



---

NATIONAL INSTITUTE OF CORRECTIONS

---

REPORT TO THE NATION

---

# NOW AND BEYOND

---

FISCAL YEAR 2015

U.S. DEPARTMENT OF JUSTICE  
NATIONAL INSTITUTE OF CORRECTIONS  
320 FIRST STREET, NW  
WASHINGTON, D.C. 20534

**Jim Cosby**

Director

**Robert M. Brown, Jr.**

Senior Deputy Director

**Harry Fenstermaker**

Chief, Financial Services Division

**Stephen Amos**

Chief, Jails Division

**Robert M. Brown, Jr.**

Acting Chief, Prisons Division

**Stephen Haas, Ph.D.**

Chief, Community Services Division

**Jeffrey Hadnot**

Chief, Academy Division

**Shaina Vanek**

Executive Assistant

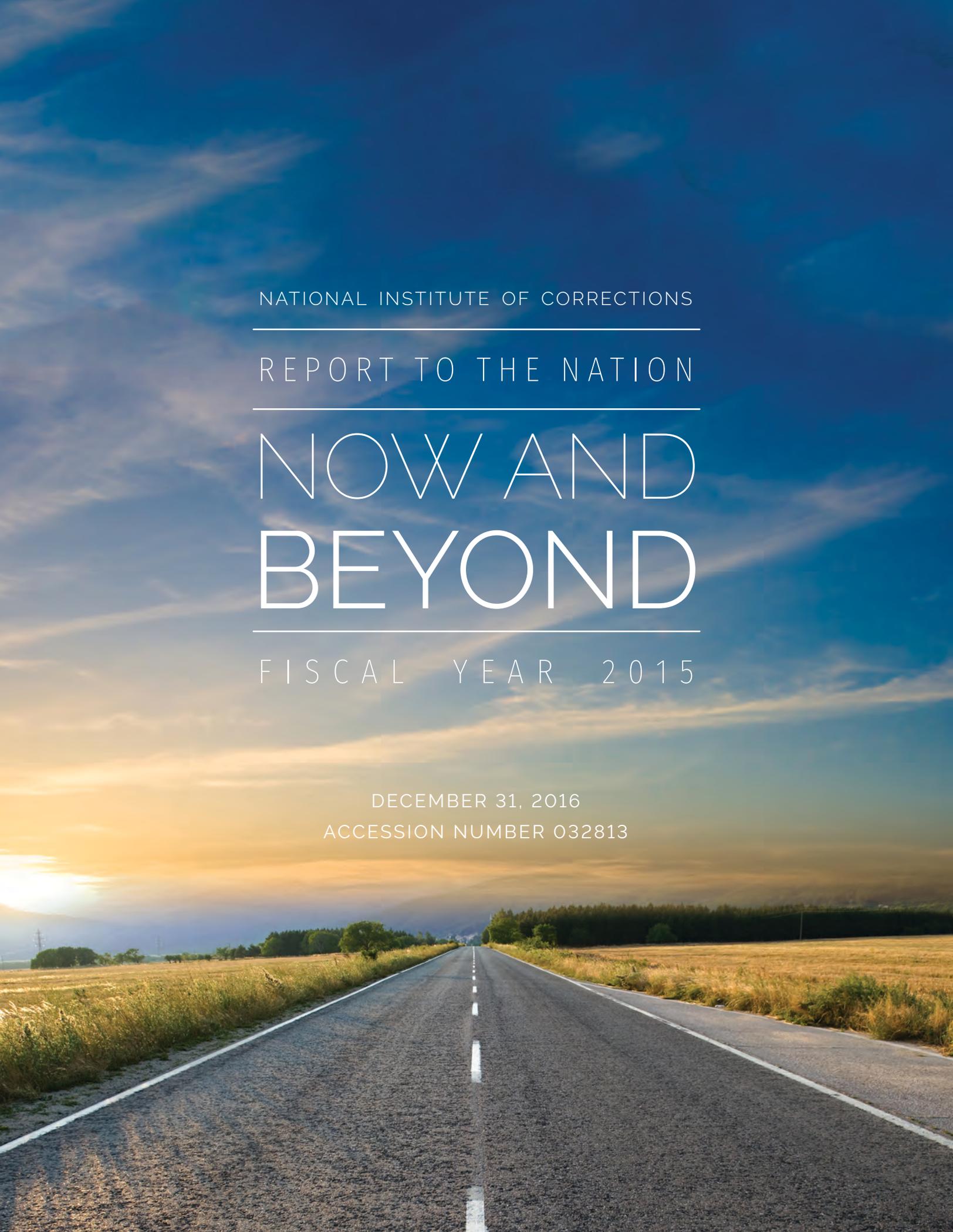
**Donna Ledbetter**

Project Manager

---

NATIONAL INSTITUTE OF CORRECTIONS  
*[www.nicic.gov](http://www.nicic.gov)*

---



NATIONAL INSTITUTE OF CORRECTIONS

---

REPORT TO THE NATION

---

NOW AND  
BEYOND

---

FISCAL YEAR 2015

DECEMBER 31, 2016

ACCESSION NUMBER 032813





---

## TABLE OF CONTENTS

<b>Message from the Director</b> .....	vi
<b>Chapter 1: About the National Institute of Corrections</b> .....	1
Mission .....	1
Strategic Outcomes .....	1
<b>Chapter 2: From the Classroom to the Web</b> .....	3
<b>Chapter 3: Publications</b> .....	7
<b>Chapter 4: Research and Reference</b> .....	11
<b>Chapter 5: In the Field</b> .....	15



---

## FIGURES

<b>Figure 1: User Demographics: Number of Registrations by Primary Area of Practice</b> .....	3
<b>Figure 2: Number of Topic Attendees for Live Events</b> .....	3
<b>Figure 3: Number of Completions per Top E-Course</b> .....	5
<b>Figure 4: NIC Website Milestones</b> .....	13
<b>Figure 5: Phases of Evidence-Based Decision Making</b> .....	17
<b>Figure 6: Technical Assistance by State</b> .....	18

“

---

IF YOU GET THE INSIDE RIGHT, THE  
OUTSIDE WILL FALL INTO PLACE.

*Eckhart Tolle, spiritual leader*

---

”



## MESSAGE FROM THE DIRECTOR

Spiritual leader Eckhart Tolle may have said it best: “If you get the inside right, the outside will fall into place.” He may have been speaking about the need to get one’s life right or to get one’s body right, but the principle is true for so many things in life and work. Think, for example, what good a fancy car is when the engine doesn’t work. You might be able to sit pretty for a while, but it won’t get you very far. There must be something substantive inside.

Of course, whether it’s work in one’s life or work in an office, getting the inside right takes diligence. It can even be painful at times; it doesn’t happen overnight.

Over the past Fiscal Year, the National Institute of Corrections (NIC) overhauled its systems. We’re doing work on the inside, so that what you see on the outside today is even better than it was yesterday. You may have witnessed some of these changes as we acknowledged retiring staff and introduced new hires for critical positions within the agency. You may have also been part of our change as a participant in a national survey of correctional leaders about issues in the field.

You’re going to find evidence of how we’ve been “getting the inside right” in this year’s annual report. You will find a recommitment to essential correctional training programs and a vow from us to consider what’s new. With this Fiscal Year, we’ve established a tone for the agency that will be instrumental in determining our future.

Looking back over the past 40 years, you know the NIC has been committed to assisting the men and women who stand on the front lines of the nation’s correctional system. At our very core, we are in service to the field, doing our best to be your most trusted source in corrections. That will always be at the center of what we do. But in this new era, you can also expect a smarter, more efficient NIC because of all the changes we have implemented.

In Fiscal Year 2015, see how our focus on research led to evaluation of the structured parole decisionmaking framework. Follow the Evidence-Based Decision Making Initiative as we expand the model from local jurisdictions to state systems. Witness the influence of technology on training as we provide services for hosting a virtual conference and supporting yet another successful Learning and Performance Symposium to provide a multitude of e-Learning courses through our website.

By no means is what I have mentioned here meant to represent the whole of our efforts. We’ve got a lot of changes ahead, and the best is yet to come.

**Jim Cosby**  
*Director*  
National Institute of Corrections



“

---

...PROVIDE SERVICES IN EFFECTIVE  
PLANNING, MANAGEMENT, AND  
OPERATIONS STRATEGIES THAT  
PROVIDE CONSTITUTIONAL,  
ETHICAL, HUMANE, SAFE, AND  
COST-EFFECTIVE PRISONS, JAILS,  
AND COMMUNITY CORRECTIONS  
PROGRAMS AND FACILITIES.

---

”

# CHAPTER | 1

## ABOUT THE NATIONAL INSTITUTE OF CORRECTIONS

### MISSION

The National Institute of Corrections (NIC) is a center of learning, innovation, and leadership that shapes and advances effective correctional practice and public policy.

### STRATEGIC OUTCOMES

The outcomes of NIC's activities contribute significantly to the achievement of the following state, local, and federal correctional goals and priorities:

#### Effectively managed prisons, jails, and community corrections programs and facilities

We will provide services in effective planning, management, and operations strategies that provide constitutional, ethical, humane, safe, and cost-effective prisons, jails, and community corrections programs and facilities.

#### Enhanced organizational and professional performance in corrections

We will provide education and training opportunities in management, leadership, and specialized areas based on value-centered principles and best practices that will continually enhance organizational and professional performance.

#### Community, staff, and offender, and returning citizen safety

We will provide correctional practices and procedures that maximize the safety of the community, staff, offenders, and returning citizens; hold inmates accountable; and improve the likelihood of inmates choosing responsible, law-abiding behavior as they reenter our communities.

#### Improved correctional practices through the exploration of trends and public policy issues

We will promote the exploration of critical issues and the shaping of public policies that improve the effectiveness, efficiency, and human quality of practices that impact corrections.

#### Enhanced services through improved organization and staff effectiveness

We will provide opportunities for organizational and professional growth to enhance our services. We will implement a strategic management process that leads to improved organizational structure, management practices, and program planning that support the mission and vision, consistent with available resources.

“

---

HAVING A SOLUTION FOCUS IS EXTREMELY IMPORTANT FOR ME—POINTING OUT WHAT I AM DOING RIGHT, WHILE SIMULTANEOUSLY OFFERING SOLUTIONS. PLEASE KEEP DOING THAT!

*Participant, Learning and Performance,  
Fiscal Year 2015*

---

”

# CHAPTER | 2

## FROM THE CLASSROOM TO THE WEB

### FROM THE CLASSROOM TO THE WEB

With learning options ranging from the classroom to the web, the National Institute of Corrections (NIC) offers constituents a diverse array of flexible, top-level training on matters of critical need to the nation's jails, prisons, and community correctional facilities. Our training programs are as diverse as the people we serve, with coursework ranging from correctional operations to leadership and management studies.

#### No matter the subject, all NIC courses have these things in common:

- | Evidence-Based: Going beyond best practice, NIC training illustrates the role of applied research on improving correctional outcomes.
- | Effective: Participants learn real, repeatable skills that can be transferred from the classroom to the real world.
- | Relevant: Always evolving and improving, NIC training is based on the real-time needs of practitioners actively working in the field.

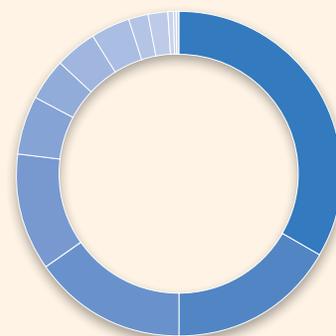
#### What's New?

- | Virtual Conference 2015
- | Learning and Performance Symposium 2015

#### Virtual Conference 2015

On June 10, 2015 NIC held its second virtual conference. The theme was *Staff Wellness*. With a total of over 2,300 registrants, the conference offered multiple interactive workshops as well as a keynote speaker addressing staff wellness as a strategic priority. All sessions were recorded and continue to draw audiences to the NIC website.

FIGURE 1: USER DEMOGRAPHICS: PERCENTAGE OF REGISTRATIONS BY PRIMARY AREA OF PRACTICE



- 33.8% Adult Prison
- 16.6% Adult Community
- 15.3% Adult Jail
- 11.7% General Corrections
- 5.6% Service Provider (e.g. substance abused mental health)
- 4.3% Law Enforcement
- 4.1% Academics
- 4.0% Juvenile Detention/Facility
- 2.0% Juvenile Community Corrections
- 1.7% Judicial
- 0.8% Faith Based
- 0.2% Military
- 0.1% Legislature

FIGURE 2: NUMBER OF TOPIC ATTENDEES FOR LIVE EVENTS

TOPIC	ATTENDEES
Putting Staff First: Wellness as a Strategic Priority	361
Resilience-promoting Behaviors and Health Status of Corrections Professionals	349
Healing Corrections	210
Surviving the Trenches: Addressing Employee Stress and Wellness	183
Suicide Behind the Wall: Corrections Personnel Suicide and Wellness	155

## Learning and Performance Symposium

*Innovations in Training and Learning Delivery* was the theme of the Fiscal Year 2015 Academy Learning and Performance Symposium. Because identifying and using innovative strategies to deliver learning were identified as the top needs of the field in Fiscal Year 2014, the symposium was specifically designed to cover these and other relevant topics. During the three days of the symposium, participants:

- | Learned more about how to use technology to address training issues
- | Developed advanced skill building beyond regulatory requirements
- | Reviewed blended learning strategies
- | Examined alternatives to traditional instructional methods

Over 130 learning professionals from jails, prisons, community services, and juvenile corrections participated in multiple interactive workshops.

## Post-Conviction Victim Services

Victims of crime have traditionally been served by local prosecutors' offices and community advocates. However, with the national focus on returning citizens, there is a growing need for more services for victims after perpetrators have been convicted.

In February 2015, NIC conducted a three-hour broadcast entitled *Offender Reentry: The Value of Victim Involvement*. This broadcast focused on a discussion of balancing the safety and concern of the victims of crime with the current national focus on assisting returning citizens to return to our communities. Over 600 people registered for this event and it continues to be a popular library item.

## Winter Conference Training – American Correctional Association

NIC provided two workshops at the American Correctional Association Winter Conference held February 7–11, 2015 - *When Things Go Terribly Wrong* regarding security of prisoners during hospital stays and *Human Performance Improvement* regarding creating a "corrections university" as a mechanism to improve and advance correctional training academies.

## Lesbian, Gay, Bisexual, Transgender, and Intersex Offenders

NIC released the e-course, *Respectful Communication with LGBTQI Youth*. This course is designed for all staff working with juveniles and can be taken online through the NIC Learning System or downloaded to a DVD. The course is intended to help agencies comply with educational requirements under the Prison Rape Elimination Act.

## Webinars and Internet Broadcasts

Among the agency's most flexible learning options, webinars and broadcasts are alternatives to traditional e-courses. These training formats allow students to participate live, while the recordings allow students to revisit material as needed or learn when it is most convenient for them. In addition, webinars and broadcasts give participants the unique opportunity to talk one-on-one with correctional experts.

- | *Hepatitis C in Corrections: Innovations in Treatment and Management of a Public Health Challenge* [Internet Broadcast] 2015. <http://nicic.gov/Library/030028>



- | *Promising and Innovative Practices for Children of Incarcerated Parents: Arrest through Pre-Adjudication* [Webinar]. <http://nicic.gov/library/031308>
- | *Veterans Treatment Courts: A Second Chance for Vets Who Have Lost Their Way* [Internet Broadcast] 2015. <http://nicic.gov/library/029869>

## E-Courses

NIC hosts three learning centers for federal, state, and local corrections professionals. Each learning center is focused to the learning needs of a specialized audience.

The NIC Learning Center (<http://nic.learn.com>) is for executive-level leaders, mid-level managers, supervisors, and corrections decisionmakers. It provides classroom and blended learning event registration, virtual instructor-led training, and over 300 e-courses.

The PREA Learning Center (<http://nic.learn.com/PREA>) maintains courses devoted to providing instruction related to adherence to the Prison Rape Elimination Act of 2003.

The Frontline Learning Center (<http://nic.learn.com/frontline>) is an e-course-only learning center that can be accessed by correctional officers, detention officers, probation and parole officers, reentry specialists, correctional health professionals, and other correctional line staff. To date, over 190,000 corrections professionals have created an account.

NIC online learning users have access to paperless applications for classroom and self-paced learning plans, on-demand e-courses, certificates of completion, and a historical transcript of learning activities. Users also have access to 24/7 technical support for assistance should they need it.

### NIC Learning Activity Highlights for Fiscal Year 2015

- | Over 57,000 users logged in at least once to one of NIC's learning centers in Fiscal Year 2015.
- | During Fiscal Year 2015, 2,569 users completed a classroom training program, network meeting or blended event; 2,170 completed a virtual instructor-led training; and 523 completed a webinar.
- | NIC recorded 59,477 e-course completions during Fiscal Year 2015.

### Top Ten E-Course Completions

A total of 381 e-courses were available in Fiscal Year 2015. The NIC custom e-course *Your Role Responding to Sexual Abuse* was the most popular e-course with 8,850 completions.

FIGURE 3: NUMBER OF COMPLETIONS PER TOP E-COURSE

*PREA: Your Role Responding to Sexual Abuse*

8,850

*Inmate Suicide Prevention*

4,761

*PREA: Investigating Sexual Abuse in a Confinement Setting Offenders*

4,732

*Communicating Effectively and Professionally with LGBTI Offenders Setting*

3,418

*PREA: Medical Health Care for Sexual Assault Victims in a Confinement Setting*

2,854

*Incident Command System for Corrections: Basic*

2,527

*PREA: Behavioral Health Care for Sexual Assault Victims in a Confinement Setting*

1,974

*Interpersonal Communication Skills with Correctional Offenders – Course 1*

1,751

*Interpersonal Communication Skills with Correctional Offenders – Course 2*

1,345

*Interpersonal Communication Skills with Correctional Offenders – Course 3*

1,224

“

---

NIC'S COMMUNICATIONS PROGRAM NOW  
EMBRACES BOTH MOBILE TECHNOLOGY  
AND ALTERNATIVES TO PRINT AS CREATIVE,  
COST-EFFECTIVE MEANS TO IMPROVING  
THE DISSEMINATION OF CRITICAL  
INFORMATION TO THE FIELD.

---

”

# CHAPTER | 3

## PUBLICATIONS

### PUBLICATIONS

Keeping with the pace of innovation and the technological demands of our constituents, the outreach and publications of the National Institute of Corrections (NIC) have evolved to include a variety of information delivery options. Without abandoning traditional methods, NIC's communications program now embraces both mobile technology and alternatives to print as creative, cost-effective means to improving the dissemination of critical information to the field.

NIC's growing use of these technologies provides constituents with:

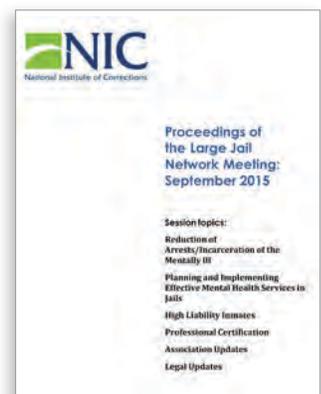
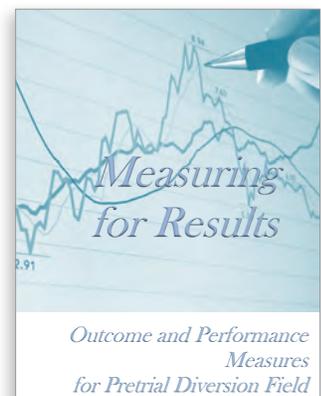
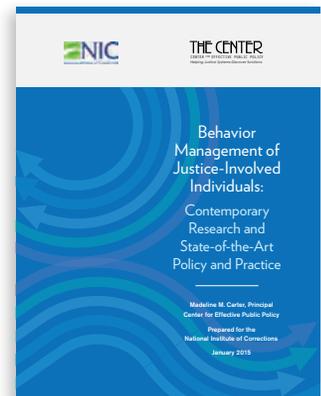
- | Enhanced discoverability online
- | Improved accessibility, especially for people with disabilities
- | Greater awareness of NIC capabilities and services

#### What's New?

- | Veterans Treatment Courts: A Second Chance for Vets Who Have Lost Their Way
- | No Place for Youth: Girls in the Adult Justice System
- | Guide to Reentry-Focused Performance Excellence

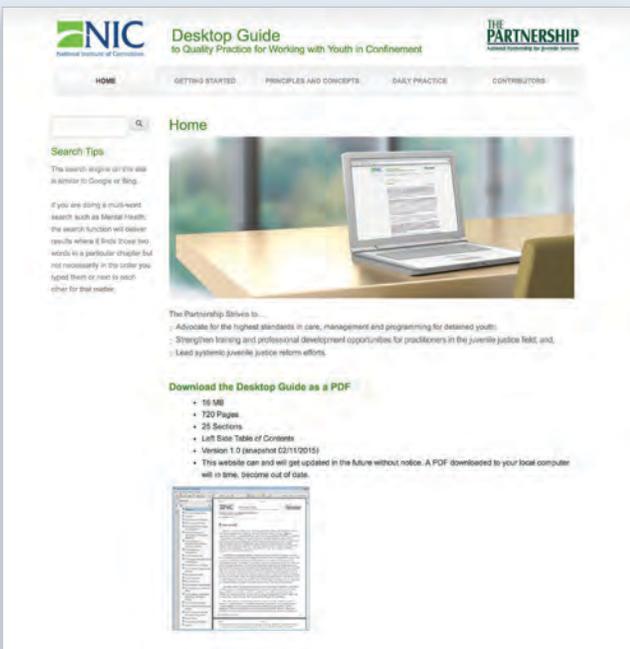
#### Manuals

- | *Behavior Management of Justice-Involved Individuals: Contemporary Research and State-of-the-Art Policy and Practice.* <http://nicic.gov/library/029553>
- | *Jails in America: A Report on Podular Direct Supervision 2015.* <http://nicic.gov/library/030135>
- | *Measuring for Results: Outcome and Performance Measure for Pretrial Diversion Field, 2015.* <http://nicic.gov/library/029722>
- | *Proceedings of the Large Jail Network Meetings for March and September, 2015.* <http://nicic.gov/library/031304>; <http://nicic.gov/library/031301>
- | View CCCN's position paper, *Safe and Smart Ways to Solve America's Correctional Challenges*, here: <http://community.nicic.gov/wikis/cccn/cccn-s-position-paper-safe-and-smart-ways-to-solve-america-s-correctional-challenges.aspx>



Microsites

- | Correctional Industries: A Guide to Reentry-Focused Performance Excellence 2015. <http://info.nicic.gov/cirs/>
- | Desktop Guide to Quality Practice for Working with Youth in Confinement. <http://www.desktopguide.info/>
- | Health Reform and Public Safety: New Opportunities, Better Outcomes. <http://info.nicic.gov/hrps/>
- | LBGTI Policy Review and Development Guide. <http://info.nicic.gov/lgbti/>
- | Offender Reentry: The Value of Victim Involvement [Internet Broadcast] 2015. <http://info.nicic.gov/orvi/>
- | Thinking for a Change: Training for Trainers 2016 <http://info.nicic.gov/t4c/>



## No Place for Youth: Girls in the Adult Justice System

Adult jails and prisons are not designed for the confinement of youth, and as a result most are not equipped to meet the inherent and specific needs of adolescents, especially girls. Part of the *Gender Responsive Strategies* series, a new document titled *No Place for Youth: Girls in the Adult Justice System* discusses the legislation that allows transfer of girls to the adult system. It covers the difficulties not only in the education and treatment of youth, but the challenges in housing girls in a system designed more specifically for adult males.

## Guide to Reentry-Focused Performance Excellence

Launched this past year and developed in collaboration with the Reentry Task Force of the National Correctional Industries Association, NIC released the *Guide to Reentry-Focused Performance Excellence*. The guide helps practitioners support the use of evidence-based practice and sustainability in correctional industries programming. The guide also promotes a culture of supporting the development and employability of justice-involved individuals, setting the stage to prepare them to transition into long-term, gainful attachment to the workforce.

## Children of Incarcerated Parents

NIC partnered with the Urban Institute to develop a framework document of promising practices that examines the points of the criminal justice continuum from arrest and jail incarceration through pre-adjudication and how each of the decision points affects children and their families.

## Dosage Probation

NIC partnered with the Center for Effective Public Policy to develop a policy and practice framework document to support a new model of supervision, dosage probation, which incentivizes justice-involved individuals' engagement in risk-reducing activities by offering early termination from supervision in return. Dosage is now being pilot tested in Napa County, California, and Washington County, Minnesota.



“

---

THE DESISTANCE MODEL  
EMPHASIZES WORKING WITH  
PEOPLE TO ENCOURAGE THEM TO  
GIVE UP CRIMINAL LIFESTYLES BY  
FOCUSING ON STRENGTHS.

---

”

# CHAPTER | 4

## RESEARCH AND REFERENCE

### RESEARCH AND REFERENCE

How is it that an agency tasked with providing training to the field of corrections speaks so highly and often about evidence-based practice and research? It's because research is the foundation of all correctional approaches taught in the National Institute of Corrections (NIC) curriculum. Reliance on intuition or best practice is no longer enough. So NIC relies on research and makes it imperative to empower the field with that information.

#### What's New?

- | Desistance project
- | Structured Parole Decision Making
- | Zen Desk Outcomes

#### NIC Desistance Project

In 2011, the Bureau of Justice Assistance, the National Institute of Justice, and NIC united to complete a set of randomized control trials to analyze the connection between specific reentry programs and public safety outcomes, specifically reentry. Referred to as the Desistance Project, outcomes from the study will serve as the foundation that researchers will use to develop a new process for reentry and community-based services. NIC and its partners want to examine how desistance supports crime-free behavior in people who are at risk to reoffend. The desistance model emphasizes working with people to encourage them to give up criminal lifestyles by focusing on strengths.

Planning with partner agencies continues for the outcome portion of the study.



**BJA**  
Bureau of Justice Assistance  
U.S. Department of Justice

**NIJ**  
NATIONAL  
INSTITUTE  
of JUSTICE

**NIC**  
National Institute of Corrections

### Structured Parole Decision Making Model

Partnering with the Legal Decision Making Lab at Carleton University, NIC developed a tool designed to help parole board members reach consistent, transparent and defensible, high-quality release decisions. The tool is called the Structured Parole Decision Making Framework.

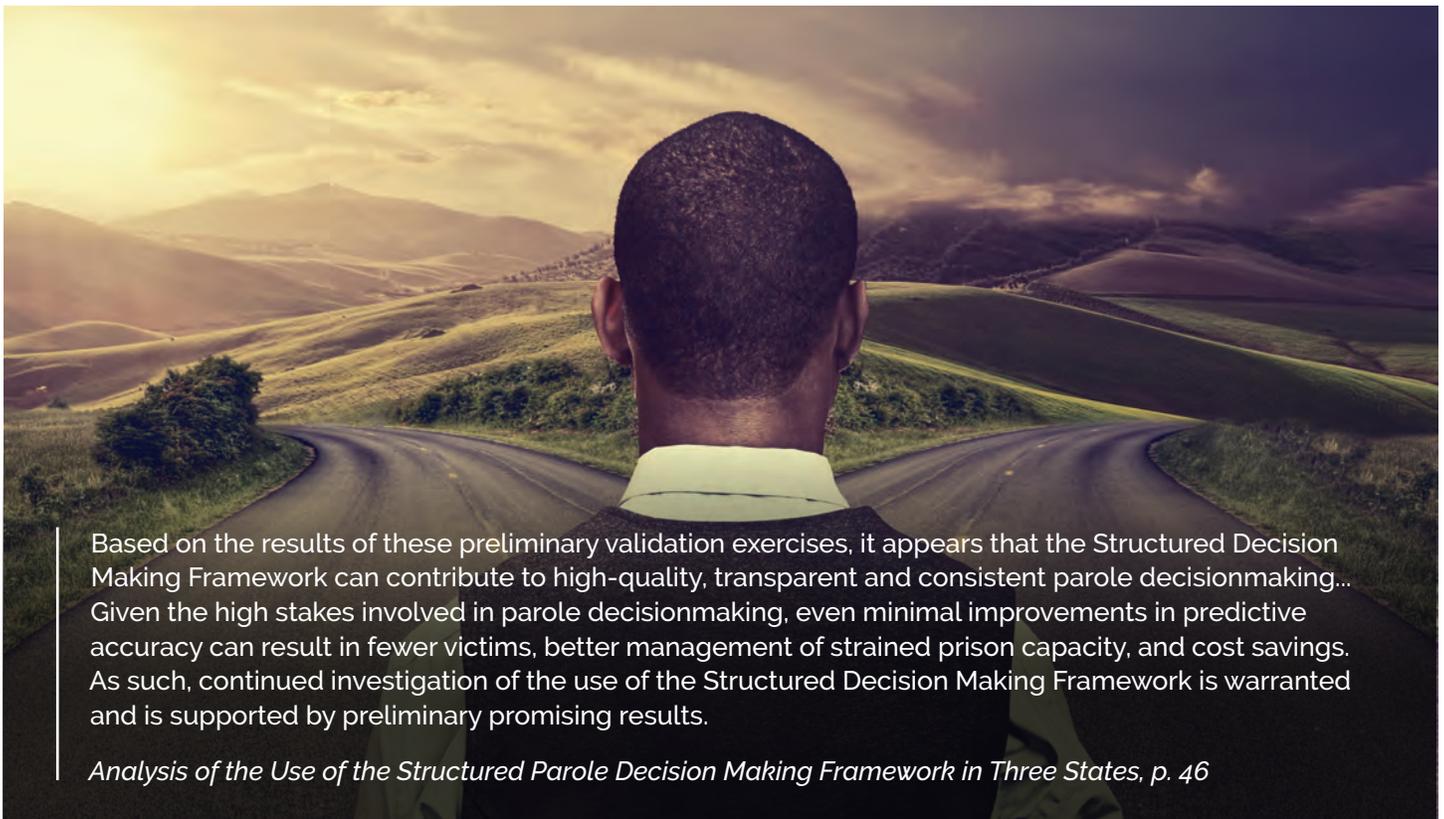
NIC replicated the use of the Structured Decision Making Framework in the U.S. through its technical assistance program and facilitated opportunities for three states – Ohio, Connecticut, and Kansas – to examine the outcomes of the framework in their jurisdictions. The results were promising and the sites continue to use the model as a matter of policy. NIC plans to return to the first round of sites to conduct another evaluation because of the initial small sample size; it wants to compare and examine the effect of the tool over three years. Fiscal Year 2015 marks the start of round two of the project. NIC is in the process of inviting three new paroling authorities to test implementation of the tool.

### Zen Desk Outcomes

Customer Service Feedback surveys rate satisfaction with the Information Center help line, also known as the Zen Desk, as ranking at 4.75 out of 5. Some of the feedback we have received to date includes the following:

- | The person I spoke with was very helpful and attentive to the issues. She communicated with me via email and telephone. She also followed up to ensure that some remedy had been provided. While the ultimate solution was not reached I am clear that she did everything within her power and ability to resolve the issue.
- | You [all] were incredibly responsive. I would expect this level of service from a fortune 500 company, not a government entity. I am very pleased, thank you!

The Library includes an expansive physical and online collection with over 20,000 items dedicated to every



Based on the results of these preliminary validation exercises, it appears that the Structured Decision Making Framework can contribute to high-quality, transparent and consistent parole decisionmaking... Given the high stakes involved in parole decisionmaking, even minimal improvements in predictive accuracy can result in fewer victims, better management of strained prison capacity, and cost savings. As such, continued investigation of the use of the Structured Decision Making Framework is warranted and is supported by preliminary promising results.

*Analysis of the Use of the Structured Parole Decision Making Framework in Three States, p. 46*

topic related to the criminal justice field. Of note are the following achievements:

- | In Fiscal Year 2015, 2,000 visitors came through the physical library from NIC and BOP classes, as well as the corrections profession at large.
- | In the online catalog, original articles related to corrections received over 100,000 views.
- | Over 750 items were catalogued into our integrated library system and collection.
- | During the Fiscal Year, the library acquired 100 monographs, serials and journals.
- | The NIC Knowledgebase was updated to include resources on Restrictive Housing, Legally defensible training, Evidence-Based Practices (EBP), probation and parole caseload size, and Affordable Care Act implementation strategies.

The NIC website also achieved a number of important milestones in Fiscal Year 2015:

- | The website hosted over 650,000 visitors.
- | The Corrections Community Forums had 10,000 members.
- | Numerous microsites and project pages were introduced to highlight innovative work in the corrections field throughout the United States and internationally.
- | Over 30,000 people have subscribed to NIC's email notifications and RSS feeds.
- | Approximately 200 articles were blogged about and posted.

### Bibliographies

Annotated Bibliographies on the following topics were created or updated:

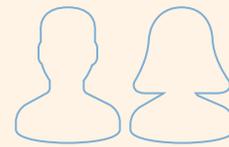
- | *Evidence-Based Practices in Criminal Justice Settings*
- | *Motivational Interviewing*
- | *Offender Reentry*
- | *Thinking for a Change*
- | *LGBTI: Lesbian, Gay, Bisexual, Transgender, and Intersex Offenders (Selected Resources for Criminal Justice Professionals)*

FIGURE 4: NIC WEBSITE MILESTONES



**650,000+**

The website hosted over 650,000 visitors.



**10,000**

The Corrections Community Forums had 10,000 members.



**NUMEROUS**

Numerous microsites and project pages were introduced to highlight innovative work in the corrections field throughout the United States and internationally.



**30,000+**

Over 30,000 people have subscribed to NIC's email notifications and RSS feeds.



**~200**

Approximately 200 articles were blogged about and posted.

“

---

SERVE AS THE FORUM TO DEVELOP  
AND WORK THE EMERGING ISSUES,  
ACTIVITIES AND GOALS OF THE  
COMMUNITY CORRECTIONS FIELD.

---

”

# CHAPTER | 5

## IN THE FIELD

### IN THE FIELD

Providing services to the corrections field is at the core of all activity at the National Institute of Corrections (NIC). Whether through training, technical assistance, or the myriad of programs we develop and implement throughout the country, offering solutions that assist correctional agencies in fulfilling their core missions is at the heart of what we do.

#### What's New?

- | In Fiscal Year 2015 NIC developed training specifically for Indian Country Jails.
- | As another support component of Direct Supervision, the *Jails in America* DVD was updated in Fiscal Year 2015. This DVD provides information and testimonials on direct supervision jails.
- | During Fiscal Year 2015, EBDM moved into Phase IV, which was designed to identify capacity in our current EBDM states to test the EBDM model at both the state and local levels.

#### Indian Country Jails

The goal of the Indian Country Jails project was to improve the operation and management of Indian Country detention through training and capacity building assistance provided to detention administrators and the Bureau of Indian Affairs (BIA) Office of Justice Services Corrections Division staff. Within the scope of this agreement we:

- | Coordinated and delivered six sessions of the NIC Jail Administration training program (adapted for Indian Country) including one program delivered by BIA and monitored by NIC. Total of 149 participants completed this training
- | Developed and delivered one Staffing Analysis workshop to selected BIA staff. This training was followed by the mentoring of trainees as they conducted three staffing analyses onsite in Indian Country facilities.
- | Conducted two workshops on the Peer Review Process.
- | Developed peer review protocol for BIA including the:
  - BIA Adult Detention Facility Guidelines Audit Form
  - Implementation and Self-Audit Handbook
- | Developed and delivered one offering of Team Building for Effective Jail Management training program.

The overall training program evaluations were all rated in the very good range with scores in the 4.52–4.65 range on a scale of 1–5.

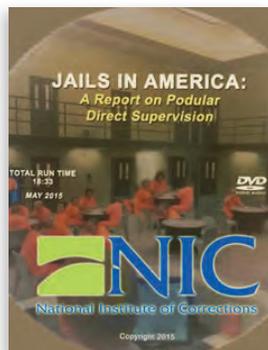
## Direct Supervision Jails

Direct supervision jails combine the benefits of good correctional facility design with an inmate management philosophy and strategy that can significantly reduce violence, vandalism, and other problem inmate behaviors commonly seen in jails throughout the nation. Officers closely supervise inmates and interact extensively with them to manage their behavior in correctional facilities designed without barriers, such as bars or security glass, between them and the inmates. Jail operations, the design of the correctional facility, and jail furnishings are all designed to encourage positive inmate behavior and discourage problem behavior.

NIC now offers three (3) curricula on direct supervision focusing on the respective roles of

1. the administration,
2. the supervisor, and
3. the housing officer.

Additionally, NIC offers onsite technical assistance for jails moving toward Direct Supervision for the first time.



## The Community Corrections Collaborative Network

The Community Corrections Collaborative Network (CCCN) is an NIC sponsored network comprised of associations now representing nearly 90,000-plus probation, parole, pretrial, and treatment professionals around the country. Its mission is to “serve as the forum to develop and work the emerging issues, activities and goals of the community corrections field.”

In Fiscal Year 2015, the CCCN held a two-day meeting in San Diego, California and facilitated a live national discussion with criminal justice professionals across the country. San Diego County’s innovative approach to reentry was highlighted on day two during a live national discussion via webinar. The CCCN hosted this live national discussion with the help of federal partners and national and local experts. It highlighted the unique opportunities and resources that are now available to our criminal justice system.

## Justice-Involved Mentally Ill

Jail staff who work posts managing justice-involved individuals with mental illness often do not know how to effectively intervene on the behalf of these types of individuals. As a result, they are frequently placed in restrictive housing. Yet studies have shown that this environment can actually exacerbate the symptoms

## Evidence-Based Decision Making

EBDM is a strategic and deliberate method of applying empirical knowledge and research-supported principles to justice system decisions made at the case, agency, and system level. The initiative team developed the EBDM framework, which posits that public safety outcomes will be improved when justice system stakeholders engage in truly collaborative partnerships, use research to guide their work, and work together to achieve safer communities, more efficient use of tax dollars, and fewer victims.

During Fiscal Year 2015, EBDM moved into Phase IV which was designed to identify capacity in our current EBDM states to test the Model at both the state and local level. Four states, Wisconsin, Oregon, Indiana and Wisconsin, participated in the activities of the Phase IV roadmap. The work of Phase IV was evaluated and selections were made for participation in Phase V. This year we will be moving to Phase V. States have

been selected, including their local jurisdictions, for a total of 21 sites, to move forward with Phase V. Fiscal Year 2016 will fund the remainder of work associated with Phase V as well as the selection of the states that will move to Phase VI, implementation.

During Fiscal Year 2015, EBDM moved into Phase IV, which was designed to identify the interest and capacity of our current EBDM states to test the application of the EBDM framework at both the state and local level. Four states, Wisconsin, Oregon, Indiana and Wisconsin, participated in the activities of the Phase IV roadmap. The work of Phase IV was evaluated and selections were made for participation in Phase V. Three states were selected with 6 of their local jurisdictions, for a total of 21 sites, to move forward to begin the planning phase of the initiative. Fiscal Year 2016 will fund the remainder of work associated with Phase V as well as the selection of the states that will move to Phase VI, implementation.

of mental illness. In response to requests for technical assistance from jails trying to find solutions to this problem, NIC completed several behavioral and operational assessments. The assessments revealed not only that the mentally ill are overrepresented in restrictive housing but that there was also a need in the field for Crisis Intervention Teams training.

Crisis Intervention Teams training is a 40-hour curriculum that teaches jail staff how to de-escalate mentally ill inmates in crisis, how to refer inmates to the proper mental health or medical services, and how to access community-based mental health services.

In Fiscal Year 2015, NIC piloted and offered a new course titled *Planning and Implementing Mental Health Services in Jails*. The course is aimed at helping local jails offer comprehensive mental health services.

### Post-Conviction Victim Services Network

NIC convened the second meeting of the Post-Conviction Victim Services Network in Fiscal Year 2015. Representatives from 44 states attended alongside representatives from the Federal Bureau of Prisons and the Office of Victims of Crime. NIC works closely with this Network to identify specific needs

in Post-Conviction settings to aid in designing products and additional services that benefit victims and promote successful reentry for returning citizens.

### Inmate Behavior Management (IBM)

The most fundamental goal of every jail is to maintain a safe and secure environment for inmates, staff, and visitors. Effectively managing inmate behavior is critical to this goal. NIC's Inmate Behavior Management program is based on previous work in jail management with an emphasis in two major areas: podular direct supervision and inmate classification.

Establishing a formal, written inmate behavior management plan serves as both a strategy for achieving more effective control over inmate behavior and a mechanism for identifying problem areas in inmate behavior management. Integrating the elements of Inmate Behavior Management puts control of a jail in the hands of staff – where it belongs.

To further facilitate the use of IBM as an operational philosophy, the IBM training curriculum was updated in Fiscal Year 2015 to include the use of two e-courses, one introduction WebEx, 32 hours of classroom instruction and one follow-up WebEx approximately six months after course completion.

FIGURE 5: SIX PHASES OF EVIDENCE-BASED DECISION MAKING

- 1** **Convening of Advisory Group**  
By the end of Phase 1, the keystone document "A Framework for Evidence-Based Decision Making in Local Jurisdictions" will have been published.
- 2** **Preparing to Implement the EBDM Framework within Local Jurisdictions**  
By the end of Phase 2, sites will have established agreed upon policy teams, standards, logic models, and performance measures to evaluate progress toward EBDM implementation.
- 3** **Implementing the EBDM Framework within Local Jurisdictions**  
By the end of Phase 3, sites will have collected baseline data on implementation strategies, communicated processes for measuring ongoing progress, informed and engaged stakeholders in the processes involved in EBDM implementation.
- 4** **Expanding the EBDM Framework to the State Level and Additional Local Jurisdictions**  
By the end of Phase 4, sites will have developed a strategy for expanding EBDM fundamentals to the state level.
- 5** **Preparing to Implement the EBDM Framework at the State Level and within Local Jurisdictions**  
By the end of Phase 5, sites will continue to develop systemwide performance measures, logic models, and data integrations that support EBDM implementation.
- 6** **Implementation**  
By the end of Phase 6, sites will have fully implemented the EBDM process into their local area.

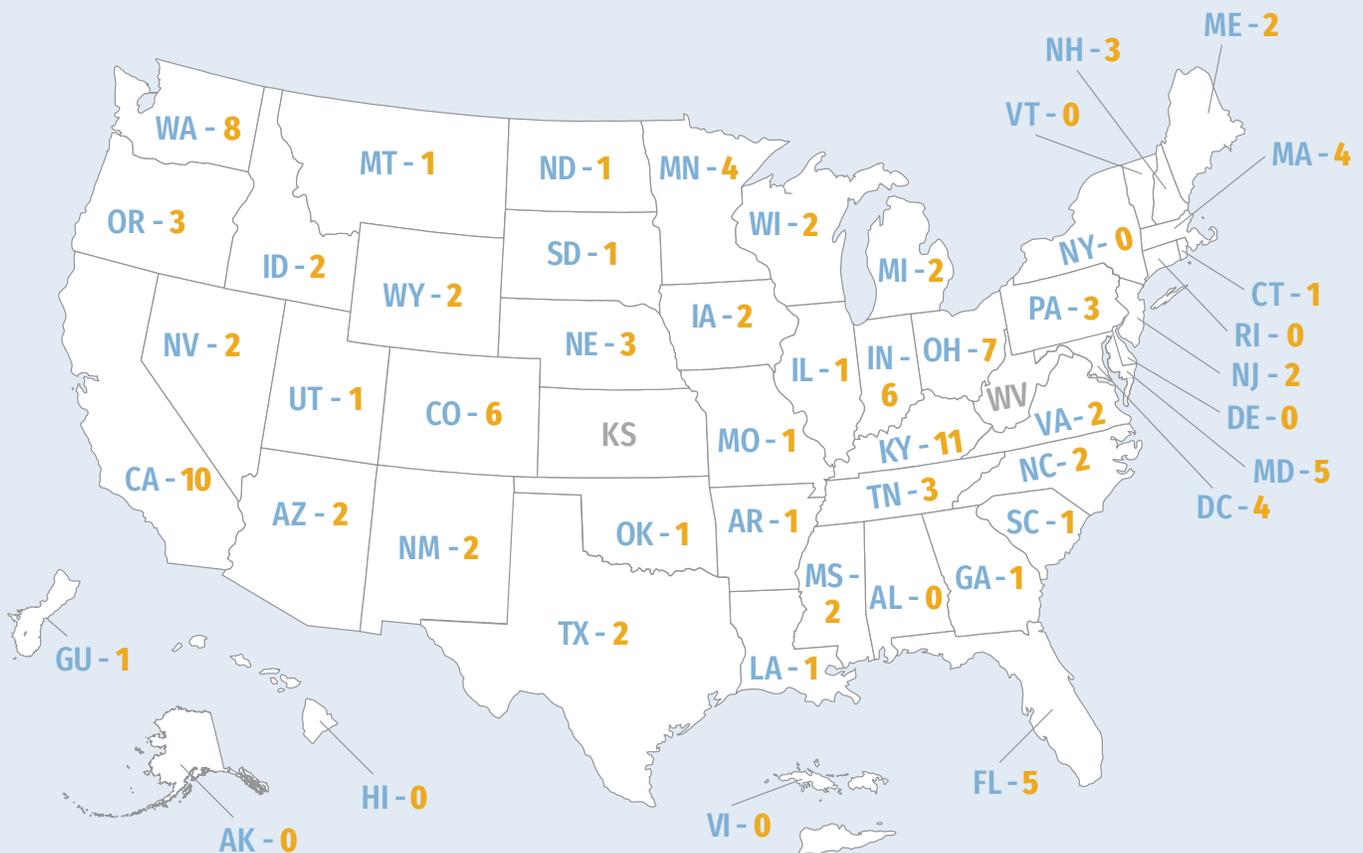
### Pretrial Evidence-Based Strategies Initiative

Pretrial is an area that continues to grow in concern for many states and local jurisdictions. Therefore, NIC is committed to the development and expansion of its pretrial justice efforts. NIC is providing responsive technical assistance and pretrial program development and evaluation, intensive training for new pretrial executives, and contracts to revise pretrial justice standards. NIC has established a pretrial executive network, and is in the process of developing a paper on the *Essential Elements of a Pretrial Justice System and Agency*. An initial draft of the paper is expected in the spring of 2016.

### Safety in Women's Correctional Facilities

When working with justice-involved women, correctional staff are challenged in determining whether relationships between women are predatory and destructive or supportive and appropriate. In response to those concerns, NIC partnered with The Moss Group to develop *Safety Matters: Relationships in Women's Facilities*. The curriculum uses a blended learning format, delivering content in three phases via the web, on-site training, and remote coaching. The target audience for this curriculum includes correctional leadership, staff who work directly with women, and their supervisors. The curriculum is built on evidence-based and gender-informed

FIGURE 6: TECHNICAL ASSISTANCE BY STATE



research and includes findings that have emerged as part of our ongoing partnership with other federal agencies to help the nation's correctional facilities meet the requirements of the Prison Rape Elimination Act. The emerging research continues to underscore sexual abuse in women's facilities and the challenges in identifying and addressing both staff-to-inmate and inmate-to-inmate sexual abuse.

To date the curriculum has been piloted in two women's prisons and has been well received. The revised curriculum based on feedback from the pilots will be posted on the NIC website.

An additional product of this cooperative agreement is a literature review specific to sexual safety in women's correctional facilities.

### Technical Assistance

Each year, the National Institute of Corrections performs numerous technical assistance programs throughout the nation. The latest Fiscal Year was no exception with at least one technical assistance event performed in over half the states.

STATE	# TA REQUESTS
Alabama	0
Alaska	0
Arizona	2
Arkansas	1
California	10
Colorado	6
Connecticut	1
Delaware	0
Florida	5
Georgia	1
Guam	1
Hawaii	0
Idaho	2
Illinois	1
Indiana	6
Iowa	2
Kentucky	11

STATE	# TA REQUESTS
Louisiana	1
Maine	2
Maryland	5
Massachusetts	4
Michigan	2
Minnesota	4
Mississippi	2
Missouri	1
Montana	1
Nebraska	3
Nevada	2
New Hampshire	3
New Jersey	2
New Mexico	2
New York	0
North Carolina	2
North Dakota	1

STATE	# TA REQUESTS
Ohio	7
Oklahoma	1
Oregon	3
Pennsylvania	3
Rhode Island	0
South Carolina	1
South Dakota	1
Tennessee	3
Texas	2
Utah	1
Vermont	0
Virginia	2
U.S. Virgin Islands	0
Washington, D.C.	4
Washington	8
Wisconsin	2
Wyoming	2
<b>Total</b>	<b>126</b>

