



Proceedings of the Large Jail Network Meeting: March 2015

Session topics:

**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**

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**Proceedings of the Large Jail Network Meeting
Aurora, Colorado
March 22 – 24, 2015**

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 A. LJN March 2015 Final Meeting Agenda

Appendix B. LJN March 2015 Participant List

Appendix C. Index of Past LJN Meeting Topics

ABOUT THIS MEETING

The March 2015 Large Jail Network meeting took place at the National Institute of Corrections, National Corrections Academy in Aurora, Colorado. There were 65 detention agency staff in attendance.

The meeting began with an informal dinner on Sunday, March 22, with participant and guest introductions. Two days of presentations and discussion followed.

Guests and speakers at the meeting included:

- Joel Rosenthal, National Training Director, Veterans Justice Programs, U.S. Veterans Administration, Menlo Park, California;
- Melissa Kovacs, Principal, FirstEval, LLC, Scottsdale, Arizona;
- Bridget Bayliss, Director, Standards, Accreditation, and Professional Development, American Correctional Association, Alexandria, Virginia;
- Bob Kasabian, Executive Director, American Jail Association, Hagerstown, Maryland; 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: VETERANS—COURTS, HOUSING, AND PROGRAMS

PART 1. VETERANS: CONSIDERATIONS FOR INMATES AND STAFF

Presenter: Dane Collins, Commander, Muscogee County Jail, Columbus, Georgia

Data are sketchy on the number of military veterans held in U.S. prisons and jails. In 2004, the National Institute of Justice (NIJ) estimated that 250,000 veterans were incarcerated, and by 2013 its estimates were up to 700,000. The most reliable federal data available identify the number of inmates who are receiving services from the U.S. Veterans Administration (VA).

- One in six returning veterans has a substance abuse disorder, and 81% of veterans who are arrested have a substance abuse problem.
- Incarceration is the #1 predictor of homelessness for veterans; 58,000 veterans are homeless.
- More than 130 veterans courts have been established in the United States.

Muscogee County launched a veterans court in July 2010. Because the community is low on beds for homeless persons and people needing mental health treatment, veterans often wait in jail for a bed to open.

Veterans Dormitory

The jail opened a dorm for veterans in February 2011. It has three sections and a total of 18 beds. There is a waiting list to get in. The unit unifies the veteran population in a mutually supportive way, and it meets a need by providing a place where substance abuse and PTSD issues can be treated. The unit has been painted with service emblems, but overall the environment does not have a military feel. When the unit was opened, the jail offered a press conference to explain its purpose. (See an example of media coverage: “First Veteran Exclusive Jail Dorm Opens.” Elizabeth Prann, FoxNews.com, May 05, 2012. <http://www.foxnews.com/us/2012/05/05/first-veteran-exclusive-jail-dorm-opens/>)

All military veterans are eligible to be placed in the unit. The type of discharge they received is not a factor. The jail changed its intake questions to improve identification of eligible participants. Former service members are less likely to identify themselves as “veterans,” but they will confirm that they have spent time in military service. The way the question is asked makes a difference.

The veterans dormitory houses inmates at mixed custody levels. Residents must have no institutional history of violent behavior. The unit is quiet and orderly. There is zero tolerance for rule violations or violence; unit residents self-report any trouble. There have been very few disciplinary issues since the unit opened and no assaults on staff.

Veterans in the unit are expected to attend classes. Group session participation is mandatory. An average of one education or therapeutic group is provided per day. The jail's mental health care provider conducts group sessions a few times per week. The VA connects with inmates in jail and works with inmates after release. The U.S. Department of Labor and the Georgia Department of Veterans Service are regular providers.

Recidivism of veterans who have been on the unit is around 24%, significantly lower than the national average of 67% recidivism for jail inmates.

The jail has held three known women veterans. They were placed in a programs unit and offered comparable assistance.

Collins recommended that other jails should offer something similar as soon as they can, not wait until they can make it perfect. The local faith-based community always steps up when needed in his area to assist with homelessness issues and veterans.

Discussion

- People discharged with a less than honorable discharge sometimes think (incorrectly) that they are ineligible for VA benefits.
- Inmates are sometimes in the jail such a short time, they miss the opportunity to meet with VA staff. Those who don't get connected with the VA for services often return to the jail.
- Orange County, Florida, has robust program. The jail generates weekly reports on who is in the jail, and the VA checks the list to identify inmates who are entitled to services. VA staff visit the jail two to three times per week, focusing primarily on veterans with an honorable discharge. Comprehensive community services are set up for their release. Veterans with a less than honorable discharge are referred to community resources. The jail's goal is to extend the length of time between readmissions of their "frequent flyers" who are veterans. Re-linking them with community assistance makes a difference over time in the rate of return.
- San Diego County, California, is expanding its module for veterans to accommodate 60 more inmates. The agency has 200 inmates on a waiting list. A mental health counselor works on the unit daily. They are using a Seven Habits of Highly Effective People program. There have been very few behavioral issues in the module; the inmates self-check each other. Recidivism for inmates who leave the veterans' unit is in the single digits. The local VA office has been very supportive. One difficulty is getting similar programming in the facilities on the south side of the county.
- The jail in Riverside County, California, has two units for veteran inmates; one houses a specialized program, and the second is a hopper for people who may enter it. In the meantime, they are already talking with resources outside the jail.
- There are currently about 300 veterans treatment courts around the U.S. Studies of their efficacy are now beginning to produce results.
- Some agencies assign staff who also are veterans to their units for veterans when possible.

Veterans on Staff

Muscogee County has a designated staff member who coordinates with returning veterans on staff and updates them on any policies and practices that have changed since the officer was deployed.

The jail offers returning combat veterans up to 40 hours of paid administrative leave, if needed, to take care of personal business as well as get connected with community services. This is a separate opportunity from the Uniformed Services Employment and Reemployment Rights Act (USERRA), which provides for 90 days of leave. USERRA does not require the employing agency to pay wages.

Meeting participants commented that sometimes they have seen an increase in use of force incidents and disciplinary process involvement among staff members returning after combat deployment. Domestic violence incidents also appear to be more likely. One factor may be that many recent veterans have had more deployments than veterans of past conflicts and are dealing with much more stress.

- Policies and procedures can define special accommodations to veterans who are returning from military service. Returning officers can benefit from having some time to adjust to being back on duty before they resume management of a housing unit.
- In Davidson County, Tennessee, returning jail employees are at first placed on light duty with no inmate contact. They take part in some academy training to reconnect and reengage.

Deployment can affect promotions. Federal law protects the promotional status of staff members who are called up to active duty.

- Some agencies continue to promote staff on schedule while they're deployed.
- Jail personnel who are deployed can apply for promotional consideration even if they aren't present. Riverside County has conducted oral interviews for promotion via Skype with staff who are deployed.
- Other agencies use a more complicated step up/step down system to accommodate military service. Sometimes a staff member might be temporarily promoted, then drop back when a veteran returns to duty in the jail.
- Muscogee County has a pool of candidates for promotion rather than a set sequential list.

For further information, contact Dane Collins at dcollins@columbusga.org or 706-325-5520.

PART 2. THE VA'S VETERANS JUSTICE PROGRAMS AND THE VETERANS REENTRY SEARCH SERVICE

Presenter: Joel Rosenthal, National Training Director, Veterans Justice Programs, Veterans Health Administration, U.S. Department of Veterans Affairs, Menlo Park, California

The U.S. Veterans Administration comprises the Veterans Health Administration, the Veterans Benefits Administration, and the National Cemetery Administration. Joel Rosenthal presented on behalf of the Veterans Health Administration's Veterans Justice Program (VJP). The agency has offered assistance to veterans in prison for some time, and it is now extending its outreach program to large jails. U.S. Bureau of Justice Statistics (BJS) data indicate that military veterans make up about 10% of the U.S. incarcerated population. An updated BJS report is now in development.

VJP aims to identify justice-involved veterans who would benefit from treatment as an alternative to incarceration and to provide individually tailored linkages to VA and community services that will prevent homelessness, improve social and clinical outcomes, facilitate recovery and end veterans' cyclical contact with the criminal justice system. Most justice-involved veterans are eligible for VA health care and, if not, they are eligible for Medicaid coverage.

Regulations prevent the VJP from providing direct treatment to a person who is in the custody of another agency. VJP staff work to encourage VA-informed treatment that they can't provide directly.

The VJP mission is twofold:

- 1) To provide reentry health care connections for incarcerated veterans, operating out of the 21 VA regions.
- 2) To operate Veterans Justice Outreach, which operates at the front end of the justice system in law enforcement, court systems, veterans treatment courts, and jail outreach. This initiative was launched in 2009.

When a veteran's custody status is flagged in the records of the Veterans Benefits Administration, their benefits checks are held. If inmates who are veterans do not disclose their benefits status, they miss out on VA assistance getting the benefit checks reestablished. The VA may require inmates who are in jail more than 60 days to pay back the monetary benefits they received.

Some financial and other benefits continue while a veteran is in custody. A portion of a veteran's benefits can be routed to the family while he or she is incarcerated. When they come out, their benefits are exactly the same as when they entered custody.

VJP Goals and Activities

Goal 1: Improve veteran identification in custody

VJP has developed the Veterans Reentry Search Service (VRSS) to facilitate the identification of inmates who are veterans. It provides reliable information on past military service, connecting directly into the Defense Enrollment Eligibility Reporting System (DEERS). Data are updated daily.

Jails can access VRSS by uploading data on jail admissions to the VRSS system and getting confirmations on inmates who are veterans. Results are returned in about 2 hours. In jails that are using the system, veteran identifications have increased to about 7% to 8% of detainees. Agencies can get started with VRSS by contacting Sean Clark (sean.clark2@va.gov) or Joel Rosenthal.

Goal 2: Build staff capacity/skill

VJP has 300 reentry Outreach Specialists, about 250 of whom work with local jails and 50 of whom work with state prison systems.

Goal 3: Match Veterans to appropriate treatment once they leave incarceration

Information on veterans in jail is funneled to the Outreach Specialist assigned to that territory. The Outreach Specialist determines the inmate's eligibility for services, conducts a treatment matching assessment, develops a plan for post-release treatment and services, and provides time-limited case management on release.

The Outreach Specialists work not only with jails but also with courts and law enforcement using a sequential intercept model. They have a physical presence in about 1,000 jails, with regular outreach in many large jails, daily in some sites. VJP's goal is to get into 50% of U.S. jails with a regular physical outreach presence. The frequency of visits can depend on the jail's location. Assistance is available by phone to agencies that aren't visited physically by VA staff.

Eligibility depends in part on the character of the inmate's military discharge. About 20% of service members leave with an other than honorable or general discharge. Regardless of the type of discharge, if a veteran has a condition that requires treatment and is connected with their service, they are eligible for treatment for that condition. The VA also provides a pension for veterans who have a disability that is not service-connected.

A limitation on treatment of veterans who reside in halfway houses has been rescinded. Other limits on VA-provided treatment of veterans in another agency's custody are not likely to change soon.

The VA has begun using videoconferencing to augment their services. It is used for mental health examinations, residential program screening for people due to discharge, follow-up on outreach at rural sites, and examinations related to financial benefits. VJP Outreach Specialists can work with jails to set up the technology and data sharing.

Goal 4: Reduce stigma

Popular sentiment turned against returning military veterans in the Vietnam era. It is less of an issue today.

Goal 5: Develop systems for evaluation, research and knowledge.

VJP is heading research on what works, such as a 3-year evaluation of the effectiveness of dormitory housing for incarcerated veterans.

Resources and Assistance

The VA can provide training for corrections personnel on combat related trauma, traumatic brain injury, and related topics. The training includes 6 months of case consultation.

VJP has developed videos about veterans in custody that can be used in staff training and inmate awareness. Most are available at <http://www.va.gov/homeless/vjo.asp>.

- “Suits: Support for Incarcerated Veterans” — 4-minute video for inmates about VA assistance.
- “Assisting Justice Involved Veterans” — 12-minute video for staff training that includes the “Suits” video for inmates.
- “Assisting Justice Involved Veterans” — 4-minute video for a general audience, including inmates and their families.
- “A Second Chance for Veterans” — 22-minute video for community partners, describing the VHA’s Veterans Justice Program.

Jail personnel can contact Rosenthal for more information or contact the nearest VJO Outreach Specialist. The VJO webpage provides a list of Outreach Specialists in local areas and how to reach them.

Rosenthal concluded by acknowledging that the VA can always do more for veterans and for other agencies that assist them. To date, the VA’s justice outreach has contacted 150,000 veterans. Partnerships with local agencies are crucial.

Discussion

- Participants asked about the VA’s policy on releasing medical information to jails. If information can only be released with the individual’s consent, jails can’t get background on a veteran in custody who is rapidly decompensating. Rosenthal suggested that jails should establish a standing point of contact between the jail and the VA, such as a person on the medical staff. In a life-threatening situation, the VA may be able to provide information without consent on the medications a detainee is taking, their diagnosis, etc.
- Jail administrators would like the VA to continue providing medications for veterans who are under VA treatment when they enter jail custody. In some jails, inmates’ families have been bringing the VA-provided medication to the jail.

For more information, contact Joel Rosenthal, National Training Director, Veterans Justice Programs, Veterans Health Administration, U.S. Department of Veterans Affairs, Menlo Park, California; Joel.Rosenthal@va.gov, 650-444-7247 or 650 493-5000, x 26147.

PROGRAM SESSION: RESTRICTIVE HOUSING: STEP-DOWN MEASURES

PART 1. DOUGLAS COUNTY SPECIAL MANAGEMENT UNIT—SEGREGATION

Presenter: Mark Foxall, Director, Douglas County Department of Corrections, Omaha, Nebraska

Douglas County recently developed a new Special Management Unit segregated housing plan. The jail was experiencing more assaults on staff and more recurring assaultive behavior by individuals, including more assaults by women inmates. The jail also was housing more violent inmates and murder suspects. The SMU is a 32-bed, single-celled unit staffed by two officers. It typically houses about 20 inmates, but its population has reached 32 inmates a number of times. It houses inmates on Administrative Confinement (A/C), Administrative Segregation (A/S), Disciplinary Segregation (DS), and Protective Custody (PC) status.

SMU placement is appropriate for inmates who pose a substantial risk to themselves or others. They may be assaultive, have had possession of a weapon, have attempted to fraternize with staff, or have shown homicidal behavior while incarcerated. Active gang members and inmates known to be an escape risk may be segregated. Throwing of bodily fluids can result in SMU placement, as can threats against or coercion of staff members.

Any staff member can make a referral to segregated housing. Sometimes immediate segregation is necessary; the decision is made by the director, an executive staff member, or the watch commander. Placements are reviewed within 72 hours by the duty officer, who may authorize the continuation of A/C status, release to A/S, or release to general population. The review typically is completed the next weekday morning (within 12 to 15 hours), except on weekends. SMU post orders and policy and procedure require that every decision be reviewed and documented. Information on SMU decisions becomes part of the inmate's file.

Foxall noted several special features of the SMU system.

- If an inmate is released from jail on A/C or A/S status and later returns, the classification process will place the inmate back in A/C until a review of the placement is completed. Most often, they remain in A/C or A/S.
- Before an inmate is placed in the SMU, officers search the inmate and the cell and inventory the inmate's property. Eligibility to possess some items is defined under the incentive system. Inmates in A/S or A/C are not allowed to have commissary food in their cells. Extra photographs and other non-essential property are secured in numbered lockers.
- SMU staff perform mandatory 30 minute security checks, which can be modified to 5, 10, or 15 minutes for high-risk inmates.

- Two female officers work with women in A/C status. They are housed in an area off the main housing unit for women.
- Unit logs document caregiver visits, inmate movement, and inmate behavior during security checks. Officers maintain a daily inmate movement log and a Segregation Activity log. All behavior is logged and recorded in the inmate's file.
- Inmates do not try to game the system to stay longer in the SMU instead of general population. The unit tends to be loud with inmates and others up all night, particularly inmates with mental illnesses.

Review and Incentives

The initial placement for all inmates arriving in the SMU is Administrative Confinement (A/C), Level Zero, which requires full restraints outside the cell. Level Zero inmates are on 23 hour lockdown, have 1 hour of recreation outside the cell 5 days per week (alone or with no more than four others), and have no privileges. Level Zero inmates cannot have a radio because of problems such as inmates ingesting batteries. They have no telephone access except for calls from the attorney of record. They have no access to canteen food but may order personal hygiene items and writing material.

At minimum, Level Zero inmates have one daily visit from mental health staff. Inmates in SMU have full access to medical and mental health services and are provided prescribed medications. For medical care, SMU inmates can be walked down to the infirmary. Nurses also visit the unit to dispense medications and provide other care. The jail's medical records system is now wireless, so it's easier to provide care on the unit. The health care contractor determines the exact number of visits provided. Their presence is announced so all inmates know when they are on the unit.

A team reviews A/C and A/S files weekly and makes a recommendation on whether a person should step down and what incentives each individual should get. Officers, supervisors, and the shift lieutenant are present at these meetings. Their recommendations are submitted to the deputy director.

Inmates who leave A/C Level Zero may be moved to protective custody, which operates as a de facto mental health unit. Often, inmates released from A/C Level Zero are placed in disciplinary segregation. A/C inmates whose behavior warrants it may be moved to A/S. Inmates in A/S do not wear restraints when out of cell. They still are locked down 23 hours and get recreation time outside the cell 5 days per week at minimum. The assumption is that inmates on A/S status eventually will be moved to the general population.

The SMU incentive system was developed in discussion with the ACLU. Inmates whose behavior is appropriate can have more telephone calls, two 60-minute visits per week, and extra recreation on Saturday and Sunday. A library cart has books, puzzles, games, and drawing materials. SMU inmates have access to commissary, social services, counseling services, religious services, and recreation programs. Jail TV is being added for cognitive programming in all units.

SMU inmates can write and receive letters the same as general population. They can have three books, including a Bible or Koran. An outdoor recreation area is adjacent to the housing unit, and natural light reaches the unit.

Additional incentives have been developed, and are still being explored, for inmates who pose too much risk for placement in general population or protective custody housing. It's important that short-

term incentives be available to reward them for immediate achievement. Examples include a kickball for outside recreation, group therapy sessions, and television.

SMU Staffing

The SMU is managed by two officers during day shifts and by one officer on the night shift. Officers have 60-day rotations on the unit then are placed on lower-stress escort duty. Officers throughout the jail rotate posts at 60 days. This promotes staff ownership of the unit they're working in and helps with consistency in direct supervision inmate management.

Officer selection for SMU training is based on factors such as the use of force reports they've written, their disciplinary history, and their professional development background. Certified Jail Officer status is a factor. A number of new hires are joining the agency with 4-year and master's degrees. A/C staff take a new 24-hour training course. The jail would like all A/C personnel to get corrections-specific crisis intervention training (CIT). The State of Nebraska provides CIT training, but there are limited seats available for jail staff.

SMU certification training covers the employee code of conduct, ethics, verbal defense and influence, interpersonal communication, SMU policy and procedure, and security tactics.

Biweekly meetings take place with the captain of security and SMU staff and supervisors.

Security

Security protocols were changed in 2014. Officers are trained in OC (pepper spray) use, GAGE (ground avoidance/ground escape) tactics, pressure point controls, etc. Recently the agency acquired body-worn cameras. Tasers are not used. Authority to carry OC spray on the unit is pending.

Assaults during the application of restraints have dropped. The come-along restraint with waist chain is now used during transports and can be applied through the door hatch, which has cut the number of assaults on staff. Steel doors have been installed in A/C housing. Showers now have a padlockable door with a hatch, which has eliminated fights in the showers and allows inmates to shower without handcuffs.

Future Directions

Douglas County is exploring additional, effective ways to facilitate inmates' return to general population. Multi-agency meetings to discuss segregated housing are being conducted at the University of Nebraska–Omaha with a team of staff from Douglas County, the Nebraska Department of Corrections, Nebraska probation, and UNO.

Discussion

- The jail in Volusia County, Florida, has an intake alert system that flags problematic inmates who are repeatedly admitted to the jail. Inmate information is reviewed by a cross-functional team of three medical/mental health and custody staff. Inmates may be labeled as vulnerable, assaultive, suicidal, having a mental health history, etc., and their record is annotated with physical instructions, such as "two officers and full restraints required." The

instructions are visible each time the inmate is readmitted to jail custody. Individual records are reviewed annually to determine whether the detainee should stay on the watch list.

- The New Jersey legislature recently developed isolation and lockdown rules that were focused on prisons, with the intention to make them equally applicable in county jails. The state jail association testified to explain how jails and prisons differ and why a single set of rules would not be appropriate.
- Jail officials in Davidson County, Tennessee, are considering a pilot program that would place special management inmates in a dormitory setting to reduce the use of 23-hour lockdown.

For further information, contact Mark Foxall at Mark.Foxall@douglascounty-ne.gov or 402-599-2316.

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PART 2. RESTRICTIVE HOUSING

Presenter: Dane Collins, Commander, Muscogee County Jail, Columbus, Georgia

Dane Collins discussed restrictive housing from the perspective of an agency that has been under U.S. Department of Justice (DOJ) oversight. DOJ launched an investigation in the Muscogee County jail in 1995. The oversight was completed this year but continues in the area of mental health care. The agency's experience is helpful in illuminating what DOJ considers the minimum requirement for Constitutional use of segregated or restrictive housing with mentally ill inmates. The consent agreement is online at http://www.justice.gov/crt/about/spl/documents/muscogee_moa_1-16-15.pdf.

The agreement with DOJ defines long-term segregation as a period of segregation that is intended to last or does last more than fourteen (14) consecutive days.

Muscogee County operates four types of restrictive housing: a Disciplinary Unit, a Protective Custody unit, a Secure Mental Health Unit, and a Predator Unit.

- The Disciplinary Unit holds inmates assigned there for rule violations. Length of stay is usually 14 days or less. Inmates are admitted via a due process disciplinary hearing with an appeals opportunity.
- Protective Custody is available by inmate request (with substantiating factors) or assignment by classification and jail command staff. The unit also includes space for inmates in step-down from the Predator Unit or Discipline, who can proceed to general population based on reports and discipline-free time in Protective Custody.

Segregation housing assignments are reviewed weekly by the Special Management Committee. It includes jail command staff, mental health, classification, medical, line staff, the shift commander on

duty, mental health detail, and the chaplain. The classification manager conducts the meeting. The review team always includes a person from the unit who knows how these residents are functioning and behaving.

Secure Mental Health Unit

Inmates are assigned to the SMHU by a mental health professional: the mental health director, a psychologist, or a psychiatrist. The unit is staffed by four officers and one sergeant. Inmates are assigned to groups based on their ability to socialize with others. The goal is to enable people to progress to mental health step-down and to general population housing.

An inmate with a serious mental illness is defined as a person with a mental, behavioral, or emotional disorder of mood, thought, or anxiety; diagnosable currently or within the last year; that significantly impairs judgment, behavior, or capacity to recognize reality; *and* with a significantly reduced ability to cope with the demands of life in the general population facilities of the jail.

SMHU inmates are identified as being at one of three levels of acuity:

- Level 3 inmates are in crisis or so severely mentally ill they are unable to leave their cells without assistance. Three Level 3 beds are available for women.
- Level 2 inmates are functioning better and able to participate in group therapy.
- Level 1 inmates are nearly ready for the adjacent mental health step-down unit, which is not considered restrictive housing.

The jail provides for 30 hours of prescriber time per week, including a psychiatrist and a psychiatric nurse practitioner. Psychological staffing is also provided. The jail has qualified mental health staff on the unit at all times.

The DOJ agreement requires a minimum of 14 hours of unstructured recreation per week and 10 structured therapeutic hours per week. Individual and group therapy is provided by an LPC-level counselor. Sometimes it's a challenge to reach the required 10 hours of structured therapy.

Since the jail has begun providing more robust treatment for mentally ill jail inmates, problematic behavior has diminished. Before the consent agreement, the county was not providing funds for this level of mental health service. Now, money has been found, and the facility is safer. Mental health professional staff come from the contracted community mental health provider. The annual contract was boosted significantly.

Predator Unit

Muscogee County created a 10-cell Predator Unit after noticing increases in gang-related violence and other assaultive behavior. Normal discipline and even criminal charges were not reducing the problem. Eligibility for privileges was removed as a disciplinary sanction. Privileges are awarded, reduced, or increased based on behavior while in the unit. Placements are open-ended and reviewed weekly.

Most inmates placed here have 20 or more disciplinary write-ups and are unlikely to make it back to the general population. The average stay in the Predator Unit is 6 to 8 weeks. Those who can step down are placed in 2- to 6-person cells. Only one inmate has ever been returned to the Predator Unit.

Discussion

- Psychiatrists in Rhode Island jails can request an inmate's transfer to state mental health care by documenting that the person's condition has deteriorated to the point that they need a hospital level of care. A mental health court meets once a week to review inmates and people who are being committed from the street. A judge makes the placement decision. The mental health agency can't send a person back to the jail without a judge's consent.
- South Carolina statute prohibits incarcerating individuals because they are mentally ill. Judges sign court orders to keep detainees in jail until a state bed becomes available. The state provides 34 mental health beds. The wait in jail can take months.
- A jail that housed a sexual predator as a civil detainee was sued over the jail's duty to provide as normal an environment as possible. Public defenders are obligated to help the plaintiffs in such situations prepare their cases. Civil detainees don't belong in jail, but there's nowhere else for them to be placed.

For further information, contact Dane Collins at dcollins@columbusga.org or 706-325-5520.

PROGRAM SESSION: RE-ENTRY PROGRAMS AND PARTNERSHIPS WITH THE COMMUNITY

PART 1. OPPORTUNITIES IN JAIL REENTRY

Presenter: A. T. Wall, Director, Rhode Island Department of Corrections, Cranston, Rhode Island

The Rhode Island Department of Corrections (DOC) manages both jail and prison inmate reentry. Jail reentry poses its own unique challenges and opportunities. One is the varied populations in jail: a mix of people who are facing trial, are sentenced, and have violated their conditions of release. Another factor is the unpredictability of release dates. Thirdly, urban and wealthier locations, where jails tend to be located, offer more diverse opportunities for community programs. On the other hand, economies of scale help prisons do more programming inside the facility.

Jail inmates have certain advantages over prison inmates at reentry. Jail inmates have spent less time away from their support systems and family. More than 50% of prison inmates in Rhode Island have had no visits in the past year. Jail facilities are usually closer to the community, and jail inmates already may have relationships with community providers. Arriving in jail can be a wake-up call for inmates to examine how they got there. Inmates may benefit after arrest by the opportunity to get public health services, including medical screenings for HIV, Hepatitis C, and TB.

Reentry efforts are also beneficial because they develop professional relationships between jail personnel and field personnel in other agencies, with the inmate as client and bridge between systems.

Wall emphasized the value of in-reach. The DOC used to give releasees a fistful of referrals for housing assistance, employment assistance, and other services. But often, former inmates never made contact with any of these agencies: the chaos of life on the street was too overwhelming. In-reach means that the inmate already knows the people and agencies that can help them start again. Inmates know they'll see the same person who talked to them about the treatment they need, and this makes a big difference.

Jail is a place where agencies can begin the work that shapes the rest of inmates' lives. To target the right issues, the first step is an assessment. In Rhode Island, a quick initial screening is provided by substance abuse and mental health agencies. The jail does further screening for people sentenced to jail time, whose length of stay is more predictable. For women, that means a sentence of 9 months or more; full screenings are done for men sentenced to 1 year or more.

Two tracks are needed in the jail to accommodate people who have a shorter length of stay. Rhode Island offers a rapid release program that gives some limited help to reentering inmates with shorter jail stays. They receive referrals and connections with available partners, such as clinics, shelters, and one-stop labor centers.

Keys to Success

Wall suggested some priority elements that are making the greatest difference in the success of jail inmates at reentry in Rhode Island.

- **Identification.** Inmates who don't have an official ID leave the jail as a non-person. The jail has the same equipment used by the DMV to create a driver's license or a state ID for non-drivers. Validation is a challenge. The jail puts together the information it has. If the inmate's identity can't be fully validated, the ID states that it is valid for 3 months from the inmate's release on a specific date. Proof of identification is especially important for homeless veterans and the DD214.
- **Housing.** The Rhode Island DOC has managed to reserve some beds in the state's system of homeless shelters. Release arrangements are made a few days in advance. Officers sometimes drive the releasees to the shelter though legally they are no longer in the agency's custody. No released inmates die of exposure.
- **In-reach by probation.** Probation and parole officers are based in the state's institutions. They meet with jail inmates to explain their conditions of release and make connections with community services.
- **Reentry partnership with local law enforcement.** Law enforcement is the DOC's strongest partner in reentry. Patrol has direct online access to the DOC's offender data, including information on gang involvement and friends and contacts. Law enforcement can access the address where the person will stay, his or her conviction charge, and the date of release. All but privileged health care information is accessible. Public safety is better protected. Joint meetings are held with police and probation.
- **Discharge planning.** Not-for-profit partners make it work, because they know the local system. Service matching is needs-focused. Assessments include the short form of the LSI-R, the Proxy, and the GAINS screen.
- **Neighborhood involvement.** Reentry councils are effective, especially for high-risk and high-profile releases. The DOC aims to keep complete records on interventions planned and discussed, placements, and outcomes.

Overall, the hardest job for the DOC is to sustain what's working in reentry. Reentry needs an agency champion and, often, grant money. Jails can't do it all, and money is always hard to find, so agencies need to focus on what's feasible.

For more information, contact A. T. Wall at 401-462-2611 or doc.director@doc.ri.gov.

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PART 2. DENVER'S TJC EXPERIENCE: TRANSITION FROM JAIL TO THE COMMUNITY

Presenter: Lisa Calderon, Director, Community Reentry Project, Denver, Colorado

Denver Sheriff Elias Diggins introduced Lisa Calderon, expressing the benefits Denver has reaped through its involvement in the NIC-supported Transition from Jail to the Community (TJC) project with the Urban Institute. Lisa Calderon directs the Community Reentry Project (CRP) that was established through the TJC initiative.

Community Investment

The Denver effort followed a community investment model. First, agencies had to agree to invest in jail reentry. Before approving funds for jail construction, Denver residents insisted on a systemic commitment to reentry services to match the proposed investment in the jail system. A 2005 vote confirmed local priorities, and a Crime Prevention & Control Commission (CPCC) was established. The CRP was launched in 2007 to begin making jail reentry a reality.

Philosophy and Approach

Community satisfaction was a key aim, in addition to reducing recidivism. Involvement of the CRP in better management of jail bed use was an unexpected role. CRP is considered an innovative site in the ways it has addressed gaps and barriers in services. CRP has done a lot of "writing the script" for jail-to-community reentry.

Denver's reentry program is evidence-based. Participation is 100% voluntary; research shows that voluntary programs are more effective. CRP staff members also teach and work with inmates in the jail, which makes it more likely that the inmates will continue to come see them for services after release.

Community teams can expect to spend 2 to 4 years on initial implementation of a reentry system. Innovative practices can have a tough time taking root within existing systems. Extensive discussions were needed to work out a compensation plan for community providers who would be taking on more cases as a result of jail reentry.

Implementing new tools for assessment was essential. The team decided to focus its interventions primarily on people with medium to high Proxy risk scores. Participants are misdemeanants, but felony women offenders are also eligible. Participants are within 1 year of release. The intention had been to conduct more assessments in the jail, but the capacity is not there.

Reentry starts before release. Denver Sheriff staff provide transition services in the larger jail facility, including the Thinking for a Change program, Healthy Living, job readiness, and transition planning and referrals. CRP operations in the community do more incentive-based work.

For example, This Emotional Life is a program that explains why interpersonal bonding and relationships are important. Educational programming is especially compelling for inmates who are parents. Participants are more likely to get engaged in programming when they can see the topics in own lives.

Interventions are evidence-based and address criminogenic factors. Open-ended counseling sessions are not evidence-based with offenders. Things that do work include motivational interviewing, mental health first aid screening, and getting people on benefits if they are unable to work or are working but still qualify for Medicaid. It's also very important to have a personal hand-off of the offender by the jail diversion officer to community-based contacts.

The "big four" risk factors for recidivism are antisocial attitudes, values, and beliefs; antisocial friends or a lack of prosocial friends; an antisocial personality (impulsivity, restlessness); and criminal history. Dynamic factors are what the offender has the power to change.

Gender responsiveness is essential in programming for women. About 80% of women in jail have been a victim of sexual assault or domestic violence. What services, opportunities, incentives, and information do women in particular need in order to reduce their recidivism rates? Denver has created a new gender equity commission in the jail that will focus on that question.

CRP 2014 Performance Review

CRP operates on a limited budget of \$550,000. To demonstrate success, it's essential to understand the metrics, which on the surface don't always tell the true story. This can mean redefining success. For example, if a participant leaves the program because he got a job, this could look like a program non-completion if not seen in context.

Examples of metrics that matter include completion of routine services, reduced recidivism, cooperation in treatment, decreased mental health symptoms, increased income and benefits, and reduced LSI scores. In 2014, CRP served 696 clients and reduced jail bed use by 821 days, for an immediate cost savings on that single metric of \$42,692.

Detailed analyses are done with CRP program data. The program can provide details on where its client referrals are coming from, the services they need, and who is receiving what services in terms of demographics, tiered service levels, etc. For example, participants receiving a Level 3 volume of services showed a drop in LSI scores from 30.0 to 23.8, and they had significantly lower new conviction rates within 12 months of release. This shows that former inmates are strengthening their protective factors against future criminal behavior. CRP uses new convictions as its recidivism measure because rearrests could be relatively high for non-criminal issues such as homelessness.

Work on the horizon is focused on adding programs at the downtown detention facility in addition to the main jail, doing more with recidivism and other outcomes data, launching the Reentry Educational Academy of Denver (READ), continuing to support work on gender equity, and exploring ways to make the CRP program fully sustainable over the long term.

Lisa Calderon is Director of the City and County of Denver's Community Reentry Project. She can be reached at lisa.calderon@denvergov.org or 720-865-2329, or see <http://CommunityReentryProject.org>.

PART 3. SOUTHEAST REGIONAL RE-ENTRY AND REHABILITATION PROGRAM

Presenter: Marlin Gusman, Sheriff, Orleans Parish Sheriff's Office, New Orleans, Louisiana

The jail population has been dropping in Orleans Parish Sheriff's Office (OPSO), in part because of a range of programs and jail alternatives created in recent years. OPSO has operated the Southeast Regional Re-Entry & Rehabilitation Program since January 2010. It serves offenders transitioning back into the community in Orleans, St. Bernard, and Plaquemines parishes. It is funded by the Louisiana Department of Public Safety and Corrections, the Carpenters Union, C-Tech, and the Broadband Technology Opportunity Project (BTOP).

The program is staffed by three deputies, three program specialists, a social worker, a director and administrative staff, and several volunteers and interns from the local vocational college.

Participants are eligible for the program when within 18 months of release. Those who complete a 90-day pre-release educational module receive 90 days of good time credit. The core curriculum includes decision-making, personal development, job interview skills, anger management, substance abuse education, computer skills, low-band technology training, and carpentry. Participants also hear from lecturers, faith-based volunteers, and performers, and they receive assistance from a network of local reentry partners. Their uniforms are blue instead of orange to emphasize their movement away from the jail environment.

The program has had 2,085 participants to date, including 1,841 graduates. Program completers receive a social security card, a birth certificate, and a state identification card to help become prepared for employment. They have an email address when released and can fill out an online job application.

Families matter. Inmates' families are interviewed and receive counseling. An open house is held for inmates and their families who have participated in family counseling. The open house and graduation ceremonies celebrate participants' achievements, and families bring loads of food to share. Past graduates also attend. To date, 44 open houses and 43 reentry graduations have been held.

The transitional work program has employed 459 participants. Success is good: 80% of participants do not reoffend in their first year of release. Businesses receive a Work Opportunity Tax Credit for hiring program participants who work a minimum of 120 hours.

A full spectrum of programs, counseling, faith-based support, community service, and educational opportunities is available.

View a video about reentry at http://www.opcso.org/media/video/SheriffGusman_ReEntry.mp4

For more information, contact Sheriff Marlin Gusman at gusmanm@opso.us or 504-827-8582.

PROGRAM SESSION: DATA—WHAT TO CAPTURE AND HOW TO USE IT

PART 1. DATA: WHAT WE SHOULD CAPTURE AND HOW WE SHOULD USE IT

Presenter: Melissa Kovacs, FirstEval, LLC, Scottsdale, Arizona

Melissa Kovacs has worked for several years with Maricopa County's jail and justice system data. She noted that the question of what data jails should collect can be overwhelming, recommending that agencies only collect what they'll actually use and analyze. Collection may not be that hard. The jail may have more data on hand than administrators realize.

Different end-users have different data needs:

- The sheriff and jail leadership need data to manage risk and uncertainty, to understand the key metrics in jail operations, and to manage the budget.
- County policy-makers need data to inform their systemic and funding decisions. Jails have an opportunity to provide data that can guide an entire criminal justice system. Court and prosecutors' data are also necessary so policy-makers can see the whole picture.
- Public understanding and support of the local justice system also depends on data.

Kovacs directed her listeners to NIC's 2007 document, *How to Collect and Analyze Data: A Manual for Sheriffs and Jail Administrators* (<http://nicic.gov/library/021826>). It is a source for best-practice recommendations on data elements that should be captured. The guide discusses inmate data, jail operational data, and system data.

Jails may face obstacles to improving their data collection.

- Sometimes, data are being generated but it's difficult for the agency to pull it all into one location or system.
- Jails may want data from other agencies but have no leverage or incentive for them to provide it. On the positive side, jails are in the middle of a network of county services and they tie the criminal justice system together. Other agencies should see benefit in data collaborations, since all are working with an overlapping clientele.
- Data system upgrades require a major investment. IT workers are expensive, as are computer equipment and data storage. Jails that are still using an older data system can have trouble finding a programmer who can work with what they have.
- Quality in data entry can be an issue. Data are only as valuable as they are accurate.

Agencies and counties can develop valid and accurate data systems that talk to each other. It's worth the investment because the data will enable decisions that save a lot of money. Integrated systems automate data sharing between the courts and/or law enforcement and the jail. Data quality is also improved because duplicative data entry is eliminated.

Agencies that aren't ready for a major investment can adopt tools such as spreadsheets and dashboards that are regularly updated with performance indicators. Jail managers can meet monthly and review their operating statistics. Unusual levels of overtime, contraband, or inmate altercations are identified and explained or addressed by the person responsible for that unit.

Jails are continually updating their data systems and reports as new needs emerge. Jails now need to track veterans and users of heroin, for example. Newer tools make everyone a data analyst by making it easier to do things without requiring IT staff time to create the report.

Types of Analytics

Kovacs described four levels of increasingly sophisticated data analysis.

- **Descriptive analytics** answer the question, "What happened?" Who is in jail, and what are the operational metrics such as bookings?
- **Diagnostic analytics** explain, "Why did it happen?" Why are more women being booked at a particular classification level? Why are classification determinations different on the weekend?
- **Predictive analytics** examine the question, "What will happen?" Will we need to build a larger jail? Will ADP change? Agencies can make decisions based on trends and projections. Information from outside the jail may be needed.
- **Prescriptive analytics** are a way to ask, "How can we make something happen?" How can we be in control? An example is when a jail evaluates program options to choose which one to invest in.

Jail administrators can also consider whether time series or snapshot data will be most useful in answering a specific question. Examples of time series data include trends in ADP or bookings over the last 5 or 20 years. An example of a snapshot is the population on a particular day, which could be very different from the ADP yearly average.

Using Data

Program evaluations are a common use for data. Funding bodies want information that measures the efficacy of a program as measured by recidivism, behavior change, or other indicators. Jails often will find it useful to show the impact of its programs on the community as a whole. For example, Maricopa County evaluated a peer navigator program that uses inmate peers to help mentally ill releases get and keep community-based help. Seriously mentally ill program participants were 30% less likely to return to jail within 6 months, saving jail beds and dollars and improving lives.

Defining recidivism is often a sticking point. Different information users have their own perspectives. For evaluation purposes, sometimes agencies use the easiest measure, such as return to

jail custody. Research can look at 1-year or 3-year evaluation periods, but that delays the availability of evaluation results for new programs. For a drug treatment program, evaluators should agree on whether a return to jail on a non-drug offense counts as recidivism.

For analysis of justice system data, a county-level research and evaluation unit can be a good model. Maricopa County has a Justice System Planning & Information group in the county manager's office, which is external from the jail but internal to the county. This provides independent evaluation by analysts who understand the justice system.

Sharing Data with the Public

Aggregated data can be appropriately shared with the public. Jail population size, the proportion of pretrial and sentenced inmates, the number of daily bookings and releases, and data on where people go when released from jail custody all are useful for public understanding of jails. Trends such as an increase in women in jail can be worthwhile to communicate. Sharing an individual's criminal history or other personal data is not appropriate.

Jails can share their data and message via the media, the legislature, university researchers, and public meetings.

Tableau is an online tool that can be used to share public information, as seen in these two collections of data on California corrections:

- <http://public.tableau.com/profile/kevin2946#!/vizhome/CaliforniaJailPopulation/Introduction>
- <http://public.tableau.com/profile/kevin2946#!/vizhome/JailProgramSurveyDashboard/InteractiveMapofJailPrograms>

Discussion

- Tony Wilkes (Davidson County, Tennessee) said that IT staff with long experience in the jail are valuable. When IT staff know the issues and the language of the jail, they can create compelling reports.
- Mitch Lucas (Charleston County, South Carolina) commented that it's important to provide the right data without too much detail. He gave the example of a report that showed dozens of types of overtime, which was too much information for commissioners.
- A.T. Wall (Rhode Island Department of Corrections) said the harder question is, "What are we asking? What is our research question?" IT staff sometimes provide exactly what was asked for, but the data don't actually meet the need. There can be a back and forth to uncover the information that will provide useful insights.

For more information, contact Melissa Kovacs at 602-492-1406 or mkovacs@firsteval.com.

PART 2: DATA COLLECTION FOR PERFORMANCE OUTCOMES

Presenter: Marilyn Chandler Ford, Director, Volusia County Division of Corrections, Daytona Beach, Florida

Jails collect and monitor a number of standard metrics and outcome measures. Standard metrics describe the state of operations. Standard metrics are collected for day-to-day jail operations and management. They measure activities, inputs, or outputs. They are simple and have a short time frame for change. Data on use of force is an example.

Outcome measures tell what jail leadership really cares about. Jails identify them through strategic planning processes that define vision, mission, and values. Universal missions for jails include reducing future crime (by reducing recidivism) and keeping the community safe (by maintaining a secure facility and minimizing assaults within the walls).

Outcome measures are collected for performance management, quality assurance, and measuring the impact of the jail's activities. They take more work than simple metrics. For example, the jail can measure whether it is effective in keeping people from coming back into custody. It can assess whether it is hitting its target of maintaining a lower inmate suicide rate than the national average for jails of its size.

A good measure will communicate "How we are doing" to internal and external audiences. It should get to the heart of what your jail aims to achieve. By identifying a select few measures that target performance, the jail can tell its story so others understand the why behind the budget. When officials talk about measurable items such as standards for recreation time or the number of people moving in and out of the jail, jail realities become clearer.

Needs are different for different end users. For example, standards require the jail to give inmates a physical examination within 14 days of intake. A jail director wants to see data that show the jail is meeting that standard 100% of the time or very close to it. Funders need to know how many physicals are being done.

Jails track data for general operational use, to fulfill state and institutional reporting requirements, and to inform policy and criminal justice system processes. In planning data collection, staff should think about what tells the jail's story: who's in custody, how many inmates are there, and how the population flows. On a specialized topic such as restricted housing, anticipate what people want to know, and explain the length of time between reviews and length of time inmates spend there.

Issues in Data Collection

The nature of the jail's data can limit its utility. For example, if an inmate's admission charge is coded as failure to appear in court, the jail loses the underlying charge, which could be significant for jail management purposes.

Technical and analytical capabilities need to be evaluated. It took the Volusia County Division of Corrections 20 years and four consultants to create the data collection and analysis system it has now.

Legal, financial, and political issues such as public record laws and transparency goals can be factors in planning. Other decisions are informed by internal considerations. For example, is it worthwhile to routinely see use of force data on the officer level instead of by housing unit? Sometimes it's adequate to know the detailed data can be extracted if and when they are needed.

Sometimes the jail will select a less perfect measure because it's the most stable and reliable indicator to use. It's important to have confidence in what the jail is monitoring.

To understand who is in the jail, Chandler Ford would look at initial bond amounts plus the reduced amount after the inmate's first appearance. She would look at data on original charges as well as adjusted charges.

In some cases, it may be a good idea for agencies to partner with an adjacent community in a data collaboration. Likelihood of data capture is another factor to consider in planning. The Volusia County jail gets all arrest reports electronically. Data exchange on offenders is still a work in progress in many locations. Standardizing definitions and data protocols is a key goal for improving public safety performance. Chandler Ford suggested this should be a priority for professional associations' advocacy.

For local data sharing, statutes provide some shared definitions, but it's possible one jail defines things differently than others in the local criminal justice system or beyond. Bookings, releases, recidivism, and use of force are examples.

Data collection also is influenced by the ease of doing so and by the currency of the data available. Some data are sensitive on a macro or micro level.

Another aspect to consider is, what do the data mean, and will the meaning be clear to the end user? For example, do data on PREA sexual abuse accusations and whether they were founded really say if the jail is safe?

Data Types and Context

The jail's data fall in four broad categories.

- Facility data, such as size, design (linear, direct supervision, indirect), staff to inmate ratios, costs per day, and types of segregation housing.
- Inmate data, such as demographics, security threat group affiliation, methods of release (and errors in release), average length of stay, number of suicide attempts, and assaultive behavior.
- Staff data, such as commendations, use of force, verbal counselings, resignations in lieu of termination, and employee opinion and feedback.
- Culture and environment data, such as turnover, leave usage, physical violence, crime observations.

Beyond the data itself, context helps to determine what the numeric value or trend actually means to the organization—over time, by comparison to other agencies, or in the context of the agency's performance targets. What might be making the numbers change? Is turnover comparable to what's

being experienced at other county agencies? But comparisons are not always the point, because of the many differences from one agency or facility to another.

Chandler Ford gave some examples of using data in context for jail management.

- Data show that Volusia County has a more violent jail population now than it did in the past. Training is being adjusted accordingly. First the jail trained to policy on the use of force, then training was expanded in the areas of talking down an incident and tempering the use of force.
- When judges were sentencing people to a drug treatment program beyond the jail's capacity, the jail put the waiting list data in a report to the courts. Sentencing practices changed.
- Use of restricted housing is based on team decisions and weekly reviews. Data will show whether the jail's worst actors are getting the most time in restricted housing and whether policies are being adhered to scrupulously. Data would also show if seriously mentally ill inmates were being placed in restricted housing, and if so, what the context is.
- Volusia County plotted the jail's capacity against its ADP to produce a three-page report on crowding and what they needed to do.
- Reports on facility violence showed that most use of force occurred in intake, where detainees were often drunk or high and not figuring out the behavioral expectations in the jail. A review of whether use of force was planned or unplanned found that 97% of incidents were unplanned.
- Looking at how many inmates have cases being heard by each judge can reveal patterns in continuances that boost jail time. When everyone gets the list, any judges who stand out may consider handling their cases differently.
- Contraband data can be ambiguous. Higher numbers could mean officers are being diligent about finding it or that security is lax and staff are not preventing it from getting in.

Data is just a number until you try to understand it. Sometimes people's eyes glaze over when looking at numbers. To get their attention, tell them the story and show them who is affected. Sometimes it helps to get a bit inflammatory.

Discussion

- A jail was prevented from using its camera system because the court said video evidence of a use of force incident could be used inappropriately to discipline an officer. Participants agreed that per the *Garrity* decision, the evidence can be used for limited purposes of investigation and personnel management, but not for criminal prosecution. Chandler Ford said it is important to evaluate each use of force on its own merits. Data exists in a context.

Marilyn Chandler Ford can be reached at Volusia County Corrections, Daytona Beach, Florida, 386-323-3505 or mcford@volusia.org.

PROGRAM SESSION: BUILDING THE JAIL'S WORKFORCE

PART 1: RECRUIT, HIRE, TRAIN, AND RETAIN A DIVERSE WORKFORCE

Presenter: Charles Hank, Chief, Las Vegas Metropolitan Police Department, Las Vegas, Nevada

When jails say they need a diverse workforce, what are they trying to accomplish? Some reasons for staff diversity are to match a diverse inmate population, to learn from other cultures in productivity and problem-solving, to erase differences, and to promote community trust. Las Vegas has visitors and jail inmates from many countries and cultures, and the Las Vegas Metropolitan Police Department (LVMPD) staff includes bi- and tri-lingual people. LVMPD manages law enforcement and the Clark County Jail.

The first step in establishing a recruitment strategy is to set and determine recruitment goals. Most agencies want to reflect the community make-up. Recruitment can factor in demographics in the agency and in the community, in terms of race/ethnicity, ages represented, and sex.

Hank analyzed the demographics for the Clark County population, LVMPD staff, and jail staff. He was surprised to find a higher percentage of black people on the jail staff than in law enforcement on the street. Hank commented that members of minority populations may be less likely to view police officers as a friend, and in their younger days may have considered them harassers instead.

Recruitment has a lot to do with marketing the agency. Jails need to avoid complacency in recruiting. Cars are all around us on the streets, and it's still worth advertising for auto sales on TV. When planning a recruitment effort, jail leadership should evaluate and understand the agency in the context of its competition for new hires. Military recruiting methods can be a source for ideas on outreach methods. Ex-service members are also a responsive audience for hiring.

Recruitment outreach should identify reasons for a candidate to select your agency, the minimum qualifications, the salary and benefits, and (when recruiting outside the immediate area) attractive features of the community.

Issues in how the work of law enforcement and public safety is represented and understood can be complex. Recent events in Ferguson, Missouri, and elsewhere have focused attention on interactions between black Americans and white law enforcement officers, provoking stronger negativity toward the law enforcement family. Will potential hires want to work in this kind of environment? How can the jail boost its appeal to candidates from diverse backgrounds in particular?

For most minorities, being in law enforcement is a nontraditional career path. Becoming a lawyer is one aspiration, but few young minority people aspire to a public safety career. But everyone wants to be part of something special; gangs operate on that need. Jail recruiters should aim to convey what's special about their organization.

Recruiting can be assigned to a unit, to a team, or to individuals. Current employees are very believable as recruiters. Staff incentives of \$50 or \$100 are a good gesture to reward staff when they bring in an applicant, and paid time off is an alternative. The agency should give its employees the information they need to be effective recruiters—information that lets the potential hire say “yes.” Staff who recruit their relations are invested in their success and can be very helpful during the hiring process and in later informal mentoring.

In Hank’s experience, it’s not essential that the recruiting staff have diverse racial and ethnic backgrounds; the right skin color doesn’t necessarily make someone a good recruiter. The recruiters should believe in the value of diversity to the agency.

Recruiters should aim to reach potential hires where they live. Sports and other community activities are ideal places to be visible and part of local cultures. To boost recruitment of black officers, recruiters can attend church on Sunday in uniform. LVMPD leaders also have given Friday night community talks at local churches about how to deal with the police in resident-officer interactions.

Recruitment needs a budget. It takes money to get the recruitment message out via the agency’s website, radio and TV advertising, vehicle and facility signage, employee incentives, and tchotchkes handed out at events. LVMPD added the agency’s website URL to its patrol vehicles and inmate transportation busses. Recruitment information is posted at the airport and at county facilities. Social media outreach needs staffing with skilled attention to the agency’s online presence and interactions.

Jails can conduct hiring seminars and take recruitment testing “on the road” to make it more accessible to potential hires. Jail tours and ride-alongs are other ways to get potential hires interested in jail and public safety work.

LVMPD conducted a wrap-around recruiting effort in New York City, using the theme, “Las Vegas is coming to New York.” LVMPD exhibited at a job fair hosted by the John Jay School of Criminal Justice in the City University of New York.

Jails should communicate their clear and neutral hiring standards to potential hires. Explaining the training requirements and educational incentives conveys the professionalism that can be attained within the jail career path.

To retain a diverse staff, inclusion and opportunities matter. Minority staff should have access to desired assignments and transfers, promotions, special projects, mentoring, and networking.

Discussion

- Stacey Kincaid stated that as sheriff of Fairfax County, Virginia, where residents speak hundreds of different languages, she’s been everywhere in her community to engage with residents and potential officer candidates. Churches and mosques are good places to connect.
- Mitch Lucas (Charleston County, South Carolina) described a hiring campaign that looked for people who never thought about being a correctional officer. The agency conducted a facility tour and open house. An incentive program to recruit staff member family members and friends worked best; it offers \$50 when a candidate makes it through the background check, and another \$50 when the new hire makes it through the probationary period. Social media is more important now, too. Job fairs have produced little result.

- Participants agreed that it can be helpful to coach potential applicants to begin cleaning up their personal situation to increase their chances of passing the background check. Outstanding credit issues should be dealt with, and future applicants can stop using marijuana.
- Officer candidates often have a lofty perception of law enforcement and can be intimidated by the polygraph examination. To prevent unnecessary failures, jail personnel can talk with the candidates before the polygraph, letting them know they should tell the truth and not try to second-guess the jail's hiring standards. Job candidates usually do not intend to be deceptive in the polygraph; they only want to forget about certain incidents in their past. When questions come up during the test, the stress and confusion over what to admit can get them in trouble.

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PART 2: ORANGE COUNTY CORRECTIONS UNIVERSITY & RECRUITMENT

Presenter: Cornita A. Riley, Chief, Orange County Corrections Department, Orlando, Florida

One of the biggest challenges the Orange County Corrections Department (OCCD) was recently facing was their succession planning and development of staff who would eventually take over the running of the organization. OCCD grew rapidly in the late 1980s, hiring a large number of staff who today are eligible for retirement. More than 180 staff members are now eligible to retire on short notice, and many senior leadership staff have been choosing to retire. To prepare to fill those positions, the agency has made changes in its systems for hiring, succession planning, and training.

OCCD partnered with the Criminal Justice Institute at Valencia College to meet this challenge. They sat down with Valencia and designed training programs that would operationalize the concepts in NIC's guide, *Correctional Leadership Competencies for the 21st Century*, as the basis for training. Staff at the various management levels helped develop the programs and provided input on what was needed. What emerged was a new model, the Orange County Corrections University. The university framework includes a College of Criminal Justice, a College of Leadership, and a College of Continuous Learning.

Personnel on a leadership track take educational coursework and training from the College of Leadership. Course credits from various sources are accepted, such as the National Jail Command Leadership Academy (NJCLA) and the Florida Department of Law Enforcement (FDLE) Leadership Academy. OCCD's mentoring program is another component.

Development of middle managers was identified as an important gap. OCCD was aware that lieutenants did not know what their role was in the organization. They're part of management, but they

also have a union. The new Innovative Command Leadership program was initially created for them. It is a 4-week program (160 hours), and its participants receive 6 master's-level academic credits. Participants attend the program for one week per month for four months on the Valencia College campus. The training covers a range of topics, including diversity and generational aspects of personnel management.

The program was then adapted for captains in a 40-hour format. A version for sergeants and corporals followed, with an 80-hour program. Each of the levels includes a self-inventory on learning, leadership, and communication styles. Participants said the self-inventories were one of the most beneficial things they experienced, as was the group interaction with people from other agencies.

OCCD went through a multi-year initiative called "Changing Our Culture by Design." Identifying the issues that would be addressed was intensive and difficult. To consciously avoid taking on too much at one time, the planning team identified four critical priorities to address first.

They then mapped the NIC competencies around those four goals:

- Communication and collaboration (working with others);
- Ownership (managing the business of the agency);
- Professional and personal development (managing oneself); and
- Engagement (process excellence).

At the time, a major challenge for OCCD was personnel not owning what they were doing. When OCCD went to 12-hour shifts, the command structure changed, and it was unclear who was responsible for operations in each facility. All employees needed to understand what was expected of them and to be reinforced when they hit the mark, not only told when they missed it. It was important that everyone get a consistent message, thus the focus on communication.

OCCD mapped out the competencies to the tasks and skills expected of executive, senior, mid-level, supervisor, and line staff levels. This sets out a road map for staff to understand what they need to learn and develop, and for their supervisors to provide coaching and counseling. Supervisors will use this framework to guide staff development throughout the year, not just at the annual review. This is very recent, with information being shared in the staff newsletter last month and also coming to staff in different formats.

The documents also provide tools for the supervisors to manage their staff. A "check box" format gives them language to use in meetings for praise and guidance. There are three meetings during the year when supervisors discuss personal and professional development with staff before their annual appraisal.

OCCD will hold five training academies this year in anticipation of upcoming staff losses. The agency also rebranded itself and updated its recruitment approach. A media team is developing a recruitment booklet that highlights the agency's 150 years of pride and tradition. Recruitment videos are also being created, and OCCD is also developing a new recruitment team. The team must be diverse, to match the local community. From the lowest level up to command staff, diversity in the OCCD workforce is strong, but OCCD would like to have more Hispanic staff members in its upper levels of command.

The agency's biggest challenge was to have the board of supervisors understand that the jail had to send people outside the four walls of the jail facility for training and development. The jail environment had been getting insular. The agency has a strong history of innovation, but it's also important to look outside the organization for fresh perspectives.

Money received through an allocation from traffic tickets can only be used for training. By sending people to Valencia College programs, they get the training content they need and they also learn about the value of networking. Moving higher on the chain of command requires college credits.

Resources

- *Correctional Leadership Competencies for the 21st Century: Executive and Senior Levels.* Washington, DC: National Institute of Corrections, 2005. <http://nicic.gov/library/020474>
- *Correctional Leadership Competencies for the 21st Century: Manager and Supervisor Levels.* (Rev. ed.). Washington, DC: National Institute of Corrections, 2006. <http://nicic.gov/library/020475>

For more information, contact Cornita Riley at cornita.riley@ocfl.net or 702-523-3228.

OPEN FORM

“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.

JAIL RESPONSE TO A “FERGUSON” INCIDENT

Civil disturbances following the deaths of black residents at the hands of law enforcement in Ferguson, Missouri, and elsewhere pose issues that demand a careful jail response. Jails house arrested protestors, inmates can become agitated by events outside the jail, and jail staff who believe the police were wrong need to know what forms of personal expression are acceptable to their employer.

Herb Bernsen described events in St. Louis County, Missouri, after black teenager Michael Brown was shot and killed by police in Ferguson in August 2014. The grand jury proceedings lasted until November. By that time, community anger had lessened somewhat in intensity. Jail leaders used that time to plan how the jail would respond in case of major flare-ups of unrest and violence when the decision whether to indict the officer was announced.

When it was announced that the officer would not be prosecuted, the jail leadership had certain plans in place but were still working out how to handle activity outside the facility. Staff members were asked to communicate with management about things they noticed. Leaders also needed to give staff members guidance on the expectations placed on them as representatives of the agency. They were free to protest, but they could not do so in uniform. Jail officials thought carefully about how to frame appropriate messages and instructions to staff.

Among the planning topics was how the jail and staff would respond if there were a hostage-taking in the jail or the courtroom. Discussions revealed that some aspects were not covered in existing policy. If a staff member were taken hostage, what should he or she do? Reviewing plans and knowing what to do and how to do it made everyone feel safer.

Plans were needed for handling possible mass arrests. The St. Louis jail housed about 250 arrestees in connection with the early community protests. Most arrestees were cooperative. There were some words. Quick action to separate those who were not cooperative was important, as was not overreacting. Some arrestees will be peaceful, and some may not. The jail needs to be prepared for anger. Staff members must be willing to take the lead in calming down a situation, separating individuals appropriately, and remaining neutral. Though, out of best intentions, staff members might want to talk about the issues, that's not the jail's job, and it could provoke further disturbance. Jail staff have a responsibility to avoid doing anything unintentionally that could create unrest.

Mitch Lucas commented that when monitoring a protest, officers and teams should not use the scope on their rifles. It makes it appear they are aiming their weapons at the protesters.

INCIDENT CONTROL

Mitch Lucas reviewed the Charleston County model of having a roving incident team that responds to disturbances in the jail. Housing unit staff are not armed. The teams have a variety of tactical weapons available as well as body-worn cameras. The first two rounds in their shotguns are loud blanks. The threat of a Taser eliminates the need for forced cell extractions. In the first year after the teams were introduced, inmate-on-inmate assaults dropped by 23%, and inmate-on-officer assaults dropped by 32%. Injuries are also down. The teams are deployed only after verbal diffusion and interpersonal communication techniques fail.

JAIL RESPONSE TO INCREASED USE OF HEROIN

Henrico County, Virginia, is launching a new, 12-week heroin addiction treatment program in the jail. It will include a work release phase followed by home incarceration. Four offenders were sentenced to the program in its first two weeks. The key to success is extending the period where the jail has control over the person.

Another jail established new protocols for heroin-addicted inmates after an increase in in-custody deaths. Inmates who have a body mass index (BMI) score of 18 or lower receive more lab work and more intensive monitoring. After detoxing inmates began to be placed in a quarantine unit with hydration/electrolyte stations, deaths decreased.

Madison County, Wisconsin, obtained grant funding for an in-reach effort in the jail. Addicted inmates who have been counseled and choose to participate are met at the jail's doors at release and receive an injection of Vivitrol. The drug is an opiate blocker. Side effects can occur but are rare. The cost of the drug is about \$1,100 per dose. Some jails are providing these injections while inmates are in jail custody.

Suboxone is another treatment and is administered sublingually. Physicians need a special certification in order to prescribe it. For the first 2 hours after taking the drug, the recipient is immobilized and catatonic.

SOLITARY CONFINEMENT/SEGREGATED HOUSING

A bill introduced in the U.S. House of Representatives, H.R. 4618, Solitary Confinement Study and Reform Act of 2014, is targeting corrections agency use of isolation housing. Advocates of the legislation are tying the use of restricted housing to mental health concerns, claiming that almost all inmates who are placed in restrictive housing or an isolation cell are mentally ill. If it eventually passes, the legislation could define maximum lengths of stay in restricted housing or require jails to have a system for moving inmates out of restricted housing once they've been placed there.

The focus in this area suggests that jails should be very clear in articulating the difference between mental health issues and other inmate behavioral management issues and how they each are handled.

IPADS FOR INMATES

The jail in Napa County, California, recently gave iPads to inmates and recalled them for security reasons 5 days later. Other agencies have had better experiences. Jail pods in Ada County, Idaho, have had two to four tablets for the past 2 years. They help deliver treatment and legal information to inmates, they're used for commissary purchases, they provide games and reading, and they're used as an incentive for good behavior. Video visitation will be launched soon. Inmates are careful, but occasionally a unit is broken. Inmates who reach educational goals win points to use for more games.

iPads are popular with vendors because they allow inmates to buy music, games, and other media. The volume of sales is a positive incentive. Vendors are attuned to new items they can sell to inmates.

The Oregon Youth Authority obtained salvaged keyboards and monitors for residents. A \$35 unit called a Raspberry connects to the keyboard and monitor and stores the content for GED and other classes.

VIDEO VISITATION

Video visitation with jail inmates is popular, but jails should be aware that the FCC may become involved if visitation is provided over the Internet. Attorneys favor it because it saves considerable time. Some jails are building remote visitation centers in the community, and Pinellas County, Florida, has a bus that visits neighborhoods on a regular route to facilitate free video visits with inmates. Pricing elsewhere varies. For example, one agency charges \$10 per half hour visit, which is an economical option particularly when gasoline prices are high.

HANDCUFF SECURITY

Videos on YouTube demonstrate how to get free from newer handcuffs. One jail confirmed that a 115-lb. officer was able to break the cuffs, if they were newer models. Older models of handcuffs don't have the same vulnerability. The pivot point on the units is vulnerable.

SMART CARDS FOR MONEY AT RELEASE

Giving released inmates their personal funds on a smart card/debit card is more efficient than cash, but the details can be complicated and not always smooth and cost-free to former inmates. Some former inmates won a lawsuit after being charged a \$3 transaction fee to access their own funds.

- One participant said that inmates get the money card for free, but only his or her first two transactions are free.
- Some jails only use cards if the inmate's balance is more than \$30.
- Some vendors charge the jail for the card, and others do not.
- Inmates from another jail get to use the card for 30 days with no fee. Most inmates withdraw the whole balance from a kiosk in the jail lobby when they leave.

ADVERTISING IN INMATE HANDBOOKS

Some jails sell advertising space in the handbooks. Usually jail bonding companies and attorneys are not eligible to advertise. Jails share their information using bulletin boards or inmate television. Bulky, printed inmate handbooks are becoming a relic of the past. Digital formats are now preferred.

PRETRIAL SERVICES

Participants discussed ways to reduce the pretrial jail population.

- The pretrial services agency in Jefferson County, Colorado, telephones defendants to remind them of their court date. Bench warrants for failure to appear dropped by 80%. Some agencies have automated systems that make these calls.
- In Kentucky, a state agency provides pretrial services. Two screeners work in the Lexington-Fayette County jail at no cost to the local agency. Defendants are interviewed and scored using a risk/needs assessment, and their bond is based on their score. If a judge doesn't follow the recommendation, he or she must document the reasons for a lesser bond. Media staff who question a release can be referred to the standardized instrument.
- St. Louis County, Missouri, expanded its pretrial services operations in June 2014. An examination looked at the time jail inmates were held while their cases proceeded through court. Three attorneys were hired part-time to work with staff, pretrial screeners, and those who would supervise the inmates to prepare plans that went to the arraignment judges. The number of people on pretrial release rose from 30 to 180.
- In another initiative, St. Louis County residents who were in jailed for not paying family support are now supervised in the community and given services to improve their ability to pay. This has removed about 50 people from jail and has netted \$40,000 in payments.

WORK RELEASE AND ALTERNATIVES

In Charleston County, South Carolina, work release is now used only for the family court program. It operates in a separate facility. The sheriff's office considers traditional work release too labor-intensive because of the strip searches needed after inmates are out in the community, and it is now offering a weekend incarceration program instead. Inmates check in on Friday night and do their time with the rest of the jail population, without more staff positions needed. Even ankle monitors would require more staff. Participants get 2 days of credit for each weekend stay.

- Some agencies offer a similar option any 2 days of the week. Some house these program participants in a dedicated unit.
- Inmates in Henrico County, Virginia, can come in before 4:00 p.m. Friday and stay until 6:00 a.m. on Monday morning, and get credit for 4 days. Or, they can come in at 8:00 a.m.

Saturday and stay until 3:00 p.m. on Sunday for 2 days of credit. This saved the jail \$50,000 on food costs.

- Charleston County allows program participants to report while intoxicated; the condition is already common in intake. Other agencies would consider this a program violation, especially if the terms of their sentence require the offenders to remain substance-free.
- In Travis County, Texas, work release inmates report for the day and do community service projects. There are no overnight stays.

FORCED MEDICATION

Participants discussed whether a court order is required to medicate an inmate over their objection. Situations sometimes occur in which a mentally disturbed inmate refuses medication and will not cooperate with jail staff. Mental hospitals have the authority to forcibly medicate a patient, but jails do not. In an emergent situation, jails typically have more latitude to intervene. In a non-emergent situation, the appropriate response can be less clear.

State statutes are the authority on which agency policy is based.

- In one state, two qualified mental health care professionals must agree that it is necessary to medicate the inmate.
- A federal monitor is suggesting that one agency get a professional opinion from two providers, one outside the jail and one inside. The facility has a full-time psychiatrist.
- Another respondent said his agency would obtain a court order regardless.

ICE PRIORITY ENFORCEMENT PROGRAM

In November 2014 the U.S. Department of Homeland Security sent a letter to local jurisdictions, introducing the Priority Enforcement Program as a replacement for its predecessor, Secure Communities. The U.S. Bureau of Immigration and Customs Enforcement (ICE) is now asking jails to provide prior notification of inmates' release. The letter doesn't specify how ICE intends to use the information.

- Some agencies represented at the meeting still honor ICE detainers; others believe they have no authority to hold inmates for additional time without a warrant.
- Travis County reported that ICE has been picking up its targets within 24 hours of their designated release time.
- Mike Wade (Henrico County, Virginia) said that state legislation was recently passed that would allow jails to release inmates to ICE within 5 days prior to end of their sentence.
- Legislation has been proposed in Texas that would force all counties to honor these holds or risk some state funding.

STAFFING RATIOS

Some state jail standards or other regulations define a specific housing unit staffing ratio for jails. For example, in South Carolina, the ratio is defined as 64 inmates per officer. The question was raised whether jails benefit from having a defined staffing ratio for guidance and how ratios are determined.

- A participant commented that staffing ratios in different parts of the jail are driven by building design. In a linear jail that was opened in 1929, one officer can tour 19 housing units with a partner watching them via camera. In direct supervision, staffing is set at 64:1. In a third section of the jail, an officer sits in a duty station with a view of two housing units through glass. The agency agreed to its current staffing through a court order in the 1970s.
- A methodical staffing analysis identifies the tasks that need to be performed during a work day. It identifies the number of officers needed to run a housing unit and all other jail posts, plus the relief factor for inmate escorts, training time, sick leave, other forms of leave, and other time away from the post.

There is no national standard that sets a magic number for an inmate/officer ratio. Staffing decisions need to make good operational and fiscal sense. Agency managers need to be confident in the decision they reach. If an agency has been through a related lawsuit, the outcome may provide a rationale for staffing going forward.

CRISIS/SUICIDE HOTLINES

Participants concurred that the findings in the 2010 NIC-published study, *National Study of Jail Suicide: 20 Years Later* (Lindsay M. Hayes, <http://nicic.gov/library/024308>), are on target. Inmate suicides are most likely to occur in booking or within the inmate's first 24 to 72 hours in the jail.

Agencies are using several different methods to identify suicidal inmates and reduce the incidence of suicide attempts.

- Rodney Ballard (Lexington-Fayette Urban County Government, Kentucky) said that Kentucky now has a state-funded crisis hotline. Screening questions at intake identify inmates who may be at risk. They then speak by telephone with a master's degree-level psychologist and are evaluated for special management.
- In some locations, suicidal inmates who make bond are transferred to a crisis center or hospital on release from the jail. In Monroe County, New York, they are seen by mental health staff even if due for release. Volusia County, Florida, transports inmates who meet defined risk criteria to a crisis center. They may be released, or their families are asked to pick them up.
- Some inmates may refuse assistance, and the jail has no legal authority to intervene. Nevertheless, it's the right thing to do, said a participant; the jail is responsible because it knows about the problem. Suicides involving recently released inmates also are a potential headlines issue.

- Mitch Lucas (Charleston County, South Carolina) said that the same mobile crisis unit that responds to law enforcement calls can meet jail releasees at the door and take them in for an evaluation.
- Joel Rosenberg (U.S. Department of Veterans Affairs) said that each VA medical center has a suicide prevention coordinator. Jails and the VA should make it a point to share any known history of suicidal tendencies involving inmates who are veterans.

IN-HOUSE DIALYSIS

Some jails have high numbers of inmates who need dialysis treatment. Most jails take these inmates to a hospital or clinic, which ties up two escorting officers and can boost overtime costs.

Other options include:

- Allowing a dialysis provider to bring portable equipment to the jail.
- Acquiring a portable dialysis machine. Costs for this technology have been dropping.
- Scheduling inmates for off-site dialysis on weekends and holidays, when the hospital's equipment is in lower demand.
- Providing dialysis care in the jail's medical clinic. The jail in Dallas County, Texas, has from 30 to 50 inmates who need dialysis. The jail's clinic has dialysis machines grouped in one room, with an adjacent waiting room. The set-up allows one officer to monitor the inmates receiving or awaiting treatment.

INMATE TRACKING SYSTEMS

Personal location technology is useful, particularly in jails with multiple buildings.

- Some man-down notification systems not only turn on when the officer is in trouble but can signal nearby cameras to turn toward the officer.
- Debra Murmeister said that Milwaukee County has been using barcoded wristbands since 1992. They allow the agency to do an instant count and location reading. The agency will add radio frequency ID (RFID) chips so counts are automatic when inmates walk by the sensor. The new system will also track officer locations. The agency will put tablet computers in the housing unit to eliminate keying of information for commissary purchases.
- Agencies can also tie barcode ID systems into medical records, property, transport, and commissary systems.
- Cody Scott said that Lubbock County, Texas, now uses barcode ID with inmates, officers, and volunteers: basically everyone who's in the jail. If an inmate is sent to another location and does not arrive within 10 minutes, an alert is signaled.

HIRING STANDARDS AND MARIJUANA LEGALIZATION

Jails are beginning to encounter personnel issues related to marijuana use and legalization/decriminalization in some locations. In one agency, the union is defending an officer who vacationed in a state where marijuana use has been legalized. Another jail administrator was told she can't fire a staff member who was arrested while driving and smoking cannabis because there is no defined legal standard for being unable to operate a vehicle while under the influence.

Most agencies are holding onto their existing standards for new hires. One-year and three-year requirements for not using drugs are common. In some agencies, these standards weed out most otherwise qualified applicants. Drug tests and polygraphs will continue to be the final hurdle.

If a staff member fails a drug test after being hired, or if staff performance is affected on the job, jails can treat it as a fitness for duty issue. Staff who have a pattern of use can be terminated.

A meeting participant from Seattle, Washington, a state in which where marijuana is now legal, said the jail won't hire candidates who have used marijuana within the prior year. Other county employees can use marijuana on their personal time, as long as their work performance is not impaired. The detention director had to clarify with his staff that the jail operates on different policies than the rest of the county, and a statement made by the county executive did not apply to jail employees.

Some agencies consider civil liberties more important than past drug use. A job applicant who admits past use can still be accepted.

Hair fiber testing is highly accurate if usage needs to be verified. Occasionally a drug test will result in a false positive.

INMATE EDUCATION PROGRAMS

WorkKeys is a new system that is replacing the GED in some states for establishing work readiness for people including former inmates. Individuals are certified as having bronze, silver, or gold status in particular skill areas, and their ability to learn new skills is on record. Employers participate in the program and receive worker referrals. Grant funding may be used to support a jail's implementation of WorkKeys.

JAIL INMATES AND HEALTH INSURANCE SIGN-UPS

In the Denver jail, a group of about 300 inmates who were basically indigent made up a large number of total jail admissions. Now technicians are preparing the paperwork for them to be enrolled in an insurance program, such as private programs or Medicaid. When inmates have insurance coverage, the jail can recover more of the costs of their medical and mental health care. Denver was able to get a \$1.5 million rebate from the jail's medical services provider. Inpatient clinic facility expenses in the first 30 days in jail are billed to Medicaid, as are physician costs and costs for hospital stays over 24 hours. Jails in states that have not opted to expand Medicaid do not have this opportunity to recover costs.

SOAR FUNDING ASSISTANCE

The SAMHSA program, SOAR, assists in outreach, access, and recovery of benefits due under the Supplemental Security Income and Social Security Disability Insurance programs. Only 29% of individuals who apply for benefits are approved on their initial application, and the process including appeals often takes a year. The SOAR program trains staff who will assist clients in applying for benefits. Jails can tap into SOAR support so that people who enter the jail will have a better chance of receiving community services after release.

- Mark Foxall said that Douglas County, Nebraska, hires SOAR staff who make connections with inmates while they are inside the facility. Discharge planning connects them with social security disability benefits. Interns from the local university college of social work have been a great asset to the program. Licensed clinical social workers have been more effective with inmates than mental health therapists are, in his experience.
- The Davidson County jail has two people providing SOAR help. Early identification of potentially eligible people at intake is best, especially with homeless people and veterans.
- Mitch Lucas (Charleston County, South Carolina) noted that only about 20% of individuals can complete the benefits application paperwork correctly without help. Having a SOAR representative boosts the submission to 80% accuracy, which helps get inmates' benefits restored as quickly as possible.

More information is available at <http://soarworks.prainc.com/content/what-soar>.

USE OF FORCE

The U.S. Supreme Court has not defined a single standard of excessive force for all justice and public safety personnel to follow. Different constitutional standards on use of force exist for people who have been arrested, those who are in pretrial detention, and inmates who have been sentenced to jail. The 4th Amendment applies to arrestees, the 14th Amendment's Due Process Clause applies to pretrial detainees, and the 8th Amendment applies to situations involving a convicted offender.

In the *Kingsley v. Hendrickson* case, a passively resisting pretrial inmate was injured in a use of force incident, then Tased. In court, the jury found in favor of the agency, but the decision was appealed on grounds that the jury had been instructed to use the wrong standard. The 4th amendment standard was more appropriate for a pretrial detainee who should be considered essentially a free person. Force used against an arrestee must be "objectively reasonable," while force against a sentenced inmate must merely not be "cruel and unusual." The Supreme Court has not defined a substantive standard for excessive force claims by pretrial detainees.

The appeal was granted certiorari, and the U.S. Supreme Court will hear arguments in the spring of 2015.

TELEVISION PROGRAMS RECORDED IN JAIL

Brazos County, Texas, agreed to allow a comedian named Jeff Ross to record three performances in the Brazos County Detention Center for airing on the Comedy Central cable television channel. It was used as a behavioral management incentive for inmates, and the staff and officers were proud to be involved. To attend, inmates had to go 30 days with no disciplinary notices. Expectations were made clear when they signed the release to be on TV. There were no behavioral problems.

Some impacts of the programming were not anticipated. A dormitory was converted into a production set, which caused some disruption. The dorm used was near a fire exit for ease of access. Ten officers were assigned to the operation. The production staff included 34 crew members. The artificial lighting and television cameras created extra work for the jail's IT department and physical plant staff.

Content also was an issue. The jail coached Ross on what he could or shouldn't say, but this couldn't be controlled 100%.

Inmates and staff responded well. The jail received several letters of thanks. The jail's costs for security staff, IT, and mechanical were reimbursed, and the jail received donations to the inmate wellness fund and the officer care fund.

- Fairfax County recently allowed the Lockup documentary series to record a show in the jail. Sheriff Stacey Kincaid monitored the content closely so that it would be factual and not exploitative of inmates, including mentally ill inmates. The piece was effective for educating the local public on what the jail does and what happens behind the jail's doors.
- Other agencies have had similar experiences, mostly without problems. Staff morale gets a boost from the unusual events taking place in the jail and, sometimes, the chance to appear as extras on the set.

COMPETENCY EVALUATIONS

The Washington State health services agency has been held in contempt of court for not providing prompt competency evaluations and treatment to mentally ill people held in county jails. Suit was brought by organizations including the ACLU and disability rights groups. It has taken 60 to 90 days to move mentally ill inmates to Washington's Western State Hospital. Once there, these people often are released quickly and decompensate, returning to jail custody. The state lacks the capacity to handle the jails' mentally ill populations. The court has instructed the state to process and evaluate these people for competency within 7 days. The requirement may be extended to 14 days. In the meantime, jails are not providing a therapeutic environment for however long these people are held in jail custody.

THERAPY PETS IN THE MENTAL HEALTH UNIT

Lake County, Illinois, soon will pilot the use of cats as therapy pets in the jail's mental health unit. An animal control shelter is across the street from the jail. The jail already uses dogs in therapy. Dogs on Call is an organization that provides animals for therapeutic purposes.

EVIDENCE IN JAIL SEXUAL ASSAULTS

Participants agreed that collection and handling of physical evidence of a reported sexual assault should be the same in a jail as out in the community. Jail inmates are no more likely than anyone else to make a false allegation of sexual assault and face a medical examination and evidence collection procedures. Jail staff should focus on securing the crime scene and not allow the alleged victim to clean themselves up. Evidence of trauma could be visible for 72 hours or longer, but other evidence will likely be gone by that time.

DOMESTIC VIOLENCE

Jails need to be aware of both inmate and staff aspects of domestic violence. On the personnel side, if an officer is prone to use excessive force on the job, it could be an early warning sign for domestic violence.

Domestic violence is extremely relevant in gender-specific programming and inmate management. Almost all women in jail have been victimized by a partner or other abuser. Results include low self-esteem and low educational achievement. Counseling, dance, and art therapy are some ways jails are attempting to overcome the mindset that abuse is acceptable and normal. A stronger focus on discharge planning is also helpful.

- One jail launched a community garden that engaged women inmates on a new level. By learning new skills, the women gained a better sense of their own capabilities and became more responsive to other programming.
- Community groups such as the Junior League have been instrumental in establishing programs for disadvantaged and abused women.
- Jails can find grant funding available through the Violence Against Women Act.
- The Seeking Safety curriculum is available for programs involving trauma victims. It has been used in chemical dependency programs in Thurston County, Washington, for several years. It operates there on an open entry/open exit cycle.

Whatever interventions are planned or funded, program staff should use an evidence-based intervention and collect data to show program results.

12-HOUR SHIFTS FOR NON-24/7 POSTS

For jails that operate on 12-hour shifts, certain posts that aren't appropriate for 12-hour staffing are awkward to staff. Examples include court and hospital security. If the two types of posts can be combined into one post, it could solve the problem and reduce staffing costs.

OPERATING COSTS PER INMATE

Jails are sometimes asked to identify their operating costs per inmate-day. Certain operations, such as booking, are easier to analyze than others. Where there is a smaller stand-alone facility, a calculation can be easier. However, some costs are constant, and others are not. Most calculation methods have drawbacks.

A basic methodology is to divide the yearly operating budget divided by the average daily population and by 365 days. For example, a jail with a \$5 million operating budget and an ADP of 150 comes out to \$91.32 per inmate per day.

- A Texas jail came up with three cost factors: one is the overall typical cost per inmate, the second is the cost to handle an inmate who posts bond, and the third is the cost it takes to open an additional housing unit.
- Another jail worked out the numbers on its drug testing unit that's in a separate building from the jail.
- Mitch Lucas recommends that jails break down the jail's operating costs in a way that helps them explain the numbers to outsiders. Some costs are constant, and some are not. An analysis that identifies the costs for court support services, housing, programs, and other cost centers will be more useful for budget reviewers.
- Mark Foxall said the jail in Douglas County, Nebraska, has worked out a complex process to underpin per diem fees charged to the City of Omaha and ICE. It includes medical care, facility depreciation, and other factors. The agency updates its figures every 3 years.
- The Vera Institute is collecting data for a study on the cost of jail operations.

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PROFESSIONAL ASSOCIATION UPDATES

AMERICAN CORRECTIONAL ASSOCIATION

Presenter: Bridget Bayliss, Director of Standards, Accreditation, and Professional Development, American Correctional Association, Alexandria, Virginia

Bridget Bayliss is ACA's new director of the standards and accreditation unit. She noted that ACA has a need for auditors and will be conducting 70 audits in Mexico over next 2 years as well as more audits in the United Arab Emirates.

A committee is updating ACA's standards on adult restrictive housing. Agencies will have a chance to review and comment on them before they are formally proposed.

Agencies that are accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) now will be able to access the ACA standards via the PowerDMS system. PowerDMS is used by some agencies for policy and procedure documentation management. Access will be available beginning in May 2015 for the Adult Local Detention Facility standards and others.

AMERICAN JAIL ASSOCIATION

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

AJA is working on the federal level on several national issues affecting jails.

- The Solitary Confinement Study and Reform Act of 2014, H.R. 4618, has similarities with Prison Rape Elimination Act of 2003. AJA has met with the bill's sponsor and will advocate for the jail perspective toward legislation that makes sense for everyone.
- Federal Communications Commission (FCC) attention to inmate telephone systems is continuing. Jails lent their voice on this issue very effectively, resulting in the release of a second notice of proposed rulemaking. AJA is recommending that final rules allow for consideration of facility size, staffing, and geography. Inmate telephone rates should differentiate between jails and prisons, and they should support the recovery of the jail's costs to provide telephone service. AJA also is recommending a phase-in period for adoption so agencies can make necessary financial adjustments. If the FCC releases rate caps on fees for intrastate calls, lawsuits will follow. Jail administrators can contact their state's attorney general to discuss their possible involvement in legal action.

- California recently passed a “safe neighborhoods and schools” ballot initiative that turned some felony convictions into misdemeanors retroactively. For example, theft of a firearm worth less than \$950 is now a misdemeanor. Jails in California are seeing fewer bookings, unsentenced detainees are leaving jail on time served, and inmates are submitting petitions to have their felony conviction cleared. Some inmates are being released who would otherwise receive addiction treatment, and more “revolving door” admissions are predicted as a result. Proponents of the initiative far outspent its opponents.
- President Obama’s proposed budget includes \$14 million for the Mentally Ill Offender Treatment and Crime Reduction Act (MIOTCRA). This is a small increase over the current year’s funding.

AJA has now certified more than 750 Certified Jail Officers, Certified Jail Managers, and Certified Jail Trainers. An expansion into more online courses and testing is planned. AJA also is offering more online webinars.

AJA is a partner in the National Jail Leadership Command Academy, hosted at Sam Houston State University in Huntsville, Texas. Registrations are at capacity through April 2016. Plans will soon be announced for a new executive jail leadership academy, geared toward command staff. The first class may launch as soon as October 2015 and graduate its first class in April 2016.

LARGE JAIL NETWORK BUSINESS

FUTURE MEETING TOPICS

The next meeting of the Large Jail Network is scheduled to be held on September 27-29, 2015, at the National Corrections Academy in Aurora, Colorado.

Meeting participants selected the following topics for the meeting:

- Legal issues
- Professional certification
- Mental health: standard of care
- Management of problem inmates
- ICE Priority Enforcement Program
- Technology updates

Appendix A

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

LARGE JAIL NETWORK MEETING

March 22-24, 2015

National Corrections Academy

Aurora, CO

Agenda

Sunday, March 22

- 6:00 p.m. Introduction and Overview
Mike Jackson
NIC Correctional
Program Specialist
- 6:30 p.m. INFORMAL DINNER
- 7:30 p.m. Orientation for New Members
- 8:00 p.m. ADJOURN

Monday, March 24

- 8:00 a.m. Veterans: Courts, Housing separately, programs,
connecting them to services, etc.
Dane Collins
Muscogee County, GA
Joel Rosenthal, PhD
VA Veterans Justice
Program
- 10:00 a.m. Restrictive Housing: Step-down measures
Dane Collins
Muscogee County, GA
Mark Foxall
Douglas County, NE
- 12:00 noon LUNCH
- 1:00 p.m. Open Forum: Hot Topics
Mitch Lucas
Charleston County, SC

3:00 p.m.	Re-Entry Programs and Partnerships with the Community – What Works?	Lisa Calderon Denver Community Reentry Project A.T. Wall Rhode Island DOC Marlin Gusman Orleans Parish, LA
5:00	ADJOURN	

Tuesday, March 25

8:00 a.m.	Data—What Should We Capture & How Should We Use It?	Lisa Calderon Denver Community Reentry Project A.T. Wall Rhode Island DOC Marlin Gusman Orleans Parish, LA
10:00 a.m.	Association Updates	ACA and AJA
11:00 a.m.	Open Forum: Hot Topics	Mitch Lucas Charleston County, SC
12:00 noon	LUNCH	
1:00 p.m.	Hot Topics (continued)	
3:00 p.m.	Recruit, Hire, Train, and Retain a Diverse Workforce	Charles Hank Las Vegas Metro PD Cornita Riley Orange County, FL
4:30	Future Meeting Topics	Mike Jackson NIC Correctional Program Specialist
5:00	ADJOURN	

Appendix B

Large Jail Network March 2015 Participant List

First Name	Last Name	Agency/Organization	Job Title
Ron	Eddings	Jefferson County Sheriff's Office	Captain, Corrections Administrator
James	Kimble	Pinal County Sheriff's Office	Deputy Chief
Kimberly	Moule	San Joaquin County Sheriff's Office	Captain
David	Fender	Los Angeles County Sheriff's Dept.	Chief
Terri	McDonald	Los Angeles County Sheriff's Dept.	Assistant Sheriff
David	Brady	Alameda Co. SO	Captain
Gregory	Garland	San Bernardino Co. SO	Deputy Chief
Richard	Miller	San Diego Sheriff's Office	Commander
Milo	Fitch	Sacramento Sheriff's Department	Captain/Commander
Elias	Diggins	Denver SO	Division Chief
Kurt	Ester	Adams County Sheriff's Office	Division Chief
Roger	Kelley	Adams County Sheriff's Office	Commander
Rick	Guerrero	Denver SO	Major
Patricia	Mundell	Jefferson County Sheriff's Office	Division Chief
Marilyn	Chandler Ford	Volusia County Division of Corrections	Corrections Director
Gary	Palmer	Broward Sheriff's Office	Colonel / Executive Director
Patrick	Tighe	St Lucie County Sheriff's Office	Director
Edward	Beckman	Pasco Sheriff's Office	Major
Alfonso	Starling	Palm Beach County Sheriff's Office	Captain
Christopher	Kneisley	Palm Beach County Sheriff's Office	Major
Don	Pinkard	Gwinnett County Sheriff's Office	Jail Administrator/Colonel
Robert	Sowell	Clayton County Sheriff's Office	Jail Administrator
Kody	Aldrich	Ada County Sheriff's Office	Captain
Mark	Purevich	Lake County Sheriff	Jail Administrator
Glenn	Kurtz	Sedgwick Co SO	Major
Rodney	Ballard	Lexington-Fayette Division of Community Corrections	Director
Mark	Bolton	Louisville Metro Government	Director
Jerry	Ursin	Orleans Parish SO	Chief Deputy
Michael	Frost	Essex County Correctional Facility	Assistant Superintendent
Antone	Moniz	Plymouth County Sheriff's Department	Superintendent
Ricky	Foxwell	DPSCS - Central Region	Acting Jail Administrator
Wendell	France	DPSCS - Central Region	Regional Executive Director
Deborah	Richardson	Baltimore Co DOC	Warden
Charles	DeWitt	Kent County Sheriff Office	Captain
Mark	Neumen	Kent County Sheriff Department	Jail Administrator

Thomas	Merkel	Hennepin County Corrections	Director
Herbert	Bernsen	St. Louis DOC	Director
Mark	Foxall	Douglas County Dept. of Corrections	Director
Oscar	Aviles	Hudson County Dept. of Corrections	Director
Michael	Tolerico	Passaic County Sheriff	Warden
Ramon	Rustin	Bernalillo County Metropolitan Detention Center	Chief of Corrections
Wanda	Smithson	Westchester Co. DOC	Dep. Commissioner
Todd	Fasulo	Clark County Detention Center	Deputy Chief
Charmaine	Mcguffey	Hamilton County Sheriff Department	Major
Jack	Herron	Oklahoma County Sheriff	Major/Jail Administrator
John	Bowman	Tulsa County Sheriff's Office	Major
Michelle	Robinette	Tulsa County Sheriff's Office	Chief Deputy
Mary	Lindstrand	Multnomah County Sheriff's Office	Captain
Michael	Shults	Multnomah County Sheriff's Office	Chief Deputy
Ronaldo	Myers	Alvin S. Glenn Detention Center	Director
Mitch	Lucas	Charleston County SO	Assistant Sheriff
Marshall	Stowers	Greenville County Detention Center	Captain
Darren	Long	Travis Co SO	Major
Wes	Priddy	Travis Co SO	Captain
Nancy	Botkin	Bell Co. Jail	Jail Administrator
Wayne	Dicky	Brazos County Sheriff's Office	Jail Administrator
Blaise	Mikulewicz	Dallas County Sheriff's Department	Chief Deputy - Office of Detention Services
Dennis	Wilson	Limestone Co. SO	Sheriff
Kelly	Rowe	Lubbock County Sheriff's Department	Sheriff
Mike	Reed	Lubbock County Sheriff's Department	Chief Deputy
Raul	Banasco	Bexar County Sheriff's Office	Jail Administrator
Michael	Wade	Henrico County Sheriff's Office	Sheriff
Jeffery	Newton	Riverside Regional Jail Authority	Superintendent
Eugene	Taylor	Hampton Roads Regional Jail	Assistant Superintendent
Richelle	Anhalt	Dane County Sheriff's Office	Captain/Jail Administrator

Appendix C

Index of Past LJM Meeting Topics

**LARGE JAIL NETWORK MEETING TOPICS
JUNE 1990 – MARCH 2015**

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 2015**

	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 2015**

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 2015**

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

