

41st  AMERICAN[®]
JAIL
ASSOCIATION
Conference
& Jail Expo

ADAPT
& EXCEL

May 21–25, 2022
Long Beach, California

You **CAN** Teach an Old Dog New Tricks: Breaking Down Silos to Successfully Gain Buy-in from Staff, Leadership, and the Community

Dep. Chief Jennifer Crosby, MCSO

Brian Lee, CGL

W. Robert Glass, CGL

TODAY'S SPEAKERS



Brian Lee MBA, CPM, CCE

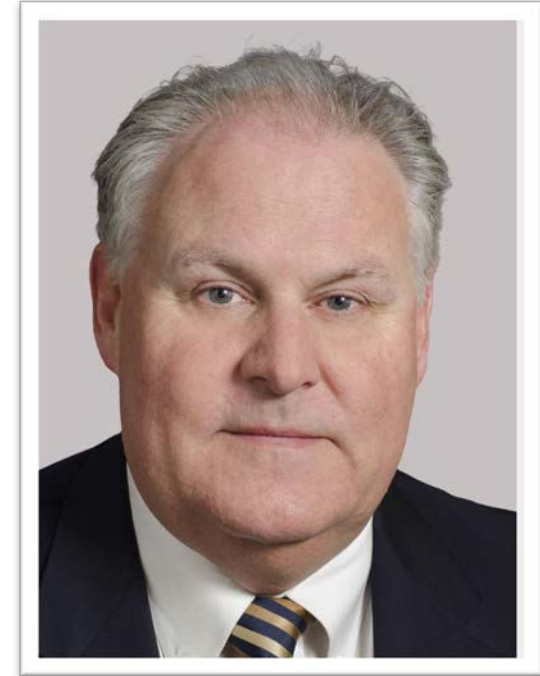
Vice President, Justice Services
CGL Companies

Deputy Chief (Ret.)
Maricopa County Sheriff's Office



Jennifer Crosby

Deputy Chief
Maricopa County Sheriff's Office



W. Robert Glass AIA

Director of Justice Services
CGL Companies

MARICOPA COUNTY JAIL SYSTEM



- Seven Jails
- Average Daily Population 6,000-9,000 (down to 4,300 at height of COVID-19)
- 2,400 authorized detention positions
- Average length of stay 25-30 days
- Serving approx. 26 local, federal, and state law enforcement agencies
- Phoenix PD is the biggest user of jail booking
- 45% misdemeanor bookings
- 55% felony bookings
- Currently transitioning to direct supervision/Strategic Inmate Management
- ~ 250-350 bookings/day

HISTORICAL ISSUES

- '90s-2010 experienced **lawsuits, jail deaths, medical issues, overcrowding**
- 42-Year Federal lawsuit over **jail conditions** (originally Hart v. Hill)
- Two large jails constructed in early 2000s: **4th Avenue** and **Lower Buckeye Jail**
 - Goal was to **minimize contact** with inmates and create **higher security**
 - New intake area was larger version of previous design with large holding tanks and **linear process**
 - **Tent City** was utilized for lower security/sentenced population



Theme: Make jail unpleasant so people will not come back



MOVING FORWARD



- What does the **future** of the jail system look like?
- Are we utilizing our facilities **effectively**?
- Is what we are doing **actually** working?
- Why do our new jails already seem **dirty**, in **disrepair**, and **outdated**?
- How can we **minimize** lawsuits?
- Why do we have so many **fights**, **assaults**, and **medical emergencies**?

SMART JUSTICE

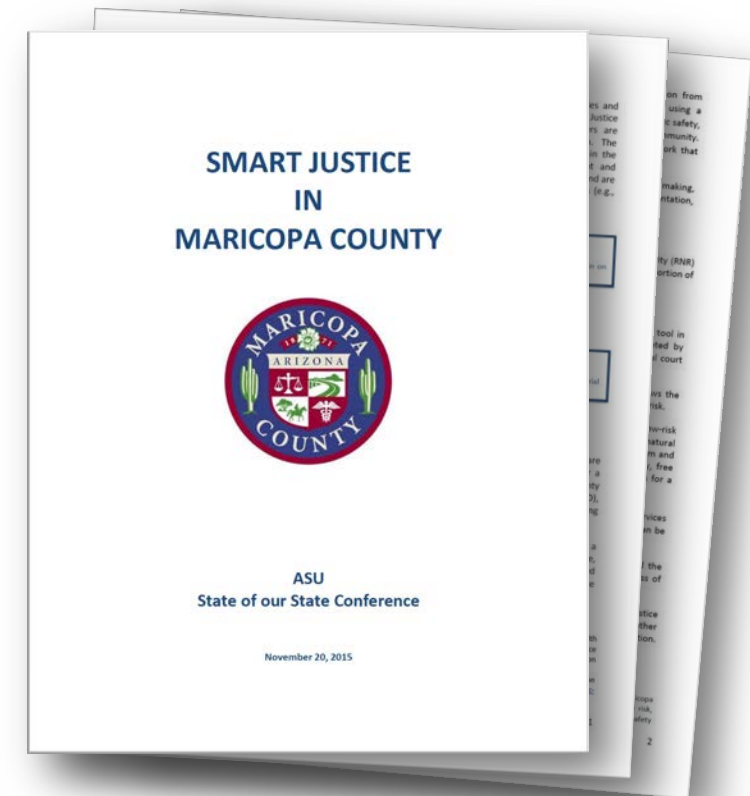
Established in 2011

Created collaboration and coordination amongst Maricopa County criminal justice system partners

Established outline for evidence-based programming

Determination of system goals (reduction of recidivism/ mental health)

Common language and terminology amongst stakeholders



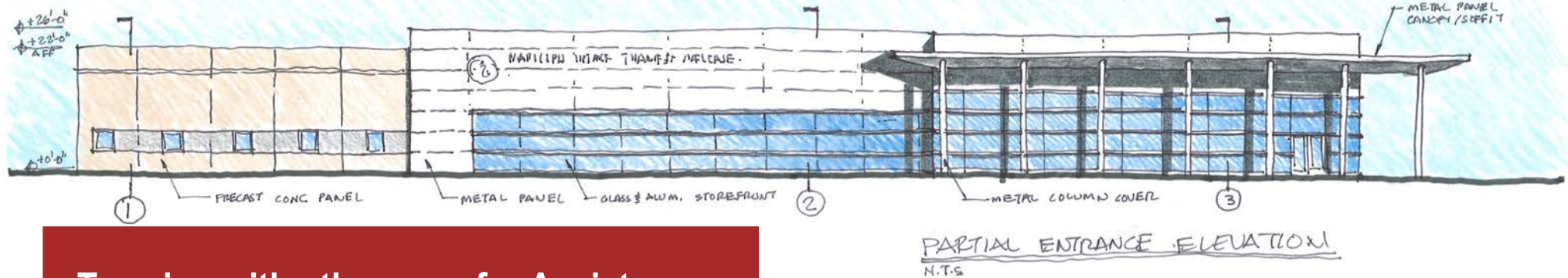
PDF available at: <https://www.maricopa.gov/DocumentCenter/View/43080/Maricopa-County-Smart-Justice-White-Paper-October-2015>

NEW JAIL PLANNING

Building Blocks in Place

Relationships Established

Branding supportive of conservative values of Maricopa Co.'s Board of Supervisors



Teaming with other orgs for Assistance, Planning, Training, Tours

- American Jail Association
- National Institute of Corrections
- CGL

Did not conflict with elected officials' messaging, agendas

NEW JAIL PLANNING

Jail Facility Research Tours:

- Clark County, NV
- Los Angeles County, CA
- San Bernardino County, CA
- San Mateo County, CA
- Denver County, CO
- Pima County, AZ

Key Takeaways

- The importance of **keeping up on facility maintenance**, paint, cleanliness
- ***Normalized*** facilities contribute to ***normalized*** behaviors
- Staff professionalism **directly impacts** inmate professionalism
- Direct supervision and other **management techniques can be adapted** to work in facilities not designed for them



Clark County, Nev.

IMPLEMENTING DIRECT SUPERVISION

Direct Supervision Training from American Jail Association & National Institute of Corrections

- AJA “Train the Trainer”
- NIC Administrator’s Role, Supervisor’s Role, Line Officer’s Role
- NIC technical assistance & training implementation
- NIC Executive Coaching Sessions



IMPLEMENTING DIRECT SUPERVISION

Creating the Case for Change

- Identifying Current System Limitations
- Identifying Current System Consequences
- Direct Supervision Jail Design and Operation
 - Physical Plant
 - Operations
- Benefits of Direct Supervision
 - Identify Stakeholders:
 - County Gov't./Taxpayers
 - MCSO Detention Staff
 - Inmate and Inmate's Family

Case for Change



MARICOPA COUNTY SHERIFF'S OFFICE

The Maricopa County Sheriff's Office will transition existing jail operations, as well as two new jail facilities opening in early 2020, to a system of strategic inmate management using the principles of direct supervision. This shift focuses on the assumption most inmates in the jail system will comply with rules and regulations by staff utilizing positive reinforcement, communication, accountability, and mutual respect.

Current System: Limitations

The current methodology of jail operations has been based on the philosophy inmates are considered violent and destructive. This assumption led to the practice of containing inmate activity behind bars or glass and having limited interaction between staff and the inmates.

Physical Plant:

- Increasing staff presence to overcome any physical plant challenges in current facilities.
- Newly designed jails will incorporate open style living areas requiring constant staff presence.
- All facilities will seek methods to reduce noise levels, improve cleanliness, and offer incentives for appropriate behavior.

Current System: Consequences

Due to past assumptions and physical barriers, jails have been at greater risk of escapes, assaults on staff and other inmates, property damage and medical emergencies.

Operations lack incentives designed at reinforcing appropriate inmate behavior while in custody. The living environments of inmates who follow rules and regulations do not differ greatly from the living environment of inmates who are in fact violent and destructive. It is time to change these assumptions and overcome physical barriers.

Operations:

Each newly admitted inmate is assessed for risk, need, and appropriate security level and housed accordingly. All jail facilities incorporate a system of inmate orientation, emphasizing expectations of appropriate inmate behavior and consequences for not meeting them. Inmates who fail to meet set expectations are to be held accountable immediately.

Detention Officers are the sole authority in the housing units they supervise and are to remain in their assigned unit throughout the shift, maintaining the maximum level of supervision and presence. Officers interact continuously with inmates to become familiar with the risks they present, their needs, and their behavior patterns. Officers can detect and resolve problems in the early stages, preventing crisis or serious conflict. Officers manage inmate behavior through positive motivational techniques and by holding inmates accountable.

Officers are instrumental in coordinating and supervising all unit functions to ensure they contribute to a safe, secure, and clean jail environment while providing an opportunity to positively engage the inmate population in activities.

Direct Supervision Jails: Design and Operation

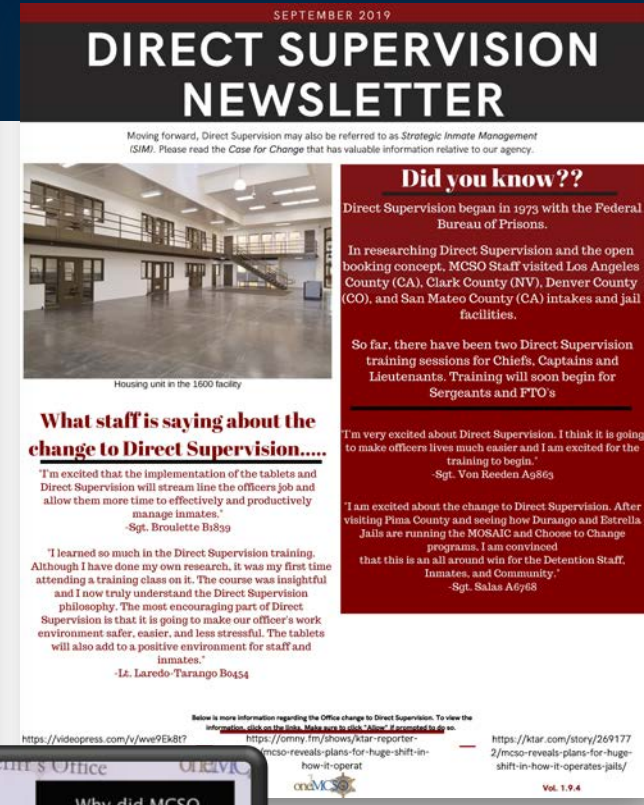
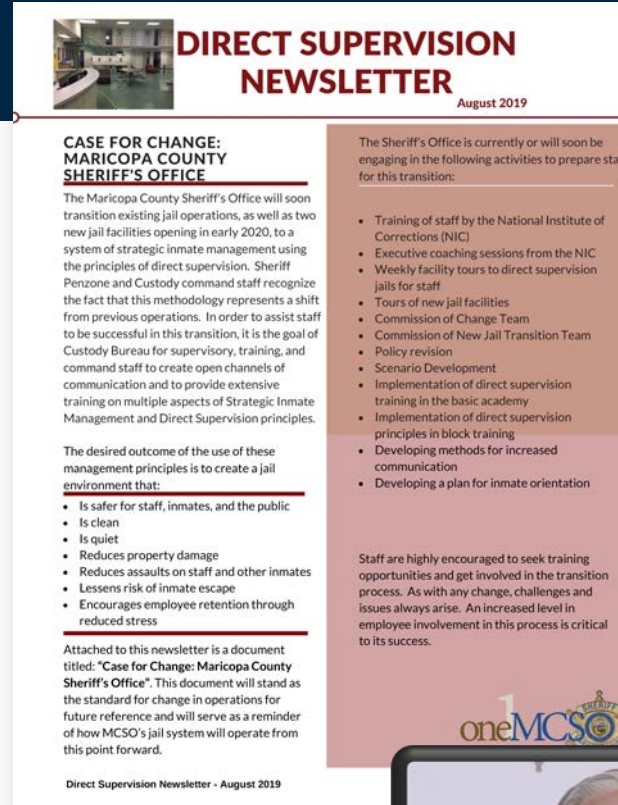
Jail designs and operations have evolved over the last 30 years. By providing an environment utilizing effective supervision and incentives, most inmates can and will behave appropriately. Through design and operational guidelines, control of the facility is maintained by detention staff, improving the safety and security of staff, inmates, and the community.

IMPLEMENTING DIRECT SUPERVISION

Developing a Communications Plan

Staff

- NIC Direct Supervision Training
- Conference Calls, Email Exchange, In-person Meetings, Focus Groups, Surveys
- Microsoft Teams Platform
- Video Spotlight
- Newsletters
- Tours of ITR, 512, and Watkins Jail



Watch video:
<https://vimeo.com/v/vwe9Ek8t?%20autoplay=1>

IMPLEMENTING DIRECT SUPERVISION

Developing a Communications Plan (cont.)

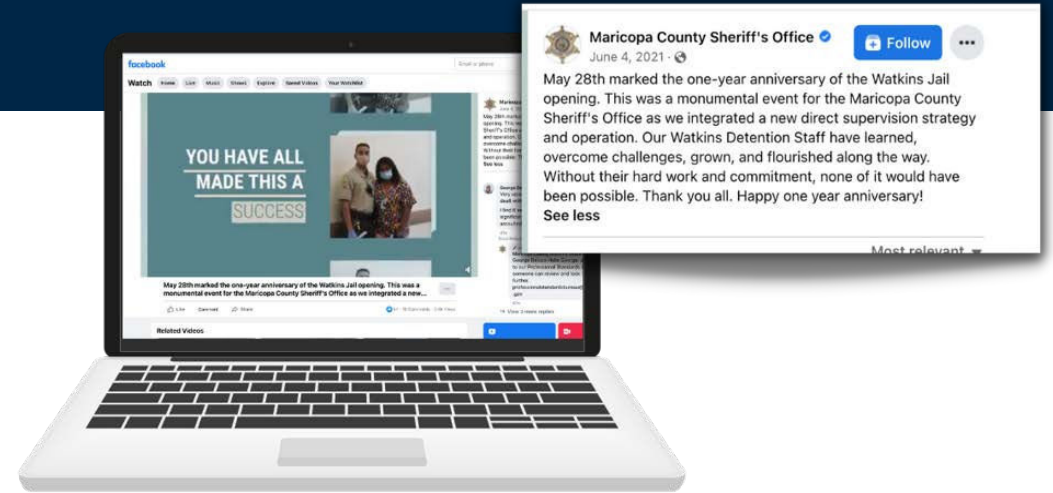
Inmates/Offenders

- Informational Posters/Signage for Inmates
- Video Spotlight



External Stakeholders

- Website and Social Media Platforms
- General Message
- Press Release
- Letters to outside Law Enforcement Agencies
- Tours of ITR, 512, Watkins Jail Facilities



IMPLEMENTING DIRECT SUPERVISION

Addressing Nay-Sayers

- Sometimes opposition to positive change or new ideas can feel louder and more prevalent than all else
- Staff who are supportive usually do so quietly
- You can't take negative criticism personally or it will consume what you desire to achieve
- Sometimes you must address the negativity head on and publicly



The screenshot shows the KTAR News website interface. At the top, there's a navigation bar with 'KTAR NEWS 92.3 FM' and links for 'Top Stories', 'Listen Live', 'Podcasts', and 'Contests'. Below this is a banner for 'AMERICA ROOFING 2020 ARCA ROOFING CONTRACTOR OF THE YEAR'. The main article is titled 'MCSO reveals plans for 'huge shift' in how it operates jails' with a sub-headline 'ARIZONA NEWS'. The article text includes the date 'Aug 16, 2019, 4:35 AM' and 'Updated: 12:53 pm'. A large photo shows the interior of a jail with multiple levels and cell doors. To the right of the photo is a sidebar advertisement for 'IS YOUR TILE ROOF 15 YEARS OLD?' featuring a woman and the text 'Its time for an inspection BEFORE the rains begin.' Below the main article is a video player for 'KTAR News 92.3' with the title 'MCSO reveals plans for 'huge shift' in how it operates jails' and a progress bar showing '00:00 / 00:33'.

Listen here: <https://omny.fm/shows/ktar-reporter-audio/mcso-reveals-plans-for-huge-shift-in-how-it-operat>

IMPLEMENTING DIRECT SUPERVISION

Developing a Change Team

- Inside Stakeholders
- Roles
- Meetings
- Development of Subcommittees
 - Classification
 - Canteen
 - Employee Incentives
 - Inmate Incentives
 - Policy, Procedures, and Inmate Rules and Regulations Updates
 - Recruitment
 - New Job Description for Detention Officer Applicants
- Tours of Pima County Direct Supervision Jail

NOVEMBER 2019

DIRECT SUPERVISION NEWSLETTER

Moving forward, Direct Supervision may also be referred to as *Strategic Inmate Management (SIM)*. Please read the *Case for Change* that has valuable information relative to our agency.



The Change Team

The Change team was created to guide MCSO's transition to Direct Supervision and Strategic Inmate Management. The Change Team has representatives from each division including Officers, Sergeants, Lieutenants and Captains. Some examples of work done are policy updates, internal and external communication, staff incentives, training opportunities, creating a staff resource library.

New Resource Library

The resource library was created for staff to learn more about Direct Supervision. It will have pictures, videos, descriptions, and other agency information employing Direct Supervision.

The Resource Library is for all to access and can be found at U:/Training/Direct Supervision.

A Message from Change Team

We encourage staff to reach out with questions and concerns to respective Change Team members at their facility. A list of members is located in the resource library.

The Change Team meets every two weeks to help maintain our progress.

Did you know?

Thanks to the hard work of Pre-Employment and others Detention Officer vacancies has decreased by over 236 since the beginning of this year.

1/7/2019:	268 Detention Officer Vacancies
6/24/2019:	250 Detention Officer Vacancies
11/12/2019:	32 Detention Officer Vacancies

If your interested in working at new facilities. You can now put in transfer requests to ITR, 512-bed, and 1600 bed Durango replacement.

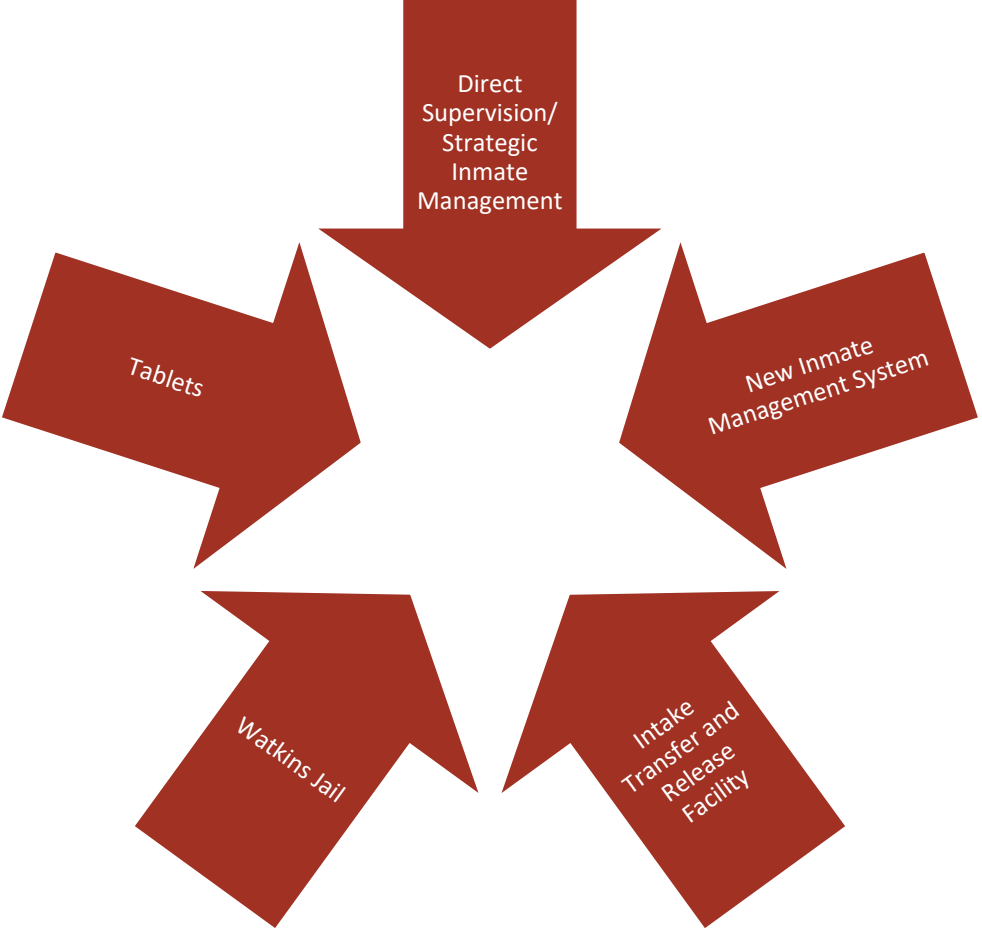
Transfer Requests can be sent to: custody.transfers@mcsso.maricopa.gov

Direct Supervision Newsletter - 2019



Vol. 1.11.3

WHAT WE ENDED UP WITH



Q&A



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