



AUGUST 2018

North Carolina Jail Administrators' Association

President's Message

We need you and a lot of people like you! A common problem in Detention Centers across the state is staffing. All of us are working short. These shortages affect all of us. It doesn't matter the size of your agency. We all need to become a recruiter. Who knows better than a person working in the jail the type of people we need working in the jail. Don't say I don't know anyone. We all go to the grocery store, restaurants, Walmart, Home Depot, etc. Do you have a favorite cashier, produce person or waiter? Why are they your favorite? Probably because they are good at their job, easy to talk to and helpful. Most of us all had jobs before we chose detention as a career. How did you get here? No one ever approached me about working in a Detention Center, which needs to change. We need to be an ambassador for our profession. What would it hurt to ask the waiter what they are going to do when they graduate? Talk to the person that you know that just retired or got laid off. I guarantee you all these people are not thinking about working in a Detention Center. We need to get the word out. Don't be shocked when you ask them if they ever considered our career, you get a weird look and a hearty "no". We are the only ones that can change the misconceptions about jails.

I am the perfect example of someone who didn't know anything about a Detention Center and would have never thought I'd be working in one. When I was hired, I went straight to patrol which lasted 10 days. A group of veteran officer's division was dissolved and they all needed to be assimilated into the existing positions. I was called in and told I would be moved to the jail. The only images or knowledge I had of a jail were from television. So I was expecting filthy cells with inmates clanking metal cups on the bars. Wow, was I ever wrong and have been here 22 years. We need to get the word out about how it really is to work in a Detention Center. Let's break the stereotypes.

We need to be ambassadors and tell people about our careers in Detention. No one wants to work short and we want positions filled with quality people, then we need to be out there looking. Be safe and watch out for each other.

Lt. Donald B. Anthony, President NCJAA

SAVE THE DATES

NCJAA 2018 Annual Conference

September 24-27, 2018

Embassy Suites, Greensboro NC

336-668-4535

Reservation Deadline: September 2, 2018 | Hotel Rate: \$114/Night

For an agenda and registration form go to www.ncjaa.org

Pender County's Jail is Overcrowded and Aging. There Are No Plans to Replace it.

By: Johanna Ferebee

SOUTHEASTERN, N.C. — Pender County's jail is overcrowded. At 92 beds, the county has one of the lowest capacities to house inmates in southeastern North Carolina.

This week, Pender County Commissioners approved sending its inmates to neighboring counties for \$525,000. New Hanover, Brunswick, Sampson and Onslow County Sheriff's Offices each agreed to house a share of Pender County's overflow of inmates.

"The shuffling never ends," Capt. Samenthia Jones said.

As the jail's administrator for 21 years, Jones said a new jail is needed. Built in 1978, the detention facility started with 30 beds and has added only 62 more over the course of three different renovations.

"What we need is a new facility," Jones said. "We need a new facility with maximum, medium security beds."

An old jail

The staff at the Pender County jail regularly find themselves ping-ponging inmates back and forth among counties.

When an inmate who's being housed in another county bonds out, they have to be transported back to Pender County for the process to be completed.

"You do the best you can; you do the best to make it work," Jones said. "That's what we do, we make it work."

A new jail would improve safety, Jones said. The majority of Pender County's offenders – inmates convicted of violent offenses or felonies – do not classify for the jail's 40-man, minimum security dormitory.

"You're talking an old facility that was built in '78 that you have to find the parts for from time to time," Jones said. "They no longer make jails like these anymore."

Tammy Proctor, spokesperson for the county, said commissioners have discussed the issue but do not have active plans to construct a new facility.

"It's a serious need," Proctor said.

Game of chess

Every day, jail administrators negotiate the temporary trade of inmates.

As inmate populations fluctuate, counties must budget ahead for expected shuffling. Funds to outsource inmate housing were already accounted for in Pender County's budget, according to County Manager, Randell Woodruff.

Still, even with funding, the cross-county trades are getting increasingly complicated: Sampson County is housing Gaston and Johnston County inmates, while Onslow County is housing for Pamlico County, Jones said. With other counties filling the beds Pender County used to rely on, Jones said her job is challenging.

"Now that you have counties coming in from further away, it's very difficult," she said. "Brunswick is housing, I believe, the juvenile population for New Hanover County, but they were gracious enough to squeeze some people in for me today," Jones said.

Capacity of local facilities

So how does the capacity of Pender's jail — and the challenges faced there — stack up relative to neighboring counties?

Lt. Jerry Brewer, spokesperson for the New Hanover County Sheriff's Office, said managing inmate populations is like playing chess, even for a larger facility. New Hanover County's Detention Division can house up to 617 inmates, including 70 beds dedicated for federal inmates.

"We're one of the larger [facilities] in the area," Brewer said.

New Hanover County's jail regularly houses and transports inmates charged with federal crimes. With the United States District Courthouse located in downtown Wilmington, the consistent presence of federal inmates can impact the arrangement of the jail's population.

"Due to the fact that we house federal inmates, we may not have as many open beds as some of the other agencies around us," Brewer said.

Housing classifications, including which and how many inmates are allowed in a particular cell, guide inmate populations. Factors including gender and crime committed can prevent a jail from filling every bed it has.

Pender County Jail is Overcrowded (cont'd)

	Population	Jail beds	Beds per 10,000 people
New Hanover County	227,198	617	2.7
Brunswick County	130,897	444	33.9
Pender County	60,958	92	7.1

Personnel gets shuffled, too
While inmates are reassigned, detention officers can also be sent to surrounding counties.

**Population based on 2017 U.S. Census estimates.*

“We have a whole unit called classification,” Brewer said. “It changes every day.”

In 2004, New Hanover County’s jail opened off Blue Clay Road, later expanding in 2007 to include more beds. Before the \$55 million upgrade, inmates were housed downtown on 4th Street.

At 92 beds, Pender County’s overcrowded jail has – in theory – more room per capita than New Hanover County’s facility. Pender County’s jail maintains approximately 27 beds per 10,000 residents, while New Hanover County has approximately 22.7 beds available per 10,000 residents.

Brunswick County decommissioned its old 75-bed jail in 2005 and opened a new 196-bed facility. By 2008, the new facility jail had become overcrowded. A second phase was constructed, more than doubling capacity to 444 beds, according to Brunswick County Sheriff’s Office website.

Today, its jail has more beds per population than New Hanover and Pender County.

Brewer said recently a group of New Hanover County inmates was temporarily housed at the Brunswick County Sheriff’s Office detention center. To save additional costs, New Hanover County detention officers accompanied inmates while in Brunswick County.

“We sent our personnel down there to work,” Brewer said. “Yes [Sheriff John Ingram] was housing them, but our personnel was watching them, which helped us save on the money somewhat.”

Though funds are budgeted to account for frequent personnel shifts, Brewer said sometimes, the Sheriff’s Offices will ask for more.

Pender County faces similar challenges. If Pender County were to construct a new facility, Jones said it would cut on transports her detention officers make every day.

“It would make all of our lives a lot easier,” Jones said.

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Sheriff Richard Frye Scholarship Deadline - September 1

If you know of NCJAA members who have children, or if they are attending college themselves, now is the time to start sending your resumes and short essays about them to be considered for the Sheriff Richard Frye Scholarship.

The scholarship is named after the late Sheriff Richard Frye of Alamance County. Sheriff Frye was instrumental in establishing the NCJAA, and he remained one of our bigger supporters until his death.

It is a great honor for someone to be awarded this scholarship.

If you would like more information about the scholarship, or need an application, go to <https://ncjaa.org/richard-frye-scholarship-information/> for further details. Deadline—September 1, 2018.

How Manipulative Inmates Fatigue Staff

By: Joe Bouchard

Mental fatigue can have dangerous consequences not just for the target, but for all in the facility

Like many things in corrections, vocational truths are obvious to someone in the field, but an odd curiosity to those outside. Early in my corrections career, I learned that metal is a highly sought commodity for contrabandists. To the corrections professional, it goes without saying that prisoners will make weapons and metal is a useful material. Yet the non-corrections person might not consider the importance of keeping metal out of circulation for the sake of safety for all.

I remember that a mentor spoke of how offenders harvest metal for weapon making or trading needs. "If it moves, it will dislodge," he said.

INMATE MANIPULATION ERODES STAFF CONFIDENCE

You can draw comparisons between metal fatigue and mental fatigue. Here mental fatigue can be defined as the negative impacts of manipulative offenders testing the resolve of staff.

Like moving seemingly intractable metal, offenders who endeavor to manipulate staff work on debilitating the structural integrity of staff confidence. This can be done by moving staff's mind in different directions, using confrontation and compliments alternately. If the comportment of staff can move, it could dislodge. The goal of this is to leave the target off balance and malleable. For the manipulative offender, such malleability can yield favorable enforcement of rules and favors from mentally fatigued staff.

Does it matter that an offender is testing the structural integrity of your resolve? It is a vocational certainty that corrections staff will face many of these instances. Is this just a bored prisoner messing with staff? Or is it something more sinister like the inception of a set up? Either way, you must be on your guard. Quite simply, some prisoners are manipulative.

Manipulative overtures can result in anxiety, loss of sleep and a change of prisoner management tactics. Mental fatigue can impact job performance and cause staff to lack focus, impacting overall security. Mental fatigue can have dangerous consequences not just for the target, but for all in the facility.

It is best to address the behavior of the manipulative prisoner in order to gain control of the situation and stave off the living chess game you have been drawn into. Otherwise, the game goes on and the prisoner remains in control. Some ways to do this are to disengage, directly inform the prisoner you are aware of his or her tactics, or to issue fair and appro-

priate discipline. Naturally, the counter-tactic you employ will depend on the circumstances.

Even before one tries to counter manipulation, mental fatigue is already at hand. It is built into the system. Skilled manipulators add stress to the job by relentless scrutiny of staff for mistakes. In addition, no matter how much a staff person adheres to policy and how honorably they execute their duties, chances are an offender will accuse the corrections professional of dishonesty or corruption.

Staff who recognize they have been manipulated are saddled with additional stress. There is a level of both anger and embarrassment when someone realizes they have been handled. And there is anxiety that comes with concerns about how fellow staff members will regard trustworthiness and future performance. Sterling reputations in corrections are hard to resurrect once they have been tarnished.

HOW TO ALLEVIATE MENTAL FATIGUE

Even if the agent of fatigue has subsided, there could be some lingering impacts of the confrontations. How do you alleviate the impacts of mental fatigue? Here are a few suggestions:

- 1. Get a hobby.** The only rule is to choose something you truly enjoy. Some people prefer physical hobbies such as hiking, exercise and biking. Others find that mental exercises such as Sudoku, writing, or solitaire are helpful in melting away stress. Whatever your avocation, it should be something not related directly to corrections. The idea is to step away from corrections when you leave the facility. Of course, if you enjoy a hobby that is related in some way to corrections, pursue it if it is fulfilling. Just be aware that when the stress of the job intensifies, the corrections-related hobby may become less enjoyable.
- 2. Talk to others who know about your vocation's challenges.** While talking to anyone can be helpful, conversing with someone who can relate to your struggles in a more immediate manner can be more cathartic. The colleague may have dealt previously with a similar problem and could offer solutions.
- 3. Tailor your stress relief tactics to your individual needs.** Modify your program as needed. Circumstances are fluid and so should the strategies be to cope with them.

Stress is universal. It reaches every single person, no matter their experience on the job or coping techniques. Stress management decreases the ill effects of mental fatigue. How you manage your stress may extend and enrich your vocational and personal life.

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Snapshots of WNC Jails: Not All Jails Are Created Equal

By: Jessi Stone

In a criminal justice system that is often operated under rigid regulations and protocols, people may be surprised to find the disparities within the walls of local jails.

All the jails have the same basics — sally port, booking area, magistrate office, holding cells, inmate pods and control rooms with security cameras — but each facility is set up a little differently.

Sheriffs and jail administrators have a lot of leeway when it comes to managing their facilities whether it's staffing or making services and programs available to people incarcerated.

"I haven't seen one jail that's the same and it's done that way for a reason," said Haywood County Detention Capt. Glen Matayabas. "We all have general guidelines we follow, but each sheriff has the ability to determine how they want their jails to be run. There's no requirement you have to have so many programs — some choose to do more than others."

Haywood County Detention Center

Haywood County Detention Center, under the leadership of Matayabas and Sheriff Greg Christopher, is a 148-bed facility constructed in 2005 for \$12 million.

When making your way through the jail, it becomes obvious it was designed to accommodate more rehabilitation services than some of the older jails in the region.

It has a larger medical examination room, a multi-purpose room for programs that also serves as a library, audio-visual visitation rooms and an industrial size kitchen.

Sheriff Christopher said he's been extremely open to allowing different religious organizations to come in and minister to inmates willing to participate.

Various religious services are available to inmates daily as well as groups like Alcoholics Anonymous and Narcotics Anonymous. A drug class is offered through Meridian Behavioral Health for two hours on Mondays, an hour-long yoga class on Mondays, LifeWorks career classes on Wednesdays, and Angels of Mercy on Thursday.

"You have to have hope for these people and know this is not what was meant for them," Matayabas said. "And they're only going to have the ability to do it if they have faith in God and themselves."

Christopher is also excited about a grant that Haywood Pathways Center received to place two peer specialists in the jail full time to help people create and execute a plan of action when they are released.

"If we're able to use two people to work here five days a week to really focus on these inmates' needs, I think that will have a positive impact for us. It will take a little while but I'm very excited about that," he said.

As for medical services, the Haywood jail contracts with a jail nurse that is on site 8 a.m. to 5 p.m. Monday through Friday and a physician's assistant comes on Mondays for more significant medical issues that may come up for inmates. The nurse also schedules any doctor appointments for inmate medical conditions.

The jail also has industrial washers and dryers and an industrial kitchen so all laundry can be done and all meals can be cooked in house. Sometimes inmates with certain charges who have been at the jail for so many days can assist with tasks like laundry or cooking and can get good behavior points and time taken off their sentence.

Within the housing unit, one 31-bed dormitory is specifically for females. Showers and 7-by-10-foot cells with toilets and bunk beds line one wall while the other wall has several computers where inmates can respond to emails and a few telephones where they can call out. The pod also has a couple of big screen TVs on the wall for the inmates to watch.

Then there is B pod, which can hold up to 24 male inmates — mostly those with behavior issues — and two other male pods. Sex offenders are kept in a separate smaller dormitory for their own protection. The jail also has an annex that can house up to 40 inmates.

Matayabas said it keeps cost down by not operating the annex, but when it has to be used it typically houses low-level offenders like people who are being held for not paying child support. Because state inspectors classify the annex's security grade lower than the main jail, the facility has to be manned by two officers at all times no matter if it has 10 inmates or 40.

Inmates have free time hours, which means they're not under lockdown in their cells, between 9-11 a.m., 2-4 p.m. and 8-10 p.m.

Matayabas has served as the jail administrator in Haywood for just over a year now, but came to Haywood after overseeing the Buncombe County Detention Center for a number of years.

"My goal is to run a safe, secure, quiet and clean facility and I'm always looking at how we can make things better," he said.

Snapshots of WNC Jails: Not All Jails Are Created Equal

Cont'd

Jackson County Detention Center

Jackson County Detention Capt. John Buchanan was a sheriff's deputy, investigator and a Sylva Police officer before being appointed jail administrator in 2015.

"One of the first moves I made when elected was to get a new full-time jail administrator, and he's done a great job," said Sheriff Chip Hall.

Buchanan took over following two inmate deaths in the jail. On March 13, 2015, a detention officer discovered Steven Allen Ross Jr., 38, hanging in his cell around 5:15 p.m. as he did his rounds to check on inmates. State regulations require officers to check on inmates twice an hour, but a jail log showed the officer on duty hadn't checked on inmates between 3:51 and 5:18 p.m.

Just a few months before that incident, Charles "Chuckie" Moose, 36, was also found hanging under the watch of the same officer.

Hall had just been elected sheriff but wouldn't be sworn in for another 10 days. The jail was still under the control of former Sheriff Jimmy Ashe. Hall told commissioners in January he needed to hire a jail captain immediately, but the new administrator didn't come on board until the first week of April 2015.

Buchanan said he knew it was going to be a challenge and a change of pace from his past law enforcement experience.

"I was used to patrolling, arresting and bringing someone in — that was my job," Buchanan said. "But it's a whole other mindset on this side of it. Someone once told me that if you act in the best interest of the inmates you'll never go wrong and so that's what I live by."

It's a good attitude to have and it seems like it's paying off. Sheriff Hall said he changed the jail's bedding and bunk beds following the jail deaths to reduce the risk of inmate suicides.

Still, the Jackson County's 72-bed facility was built in 2003 and wasn't designed with services in mind. There's the standard booking area, medical examination office and housing unit, but space is somewhat limited for anything else. Hall said he would like any future expansion to include a common area.

"I'd like to have an assembly room to offer more programming — there's a number of needs for that kind of help to our inmates," Hall said. "We're limited on the number of participants we can have for a program because of how they have to set up in the pods."

Despite space constraints, Buchanan said the jail does allow for a number of programs, including AA and NA, various ministries and a drug rehabilitation class for those willing to participate.

Jackson contracts with Southeastern Correctional Medical Group for medical services. A nurse is on site to see patients every morning and to perform a physical and mental health screening for people being booked into the jail to ensure their specific medical conditions are being managed whether they have diabetes, high blood pressure or suffering from substance withdrawals.

"We can put people on a detox program, which can vary based on the addiction," said nurse Jennifer Adams. While the jail doesn't start people on a long-term treatment for opiates, they will continue that kind of treatment for certain inmates, especially if it's a female inmate who is pregnant.

"If she's pregnant and on suboxone it's too much of a risk to her and the baby to take her off of it," Adams said.

The jail's housing unit is fairly similar to the others — a pod for females and separate male pods for different levels of offenses. They are dormitory style with two levels — bunks up top and tables and showers on the lower levels. Inmates do have access to TV and telephones when they aren't on lockdown, but they don't have as much free time as the Haywood jail allows.

Buchanan said inmates are out of their cells in the mornings as the nurse tries to see as many patients as she can and then they are placed on lockdown at 1 p.m. after lunch and then let out once again in the evening for dinner.

Swain County Detention Center

Swain County Detention Center is the only jail in the area that participates in the U.S. Marshall's program to house federal inmates, which is why the jail was built to hold 109 inmates despite the county's small population.

Holding inmates for the federal government does bring in additional revenue to help offset the county's jail budget. Sheriff Curtis Cochran said on average the jail has 15 to 20 federal inmates a day that generate about \$300,000 a year in revenue.

Like the other jails in the region, Swain also participates in the state's misdemeanor confinement program to house state inmates charged with certain misdemeanors, including DWI. It's another source of revenue to offset expenses, but some jails limit the number of state inmates it will take in at one time to avoid overcrowding.

Snapshots of WNC Jails: Not All Jails Are Created Equal

Cont'd

Swain also has its own industrial size kitchen to prepare meals and washers and dryers to do all the laundry. The county contracts with Summit Food Service for its meals, a service also used by Macon and Clay counties.

For medical services, Swain contracts with Smoky Mountain Urgent Care that provides a nurse five days a week for four hours a day. If someone is experiencing a mental health crisis, Cochran said they call Appalachian Community Services to come do an evaluation. Inmates needing more serious medical care have to be transported to the hospital and supervised by an officer. Unless they are indigent, Cochran said inmates are responsible for paying a \$20 co-pay when making a doctor or hospital visit.

Just like the other jails, there are booking cells for temporary holding until someone is placed in one of the dormitories. Swain has four identical pods that house 16 males in each and one is specifically for sex offenders. Females also have a separate pod. Cochran said the pods have TVs and even an audio-visual visitation phone inmates can use for visitation.

Cochran said he does allow ministries to come into the jail for several hours a day, but has had a hard time finding volunteers that want to come hold an AA or NA class, though it's something inmates have shown an interest in having.

Macon County Detention Center

Macon County's 75-bed jail was buzzing with activity during a recent visit.

Operating at full capacity means more movement as inmates are being booked, being transported or participating in a class or church service.

"People are constantly in and out — it's a never-ending process," said Sheriff Robert Holland.

There are 21 employees working in the jail, but only three detention officers per shift to manage a full house. On top of everything else, Holland said his jail administrator of seven years Steve Stewart left abruptly several weeks ago due to personal issues and he's in the process of finding a permanent replacement. In the meantime, the sheriff's brother Tim Holland, a detective with the department and former jail administrator, has taken over jail duties temporarily.

Built in 1999, Macon's law enforcement center, which contains the jail, does not have an industrial kitchen to prepare meals. The county contracts with Summit Food Service to bring in three meals a day — breakfast is provided in the morning and then lunch and dinner arrive delivered at lunch time. Holland said warmers were purchased to keep the dinner warm until later in the evening.

While other jails have a nurse on staff, Macon has a medical officer Scott Marion to manage the medical needs for the inmates. He evaluates each person booked into the jail to see what their medical needs are moving forward.

"If they're using recreational drugs and not taking care of themselves, it comes through here," Marion said. "And there's usually underlying issues that come to light as well."

Macon also contracts with a doctor to provide medical services when needed and to continue inmates on any treatments they are already undergoing, including any detox.

"We will continue suboxone but we won't stat anyone on it here," Marion said.

As far as programming and service for inmates, Holland has a mental health counselor visit the jail twice a week to hold classes and provide individual support.

He also allows ministries and mental health classes to be held inside the jail on a regular basis. The jail does have a multi-purpose room used for church services, Bible studies, NAMI (National Alliance on Mental Illness) support groups, NA and AA.

The jail also started a "Prime for Life" treatment program in collaboration with Appalachian Community Services to help inmates overcome addiction and have a plan of action for when they are released. To be eligible to participate in the program, Holland said participants have to be in jail for more than 90 days on certain drug-related charges. ACS conducts the program, but it is funded through the sheriff's own budget. To date, more than 80 people have graduated from the program.

"Most of them have said if not for this program not being offered in jail, they wouldn't have taken the program," Holland said. "Most say they'll go to rehab on their own but they never do."

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Please review your information in the NC Detention and Facility Directory and Resource Guide. Send any changes to elaine@execman.net or fax your changes to 919-878-7413. The Directory can be found at www.ncjaa.org.

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