



Proceedings of the Large Jail Network Meeting: March 2016

Session Topics:

**Shaping the Message to
Legislators and Decision-Makers**

Restrictive Housing Standards

Staff Wellness

**Role of the Public Information
Officer**

**Introducing New NIC Executive
Staff**

Hot Topics

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**Proceedings of the Large Jail Network Meeting
Aurora, Colorado
March 21 – 22, 2016**

U.S. Department of Justice
National Institute of Corrections

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About the Large Jail Network

The National Institute of Corrections (NIC) established the Large Jail Network (LJN) in 1989 as a connection point for administrators of jails and jail systems housing 1,000 or more inmates. The network was launched with 67 member agencies and convened at its first meeting in 1990. Participants meet twice yearly, in the spring and fall.

The contact for information about the Large Jail Network is Mike Jackson, Correctional Program Specialist, NIC Jails Division, Washington, D.C., (800) 995-6423, ext. 69565, or *mpjackson@bop.gov*.

NIC provides a private web site for the LJN, where members can access presentation files from this and earlier LJN meetings as well as share other materials throughout the year. A member forum facilitates a day-to-day dialogue on issues facing large jails and strategies for responding to them. Current and prospective members can access the site at <http://community.nicic.org/forums>.

Purpose

The NIC Jails Division networks' mission is to promote and provide a vehicle for the free and open exchange of ideas and information and innovation among network members. In addition, NIC networks reinforce the assumption that knowledge can be transferred from one jurisdiction or agency to another, and this knowledge can serve as a stimulus for the development of effective approaches to address similar problems or opportunities.

Our belief is that, collectively, network members are likely to have developed successful strategies for meeting challenges that arise. As a group, network members are an available resource to each other. The network provides a systematic way for information to be shared, which not only benefits the network member, but also those they serve and represent – the local government, state, community, staff, and inmate.

LJN Goals

- To explore issues facing jail systems from the perspective of network members with administrative responsibility.
- To discuss strategies and resources for dealing successfully with these issues.
- To discuss potential methods by which NIC can facilitate the development of programs or the transfer of existing knowledge or technology.
- To develop and improve communication among network members.
- To seek new and creative ways to identify and meet the needs of network members.

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Appendix B. LJN March 2016 Participant List

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ABOUT THIS MEETING

The March 2016 Large Jail Network meeting took place at the National Institute of Corrections, National Corrections Academy, in Aurora, Colorado, on Monday and Tuesday, March 21–22. There were 59 participants in attendance, representing 49 detention agencies.

Guests and speakers at the meeting included:

- Ainisha Persaud, Critical Incident Stress Management Team Coordinator, Prince George's County Department of Corrections, Upper Marlboro, Maryland;
- Bob Kasabian, Executive Director, American Jail Association, Hagerstown, Maryland;
- Robert Brooks, Standards Specialist, American Correctional Association, Alexandria, Virginia;
- Brent Gibson, Chief Health Officer, National Commission on Correctional Health Care, Chicago, Illinois;
- Jim Cosby, NIC Director;
- Stephen Amos, Chief, NIC Jails Division;
- Stephen Haas, Chief, NIC Community Services Division;
- Jeff Hadnot, Chief, NIC Academy Division;
- Panda Adkins, Correctional Program Specialist, NIC Jails Division; and
- Connie Clem, meeting recorder, Clem Information Strategies, Longmont, Colorado.

The agenda for the meeting is provided in Appendix A.

A list of LJN members in attendance and meeting guests appears in Appendix B.

An index of past topics covered at LJN meetings is provided in Appendix C.

PROGRAM SESSION: SHAPING THE MESSAGE TO LEGISLATORS/DECISION-MAKERS

PART 1. "WELCOME TO TEXAS STATE GOVERNMENT"

Presenter: Dennis D. Wilson, Limestone County Sheriff, Groesbeck, Texas

Dennis Wilson shared suggestions for influencing state policy and funding decisions. He based his remarks on his experiences as a sheriff, a member of the Texas Sheriffs' Association, and a board member of the Texas Council of Community Centers. Mental health care, citizens' right to carry firearms, video visitation, and the Prison Rape Elimination Act are examples of active policy issues affecting jails in Texas.

Advocates on jail issues need to understand both the personalities involved in legislative action and the policy process.

- A transition in state governors can give jails an opportunity, or the need, to engage in education on jail issues.
- The bulk of policy advocacy needs to happen in the interim between legislative sessions. Getting bills passed means fighting for them before the session starts.
- Organizations that lack the money to hire lobbyists should "lobby with your mouth."
- Legislation must pass muster in relevant committees, boards, and commissions. In Texas, bills must pass through the Legislative Budget Board and the Legislative Audit Board. A Sunset Advisory Commission and the Health and Human Services Commission also review legislation affecting local jails.
- In Texas, bills must be read formally in chamber on three different calendar days before they can be voted on. To keep bills moving forward, it helps to be on good terms with the head of the calendar committee.
- Most Texas bills are introduced in the first 30 days of the legislative session and are referred to committees and subcommittees for review. Bills' progress needs to be closely followed as the session proceeds; activity can be fast and furious. Funding riders on any topic can be added to legislation, so it's important to review all proposed bills closely.
- The Texas Sheriffs' Association learned that it could hire a lobbyist and still retain its 501(c)3 non-profit status. Member sheriffs act as liaison to committees in the Texas legislature. It is useful to maintain a connection with the committee leadership with oversight for criminal justice issues.

Mentally Ill Inmates in Texas County Jails

Issues related to law enforcement, jails, and mentally ill persons have been in the spotlight in Texas. Highly publicized news on inmate deaths can focus public and legislative attention on the jail, but in their rush to broadcast, reporters may not present the full picture from the jail's perspective.

Coordinated advocacy is effective in educating legislators on the challenges jails face. Five organizations bonded together to work with the Texas legislature in the 84th session and were able to secure more funding for mental health services. The coalition included the Texas Council of Community Centers, the Texas Commission on Jail Standards, the Texas Association of Counties, the Texas Conference of Urban Counties, and the Sheriffs' Association of Texas.

Background:

- In Texas, the average wait for an inmate to be moved to a state mental health treatment facility is 38 days. There are 2,919 psychiatric beds available in the state, including public beds.
- Detainees who are found incompetent are returned to county jail for a civil commitment hearing for state custody. It can take 4 to 6 months or longer before incompetent detainees are then moved to the state's custody. The state does not reimburse jails for their housing costs during this time.
- A mentally ill detainee will on average stay in jail six times longer than other detainees.
- 75% of Texas jails are in rural counties and far from any mental health services. Jails in 111 Texas counties have no access to a psychiatrist or a community mental health worker.

The Texas Commission on Jail Standards (TCJS) has been very active in improvements in the state. In October 2015 TCJS released a revised intake screening form for use in jails statewide to better identify an inmate's risk of suicide and mental illness. All inmates now must be checked to see if they have been receiving community mental health services. When some counties refused to comply with new regulations, TCJS had to threaten to shut down their jails. TCJS is also helping local jails connect with the U.S. Veterans Administration's Veterans Reentry Search Service to link detained veterans with services, including mental health services.

Local Mental Health Authorities (LMHAs) also play a key role in Texas. There is a huge need for funding. Some 1115 waiver money from the federal government filters down to the LMHA level, and local residents receive more benefit via this money than anything else counties do. But federal funding is not popular at the legislature.

Discussion

- One model for small jails is to arrange for a counselor hotline for at-risk inmates.
- Many small jails have no on-site health care at all; instead they contract with a nearby hospital for care as needed.
- Jails can be caught between laws that say they can't detain people only because of mental illness and a lack of state facility beds to accept these detainees. Statutory language calling

for referral to state beds “as practicable” leaves the burden on jails while the waiting list clears.

- Some jails have experienced a highly publicized death of a mentally ill inmate, despite strong policies, accreditation from the National Commission on Correctional Health Care, and highly trained staff. Even in a case where an autopsy determined the death was from natural causes, it was too late to save the image of the jail. Good people lost their jobs because of public perceptions.
- More attention needs to be focused on law enforcement decision-making. It's not appropriate to place someone in jail just because it's the quickest and easiest place to use to keep someone off the street.
- Most mentally ill people entering jails have been in the community mental health care system for some time. They're tired of being in the system; they don't like how they feel when they take their medications; they don't comply with their regimen, and they return to jail as a result.
- Avoiding jargon can improve a jail's ability to be heard by legislators. “Familiar faces” is a better term to use than “frequent fliers.”
- In one county's cost center analysis on high system utilizers, \$800,000 had been spent on one mentally ill inmate over 10 years. He had been booked 300 times, utilized emergency rooms, encountered police, used shelter beds, was defended by the public defender system, was prosecuted by county attorneys, and spent 7 of those 10 years in jail.
- Instead of releasing mentally ill inmates with inadequate support and no insurance, they should be identified while in jail, connected with insurance while in jail, released via a handoff to police for transport to lodging with seasonally appropriate clothing, bus tickets, and a connection with a case manager in community health. In an agency where these services are in place, fewer inmates come back to the jail, and when they do, their condition is less acute and they can be moved back out promptly.
- Transportation, housing, employment, medication, and peer support are critical to keep mentally ill detainees from returning to the jail.
- Jails can allow mental health care providers to begin competency restoration in the jail. A side benefit is that the service providers also can identify which inmates need to be removed from jail soonest.

Dennis Wilson can be reached at 254-729-3278 or dwilson@co.limestone.tx.us.

PART 2. SHAPING YOUR MESSAGE TO LEGISLATORS, LAWMAKERS, AND DECISION MAKERS

Elias Diggins, Division Chief, Denver Sheriff Department, Denver, Colorado

Elias Diggins observed that funding jails is not popular, so jails face more challenges than many other government services when they appeal to legislators. Consent decrees are difficult, but they can provide the needed leverage to loosen purse strings.

Denver voters approved a proposal for funding a new jail and courthouse in 2005 after the jail's first attempt in 2001 failed. One strategy that made a big difference was bringing community members into the old, linear, three-tier jail to see why it needed to be replaced. Community members supported a more progressive philosophy, and they developed a 400-point list of recommendations for the jail and justice system. Diggins served as Acting Sheriff through parts of the process, which gave him a new perspective on what it means to address lawmakers.

His nuggets of advice include the following.

- “To thine own self be true.” Be yourself, and be aware of your own challenges, habits, and talents. Practice your presentations, but don’t overdo it so you don’t sound robotic. Record your practices and review them.
- Know your organization—everything about it—or know who knows what you don’t. Never fabricate answers to questions or knowingly give an answer that may not be fully truthful, because this puts your credibility at risk.
- Know your organization’s position on the issues, know why it holds them, and know how this position relates to that of other agencies and organizations in the field. This knowledge prepares you for questions.
- Do your homework. Know your elected representatives and council and commission members, and learn everything you can about them to anticipate their concerns. For example, a new head of public safety with a background in hospital administration will likely have sophisticated questions about inmate health care.
- Know your own agency’s issues and challenges, and be ready to defend the agency. Anticipate counterarguments and questions.
- Develop a few talking points and use them as the lead-in to your presentation.
- Offer to follow up with additional information. Doing so often helps clear up misconceptions, and a prompt response goes a long way in establishing rapport.
- Be prepared to hit hard. Know your opposition.
- Keep your cool. Anticipate what will be asked and prepare a positive response.

Diggins also offered “do’s and don’ts” for presenters.

Do—

- Address officials by their official title, even if you know them personally.
- Be bold, respectful, rational, reasonable, brief, and concise.
- Provide one page of printed information and no more, unless more is solicited.
- Keep off-the-record comments confidential—always.
- Keep the door open for further discussion, even if there are apparent negative attitudes.

Don’t—

- Begin a presentation by introducing yourself as a “citizen and taxpayer.” This is obvious, and it has become an over-used cliché.
- Apologize for taking their time. The opportunity to be heard is central to good government. You are there as an expert to provide needed information.
- Discount the power of staff.
 - Use your agency’s public information officer (PIO) to advantage, or designate someone to fill this role and get them training.
 - Have a statistician on your communication team. Data can correct misperceptions and earn respect. Legislators appreciate seeing where money is going. Decisions are better when people understand data on jail demographics, program outcomes, aftercare placements, and recidivism. Statistics also help agencies get grants and other support. Local jails have quantities of data that have never been explored. It’s also important that the data be reliable.

Diggins closed his remarks with a quote: “The most important thing in life is to love what you’re doing, because that’s the only way you’ll ever be really good at it.” (Donald Trump, *The Art of the Deal*.) An agency leader needs to love interacting with high-level decision-makers, because their support is critical to jails’ success. Diggins also recommended other books on leadership, such as Colin Powell’s *12 Leadership Secrets*.

Discussion

- Legislators listen to their constituents, so talk with the representative for your own district.
- Lay out the issues in an emotionless way, and be sure the presentation will make sense to someone who’s never worked in a jail. Stay calm even if people you’re talking with are uninformed.
- Know how many votes you need. If you need a majority of five or 25, don’t lose sleep over the others.

- Anticipate that most people do not understand that prisons and jails are vastly different.
- Try offering a half-day legislative workshop for new representatives and city council members. Give tours and serve a meal in the jail.
- Offer a media day. Show the media how many detainees get no visitors, and explain how funding for mobile video visitation units in the community will change that and why it matters.
- Understand what's behind a question. One official was asked what would change if a particular course was taken on video visitation in a jail. He said nothing would change—meaning that the jail would still be in compliance with visitation standards. But the answer gave political advantage to advocates promoting specific jail design features. A design that could not be retrofitted was a possible outcome.
- Pay attention to state-level politics and policy, or don't at your peril. Be the squeaky wheel when necessary.
- Don't get into arguments—just tell your version of the story.
- Building credibility with the media is helpful for educating the public and others about corrections. A participant noted that her city's mayor has a public safety PIO who talks with the jail's PIO to ensure they're consistent in messaging. The agency nominated a local television news team for an ACA award, which they won. Because of the good relations that have been fostered, coverage of jail issues is better balanced.
- Get ahead of the correctional issues that are getting legislative attention. Sign up to receive weekly reports on actions in the state assembly, new bill introductions and sponsors, etc.
- Know the informal gathering spots for your local or state political crowd. After testifying on a bill, you can wander into a casual gathering and explain more of the underlying factors and subtleties and also learn more about the next procedural/strategic steps that lie ahead.
- Consider creating an award for legislators. The positive exposure and creates goodwill on all sides.

For further information, contact Elias Diggins at 720-337-0194 or elias.diggins@denvergov.org.

PROGRAM SESSION: ALDF RESTRICTIVE HOUSING STANDARDS REVIEW

Facilitators: Robert Brooks, American Correctional Association; Mark Foxall, Douglas County Department of Corrections, Omaha, Nebraska; and Elias Diggins, Denver Sheriff Department, Denver, Colorado

This session provided a review and discussion of Adult Local Detention Facility (ALDF) standards on restrictive housing that have been drafted by an American Correctional Association committee. Development of the proposed standards revisions began in October 2014. The goal is to approve a final draft at ACA's summer 2016 conference. This standards update is the most significant since the 1980s.

Changes in 24 revised or new standards have been proposed. ACA's Core Jail Standards, which refer to the full ALDF standards, eventually will be updated to reflect these revisions as well.

The facilitators reviewed some caselaw related to solitary or restrictive housing.

- *Jones 'El v. Berge* (2001). This case established that individual conditions of confinement did not constitute cruel and unusual punishment, but the totality of circumstances did, including factors such as cell temperatures, nighttime lighting, and a lack of outdoor recreation. State officials in this case agreed to provide improved conditions, including not placing severely mentally ill inmates in supermax housing as a routine procedure.
- *Incumaa v. Stirling* (2015). This case established that a prison's review process for inmates placed in solitary confinement was inadequate. A prisoner who participated in a riot had been placed in a small single cell with just 10 hours per month outside the cell, and he was denied access to programs. The period of his confinement was indefinite.
- *Selby v. Caruso* (2015). This case established that correctional agencies must engage in some sort of periodic review of an inmate's segregated housing status and document it. A decision to continue such confinement must be supported by some evidence.

Primary elements being addressed in the new standards include:

- Uniform replacement of the older term "segregation" with the term "restrictive housing."
- Requirements for risk review by qualified health and mental health professionals.
- More awareness among jail staff in general of the potential for mental health issues in inmates, as a factor in their behavior and their adjustment if placed in restrictive housing.

Agencies should have or establish a multidisciplinary team process to review decisions on inmates placed in restricted housing. It should include medical, security, mental health, classification,

operations, and command staff. Participation of medical or mental health staff in these reviews can be accomplished remotely. For jails, the participation of representatives from community mental health agencies also can be helpful.

Meeting participants reviewed the proposed standards in terms of their clarity, their effects on operations, and the ability of jails of any size to implement them. The recommendations from this session will be shared with the ACA committee.

Some aspects discussed by the group included the following.

- Access by inmates in restrictive housing to a print copy of information on facility rules and sanctions.
- Review of placements in restrictive housing within a defined time period for approval, denial, or modification by an established authority who was not involved in the initial placement.
- Authority for the facility administrator or a designee to approve immediate and temporary single cell housing pending such review.
- Determination by a qualified health care professional of the need for an assessment of medical and mental health risk factors.
- Per-inmate space standards, applicable in new facilities, and requirements for exercise outside the cell.
- Requirements for observation to prevent self-harm and for removal from continuous observation status.
- A requirement to offer visits from program staff weekly and to ensure access to programs and services.
- Staff qualifications to work in restrictive housing.
- Permanent logging of tentative and actual transfer dates as well as any special medical or mental health needs as indicated by inmate behavior and all visitors to the unit.
- Provision of clothing and other materials unless there is imminent danger of destruction or self-injury.
- Phased step-down programs for inmates being released from restrictive housing, if housed there for a long period of time. Jail time in restrictive housing is typically measured in weeks, not months or years.

For further information, contact Robert Brooks, Standards and Accreditation Specialist, American Correctional Association, at 703-224-0081 or RobertB@aca.org.

PROGRAM SESSION: CORRECTIONAL OFFICER WELLNESS

Presenter: Ainisha Persaud, Critical Incident Stress Management Team Coordinator, Prince George's County Department of Corrections, Upper Marlboro, Maryland.

Ainisha Persaud began her correctional career working with female inmates and trauma, and she now works with both inmate and staff trauma issues. While there is progress in understanding correctional staff wellness, trauma, and correctional fatigue, agencies need to do more. Resources are available from NCJRS at https://www.ncjrs.gov/correctional_officers_week/stress.html.

The corrections work environment is particularly hard on staff. Facilities may be old, run-down, and uncomfortable. Overtime produces more exposure to stress and takes away time for recovery. Officers are under constant risk of verbal and physical assault. Even factors such as the style of facility construction can affect staff cohesiveness and whether officers have a feeling of mutual support or isolation. On-the-job injuries are a related hazard and are four times more frequent in corrections. Corrections personnel have a decreased life span, with an average of 16 fewer years lived.

Jail officer stress is different from police officer stress, so the same stress management approaches don't necessarily work well with both groups. Police officer is often episodic, and officers typically experience outdoor patrol time and space between incidents.

There are four major types of stressors:

- Inmate-related (getting "in your face," being suicidal, throwing bodily fluids, being uncooperative, etc.)
- Occupational (inherent elements, such as shift work, role ambiguity as a security officer and a counselor, and "sedentary vigilance"—being prepared for the dull and boring routine to be interrupted by a sudden incident)
- Organizational/administrative (involving relationships as an employee, recognition, sick leave, supports, and appreciation)
- Psychosocial (related to public perceptions of the job).

At the root, "Being a correctional officer is hazardous to your health." Critical incidents will happen, so jails should have their people prepared to handle them better. The gold standard is crisis management peer support.

The corrections culture can push officers to "man up" and tough their way through workplace stress. They often believe asking for help is weak. But staff members don't understand that even when they think they are handling their stress well, their bodies are absorbing the impact. Biology precedes psychology through the activity of the autonomic, sympathetic, and parasympathetic nervous systems. Each time an officer is put in a threatening situation, cortisol levels surge and hormones cross the

blood/brain barrier. Under constant, recurring stress, the parasympathetic nervous system can't reset itself to homeostasis. Stress effects build up over time, creating increased risk for illness and chronic conditions.

In addition, most officers suffer from chronic sleep deprivation because of shift work, mandatory overtime, and commuting. Officers can't control their schedule, but they can learn to control their sleep environment, their use of caffeine, and use of TV and digital devices before bed, which diminishes their melatonin reserves.

Corrections professionals experience twice the rate of psychological distress than the general population, and 27% suffer from post-traumatic stress disorder. Corrections staff have higher levels of depression and anxiety, they have an increased rate of substance abuse, and they have a suicide rate 39% higher than the average work force and twice that of police officers. These facts have not been well publicized or addressed. They are not correlated with the security level of the facility.

COs who function under this level of stress are at risk for abuse of authority and/or criminal activity while on the job. They also experience greater interpersonal conflict at work and on their own time.

Families and friends are less able to provide a normal counterpoint. They often are working when a newer officer has her "weekends" on Wednesday and Thursday. They often know nothing about the jail's workplace stress or why an officer may not get the leave they request. Spouses of COs have twice the rate of migraines and other stress responses as others do.

Workplace Leverage Points

Even when jail administrators know long work periods are detrimental to staff health, those periods continue because of budget and other pressures in a 24/7 workplace. Jails need to change the demands they place on staff.

Some ideas for this include:

- Reducing forced overtime by bringing in a new class of officers every 6 months. This may need union buy-in in agencies where officers are accustomed to making extra overtime income.
- Modifying systems for shift bidding by seniority.
- Assigning officers to light duty until they are fully recovered after an injury or traumatic event.
- Taking advantage of resources and services from organizations such as Desert Waters, including their online staff stress assessments.

Agencies can make staff wellness a higher priority and develop awareness throughout the agency and among officers themselves, so they can advocate for their own needs. Agencies can invest and participate in research. They can find small pieces to address in order to get started on improvements. The idea is to aim for better resilience among the officers. Important elements are a supportive environment at home, physical stamina, and empowerment to feel liberated rather than locked down and imprisoned.

Resilience is boosted by critical incident stress management and peer support. Effective assistance requires social support, experiential knowledge, trust, confidentiality, and accessibility. Officers are most likely to trust one of their own.

Wellness programs for COs can address a range of issues.

- A caregiver support group is helpful for staff who are caring for an aging or ill loved one after work hours.
- Money awareness classes help officers avoid spending money based on their overtime income. Staff who can manage their financial health are less likely to get involved in inmate contraband for money.
- Benefits counseling can help officers navigate complex insurance plan options and take advantage of services that will help them perform at their best.
- Couples workshops can ease stress and improve communications with loved ones.
- Family tours of the jail facility are highly recommended so that family members have a better sense of the environment their son, daughter, spouse, or parent experiences daily. Family outreach also is an opportunity to invite family members to call a known person at the jail if they see signals of stress or have other concerns.

Recommendations

1. Appoint staff who can withstand the job pressures. Ensure that Employee Assistance Program staff understand corrections work and can provide real support. An in-house mental health professional is best.
2. Get the participation and trust of top administrative/command staff, the union, and line staff. A CISM or other support team leader may face perceptions that they're there to get officers off their shift, but Persaud has seldom found it necessary to take that step. It's important that everyone trust the program lead's judgment. Protocols can establish administrative assignments for staff members who have experienced a traumatic event. There should be no stigma, and assistance should be automatic rather than available on request. "Reset" time is necessary, because another incident could happen any time, and the officers won't be ready to handle it.
3. Maintain confidentiality. The counselor should ask, for example, whether it's OK to tell an officer's supervisor that they have talked.
4. The CISM or other support team should provide an array of services, not just critical incident debriefs. Services should be flexible to ensure that individual officers' needs are met. An initial debrief might be followed by another session a few days later. Some officers respond better one on one than in groups.
5. Train supervisors to identify and refer officers who are experiencing stress.
6. Evaluate program success and the cost-benefit analysis to the agency. This is helpful for attracting grants and other support.

7. Change the organization itself in ways that will reduce stress.
 - Emphasize positive upward communication.
 - Ensure accessibility of support for all.
 - Model and encourage “management by walking around” supervision.
 - Be proactive; don’t wait for issues to come up. When an incident or death occurs, pay attention to the people affected.
 - Rotate work assignments frequently.
 - Promote teamwork. The CISM team in Prince George’s County sponsors a ropes course, zip-lining, and other “together” activities.
 - Show appreciation. Validate that employees’ work is seen.
 - Initiate interventions with employees who are exhibiting signs of “burnout.”
 - Don’t reward perfect attendance. Someone who accumulates leave and doesn’t use it may need to take a break. Each agency needs to find the right balance.

8. Establish peer support programs and provide training. The International Critical Incident Stress Foundation (<https://www.icisf.org>) provides training that agencies can use to certify their peer support team members. It includes 24 hours of individual training plus 24 hours of group training and additional practicum time. Mandatory 8-hour refresher training is required to maintain the credential. The certification helps to protect supportive peers and counselors from subpoena. There should be no written record of the disclosures made in this context. Peer support training covers issues including confidentiality, duty to report, crisis de-escalation, and suicide prevention.

Care about staff, and they’ll care about the agency. When the workplace compromises quality of life, stress takes its toll.

Discussion

- A therapy dog for officers has been a success in one agency. Officers take the dog for walks on their breaks.
- Some agencies allow officers to work out in the gym “on the clock.”

For more information, contact Ainisha Persaud at abpersaud@co.pg.md.us.

PROGRAM SESSION: THE ROLE OF THE JAIL PUBLIC INFORMATION OFFICER

Presenter: Panda Atkins, Correctional Program Specialist, NIC Jails Division, Washington, DC

Panda Atkins announced the formation of a new NIC network for jail public information officers (PIOs) and a related 3-hour webinar NIC is presenting on April 13: "No News Is Not Good News: The Role of PIOs in Jails." The PIO Network has space for 50 participants. Representatives of any rank are welcome from jails of any size, plus Indian Country and military corrections. Their PIO duties can be a full- or part-time assignment, and they can cover public safety and patrol in addition to detention.

PIOs have an important role in shaping perceptions of local jails. They tell the jail's story the way its leaders want the story told. When the popular media do not give a factual or comprehensive view, jails need to correct the resulting misperceptions and foster better understanding. Doing so improves funding, reelection of public officials, and recruitment.

The first voice that people hear tends to be the most believed, so jails benefit by being proactive in their communications. Agency leaders should have complete confidence in the PIO so constant approvals are not necessary.

The objectives of the new Jail PIO Network are as follows.

- To gain support and confidence for PIOs to effectively relay the jail's information to the media through information dissemination and skillful media relations.
- To discuss lessons learned from critical incidents.
- To share proactive strategies and techniques to engage the community and work with the media by building positive rapport and emphasizing connections with the community.
- To identify contemporary, innovative, and creative methods of leveraging data and advancing the mission, vision, and values of the jail.
- To identify relevant and emergent issues and topics surrounding media relations and public affairs, such as perceptions of community and racial issues.
- To discuss the constraints that inhibit the dissemination of information with internal and external stakeholders, such as privacy aspects of an active investigation or inmate medical information.
- To discuss the importance of participating in PIO organizations and other professional networks for support and ideas.

Agencies can enroll staff members in the PIO Network by contacting Panda Atkins at padkins@bop.gov or (800) 995-6423, ext. 76173.

OPEN FORUM

“Hot topic” sessions for the meeting are an opportunity for participants to discuss emerging issues. The sessions were coordinated and presented by Mitch Lucas, Charleston County, South Carolina.

DETERMINING CARE STATUS OF NEW DETAINEES

Participants discussed how jails can check whether incoming inmates are already getting mental health care through public agencies without breaking HIPAA regulations. In Texas, this check is required for all jail admissions. Elsewhere, if a jail has a contracted health provider, its psychiatrist can inquire. Checking state health services databases will confirm whether the individual has received some level of services. In another jail, the JMS population census is compared with state office of mental health records. The state system generates automatic email notifications to the provider (that the individual is in jail) and to the jail (that the person is getting public services). DataLink is a provider that sets up linkages like this. Similar systems are in place to assess veterans' status automatically.

STEPPING UP

The Council of State Governments runs the Stepping Up initiative, funding pilot sites that develop collaborations between jails and community organizations for inmate reentry. Some LJN agencies are participating as pilot sites and will share their experiences at an April 2016 conference.

- A meeting participant commented that once county commissioners adopted the recommendations developed for their community, everything he's asked for that's tied to the report has been funded, such as a new JMS and classification system. Data analysis is an essential piece of the puzzle.
- Another jail gave the mental health agency space inside the secure perimeter and trained them in the JMS system. With their buy-in, a new phase has taken off. Community mental health people are now at the table with shift captains.
- An area teaching hospital is putting resident psychiatrists in a jail, 40 hours per week, and they connect with the downtown community mental health agency. All services are free to the jail. The jail needs to provide 40 hours of security training, which can be a sticking point when the mental health agency at first does not understand the need.
- A participant described one jail's contract with its local mental health provider. It provides for a physician, a physician's assistant (PA), and staff to do initial mental health screening and find out if the detainee has been receiving community services in the state. A counselor is provided in a special needs pod. The inmates who used to cause the jail the most problems now make up the most compliant pod in the facility. The partnership makes it happen by having all the agencies sitting at the same table.

MACARTHUR GRANTS

An agency represented at the meeting was one of 20 sites selected for a MacArthur Foundation grant to correct “misuse and overuse of jails” and the over-representation of minorities. Some sheriffs were offended, but it got them to the table. Courts said they were overworked with warrants and bond hearings. The jail is developing a decision tree for the court on whether to release detainees, which will help meet a goal of cutting the jail population by 25% within 3 years. Law enforcement has been encouraged to stop bringing people to jail who were detained for possessing small amounts of marijuana—the top charge for local arrestees.

APPLYING RESULTS OF POPULATION ANALYSIS

A large metropolitan jail examined its data and found that probation violators made up a large proportion of jail inmates. They stayed in jail for 100 days on average before a decision was made, even if they were eventually released back to probation. Jail leaders want to shorten the process to 10 days. Child support holds were another rather large group. The jail began recommending release to judges along with development of support payment plans, with very positive results.

UNDERSTANDING RESTRICTED HOUSING

Jails and prisons are different in their use of restrictive housing (also referred to as solitary confinement, isolation, or segregation). A jail is more likely to place an inmate in restrictive housing for a few hours, days, or weeks, compared to a prison, where an inmate may be in solitary for years at a time.

Detainees with mental illnesses may need to be placed in restrictive housing for observation or because they won't do well in the general population. If the person is receiving care from community mental health, the case worker may not be motivated to intervene promptly, because while the person is in jail, at least he or she is indoors and being fed and cared for. In the meantime, the jail bears the costs of housing and care.

Jails that have used restrictive housing for behavior management may find other techniques work better. An inmate who repeatedly threatens suicide in order to manipulate staff may stop doing so if presented with the option of a restraint chair.

BOOKING RESTRICTIONS ON MISDEMEANORS

To control the jail population, some jails decline to accept arrestees booked on misdemeanor charges and warrants, with exceptions for charges such as DUI, domestic violence, violation of a protective order, or sex offenses. Some agencies make determinations based on their budgeted capacity and/or specific criteria. Combative behavior, intoxication, and health issues are examples of reasons why misdemeanor detainees may be admitted to jail. One agency releases detainees who have fewer than 14 warrants unless arraigned on a felony charge. Another jurisdiction analyzed crime data and found that jailing all misdemeanor cases made no difference in incidence of crime.

When a large jail charges area municipalities for housing inmates, their usage of beds tends to go down. Examples of these fees are \$31/day to cover the booking process and \$89/day on a municipal violation. Another agency charges municipalities by the hour.

WORK HOURS AND OVERTIME

Participants discussed rules for determining when an employee is entitled to overtime pay, if they take leave time during the work week. Some agencies have experienced disputes or abuse. One agency lost in arbitration that confirmed that sick leave should count against hours worked. Vacation, family and medical leave, and military leave are other examples on which the application of rules has been unclear in some jurisdictions. A participant was told by a reliable source that under fair labor rules, in a 40-hour work week, the requirement is 40 actual work hours before overtime should be paid.

INMATE CALLING RATES

The Federal Communications Commission recently released its decision on allowable rates for inmate telephone calls. The regulations discourage, but do not prohibit, the payment of commissions to agencies, and they establish limits. Some providers have been pressuring jails to terminate the commissions they have been relying on for supplemental funding. Some jurisdictions have not been receiving commissions and/or already had negotiated the lowest possible rates. Sheriffs and county commissioners now are on the front line of local decisions. Jails can cancel their current contracts, extend them until it can be seen where matters are ultimately headed, or write new contracts based on the new rules.

The marketplace will adjust. Future contracts may separately cover functions that have been bundled together, such as telephone calling, recordings, security, and maintenance, potentially costing jails more money in the long run. Providers may move to VOIP (Voice Over Internet Protocol). One county is building its own inmate phone system; the technology used to do so is not proprietary.

The American Jail Association and National Sheriffs' Association are finding it difficult to provide the detail FCC needs and expects. The phone companies can provide data, and they are working with the FCC without involving AJA and other professional groups. It was suggested that an LJN team could assemble data on jail costs appropriate for funding through commissions, such as intelligence officer positions, in order to present a more balanced view of the impacts on jails.

INMATE LABOR IN KITCHENS

Participants had mixed views on the use of inmate labor in jail kitchens. Some gave a flat "no." Other jails rely on inmate labor in the kitchen to reduce direct or vendor contract costs. Some allow inmates only in limited jobs, such as in the bakery. One agency can't get inmates to volunteer to be trusties in the kitchen. Another jail charges a housing fee that is rescinded for kitchen workers, but some inmates prefer to pay the fee.

INMATE WELLNESS CHECKS

An agency sought input on the death of a woman who was held in the jail while detoxing. Her condition had been checked in accordance with standards. However, the critical incident review team asked why she had been allowed to have a blanket over her head, a point that is not addressed in standards. The discussion acknowledged that many factors play into inmate well-being: their housing, their medical care, staff observations as per what is medically indicated, and documentation. Officials can read the comments portion of each standard to get a sense of the intent.

MEDICAID EXPANSION EFFECTS ON INMATE MEDICAL SERVICES

Participants commented on cost savings their counties are realizing from Medicaid expansion under the Affordable Care Act. One county received a reimbursement from its health care contractor of \$2 million. Another jails has enrolled 1,500 inmates in Medicaid, starting with its high system utilizers, who are now staying out of jail longer because their levels of acuity are lower.

Hospitals are checking the Medicaid status of inmates who have been placed there for care and enrolling them. The jail doesn't need to assign a staff member to process enrollments, and charges are reimbursed directly to the hospital.

Jails are inviting health technicians into their jails to sign people up in the Medicaid program and help others reactivate their Medicaid benefits when released.

POWER DMS

PowerDMS is a product agencies can use to schedule and document staff training against professional standards and evolving agency policy. The recordkeeping function facilitates audits and accreditation. Meeting participants from agencies that use the system had positive comments. Some other products in the marketplace include PolicyTech, Relias, and LexiPol.

Administrators appreciate functionality such as paperless review of policy changes. When a policy comes up for review, administrators can read it and sign off on the highlighted changes.

Documentation of training is important for defense in a lawsuit, which looks at the policy that was in effect in a particular period of time. Cases often are active years after the events in question occurred. Advanced systems document when an individual staff member has opened the policy document, when they read it, and when they have taken a test on it.

HIRING TESTS

Participants discussed testing conducted with job applicants for basic skills in reading, comprehension, and vocabulary. Less than half of the agencies represented at the meeting require a reading comprehension test. In at least one state, a reading test is mandatory per statute, along with physical and other testing. The State of Florida requires applicants to pass a criminal justice basic abilities test that covers deductive and inductive reasoning, spatial orientation, and other elements.

One participant mentioned testing reading comprehension at the 11th grade level using the Nelson-Dinney test. Raising the testing standards has resulted in more applicants failing.

In some jurisdictions, applicants pay a fee to take pre-hiring tests and become eligible for a job interview. Other agencies conduct the initial interview first.

INMATE PROPERTY

Inmate property management requires appropriate handling at booking, cell movement, transport, and release. Participants discussed property systems and policies.

- Some jails photograph an inmate's property then vacuum-seal it for storage.
- Some agencies remove valuables for separate, secure storage.
- Medications often are not returned to the inmate while in custody, particularly if the product is not on the jail's formulary. Jails can call the inmate's physician for verification, or nurses can call to verify the inmate's prescription is valid.

TELEMEDICINE

Participants discussed how jails are utilizing telemedicine systems.

- At intake, telemedicine is useful for detainees who may be detoxing or who have minor injuries, avoiding a trip to an emergency room for evaluation. It helps get law enforcement officers back on patrol more quickly.
- One jail has a telemedicine connection at intake and one in the medical department. Fewer trips are needed for EKGs and other tests. Services add no direct cost to the jail and cut the need for an additional physician on-site. The same contract provider has similar arrangements at other locations in the state.
- A participant commented that their provider guarantees a maximum wait of 10 minutes to reach an ER doctor for a telemedicine consultation.
- A number of jails are using telemedicine for OB/GYN care.

VIDEO CONFERENCING FOR DEFENSE COUNSEL

Many of the jails represented at the meeting provide videoconferencing for inmates and their counsel. It is typically available at no charge to the inmate.

- A participant recommended avoiding fees paid by counsel. Public defenders charge their expenses back to the county. Another commenter advised to steer away from taking a share of revenues from contacts with counsel.

- One jail used inmate welfare funds to buy tablet devices that are used for visits with legal counsel. Breakage has not been a problem.
- Another participant described problems with unscrupulous counsel allowing co-conspirators in during a video call with a defendant.
- Videoconferencing also is being used for e-bonding. The bonding companies gladly pay for the technology.

GOING GREEN

Participants mentioned several “green” energy- and environment-friendly practices.

- A jail facility in Maryland will be “off the grid” next winter via its adoption of solar energy technologies.
- Energy performance contracts allow the contractor to be paid through cost savings.
- On-demand wall water heaters use less energy, cost less in maintenance over time, and reduce the amount of water used.
- Food waste can be diverted to farms that raise pork or to county composting programs. One jail’s contractor employs inmates and guarantees participating inmates a job interview.
- Old clothing and bed linen can be donated to charity or an animal shelter.
- Another jail implemented network printers to replace desktop printers and saved thousands of dollars while also reducing environmental impacts.
- Facilities in California and Florida have been built with outdoor windows, kiosks, and “hallways,” reducing the square footage that needs heating and air conditioning.

MILLENIALS IN THE JAIL WORKFORCE

Participants commented on differences observed with staff from the “Millennial” generation—those born between approximately 1980 and 2000—and how to bring out their best characteristics in jail work. Issues with younger staff echo broader culture shifts underway. One jail’s work hours analysis showed that use of paternity and maternity leave are now equal.

Comments about Millennials mainly focused on concerns about the challenges they pose to jail management.

- In one county jail system, the average tenure of a millennial employee is 2 years. Another participant said the jail in his county has hired more than 100 in this age demographic, and they don’t stick around. Hiring and training are expensive.

National Institute of Corrections

- In another jail, officers with only six months on the job are already serving as Field Training Officers, because no one has been there longer. The jail director was working officer shifts on a weekend and discovered his staff members did not know how to do the work.
- More than other generations, Millennials are motivated by personal benefit and meaning on the job, as well as time off and flexibility. Family time is a high priority. If the shift starts at 7:30, they think getting in at 7:29 is early. If a job isn't compatible with their expectations, they'll leave. Money and prestige are less important as motivators.
- Baby boomer loyalty to an employer is gone. Millennials don't expect to stick with a job for a long time. They are impatient with the length of time needed to vest in retirement benefits. Where pension programs are giving way to 401Ks, there is even less incentive to stay. They also tend to use up their sick leave instead of saving it for when they need it later.
- Millennials don't want to have to put out more effort than others. A participant commented that they grew up in an "everybody gets the same trophy" world. Younger officers aren't interested in being on the CERT or SWAT team because they require additional work and time, including the chance of call-outs on nights and weekends.
- Millennials don't accept the employer's definition of what the job entails. They don't want to spend time on paperwork.

No generation is "good" or "bad," but it's difficult for many senior staff to accept the different attitudes. Ideas were shared for improving motivation and buy-in.

- Balance and democracy are important values to Millennials. Communication and opportunities for feedback are needed. Jails must make give-and-take work in a secure setting.
- Jail leaders want to know how to teach young people the value of hard work, when they've never had to work hard before.
- Millennials want a coach, not a boss. Mentor programs for new staff could be helpful to establish interpersonal support and an understanding of the officer's role.

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NIC NEWS

EXECUTIVE STAFF INTRODUCTIONS

New NIC executive staff members introduced themselves to Large Jail Network program participants.

- Jim Cosby, NIC Executive Director, worked for many years in the Tennessee correctional system. He said that the role of jails in the community will continue to be a particular area of focus for NIC. NIC will do more to reach small- and medium-sized jails and to create the most impact for its programs.
- Stephen Amos, Chief, NIC Jails Division, has experience in law enforcement and narcotics control with the U.S. State Department in Afghanistan, in California with the implementation of Assembly Bill 109, and in Indian Country jails. He identified five key initiative areas for the Jails Division in FY 2016: jail administration, jail facility development, jail standards and inspections, jail-based behavioral and mental health services, and leadership. He described NIC's upcoming development of regional centers of excellence, which will expand NIC's reach to more locations and more agency staff. Agencies can share their expertise in particular topics with smaller jails in their vicinity by providing training and other assistance. NIC also will be delivering more training on a regional basis.
- Stephen Haas, Chief, NIC Community Services Division, has agency experience in mental health services, at-risk youth, and statewide criminal justice planning and is a former professor. He foresees an emphasis ahead within NIC on cross-divisional teamwork and innovation to fill gaps in what the corrections field needs. Another focus is to build capacity in agencies to implement evidence-based practices.
- Jeff Hadnot, Chief, NIC Academy Division, served at the Naval Consolidated Brig at Miramar working in areas including vocational training and reentry, staff training, and preparation for a PREA audit. He noted that the Academy is focusing on three main initiatives: learning and performance, leadership, and cognitive behavior.

PROFESSIONAL ASSOCIATION UPDATES

AMERICAN JAIL ASSOCIATION

Presenter: Robert Kasabian, Executive Director, American Jail Association, Hagerstown, Maryland

Bob Kasabian reported on several corrections-related bills that have been introduced in the 114th U.S. Congress.

- H.R. 3399, Solitary Confinement Study and Reform Act of 2015. Sponsored by Rep. Cedric L. Richmond (D-LA). A version of this is likely to pass, possibly attached to another bill.
- S. 993, Comprehensive Justice and Mental Health Act of 2015. Sponsored by Sen. Al Franken (D-MN). This measure has support and would provide funding for court services and crisis intervention training.
- S. 1945, Mental Health Reform Act of 2015. Sponsored by Sen. Bill Cassidy (R-LA).
- S. 1893, Mental Health Awareness and Improvement Act of 2015. Sponsored by Sen. Lamar Alexander (R-TN).
- S. 1169, Juvenile Justice and Delinquency Prevention Reauthorization Act of 2015. Sponsored by Sen. Chuck Grassley (R-IA).
- Other proposals would increase funding for Mentally Ill Offender Treatment and Crime Reduction Act programs.

Comments representing the jail's perspective are needed on inmate telephone regulations from the Federal Communications Commission. In addition to concern about rates paid by inmates and their families, the FCC wants to promote competition among providers. The FCC's eventual definition of "advanced communication services" likely will include VOIP (Voice Over Internet Protocol) and video visitation.

AJA is a partner in the National Jail Leadership Command Academy at Sam Houston State University in Texas. A new program, Jail Executive Development, will be offered for the first time in September 2016.

AJA also plays a role in regional jail leadership academies in Florida, California, and Virginia. The regional model reduces travel and away time impacts for participating agencies and staff. Virginia's program covers 2 days, trains up to 25 participants, is hosted by a regional jail, and takes place twice each year.

AMERICAN CORRECTIONAL ASSOCIATION

Presenter: Robert Brooks, Standards Specialist, Standards and Accreditation Division, American Correctional Association, Alexandria, Virginia

Robert Brooks thanked meeting participants for their comments on the draft adult local detention facility standards on restrictive housing. He invited agencies to field test them in the months ahead and to send comments to ACA. ACA will release its 2016 Standards Supplement in August. ACA also is focusing internationally by consulting and training in Mexico, Columbia, Morocco, and Dubai.

NATIONAL COMMISSION ON CORRECTIONAL HEALTH CARE

Presenter: Brent Gibson, Chief Health Officer, NCCHC, Chicago, Illinois

The NCCHC was formed as an affiliate of the American Medical Association in the 1970s. It grants accreditation to qualifying jails, currently totaling about 500. Its standards focus specifically on medical operations. In 2016 NCCHC began certifying opioid treatment facilities, including those in jails. NCCHC released new standards for juvenile detention in 2015. These standards can be accessed online via PowerDMS.

NCCHC also provides professional certifications. NCCHC recommends that agencies specify these certifications as requirements in their medical services RFPs.

- Certified Correctional Health Professional (CCHP)
- Certified Correctional Health Professional – Advanced (CCHP-A)
- Certified Correctional Health Professional – Physicians (CCHP-P)
- Certified Correctional Health Professional – Mental Health (CCHP-MH)
- Certified Correctional Health Professional – Registered Nurse (CCHP-RN).

NCCHC also provides specialized educational programming for corrections medical personnel. Correctional dental care training is new, as is a program for state directors of prison medical services. A similar program may be developed for jails. Resources from NCCHC include position statements on subjects such as medical autonomy, incident reporting, and solitary confinement. Publications include the *Executive Connection* newsletter and *CorrectCare*. The website has more at NCCHC.org.

NCCHC Resources, Inc., is a legally separate entity from the main NCCHC organization, which was formed to provide technical assistance.

For more information, contact Mr. Gibson at brentgibson@ncchc.org or 773-880-1460.

LARGE JAIL NETWORK BUSINESS

FUTURE MEETING TOPICS

The next meeting of the Large Jail Network is scheduled to be held midweek on September 7–8, 2016, at the National Corrections Academy in Aurora, Colorado.

Meeting participants selected the following topics for the meeting:

- Legal issues
- Culture, race, and religion in jails
- The Millennial generation in the jail workforce
- Use of force: standards, policy, supervision, union and staff perspectives
- Jail-based mental health restoration to stand trial
- Jail intelligence collection/dissemination.

Appendix A

**Large Jail Network
March 2015 Final Meeting Agenda**

LARGE JAIL NETWORK MEETING

March 21–22, 2016

National Corrections Academy

Aurora, CO

Agenda

Monday, March 21

- | | | |
|------------|---|---|
| 8:00 a.m. | Introduction and Comments from the
NIC Executive Staff | Jim Cosby
Executive Director
Stephen Amos
Jails Division Chief
Stephen Haas
Community Services Division Chief
Jeff Hadnot
Academy Division Chief |
| 9:00 a.m. | Introduction and Overview | Mike Jackson, NIC |
| 10:00 a.m. | Shaping the Message to Legislators/
Decision Makers | Dennis Wilson
Limestone Co., TX
Elias Diggins
Denver, CO |
| 12:00 noon | LUNCH | |
| 1:00 p.m. | Open Forum: Hot Topics | Mitch Lucas
Charleston Co., SC |
| 5:00 | ADJOURN | |

Tuesday, March 25

8:00 a.m.	ALDF Restrictive Housing Standards Review	Elias Diggins Denver, CO Mark Foxall Douglas Co., NE Robert Brooks ACA
10:00 a.m.	Correctional Officer Wellness	Ainisha Persaud Prince George's County, MD
12:00 noon	LUNCH	
1:00 p.m.	Association Updates	ACA, AJA, NSA, NCCHC
3:00 p.m.	PIO Broadcast	Panda Adkins NIC
4:00 p.m.	Future Meeting Topics	Mike Jackson NIC
5:00	ADJOURN	

Appendix B

**Large Jail Network
March 2016 Participant List**

Job Title	First Name	Last Name	Agency/Organization
Chief Deputy	Sylvia	Aguilar	El Paso County SO
Captain	Richelle	Anhalt	Dane County Sheriff's Office
Jail Administrator	Raul	Banasco	Bexar County Sheriff's Office
Chief Deputy	Willis	Beatty	Charleston County Sheriff's Office
Executive Director	Laura	Bedard	Seminole County Sheriff's Office
Director	Herbert	Bernsen	St. Louis County Government
Director	Rodney	Bivens	Knox County Government
Director	Mark	Bolton	Louisville Metro Government
Accreditation Specialist	Robert	Brooks	ACA
Asst. Superintendent	Nicholas	Cocchi	Hamden County SO
Asst. Chief	Karen	Collins	NYC DOC
Captain	Charles	DeWitt	Kent County Sheriff's Office
Jail Administrator	Wayne	Dicky	Brazos County Sheriff's Office
Division Chief	Elias	Diggins	Denver Sheriff Department
Chief	David	Fender	Los Angeles County Sheriff's Department
Sheriff	Patrick	Firman	Denver Sheriff Department
Director	Mark	Foxall	Douglas County DOC
Chief Medical Officer	Brent	Gibson	NCCHC
Major	Michael	Gottner	Travis County Sheriff's Office
Director	Robert	Green	Montgomery County Correctional Facility
Assistant Sheriff	Jerry	Gutierrez	Riverside County Sheriff
Superintendent	Ronald	Harling	Monroe County SO
Director	William	Hayes	King County
Major	Jack	Herron	Oklahoma County Sheriff
Superintendent	Shawn	Jenkins	Middlesex County SO
Captain	Stacey	Jenkins	Pasco Sheriff's Office
Deputy Warden	Lennard	Johnson	DC DOC
Undersheriff	Michelle	LaJoye-Young	Kent County Sheriff's Office
Chief Deputy	Brian	Lee	Maricopa County SO
Assistant Sheriff	Mitch	Lucas	Charleston County Sheriff's Office
Major	Kimberley	Marcum	Polk County Sheriff's Office
Jail Commander	James	Martin	Marion County Sheriff's Office
Captain	Jose	Martinez	Multnomah County SO
Director	Ken	Mills	Cuyahoga County SO
Captain	Kimberly	Moule	San Joaquin County Sheriff's Office
Director	Ronaldo	Myers	Alvin S. Glenn Detention Center
Director	Everett	Neely	Broward Co. SO
Superintendent	Jeffery	Newton	Riverside Regional Jail Authority
	Ainisha	Persaud	Prince George's Co DOC
Captain	Wes	Priddy	Travis County Sheriff's Office
Jail Administrator	Mark	Purevich	Lake County Sheriff' Office

Captain	Joey	Raborn	Caddo Parish SO
Deputy Director	Deborah	Richardson	Baltimore County DOC
Chief of Corrections	Cornita	Riley	Orange County DOC
Chief of Corrections	Chris	Roberts	Collier County Sheriff's Office
Major	Mike	Rolls	Ocala Co. SO
Sheriff	Kelly	Rowe	Lubbock County Sheriff's Office
Captain	Jared	Rowlison	Arapahoe County Sheriff's Office
Warden	Mary	Rushing	Hinds Co. SO
Captain	Jared	Schechter	Sedgwick County Sheriff's Office
Chief Deputy	Cody	Scott	Lubbock County Sheriff's Office
Lieutenant	Byron	Shelton	Bell Co. SO
Chief Deputy	Michael	Shults	Multnomah County Sheriff's Office
Captain	Alfonso	Starling	Palm Beach County Sheriff's Office
Chief Deputy	Geoff	Stobart	Franklin County Sheriff's Office
Captain	Marshall	Stowers	Greenville County Detention Center
Deputy Chief	Richard	Suey	Las Vegas Metropolitan PD
Asst. Superintendent	Eugene	Taylor	Hampton Roads Regional Jail
Major	Chad	Thompson	Franklin County Sheriff's Office
Sheriff	Dennis	Wilson	Limestone Co. Sheriff's Office
Division Chief	Patricia	Woodin	Jefferson County Sheriff's Office

Appendix C

Index of Past LJN Meeting Topics

**LARGE JAIL NETWORK MEETING TOPICS
JUNE 1990 – MARCH 2016**

1990	June	System Approaches to Jail Crowding and Population Management
1991	January	Crowding Strategies and the Impact of Court Decisions
	July	Managing Jail Litigation Linking Jail and Community Programs
1992	January	Fair Labor Standards Act Writing and Negotiating Contracts
	July	Americans With Disabilities Act
1993	January	Blood-Borne and Airborne Pathogens Health Care Costs in Jails
	July	Privatization Programs for Women Offenders
1994	January	Public Policy and Intergovernmental Dimensions of the Role of Jails, Professional Associations in Corrections: Their Influence on National Perspectives of the Role of Jails
	July	Using Data and the Resources of the Bureau of Justice Statistics Developing Resources to Provide Inmate Programs
1995	January	Gangs, Jails and Criminal Justice
	July	Trends in Employee Relations Sexual Harassment
1996	January	The Dilemma of In-Custody Deaths The Crime Bill and Its Impact on Jails
	July	Juveniles in Adult Jails
1997	January	Meeting the Competition of Privatization
	July	21st Century Technology and its Application to Local Jail Information and Operational Needs.
1998	January	The Future of Our Workforce: Pre-employment Testing, Recruiting, Hiring, Training and Evaluating 'New Age' Employees {Generation X} Legal Issues Update — Update of PLRA {Prison Litigation Reform Act}
	July	Taking A Proactive Approach to the Prevention of Employee Lawsuits.
1999	January	Post-Traumatic Stress Syndrome and Critical Incidents: Preparation, Response, and Review Legal Issues Update
	July	Improving Opportunities for Successful Recruitment, Selection, and Retention of Staff.
2000	January	Criminal Justice System Coordination and Cooperation: How the Jail Benefits and the System Is Improved. Legal Issues Update.
	July	Exploring Issues and Strategies for Marketing, Funding, and Auditing Large Jail Systems.
2001	January	The Use of Data for Planning, Decision Making, and Measuring Outcomes.

**LARGE JAIL NETWORK MEETING TOPICS
JUNE 1990 – MARCH 2016**

	July	Understanding and Using the Data & Resources of the Bureau of Justice Statistics Staff Issues in Large Jails: Staff Utilization, Relationships, Conduct & Misconduct
2002	January	The Future of Jails, Corrections and Criminal Justice Legal Issues Update
	July	Inmate Medical Care Cost Containment Succession Planning for Future Jail Leaders
2003	January	Addressing the Future of Jail Legislation, Resources and Improving Funding Legislation, Resources and Funding: A Perspective from our Professional Associations The Role and Use of Professional Standards and Internal Affairs Large Jail Network Listserv and Web Technology Legal Issues Update - Health Insurance Portability and Accountability Act of 1996 (HIPAA), Admission Screening
	July	Defining the Future & Exploring Organizational Strategies Impact of Jail Population Changes on Jail Management Jail Standards & Accreditation Use of Technology for Jail Administration & Operation
2004	February	Emergency Preparedness: Planning and Implementation Contagious Disease Identification and Prevention Legal Issues Update - Inmate Medical Confidentiality, Involuntary Mental Health Treatment, Contract Provider Litigation, Arrestee Clothing Searches
	July	Effectively Managing Inmate Gangs in Jails Identifying Problems/Managing Inmate Mental Health
2005	January	Preparing Leaders in Corrections for the Future – NIC's Core Competency Project Training as a Strategic Management Tool Inmate Mental Health: Legal Issues, Management, Diversion Justice and the Revolving Door and Corrections Into the Next Decade
	July	Examining Federal and Local Benefits for Jail Detainees Ethics in the Administration of the Jail Human Resource Issues: Employee Recognition, Attendance, Restricted Duty
2006	January	Implementing PREA: The BJS Report Statistical Analysis: Crowding, Life Safety, Managing Staff Succession Planning The Question of TASERS Legal Issues Update
	July	Diagnosing, Analyzing and Improving the Jails Organizational Culture Planning for Catastrophes and Other Crises Prison Rape Elimination Act (PREA) and Jails Criminal Registration Unit: Hillsborough County, FL

**LARGE JAIL NETWORK MEETING TOPICS
JUNE 1990 – MARCH 2016**

2007	January	15th Anniversary Meeting Large Jail Systems Assessment Research Project Changing Organizational Culture Improving Collaboration Between Jails and Mental Health Systems Legal Issues Update
	September	Jail Inmate Re-Entry Programs: Public, Private, Non-Profit Involvement Jail Inmate Re-Entry Issues on a County Level Responding to Women Offenders in Large Jails Excited Delirium: A Problem to be Eliminated or Managed Recruiting, Hiring and Retention of Staff
2008	March	Immigration and Customs Enforcement 287(g) Program Contract Services Media Relations Workforce Development Legal Issues Update
	September	Faith Based Programs Human Resource Management Emerging Technologies Proactive Discipline
2009	March	Illegal Alien Programs Transgender, Lesbian, Gay, and Intersex Inmates Proactive Discipline Part 2 PREA Update Legal Issues Update
	September	PREA Commission Presentation Legislative Updates Successful Pre-Trial and Criminal Justice System Collaborations USDOJ - ADA, CRIPA, LEP Presentation Middle Management Training Programs
2010	March	The Trend of Medical Issues in the Future Creating a Culture of Leadership Creating Efficiencies in the Booking Area R.I.S.E. Program (Henrico County, VA) Coping Skills with and for Staff in Fiscally Tight Times Legal Updates with Bill Collins
	September	ACA Core Jail Standards Comstat Approaches to Accountability and Leadership Battling Complacency in Line Staff and 1st Line Supervisors Return to Work/Terminating the Legitimately Ill Employee Addressing Staff Inmate Fraternization

**LARGE JAIL NETWORK MEETING TOPICS
JUNE 1990 – MARCH 2016**

2011	March	Legal Updates Jail Suicide Update PREA Effective Use of Data with Policy Makers
	September	Recovering Jails Staff Issues – Applicants, Discipline and Rumor Control Technology Updates Dealing with FMLA Abuses Prescription Drug Epidemic and the Impact on Jails
2012	March	Legal Issues Update Technology Update Inmate Behavior Management Regulatory Investigations Affecting Jails
	September	Media Relations Civilianization and Use of Volunteers Outsourcing: Pro and Con Mental Health Care in Jails Reentry from Jail
2013	March	No meeting
	September	Affordable Care Act From Corrections Fatigue to Fulfillment PREA Resource Center Legal Issues Update
2014	March	Intelligence Led Policing and Jails Segregation of Inmates for Medical and Mental Health Care Facility Culture and Misconduct Crisis Intervention Training Counterfeiting and Jails Staff Wellness
	September	Legal Issues Update Domestic Threats: Domestic Terrorists and Sovereign Citizens PREA: Audit Lessons Affordable Care Act / Medicaid Mental Health Care Models Jail Leader Longevity in Office
2015	March	Veterans—Courts, Housing, and Programs Restrictive Housing: Step-Down Measures Re-Entry Programs and Partnerships with the Community Data—What to Capture and How to Use It Workforce Diversity

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	September	Reduction of Arrests/Incarceration of the Mentally Ill Planning and Implementing Effective Mental Health Services in Jails High Liability Inmates Professional Certification Legal Updates
2016	March	Shaping the Message to Legislators/Decision-Makers Restrictive Housing Standards Staff Wellness Role of the Public Information Officer Introducing New NIC Executive Staff
	September	