminal justice players come together from prosecutors, federal defenders, correctional staff, and judges, both at the trial and appellate level, and the members of the sentencing commission. This is scheduled to take place in Memphis, Tennessee. This is a half-day program at FCI Memphis, where the judges will have one-on-one contact with the inmates. This part of the program has always been the most highest rated portion of the program.



They are pleased that their Director is a statutory member and his not being here is not a lack of support for the agency; Mr. Eaglin has been doing this for twenty years and he does not see the need to change. Mr. Eaglin stated that he just came back from two weeks in Kosovo, where they have helped the Supreme Court of Kosovo establish an independent judiciary based research unit. He said that he is going to the Seychelles Islands where they will be dealing with fifty Chief Justices from commonwealth jurisdictions that they will be dealing with in technology, judicial applications, and more importantly social networking and the challenges it presents for the judiciary. Judges and judicial staff are intrigued and challenged by social media, everything from jurors who access and do their own research online, while serving as jurors, bringing in additional information that they are not supposed to have.

### **Office of Juvenile Justice and Delinquency Prevention: Elissa Rumsey**

**Ms. Elissa Rumsey** stated that Melodee Hanes, acting Director of OJJDP, is currently reorganizing in terms of how they are structured and how they function. She said that they had a national conference in Washington, DC in October, with over 3,000 attendees. With respect to the survey on the hearing, their vote would be for juvenile justice, of course, but their number two vote would be for realignment. Training would be their third vote, as they receive requests for services and guidance in facilities. She stated that they have just launched a new training initiative, the National Center for Youth in Custody, which is a national resource center. She stated that they are thrilled to be partnering with NIC through and Inner-agency Agreement (IAA), and how that money will go to support the National Youth in Custody Center. Their vision is to better centralize their youth in custody work at OJJDP through this new training center vehicle that they have.

There have been many discussions with Director Thigpen on possibly using some of the IAA money to create a staff position at NIC through an IPA or FTE. Part of the money has been designated to do a desktop guide series. They envision three desktop guides, one for juvenile detention centers, one for juvenile correctional facilities, and one for adult facilities that hold youth. They are still looking for authors for the guides. Their goal is that the guides will be in every facility in the USA. They are hoping that the National Youth in Custody Center will be their vehicle to publicize the work that they are doing. The main resource that they will put forth through the National Youth in Custody Center will be technical assistance, training, and webinars.

Director Thigpen has agreed to be the leader for the May 9, 2012, webinar about leadership. There will be an additional webinar on June 13, 2012 about realignment from the juvenile perspective, and July 11, 2012, there will be a webinar about family engagement and partnership. The National Center is slowly evolving and just getting off the ground and they hope to provide training and technical assistance to anyone in the United States. She stated that Tim Decker (Missouri juvenile system Director) is on their management team, who is responsible for implementing the well-known Missouri model, as well as others so that they have the best of minds at the table working on advancing the resources available to facilities that hold youth.

### **American Correctional Association: Jeff Washington**

**Mr. Jeff Washington** began by thanking Bob Brown, Chief Academy Division, for allowing them to hold the host committee meeting at the National Corrections Academy, which allowed them to attend the Large Jail Network Meeting, as well. The upcoming ACA conference is in Denver, Colorado in July 2012. The keynote speaker will be Miss America. One of her platforms is the children of incarcerated parents,

as her father was incarcerated during her teenage years. He said that they are continuing to work with the other partnerships with NIC, as they are helping them in the area of healthcare. He said that they are in the process of doing training with the United Arab Emirates and their corrections and as it relates to how they can bring their police and corrections together.

**Office of Justice Programs (OJP): Amy Solomon**

**Ms. Amy Solomon** began by stating that in this fiscal year, they have \$63M going to the Second Chance Act for reentry funds through solicitations. Each year they are awarding over one hundred grants and they are getting over one thousand applications. This speaks to the demand and also the capacity that has been developed through NIC and others to have attention to this issue and to build networks where they are in a position to apply. In their FY 13 budget, they were pressured to make cuts and the President has put forward eighty million dollars, they are pleased that this is an area that continues to get very strong support. She stated that there are two new solicitation areas under the Second Chance Act; a statewide recidivism planning and implementation approach and smart probation. The next Second Chance conference is being held May 22-24, 2012. They will also be launching the “what works” library that the National Reentry Resource Center has been developing with the Urban Institute and others for the last two years.

April 3, 2012

Members and Guests Present: Chairperson Diane Williams (Safer Foundation), Norman Carlson (BOP-Retired), Jim Eaglin (Federal Judicial Center), Stanley Glanz (Tulsa County Sheriff's Office), Melodee Hanes (OJJDP), Jim Jacobs (NYU School of Law), Gary Raney (Ada County Sheriff's Office), Charles Samuels (BOP), Anne Seymour (Victim Services), Susan Shaffer (DC Pretrial Services Agency), Arthur Wallenstein (Montgomery County DCR), Reginald Wilkinson (Ohio College Access Network), Jeff Washington (ACA), Denise O'Donnell (BJA), Gary Dennis (BJA), Nicholas Green (US Sentencing Commission), Elissa Rumsey (OJJDP), Amy Solomon (OJP).

NIC Staff Present: Director Morris Thigpen, Deputy Director Thomas Beauclair, Robert Brown, BeLinda Watson, Christopher Innes, Jim Cosby, Shaina Vanek, Adria Tafoya, Melanie Simms, Maureen Buell, Sherry Carroll, Donna Ledbetter.

### **Opening Comments**

**Chairperson Diane Williams** welcomed the Board and visitors. She welcomed Denise O'Donnell from BJA and stated that she was glad she was able to attend today.

**Ms. Denise O'Donnell** stated that she was sorry she had a conflict yesterday and missed the meeting, but the conference she attended was great.

**Diane Williams** stated that the board has put together a nomination committee to assist in the search for a new NIC director. Committee Members include Anne Seymour, Reggie Wilkinson, Norman Carlson, and Gary Raney.

**Mr. Max Williams** passed out an outline about the next Advisory Board Hearing on Cost Containment. (Appendix D)

### **Board Discussion on Cost Containment**

The Board has a conversation about what the concept of cost containment is. They decided that they wanted to change the language and come up with a mission statement for the hearing. They discussed how they wanted to approach the conversation, whether it was from a very broad level, if it includes the issues that they discussed at yesterday's meeting, like justice reinvestment concepts as a part of the conversation around controlling costs, or if they wanted to get into accounting and expert budgeting. At the last hearing, one aspect that they thought they did well was that they had presenters representing all of the various fields and they feel that they need to have all of the various elements present at this hearing, as well.

Mr. Williams stated that there was a conversation around locations. He stated that the original idea was to hold it in Aurora, Colorado, but there was push back to hold it in Washington, D.C., due to the fact that many federal partners would not be able to attend if the hearing was in Colorado. They discussed that it would be a good opportunity for NIC to demonstrate its streaming abilities by streaming the hearing on the internet, creating an environment where other people could participate. This could be

accomplished by a Board member giving a presentation of someone in the field could ask questions through some electronic means.

Mr. Williams said that they felt that the format of a day and a half of testimony and a half-day for the board meeting worked well. Mr. Williams proposed that the Board have a discussion about defining the subject matter for the hearing.

### **Comments**

- **Ms. Susan Shaffer** said that Aurora has the technology available, so that is one thing in its favor. Mr. Eaglin stated that the Judiciary Center could also do the video conferencing.
- **Mr. Reginald Wilkinson** said that the first notion the committee tried to tackle was whether to look at a 30,000 ft. level or a 3,000 ft. level. A 30,000 ft. level would be looking at Justice Reinvestment, in terms of systems change and how that would overall impact budgetary operations, planning for the future, reducing prison populations, population control, etc. He feels that it is important to reference this or outline it a bit, but he thinks that the real value is at the 3,000 ft. level where they can develop tools and codify them so that they can be a part of the NIC tool chest that can be replicated and benchmarked with other jurisdictions. He stated that they thought that the overall theme of the conference ought to be; what can NIC do to develop new tools, or take old tools from the private sector and adapt them to a government operation where they can be shared and they can document what those innovations might be. The committee discussed what they ought to call the hearing, is it cost containment, return on investment, or cost benefit, what language should they use. He said that they agreed that it was important to have an upbeat approach. They want to show creative ways that they can save money and not have to lay off a lot of people and use people. Another question was how do they adapt more science into managing budgets? He thinks that this might be important for people in government that heretofore may not have been the case. He said that he thinks they are off to a good start and they should distill it and start working on the modules and narrow it down so that it is impactful.
- **Director Morris Thigpen** stated that when one talks about cost in the system, they cannot get away from the fact that the costs are tied to the number of inmates in the facility, and if they are going to address that, in terms of cost containment, a large part has to be focused on how it is being accomplished. He thinks that a big part for NIC would be knowledge and efforts used that they can then get out to the field in the tool kit that Mr. Wilkinson was talking about.
- **Mr. Wilkinson** said that he thinks that Director Thigpen is right, but they also talked about how they help the budget officer that has to cut the budget by ten percent tomorrow. He said that he thinks that it is both.
- **Ms. Susan Shaffer** stated that everything in the federal government now, is performance based budgeting. She said that everything they do has to be tied to performance. She said that they are now being told not to cut ten percent across the board, they are being told to look at their individual programs and figure out what they are cutting and why. The days of cutting ten percent across the board are gone, they want you to justify where cuts are being made. She said that they took the evidence-based work and said they were going to focus on high risk. She then stopped testing for marijuana and she had to go to Congress and explain why she stopped testing for Marijuana, because Marijuana is not tied to high risk. She said that it is a cost benefit

analysis, it's taking evidence and what works and its showing how you do performance based budgeting. She feels that this model would be great for NIC to get into.

- **Director Morris Thigpen** said that in talking about the various themes that that came out of the first hearing, Sheriff Raney made a comment about NIC needing to reach out beyond the core that we are working with now. He stated that as they talk about this subject, wouldn't it be helpful to think in terms of ways that NIC can reach out beyond the basic corrections community? Are there ways for NIC to reach out where the decisions are being made that really impact and continue to bring this population into the system?
- **Mr. Stanley Glanz** there are a lot of states are reducing their prison population. He said that Texas and California are making an effort, but that California is just suppressing things at the county level, which is going to create a lot of problems for them. He said that a lot of states have brought a panel, and the practices in DOC might be holding their population down. He suggested that the Board look at the states that have reduced their population and find out what they are doing. In Texas and Oklahoma, they have released a lot of people without any supervision. He said that simply investing in supervision of the people coming out of prison keeps them from repeating and coming through the system. There is an investment that cuts costs because of the population.
- **Chairperson Diane Williams** said that a lot of people are talking about electronic monitoring or detention. Yet, when they think about doing this stand alone, they are not going to get a different result. She stated that there may be categories of experiments that have been done that they could look at.
- **Mr. Max Williams** said that there could easily be a technology panel that talks about new technology and strategies for using them for cost containment. He said that one thing that was pointed out in yesterday's discussion is that the old model of training is going away. That is not going to be the effective way to train people because it is no longer feasible to bring people in for a two-week training course. He stated that this model is going to have to disappear. He said that recognizing that this is an absolute need that everyone in the field has and how to do it effectively and meaningfully and getting value out of the training is the key. He feels that this is a very useful tool that people in the field would benefit from and is a cost containment issue.
- **Ms. Virginia Hutchinson** noted that this conversation might not mean a lot to the small rural jails because they do not have this capability. There are a lot of places that are struggling not to realign their budgets, but to just have enough people on staff to even supervise inmates.
- **Mr. Max Williams** said that there is a point at which no conversation around cost containment is going to save a county that has a failing tax base and are nearing bankruptcy.
- **Ms. Virginia Hutchinson** said that it is also difficult to get County Commissioners to understand the importance of allocating funds, because even if they can, they don't.
- **Mr. Stanley Glanz** said that a lot of jails in Oklahoma don't do any population control and he tells the Sheriff's that they need a population control committee. It needs to include the County Commissioner, judges, prosecutors, and defense attorneys. They need to then figure out, once they are arrested, what they do with them. He said that this has helped a lot of Sheriff's in Oklahoma.
- **Mr. Reginald Wilkinson** said that the technology panel would just be a part of this hearing.

- **Mr. Gary Raney** would like to see NIC be the criminal justice E.F. Hutton or Merrill Lynch. He said that in a lot of counties, there is not a will to change. He thinks of it as; where should one invest their money in the criminal justice system? In having a diversified portfolio, where there are short term and maybe more applicable on the longer term investments over several years. The short term might be more applicable to the smaller facilities and the long term over several years. He said that one of the problems with performance based budgeting is that still tends to be short sighted and a lot of the times they don't see the benefit coming from it for three to five years. He thinks that this issue should be approached from the perspectives of the best short- and long-term investments, as well as evidence-based best practice, and promising practices. He would like to hear what is promising that it is going to work and hear from different sizes of jurisdictions. He said that the coordinating council idea is applicable anywhere and has such great benefit, because whether they have ten people or ten thousand people, getting everyone at the table to talk about what makes the system work better is a great advantage.
- **Mr. Reginald Wilkinson** said that he sees the conversation starting with Director Thigpen stating that this is not mystical; even NIC has to deal with these issues and they are basically building the ship as they are sailing it. He suggested that Bob Brown attend the conference via video-conference from Aurora, Colorado.
- **Director Morris Thigpen** stated that having set thought the evidence based decision making conference, where they had teams talking about what is going on in their communities. Several of them are making comprehensive efforts to get a crowd around the table and they are talking about a variety of issues that they are addressing.
- **Mr. Jim Cosby** said that the key to this approach is the collaborative effort in getting people to the table, so that they can think about their own system and how what is taking place is impacting what they are doing and their outcomes. He said it is a very effective approach.
- **Ms. BeLinda Watson** said that the mentally ill and the geriatric populations are very high cost populations that impact every facet of corrections. She said that when they start looking at costs and how they are going to treat them (e.g., housing, classification, etc), these things drive the budget.
- **Mr. Norman Carlson** said that medical care is the fastest growing cost driver today. He thinks that this topic deserves considerable attention, because this single issue affects every area of the criminal justice system.
- **Ms. Elissa Rumsey** said that there is a great example in the federal system with the BOP facility, FCC Butner in North Carolina. She commented that when the Board toured the facility, they were given a great example on addressing the challenges of aging and infirmed inmates, and were provided with the opportunity to view a full-scale hospital on site.
- **Mr. Max Williams** stated that he thought that the medical area would be great topic and he felt that they could have a whole panel on medical issues and they could have a panel on special population issues. He said that the benefit that they are looking for here is people who have successfully done some things around these subjects that will inform the thinking of NIC that will allow them to shape an outward facing tools, interventions, programs, or materials that can be returned back out to the field. He stated that while they would like as many people to attend the hearings as possible, a lot of it is capturing the information the information and then reorganizing it in a way to benefit the field.

- **Mr. Max Williams** said that the hearing in Stanford, California had two panels in the morning and two panels in the afternoon and three panels the following day. He said that that gives them a total of seven slots. Chairperson Diane Williams suggested that they not have seven slots, because by 2 PM on the second day the Board members were not as focused for the Advisory Board meeting. Mr. Williams stated that they had discussed having the board meeting on the first day in the morning and then beginning the hearings that afternoon and all day the next day.
- **Ms. Susan Shaffer** asked if a group was going to do the minutes again. Mr. Max Williams said The Moss Group was under contract to do the next hearing. He said that he is not worried about not meeting right after the hearing because The Moss Group did such a great job of capturing the information. Mr. Williams said that his goal from the conversation is to get a sense of the main blocks and some general agreement for the seven sessions. If we have seven sessions, the sub-committee can begin to work on filling the slots.
- Information from flip chart and discussion:
  - Stage setting: NIC value added, FBOP (Director Samuels), Victim Services, “New Normal”
  - Risk-Based Budgeting
    - Community corrections, jails, prison, juvenile
    - Pretrial/Bail
  - Special Populations – 2 panels of this material. Veterans, medical, geriatric, PREA, special confinement, tele-medicine, tele-psychiatry, women in jail, gangs
  - Alternatives to Incarceration: how is it done? What did it take? Needs 2 panels. Process and Outcomes. Update on CA, Re-deploy Illinois, etc
    - Shifting to new models
    - Resource allocation
    - County/jails
    - Legislative change
  - Technology Options – a highlighted theme through all modules
  - Training – how do it effectively in a new environment – cost containment resource center
- **Director Thigpen** stated that the conversation about location needs to be decided today.
- **Mr. Max Williams** said that the dates are firm on August 22 – 23, 2012. The two locations are Washington, DC or Aurora, Colorado.
- **Ms. Susan Shaffer** stated that one advantage to Aurora is the technology piece.
- **Mr. Max Williams** said that a pro to Colorado is the technology. He said that they talked about having one panel present from another location via teleconference in order to demonstrate the technological capability.

- **Chairperson Diane Williams** said that the thought around having Washington as the location was that more people could participate from NIC and the federal partners. It is considered off-season, so the costs would be lower for hotel and airfare. There are more people on the east coast that would be attending.
- **Ms. Denise O'Donnell** said that they are under very strict restrictions.
- **Mr. Arthur Wallenstein** suggested that they hold the hearing in Washington. He feels that they can fill the seats with national stakeholders. Thinks we would get more people of note in the room if they hold the meeting in Washington.
- **Mr. James Eaglin** said that he will check availability with the Federal Judicial Center and let them know.
- **Ms. Elissa Rumsey** thinks that CO would be better for the technology standpoint.
- **Director Morris Thigpen** said that regarding the cost, based on the guidelines from DOJ, NIC still has to submit a request and get approval to hold the meeting at an outside site. He noted that the hotel and per diem would be lower in Aurora, Colorado.
- **Mr. Max Williams** said that there is no cost associated with bringing in the panel members; NIC just pays for airfare and per diem.
- **Ms. Susan Shaffer** said that if, once the research is done, that there is not a cost advantage for either location, that Washington has the advantage because more of the federal partners would be able to attend and they would have more participation.
- **Ms. Sherry Carroll** is going to look into the budget situation with The Moss Group and the feasibility of Washington, DC versus Colorado location.
- **Mr. Max Williams** said that if the budget allows, Washington, DC is the first choice for a location.
  - **Outcomes**
    - Change the language and come up with a mission statement for the hearing.
    - Set dates for the hearing August 22 & 23.
    - Ms. Carroll will work with The Moss Group to determine the most cost effective location for the hearing.

## **Open Discussion**

**Chairperson Diane Williams** opened the floor to everyone for any last minute items for discussion.

- **Mr. Reginald Wilkinson** said that he thought they should pick dates in October for the next meeting.
- **Mr. Max Williams** said that some dates will be sent to everyone for the next board meeting to see what works.
- **Ms. Denise O'Donnell** stated that she wanted to come on behalf of BJA and congratulate Director Thigpen and to say how pleased they have been with the wonderful working



relationship that they have had with Director Thigpen and NIC for many years. They would like to continue the partnerships with NIC and the relationship is very important to them.

- **Director Morris Thigpen** stated that her comments were much appreciated and that because of the staff at NIC, there will be a desire to work closely with BJA, regardless of who is sitting in the Director's chair.

### **Adjournment**

**Chairperson Diane Williams** adjourned the meeting.

## Areas Identified at the Advisory Public Hearing

- Enhancing Training
- Developing and Disseminating Information Resources in New Ways
- Supporting Realignment Initiatives in Corrections
- Developing and Implementing a Systems Approach to Managing Offenders
- Supporting Corrections in Prison Rape Elimination Act Standards and Compliance
- Incorporating Victims Services into NIC Initiatives
- Advancing Pretrial Assessment and Supervision
- Engaging the Juvenile Justice System



## Enhancing Training

NIC continues to provide training that develops leaders who are capable of creating learning organizations that implement and sustain organizational change.

- Virtual instructor-led training (VILT) courses
- E-courses that deliver training to a wider audience
- Satellite/internet broadcasts
- Intensive training sessions at conferences
- Expansion of access to courses through the NIC Learn Center
- Continuing development of instructor-led training (ILT) with blended learning components



# Enhancing Training

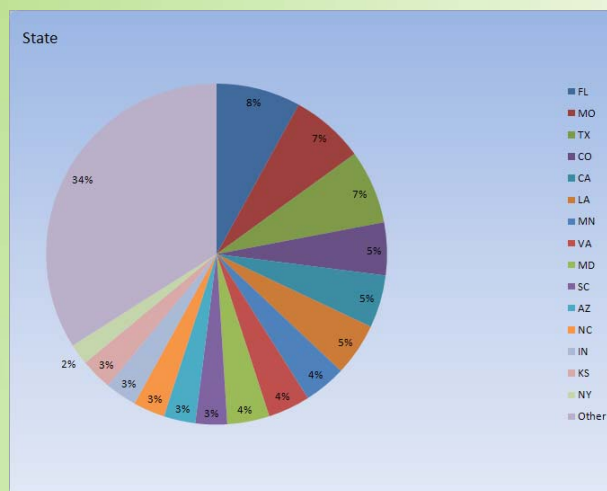
NIC continues to provide training that develops leaders who are capable of creating learning organizations that implement and sustain organizational change.

- Cost savings by replacing classroom instruction with blended learning
- Improved customer service with online registration and automatic notifications
- Expanded evaluation for instructor-led training (ILT) and virtual instructor-led training (VILT) courses
- Reached broader customer base through use of online courses



# Enhancing Training

NIC continues to provide training that develops leaders who are capable of creating learning organizations that implement and sustain organizational change.

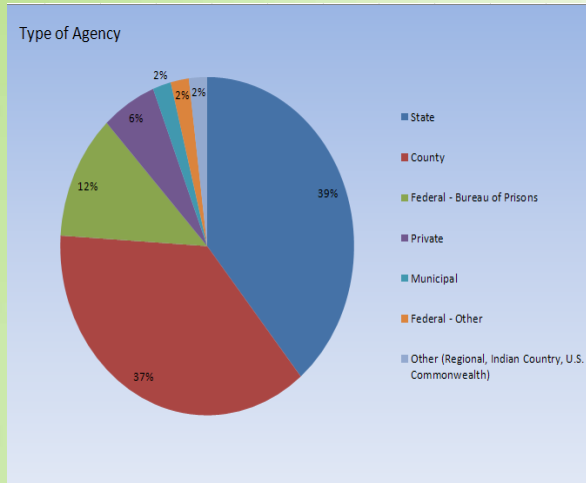


**Learning  
Center  
Demographics**



## Enhancing Training

NIC continues to provide training that develops leaders who are capable of creating learning organizations that implement and sustain organizational change.

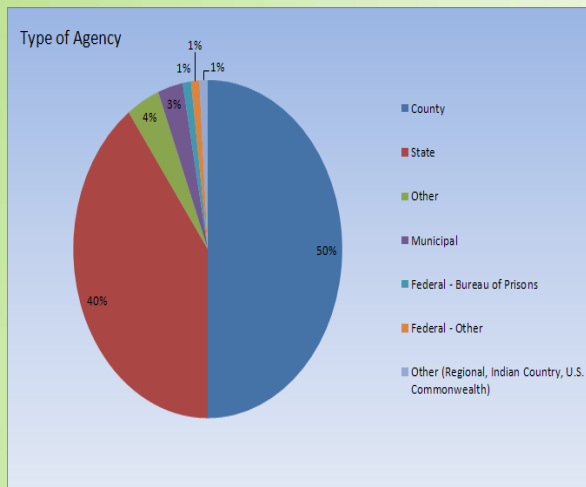


### Learning Center Demographics



## Enhancing Training

NIC continues to provide training that develops leaders who are capable of creating learning organizations that implement and sustain organizational change.



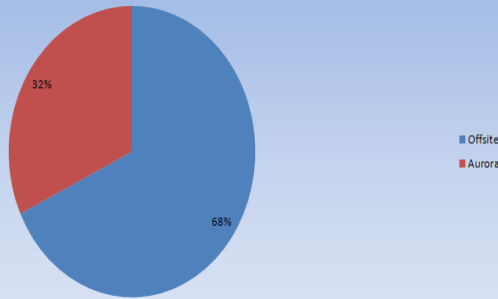
### PREA Learning Center Demographics



## Enhancing Training

NIC continues to provide training that develops leaders who are capable of creating learning organizations that implement and sustain organizational change.

FY '11 Classroom Program Location



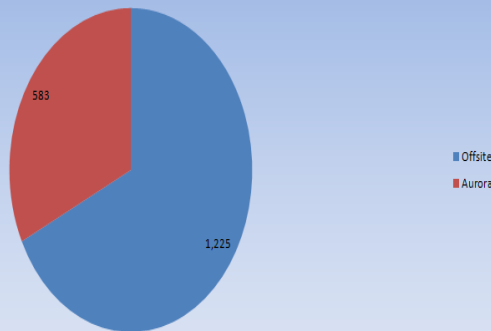
**FY '11  
Program  
Location**



## Enhancing Training

NIC continues to provide training that develops leaders who are capable of creating learning organizations that implement and sustain organizational change.

FY '11 Classroom Participants by Location



**FY '11  
Program  
Location**



## Developing and Disseminating Information Resources in New Ways

NIC is continuing to provide and develop information services to broaden its reach among audiences.

- NIC continues to build on the capacities developed during the NIC website redesign.
- NIC branding of the website, online content, and publications for electronic dissemination
- Promotion
  - Professional partnerships and conferences
  - Reports and updates
  - Multi-media technologies
  - Web services
  - Enhanced internal collaboration



## Developing and Disseminating Information Resources in New Ways

NIC continues to explore new technologies to save costs and improve service.

- Transition to electronic dissemination of NIC documents whenever possible
- Use of standardized resource disks for conferences and meetings
- Apply less expensive strategies for the dissemination of disk sets

\* See packet and thumb drive for more examples



# Supporting Realignment Initiatives in Corrections

NIC is helping correctional systems in planning for and implementing realignment initiatives.

- Achieving Performance Excellence (APEX)
- Evidence-Based Decision Making (EBDM) in Local Criminal Justice Systems
- Norval Morris Project
- Systems Approach to Organizational Performance
- Women's Risk/Need Assessment
- Transition from Jail/Prison to the Community (TJC/TPC)



# Developing and Implementing a Systems Approach to Managing Offenders

NIC has been instrumental in promoting strategies to manage offenders with interventions at the systems level.

- Second Chance Act/Field Demonstration Project
- Reentry projects with states and local jurisdictions
- Women Offenders Initiative
- Achieving Performance Excellence (APEX)
- NIC correctional culture initiatives
- Training and network for parole commission members



## Developing and Implementing a Systems Approach to Managing Offenders

NIC has been instrumental in promoting strategies to manage offenders with interventions at the systems level.

- Systems Approach to Organizational Performance
- Crisis Intervention Training
- Inmate Behavior Management
- Direct Supervision
- Classification
- Thinking for a Change
- Motivational Interviewing



## Supporting Corrections in Prison Rape Elimination Act Standards and Compliance

NIC is continuing to support the development of PREA standards and to expand its ability to assist the corrections field with compliance.

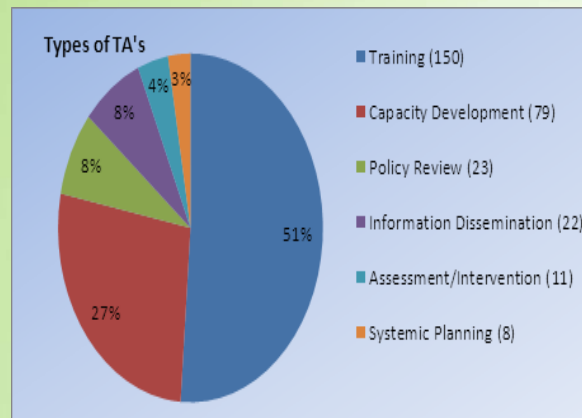
- Working closely with the U.S. Department of Justice working group on the PREA standards
- Updating and revising e-courses, video materials, and toolkits for electronic dissemination
- Developing satellite broadcasts and VILT training in applying the standards





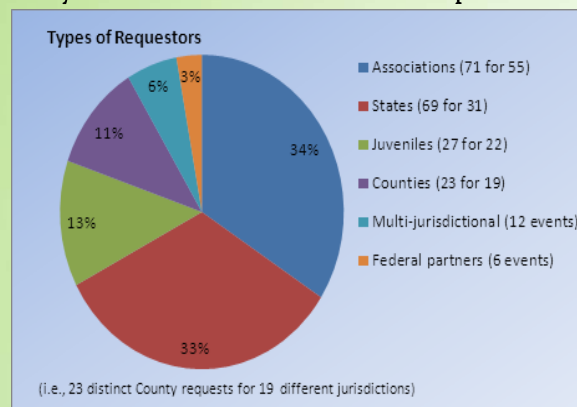
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## Incorporating Victims Services into NIC Initiatives

NIC is addressing the victim's role, voice, and needed services in its materials and activities.

### New NIC Initiative

- Coming soon to the EBDM Framework will be a victims advocate handbook

### Ongoing Initiative

- Now part of a training program for new parole board members is a module that includes ways to engage and communicate with victim advocate groups



## Advancing Pretrial Assessment and Supervision

NIC is helping probation and other community-based agencies using assessments and pretrial supervision.

- Identifying best practices in pretrial release
- Providing support for pretrial and diversion
- Implementing an orientation for pretrial executives (training program)
- Assessing local pretrial justice
- Pretrial Executives Network

### New Initiatives

- Assessing local pretrial justice
- Pretrial Executives Network



# Engaging the Juvenile Justice System

NIC is continuing to address issues in the juvenile justice system, partnering with other Federal agencies and private stakeholders.

- Collaborating with the Office of Juvenile Justice Delinquency Prevention
- Serving as a Federal Partner in the National Center for Youth in Custody



# Engaging the Juvenile Justice System

NIC provides publications, training, and technical assistance for juvenile justice partners.

- Juvenile Publications Available Through The Information Center
  - 14 publications created/sponsored by NIC available online at [www.nicic.gov](http://www.nicic.gov)
- Examples of Juvenile Trainings
  - NIC has offered 13 unique classroom training events with over 1,000 individuals trained
- Select Juvenile Services Technical Assistance (TA) Requests
  - Prison Rape Elimination Act and Implementation
  - Mental Health & Suicide
  - Gangs
  - LGBTI
  - Reentry
  - Classification/Assessment
  - Standards/Facilities
  - Programming
  - Evidence-Based Practices
  - Disproportionate Minority Contact



# Questions and Discussions

