Appendix A
Names of Participants

Bureau of Justice Assistance
Jail Working Groups
Las Vegas, Nevada – May 7-8, 2007
Orlando, June 4-5, 2007

Arizona

Delores Greyeyes, Director
Navajo Nation Department of
Corrections
P. O. Box 3360
Window Rock, Arizona 86515
928.871.7555
Fax: 928.871.7739
Email: deegreyeyes@hotmail.com

Frank Hecht, Corrections Administrator
Tohono O'Odham Nation Police
Department
P. O. Box 189
Sells, Arizona 85634
520.383.6431
Fax: 520.383.3345
Email: frtucson@msn.com
Email: frank.hecht@tonation-nsn.gov

Sheriff Christopher Vasquez
Pinal County Sheriff's Office
P. O. Box 867
Florence, Arizona 85232
520.866.5133
Fax: 520.866.5195
Email: chris.vasquez@co.pinal.az.us

California

Linda Suvoy, Captain
Sonoma County Sheriff's office
North County Detention Center
2254 Ordinance Road
Santa Rosa, California 95403-1106
707.579.7750
Fax: 707.544.0155
Email: lsuvoy@sonoma-county.org

Alfred Guerin, II, Assistant Sheriff
San Diego County Sheriff's Office
PO Box 939062,
San Diego, California 92193-9062
858-974-2278
Fax: 858-974-2291
Email: alfred.guerin@sdsheriff.org

Colorado

Sheriff Grayson Robinson
Arapahoe County Sheriff's Office
13101 East Broncos Parkway
Centennial, Colorado 80112
720.874.4165
Fax: 720.874.4158
Email: grobinson@co.arapahoe.co.us

Larry Hank, Division Chief
Boulder County Sheriff's Office
3200 Airport Road
Boulder, Colorado 80301
303.441.4620
Fax: 303.441.4608
Email: lhank@co.boulder.co.us

Florida

Don Bjoring, Professional Services
Manager
Orange County Corrections Department
P. O. Box 4970
Orlando, Florida 32802-4970
407.836.0382
Email: don.bjoring@ocfl.net

Sheriff Don Hunter
Collier County Sheriff's Office
3301 E. Tamiami Trail, Bldg. J
Naples, Florida 34112-4209
239.793.9203
Fax: 239.793.9333
Email: hq@colliersheriff.net

Sheriff John Rutherford
Jacksonville Sheriff's Office
501 East Bay Street
Jacksonville, Florida 32202-2975
904.630.5898
Fax: 904.630.2107
Email: Linda.McElroy@jaxsheriff.org

Tim Ryan, Director
Miami-Dade County Corrections and
Rehabilitation Department
2525 NW 62nd Street
Miami, Florida 33147
786.263.6019
Fax: 786.263.6135
Email: timryan@miamidade.gov

Gordon Bass, Jr., Director
Jacksonville Sheriff's Office
501 E. Bay Street
Jacksonville, Fl. 32202
904.630.5847
Gordon.Bassjr@jaxsheriff.org

Georgia

Sheriff Ted Paxton
Forsyth County Sheriff's Office
202 Veterans Memorial Blvd.
Cumming, Georgia 30040-2646
770.781.3077
Fax: 770.781.3076
Email: twpaxton@forsythco.com

Iowa

Julius B. Hopkins, Jail Administrator
Story County Sheriff's Office
1315 South B Avenue
Nevada, Iowa 50201
515.382.7463
Fax: 515.382.7544
Email: jhopkins@storycounty.com

Idaho

Ron Freeman, Captain
Ada County Sheriff's Office
7200 Barrister Dr.
Boise, Idaho 83704
208.577.3305
Email: Rfreeman@adaweb.net

Illinois

Sheriff Michael McCoy
Peoria County Sheriff's Office
301 N. Maxwell Road
Peoria, Illinois 61604
309.697.7826
Fax: 309.697.7859
Email: mmccoy@co.peoria.il,us

Kansas

Ruth Divelbiss, Captain
Ford County Sheriff's office
507 Avenue L
Dodge City, Kansas 67807
620.227.4590
Fax: 620.227.3284
Email: rdivelbiss@fordcounty.net

Mark Welch, Jail Administrator
Finney County Sheriff's Office
304 N. 9th
Garden City, Kansas 67846
620. 272.3759
Fax: 620.272.3762

Email: jailadm@ficolec.org

Kentucky

Tom D. Campbell, Director
Louisville Metro DOC
400 S. Sixth Street
Louisville, KY. 40101
502.574.2181
Fax: 502.574.2184
Email: tom.campbell@louisvilleky.gov

Donald L. Leach, Ph.D., Administrative
Officer, Senior
Lexington-Fayette Division of
Community Corrections
600 Old Frankfort Circle
Lexington, Kentucky 40510
859.425.2612
Fax: 859.428.2750
Email: donl@lfucg.com

Louisiana

Major Marty Dufrene, Correctional
Department Head
LaFourche Parish Sheriff's Office
200 Canal Blvd.
Thibodaux, Louisiana 70301
985.449.4442
Fax: 985.447.1854
email: marty-dufrene@lpso.net

Maine

Wayne Applebee, Correctional
Administrator
Two Bridges Regional Jail
522 Bath Road
Wiscasset, Maine 04578
207.882.2601
Fax: 207.882.4638
Email: wapplebee@tbrj.org

Michigan

Robert J. Hall, Captain, Jail
Administrator
Grand Traverse County Sheriff's Office
320 Washington Street
Traverse City, Michigan 49684
231.922.4535
Fax: 231.922.2782
Email: rhall@gtsheriff.org

Deborah K. Marculis, Lt., Jail
Administrator
Allegan County Sheriff's Office
112 Walnut Street
Allegan, Michigan 49010
269.673.0458
Fax: 269.673.0273
Email: dmarculis@allegancounty.org

Mississippi

Sheriff Willie March
Holmes County Sheriff's Office
P. O. Box 120
23240 Highway 12-East
Lexington, Mississippi 39095
662.834.1511
Fax: 662.834.3362
Email: williemarchso1@yahoo.com

Nebraska

Jeff Newton, Director of Corrections
Douglas County Dept. of Corrections
710 S. 17th St.
Omaha, Nebraska 68102
402.599.2265
Fax: 402.444.6088
Email: jnewton@dccorr.com

Nevada

Rich Hodges, Lt., Acting Detention
Captain
Washoe County Sheriff's office
911 E. Parr Blvd.
Reno, Nevada 89512
775.328.2962
Fax: 775.328.6305
Email: rhodges@mail.co.washoe.nv.us

Mikel Holt, Captain.
Las Vegas Metro Police Department
330 S. Casino Center
Las Vegas, Nevada 89010
702.671.3953
Fax: 702.671.3696
Email: m1802H@lvmpd.com

New York

John Caceci, Major
Monroe County Sheriff's Office
130 Plymouth Avenue, South
Rochester, New York 14614
585.753.4056
Fax: 585.753.4051
Email: johncaceci@monroecounty.gov

New Hampshire

Raymond F. Bower, County
Administrator
Strafford County
P. O. Box 799
Dover, New Hampshire 03820
603.742.1458
Fax: 603.743.4407
Email: rbower@co.strafford.nh.us

North Carolina

John McRainey, Chief Jailer
Cumberland County Sheriff's Office
204 Gillespie Street
Fayetteville, North Carolina 28301
910.672.5601
Fax: 910.672.5739
Email: mcrainey@hotmail.com

Ohio

James (Jim) Dennis, Executive Director
Corrections Center of N.W. Ohio
03151 County road 2425
Stryker, Ohio 43557-9418
419.428.3800 x. 300
Fax: 419.428.2119
Email: jim.dennis@noris.org

Joseph M. Schmitz, Director of Jail
Operations
Hamilton County Sheriff's Office
1000 Sycamore Street, Room 120
Cincinnati, Ohio 45202
513.946.6606
Fax: 513.946.6616
Email: jschmitz@sheriff.hamilton-co.org

Oklahoma

Sheriff Stanley Glanz
Tulsa County Sheriff's office
500 S. Denver Ave
Tulsa, Oklahoma 74103-3832
918.596.5641
Fax: 918.596.5697
Email: sglanz@tcso.org

Oregon

Chris Hoy, Commander
Marion County Sheriff's Office
4000 Aumsville Highway SE
Salem, Oregon 97317
503.588.8512
Fax: 503.588.6818
Email: choy@co.marion.or.us

Bobbi Luna, Captain
Multnomah County Sheriff's Office
1120 SW 3rd, Room 320
Portland, Oregon 97204
(503) 988-4326
Email: bobbi.luna@mcso.us

Pennsylvania

Ramon C. Rustin, Warden
Allegheny County Jail
950 Second Avenue
Pittsburgh, Pennsylvania 15219-3100
412.350.2266
Fax: 412.350.2186
Email: rrustin@county.allegheny.pa.us

Rhode Island

A. T. Wall, Director
Rhode Island Department of Corrections
40 Howard Ave.
Cranston, Rhode Island 02920
401.462.2611
Fax: 401.462.2630
Email: at.wall@doc.ri.gov

South Carolina

Deloris B. Charlton, Jail Administrator
Barnwell County Detention Center
57 Wall Street
Barnwell, South Carolina 29812
803.541.1039
Fax: 803.541.1171
Email: dcharlton@barnwellsc.com

Tennessee

James E. Coleman, Chief Jailer
Shelby County Sheriff's Office
201 Poplar Avenue
Memphis, Tennessee 38013
901.545.2414
Fax: 901.545.2696
Email: James.Coleman@Shelby-Sheriff.org

Jim Hart, Chief of Corrections
Hamilton County Sheriff's Office
6435 Harbor Master Dr.
Hixson, Tennessee 37343
423.209.7098
Fax: 423.209.7056
Email: jhart@mail.hamiltontn.gov

Texas

Robert W. Patterson, Jail Administrator
Bell County Sheriff's Office
111 W. Central Ave.
Belton, Texas 76513
254.933.5409
Fax: 254.933.5371
Email: bob.patterson@co.bell.tx.us

Utah

Sheriff Brad W. Slater
Weber County Sheriff's office
721 W. 12th Street
Odgen, Utah 84404-5405
801.778.6622
Fax: 801.778.6629
Email: bslater@co.weber.ut.us

Virginia

Darnley R. Hodge, Regional Jail
Superintendent
Riverside Regional Jail
1000 River Road
Hopewell, Virginia 23860
804.524.6603
Fax: 804.524.6659
Email: rrjunit1@aol.com

Washington

Karen Daniels, Chief of Corrections
Thurston County Sheriff's Office
2000 Lakeridge Dr. SW
Olympia, Washington 98502
360.786.5505
Fax: 360.357.2480
Email: danielK@co.thurston.wa.us

Appendix B
Ice Breaker - Biggest changes in jail operations or administration

Results of Ice Breaker Exercise – What is the biggest change you have seen in jail operations or administration since you began your career?

[These responses are not in any type of priority order. Also the responses of some participants were more general, others quite specific. The number in parenthesis indicates the number of participants who specifically mentioned the change. So, for example, two participants specifically mentioned the increasing number of inmates with mental illness as a major change, and two other participants added the comments noted under that general topic – for a total of four participants.]

- Increasing number of inmates with mental illness (2)
  - Decreasing resources for management of inmates with mental illness
  - Mental health treatment needs
- The new workforce (3)
  - Their sense of "entitlement"
  - More sophisticated workforce (2)
  - Lack of teamwork among employees
  - More diverse careers sought
  - Specialization of employees
  - The diversity of the workforce – more women workers, more workers from different cultures
  - Hiring and retention of younger workers
  - Lack of attractiveness of corrections to newest workers
  - Workforce dynamics
  - Generational differences
  - Impact of the new workforce on traditional management
- Fiscal Issues
  - Need for higher salaries
  - Budgets decrease as inmate population increases
- Transgendered inmates
- Inmate gangs and gang activity, strategic threat groups, young offenders (2)
- Improved public attitude about crime prevention
  - Community collaborations with jails
  - Community interest in alternatives to incarceration
- Challenges of female inmates
- Challenges of juvenile inmates charged as adults
- Improvements in corrections as a profession – from inside the business

- o Jails as a business with the administrator as a 'CEO'
- o Jails as a profession, like law enforcement
- o Accreditation
- o Improvements in human resource management
- o Improved accountability
- o Business model, data driven
- o Improved training; more complex training
- o Training for supervisors
- o Sophistication of jail managers
- Automation, paperless workplace, improving technology, security (8)
  - o More information is available
  - o Jail management information systems
  - o Employees better able to adjust to technology
- Inmate management and behavior
  - o Less punitive approaches
  - o Holistic approach to inmate management
  - o More programs for inmates (2)
  - o Better offender management
  - o Diverse inmate population; character of the inmate population
  - o Trend to longer term inmates
  - o Classification systems better
  - o Recognition of the rights of inmates
- Community commitment/interest (2)
  - o Re-entry programs
  - o Interest in work release
- Sicker inmates
- Facility design changes – from linear to direct supervision (2)
- Jail crowding (2)
- Better collaboration within the criminal justice system

Appendix C
List of Top Ten Issues Identified by Participants

Working Groups – Report of Top Ten Jail Priority Issues

Las Vegas Group 1 (average inmate population: 34-104)
1. Aging facilities – need for physical plant updating
2. Technology – get funding that is still current when installed.
3. Need to hire diverse workforce
4. Recruiting and training; lack of resources to train; ability to hire and pay competitively; lack of tax base; small and limited labor pool; illegal immigrants – need for space to house; ability of staff to communicate with inmates who speak many different languages.
5. Medical services to inmates; ability to afford full-time medical staff; aging inmate population will require more and more expensive care; female inmates require more care; lack of community support programs.
6. Re-Entry Programs; regionalization;
7. Educate the public / Enhance the professionalism of the field
8. Improve effective of community corrections by finding other alternatives to jailing probation/parole violators
9. Increasing number of juvenile offenders in jail
10. Lack of support for local jails generally; BJA needs to include tribal entities in funding solicitations.

Orlando Group 1 (average inmate population: 36 – 194)
1. Employees – recruiting; retention; turnover; change in management philosophy; staff knowing inmates on the outside; not enough staff.
2. Medical – inability to provide 24/7 health care; access to appropriate health care – community doctors vs. correctional medical professionals; infectious disease control for staff and inmates;
3. Mental Health – jail is de facto mental health hospital; no treatment resources available; no access to limited beds in treatment facilities; inability to provide 24/7 mental health care; limited training for staff to manage the population; creates stressful situations for staff that effects turnover.
4. Physical Plant Issues – not enough space; unable to meet code requirements; renovate/update old facilities; replace with newer facilities; unable to provide space for all classifications and services.
5. Training – difficult to keep all staff current on training due to shortages, turnover, etc.; emergency training is difficult because they don't use it often enough; getting older staff to adapt to all technology improvements.

6. Alternative sentencing – lack of programs available; lack of funding to initiate programs.
7. Juveniles – management issues when based on age; lack of services available; management issues clearly with Millennial inmates.
8. Pandemic Flu Planning – corrections not places at the top tier of the vaccination priority will create workforce issues in jails; lack of resources to plan, institute and train all employees/people involved.
9. Immigration – increase the jail population; increased the need for services; no historical information available to adequately assess illegal aliens.
10. Bi-lingual services – resources not available to provide bi-lingual services for many different languages in the small jail; funding and/or interpreters not available.

Las Vegas Group 2 (average inmate population: 221 – 528)
1. Mental health
2. Qualified workforce
3. Medical
4. Funding
5. Special needs
6. Re-entry
7. Oversight
8. STGs
9. Technology
10. Unfunded mandates

Orlando Group 2 (average inmate population: 222-392)
1. Inadequate facilities (size and antiquated)
2. Finding good in-house medical providers; costs of medications; costs associated with transporting inmates to medical facilities
3. Inmates with mental illness; training staff to recognize and deal with inmates with mental illness
4. Hiring, keeping, training a sufficient number of quality staff; especially true for tribes
5. Communications systems within the jail
6. Automated fingerprint systems linked to AFIS
7. Funding initiatives such as PREA, prisoner re-entry, pre-trial diversion, alternatives to incarceration

8. Improved facility security, more cameras
9. Improve public awareness and understanding of jails, public relations
10. Video visitation/conferencing; inmate-inmate; inmate-attorney; inmate-probation officer; etc.

Las Vegas Group 3 (average inmate population: 706 – 1166)
1. Workforce - hiring qualified staff and keeping them; promote professionalism in our field; retention; parity of benefits; diversity of staff
2. Immigration
3. Health Care - both medical and mental health issues; mental health; bridge medications; pregnancy; long term medical needs; rising medical costs.
4. Social Services - Increased expectation that we jails are responsible for this. Reentry aftercare, vocational, mental health services, monitoring after release, etc. We need the funding, public support, and staff training to manage these issues.
5. Training for Staff - Communication skills; Training for supervisors – critical to have them mentor and mold our staff, and they need to have the skill to do this.
6. Performance measures - Staff need the proper measures to know if they are doing well. And the measures need to be appropriate and fair and useful. We also measure things like the number of disciplinary reports in each unit, etc. This helps us analyze how effective staff are.
7. Funding – "show me the money" – for expansion, operations, technology and unfunded mandates (local, state and federal)
8. Culture – creating a positive culture; maintaining a positive culture; it's all about relationships, accessibility, visibility, approachability; communicating values and mission/philosophy.
9. Inter-agency cooperation – lobbying and having a voice with the public and legislative body; politically influencing; courts; public defenders; prosecutors; municipal/state/federal law enforcement; probation/parole; state corrections; prisoner re-entry; human services; mental health.
10. Inmate management/classification – STGs, gangs, gangs and more gangs; right inmate for right location; too many categories of inmates over which we have little or not control; ever increasing population of minorities and need for cultural competencies; pandemic event; crisis management for staff and inmates.

Orlando Group 3 (average inmate population: 500 – 642)

1. ADA design/renovations – architectural guidelines; resources; staffing; equipment.
2. Medical formularies – need a study; psychotropics and others.
3. Disaster planning guides – CD, DVDs, multi-agency approaches
4. Best practices in mental health – what are they? for urban, rural, suburban jails; use of psychiatric telemedicine; partnerships.
5. Recruitment and retention best practices – what are they? for urban, rural, suburban jails.
6. Mental Health – have "corrections CIT" crisis intervention teams (Memphis Model); technical assistance and training.
7. Central reporting of infectious diseases – information exchange when inmates are transferred; coordination with local health departments.
8. STGs – gathering information; interpreting information; classification issues; policy/practice issues; management of gang members; recognition of gang tattoos (software); strategies for information sharing with existing federal/local/state initiatives.

Las Vegas Group 4 (average inmate population: 1420 – 1589)
1. Raise public awareness and political support for jails – commissioners, boards of corrections, sheriffs; through local, state, national associations.
2. Sufficient and well trained workforce – minority recruitment; retention; positive environment; focused training; unions/labor groups.
3. Collaborative criminal justice and community services – en-entry programs; educational programs; vocational training; life skills; inter-agency intelligence; population management.
4. Mentally ill offenders – improved community resources; diversion programs; raise public/political awareness; enhanced and trained staff; mental health courts.
5. Illegal aliens/immigration – staff training; language barriers; ICE training; overcrowding issues; asset forfeiture.
6. Population management – classification issues; faith-based initiatives for re-entry; mental health ; ICE; juveniles; women; special needs groups.
7. Long range planning – facilities/physical plant; succession planning; staffing; technology; population trends; crime trends.
8. Medical costs – independent assessment; third party review; community standard of care; NCCHC/accreditation.

9. Gangs/threat groups – information sharing; staff training; systems approach; juveniles tried as adults; classification.
10. Technology – security systems; JMS; automated medical records; cell phone detection; more integrated systems; IT unit and support.

Orlando Group 4 (average inmate population: 736-1332)

1. Medical – severity of issues; multiplicity of issues; more ill offenders; high risk population; MRSA, TB, EBOLA, etc; escalating medical costs; pharmaceutical costs; increased infrastructure needs (negative air, AED, etc.); nurse and nursing home care; ADA compliance issues.
2. Mental Health – exploding population; severity of conditions; physical plant limitations; appropriate standard of care; staffing training; increased risk of suicide; need for diversion; transition to the community; economies of mental health – cheaper in jail!
3. Staff – recruitment; retention; motivation; need for flexibility in jobs; shrinking pool of applicants; hiring criteria; expectations and reality; education and competency, qualifications; unions!
4. Female offenders – increasing numbers; greater needs; more programming; child and family issues; vocational training.
5. Succession planning – identify future leaders, leadership training; reinforce organizational philosophy; develop creative workplace.
6. Cultural diversity – religious issues; diets; language and translation; culturally specific issues; limited family contacts.
7. Strategic threat groups (STGs)/Gangs – identification, separation, personal threats; staff safety; documentation of decision making.
8. Budgets – diminishing; competing interests; lack of taxpayer support; increased security needs and justification.
9. Capacity/Crowding – "no build" mandates; limited control over intake; need to control inputs and outputs.
10. Re-entry/recidivism – need for community partnerships; identification of community resources; greater community access to jails.

Las Vegas Group 5 (average inmate population: 1714 – 5401)

1. Mental health - jails need to make the rest of the system work to avoid jails being the asylums of last resort; transition to effective community case management
2. Criminal justice system collaboration front to back management of resources

3. Hiring qualified candidates.
4. Using effective screening tools to divert inmates with mental illness to community resources – system-wide look
5. Job satisfaction/retention – impact of work place decision on female staff, families, 12 hour shifts, mandatory overtime
6. Communicable diseases – TB, MRSA, Hepatitis, meth users sapping resources
7. Inmate classification systems – review, reconsider, validate.
8. Special populations; mentally ill, STG, drug trade, identification and jail intelligence
9. Career development/training – developing our replacements; early mentoring; development of supervisors and managers
10. Managing the correctional image – advocating for national resources; e.g. executive level training/national academy for corrections (like the FBI NA)

Orlando Group 5 (average inmate population: 1919 – 6005)
1. Staff issues - generational issues; motivation; recruitment; retention; why do people stay? Maintaining the motivation of the new recruits; developing supervisors; who are field training officers? is pre-service training good and is it weeding out the new employees that should not stay? how effective are sergeants; how effective are performance appraisals; union issues – include as stakeholders and work cooperatively; staff demographics; emergency preparedness in the face of the new workforce – will they show up when we need them?
2. Technology - technology/biology interface; what's coming in technology.
3. Fundamental Mission Change – need to prepare for the future – what will jails be? How will they relate to the community? Are they the new mental health hospitals? Need to ask questions and prepare.
4. Mental Health care – affording it all, including psychotropic meds.
5. Physical Plant – linking future new construction or renovation to mission change; identify options other than and cheaper than concrete; how can technology help? look at building with less life span.
6. Juvenile and Youth crime – jails ability to respond to changing public policy regarding juveniles and crime.
7. Justice system being overloaded and overcrowded – pressure on the justice system – more inmates, fewer judges, prosecutors, public defenders; impact of public policy and law changes on flow [slower] of pre-trial inmates through the system.

8. Re-entry issues – gaining public support; more than just funding – need community attitude change; build sustainable programs.

Appendix D
Agendas

AGENDA

Funding Initiatives for Jails – Now and the Future
Bureau of Justice Assistance
and the Center for Innovative Public Policies, Inc
Las Vegas, Nevada
May 7 – 8, 2007

Sunday, May 6, 2007
Participants arrive. Dinner on your own;
save receipts!

Monday, May 7, 2007

Breakfast – Provided by Hotel

8:30 Convene
Introductions, Objectives
Schedule
Logistics

9:00   Presentation 1: Demographics
         Dr. Jeanne B. Stinchcomb

9:45 Break

10:00 Presentation 2: Inmate
         Management
         Susan W. McCampbell

10:45 Presentation 3: Special
         Populations
         Susan W. McCampbell

Noon Lunch (Catered)

1:15   Presentation 4: Workforce
         Elizabeth Price Layman

2:00   Presentation 5: Technology
         Pete Cosgrove

2:45   Break

2:45   Small Group Work

4:30   Adjourn

5:30   Dinner on your own

Tuesday, May 8, 2007

Breakfast – Provided by Hotel

8:30   Convene

8:45   Small Group Work

10:00 Break

10:15 Reporting Recommendations

Noon Lunch (Catered) /Adjourn

Funding Initiatives for Jails – Now and the Future
Bureau of Justice Assistance
and the Center for Innovative Public Policies, Inc
Orlando, Florida June 4 – 5, 2007
Salon 7/8

Sunday, June 3, 2007

Participants arrive. Dinner on your own; save receipt!

Monday, June 4, 2007

7:00 – 8:00	Continental Breakfast, Salon 7/8
8:00	Convene, Objectives, Schedule, Logistics, Overview of BJA
8:30	Introductions
9:45	Presentation – Demographics, Dr. Jeanne B. Stinchcomb
10:10	Presentation -Technology, Peter Cosgrove, NLECTC
10:35	Presentation – Workforce, Elizabeth P. Layman
11:05	Presentation – Inmate Management, Susan W. McCampbell
11:25	Presentation – Special Populations – Beth Creager Fallon
Noon	Lunch - Salon 20
1:15	Instructions for Group Work
1:30	Small Group Work
3:15	Group Presentation 1
3:45	Group Presentation 2
4:15	End of Day Activities/Adjourn
5:30	Dinner Salon 20

Tuesday, June 5, 2007

7:00 – 8:00	Continental Breakfast, Salon 7/8
8:00	Convene
8:15	Group Presentation 3
8:45	Group Presentation 4
9:15	Group Presentation 5
10:00	Instructions for Group Work
10:15	Group Deliberations
10:45	Report Out
11:15	End of Program Activities
Noon	Adjourn/Lunch Salon 20

Appendix E
Power Point Presentation

The Future of Jails and Jail Funding Initiatives

Bureau of Justice Assistance
June 4 – 5, 2007
Orlando, Florida
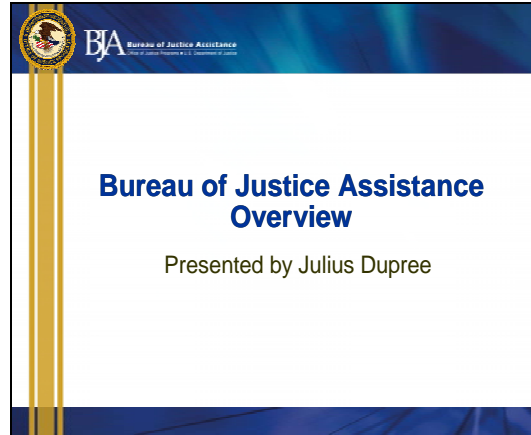
What are we doing here?

- BJA has asked for input on future funding initiatives
- Combine what the research says with informed opinions, experience, knowledge of subject matter experts
  - What's going on in the field?
- Deliberate, think, imagine
- Report to BJA, & outreach to the field through professional organizations and articles, etc.

Facilitators

- Susan McCampbell, CIPP
- Jeanne Stinchcomb, FAU
- Elizabeth Layman, Price/Layman
- Beth Fallon, CIPP
- Pete Cosgrove, NLECTC

- Julius C. Dupree, Jr., Policy Advisor, BJA
- Mike Jackson, National Sheriffs' Association
- Gwyn Ingley, American Jail Association

BJA Bureau of Justice Assistance

Bureau of Justice Assistance Overview

Presented by Julius Dupree

BJA Bureau of Justice Assistance

BJA Mission

- To provide leadership and services in grant administration and criminal justice policy development to support local, state, and tribal justice strategies to achieve safer communities.

- BJA's overall goals are to (1) reduce and prevent crime, violence, and drug abuse and (2) improve the functioning of the criminal justice system. To achieve these goals, BJA programs emphasize enhanced coordination and cooperation of federal, state, and local efforts.

BJA Bureau of Justice Assistance

Overview

BJA has three primary components:

➢ Policy Office - Provides national leadership in criminal justice policy, training, and technical assistance to further the administration of justice. It also acts as a liaison to national organizations that partner with BJA to set policy and help disseminate information on best and promising practices.

➢ Programs Office - Coordinates and administers all state and local grant programs and acts as BJA's direct line of communication to states, territories, and tribal governments by providing assistance and coordinating resources.

➢ Planning Office - Coordinates the planning, communications, and budget formulation and execution; provides overall BJA-wide coordination; and supports streamlining efforts.

Policy Areas

- Corrections
- Law Enforcement
- Adjudications
- Substance Abuse and Mental Health
- Information Sharing
- Crime Prevention

Corrections Initiatives

Prisoner Reentry
➢ Justice Investment
➢ Housing
➢ Assessments
➢ Collaboration with FBCO and Corrections Guide
➢ Jail Reentry Policy Brief
➢ Reentry of Methamphetamine Addicted Offenders

Corrections Initiatives

Sex Offender Management
➢ Training and Technical Assistance
➢ Policy training for state legislators
➢ Housing
➢ Supervising sex offenders in rural areas
➢ Case management strategies and tools
➢ Enhancing law enforcement's role in sex offender management
➢ Citizen involvement in sex offender management

Corrections Initiatives

Sex Offender Management
➢ Training and Technical Assistance
➢ Policy training for state legislators
➢ Housing
➢ Supervising sex offenders in rural areas
➢ Case management strategies and tools
➢ Enhancing law enforcement's role in sex offender management
➢ Citizen involvement in sex offender management

Corrections Initiatives

Other efforts
➢ Correctional Options
➢ Correctional Intelligence
➢ Pandemic response in institutions
➢ Performance-based measurement system
➢ Workforce project
➢ Information technology

Introductions

- Groups of two; confer for 5 minutes
- Introduce one another
- Name, organization, position, how long been with the organization
- What's the biggest *change* you have seen in jail management since you began working in profession?

DEMOGRAPHICS, CRIME TRENDS, AND PUBLIC POLICIES:

What does the future hold for jails?

Jeanne Stinchcomb, Ph.D., Professor
Department of Criminology and
Criminal Justice
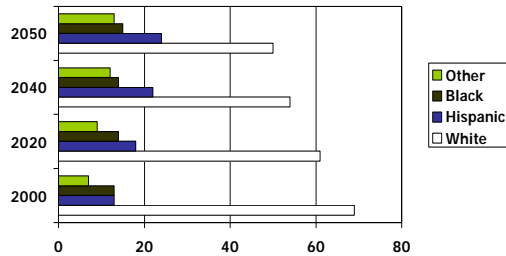Florida Atlantic University, Ft.
Lauderdale

OVERVIEW

- **U.S. demographic trends**
- **Age and family-related factors**
- **Overview of the jail population**
- **Crime trends and the jail population**
- **Local policies and jail populations**
- **Projecting the jail population**
- **Sorting out the statistics**

DEMOGRAPHIC TRENDS AND THE "NEW AMERICA"

AGE AND FAMILY FACTORS

- Growing populations—elderly and youth
- Juvenile courts—waiving jurisdiction
- Increased juvenile crime—less extended family; more single parenthood, weapons, gangs, poverty
- Jail inmates:
  - 56% from single-parent family or guardian
  - 1 in 9 lived in foster home or institution
  - 1 of 3 had alcohol/drug abusing guardian
  - 46% have family member who's been incarcerated
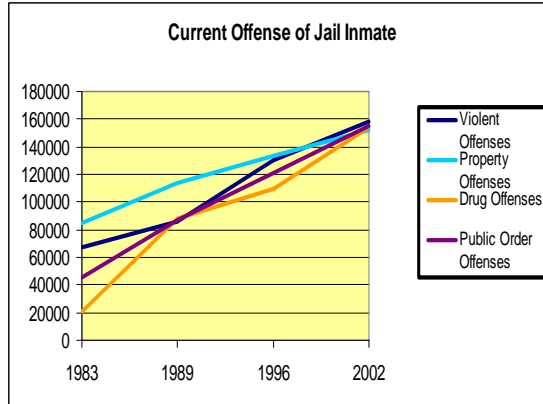
JAIL POPULATION OVERVIEW

- 9 of 10 = males
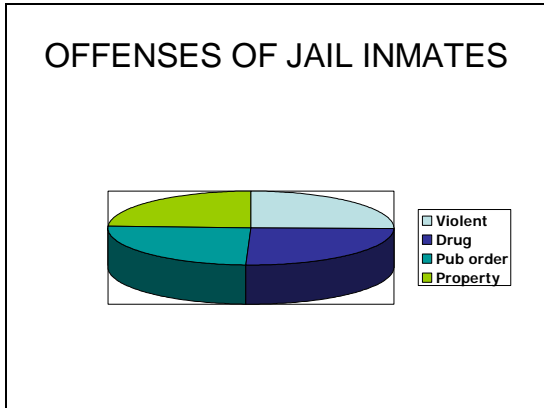- 6 of 10 = racial/ethnic minorities
- 33% = alcohol users
- 29% = drug users
- Mental illness = double rate of general population
- 44% = less than high school
- Impact of drug enforcement and educational policies

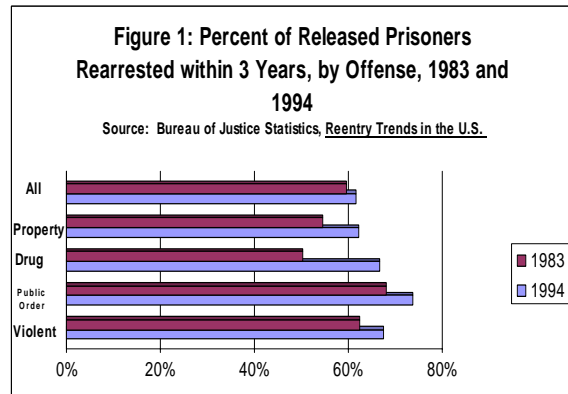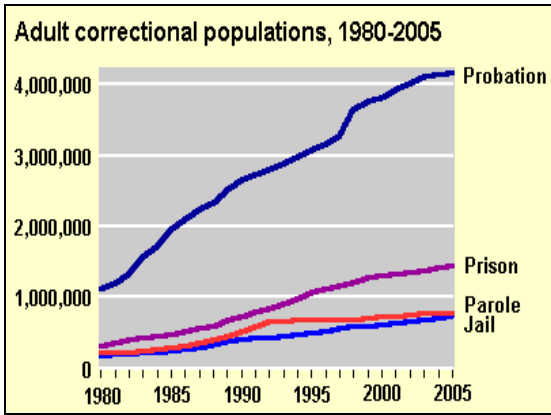## CRIME TRENDS AND JAIL POPULATIONS

- Serious violent crime = decreasing
- PERF forecasting = nationwide surge
- Pretrial population = implications
- Jail population = increasing now
- Why???

OFFENSES OF JAIL INMATES

Legend: Violent, Drug, Pub order, Property

Current Offense of Jail Inmate

Legend: Violent Offenses, Property Offenses, Drug Offenses, Public Order Offenses

---

LOCAL CRIMINAL JUSTICE POLICIES IMPACTING JAILS

- Pretrial detention
- Case disposition
- Conviction data
- Sentencing
- Probation/parole violations

Adult correctional populations, 1980-2005

Probation, Prison, Parole, Jail

Figure 1: Percent of Released Prisoners Rearrested within 3 Years, by Offense, 1983 and 1994

Source: Bureau of Justice Statistics, Reentry Trends in the U.S.

Categories: All, Property, Drug, Public Order, Violent
Legend: 1983, 1994

JAIL POPULATION SPECULATION

(1) Same as past 5 yrs = +200,000 by 2010

(2) Slower, similar to past 2 yrs = +100,000 by 2010

(3) Only includes demographics = +<100,000 by 2010

JAIL POPULATION
PROJECTIONS:
a crap shoot!

SORTING OUT THE
STATISTICS

- Population growth/crime rates = jail impact??
- Public policy = jail impact??
- Population growth/crime rates = easier
- Public policy = more difficult, but more leverage

Correctional Technology:
What's The Real Future?

Orlando, Florida
June 4, 2007

When you are in deep trouble, say nothing, and try to look inconspicuous.

**Technology
Not The Problem**

- News reporters can send reports from anywhere in the world, but correctional officers can't talk to each other in the same building.

Joe Raedle / Getty Images

**IS TECHNOLOGY " THE"
ANSWER ?**

POSSIBLE TECHNOLOGIES

- Millimeter microwave
  - Replace pat downs and strip searches
- Video
  - Electronic eyes
  - "Intelligent" video
- Radio Frequency Identification (RFI)
  - Inmate and staff tracking

POSSIBLE TECHNOLOGIES

- Biometric Advancements
  - Human "bar codes"
  - Control access to certain areas
  - Determine if fed or medicated

- Telemedicine
  - Transmit vital signs via internet
  - Video conference with doctor
  - Reduce the cost and risk of transportation

POSSIBLE TECHNOLOGIES

- Information Sharing
  - Simplifying booking
  - Risk awareness
- Computer Assisted Functions
  - Video visitation via internet
  - Hearing and arraignments via secure internet
- Non Lethal Weapons
  - Using light, sound or magnetic fields
- Various Detection Devices
  - Help identify contraband

Questions for discussion

- Would changes in the technology available to probation and parole affect technology needs for jails ?

- What improvements in technology would improve the operations of your jail?

- What type of medical monitoring might be useful?

- Would audio monitoring be a useful tool, if either anger/fear detection or voice translation were possible?

WORKFORCE

Recruitment and Retention in the 21st Century

Elizabeth P. Layman

The Future Picture

- Today's new worker –
  9 jobs before age 32
- 40% of new police recruits will leave within 3 years
- 20,000 more corrections officers needed by 2012
- 40% minorities by 2020

Recruiting – Then and Now

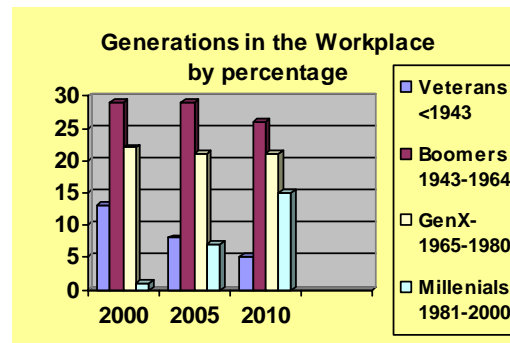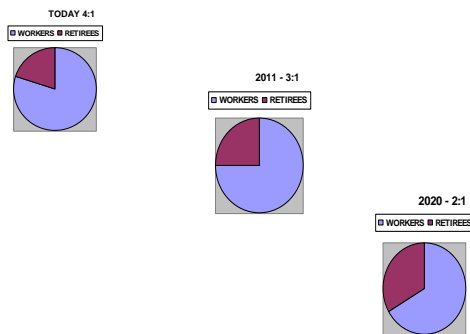| MARKET	THEN	NOW
WHO	good soldiers, company-people	critical thinkers, independent
WHAT	benefits of job, job security	Growth, self-fulfillment, career mobility
WHEN	reactive	pro-active
WHERE	Traditional sources	non-traditional sources

Finding Recruits

2004 Study of 20,000 organizations:

61% of external hires attributed to 2 sources:

1. Employee referrals (32%)
2. The Internet (29%)
   - Monster.com
   - Youtube.com recruiting videos
   - Agency websites

Probable Workers vs. Retirees

TODAY 4:1
WORKERS RETIREES

2011 - 3:1
WORKERS RETIREES

2020 - 2:1
WORKERS RETIREES

Generations in the Workplace by percentage

- Veterans <1943
- Boomers 1943-1964
- GenX- 1965-1980
- Millenials 1981-2000
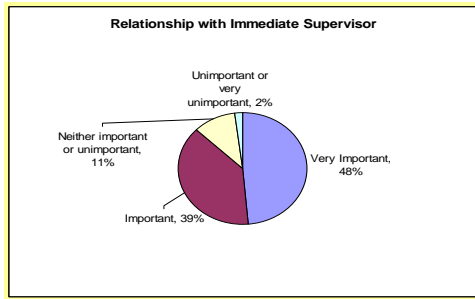
2000 2005 2010

Why Employees Leave

- 88% say they leave for reasons other
- Job/person mismatch
- Little coaching or feedback
- Few opportunities for growth/development
- Don't feel valued; or devalued
- Overwork stress/life-imbalance
- Lack of trust/confidence in leaders

Workplace Perception

Veteran	Boomer	Gen X	Millenial
OK w/ bureaucracy	**Seek harmony, consensus**	**Seek work/life balance**	**Achievement oriented**
Direct	**Like teamwork**	**Autonomous**	**Multi-taskers, bored with repetition**
In for the long haul	**Live to work**	**Work to live**	**Need change, challenges**

Relationship with Immediate Supervisor

Unimportant or very unimportant, 2%

Neither important or unimportant, 11%

Very Important, 48%

Important, 39%

Source: 2004 job satisfaction survey by the Society of Human Resources Management.

Importance of Communication Between Employees and Senior Management

Neither important of unimportant, 10%

Unimportant or very unimportant, 2%

Very Important, 53%

Important, 35%
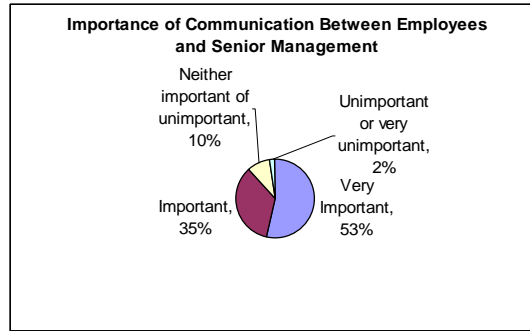
Source: 2004 job satisfaction survey by the Society of Human Resources Management.

The CHALLENGES

Re-think recruitment CONSIDER:
- –who you are recruiting
- –where to find them
- –what they are looking for
- –core competencies

The CHALLENGES

Focus on retention -
CONSIDER:
- why people leave or stay – don't assume you know
- provide career growth and opportunity
- find, train and support competent SUPERVISORS
- improve succession planning

The CHALLENGES

Stay future-focused:
- Knowledge is power
  - –Census information
  - –Current publications and materials
  - –Know trends in public policy
  - –Proactive efforts
  - –Break with tradition

Bottom Line

"Using the past to see the future is like driving a car by only looking in the rear view mirror."

Allen Beck 1996

Resources

- "*Effectively Managing a Multi-Generational Workforce in Corrections*"
  - 16 hour program; 2 hour transportable module
    http://nicic.org/Library/019950
- *FutureForce: A Guide to Building the 21st Century Community Corrections Workplace*
    www.nicic.org

Inmate Management: Operational Challenges

Susan W. McCampbell

Center for Innovative Public Policies, Inc.

Challenges

- # and trends
  - Crowding
  - Classification
- Condition of inmates
  - Medical, mental health, services
- Physical Plant
  - Security
- Policy initiatives/Law Changes
  - Re-entry
- Limited local resources
- Stakeholders, partners, community

Number of Inmates

- 747,529 in custody [static]
- ? Dynamic population
  - Millions (duplicated)
- 47% increase since 1995
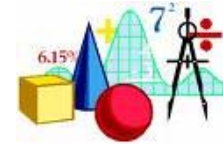
Conditions

- 46% of inmates report not having a high school diploma, and even more are functioning well below twelfth-grade level on measures of reading, writing, and/or math.
- Almost 70% of inmates admit to regular drug use, (up from 64% in 1996), with 29% reporting use at the time of the offense.
- 66% of jail inmates admit that they drink alcohol regularly, with 34.5% reporting alcohol use at the time of the offense

Medical Issues

- 33% current medical problem
  - Females, older
  - arthritis, hypertension, asthma, heart
  - Disability and impairments

Physical Plant

- Age
- Maintenance
- Replacement
  – Cost, location
- Different functions
- Security

Policy/Law Changes

- Influence of jails vs. other constituencies, lobbyists
- Re-entry – In Florida, 36,000 to be released from prisons this year – 1/3 expected to return

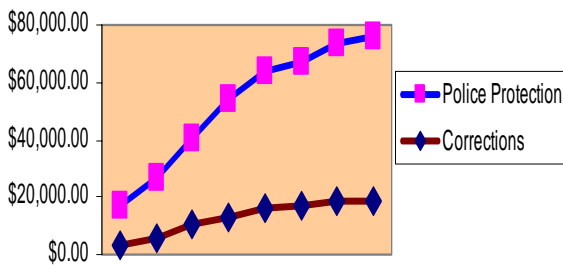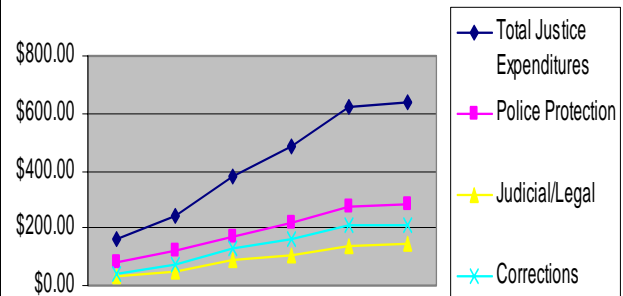## Expenditures

- 1173% increase from 1977 - 2003

Employment

- 249,888 employees
- $842,000 March 2003 payroll

Local Government Expenditures In Millions of Dollars 1982 - 2003

- Police Protection
- Corrections

Criminal Justice Per Capita Expenditures 1982 - 2003 in Millions of Dollars

- Total Justice Expenditures
- Police Protection
- Judicial/Legal
- Corrections

Other

- 91% in per pupil spending 1972 – 2001
- $745 billion in education spending
- local expenditures (2000)
  - 14% education
  - 11% social services
  - 6% public safety

Public Attitudes

- Goal of "prison" (Gallup for BJS)
  - 48% rehabilitate
  - 15% punish
  - 33% deterrence
- 62% - reducing crime a top priority (Pew – 1/07)
  - Down from 76% in 1/2001
  - Up from 53% in 1/2005

Public Confidence –

Please tell me how much confidence, you, yourself have in: Gallup for BJS

	A Great Deal	Quite A Lot	Some	Very Little
Police	64%	26%	10%	-
State Prison Systems	7.9%	17.6%	42.2%	32.2%

Evidence Based Practice

1. Is a definable outcome(s);
2. It is measurable; and
3. It is defined according to practical realities (e.g. recidivism, victim satisfaction, etc.)

SPECIAL POPULATIONS:

COPING WITH THE CHALLENGES OF INMATES WITH NON-TRADITIONAL NEEDS

Beth Creager Fallon, CIPP, Inc.

♀ WOMEN OFFENDERS

- Escalating proportion of jail inmates, climbing to 12.7% of the population in 2005
- 1995 -2002, # of women increased by 50%
- # of women under supervision by a criminal justice agency is rising faster than arrest rates
- 1992 - 2001 arrests of women for drug-related offenses increased by more than 50%

Female Offenders Are Typically

- Women of color
- Undereducated/unskilled with below average income & sporadic employment background
- From fragmented families w/other family members involved in the criminal justice system
- Survivors of physical/sexual abuse
- Have significant histories of substance abuse
- Suffer from multiple physical/emotional problems

Operational Issues

- Special hygiene issues
- Accommodations for pregnant or nursing mothers
- Protection from sexual assault by other inmates (and/or staff)
- Emotional distress resulting as a result of being separated from their children (250,000 children whose mothers are in jail)
- Inappropriate male/gender-neutral classification procedures

MENTALLY-DISORDERED OFFENDERS

- Embraces a wide range of behaviors from the mildly disoriented (or neurotic) to the severely psychotic
- More than 50% of all prison and jail inmates suffer from mental illness
- 479,000 people in local jails (64% of all jail inmates)

In Addition

- 25% of jail inmates with mental illness have been incarcerated 3 or more times
- Female inmates have higher rates of mental illness (75% of women in local jails)
- 76% of jail inmates with mental illness meet criteria for substance dependence or abuse
- Jail inmates who have mental illness are 3 times as likely to report past physical/sexual abuse

GERIATRIC INMATES

- Lack of attention; big impact
  - enormous long-term medical expenses associated with aging inmates
- Medical care costs for inmates over 55 is 3 times that of the younger population
- 1 out of every 23 inmates is 55 or older
- 85% increase in the number of older inmates since 1995
- # of inmates past the age of 55 is increasing at twice the rate of the total prison population

Geriatric Inmate Challenges
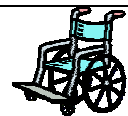
- Need for ADA accessible facilities, wider cell doors, Braille signs
- Inability to drop to floor for alarms, stand for long periods of time, walk to activities, hear instructions, climb onto a top bunk, etc.
- Vulnerable to being victimized by younger inmates
- Dietary requirements different from other inmates
- Physically unable to participate in institutional programs

SUBSTANCE ABUSERS

- Over two-thirds of jail inmates are dependent on (or abusing) alcohol or drugs (females have a higher rate)
- 1/2 of all jail inmates were under the influence of alcohol or drugs at the time of their offense
- 16% committed their offense to get money for drugs
- Jail inmates, who are substance abusers, are twice as likely as other inmates to have 3 or more prior probation or incarceration sentences

In Addition

- Alcohol abuse is more common in older offenders
- Younger offenders are more likely to use drugs
- From 1996 - 2002, inmate drug use rose from 64% to 69%
- Marijuana and cocaine/crack most common
- Followed by heroin/other opiates/depressants, stimulants, hallucinogens and inhalants

Methamphetamine

- #1 drug problem throughout country
- Comparable to amphetamine but more potent, longer lasting, and more harmful to central nervous system
- Users vulnerable to serious psychological problems including psychotic symptoms that can last for months or years after use is ended
- "meth mouth", a dental condition caused from meth use, is draining jail facilities health care budgets

SEX OFFENDERS

- Presently, 250,00 offenders
- Communities increasingly concerned about sexual predators - creating new laws
- 19 states currently have laws mandating civil commitment of sex offenders -serving time beyond their sentences- including mandatory treatment
- 2,700 men are presently in "civil commitment" in U.S. costing, on average, 4 times more than regular incarceration
- Sexual offenders are extremely vulnerable to victimization while incarcerated

MEMBERS OF GANGS
(Security Threat Groups)

- Threaten institutional security
- Gang affiliations need to be documented, movements monitored, conflicts controlled
- Require caution in assigning housing, moving inmates, serving meals, and providing recreation
- Responsible for considerable violence, and can erode the quality of institutional life

LGBTI

- Lesbian
- Gay
- Bi-sexual
- Transgender
  - Transman
  - Transwoman
  - FTM
  - MTF
- Intersex
- Gender Variant

- Gender identity
- Gender orientation
- Transvestite
- Sexual minorities
- Plumbing = Housing?
- PREA Implications
- Medical issues

Appendix F
Summary of Recommendations

Summary of Recommendations
(not in priority order)

1. Provide the means for communities to conduct a needs assessment to establish the "big picture" in terms of what types of medical/mental health problems jail inmates are bringing in, what services and standards of care are available in the community, how jails can partner with community service providers, what pharmaceutical options are available to reduce costs, how remotely-located jails can access necessary services, how responsibility for payment can be established, etc.

2. Coordinate with a national movement to raise public awareness and concerning the prevalence of mental illness in society, making this a national public policy item and a high political priority. This may include focusing on achieving parity for medical and mental health insurance coverage, as well as integrating case management to enable funding and services to follow the individual into the community upon release from jail.

3. Facilitate an analysis to identify best practices in mental health (e.g., psychiatric telemedicine) for all sizes of jails and in different types of communities.

4. Develop a "how to" CD on model programs addressing inmate medical and mental health issues for mass distribution.

5. Fund the management and treatment of inmates with mental illness, including training of jail employees.

6.   Facilitate an analysis of design requirements, staffing, treatment planning, etc. for an in-jail mental health facility, (anything from 4-5 beds to 1,000 beds).

7.   Establish a dialogue between jail practitioners and mental health professionals to more clearly define what is truly a "mental illness" –i.e., distinguishing between those who have some type of "mental health issues" and those who are "behavior problems."

8.   Establish a means for determining common formularies for psychotropic, pain management, and other medications, (enabling bulk buying at Medicaid rates), to allow jails to purchase necessary pharmaceuticals more cost-effectively.

9.   Facilitate the establishment of a crisis intervention team (CIT) approach in jails similar to the model now used by law enforcement (i.e., the Memphis model), along with the resources, (particularly in smaller jails), to enable staff to attend training sessions.

10.   Establish protocols for central reporting of information regarding diseases to assure communication about health problems among jails.

11.   Provide support at the federal level for jails to effectively respond to pandemic flu, anthrax contamination, and other epidemics or emerging threats.

12.   Provide resources to help jails explore more creative and innovative approaches to recruiting, hiring, and retaining employees, (e.g., streamlining the selection process, collaborating with community partners, hiring part-timers, performance matching, employee empowerment, participatory management, etc., including ways to work with unions on workforce issues that impact retention and morale).

13.   Improve staff training, as well as succession planning and leadership development. In this regard, participants noted the need for enhancing the relevance, quality, and availability of pre-service, in-service, supervisory, specialized, and leadership training. For example, in Las Vegas, participants discussed the need for a "national corrections academy" modeled after the FBI's National Academy as a vehicle for training the future jail leaders who will be needed to replace the substantial number of upcoming retirements.

14.   Consider developing federal funding initiatives specifically directed to smaller jails, including providing recommendations for collaboration with other local organizations to ease the burden of applying for and managing grants.

15.   Re-entry initiatives:
- Assure that federal funding is not targeted exclusively to state departments of corrections, either by providing eligibility for local jails, or requiring state DOCs to work with jails and pass funding through to them.
- Provide the means to develop programs to make more productive use of "dead time" in jail to help prevent recidivism.
- Assist jails with developing transition plans (especially aftercare for persons with mental illness).
- Encourage jails to identify local resources and forge partnerships with other community services.

16.   Security threat groups:
- Create a centralized information-sharing database clearinghouse, acknowledging that jails are part of law enforcement (since they are often excluded by Homeland Security and other agencies), that would enable jails to more effectively deal with terrorism and high-profile inmates, document decision-making about housing members of security threat groups (to avoid discrimination claims), and interpret jail intelligence.
- Conduct staff training on recognizing and responding to threat groups.
- Develop (or make available) software to help identify and track threat group members, including tattoo recognition.

16.   Natural and Man Made Threats
- Provide resources to jail to prepare for natural disasters such as Hurricane Katrina (scenes of evacuated inmates on overpasses in New Orleans); and the challenges of responding to domestic and/or international terror threats.

17.   Technology:
- Create more timely and user-friendly information for jails (e.g., what new technology is in the pipeline; how it can be used in jails; how to assess it in terms of cost/benefit; and issues regarding purchase, staff training, and maintenance).
- Assist jails with obtaining more security with less structural cost.
- Help staff adapt to new technology.
- Develop a "consumer report" for jails, discussing such concepts as new

         communications systems, an automated fingerprint system linked to AFIS, improved security cameras, implantable chips, technological "walls," more integrated systems, etc.

18.   Co-sponsor with federal partners "one-stop shopping" for jail resources and information.

19.   Develop models for jail and community collaboration.

20.   Immigration - Better coordination between federal agencies responsible for immigration issues, and local jails.

21.   Sponsorship of national forums for jail administrators.