



National Institute of Corrections

Advisory Board Meeting

March 9 - 10, 2015

Discussions, Decision Points, and Outcomes

In Attendance: Panda Adkins (NIC), Rachel Barkow (Sentencing Commission), Robert Brown (NIC), Maureen Buell (NIC), Evelyn Bush (NIC), Norman Carlson (AZ), Sandora Cathart (NIC), Jim Cosby (NIC), Gregory Crawford (NIC), Jonathan Dickey (NIC), James Eaglin (FJC), Louis (Ike) Eichenlaub (BOP), Stanley Glanz (OK), Anita Grant (NIC), Jeffery Hadnot (NIC), Michael Jackson (NIC), Robert Listenbee (OJJDP), Denise O'Donnell (BJA), Colette Peters (OR), Gary Raney (Vice-Chair, ID), Charles Samuels (BOP), Anne Seymour (DC), Susan Shaffer (DC), Amy Solomon (OJP), Joseph Tony Stines (NIC), Shaina Vanek (NIC-DFO), A.T. Wall (RI), Jeffery Washington (ACA), BeLinda Watson (NIC), Glenn Watson (NIC), Reginald Wilkinson (OH), and Diane Williams (Chair, IL).

Monday, March 9, 2015

NIC's Designated Federal Official, Shaina Vanek, called the meeting to order at 8:00 AM.

Meeting Opening & Instruction

Designated Federal Official Shaina Vanek (NIC) reviewed the rules and regulations as required under Federal Advisory Committee Act (FACA) of 1972. The FACA is the legal foundation defining how federal advisory committees operate, with special emphasis on open meetings, chartering, public involvement, and reporting. Introductions of Advisory Board members, guests, and NIC staff were made.

Opening Comments

Diane Williams (Chair, IL) acknowledged NIC Senior Deputy Director Robert M. Brown, Jr.'s contribution to NIC during his tenure as Acting Director, and welcomed Jim Cosby in his new role as Director of NIC. She also acknowledged Jim Jacobs' departure from NIC's Advisory Board, noting that he had been classified as a public sector representative instead of as a private sector representative, which put the Advisory Board over the limit for private sector members. She went on to discuss that the Advisory Board should continue its practice having of liaisons interface with NIC Divisions to make meaningful contribution in the organization's success.

Bureau of Prisons Director Charles E. Samuels, Jr. (BOP) discussed the recent incident at Willacy County Correctional Center, a privately run Texas prison that inmates had taken over in February 2015. Fortunately there was no loss of life, but there was a lot of destruction of property. He

explained that the inmates were being held in BOP custody until the agency can determine whether or not they will be returned to the facility. Director Samuels also spoke to a number of other items that the Bureau has been involved in since the last meeting, including:

- His recent testimony in front of the Charles Colson Task Force on Federal Corrections. The task force is supported with funding that comes from the Consolidated Appropriations Act, 2014, Pub. L. No. 113-76 (January 17, 2014), and is charged with addressing various challenges in the Federal corrections system.
- Senator Durbin (D, IL) requested an external review of the Bureau's restrictive housing operations. NIC conducted the review, with the final report is available on BOP's public website:
http://www.bop.gov/resources/news/20150226_cna_shu_review-assessment.jsp
- All BOP institutional staff have been approved to carry OC Spray. It has mainly been used for inmate on inmate assaults.

Review and Approval of September 2014 Meeting Notes

The September 29 – 30, 2014 Meeting Minutes were reviewed and accepted by the Advisory Board, without objection or correction.

NIC Director's Report

NIC Director Jim Cosby provided the Advisory Board with an overview of his leadership style and vision for the agency. Having been appointed only a few weeks prior to the Board meeting, he noted that he was spending a lot of time learning about the role of the Director and working with staff to determine the pressing issues that needed his attention as director (see *NIC-DirectorsAdvisoryBoard_030915 Power Point for presentation details*).

Diane Williams (Chair, IL) asked how long NIC had been working on filling the vacancies. Jim Cosby (NIC) stated that NIC had been working on filling the positions for approximately a year, with Shaina Vanek (NIC) indicating that 1 Correctional Program Specialist was ready to be posted and 4 Administrative positions were forthcoming (3 in the East to include an Executive Secretary and 1 in the West) after position descriptions and crediting plans are updated). Susan Shaffer (DC) mentioned the importance of strong selective factors.

Charles Samuels (BOP) noted that, in regard to the new contracting process, he felt it was important to move away from NIC's traditional cooperative agreement/technical assistance vehicle in order to increase transparency and competition among vendors. The old way was not wrong, the new vehicle provides better protection for the agency overall and is consistent with how the rest of the Bureau is currently operating.

Gary Raney (ID) indicated some concern over how the process may support work going to the lowest bidder rather than the best qualified, resulting in a loss of confidence from NIC's clients. Jim Cosby (NIC) acknowledged the concern, noting that NIC has been recommending only the best

qualified subject matter experts for the work. NIC will continue to evaluate contractor performance and ensure that only those with proven subject matter expertise will be asked to respond to requests for purchase (RP's) for technical assistance events. The question was posed as to whether there had been any unintended consequences from the new process, but as of the meeting date, the process was too new to determine. NIC will continue to monitor and document any repercussions – positive or negative to NIC's work.

Diane Williams (Chair, IL) noted that potential SME's had raised concerns as to whether the \$500/day rate was a fair rate for the work they do. The new process would allow them to bid the amount they feel they are worth for each requested project.

** Anne Seymour (DC) recommended that NIC communicate with the field regarding the new process. She also cautioned that NIC should monitor whether the new process slows down the process for TA events as quick response is one of NIC's hallmarks.

A.T. Wall (RI) noted that there is anxiety around the potential for the quality of NIC services diminishing. Colette Peters (OR) agreed, noting that the field is nervous and confused about the changes that have been made. Susan Shaffer (DC) confirmed that the process is not just about the lowest bid, but also about how credentials are reviewed prior to making decisions.

Charles Samuels (BOP) reminded the Board that over \$1 billion is spent by the Bureau annually, and it is essential that the agency – including NIC – adhere to the policies and practices that ensure transparency and competition. It is much neater if both NIC and BOP are following the same administrative contracting processes. Poor performers should be removed to avoid performance problems. There will be continuing meetings between NIC and BOP to ensure consistency.

Susan Shaffer (DC) recommended implementing a feedback process so we can ensure we are using the best available and not just the average. Charles Samuels (BOP) agreed, noting the importance of how the scopes of work are worded as they drive the quality of responses and types of services provided.

Anne Seymour (DC) asked the group how to develop NIC's pool of talented vendors and technical resource providers. Colette Peters (OR) stated that that NIC/the Board must stimulate the field to add more people to the pool. Using the same people over and over again may not result in the best results. New people must be identified and developed. Diane Williams (Chair, IL) agreed, stating that NIC needs to look at the experience of those chosen and improve the process statement for the field to remove fear.

AT Wall (RI) noted that, from everything he has heard from his peers, the field is stunned by these changes. He inquired as to why the changes were made without warning or postponed until the fiscal year transition (October 2015). Jim Cosby (NIC) stated that all current (awarded) cooperative agreements would remain under the old system and be permitted to run their course. All new initiatives/projects will utilize the new contracting process. Charles Samuels (BOP) noted that we do not want to jeopardize NIC's work with this process.

Jim Cosby (NIC) explained that we will train staff on the new process and develop new internal control methods to monitor both progress and cost. We will address concerns and questions as needed. We will continue to meet mission by delivering exemplary services to the field.

Agency and Association Updates

Diane Williams (Chair, IL) transitioned into the next session on the agenda by reacting to the information shared by NIC Director Cosby. She said that she was pleased with all of the things that Jim identified to work on as they are relevant to the field. She noted the importance for the Board to position themselves in a way that supports NIC's efforts. Using pre-trial as an example, it will be important for us to help NIC to identify gaps in those areas where people are not utilizing research or evidence based practices. We do not want to continue to do what we have always done. Just as Director Cosby stated, NIC needs to be innovating and challenging the field. She noted her excitement about where the agency is headed. She also thanked Director Samuels (BOP) for supporting the process for appointing Director Cosby.

Office of Juvenile Justice and Delinquency Prevention

Robert Listenbee (OJJDP) provided an overview of some of the activities that his agency has been involved in since the last Advisory Board Meeting. These updates included:

- A report to the Attorney General's Advisory Committee on American Indian/Alaska Native Children Exposed to Violence (link below).
<http://www.justice.gov/sites/default/files/defendingchildhood/pages/attachments/2014/11/18/finalaianreport.pdf>). One of the specific items that came out of that report and court hearings was that American Native and Alaskan Native parents are asking where are their children and how can we make contact with them when they are federally incarcerated? Though there are less than 100 children incarcerated in the federal prison system, OJJDP is working with BOP Director Samuels at his request to see if we can help provide better service to those children. He thanked Director Samuels for his engagement on the issue.
- Efforts related to juvenile reentry services. He thanked Amy Solomon (OJP) for her guidance and her support, resulting in producing a number of publications on juvenile reentry. If we are able to reduce the number of children that are coming into our juvenile programs, we will have an impact on prison populations across the nation. As a point of fact, the population of children in juvenile facilities has declined more than 50% over the last decade. The number of children being arrested has gone down significantly from 2.9 million in 1997 to 1.4 million in 2010. We are making a lot of progress. Crime rates are down. Violent assaults are down for children also cross the nation.
- Fatherhood Program has also been growing, with funding from the Second Chance Act. Focusing on children 15-24 years old, funding is go to 5-6 programs this year. There has been enormous interest in this area, with approximately 100 applicants for the small number of programs we are able to fund.

- Partnering with the MacArthur Foundation. OJJDP has a lot of experience working with the Casey Family Foundation, the Atlantic Philanthropy Foundation and others. The MacArthur Foundation has invested \$150 million over last decade in juvenile justice issues, and OJJDP has worked out way to partner with them, authorized by our Office of General Council. He offered to share in the memorandum or opinions on these issues with NIC.

Bureau of Justice Assistance

Denise O'Donnell (BJA) discussed funding research-practitioner partnerships. Using smart policing programs grants that had been given to police departments over the past 4-5 years, BJA has developed research partners to implement a new program or strategy and evaluate the results. BJA has had very good results with the program and has expanded it over the last four years. They have smart pretrial, smart supervision (probation and parole) smart prosecution, smart defense, and smart sanctions programs, all of which fall within the research practitioner partnership format.

BJA also has the Byrne Criminal Justice Innovation Justice Program, which is building neighborhoods capacity for public safety in that mode. The report is available at:

<https://www.bja.gov/Publications/CSSP-BNCP-Formative-Assessment.pdf>

BJA also has the Second Chance Act demonstration solicitation available, requiring a research practitioner partnership. To have a research partner to work with the program from the beginning and gather baseline data, it really helps to keep focused on the data throughout the project. By doing so, these partners can improve or recalibrate their strategy if they need to as well to evaluate the results. The research practitioners do not necessarily provide TA, but many of them do and are growing in their abilities. Denise O'Donnell (BJA) hopes that by identifying the kinds of programs that are having success, BJA can do deeper research into those areas or at least share that information with colleagues that are doing similar things.

Denise O'Donnell (BJA) noted a number of other projects that BJA is working on, including:

- curricula for the research practitioner partnerships;
- administrative segregation reduction project with the Vera Institute of Justice;
- medically assisted treatment as part of reentry/RSAT efforts;
- information regarding the Affordable Care Act (ACA), including the support of new BJA fellow Joan Schumacher;
- Comprehensive Community-Based Adult Reentry Program under the Second Chance Act designed to provide an array of reentry services; and
- convening experts around the topic of body cameras in prisons and law enforcement.

Reginald Wilkinson (OH) asked about the number of PREA audits that have been conducted. Denise O'Donnell did not have those numbers available at the time, but did share a new requirement that auditors to submit their reports to increase monitoring. BJA has started a field training program for

auditors, enabling auditors to have on-the-ground training and experience before going out on their own. New auditors will be partnered with experienced auditors to go out and do mock audits.

Denise O'Donnell (BJA) noted that BJA still has substantial funding for the Justice Reinvestment Initiative (<https://www.bja.gov/programs/justicereinvestment/index.html>). Director Cosby (NIC) will speak about NIC's Evidence-Based Decision Making project at their next meeting, continuing to strategize how to work together and share resources. NIC is doing the training and technical assistance for BJA's research project with NIJ on working probation and parole reform and supervision. NIC is doing the training and curriculum at the pilot sites, and it has been a great collaboration. We are heading in the right direction and really appreciate the working relationship with NIC.

U.S. Sentencing Commission

Rachel Barkow (USSC) spoke to one of the most relevant priorities to the Board - addressing sentencing guidelines for federal drug offenses. The sentencing guidelines are changing and will be retroactive, but the full implementation is delayed until November 2015 to (1) ensure proper reviews and (2) support the ability of criminal justice stakeholders to get a transition plan in place. The USSC expects about a 17% reduction in sentences. Diane Williams (Chair, IL) asked whether the judge will have discretion when making his/her determinations. Rachel Barkow (USSC) said that the expectation is that almost everyone who is eligible will be granted release; those who are not granted release will have to have a significant (documented) reason why not.

A few other items of interest related to the USSC include a hearing on fraud, a multi-year recidivism study of the federal prison population, and a roundtable on risk assessment tools.

Office of Justice Programs

Amy Solomon (OJP) noted that, for years before coming to OJP, she was the first project director for NIC's work on the Transition from Jails to Community project. We partnered with NIC working all over the country designing models and implementing it. The way that NIC worked collaboratively with insiders was critical, noting that she learned a great deal through that process. She has been with OJP for five years now, and commented on her close working relationship with NIC Director Cosby. She noted that he has had significant contributions to the reentry council and "appreciates his energy and experience and wisdom and listening – because he does walk the walk." She did not have many project updates to share, but did note her excitement over OJP's new fellowship program, which is designed for a 12-18 month period. This procedure is out and closes in early April. She noted that NIC was very helpful getting the word out to the field.

American Correctional Association

Jeff Washington (ACA) spoke about the successful conference at Long Beach in February 2015. NIC helped us with workshops and with CCHA and we are always appreciative with all the help. Dr. Mary Livers, the Deputy Secretary for Juvenile Services in Louisiana also became the 104th president of ACA during the conference. She has hit the ground running, and ACA is really excited about her

leadership and direction for the association. He also mentioned the continuation of the work that ACA is doing with respect to restrictive housing. ACA has continued its restrictive housing committee, working with the Association of State Correctional Administrators to develop recommendations around restrictive housing standards. The 145th conference the Congress of Corrections for ACA will be held in Indianapolis, Indiana, from August 14 – 19, 2015. They are still soliciting workshops, and will be looking forward to those that NIC sends to us, which are usually a combination of full day and shorter overview sessions.

ACA continues to do a lot of work in Mexico. Most of the work we do involves going through the State Department, but they have had tremendous support in doing so. Diane Williams (Chair, IL) shared her enthusiasm on Mexico's recent ACA accreditation. The differences that can be seen are staggering. Knowing how difficult it was for current leadership to get things started in Mexico, and then to see the accreditation process take off and be there in person in front of all of his peers was really important. ACA is also doing some training with the Saudis and some pre-audit work with the UAE.

Other Topics/Updates

- **Implicit Bias** - Reginald Wilkinson (OH) was asked by the Ohio Attorney General to chair the Ohio Advisory Group on Law Enforcement Training. One of the areas being examined is the notion of unconscious bias or implicit bias, which is being studied by the Kirwan Institute at the Ohio State University:

(<http://kirwaninstitute.osu.edu/research/understanding-implicit-bias/>).

** Recommend NIC look into and determine if there is a way to incorporate this type of work in to current or new initiatives.

- **Legal Recreational Marijuana** - Gary Raney (ID) asked Director Colette Peters (OR) about the probable adoption of recreational marijuana and whether she anticipates consequences in corrections? Colette Peters (OR) noted that Colorado and Washington are handling the issue differently, both in terms in impact to staff and adults in custody. Oregon is going to take the stance with our employees that recreational use is going to be treated like alcohol. You will come to work ready to work, free and clear of any substance abuse while you are working. We are also going to take the same approach for those on community supervision that Washington State took which is different than Colorado. If your crime had to do with drug or alcohol substance abuse then that recreational use will be prohibited. It will be on a case-by-case basis. It will be part of the supervision planning but I am confident that there will be unanticipated complexities that we will be faced with.
- **Innovation in Jails** - Gary Raney (ID) noted that another big picture issue is that of being innovative in how jails are run and managed. Ten years ago we were thinking of ourselves as warehousing. Now we need to be thinking of how we build or run a more effective jail. I see the role of pre-trial services changing, it is becoming more significant. The nice thing is we get to learn from the state and federal system on the back end about changing people. I

think jails across the nation are really looking at this more on the front end, about pre-trial about diversion. That is what is exciting at the national conference level now. You do not see how do you build a jail still out there. For those that need to do it, there is still that resource but I think the energy around thinking differently is coming slowly to government. It is pretty exciting. I think the transition from jails to community is definitely sticking around and getting attention for NIC. This movement to pre-trial diversions is going to be next.

NIC Prisons Division: A Primer on Initiatives and Invitation for Advice and Recommendations

Diane Williams (Chair, IL) stated that each of the Advisory Board meetings are focused on a different division's work and initiatives. The last one was focused on NIC's Community Services Division, and this one will be focused on the Prisons Division. She introduced BeLinda Watson, the Chief of NIC's Prisons Division.

BeLinda Watson (NIC) indicated that, so far in 2015, there are 19 new directors throughout the state system as well as a 45% change in deputy directors. She provided an overview of current programs in the Prisons Division, as well as in the Jails Division, which she is currently serving as Acting Chief for until the vacant position is filled (*see PrisonsJails-AB-Presentation_030915 Power Point for presentation details*).

Discussion points and recommendations from the Board included:

- ** A.T. Wall (AZ): develop networks for mental health and integrate to learn from other systems.
- ** Colette Peters (OR): communication with staff can be accomplished with social media, especially younger staff. Technology must be used to engage the field.
- ** BeLinda Watson (NIC): Guam has requested technical assistance as well as Saipan. A group from the Bureau will be visiting Guam in June. NIC is meeting with representatives from the Lieutenant Governor's office later in March to determine what their needs are related to current court oversight. A.T. Wall (RI) asked whether Guam participates in ASCA New Director's Training. Charles Samuels (BOP) noted that the director's status in Guam must first be verified.
- ** Anne Seymour (DC): work on high-risk inmates maxing out and being released without enough transition and reentry services prior to release.

Green Corrections: Creating Sustainable and Environmentally Responsible Futures

NIC Correctional Program Specialist Tony Stines provided an overview of NIC's Green Corrections Initiative (*see PrisonsJails-AB-Presentation_030915 Power Point for presentation details*). This project represented NIC's first foray into conducting a governmental challenge project, a unique path that federal agencies take to drive innovation and solve mission-centric problems — whether technical, scientific, or creative. More than 400 challenges have been run in the Federal government since 2010 (www.challenge.gov).

NIC did not pay for the Green Corrections Challenge attendees to come to Washington, DC however eight states participated in the meeting we had here in DC. We solicited nominees through the challenge.gov website. Further information about NIC's Green Corrections Challenge can be found at: <http://nicic.gov/greencorrectionschallenge2/>.

Crisis Intervention Teams: Promoting Better Outcomes for Persons with Mental Illnesses

NIC Correctional Program Specialists Anita Grant and Sandy Cathcart provided an overview of NIC's Crisis Intervention Teams program (*see PrisonsJails-AB-Presentation_030915 Power Point for presentation details*). Anita Grant (NIC) noted Crisis Intervention Team has been using the Memphis Model since the 1980's and NIC has been working in this area since 2010. We train 20-30 officers and executive staff to serve as trainers within their own facilities. Not all staff are trained at once, it is a gradual roll-out. This is done at no cost to the agency.

Diane Williams (Chair, IL) noted that NIC has some call-in testimonials about this program from South Carolina Department of Corrections and Los Angeles County Sheriff's Department. Brian Sterling (SC DOC) explained that they have had 25% of our staff trained in the last two years and had seen measurable outcomes and reduction in harm within his mentally ill population. Mike McCall (SC DOC) agreed, noting that the staff wants to get involved with the training because they have seen how those who have been trained are able to deescalate volatile situations. He commented, "I think this is the best training that I have received in my career."

David Fender (LA County Sheriff) stated that inmates with mental health issues encompass 3,600 of our 19,000 inmates. We were taught how to properly verbally deescalate the situation and to have empathy with the patients. The class was life changing for many of our staff, and our officers have said that it has impacted their personal lives as well because they are better able to deal with family members and friends who have mental illnesses.

Discussion points and recommendations:

- ** Anne Seymour (DC) recommended that SC DOC and LA County be videotaped for future training.
- Susan Shaffer (DC) asked whether staff receive extra pay after taking the class? Brian Sterling (SC DOC) stated that the CIT trained staff are all volunteer within his agency, and David Fender (LA County Sheriff) indicated that his agency handpicked a cross-section from throughout their facilities to participate. Neither receive additional compensation.
- Two activities from the National Empowerment Center that simulate audio hallucinations were conducted:
http://www.power2u.org/mm5/merchant.mvc?Screen=PROD&Store_Code=NEC&Product_Code=Curricula-HearingVoicesDistressing&Category_Code=hearingvoices

- Gary Raney (ID) asked what the effective percentage of staff that need to be trained in order to be able to cover appropriate posts across all shifts? Anita Grant (NIC) stated that the recommendation is 25% of staff.

Executive Women's Leadership: Updating Program and Curricula

NIC Correctional Program Specialist Evelyn Bush provided an overview of NIC's work on executive women's leadership training (*see PrisonsJails-AB-Presentation_030915 Power Point for presentation details*). She noted that women in corrections typically do not see themselves as leaders in the same way that their male counterparts do. Reginald Wilkinson (OH) agreed, commenting that there is unconscious bias present. Evelyn Bush (NIC) went on to say that the acceptance of women in the corrections environment must be changed. This Executive Women's Leadership program is meant to establish new norms by empowering women. Video TED Talk Sheryl Sandberg: <https://youtu.be/18uDutyIDa4>

The Changing Face of Jails: Shifting Division Priorities in Response to the Needs of the Field

NIC Acting Jails Chief BeLinda Watson introduced the Jails Division staff and asked each of them to speak briefly on some of their current activities within the division. Major topics of discussion included: bail reform, transition planning, jail evacuation/safety, pretrial diversion and validated instruments for risk assessment, staff recruitment and support once they are hired, staff health and wellness, and veterans and women in jail.

Wrapping Up Day One

Diane Williams (Chair, IL) lead a facilitated discussion for the group, providing an opportunity to discuss and wrap up any unfinished business from the day. The following discussion points and recommendations were covered:

- ** Reginald Wilkinson (OH) recommended that NIC consider a lower-level, mid-manager leadership program in order to help those with leadership potential to develop it further. There is some great stuff that NIC has done in the past and it may not be a bad idea to look at those archives and see what is relevant today. I do not believe that you pre-positioning someone for a specific job by giving a person an opportunity.

BeLinda Watson (NIC) commented that one of the reasons that the classes are limited is that there are only 24 slots available. There are other opportunities at NIC such as the Executive Excellence Program as well as other programs provided by the Academy related to corrections.

- ** Gary Raney (ID) suggested that NIC evaluate its partnership with the National Sheriff's Association to determine if curricula might need to be changed. For every first term sheriff there is an opportunity to go to National Sheriff's Institute for a

week. Some of this great leadership talk that we have been having here could be integrated there. He volunteered to be part of that conversation with NSA.

** Diane Williams (Chair – IL) recommended NIC work on issues related to combat veterans. Jim Cosby (NIC) indicated that Greg Crawford from the Community Services division is doing a great deal of work in that area already.

Diane Williams (Chair, IL) commented on the full day and great discussion. She noted how very encouraging it was to hear about the initiatives from the Institute and know that we are on track. With no further business to discuss for the day, the meeting adjourned at 4:21 PM.

Tuesday, March 10, 2015

NIC's Designated Federal Official, Shaina Vanek, called the meeting to order at 8:02 AM.

Follow Up on Items/ Issues from Day 1(Next Steps, Advice to NIC, etc.)

Diane Williams (Chair, IL) recapped the previous days' meeting, noting that the NIC initiatives underway appear to be on track to meet the needs for the field. She noted the Board's interest in taking a closer look at the women's leadership training and the desire for the board to provide additional input on their experiences as executive women in the corrections arena.

**** Diane Williams (Chair, IL) and BeLinda Watson (NIC) to set up a conference call to discuss executive women's leadership.**

She then discussed a letter drafted by Board member Anne Seymour to the Attorney General, thanking him for his support of the Advisory Board. The draft letter was shared in hard copy with the Board, with unanimous approval to submit it under Chairperson Williams' signature.

**** NIC to mail the letter at the conclusion of the Advisory Board Meeting.**

Charles Samuels (BOP) noted that Sally Quillian Yates was confirmed as the Deputy Attorney General on May 13th, 2015. He explained that he was scheduled to meet with her later in the day to discuss reentry initiatives. He appreciates that she will carry on the efforts of the previous administration in making sure that we are not just working to put inmates in prison but that we are doing everything that we can to ensure that we are working with community leaders to help them when they return to their communities.

**** Director Samuels (BOP) also extended an offer to the Advisory Board to ask Deputy Attorney General Quillian to meet with the Board, similar to what her predecessor Jim Cole did in September 2014. The Advisory Board unanimously agreed and thanked Director Samuels for his offer.**

A.T. Wall (RI) and Diane Williams (Chair, IL) agreed that the reentry message is clear in the field, with prison populations falling in measurable ways.

Diane Williams (Chair, IL) also discussed the location for the Spring meeting in June, noting that there were no open rooms for the Board to meet in. The meeting date of June 8-9, 2015 is to be kept, but an alternate location will be required. This will be addressed by Shaina Vanek (DFO-NIC) and Diane Williams (Chair, IL).

Staff Wellness Subcommittee: Update to Full Board

Diane Williams (Chair, IL) provided an introduction to the discussion, noting that Colette Peters (OR) had hit the ground running in the first five minutes of her first day on the Board. She suggested that we take a look at staff wellness because it is a clear passion of hers.

Colette Peters (OR) thanked the chair and commented on how honored she was to be working on such an important topic. The NIC Advisory Board Sub-Committee on Wellness held its first meeting on January 19, 2015. She proposed to the full Board that the sub-committee participate in the NIC virtual conference scheduled for June 10th.

She thanked Shaina Vanek (DFO-NIC) for helping the subcommittee to direct their focus and really understand what last year's virtual conference on reentry looked like and how incredibly successful it was. Folks in the field talked about it for quite some time. With approximately 6,000 participants, reaching out to the field in this way is very exciting.

In exploring the virtual conference concept in the months leading up to the Board meeting, the sub-committee relied on the great work of the NIC team to establish the baseline for its work. To date, the sub-committee members have reached out to potential speakers about wellness. Those potential speakers include:

- Dr. Kerry Kuehl with Oregon's Health Science University. He has been recognized for his work with first responders.
- Dr. Charlotte Fritz is with the Portland State University. She has conducted national research related to work stress, well-being, and specifically work-life balance in corrections staff.
- Dr. Marie Garcia with the National Institute of Justice. She has conducted research related to corrections for years. While pursuing her doctorate degree at Temple University, her dissertation focused on the perceptions of danger in the prison environment.
- Dr. John Violanti from the University of Buffalo. He served with the New York Police Department for 23 years as a trooper, a criminal investigator, and a coordinator of an employee assistance program. His research is focused on assessment of psychological and biological indicators of stress, shift work and health, as well as the epidemiology of police suicide.

Colette Peters (OR) also noted the subcommittee's discussions with NIC Correctional Program Specialist Bernie Iszler. She is leading the coordination for the virtual conference, and you will be pleased with the staff work that has already happened.

Shaina Vanek (NIC/ DFO) explained that the virtual conference is a four to five hour event, with both live and recorded sessions. "Attendees" can walk in virtually just like they would into a real conference; there is a keynote speaker and a number of different sessions that can be attended. Most are live and happen at a scheduled time and those that are recorded may happen at multiple times, so attendees can go to multiple sessions throughout the day. NIC will also have a resource room available for attendees to go and visit. They can get materials and copies of presentations; staff will be available live as well.

Shaina Vanek (NIC/ DFO) went on to state that she likes the virtual conference concept because it provides an opportunity for those that can either (A) can't travel or (B) just don't have the means to go to national conferences to really experience some of the nation's thoughts on these topics. NIC can reach so many more people through virtual conferences. NIC is working with a talented design and technology company to address the issues that we encountered in 2014: C². They have a much larger server that can handle the influx of attendees from across the country. We will also have everything recorded so the field will have access to the information at the end of the conference as well.

Jeff Hadnot (NIC) commented on the initial work with C², noting that all of the presentations received to date have been submitted to a subject matter expert for vetting and formatting. C² is also working on the coding for the website. We are going to try and make it look as realistic as possible. The NIC staff members supporting the virtual conference will be in Oklahoma City in the C² headquarters. If a live speaker cannot make it for some reason, one of the staff members can go in the booth and just pick up for them with notes during the live conference.

Anne Seymour (DC): asked what the technical difficulties were during the last conference. Jeff Hadnot (NIC) explained that so many people logged in that it crashed the previous vendor's server. C² has different servers and safeguards in place to address higher volume of approximately 2,000 sites/locations during the live virtual conference. Charles Samuels (BOP) questioned whether 2,000 seats is enough for the entire country.

** Jim Cosby (NIC) noted that NIC will clarify the technical capabilities with C² as well as work with BOP IPPA to ensure that as many safeguards can be in place as possible to support high viewership.

Shaina Vanek (NIC/ DFO) recommended that federal agencies present reach out to their technology representatives to ensure that firewalls be lowered or at least allow access through the firewall for the virtual conference site. She noted that everything will be downloadable off the website after the conference concludes.

Norman Carlson (AZ) suggested that are other things that NIC could advertise or promote in the virtual conference, noting that there are plenty of opportunities to touch people that have not heard of us.

Shaina Vanek (NIC/ DFO) commented that NIC has a number of means to reach out to our regular constituents, which include academicians, researchers, practitioners, leadership, management, line staff – pretty much anybody that has an interest can sign up. Advertisement includes direct gov.delivery emails, banners on other websites, direct emails to associations, as well as word of mouth. Last year's attendance was based on very limited advertisement. This year we really have a lot more.

A.T. Wall (RI) asked who the members of the subcommittee are. Colette Peters (OR) noted that she serves as chair of the subcommittee and A.T. Wall (RI), Jim Jacobs (NY), Anne Seymour (DC), Reginald Wilkinson (OH) serve on the committee. Some of Director Peters' staff – Anne Butte (OR) and Zack Erdman (OR) – support the work and Shaina Vanek (NIC) also participates regularly in the

monthly calls as the DFO. Then we have Bernie Iszler (NIC) and Maureen Buell (NIC); they have been great assets to our conversations and I give them great credit for all they have done. She noted that the role of the subcommittee is evolving. It is new and we come to this conversation very humble because the NIC team has already put so much effort into this. We have really been tipping our hat to the NIC team asking how can we support you, how can we help, so I see our role as more of a support role.

There was substantive discussion about the phrasing of the motion for the subcommittee to participate in and help support the efforts around NIC's virtual conference entitled: New Directions in Corrections: Staff Wellness. A.T. Wall (RI) made a motion to move forward with the Board's support, and Gary Raney (ID) seconded the motion. The motion carried unanimously.

Shaina Vanek (NIC/ DFO) reminded the subcommittee that they would need to produce a report to the full Board at the end of their subcommittee work. The Designated Federal Official will ensure that it becomes part of the public record.

Colette Peters (OR) then spoke about her experience with staff wellness within the Oregon Department of Corrections. Key discussion points included:

- The facilities are safe but the staff must remain vigilant, contributing to stressors the staff are facing. It is difficult to find a proper work/life balance with changing shifts and mandatory overtime.
- They want a career but also a healthy retirement. Mandatory overtime causes child care issues for employees and stress between spouses/partners. Families also begin to rely on overtime for everyday living expenses, which creates a challenging financial cycle to get out of.
- A study done in Oregon showed that nearly one-third of all corrections professionals showed symptoms of PTSD. This is a higher rate than police, firefighters, and the military.
- A 1995 relief factor review showed that staff couldn't get enough time off when needed. There just is not enough staff to fill the gaps.
- Director Peters attend two funerals in three days - a suicide death and a heart attack death (54 years old). There is simply too much stress, leading to a higher divorce rate, alcohol abuse, and suicide among our staff.
- Oregon Health & Science University did a health risk study of 220 officers with random physical evaluations. As the security level they work in increases, stress levels increase. The study found that 93% of these officers were categorized as obese and 90% had hypertension. These officers knew they should be in better shape but unaware of exactly how bad their health had gotten.
- Oregon instituted an evidence-based peer support program for 81 corrections officers over 12 weeks. The program focuses on nutrition, exercise, weight and stress management – and we saw big results immediately. We are looking to expand this throughout the entire Department of Corrections and hopefully eventually nationwide.

- Portland State University conducted a mental health study with 1,300 staff. Overall, the Department of Corrections had a high level of hyper-vigilance all the time. They need sleep but many in our field are not getting it due to mandatory overtime. Studies show that less than six hours of sleep a day is equivalent to smoking one pack of cigarettes a day.

Charles Samuels (BOP) expressed appreciation for Director Peters' presentation as well as her passion for the topic. He noted that supervisors must be sensitive to the needs of their employees. The field must reduce the amount of funerals and suicides that occur within our community. Colette Peters (OR) agreed, noting that corrections officers are misunderstood and the public does not understand what they do. It is important for the field to raise community awareness.

Reginald Wilkinson (OH) asked how can the Employee Assistance Program (EAP) can help? Colette Peters (OR) suggested that it depends on the state and agency; sometimes EAP does not understand the stresses working within the walls. Gary Raney (ID) noted that in Middlesex, Massachusetts, 46% of the staff deaths are a result of suicide.

A.T. Wall (RI) then provided an overview of staff wellness issues as they relate to his agency, the Rhode Island Department of Corrections. Key highlights included:

- Officers are treated as the bottom of the justice professionals. They are the most valuable resource but do not always get treated as such.
- Vulnerability is highlighted from the work. The old way of thinking is to "just suck it up" when things get tough.
- We do not have good statistics for the profession.
- We need a peer support network. EAP does not always connect with the corrections employees. This needs to be a labor and management endeavor.
- Clinical service is available but treatment needs to be able to sought out without professional consequences.

Reginald Wilkinson (OH) commented about the importance of getting this information out and increasing awareness throughout the field of corrections.

NIC's Wellness Work: An Overview

Diane Williams (Chair, IL) transitioned to the next portion of the agenda, noting that this day and a half continues to get more and more powerful. She the introduced Maureen Buell, a Correctional Program Specialist in the Community Services division of NIC.

Maureen Buell (NIC) began her presentation with an observation. She noted that, as A.T. Wall (RI) was thought to herself, "...what a grim picture we are painting -- but there is hope." I will talk a little about hope now (*see StaffHealth&Wellness-Final_031015 PowerPoint for more details*).

Over the past four years, NIC has been working on staff wellness from the perspective of vicarious trauma, secondary trauma, compassion fatigue versus health and wellness. The way that she first became involved in this work was through the impact of trauma work that NIC has done with female offenders. When training staff on these issues, they would say, "...wow, this is really great stuff; it is really going to help us improve outcomes of this population. But what about us?" Staff listen to their stories of rape, domestic violence, just all the things the female offenders we work with have been through. Staff are hearing these stories every single day and are dealing with these behaviors every single day, so it makes sense that staff are feeling stress too.

Maureen Buell (NIC) also noted the Adverse Childhood Experience (ACE) Study. Conducted in the 1990s, the study focused on the following premise: if you were a child and you were exposed to a series of negative things as a child, your likelihood of having some adjustment issues as an adult would be increased. They called out ten factors and the sample size that they used was 17,000+ people. They looked at ten areas (e.g., if you grew up in a single parent household, if you witnessed domestic violence, if somebody in your household had severe mental health issues and had been hospitalized, if there was criminal justice involvement, drug abuse, etc). The higher the number of those factors the more likely it would be that you were struggling with something in your adult life whether it be addictions, cigarette smoking, obesity, cardiopulmonary disease, addictions, and involvement with criminal justice. This is not to say that if you had those exposures that you still could not be a successful adult, but somewhere along the way there had been some intervention. You either had the support of family, you were able to get some treatment, or something happened to intervene so you could become successful in your adult life.

A couple of studies that have been done using this ACE template within criminal justice. The California Department of Corrections & Rehabilitation did this study with some women in their system. There has been a juvenile study, so there are a number of studies existing where ACE has been applied within the criminal justice populations. It will not be a surprise that these studies are identifying that criminal justice populations are scoring really high in terms of their exposure to some of these events as children.

Maureen Buell (NIC) went on to explain that, while doing research on these topics, she saw there had been work done in this area with law enforcement, clinical social work, and with the military – but there was virtually nothing within corrections that was specific to the issue of vicarious trauma and secondary trauma within criminal justice. Only one particular group (Desert Waters Correctional Outreach) had done any research in this area, and it was then that NIC reached out and started working with Desert Waters. An overview of the work that they have done under cooperative agreement with NIC was presented (see PowerPoint slide deck).

Since Desert Waters began this work, there are more vendors emerging and beginning to address this topic – many of whom have been trained by Desert Waters. Every product that NIC has had Desert Waters develop is in the public domain. In addition to the products, Desert Waters has been providing technical assistance to a number of sites around the country. NIC put out a request for applications for justice-oriented organizations to apply for this technical assistance. Essentially, the assistance was focused on training agency staff instructors to deliver a curriculum to their own staff on the topic of working with offender populations and the toll it takes on staff as well as balancing work and life. In each of the jurisdictions that we worked with, what we have conducted training for

trainers events, resulting in twelve instructors in each jurisdiction. They, in turn, work in their own state to train other staff around this topic of compassion fatigue and vicarious trauma. Along with the training for staff trainers, there is some coaching, follow-up coaching as well.

Colette Peters (OR) asked about whether NIC was looking at the data and/or outcomes of the trainings (e.g., is NIC asking them to keep some sort of baseline data on suicides to see if the dial is moving)? Maureen Buell (NIC) said that doing so is challenging due to limited funds and resources related to analyzing the data. However, if the site is willing to do so, Desert Waters has administered a statewide evaluation about this very topic within the state around these kind of instances. Some of the states have agreed to submit that information. They have been doing some analysis so there are some things that are emerging.

NIC has also developed a website dedicated to health and wellness for corrections professionals. It is a fairly new website and NIC will continue to add information to it. One of the topics that has come up recently is related to collective bargaining and the importance of having an open dialogue between union and agency leadership. This is a conversation that really needs to figure into moving forward with the topic of staff wellness. Union leaders, directors, managers, supervisors all need to be trained in this topic so they can be on the lookout for this issue with their staff and peers.

Anne Seymour (DC) noted that, when she was the Office on Victims of Crime (OVC), she had talked to NIJ about doing some research on this topic – because in the 1990's there was nothing, maybe one or two studies.

** Anne recommended that NIC reach out to NIJ to see if there is a nexus between the two organizations for research purposes. Shaina Vanek (NIC/ DFO) noted that the NIC Director sits on an inter-agency research council with a focus on coordinating research efforts between federal agencies. That would be an opportunity for NIC to address this issue.

Diane Williams (Chair, IL) asked about NIC's future plans in this area of staff wellness. Maureen Buell (NIC) said she would like to see staff wellness be a broader NIC initiative. Minimally, she wants to put together a way of gathering information from the sites where TA has been provided to identify themes and trends that can direct future work.

Diane Williams (Chair, IL) noted that it would be important to hold on to the data collection issue. If NIC finds a way to do more work and touch more states, we need to work something in there to get baseline data and track changes over time.

Anne Seymour (DC) suggested that the original curriculum on Responding to Work-Place Violence and Staff Victimization was funded by the Office for Victims of Crime in 1991. This year, OVC got a significant bump in their Victims of Crime Act funds, which comes from the fines and fees assessed against federal offenders. Ten percent of the funding is discretionary.

** Anne Seymour (DC) recommended that NIC reach out to OFC and determine if there is interest in updating the curricula through an inter-agency agreement (IAA). Jim

Cosby (NIC) committed to working with Lorie Brisbin (NIC) to reach out and explore the possibilities.

Colette Peters (OR) thanked the Board and NIC staff for the rich conversation. For those of you that have not been to the NIC webpage, she recommended going to <http://nicic.gov/healthwellnesscorrectionsprofessionals/>. There is a tremendous amount of resources there. The sub-committee will continue to engage with NIC on this work, and we are looking forward to working with the NIC team to prepare for the June 10th event. That is all we have for the morning.

Planning for Next Advisory Board Meeting Division Update, Goals, and Objectives

Diane Williams (Chair, IL) opened the floor to the topics of interest for discussion at the next Board meeting in June 2015. Susan Shaffer (DC) noted that she was interested in gender and ethnic diversity issues if it fits in either at the June or September meetings. For practical purposes, let us say you have an opportunity for new staff and changing the culture of an institution, you want to attract professionally orientated people who are really trained in diversity work and understand gender and ethnic bias. It ties into so much work NIC has done with women's issues. It also ties in closely to what Reginald Wilkinson (OH) spoke about with respect to unconscious bias. There are efforts with police training to ensure that biases are openly discussed.

** It is recommended that NIC look at unconscious bias and think about how and in what way it may fit into existing and future training programs. Jim Cosby (NIC) agreed and will incorporate it into some of the environmental scan work that he is considering.

** Colette Peters (OR) suggested that it might be interesting to have the Advisory Board take a quick bias test as part a meeting where the topic can be looked at more closely.

Federal locations for the next two board meetings were discussed, with Director Samuels (BOP) offering up any of his sites as potential locations to meet. Diane Williams (Chair, IL) will work with Shaina Vanek (NIC-DFO) to determine logistics for the June 8-9, 2015 meeting. Shaina Vanek (NIC-DFO) will communicate with the Board members once decisions have been made.

With no further business to discuss, the meeting was adjourned at 11:34 AM.

Director's Report

NIC Advisory Board Meeting

March 9, 2015



Looking Back: A Year of Progress

- Over the course of FY 2014, NIC worked on:
 - Refocusing Business Practices
 - Addressing on Organizational Health
 - Planning for and Filling Staff Vacancies
 - Strengthening Partnerships and Collaborations



Looking Forward: Focused Change

- With the changes in leadership, NIC will:
 - Emphasize moving forward, redefining our executive staff, increasing accountability, and building on strengths throughout the agency
 - Continue to address organizational health, fill vacancies, and modify business practices
 - Engage the board and other stakeholders to increase innovation and other progressive programs



Building on Agency Strengths



Building on Agency Strengths

- The National Institute of Corrections is a GREAT AGENCY!
 - Staff are committed to the field and invested in the work we do
 - Stakeholders value the work we do
 - BOP is a strong supporter and advocate
- Personal commitment to NIC's success



Addressing Organizational Health



Addressing Organizational Health

- As discussed at the September 2014 meeting, NIC has been working on:
 - Budget planning and process
 - Staff telework
 - Operational Instructions
 - Evaluation of NIC's impact on the field
 - Staffing



Addressing Organizational Health

- To be a healthy organization, it starts with me:
 - Earning trust by being a servant leader
 - Dignity and respect
 - Open lines of communication
 - Fair and equitable treatment
 - Fostering teamwork
 - Appreciating and celebrating successes



Focusing on Innovation



Focusing on Innovation

- Changing field of corrections requires that we adapt and innovate
- We have cutting edge programs such as:
 - Managing Restrictive Housing Populations
 - Evidence Based Decision Making
 - Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) Populations
 - Executive Women's Leadership
 - Transition from Jail to Community
 - Core Correctional Practices



Focusing on Innovation

- We have to try new things and not be afraid of failures
 - Thomas Edison
 - Abraham Lincoln
- We learn from our mistakes and failures
- We have to try new approaches to enhance correctional practice



Focusing on Innovation

- One of the areas I will focus on as Director is over incarceration
- U.S. has 5% of the world's population and 25% of those imprisoned
- NIC needs to be at the forefront of this issue, giving agencies and law makers the information and tools necessary to make changes



Focusing on Innovation

- Methods to address the issue:
 - Build on successful research/evidence-based programs
 - Engage stakeholders on comprehensive bail reform
 - Augment pre-trial diversion programs
 - Champion comprehensive sentencing reform
 - Support evidence based practices and treatment within jails and prisons



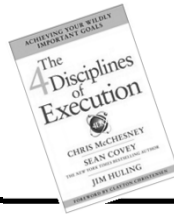
Immediate Priorities for NIC



Immediate Priorities

- Over the past couple of weeks since being appointed, I've stressed our priorities
- The Executive Staff is fully on board and we are moving forward with our

Wildly Important Goals



Priority: Filling Staff Vacancies

- Over FY 2014, NIC had 5 retirements and resignations
- Our lowest staffing complement last year was 31 (62% of our FY 2015 authorized FTE's)
- During that time, NIC's Executive Staff developed a comprehensive strategy and sequence for filling these vacancies
- Currently we have 38 positions filled (76% of authorized FTE's)



Priority: Filling Staff Vacancies

- 12 additional positions to be filled before October 1, 2015
 - 1 to 2 Academy Division CPS positions
 - 2 Chief positions (Jails and Community Services)
 - 4 administrative support positions in east and west
 - 2 new positions (research/data and instructional design)
 - 1 Prisons Division CPS position
 - 1 position in Financial Services



Priority: Operational Instructions

- Last year, we developed a structure and process for developing operational instructions
 - Ensures consistency and accountability of both staff and supervisors
 - Provides documented guidelines for how work is to be done and sequential instructions
 - Eight developed so far



Priority: Business Practices

- After the fiscal challenges of FY 13 and FY 14, NIC started looking at HOW we accomplish our mission
 - Improving internal processes and oversight
 - Streamlining onsite assessment and training teams
 - Increasing programs we hold at the NCA



Priority: Business Practices

- NIC/BOP shared goals of increased competition and transparency
- Transitioning to different funding vehicles for technical assistance and large-scale projects
 - TA's have historically been done through an internal '**Letter of Agreement**' process
 - Now being bid out through a '**Request for Purchase**' (RP) process with the BOP business office



Priority: Business Practices

- Larger scale projects (those with longer duration, broader scope, and requiring external subject matter expertise and/or resources) have historically been done through **cooperative agreements**
- Transitioning to being bid out through a contract-based '**Request for Proposal**' (RFP) process with the BOP business office



Priority: Business Practices

- Change brings uncertainty and challenges that must be addressed
- Working with both NIC staff to
 - Provide training
 - Develop new internal control methods to monitor progress, costs, and impact
 - Create an Operational Instruction to document process and expectations



Priority: Business Practices

- We are also addressing the questions and concerns from the field
- Communicating with technical resource providers to
 - Address questions
 - Aid in system registration (SAM and DUNS)



Priority: Business Practices

- NIC's will continue to focus on:
 - meeting our statutory mission
 - delivering exemplary service to the field of corrections



Questions ?



Jim Cosby, Director

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NIC JAILS/PRISONS DIVISION

ENHANCING OUR SERVICES AND EXPANDING OUR OUTREACH

**BELINDA WATSON, CHIEF,
JAILS/PRISONS DIVISION**



STAFF

Prisons Division

- Evelyn Bush
- Anita Grant
- Wayne Hill
- Joseph (Tony) Stines
- Vacancy





PRISONS DIVISION INITIATIVES

- CORRECTIONAL EXECUTIVES
- CORRECTIONAL HEALTH
- ENHANCING ORGANIZATIONAL OPERATIONS
- OFFENDER SERVICES
- NETWORKS/WORK GROUPS
- WORKFORCE DEVELOPMENT



CORRECTIONAL EXECUTIVES

DIRECTORS

The training program for Directors has traditionally been a partnership with the Association of State Correctional Administrators (ASCA) under the project name "Networking and Professional Development of State Correctional Administrators".

- The effort offered Newly Appointed Directors Training and All Directors Training.
- For 2015, with 19 potential candidates to attend, we are planning possibly three (3) sessions of the Newly Appointed Directors Training.



NEW DIRECTORS

▪ NEW DIRECTORS

- Alabama - Jefferson Dunn, Commissioner
- Alaska - Ronald Taylor, Commissioner
- Arkansas - Wendy Kelley, Director
- Connecticut - Scott Semple, Commissioner
- Florida - Julie Jones, Secretary
- Hawaii - Nolan Espinda, Director
- Idaho - Kevin Kempf, Director
- Illinois – Donald Stolworthy , Director
- Iowa - Jerry Bartruff, Director
- Los Angeles County - Terri McDonald, Assistant Sheriff



NEW DIRECTORS (CONTINUED)

- Maine - Joseph Fitzpatrick, Commissioner
- Maryland - Steve Moyer, Secretary
- Massachusetts - Carol Higgins O'Brien*, Commissioner
- Mississippi - Marshall Fisher, Commissioner
- Nebraska - Scot Frakes, Director
- New York City - Joseph Ponte, Commissioner
- New York State - Anthony Annucci, Commissioner
- North Carolina - David Guice, Commissioner
- Puerto Rico - Jose Aponte Carro, Secretary*



CORRECTIONAL EXECUTIVES

DEPUTY DIRECTORS


- “ Executive Forum for Deputy Directors”, the annual training and networking session is tentatively scheduled to be held at in FCC Terre Haute in Indiana with the Indiana Department of Corrections as the host agency.
- Participants have changed about 45%:
 - Five (5) have been appointed as the Director of their agency
 - Eighteen (18) have been replaced as a result of retirement or as a result of other administrative changes.



CORRECTIONAL EXECUTIVES

WOMEN DIRECTORS


Le Ann Bertsch - North Dakota
Carol Higgins O'Brien - Massachusetts
Julie Jones - Florida
Wendy Kelley - Arkansas
Terri McDonald - Los Angeles County
Colette Peters - Oregon
LaDonna Thompson - Kentucky



CORRECTIONAL HEALTH


- **CRISIS INTERVENTION TEAMS (CIT)**
crisis management of mentally ill in the correctional setting
- **EXECUTIVE MANAGER PROGRAM FOR CORRECTIONAL HEALTHCARE**
building strategic operations between wardens and health care managers
- **HEALTH CARE ADMINISTRATORS**
orientation of new health care administrators
- **MENTAL HEALTH ADMINISTRATORS**
information sharing annual network meeting and on-line community





ENHANCING ORGANIZATIONAL OPERATIONS

- **CONDUCTING SECURITY AUDITS**
assessment of security policies and operations
- **CORRECTIONAL INCIDENT COMMAND SYSTEMS**
assessment of readiness for various emergency situations
- **GREEN CORRECTIONS**
managing the impact corrections has on the environment and developing reusable materials for operations
- **MANAGEMENT OF SEGREGATED POPULATIONS**
operations specific to high risk inmates and restrictive housing





ENHANCING ORGANIZATIONAL OPERATIONS (CONTINUED)

- **OPERATIONAL PRACTICES IN WOMEN'S PRISONS**
addressing gender responsiveness in correctional institution
- **STAFFING ANALYSIS**
ensuring appropriate staffing based on mission
- **SYSTEMS APPROACH FOR ORGANIZATIONAL DEVELOPMENT**
building teams and strategies for collaborative operations



OFFENDER SERVICES

- **CLASSIFICATION**
risk assessment and programming plans
- **EDUCATION AND VOCATION**
addressing skill development
- **RELIGIOUS SERVICES**
faith practices and the impact of Religious and Institutionalized Persons Act (RLUIPA)





NETWORKS/WORK GROUPS

- Chief Legal Counsels
- Chief Public Information Officers
- Chiefs of Classification
- Communications Directors
- Deputy Directors for Operations/Institutions



NETWORKS/WORK GROUPS (CONTINUED)

- Emergency Preparedness/Response Coordinators
- Food Services Directors
- Health Care Authorities
- Human Resources Directors
- Mental Health Directors





NETWORKS/WORK GROUPS (CONTINUED)

- **Military Corrections**
- **PREA Coordinator ***
- **Re-entry Coordinators**
- **Religious Services Directors**
- **Training Administrators**



WORKFORCE

- **EXECUTIVE TRAINING FOR NEW WARDENS**
specific training for institutional management within first 18 months of appointment
- **PARTNERING FOR PERFORMANCE**
partnership of correctional agencies and their women middle managers
- **STRATEGIC DEVELOPMENT OF EXECUTIVE WOMEN**
leadership strategies for women executives in correctional agencies





TECHNICAL ASSISTANCE


SAMPLE OF RESPONSES:

- BOP - MANUAL ON INMATE BELIEFS AND PRACTICES
- IDAHO – HOSTAGE NEGOTIATION TRAINING
- IOWA - OPERATIONAL PRACTICES IN WOMEN'S PRISONS
- OKLAHOMA - RESTRICTIVE HOUSING ASSESSMENT
- FLORIDA, KENTUCKY - SECURITY AUDIT
- LOS ANGELES SHERIFF'S DEPARTMENT
 - CIT
 - SECURITY AUDIT
 - WOMENS LEADERSHIP DEVELOPMENT



INITIATIVES IN DEVELOPMENT FOR PRISONS DIVISION

- EXPANDED LEVELS OF TRAINING FOR PRISON MANAGERS
 - EXPERIENCED WARDENS
 - DEPUTY WARDENS
- GENERATIONAL/DIVERSITY WORKFORCE REVIVAL
- GERIATRIC OFFENDERS
- INSTITUTIONAL CULTURE PROGRAM REVIVAL
- RE-ENTRY PROGRAMS FOR HIGH SECURITY INMATES



CONFERENCE ACTIVITIES

American Correctional Association (ACA)

- “When Things Go Terribly Wrong”
- “Human Performance and the Corrections University “

American Jail Association (AJA)


- “No New Is Not Good, The Role of the PIO in the Local Jails”
- “ Crisis Intervention Teams”
- “ LBJTI Management Strategies”
- “ Legal Updates”

Association of Women Executive in Corrections (AWEC):

- Emerging Leaders

National Association of Blacks in Criminal Justice (NABCJ)


- Panel of Directors of Corrections



GREEN CORRECTIONS

GREEN CORRECTIONS CHALLENGE


- Entries came from local entities (sheriff’s offices), state departments of corrections, and federal facilities. Partner organizations including architecture firms and local and national nonprofits also submitted entries.
- Entries came from 13 states. (Alabama, California, Colorado, Delaware, Georgia, Indiana, Kentucky, Massachusetts, Ohio, Pennsylvania, Virginia, Washington, Wisconsin.)
- Challenge judges represented two federal agencies (U.S. Department of Energy and U.S. Department of Education), numerous national nonprofits including trade associations (i.e. Correctional Education Association and U.S. Green Building Council), and an author of the Greening of Corrections: Creating a Sustainable System.



GREEN CORRECTIONS

Winners By Categories:

- Correctional Facilities - (tied) FCC Victorville - Federal Bureau of Prisons: Putting Our Trash on Lockdown presentation and Franklin County Sheriff's Office: Green Task Force presentation.
- Education and Training - Delaware Department of Corrections, Sussex Community Corrections Center: Striving to Make a Difference in Sunny Sussex County presentation.
- Reentry - Wisconsin Department of Corrections: The Grow Academy presentation.
- New Corrections Concepts - Indiana Department of Corrections, Branchville: Green and Giving Back presentation.



GREEN CORRECTIONS

GREEN CORRECTIONS SYMPOSIUM

- Only local attendance expected (travel not paid by NIC)
- 38 participants out of 41 registrants
- Participants from eight states and the District of Columbia. (Delaware, Maryland, Nevada, New York, Ohio, Pennsylvania, Rhode Island, and Virginia.)
- Two Challenge winners were present.
- Four federal agencies represented, two agencies presented. (Department of Justice, Education, Energy, and Labor)



GREEN CORRECTIONS

GREEN CORRECTIONS WEBINARS

Opportunity to learn about the latest innovations in green corrections from winners of the Green Corrections Challenge, the federal prize competition hosted by the National Institute of Corrections (NIC) to crowdsource and share ideas with the field about green corrections.

Challenge winners will demonstrate their prize-winning effective practices in the core areas of green corrections: facilities; education and training; and reentry.

- Two of four webinars completed.



GREEN CORRECTIONS

GREEN CORRECTIONS WEBINARS (CONTINUED)

- Future Webinars –
- Thursday, March 19 at 12pm (EST): Greening Reentry Programs: Featuring the Wisconsin Department of Corrections. Participants of this webinar will learn about the programs and practices of the Grow Academy, providing youth with basic work skills in farming and food production.
- Thursday, April 23 at 12pm (EST): Integrating Green Corrections: Featuring the Indiana Department of Corrections, Branchville. The webinar will present the department's integrated green programs and explain how together they support facility operations, provide offender education and training, and help the community. Offenders can earn a state-recognized work-readiness certificate.



CRISIS INTERVENTION TEAM (CIT)

■ OVERVIEW OF ENVIRONMENT

- Our nation's jails, prisons and community corrections agencies are confronted daily with substantial numbers of persons with mental illness in custody and under supervision.
- Mental illness in corrections demands an urgency of response, services and care.
- Correctional staff have attempted to manage individuals suffering mental illness with varying degrees of success.
- NIC, in partnership with jails, prisons, Mental Health Advocates and other stakeholder communities (for example NAMI) has implemented Crisis Intervention Team (CIT) Trainings.
- CITs are effective in enhancing correctional staffs' knowledge and skills, aiding administrators in improved management and care of a special population, reducing liability and cost, improving & increasing access to resources and supports, and increasing safety for all.



CRISIS INTERVENTION TEAM (CIT) (CONTINUED)

PARTNERSHIP PROTOCOL

- No cost to the host agency
- 40-hour CIT training/8 hours of scenario-based
- 25 - 30 experienced correctional officers
- Use actors/actresses for the scenarios
- Concurrent to the 40-hour instruction, NIC staff and /or consultants meet with key personnel from the host agency to review preliminary plans for program administration/oversight, training, policy and data collection
- Goal is ensure that the agency will implement the CIT training in a thoughtful manner leading to facilitate sustainability of a system wide CIT program



WHY DOES THE NEED FOR SINGLE GENDER INDENTITY PROGRAM EXIST ?

WOMEN ARE NOT MEN

- Late entry into the field due to laws and child rearing
- Women's perception of themselves as leaders. Due to the "female social conditioning, women may need more support..." (Harriman 1986)
- Culture is unaccepting and impacts behavior, attitudes and satisfaction with each group member

MEN ARE NOT WOMEN

- Man's World: Women have only been working in male prisons in the total capacity for promotion since the 1980's
- Power and Dominance, synonymous with male characteristics;
- The acceptance of the difference and characteristics of the minority(%) can be rejected and ignored



WOMEN'S LEADERSHIP PROGRAMS: WHY WE DO WHAT WE DO

Studies have found that few women have had the same quality and quantity of leadership development and networking opportunities and experience as men, thus thwarting their ability to compete adequately for higher level positions





WOMEN'S LEADERSHIP PROGRAM: WHY WE DO WHAT WE DO

- NIC's women's leadership program is designed to enhance the leadership ability of the participant
- It utilizes a research based curriculum that supports the leadership competencies and women's ways of thinking and leading ...
- But are often rejected in our business



WOMEN'S LEADERSHIP PROGRAMS: WHY WE DO WHAT WE DO

Most people expect that others will see the world as they do and when they behave in a manner that is different than expected, then conflict occurs.

Differences cause conflict

Different ~ Wrong

Differences = Different

Marge Douville Fajardo, Key Results



WOMEN'S LEADERSHIP PROGRAMS: WHY WE DO WHAT WE DO

We provide women an opportunity for a safe and supporting environment to:

- Be validated by peers
- Understand their value to the organization, without compromising who they are
- Practice competencies of Problem Solving Communication, Goal Setting, Collaboration, Team Building, Trust, Coaching, etc.



WOMEN'S LEADERSHIP PROGRAMS: WHY DO WE DO WHAT WE DO

- Timeline of leadership development is usually later
- Less training and mentoring opportunity;
- Need to establish and believe in their special strengths before communicating them to men;
- Adopting male attributes and behaviors does not work
- Denying her femaleness = Denying qualities
- Help change the culture



WOMEN'S LEADERSHIP PROGRAMS: WHY WE DO WHAT WE DO

ASSESSMENT AND RESULTS

- Feedback from an early assessment of the Executive Women's program lead to the development of the mid-manager series.
- Most all of the women leaders indicated that they wished they had had some "intervention" earlier in their career;
- AVEC was born after two classes of the program, concretizing the support, networking and continual professional development;
- March 2014 survey of women from five states who participated over the last 12 months; 73% return rate, with six questions asked;



WOMEN'S LEADERSHIP PROGRAMS: WHY WE DO WHAT WE DO

- **As Yvonne Doll, LTC (Ret) Assistant Professor of Military Leadership states:**

"Male by demographic and masculine by cultural definition with acceptance or rejection of women in both corrections and the Army is largely defined by men."



STAFF

▪ Jails Division

- Panda Adkins
- Sandora (Sandy) Cathcart
- Deborah (Dee) Halley
- Michael (Mike) Jackson
- Glenn Watson
- Kenneth Windham



INITIATIVES IN DEVELOPMENT FOR JAILS DIVISION

- **Bail Reform** - balancing the obstacle of inequities of making bail and successful community integration
- **Branding Your Message** - the jail is a part of county government what does that mean to the general public and how does the sheriff or jail administrator view his or her responsibility in that regard - educate the public about the jail and how the community can assist in successful re-entry as a part of the message
- **Crisis Intervention Teams (CIT)** - assisting jails in coordinating their efforts with the community partners and law enforcement entities
- **Jail Safety** - preparedness for emergencies and evacuations/coordination of agencies to support assistance



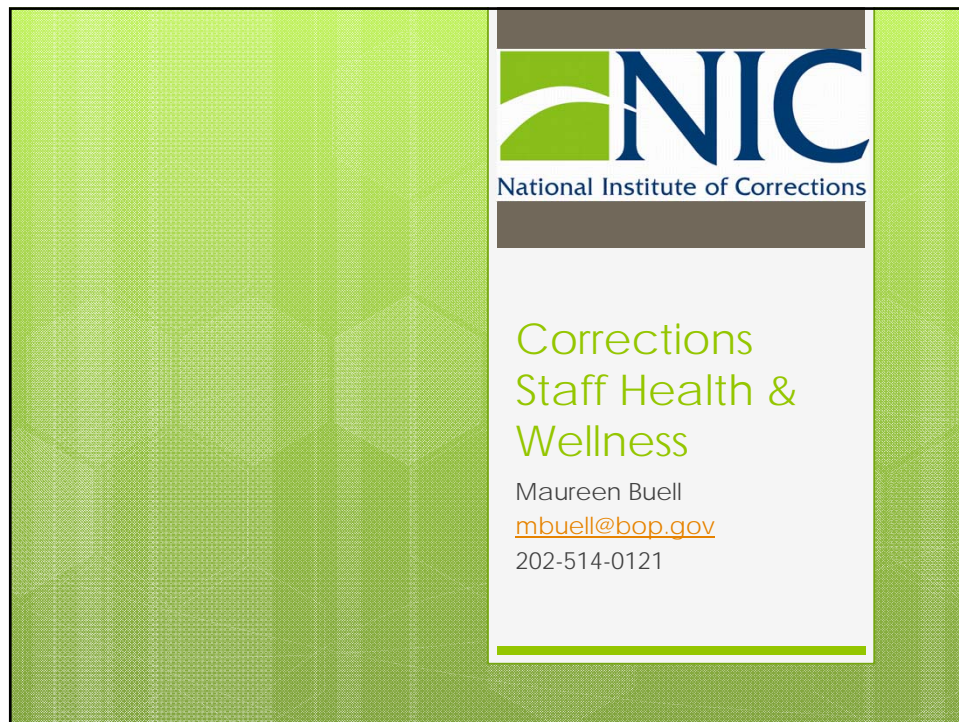
INITIATIVES IN DEVELOPMENT FOR JAILS DIVISION

- Pre-Trial - best practices and increased success for re-entry
- Staff Wellness - after we recruit and train are we facilitating the sustaining of wellness inclusive of physical, mental and social well being
- Veterans in Jails - services coordination and re-entry strategies to reconnect veterans with resources that they are eligible to utilize
- Women in Jails - gender responsive services and programming, variety of configurations of co-ed facilities, being over classified - predominately held for non-violent charges , no trauma based perspectives, extensive family services and medical needs are more diverse




QUESTIONS





Health & Wellness

- History of Community Services Division initiative
 - Trauma informed care and practice with justice involved women
 - From practitioners in the field "what about us?"
 - ACE study (Adverse Childhood Experiences)
 - E-learning component "Justice Involved Women: Building Individual and Organizational Resilience"
 - Research and practice within a number of professions – little existed specific to correctional practice
 - Defining the terms: compassion fatigue, vicarious trauma, secondary trauma, corrections fatigue, burnout



Health & Wellness

NIC initiatives:

- Two competitive cooperative agreements awarded to Desert Waters Correctional Outreach
- 1. **DWCO deliverables (CA #1)**
 - ✓ 2 part webinar series "The Corrections Professional: Maintaining Safety & Sanity"
 - ✓ "Impact of Traumatic Exposure on Corrections Professionals" (paper)
 - ✓ Occupational Stressors in Corrections Organizations: Types, Effects and Solutions (annotated bibliography)



Health & Wellness

- 2. **DWCO deliverables (CA#2) – Technical Assistance – Training for Staff Trainers & coaching**
 - Competitive request for applications for training sites

✓ North Dakota	✓ Missouri
✓ Kansas	✓ Louisville, KY Metro
✓ Washington	DOC
✓ Hawaii	✓ North Carolina
✓ Maine	✓ Iowa
✓ Montana	
 - In process of developing follow-up for feedback about site use of TA



Health & Wellness

• Additional NIC initiatives

- 2015 CSD budgeted for TA in this area
- Development of an NIC dedicated website "Health and Wellness for Corrections Professionals"
- June 10, 2015 Virtual Learning event
- Presentations at national conferences to include AJA, ACA, APPA, Southern States
- Incorporated into Executive Excellence training
- Information noted on NIC News & Large Jail Network blog



Health & Wellness

Additional related topics:

"Staff as our most important resource"

- ✓ Corrections fatigue in jails, prisons, community corrections
- ✓ Impact of personal stress
- ✓ Union and collective bargaining issues
- ✓ Building awareness with leadership
- ✓ Cost benefit analysis (impact on operations & budgets)
- ✓ Physical and mental health issues
- ✓ Nutrition and fitness
- ✓ Building internal peer support
- ✓ Gender, race, ethnicity issues in workplace
- ✓ Organizational and administrative stress

