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**AGENDA ITEM REQUEST FORM**

**Hays County Commissioners Court**

Tuesdays at 9:00 AM

Request forms are due in Microsoft Word Format via email by 2:00 p.m. on Wednesday.

**AGENDA ITEM**

Approve Out of State Training Travel Request for Chief Jamie Page and Captain Mark Cumberland.

ITEM TYPE	MEETING DATE	AMOUNT REQUIRED
CONSENT	March 12, 2013	\$3,900.00

**LINE ITEM NUMBER**  
001-618-00.5551

**AUDITOR USE ONLY**

**AUDITOR COMMENTS:**  
With over 50% of the year remaining, the sheriff's office budget will only have 23% of their training budget left.

**PURCHASING GUIDELINES FOLLOWED:** N/A                      **AUDITOR REVIEW:** BILL HERZOG

REQUESTED BY	SPONSOR	CO-SPONSOR
Chief Jamie Page	INGALSBE	N/A

**SUMMARY**  
The Hays County Sheriff's office would like to send Chief Jamie Page and Captain Mark Cumberland to the American Jail Association Conference and Jail Expo in Grand Rapids, Michigan on May 5-9, 2013.

FILED: **03 12 13**  
HAYS COUNTY COMMISSIONERS' COURT  
Resolution # 28828 VOL V PG 105

## Conference Overview

These activities will be held at the Amway Grand Plaza.

Saturday 5/4/13	Sunday 5/5/13	Monday 5/6/13	Tuesday 5/7/13	Wednesday 5/8/13	Thursday 5/9/13
<b>MORNING</b>	<b>MORNING</b>	<b>MORNING</b>	<b>MORNING</b>	<b>MORNING</b>	<b>MORNING</b>
10 a.m.–Noon Executive Committee Meeting (Kendall Room)	7:15 a.m.–7:45 a.m. Nondenominational Worship Service (Grand Gallery D)  7:30 a.m.–7:30 p.m. General/Exhibitor Registration  8 a.m.–3 p.m. Exhibitor Setup  8:15 a.m.–11:15 a.m. Workshops  11:30 a.m.–1:30 p.m. AJA Luncheon and Business Meeting (Ballroom A)	7:30 a.m.–5 p.m. General Registration  8 a.m.–10 a.m. Workshops  8 a.m.–10 a.m. 2013–2014 AJA Board of Directors Meeting (Thornapple Room)  9 a.m.–2 p.m. Exhibitor Registration  10 a.m.–2 p.m. Exhibit Hall (Halls BC)	7:30 a.m.–2 p.m. General Registration  8 a.m.–10 a.m. Workshops  9 a.m.–2 p.m. Exhibitor Registration  10 a.m.–2 p.m. Exhibit Hall (Halls BC)	8 a.m.–12:15 a.m. Workshops  9 a.m.–Noon General Registration	8 a.m.–Noon NIC Legal Issues Workshop: Part II (Pantlind Ballroom)  8 a.m.–10 a.m. Other Workshops
<b>AFTERNOON</b>	<b>AFTERNOON</b>	<b>AFTERNOON</b>	<b>AFTERNOON</b>	<b>AFTERNOON</b>	<b>AFTERNOON</b>
1 p.m.–5 p.m. General/Exhibitor Registration  1 p.m.–5 p.m. Exhibitor Setup  1 p.m.–5 p.m. Facility Tour Sign-up Space Limited! Near Registration  2 p.m.–6 p.m. 2012–2013 AJA Board of Directors Meeting (Thornapple Room)	1 p.m.–5 p.m. Facility Tour Sign-up Space Limited! Near Registration  2 p.m.–4 p.m. Workshops  3 p.m.–5 p.m. JMCC Meeting (Grand View C Room)  3:30 p.m.–4:30 p.m. New Attendee Orientation (Imperial Ballroom)  3:30 p.m.–4:30 p.m. Exhibitor Welcome (Ottawa Room)	2 p.m.–4 p.m. Workshops  2 p.m.–4:30 p.m. Facility Tours Sign up near Registration	2 p.m.–4 p.m. Workshops  2 p.m.–4:30 p.m. Facility Tours Sign up near Registration  2:30 p.m.–4 p.m. 2014 Conference Planning Committee Meeting (Grand Gallery B)	1 p.m.–3 p.m. Facility Tours Sign up near Registration  1:30 p.m.–3:30 p.m. Workshops  1:30 p.m.–5:30 p.m. NIC Legal Issues Workshop: Part I (Pantlind Ballroom)	
<b>EVENING</b>	<b>EVENING</b>	<b>EVENING</b>	<b>EVENING</b>	<b>EVENING</b>	<b>EVENING</b>
	5 p.m.–8 p.m. Opening Session (Ballroom B)  6 p.m.–7:30 p.m. Grand Opening of Exhibits and Reception (Halls BC)	6 p.m.–10 p.m. Hospitality Rooms	5 p.m.–6:30 p.m. NJLCA Graduate Reception (Pantlind Ballroom)	6 p.m.–7 p.m. Pre-Banquet Reception (Center Concourse)  7 p.m.–9 p.m. AJA Banquet (Ambassador Ballroom)  9:15 p.m.–10:30 p.m. Banquet Entertainment	

This Conference Overview is tentative and subject to change.

AJA policy firmly restricts representatives of organizations that have not been assigned an official AJA exhibit booth space from soliciting business or distributing promotional materials of any type within the Exhibit Hall area or within any other conference area. If found doing so, they will be asked to leave immediately—no refunds will be made, and they will not be permitted to present, attend, or exhibit at our Annual Training Conference & Jail Expo for the next three years.



**AJA is pleased to announce our 2013 Annual Training Conference & Jail Expo Workshops. Don't miss the many new topics added this year!**

*Workshop titles, description, dates, times, and rooms are subject to change.*

**Saturday, May 4, 2013**

**Prepared for PREA?** Then don't miss AJA's first-ever "Special Topic Saturday" Workshops!

In response to member concerns about how their facilities will comply with the newly enacted Prison Rape Elimination Act (PREA), AJA is excited to introduce "Special Topic Saturday" workshops at our upcoming 2013 Training Conference & Jail Expo in Grand Rapids, Michigan.

Join us at no additional cost for these 2-hour workshops on PREA:

- Preparing for Audits
- Investigations

Saturday workshops will be held at the Amway Grand Plaza Hotel on **May 4, from 1–3 p.m. and from 3–5 p.m. in the Atrium Room. Space is limited to 100 participants. Register today!** Separate registration form can be found on **page 8** of this publication.

*Workshops Sunday–Wednesday are being held at DeVos Place, unless specified.*

**Sunday, May 5, 2013**

**8 a.m.–11:30 a.m.**

**Can Any Jail Be Managed Using the Tested Principles and Dynamics of Direct Supervision? (Grand Gallery C)**

The nine principles of direct supervision inmate management are the foundation of enlightened jail management. In this workshop, panel members discuss the impact each principle has on their own management skills. The workshop also provides participants with effective strategies for managing their facilities regardless of architecture. Almost 30 years old, the direct supervision principles have been implemented in more than 350 jails throughout the country.

**9 a.m.–11 a.m.**

**PREA—Compliance and Measures (Grand Gallery A)**

What do jails need to do to be PREA-ready and compliant with standards by August 2013? Even if your facility is not compelled by a contract with a Federal or State entity, what does PREA mean to your agency? This workshop addresses the myths and realities of working to create a jail where inmates and staff are safe and accepted correctional practice is embraced. Participants review the standards, compliance process, auditing strategies of the U.S. Department of Justice and measures of compliance.

**Use of Force: Management and Investigations (Grand Gallery B)**

This workshop advances the knowledge and expertise of corrections supervisors in use-of-force investigations, documentation, and management. The workshop addresses preparation and interview techniques, covers best practices and pitfalls in documentation, provides participants with information on use-of-force management, and identifies the negative trends. The workshop also assists participants in understanding the overall investigative process for use-of-force incidents from encountering resistance during handcuffing to a large scale disturbance.

**1:30 p.m.–3:30 p.m.**

**PREA—Hot Topics (a Q&A session) (Grand Gallery A)**

It's your chance to ask PREA experts your questions. This two-hour session is dedicated to you as jail professionals.

### **Update: Correctional Health Care Law and Ethics (Grand Gallery B)**

Jails have unique legal and ethical concerns regarding the provision of health care. In fact, health care law is a specific field recognized by the American Bar Association. Jail staff needs to understand the principles of health law and ethics as they apply to correctional environments, as well as special interactions between criminal justice and health services. This workshop focuses on access to care, informed consent, deliberate indifference, HIPAA, grievances, and forcing of treatment under the Harper decision.

## **Monday, May 6, 2013**

**8 a.m.–10 a.m.**

### **Chemical Restraints as Emergency Medicine (River Overlook C)**

What do you do when your facility doctor knows an inmate needs antipsychotics, but refuses them? Unless State law specifically prohibits it, a patient may be treated against his/her will without court involvement or referral to an emergency department or State psychiatric hospital. The Supreme Court, in the case *Washington v. Harper*, provided the basis for correctional facilities to deliver treatment. This workshop reviews the court's decision and provides practical guidance on implementing such a policy.

### **Empowering Jail Executives (Grand Gallery D)**

This workshop provides participants with an overview of the skills and leadership methodologies and philosophies needed to lead in today's dynamic correctional setting. The workshop focuses on the importance of leadership at all levels of an organization, and critical career paths within an organization to maximize leadership potential. The workshop explores the challenges and issues facing correctional leaders nationwide, and presents ideas and tactics to address those obstacles.

### **Focus on Fathers (Grand Gallery A)**

Studies have revealed a correlation between family and community connections and a reduction of recidivism. An integral part of this correlation is the father-child relationship. This engaging, fun, and informative workshop discusses available research, as well as case studies that show how strengthening the father-child relationship can pay dividends in not just reducing recidivism, but also in reducing the likelihood of the child becoming an offender.

### **It's All Gone to the Dogs (River Overlook B)**

Inmates and their canine companions are learning from each other at the Collier County Sheriff's Office. Partnering with local agencies, inmates are taught to train dogs as assistance and service animals for disabled children and wounded veterans. This program is an extension of their Second Chance Cell Dog program, which teaches life skills to inmates and allows them to gain a sense of responsibility and satisfaction by giving back to the community. Participants learn how the program began, what community partners are needed, and how the program is maintained.

### **Managing Inmates Famous and Infamous (Grand Gallery Overlook E/F)**

Actors, politicians, athletes, and other "celebrities"... Are your facility and staff ready? This workshop discusses the challenges associated with effectively managing high-profile inmates. Whether their notoriety is due to celebrity status or nature of the crime, this special population poses significant challenges to effective jail management. The goal of the workshop is to assist jail officials in the effective management of high-profile inmates through policy, training, and strategic operations with emphasis on facility safety, security, and mitigation of potential liability.

### **Professional Certification: It's Time (Grand Gallery C)**

Certification... is it for me? What are the benefits? How do I apply? If you are considering becoming a Certified Jail Officer (CJO) or Certified Jail Manager (CJM), this workshop helps you begin the process. Members of the Jail Manager Certification Commission discuss the benefits of certification and provide valuable and practical information to assist you

in preparing for certification. Commission members guide you through the process and discuss any program updates. Information on the new Certified Correctional Trainer (CCT) designation is also presented.

**Threat Groups and Gangs: Word on the Street (Grand Gallery B)**

Participants hear from experts as they present information on the latest gang trends. Topics include decoding and validating information, prevention, logistics, and staffing ideas to create viable operations. The workshop also provides a training setting from a national perspective of street gang management and their criminal activities, as well as provides participants the opportunity to share information and documentation about their jail gang investigation units.

**2 p.m.–4 p.m.**

**Handling Litigations While Still Doing Your Day Job (Grand Gallery C)**

Litigation has become all consuming. This workshop shows how to effectively use available resources, such as county legal staff, to your advantage. It addresses organizing litigation preparation and managing pending litigation, attorneys, and related work that include multiple staff subpoenas, staff depositions and testimony, discovery and document collection, and other technical tasks. The workshop also explores how to effectively provide for such “nuts and bolts” issues as being absent from work for court duty.

**High Profile Topics in Mental Health (River Overlook C)**

The population of mentally ill inmates continues to increase and present unique problems for health and custody staff. This workshop reviews current thinking about several high-profile conditions: agitated chaotic events (excited delirium), post traumatic stress disorder, and explosive behavior. Techniques for identification and management of mentally ill inmates are reviewed, including the creation of therapeutic housing environments and mental health diversion programs.

**It’s a “Good News” Day at the County Jail (River Overlook A)**

Because jails meet the needs of both inmates and the community, they no longer can be “out of sight, out of mind.” Relationships with the community are needed in order for jails to have a positive impact in the community and, ultimately, an impact on funding sources. Frequently, opportunities are missed to “promote” success stories. This workshop provides strategies to educate the community about your facility and demonstrates how to put a public face on the facility and its staff.

**L.A. County Sheriff’s Jail Management Task Force Response (Grand Gallery A)**

Since mid-2011, the Los Angeles County Sheriff’s Department has been under intense scrutiny from the ACLU, media, and other external entities regarding use-of-force practices within its jail facilities. In response, a task force was created to examine force issues and transform the agency’s culture. This workshop offers insight into the force issues that were identified as they pertain to policy, training, and, culture, in addition to the corrective measures taken by the agency.

**Managing Inmate Populations with Objective Jail Classification (Grand Gallery D)**

It’s Friday morning, your jail is at 98 percent capacity, there are inmates in temporary beds, and you are out of disciplinary segregation space. How do you successfully manage your inmate population? This workshop reviews Objective Jail Classification principles and benefits and demonstrates how to develop and manage your facility housing plan. Industry best practices are examined, including classification supervision, training, data collection, documentation, and information.

**Moving to Direct Supervision: Lessons Learned (Grand Gallery Overlook A/B)**

When building a new facility, many lessons are learned after the transition team has disbanded. Upon occupancy of a new building, the best-laid plans change, bringing a new reality. The agencies represented on the panel have experienced growth in their movement to direct supervision. As with any good operations, they continue to evolve practices from their experience. Join us in the discussion of the lessons that were learned post-transition.

### **Reentry Roundtable (Grand Gallery B)**

Developing a wrap-around, community-of-care reentry program is the first step to not only reduce recidivism, but to also empower the former inmate. This reentry roundtable identifies the challenges, benefits, and opportunities found in large, medium, and small jails. Each speaker presents his/her agency's tools of success and protocols for replication. A Q&A session assists participants in adapting the information that can enrich and expand the reentry programs in their facilities.

### **Understanding Indian Country Jails & Jurisdictions—Part I (River Overlook D)**

This workshop is the first part of a two-part introduction to Native American culture. It discusses geographical locations and settings, and explains the unique relationship between federally recognized Tribes and local and Federal governments. In addition, it provides an overview of the historical policing among Native American tribes up to the present day.

**4 p.m.–5 p.m.**

### **Hot Topics—Part I (Grand Gallery Overlook E/F)**

Don't miss out in this open discussion forum! Bring your "hot topics" and concerns to this two-part session. Some of the planned topics are: Cell Phones and Technology, Women in Restraints During Labor, and Legislation/Advocacy.

## **Tuesday, May 7, 2013**

**8 a.m.–10 a.m.**

### **Breaking Ice and Engaging Minds: Effective Training Strategies (River Overlook C) *Sponsored by International Association of Correctional Training Personnel***

Staff training is vital for enhancing safety, ensuring compliance, and keeping personnel up to date on the latest practices. Yet, something this important is often a dreaded ordeal—driving trainers into despair and participants into listless apathy. It does not have to be that way. Presented by two seasoned corrections trainers and curriculum creators for IACTP, this workshop demonstrates how to enliven classroom instruction through proven exercises and ice breakers designed specifically for corrections personnel. Participants will learn how they can readily adapt these teaching aids to their own training needs.

### **Ex-Inmates as Forensic Peer Specialists (Grand Gallery A)**

A trend in mental health treatment and therapy in the community involves the assistance of peer support. Having been there themselves, peers provide patients with a unique perspective. The challenge for corrections comes when confronted with the prospect of employing ex-inmates to fill these roles. Research, benefits, and case studies are presented in this workshop to assist participants in understanding the value of peer support and assist them in overcoming barriers in implementing such a service.

### **From Cell Block to Street Block—Part I (Grand Gallery Overlook E/F) *Sponsored by National Institute of Corrections***

To address the challenges of jail reentry, the National Institute of Corrections partnered with the Urban Institute to create and implement the Transition from Jail to Community (TJC) model. This two-part workshop examines the TJC model and the progress made by the six learning sites, with a particular focus on the initiatives of Kent County, Michigan. All aspects of reentry (jail assessment, targeted interventions, and community-based treatment including local leadership and community coordination) are explored. In addition, participants receive information on resources available to jurisdictions.

### **Leadership Development for Jails: Who Will Be Next in Line? (River Overlook A)**

With ever-changing legislation, agencies are facing massive turnover rates resulting in limited senior leadership. This workshop identifies the current trends in succession planning and demonstrates how your agency can minimize the negative impact of this massive retirement on your operations. The importance of mentoring programs and programs to identify future leaders is explored, as well as why a proactive approach to identifying these leaders is vital to organizational success.

### **Self Harm and Suicide (Grand Gallery D)**

Suicide attempts are only one method by which inmates inflict self-harm. Others include cutting behaviors and food refusal—behaviors that can be incredibly frustrating and difficult to manage in the jail environment. This workshop discusses the incidences of self-harming behaviors in jail facilities and identifies the types of inmates who are at highest risk for these behaviors. It also addresses mental health and correctional evidence-based strategies to manage and treat the behaviors.

### **Staff/Inmate Relationships: Crossing the Line (River Overlook B)**

This workshop examines the increasing problem of inappropriate staff/inmate relationships and how this issue does not discriminate based on race, gender, officer, civilian worker, or volunteer. The workshop discusses the causes that may lead to staff forming unprofessional relations with inmates. It also exposes real-life cases in correctional agencies while examining internal policies, procedures, and notification protocols. Participants are invited to provide new approaches to resolving this serious security problem.

### **Tales from the Pod (Grand Gallery Overlook A/B)**

Line officers are the heart and soul of a jail facility. They can make or break your operation. This workshop features a panel of line officers who are responsible for managing the housing units in small and large direct supervision facilities. Hear their stories about what works ...and what doesn't work. Learn about the importance of communication, consistency, and control.

### **Understanding Indian Country Jails & Jurisdictions—Part II (River Overlook D)**

The second part of this introduction continues its look at jurisdictions and the working relationships between State and Federal agencies. It highlights the number of jails in Indian Country and provides a more extensive review of the unique relationship between tribes and State and Federal governments, including the role and vision of the Bureau of Indian Affairs (BIA) in Indian Country Jails. The workshop also offers additional opportunity for audience participation and interaction.

**2 p.m.—4 p.m.**

### **Assisting Veterans on Both Sides of the Cell Door (River Overlook C)**

The first objective of this workshop is to provide participants with information on the management of a growing veteran inmate population who may suffer from PTSD, have had their benefits suspended, or must contend with other issues related to their military service. The second objective is to provide information on services and programs that will help those staff members who are veterans or active military make a smooth transition into the work force.

**From Cell Block to Street Block—Part II (Grand Gallery Overlook E/F)** *Sponsored by National Institute of Corrections*  
*See description "From Cell Block to Street Block—Part I."*

### **How's Your Organizational Health? (River Overlook D)**

Today's employees want to know their agencies' direction and need to feel they are contributing members. Communication can have a greater impact on organizational health than any other single management strategy. This workshop looks at the benefits of allowing first-line supervisors to improve organizational health through clear, timely, and consistent cascading communication. The workshop also provides participants with ideas and concepts to ensure improved agency-wide communications, ultimately improving organizational direction and buy-in.

### **Managing Health Care Costs (Grand Gallery D)**

Just as health care costs continue to increase for those in your local community and your staff, so do the costs for your inmate health care. This workshop discusses strategies to manage health care costs while maintaining health care quality. It provides a special focus on contracting for health care, use of telemedicine, and possible impacts resulting from the Affordable Care Act. Questions from participants about specific situations are encouraged.

### **What's Special about Specialized Courts? (Grand Gallery C)**

Criminal court research and evaluation has grown with the advent of specialized or problem-solving courts. These specialized courts differ from traditional courts because they focus on one type of offense or offender. Although the judge plays an intensive supervisory role, other criminal justice components (e.g., probation) and social services agencies (e.g., drug treatment) are involved and collaborate closely in case processing. This workshop explores the multiple-discipline specialty courts in detail to assist in providing a sustainable model for agencies to develop and implement.

### **When Everything Else Stops, Will You? (River Overlook B)**

This workshop provides participants the opportunity to both ask and answer the question: "If disaster strikes my institution, are we ready?" During the workshop, participants hear about the lessons learned from several jails that have recently experienced a disaster. Workshop participants also learn why Continuity of Operations planning may offer a solution that will ensure their facilities are ready when disaster strikes.

**4 p.m.–5 p.m.**

### **Hot Topics—Part II (River Overlook A)**

*See description for "Hot Topics—Part I."*

## **Wednesday, May 8, 2013**

**8 a.m.–10 a.m.**

### **Certification: One-On-One Time (Grand Gallery D)**

Does the challenge of filling out your application make you continually file it to your "to-do later" pile? If so, this one-on-one workshop provides you with the opportunity to personally sit down with a member of the Jail Manager Certification Commission and the Certified Correctional Trainer Commission who can help you finally complete the form and submit it. Please bring the application with you to the workshop, along with copies of any activities about which you have questions. This is your time to ask the experts.

### **Resistance Is Futile: Special Response Teams (Grand Gallery C)**

This workshop examines the experiences of several jails with their own response teams. Attention is given as to why these teams are used, why jail administrators support them, and what characteristics make for a successful team. Presenters also discuss the most useful techniques and equipment and look at the various approaches to team staffing, training, and budgets. The workshop goal is to present a balanced presentation on the strengths and weaknesses of special teams and provide the information necessary to allow agencies to evaluate their own teams.

**8 a.m.–Noon**

### **At the APEX of Corrections (Grand Gallery A) *Sponsored by National Institute of Corrections***

The National Institute of Corrections' Achieving Performance Excellence in Corrections (APEX) initiative is a journey, not a destination. This workshop explores an agency-driven system approach to building a capacity for higher organizational performance, data-driven decision making, and implementing and sustaining change. This orientation provides an introductory understanding of how to use the Guidebook series, assessment tools, change management process, and public safety model to enhance agency performance and implement and sustain changes—all designed specifically for corrections.

**1:30 p.m.–3:30 p.m.**

### **Direct Supervision in the Smaller Jail (Grand Gallery D)**

Operating a direct supervision facility can prove a challenge for any detention agency. However, does the size of the jail really make a difference? Is supervising a 27-bed facility as demanding as a 300-bed jail? In this workshop, participants



look at the impact of direct supervision principles on jails having fewer than 300 beds. They also learn how jurisdictions can assist one another.

#### **Public Stakeholders As Partners in Reentry (Grand Gallery B)**

Understanding how to partner and collaborate is critical for any agency seeking to advance its inmate reentry efforts. This workshop demonstrates how the effective use of community prisoner reentry efforts can transform corrections systems and communities, thus better protect neighborhoods and interrupt the costly cycle of crime. Presented are the five attributes of partnership and collaboration deemed essential by the San Joaquin County Sheriff's Office and the Community Corrections Partnership in the development of the San Joaquin County Pre-Release Re-Entry model.

#### **Using Technology To Save Money (Grand Gallery C)**

With revenues stagnant or even declining, jails are forced to find new, nontraditional ways to contain or reduce costs. In this workshop, participants have an interactive discussion with agencies that have successfully instituted cost-savings initiatives such as technology improvement programs, citizen self-serve, and online learning initiatives. Participants take away from this workshop new ideas and implementation plans relating to field-proven methods of technology-related budget reductions.

**1:30 p.m.—5:30 p.m.**

#### **Legal Issues—Part I (Amway Grand Plaza Hotel—Pantlind)** *Sponsored by National Institute of Corrections*

Join the National Institute of Corrections—Jails Division in this two-part legal issues update workshop. Listen to nationally known correctional law attorneys as they discuss recent Supreme Court activity and significant lower court decisions that affect all jail facilities. Workshop participants receive up-to-date information on trends affecting how jails are managed. Audience participation with questions and answers also is an important feature of both sessions of this workshop that can assist participants in the mitigation of liability in their facilities.

*All Thursday workshops are being held at the Amway Grand Plaza Hotel.*

**Thursday, May 9, 2013**

**8 a.m.—Noon**

#### **Legal Issues—Part II (Pantlind)** *Sponsored by National Institute of Corrections*

*See description "From Cell Block to Street Block—Part I."*

**9 a.m.—11 a.m.**

#### **Escape: Don't Be a Victim (Haldane)**

The object of this workshop is to understand the causes of jail escapes and to identify security concerns that may prevent escapes. The common risk factors and facility failures regarding inmate escapes, including behaviors and attitudes, are identified to increase officers' awareness. This workshop also provides strategies to prevent officers from becoming complacent during routine operations. Case studies of several actual escapes are presented.

#### **Implementing a Volunteer Program (Grandview A)**

Volunteers are an integral part of successful inmate programming. This workshop identifies resources in your community to assist your agency in facilitating a volunteer program. From background investigations, to the orientation process, to program management, to recognition of volunteers, this workshop encompasses all the elements that constitute the ideal volunteer program.