



PAMUNKEY REGIONAL JAIL HANOVER, VA.



ANNUAL REPORT 2008/2009

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A message from Superintendent James C. Willett, CJM:

I am pleased to present Pamunkey Regional Jail's 2009 Annual Report. The Pamunkey Regional Jail is a state-of-the-art facility with a housing capacity of 435 inmates. The jail opened on March 1, 1998 and serves the counties of Hanover and Caroline as well as the Town of Ashland. The total area of the jail is 127,000 square feet and includes fourteen housing units.

The facility is divided into three major divisions: **Operations, Security, and Support Services**. Each division is headed by a Division Commander who oversees all areas and departments that falls under that division. The Operations Division Commander is in charge of numerous operational departments within the jail. They include Classification, Records, Transportation, Intake, and Inmate Property. The Support Services Division Commander oversees areas such as Programs, Hearings, Standards and Accreditation, Visitation, Work Force, Work Release, Staff Property, Road Crew, Food Service, Commissary, Grievances, and Training. The Security Division Commander is in charge of all Shift Lieutenants, Shift Sergeants, and Correctional Officers. This division provides for the care, custody and control of the inmate population.

This past year has continued to be an exceptionally successful period for our facility. Many of our goals were reached and we had several achievements that brought very positive attention and recognition to the jail. It is my belief that staff development is one of the most important categories to look at when examining the success of any facility or organization. Included in this area are vacancy/turnover rates, employee recognition for performance and special achievements, staff morale, staff training, and efforts made to foster good working relations between staff members.

One of the most important endeavors pertaining to staff development is our Career Development program. The Career Development program is in its eighth year now and continues to grow as more officers reach the level of qualifications required for the program. Under the provisions of the program, officers who receive additional training, which is beyond what is required by the facility, will qualify for a pay increase. This provides valuable incentives for dedicated employees and will further accomplish the goal of improving staff morale. This year we had one First Class Officer move up to the Senior Level, bringing our current participation in the program to two Senior Officers and five First Class Officers.

Another example of our dedication to staff development is our continuing program of recognizing staff for performance and special achievements. This program also boosts morale and fosters good working relationships between staff members. We present **Officer of the Quarter, Officer of the Year, and Civilian of the Year** awards for employees who have demonstrated a very high level of performance. Our **Merit and Service Awards** recognizes staff with 3, 5, 10, 15, and 25 years of service. This year we awarded seven three-year awards, thirteen five-year awards, two ten-year awards, and two 15-year awards. **Jail Rings** are also awarded to the officer chosen as Officer of the Year and the civilian chosen as Civilian of the Year. We continue to offer jail rings in conjunction with the Jostens Company, for staff to purchase. We have also continued to issue **Perfect Attendance** awards to recognize those employees who

have not missed a single day of employment within one year. This year, we have added the opportunity for staff to purchase a **Jail Watch** in a variety of styles and price ranges, which will allow staff to show pride in their agency.

A recognition program through the Pamunkey Regional Jail Newsletter has also continued to be very effective for morale among the employees. The individual officers enjoy recognition for their accomplishments on the job.

The Pamunkey Regional Jail **Emergency Response Team** program has continued successfully. Training for these officers is ongoing. Through continuous training, the Emergency Response Team continues to provide the facility with added security during critical incidents, and conducts all “high-risk” transports involving inmates classified as maximum custody, or involved in high profile/risk cases.

The Officer in Charge “**OIC**”, program is continuing in its fifth year. This program provides great incentive for our line officers, as well as benefiting the facility by having officers that can effectively operate a supervisory position in an emergency.

This year the facility continued its **Defensive Driving** training. This course continues to enhance the driving skills of our staff for their own safety and the safety of the inmates we transport on a daily basis. The course was conducted at the new Rappahannock Regional Criminal Justice Academy driving range by our four recently DCJS certified driving instructors. This eight-hour course will be conducted yearly with each year offering different courses such as Y-turn, Braking, EVOC, TVOC, Skills, etc. This year, defensive driving included the Skills and Transportation VAN (TVOC) course along with classroom time covering topics such as Civil Liability and vehicle dynamics.

We have also sponsored several officers in the VARJ shooting tournament. The officers proudly displayed the skills they developed at PRJ. This year, one of the four First Place awards was won by a Pamunkey Regional Jail staff member who was awarded a trophy as well as a firearm for their marksmanship skills. This event develops pride in the facility as well as respect from other facilities.

During 2008-2009, we had 17 officers graduate from the **Jail Basic Academy** and currently have the remaining 15 uncertified scheduled for various academies throughout the fall, and early spring.

We conducted civilian **CPR and First Aid** training sessions. This training was made available to all civilian employees at the Pamunkey Regional Jail. This allowed our civilian staff to use these valuable skills to enable them to respond in case of an emergency, and it gave them valuable knowledge of jail policy and practices.

We continue to require all employees to have a complete physical during their birth month. With this health screening, employees are able to find and get help correcting any health issues that may have gone unnoticed. Airpark Medical completes this physical at no cost to the employee. Employees who are under the age of 40 years old will have a complete physical once every two years; employees who are over the age of 40 will have a complete physical every single year.

The facility has also taken steps to ensure that our **ACA Accreditation** is maintained. The facility was **Re-Accredited** in January, 2009. Completing the process to become accredited and the efforts necessary to maintain the accreditation have made a tremendous improvement in our facility performance. Keeping up with the many ongoing requirements to meet each standard has required us to address all services, programs, and operations. The standards cover every aspect of the jail, including administrative and fiscal controls, staff training and development, physical plant, safety and emergency procedures, sanitation, food service, and rules and discipline. We have continued to use our “**Master Standards File**” which enables us to recognize missing documentation from each of the 384 files that must comply with the ACA standards. This master standards file has given us an at-a-glance look at what is needed from each area of the jail in order to be in compliance. Each file is reviewed on a quarterly basis and updated with necessary documentation. In addition to the “Master Standards File”, detailed inspections of the facility are completed on a weekly basis by Command Staff to ensure the sanitation exceeds what is expected. The jail also assists other local and regional jails to develop systems that will allow them to obtain ACA accreditation as well.

Similar requirements must be met in order for a facility to be awarded the **100% compliance rating by the Board of Corrections**. We are very proud to have once again achieved this rating. This demonstrates that we meet or exceed standards in all areas of our facility. Less than 50% of the jails in Virginia receive this rating.

Every two years, we regularly undergo a Local Inmate Data System (LIDS) audits for compliance with LIDS protocol and procedures conducted by the State Compensation Board of Virginia. During the last audit, Pamunkey Regional Jail attained a 95% compliance level. This level of performance is earned only by 5% of the regional jails located in the state of Virginia. Through the combined efforts of the Lids Technician and Records Department, all folders are reviewed for accuracy before inmate information is submitted to the State Compensation Board and monthly reconciliations ensure that any inconsistencies are researched before requesting certification approval. The next audit is scheduled for August, 2009.

Also during the month of May, 2009, the jail took over as the provider for all food services for the staff and inmate population. Switching to in-house food service was not only a cost saving measure but provided the inmates and staff with better quality and more variety in their meals and has reduced inmate complaints dramatically.

This past year has proven to be another busy, yet successful year for Programs. Programs such as English as a Second Language, Culinary Arts, Weekender Community Trash Pick-Up, as well as the IT program continue to be of great interest to the inmate population.

The **Community Trash Pick-up** is continuing in its third year of operation. It serves both Hanover and Caroline counties as well as the Town of Ashland. This program is conducted along designated routes selected by the Public Works Departments of the aforementioned localities. Not only does this help beautify the localities, it also generates a substantial monetary savings for our user jurisdictions and gainfully employs the inmate workers. This position will eliminate overtime allotment needed in the past to compensate staff volunteers that supervise inmates in the program.

We continue to improve our services to the inmate population using library services, legal reference materials, CARE coalition visits, church services, bible study, AA groups, anger management, productive citizens, life without a crutch, computer class, Money Management class, barber services, and Offender AID and Restoration. Another service that is offered to the INS population is visits by Embassy representatives. These representatives have the opportunity to visit the facility and inspect the living areas according to Federal Detention Standards. The INS population also has the opportunity to learn English by attending English as a Second Language class.

This year we have had 378 inmates participate in the computer class and 38 inmates participate in the IT class that is offered through the McConnell Foundation. We have spent \$9,599.63 of the McConnell funds. One of the conditions of this funds disbursement is that the money be matched dollar for dollar from the inmate welfare fund. This \$19,199.26 will directly benefit the Information Technology and Computer programs offered to the inmate population.

We have continued to provide a **Special Education** teacher for the facility. This is accomplished through a cooperative agreement between Pamunkey Regional Jail and the Hanover County School Board. Special needs inmates between the ages of 18 and 22 years of age have access to instruction that will help them prepare for the GED. We provide a full-time GED instructor to prepare inmates to take the GED test. This year we had 9 inmates pass the GED test.

Another ongoing service the Pamunkey Regional Jail provides is facility tours for groups sponsored by the Hanover Department of Social Services and the Hanover Sheriff's Office and others, as well as student tours from Randolph Macon College in Ashland.

We have continued to provide "Taxi Service" to inmates being released. This service was accomplished through an agreement with Foster's Cab Service in Ashland. It provides transportation for those inmates being released from the facility to designated areas within a 25-mile radius of the jail. It services Hanover, Caroline and the Town of Ashland and is funded by the inmate welfare fund.

To maintain a "proactive approach", several issues were addressed in the Maintenance Department to improve the physical plant, safety and sanitation of the facility. One major accomplishment this year was the installation of a new High Efficient Domestic Hot Water Boiler. Not only will this save the facility in propane and electrical usage, it will also cut back on break down maintenance and repair cost associated with our old hot water heater. This year the Pamunkey Regional jail took over the food services from Aramark. To help with storage concerns, a new freezer was ordered and installed by our own Maintenance Department. In addition to the freezer, we installed a new steamer and walk-in cooler. All of this new equipment will assist staff with timely preparation of inmate meals. We also underwent a total revamp of our floors. A crew was assembled and supervised to ensure proper cleaning was carried out. This was instrumental towards our ACA accreditation with a score for the Maintenance Department of 100%. This year did not see a single cell out of service. We continue to utilize our PM program to assist with the detection and elimination of potential problems.

This past year was the implementation of a new, state of the art, security system for the facility. The new security system gives the staff greater control of the secure part of the facility and

allows for smoother and more “user-friendly” daily operations. The security staff offered their input on the new system and its features. By implementing these suggestions, the facility now has the best-suited equipment possible to perform their duties in the most safe and efficient manner possible.

Since Pamunkey Regional Jail began registering sex offenders here at the facility, our registry log has consistently matched the Virginia State Police Sex Offender Registry website. Because of the positive relationship established between the jail and the Virginia State Police, the troopers will frequently call upon us to help locate inmates within the state of Virginia. We have also implemented running 10-29’s on visitors to the facility through the Virginia State Police to ensure there are not any outstanding warrants.

In addition, the jail is currently included in Hanover County’s efforts to implement their Public Safety Strategic Plan, through the tasking personnel to the implementation team. The Hanover Public Safety Strategic Plan was approved by the county Board of Supervisors and will greatly improve the citizen perception of public safety organizations within Hanover County.

We also continue to foster a great working relationship with the Bureau of Immigration and Customs Enforcement and the United States Marshals Service by assisting them with the transportation of detainees from their detention/court facilities to Pamunkey Regional Jail for housing. In addition, we have nurtured a stronger relationship with the various Sheriff’s Offices and Regional Jails throughout the Richmond area by assisting them with transports to other jurisdictions.

We have 18 certified VCIN/NCIC operators to perform criminal records checks. This helped to alleviate the workload of Hanover Communications personnel by allowing our personnel to perform warrant checks on offenders prior to being released from the facility. In addition, we have one certified VCIN instructor, to enable us to perform needed recertification training in-house.

The jail has also held several **Employee Relations Committee** meetings during 2008-2009. This committee was originally formed in late 2006 to give line staff a direct outlet for communication to the Administration. The first meeting was held in January 2007 with quarterly meetings thereafter. Participants of the committee are selected by their peers to ask questions and offer comments as well as make suggestions to benefit the facility as a whole. I have seen a great response from all areas of the facility and have received numerous suggestions to improve not only our daily performances but to also improve our working relationship with one another by better understanding functions in each area of the jail.

In the area of **financial/budgetary** accomplishments, we also had a successful year. I am extremely proud of the fact that our facility had received the Government Finance Officers Association (GFOA) **Certificate of Achievement for Excellence in Financial Reporting** for the seventh year. This is the highest form of recognition in governmental accounting and financial reporting. Its attainment represents a significant accomplishment by an agency and its management.

We have continued to make the federal bed rental endeavor a priority and it has done exceptionally well. In fact, as mentioned before, we have strengthened the relationship with the

INS and USM representatives. Federal bed rentals collections have exceeded projections as follows:

FY08 – Budgeted to collect \$1,551,250 – Collected \$2,711,887

FY09 – Budgeted to collect \$1,679,000 – Collected \$2,772,717

In FY 09, \$253,433 was returned to the localities. This amount has helped the localities that owed for debt service true up at the end of the year. The total budget surplus amount for FY09 was \$276,765, not including the additional \$253,433 returned to the localities.

This year, we have greatly expanded the level of **Community Involvement** in which we have participated. Thus far, we have conducted two blood drives with Virginia Mobile Blood Services and volunteered to assist in several Special Olympics fundraisers. These include volunteering to operate the beverage truck at Richmond & Southside Harley Davidson fundraiser open house events. This is also the seventh consecutive year that we have participated in the Adopt-A-Family program for the holiday season. Our facility, in conjunction with county Social Services Departments and the Christmas Mother, adopts one family from each of the three jurisdictions during the Thanksgiving and Christmas holidays to provide toys, gifts, as well as monetary donations and a holiday dinner with all of the trimmings. Events and involvement such as these mentioned continue to underscore that Pamunkey Regional Jail is a valued member of the community.

It brings me great pride to see growth and improvement in so many areas of the facilities operation.

I would like to thank the Jail Board Authority Members, Hanover County, Caroline County, the Town of Ashland, the Courts and Sheriff's Offices of Hanover, and Caroline Counties for their unwavering support of our efforts. It is their constant support, which has enabled us to have such a productive year, and look forward to a successful future.

Sincerely,

Colonel James C. Willett, CJM, CCM
Superintendent

Vision, Mission, & Core Values

Vision Statement

It is the vision of the Pamunkey Regional Jail to be an organization that has a strong value system that recognizes the inherent worth of all human beings, respects and recognizes the needs of the community, and holds the belief that, if they choose, offenders can change their lives.

Mission Statement

The Pamunkey Regional Jail shall provide the highest level of safety and security for our community. We shall strive to exceed national correctional standards while continuously providing exceptional services and resources for the community, law enforcement, and the judicial system. Through integrity, dedication, and teamwork, we shall provide an environment of professional development that promotes respect, cooperation, and ethical excellence.

Core Values

- Safety – Operate in a safe and efficient manner, for yourself, your team, the facility and the community
- Service – Cultivate excellent relationships with our member localities, and our community
- Respect – Treat all individuals with consideration and thoughtfulness
- Integrity – Demonstrate positive values in the way you act and the way you insist others behave
- Initiative – Always ready, willing, and able to pull together to face new challenges
- Innovation – Adapt to change; work with it, not against it
- Knowledge – Commit to enhancing job knowledge through training & experience

Facility Overview

The Pamunkey Regional Jail is comprised of 127,000 square feet, containing 14 housing units and a total housing capacity of 435 inmates. In addition to the housing units, the jail has a medical infirmary, administrative section, central control section, general library, law library, kitchen, barbershop, laundry and separate training rooms for staff and inmates.

The housing unit design of the jail provides one female unit, which is divided into 3 sections. This allows for separate housing for protective custody, administrative segregation, disciplinary problem inmates, new committals, and female work release inmates in addition to the general population female inmates. In addition to the general population units for the male inmates, there is also a designated housing unit for special management inmates. This housing unit allows inmates to be housed separately for purposes of protective custody, administrative segregation and disciplinary status.

The Pamunkey Regional Jail's medical infirmary has 2 examination rooms, a dental laboratory and 6 individual cells for inmates who require special medical attention. Two of the cells are designed to house inmates with highly contagious conditions.

The operational design of the jail is state-of-the-art. It has numerous electronic systems throughout the facility, including an *Inter-Office Communications Link*, a computerized *Digital Optical Fingerprint Capture Machine (Cross Match Live Scan System)*, and a computerized *Video Imaging System* for booking, tracking and release of inmates and a sophisticated Computer Network System.

All doors throughout Pamunkey Regional Jail have electronic locks and are controlled and operated by an Officer assigned to Central Control. This officer controls access to all areas of the jail via cameras and intercoms. It is impossible for a person to enter or move throughout the facility without the knowledge of the officer in Central Control.