



# Agenda Jail PIO Network Meeting

National Institute of Corrections Aurora, CO

HELD:  
August 17-18, 2016

Panda Adkins, Corrections Program Specialist  
Report: September 6, 2016

# NIC Jail PIO Network Meeting

## Day 1

### Welcome and NIC Overview

8:02 AM 26 attendees upon program start.

Panda Adkins introduced Academy Chief Jeff Hadnot, who described the resources available at the Academy – including the Information Center. Program development and leadership training is also provided along with broadcasts and virtual conferences. Jeff also encouraged the participants to register for the virtual conference: *Innovated Approaches to Corrections* that will be held Nov 9, 2016. Participants can register at [www.nicvirtualconference.com](http://www.nicvirtualconference.com).

Panda identified several logical issues including altitude sickness, smoking location, reimbursements, etc.

Ms. Adkins also provided an overview of the PIO Network for participants, especially those who are new to the network including the objectives of the program.

### Participant Introductions (8:20 AM)

Panda described the process for introductions. Each participant provided their name, agency and length of time as PIO, and a few personal things depending on the candy they selected.

Panda reviewed the agenda with the participants.

*Break – (9:00 AM)*

## *National Institute of Corrections*



The National Institute of Corrections (NIC) is a small federal agency within the Department of Justice, Bureau of Prisons. NIC was established in the 1970's to be the primary federal source of assistance to state and local correctional agencies. The Jails Division of NIC helps local jails across the country by providing training, technical assistance, and information services.



## Addressing Mentally Ill in Jails (9:15 AM)

Nicole Nishida and James Keith presented a program for Addressing Mental Illness in Jails.

The presentation focused on common questions from the media, how mental illness care "spider-webs" into other issues.

Statistics can assist in conveying the message. The statistics reinforce the notion that managing the mentally ill in jail is a national issue. Information is shared in generalities, but specific inmates with mental illness are not selected for interviews.

CIT (Crisis Intervention Training) can assist in providing an alternative to a use of force option.

Nicole shared a video of a news report of the LA County experience in dealing with mentally ill. The news report highlighted the training: Divert, that LA County Sheriff's Office staff receive as part of their basic training. Nicole shared that she pitched the story to the press – focusing on a reporter who was responsive to community issues. Nicole reminded the participants that television media allows approximately one minute of time. It is important to identify and prepare the story participants in advance.

A question was raised about the increasing number of persons with mental illness. The discussion revealed that drug use, deinstitutionalization, and the diagnosis of people (i.e., the involvement of mental health practitioners is increasing the identification of those folks). The mentally ill tend to have lower bonds and longer lengths of stay. Participants shared their agency increases (i.e., 10% ten years ago and 30% today) of persons with mental illness.

Participants discussed the importance of educating the public regarding this, and other hot issues. Part of the issue is humanizing the population and recognizing that mental illness is often no different than other illness. The difference is that persons with mental illness are addressed through law enforcement, and other illnesses are addressed through community resources. James pointed out that success stories as the one shared by a participant should be pitched to reporters where appropriate to do so.

Other participants indicated that they are signing inmates up for Medicaid. The importance of timing such a story with the open enrollment period was noted.

James shared information regarding Bexar County. The jail has become a national model for addressing persons with mental illness in jails. James emphasized that mentally ill must be a community initiative. The citizens, hesitant to merely build more jail beds, elected to consider alternatives such as specialty courts. Pre-trial assessments reduced the population by 20%. The assessment included a validated risk assessment screening tool. Four triage questions are also asked upon arrest. A variety of pretrial services were implemented in Bexar County. "What gets measured, gets fixed... what stays measured, stays fixed!"

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Telling the story is essential. There is a recognition that inmates with mental illness is a hot topic, and documentary producers and media want to tell the story. Resources such as the PIO Network and others can help to highlight the experience other agencies have had. Other participants indicated that stories of pregnant females is also a new hot topic. Participants noted that these types of stories are very staff-intensive.

James reinforced that sharing information between the PIOs is essential to help prepare PIOs for potential stories. Nicole indicated that she requires a written intent email and a list of the questions in advance.

*Break: 10:10 – 10:20*

James and Nicole reinforced the importance of selecting people for interviews who present a positive image, and the importance of controlling your message.

The focus should be on showing the media what you are doing it correctly. With respect to dealing with the mentally ill:

- Consult with the care provider in advance
- Ensure privacy – HIPPA
- Outline dos and don'ts

James shared a video dealing with mental illness care. Following a series of staff off-duty misconduct, Bexar County focused on the role of the detention officer stress. James facilitated a discussion of the video. There was a question about showing examples of contraband, etc., as viewed in the video. James indicated that Bexar County recognizes that inmates would not be learning anything they do not already know. A question was raised about the staff in riot gear. James reported that they would not use this footage today. The trend of showing high profile policing has diminished.

Participants asked about developing a relationship with reporters. Nicole suggested that staff meet with the media including producers, crime beat reporters and managing editors. James reinforced that when there is an issue, it is important that the PIO be transparent with the media. Participants shared that sharing mug shots with reporters making a request, can be an excellent starting point for building relationships with the media.

Working with the administration has been difficult for some participants. Suggestions included: marketing within the agency, sharing how the stories provide benefit to the agency or unit, link to similar stories from other agencies, etc. Make certain there is policy addressing how the press will be managed. Collect stock photos and videos. Participants shared their experience of having “community pizza lunches” with the sheriff and reaching out to various units in the agency. The importance of using radio as an option for connecting with the media was also discussed.

Panda facilitated a discussion that related back to the persons with mental illness. We typically do not

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hire staff to be able to manage the mentally ill. NIC offers CIT training. Participants were asked to share some of their experiences:

- Sentencing option for person with co-occurring disorders, where offenders report in regularly.
- Alternatives for persons who are determined incompetent to stand trial. These inmates would have otherwise been transported to a state hospital.
- NAMI relationship is helping patrol officers to identify if behaviors are criminally based on mental health based. Businesses have supported the initiative financially.
- Tele-med systems installed in the jail.
- Mental health courts – managed in one unit.
- Prescription cards for releases – coordinated with CVS, health care provider, and local health department.
- Comfort program – using canines for calming the inmates with mental illness.
- Multi-disciplinary treatment team – follows the mental ill during incarceration.
- Reach out to community service board if a person has self-identified as suicidal is released.
- Use NIC to map services available in the community. Identify the service providers and gaps in service.

*Break: 11:17- 11:30*

Information Center Tour (11:30AM)

Lunch (12:00 – 1:00PM)

Managing Crisis (1:00PM)

Simon Crittle and Yolanda Evans facilitated the discussion regarding Managing Crises in a jail. They shared a quote addressing not letting a bad situation worse. Three types of crises were summarized.

*Major Incidents* can range from natural disasters, hostage situations, etc. The incident command system, and therefore FEMA may become involved. The FBI Quick Reference Guide provides a summary of considerations for communicating with the media. The importance of quelling incidents as quickly as possible is essential (the six arrested in Baltimore – quelled the rioting, but prosecution was not successful).

The nature of negative stories is they typically only last for one news cycle, but if they happen repeatedly, a question about the system as a whole.

*Systemic issues.* These can last for many years and do permanent damage. A question raised about getting through a news cycle, but having the social media pick up on the story. There is potential legislation that will not allow the deletion of social media due to First Amendment rights – although some report that the entry can be hidden. Often it is an opportunity to mitigate some of the bad press. Social media is public domain. Build the relationship with the community to potentially mitigate the impact of negative publicity. Panda referred to this engagement as building “equity.”

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Simon discussed the cycle of a crisis.

Six – steps to respond to a situation

- Pre-planning
- Maintaining Control (who is going to have speaking parts; managing egos is a potential concern.
- Developing Key Messages (have information on previous training, etc.) Weave key messages in.
- When to talk / not talk – A question was asked about sharing camera footage (only if under investigation). If the story is going to leak – it is better to be proactive. Monitor the inmate phones – can give a heads up about how much the public knows. Getting ahead of the story can be a benefit in terms of crafting the message – some agencies have had issues with their unions about releasing information about staff misconduct.
- Using Social Media – Twitter (Periscope and Facebook live are good resources to getting a message out).
- Lessons Learned – what worked well, what did not work. Were the right people at the table. Did the message work? The example given was a press conference, a lesson learned was to have individual interviews.

A question was raised about handling the high profile reporters. If a national reporter, be sure to choose words very carefully. In addition, it may be helpful to deal with other reporters who will report the factual story. May consider contacting the editor.

High profile offenders – provide the same information as with any other inmate. Make sure that the jail does not become the story.

Simon summarized by reminding the participants that they should continuously provide positive information to the press to build good will.

*Break: 2:15 – 2:30*

### Handling Major Issues – On Scene - (2:30 PM)

Jackie Kirby shared information about handling major issues. A packet of information was distributed to all participants. Jackie specifically mentioned that officer involved shootings should be investigated by an agency other than the involved agency.

The Halloween Officer involved shooting was one of the examples used. Part of the issue was whether the incident should have involved a law enforcement response to begin with. Virtually all information was released to the public.

Lanagan Street Shooting – part of the issue was the lack of video available (vehicle or body cameras. Interagency collaboration is essential to incident response and better controlling the information.

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Planned Parenthood Shooting – Initial press conference, El Paso County Sheriff's Office was invited to assist the local PIO. The second press conference was well planned in response to some of the difficulties experienced during the initial press conference. A city official held one impromptu press conference; the PIO had to suspend the press conference.

Recommendations:

- Set up a white board with information that CAN be released.
- Establish times for press releases responsive to different time zones.
- Stand up a JIC II – Joint information center - Jackie noted that it was social media that informed the officials that vicarious trauma was found in the community. Social media mining was used to get information about the incident.
- Relay consistent and correct information to the community.
- Provide an interpreter!
- Humanize the officers and families of victims to avoid providing information insensitive to the victim's families, etc.
- Where possible, take care of the local media.

Jackie and others noted that the media could meet with inmates regardless of attorney approval.

Jackie shared a video of a local news story. She also noted that photographs of incidents are often posted on line.

Jackie shared several lessons learned with the participants:

- Do not allow executive staff in incident command unless they are a part of command.
- Use Twitter to inform people to contact the JIC rather than the PIO.
- Make sure staff know that if there is a media request to talk with an inmate they should inform the PIO. Victims can be re-victimized.
- Preparation for future incidents – begin with debrief of previous incidents.
- Speak to other PIOs in the area from different disciplines.
- Do not neglect self - Get support, sleep – talk with a psychologist.
- Have ready resources in the event of an incident.
- Ask for information re: investigation – what can be shared.

Panda summarized the training for the day. Participants indicated that there were a significant number of "take-aways."

Panda summarized many of the facets of the PIO, including supporting justice and protecting victims.



## Day 2

### Introduction to the Day (8:02 AM)

Panda Adkins welcomed the participants and introduced the day.

### Branding your Jail

#### BRANDING YOUR JAIL

Derrick Jackson and Beth Nelson provided an overview of their experience that brought them and their agencies to address their jail branding. Derrick shared several quotes and asked the participants to share their tag lines or their brand.

The focus of the session was to develop a common understanding of the term “branding” and how best to use it. In Derrick's case, the agency need to focus on the message in order to change the perception of the sheriff's office, political officials and the community. Participants asked about cost. Derrick acknowledged that it took several years to accomplish changing vehicles, uniforms, and other changes. The focus must be on “why” the agency does what it does and why that is important.

Beth described why branding is important: focus on the deliverables....what can the agency accomplish. Be clear about priorities. The role of stakeholders is essential (understanding their needs and developing those relationships)

Training should always focus on how the training fits into the mission.

Derrick showed a video of a Ted Talks video related to the “why” The video referred to the “Golden Circle” that addressed the “what” of an agency, the “how” things are done, and “why.” It is the “why” that creates inspiration. The order in which the what, how and why are described must be reversed to first identify the why, then the how, and then the what. The concept comes from biology.

Derrick challenged the participants to describe the importance of the “why” in their agencies/professions. Derrick shared the experience of connecting with the community through re-entry, which improved the involvement of the community.

Beth shared her experience of implementing the ten steps to branding. Once leadership has bought in to the concept of branding, a task force needs to execute the process. The task force or a different committee could include members of the community to become more involved. Participants shared some of their experiences including asking the “why” with their staff appears to be based more on standards compliance, and the reason or “why” is not considered. The discussion included references to direct supervision and inmate behavior management operating philosophies. Participants recognize that it is often difficult to get others to buy-in to the operating philosophy. Derrick shared that he redirects the discussion to reentry and reducing recidivism. The community needs to be educated

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about the population in the jail, length of stay and special populations. The message has to be consistent.

Beth continued to address the ten steps to branding by describing how to establish a foundation/starting point for the agency, and then begin to define characteristics, messages and audience.

*Break: 9:05 – 9:20*

Derrick continued the session by sharing videos related to the Washtenaw Sheriff's Office and noted that there are often more negative videos than positive. He then challenged the participants to Google their agency videos and share some of the responses with the class – which many did.

Beth discussed the importance of an agency SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) and shared a recent SWOT analysis she conducted in Putnam County. The discussion turned to communicating the need for a new jail. Participants shared that engaging the community is key. Beth reinforced that the focus must be on the role of the jail in the community. The participants shared how they were able to generate support for the branding process and the importance of staff actions sending strong messages. Focus their "why."

*Break: 10:20 – 10:35 AM*

### Social Media for Corrections (10:35)

Kevin Maccioli and Julie Brooks introduced their experience and their agencies.

Twitter, YouTube, Snap Chat, Vine, Facebook, Periscope, agency website, LinkedIn are all social media options to consider.

The facilitators reminded the participants that social media is "social!" Agencies should not post activities and then forget to continue to update.

Benefits of social media – it allows information to be posted so that staff do not have to answer all questions.

- Direct communication with the public
- Ability to get information out immediately
- Connect with press and public at the same time
- Helps with community dialogue.

Each social media option has its own benefits (e.g., Twitter for short, alerts; Facebook allows for more content, humanizing stories; Periscope – video feeds).

A question was raised about unofficial sites – Kevin will provide information on how to verify authentication for the official source of information.

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Some of the disadvantages:

- Limited to the people who utilize the same tool
- Negative feedback
- Must be constantly maintained
- No filter (Can use disclaimer to delete inappropriate content)
- Important to respond.

It is important to know state laws regarding inappropriate content and removal or hiding posts. A dashboard can be useful for monitoring incidents and other information.

Ideally, content should be posted regularly: 2-3 tweets a day; 2-3 Facebook posts per week

The use of Applications for the agency. Most of the responses indicated difficulties with using an application. Others have had good experience. Apps work better as a “push” for information rather than engaging people.

*Break: 11:20 – 11:30 AM*

Julie reminded the participants that consideration should be given to having appropriate social media in other relevant languages.

Policies related to social media need to cover agency usage and employee usage.

- Most information available regarding policy development focuses on employee usage.
- Consider if the existing policies and procedures adequately cover employee usage.
- DOJ has a presentation regarding employee use of social media – E-communication presentation.
- Considerable discussion ensued about what is acceptable and not with employee usage.

Kevin shared a video addressing social media related to the Boston Marathon bombing. In a major incident, make sure someone is responsible for monitoring “chat.”

Julie and Kevin shared examples of their social media campaigns focusing on detention operations.

Social media training was discussed, and a copy will be provided with the minutes.

Tweet deck, toot suite.

Lunch (12:25 – 1:30)

Panda introduced the next steps to prepare for the next PIO Network session. Karen facilitated a discussion of hot topics. The hot topics participants identified included:

- Drug Contraband
- Detox
- Medication Assisted Treatment
- Anti-Law Enforcement rhetoric

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- Repeat Offenders
  - Resources in the jail
  - Reentry
- Bail Reform
  - Diversion
- Social Media Case Law
- Population Management
  - Transgender
  - Exploding female population
    - Program requirement
    - Birth Control
  - Restrictive Housing
- Public Information Access / Social Media Caselaw
  - Body Cameras
    - FOIA
  - Employee Discipline
- Managing Demonstrators / De-escalation
- Budgets
- Managing a Crisis
  - Review of an actual event
  - Healing from the Headline
  - On-camera training
- Staff Wellness
  - Work/Life Balance
  - Mental Health (vicarious trauma)
  - Peer Support
  - Day-to-day toll

Participants were asked to identify their top four topics – the results are provided below. The participants were then directed to stand at the issue they would most like to work on. The breakout groups were tasked to complete the following with respect to their chosen hot topic:

1. Define the topic – “what does this topic mean to you as the PIO?”
2. Identify specific areas or information that needs to be covered.
3. Identify the speakers/presenters including peers, SMEs, and/or a panel. (Participants were asked to consider pairing a new attendee with a presenter from the current network meeting.)
4. Point of Contact for Panda

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Mike introduced the *Social Media Caselaw/ Public Information Access*

Topic – Procedures for public access to information / social media case law regarding employee discipline/use.

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Areas to cover: Body worn cameras; fixed cameras; how to obtain information from open records; how to access local and state laws regarding open records; mug shots; medical records; ongoing investigations; agency policies.

Presenters: Michael Murphy, Karla West, Jackie Kirby

POC: Karla West – [kwest@dco.nashville.org](mailto:kwest@dco.nashville.org)

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*Staff Wellness* was introduced by Veda.

Focus – a healthy workforce creates a safe, productive environment, and reduces critical incidents.

Areas to cover: work life balance (approximately 30 minutes focused on PIOs); stress management; corrections fatigue; effective internal communications; employee assistance programs; fitness; command staff turnover.

Presenters: SMEs (Jamie Brower, John Niccoletti, Sharon Trivetter) – determine if they require payment or invitational. Peers (Laura, Cavin, Veda – as back up).

– POC: Laura Gray – [lgray@rrjva.org](mailto:lgray@rrjva.org)

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Crisis Management was introduced by Derrick and Frank with a focus of “surviving a jail crisis in the public’s eye.” Focus on the good, bad and ugly.

Areas to cover: preparing for ambush interview (relationships with media, strategies – before/during/after, available tools – social media, positive coverage outweighing negative - healing after the headline); scenario (actual reporter); evaluation; group examples; lessons learned discussion.

Presenters: Reporter, James, Frank, William, and Derrick.

POC: James Keith – [jkeith@bexar.org](mailto:jkeith@bexar.org)– William is a bac up POC.

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Recruitment / Retention was introduced by Philip. The focus is “getting and retaining qualified applicants.” Additional foci included dealing with staff shortages and staff diversity.

Areas to cover: Crisis in the jail....impact on messaging; recruitment: selling the “why”/branding; staff supervision; segmenting recruitment; retention initiatives; data driven (females, males, employee satisfaction, employee screening qualifications, recruitment avenues (churches, colleges, social media).

Presenters: A panel or guest speaker including: military (local and free), Simon or Julie, LA Communication Strategist (Carolyn), Tim, PR or marketing agency (paid or invitational)

POC: Philip Stelly – [stellyp@opso.us](mailto:stellyp@opso.us)

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Comments from the participants regarding the program.

Not alone; invigorates; networking is terrific, like having connections, raised the bar to be associated with the group; motives to push leadership; noted that issues considered unique are actually more common; have a lot of new heroes.

Panda identified several resources available through NIC and other agencies. She also identified some training programs available to jail staff. Lastly, Panda identified procedures for requesting technical assistance. The on-line forum is in the process of being implemented.

Participant lists will be distributed in the next few weeks. Panda will also send out information on how to register with SAM.

Panda reviewed the travel reimbursement form.



## Appendix A - Agenda



U.S. Department of Justice

Dates: August 17-18, 2016

National Institute of Corrections

Program Number: 16J2001

# Jail PIO Network Meeting

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## Agenda

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Day 1		
Time	Topic	Presenter
8:00 am	Welcome and NIC Overview	Panda Adkins
8:30 am	Participant Introductions	Panda Adkins
9:00 am	Break	All
9:15 am	Mentally Ill in Jail	Nicole Nishida / James Keith
11:15 am	Break	All
11:30 am	Information Center	All
12:00 pm	LUNCH	ALL
1:00 pm	Managing Crisis	Simon Crittle/Yolonda Evans, and Jacqueline Kirby
4:00 pm	Adjourn	Panda Adkins

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Day 2		
8:00 am	Welcome and Review from Previous Day	Panda Adkins
8:15 am	Branding In A Box	Beth Nelson/Derrick Jackson
10:30 am	Social Media for Corrections	Kevin Maccioli/Julie Brooks
12:30 pm	LUNCH	ALL
1:30 pm	Hot Topics	Karen Albert
2:00 pm	Breakout Sessions	Participants/ Panda Adkins/ Karen Albert
3:00 pm	Breakout Session Debrief / Topic Assignments next meeting	Participants / Panda Adkins
3:30 pm	Network Meeting Debrief	Panda Adkins
4:00 pm	Adjourn	Panda Adkins

## *Appendix B - Attendees*

Julie Brooks  
Veda Coleman-Wright  
Simon Crittle  
Steve Durham  
Yolonda Evans  
Tim Fuss  
Laura Gray  
Cavin Harley  
Hope Hicka  
Derrick Jackson  
James Keith  
Jacqueline Kirby  
Brandy Kuemper  
Meghan Lee  
Robert Lipovsky  
Kevin Maccioli  
William Maer  
Tom Mapes  
Latanya Mells  
Michael Murphy  
Beth Nelson  
Nicole Nihida  
Philip Stelly  
Frank Stout  
Amanda Trump  
Melinda Urbina  
Karla West  
Panda J. Adkins, NIC Staff  
Karen Albert, Facilitator/Recorder

## *Appendix C –Training Opportunities and Resources*

### Training Resources

FEMA – Advanced PIO, TEEEX (PIO training in Disaster City, TX – near Texas A&M)

Regional Homeland Security

DOJ – E-Communications Presentation

International Association of Chiefs of Police

National Association of Government Communications

National Association of Counties Information Officers

National Institute of Corrections (Crisis Intervention Training)

National Association of Mental Illness

Mental Health Courts

Local Health Department

Comfort Programs

Inter-disciplinary teams

National Fire Academy, Emmetsburg, MD –