



Mecklenburg County Sheriff's Office

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Sheriff

Rodney M. Collins
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MEDIA ADVISORY

March 8, 2022

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MCSO Submits Plan of Correction to NC Department of Health and Human Services

(CHARLOTTE, NC) – The Mecklenburg County Sheriff's Office (MCSO) has submitted a plan of correction in response to the North Carolina Department of Health and Human Services Supplemental Biannual Inspection and Compliant Investigation.

Sheriff Garry L. McFadden and the Facility Commander of Detention Center Central, Major Sheray DeLeon presented MCSO's plan of correction during Tuesday's Board of County Commissioners public policy meeting. Sheriff McFadden laid out a detailed and comprehensive plan to address the deficiencies noted in the DHSR report. It should also be noted the plan of correction focused on the deficiencies which did not include an official request to depopulate the detention center as previously noted in their preliminary findings on December 23, 2021.

MCSO is committed to the safety of its staff and residents housed at the Mecklenburg County Detention Center-Central. The DHSR found deficiencies in supervision where rounds were not being conducted as required and in supervision of local confinement where shifts were not staffed as required.

"I am confident in the plan of correction presented before County Commissioners today," said Sheriff McFadden. "Even in the preliminary letter we received from the jail inspector, depopulating was not an enforcement action, but only a suggestion. MCSO took the initiative to voluntarily depopulate in accordance with the current critical staffing level. We have worked diligently to address the deficiencies found and will continue to work to ensure the safety and security of our detention facilities. From creating an adequate staffing plan, to aggressively recruiting and strategizing, I'm proud of the efforts of my staff as well as the assistance and collaboration from our criminal justice partners during this critical time for the agency."

***Please see MCSO's Plan of Correction and BOCC presentation attached.**



Mecklenburg County Sheriff's Office

Mecklenburg County Detention Center Central

801 East Fourth Street

Charlotte, NC 28202

Plan of Correction

10A North Carolina Administrative Code (NCAC)

Subchapter 14J - Jails, Local Confinement Facilities





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Monday, March 1, 2022

Chris W. Wood, Chief Jail Inspector (chris.wood@dhhs.nc.gov)

North Carolina Department of Health and Human Services
Division of Health Service Regulation Construction Section
1800 Umstead Drive, Williams Building
Raleigh, NC 27699-2705

Re: Supplemental Bi-Annual Inspection and Complaint Investigation

Please find attached the Mecklenburg County Sheriff's Office (MCSO) Plan of Correction in response to the Supplemental Biannual Inspection and Complaint Investigation dated February 9, 2022, sent to Sheriff Garry L. McFadden. Each deficiency noted in the report is addressed in chronological order, as shown on the deficiency report.

The plan of correction addresses each of the following as instructed from your correspondence on February 9, 2022:

- The corrective actions taken in those areas of the facility found to have been affected by deficient practice(s).
- How MCSO will identify other areas of the facility having the potential to be affected by the same deficient practice(s) and what corrective action will be taken.
- What measures will be put into place or what systematic changes MCSO will make to ensure that the deficient practice(s) does not recur.
- How the corrective action(s) will be monitored to ensure that the deficient practice(s) will not recur, i.e., what quality assurance program will be put into place.
- Includes dates when the correction action will be completed. MCSO understands the corrective action dates are subject to acceptance by the State.

Mr. Wood, we will continue to review the details of each initiative to ensure the anticipated results are consistent with current standards for operating a detention center. Please let us know if any of the points need additional details.

Sincerely,

A handwritten signature in black ink, appearing to read 'Sheray DeLeon'.

Major Sheray DeLeon
Mecklenburg County Sheriff's Office
980-314-5847 (Office)
704-432-1836 (Fax)
Email: Sheray.DeLeon@MecklenburgCountyNC.gov

MCSO Strategies to Address Supervision

10A North Carolina Administrative Code (NCAC) 14J .0601 (a) Supervision:

A jail shall have an officer make supervision rounds and observe each inmate at least two times within a 60-minute time-period on an irregular basis with not more than 40 minutes between rounds. Supervision rounds shall be conducted 24 hours a day, 7 days per week. The supervision rounds shall be documented and maintained as written or electronic records.

Plan of Correction for J 36 10A NCAC 14J .0601 (a) Supervision:

In general housing units, the general standard of two (2) completed tours per hour on an irregular basis will be conducted using as a reference:

1. The time clock option on the tour watch system, which allows the officer to know thirty (30) minutes from the last pod tour conducted. The tours are conducted within the 30 minutes, not every 30 minutes – consistent with the term, “irregular basis.”
2. The pod officer will initiate the start time and conclude with an ending time noted on the shift log using the Offender Management System (OMS), which also provides an electronic record of the supervision round.
3. The pod officer, while walking and observing residents, will push all electronic tour buttons throughout the housing unit. The electronic tour system is not a substitute method for physically walking and observing residents twice per hour on an irregular basis.

Identifying Other Areas Within the Facility Potentially Impacted:

Using the measures as outlined above, this practice will be applicable to all housing units in Detention Center Central.

Measurements to Ensure Accountability:

1. Shift log entries from the Offender Management System (OMS) will be reviewed to ensure that supervision rounds were conducted in compliance with NCAC and MCSO policy.
2. Reports from the electronic monitoring system (Tour Watch) will also be reviewed to ensure that supervision rounds were conducted in compliance with NCAC and MCSO policy.
3. Video footage from the respective housing unit(s) will be reviewed to corroborate that the supervision rounds are conducted in adherence to NCAC and MCSO policy.

Corrective Actions:

1. Periodic and random review of electronic pod tours compared with the entries noted in the Offender Management System.
2. Periodic and random review of the video recordings with each housing unit to ensure consistency with the written documents.
3. Failure of officers to adhere to this requirement may result in disciplinary action.

Completion Date:

This corrective action is immediate and ongoing as a basic facility standard.

J450 153A-224 Supervision of Local Confinement:

No person may be confined in a local confinement facility unless custodial personnel are present and available to provide continuous supervision in order that custody will be secure and that, in event of emergency, such as fire, illness, assaults by other prisoners, or otherwise, the prisoners can be protected. These personnel shall supervise prisoners closely enough to maintain safe custody and control and to be at all times informed of the prisoners' general health and emergency medical needs.

Plan of Correction for J450 153A-224 Supervision of Local Confinement:

MCSO has been aggressively addressing staffing concerns and retention. Staffing is essential to ensure compliance with North Carolina General Statute § 153A-224 and that MCSO has the requisite personnel present to operate the detention center in a manner that maintains safe custody and control of the detention population and provides a high standard of care. MCSO is focused on recruiting and attempting to hire detention officers on a continual basis. We believe the results of the recent classification and compensation study provides MCSO a competitive starting pay of \$25.25 or \$52,530 annually for an 80 hour schedule or \$56,470 for an 86 hour schedule to attract and retain talent. This is an ongoing and collaborative effort between the facility training staff; the MCSO Training Academy; MCSO Recruiting Division; and MCSO Human Resources.

MCSO has always had a very comprehensive and thorough training program for detention personnel and those efforts continue with modifications to ensure newly hired detention officers have an opportunity to observe the detention operation and job responsibilities prior to attending the Detention Officer Certification Course (DOCC).

The training supervisors at the Mecklenburg County Detention Center Central (MCDCC) are coordinating with the MCSO Training Academy and the adjustments made to the observation and training process of newly hired detention officers are documented below:

1. Newly hired detention officers are being prepared from the onset to perform the duties of a detention officer.
2. Field Training Officers are given the opportunity to complete the initial training of newly hired detention officer with minimal interruptions to normal shift operations.
3. Training supervisors and Field Training Officers have identified veteran officers to mentor new officers while actively managing detention center posts.
4. Field Training Officers will work with each new officer and train to the required standards for managing residents. Training is appropriately documented for post certification once the new officer has demonstrated a practical working knowledge of the post.

The MCSO Training Academy has made an adjustment with scheduling to the DOCC:

1. The past practice with newly hired detention personnel was to send them to DOCC training immediately after being hired for a detention position. Newly hired detention officers now:
 - A. Spend the first five days covering the administrative pod management functions in a classroom format.
 - B. Depending on the number of days or weeks before attending DOCC, the new hires will also receive practical training with veteran officers or Field Training Officers on the core responsibilities such as housing unit management and the proper searching and escorting of residents.
2. By allowing this observation and practical application period of the functions to be performed as a detention officer prior to attending the DOCC allows for newly hired detention officers to gain a better understanding of job responsibilities. The new officers will also gain a better perspective as it pertains to the specific rules, regulations, and state guidelines and how each applies specifically to working in a detention center.
3. After successful completion of the DOCC, newly hired detention officers return to the detention center better prepared to resume their duties and are prepared for post(s) specific certifications to work throughout the facility.
4. The MCSO Post School held immediately following DOCC has been condensed to get new detention officers assigned to the detention center more rapidly. This also allows for an additional DOCC to be offered and provides the ability to hire more detention officers. Although MCSO Post School may have been condensed; it should be emphasized that the quality of training offered has not diminished. MCSO Post School curriculum was thoroughly evaluated and several blocks of instruction similar to what is already covered in the DOCC were eliminated.

MCSO remains committed to ensuring all newly hired detention officers are properly trained from the onset. Although, North Carolina provides up to one year for completion of DOCC, due to the size and complexity of MCSO's operations it's critical to train detention officers as soon as they start employment

MCSO Strategies to Address Staffing and Safety

Maintaining the safety of those detained and the detention officers working in the MCDCC is a top priority. MCSO realizes that when staffing levels hit an all-time low it poses an imminent threat to the well-being and safety of personnel and residents. The MCSO has been proactively addressing staffing and safety concerns within MCDCC and has implemented ongoing strategies to ensure safe and effective detention operations.

Operation H.E.L.P. (Helping Employees Leave Positive):

On August 2, 2021, MCSO implemented a mandatory overtime policy requiring detention personnel assigned to MCDCC to work two additional days of overtime every month. This was a necessary response due to the rising rate of employee attrition; the increased absences of employees out under the Family Medical Leave Act (FMLA); or absences due to COVID-19. The initial overtime policy allowed employees to voluntarily select the days they worked required overtime which did not meet the operational needs of MCDCC.

As staffing levels continued to decline, MCDCC experienced severe shortages resulting in personnel working extended hours and didn't allow for adequate coverage of all posts inside the facility. MCSO continued to augment staffing at MCDCC by reallocating personnel from other divisions to assist. The additional resources weren't always enough to fulfill staffing requirements of North Carolina's largest municipal detention center.

On January 26, 2022, Operation H.E.L.P. was implemented providing a more structured approach based solely on achieving staffing levels required to sufficiently meet the operational requirements of MCDCC. The staffing matrix used to implement Operation H.E.L.P. allowed for staff working on opposite rotations to be scheduled versus volunteering for overtime shifts. As a result of this structured approach, staffing increased to adequate levels which alleviated extended work hours and thus far has provided enough officers for safe and effective detention operations.

Since the implementation of Operation H.E.L.P., staffing levels are more consistent to ensure the basic detention center standards are being met and maintained. This plan has allowed for detention officers within the facility to remain on their post to continue their professional development. Operation H.E.L.P. started with the scheduled overtime assignments for detention officers only, but to enhance the staffing levels other MCSO divisions are contributing and providing additional personnel during our staffing crisis.

Tactical Response Unit (TRU):

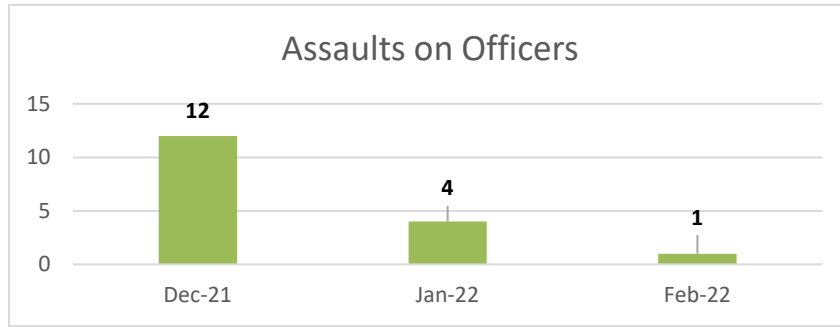
On December 9, 2021, MCSO created a new specialized Tactical Response Unit (TRU) to address troublesome areas within the detention center and to enhance the safety and security of personnel and residents. This team of specially trained officers are tasked with mass searches, cell extractions, and dealing with uncooperative and violent offenders. As a result of their efforts, contraband including homemade weapons have been found and confiscated within the facility and assaults have decreased.

The primary goals of detention center security are to prevent escapes, institutional violence, and to maintain order within the facility. Recurrent searches in the detention center are an operational strategy used to control contraband and detect conditions that adversely affect the security and well-being of both personnel and residents. MCSO attempts to balance safety and security against the obligation to protect the individual rights of the residents in our care.

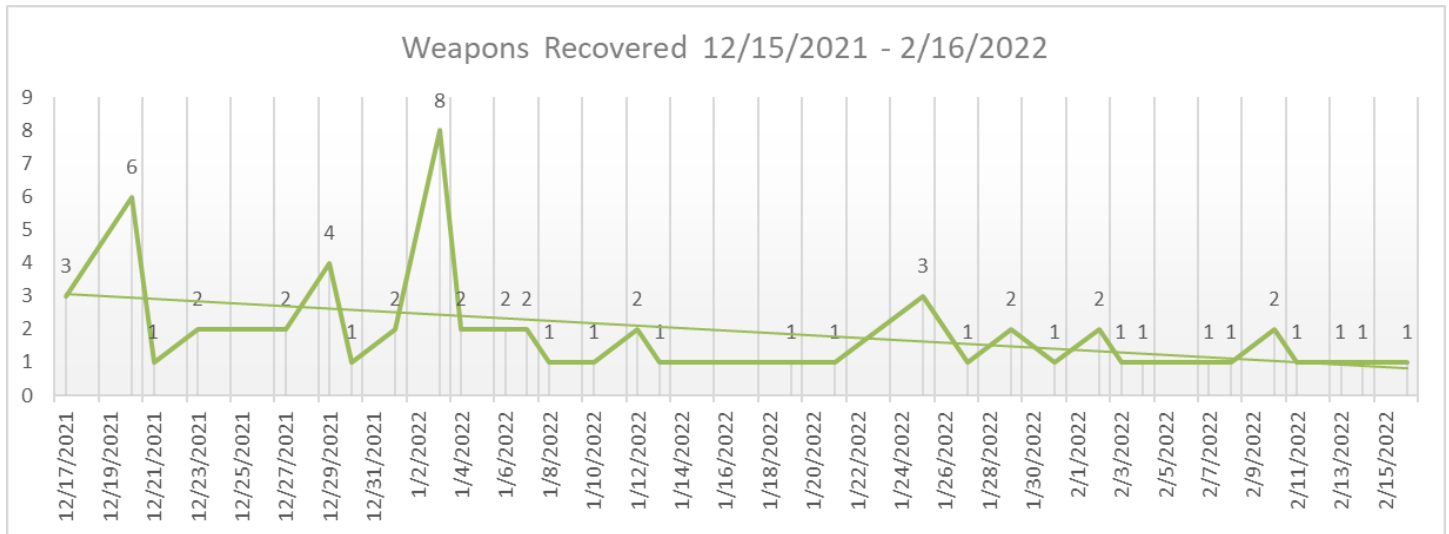
The TRU has been an integral part of the security in the detention center; their presence and frequent searches have suppressed the flow of contraband and maintained order in the facility. The TRU responds to assistance calls as a group and are well equipped to deal with any type of disturbance. Detention personnel have become comfortable with the assistance and support offered by the TRU and their ability to handle some of our most difficult residents.

The TRU activities are documented daily in a comprehensive report that details the incidents, responses, and any contraband or illegal items discovered during the numerous searches performed during their scheduled tour of duty; we continue to see a decline in incidents overall and we have not experienced any assaults involving weapons against

detention officers since November 2, 2021. Assaults without weapons have also declined from 12 incidents in December 2021 to 1 in February 2022.



There have also been over 60 weapons found and confiscated since December 15, 2021, as MCSO continues to enhance the safety and security within the detention center through safety and security inspections. The graph below represents the 60 weapons recovered and the decrease in frequency of weapons recovered since December 2021.



Strategic Security Corporation:

Another strategy implemented on February 14, 2022, to augment our staffing was to contract with the Strategic Security Corporation to provide private security officers to work in the lobby of MCDCC, Sheriff's Office Headquarters, the MCSO Administrative Services Building, and the Mecklenburg County Courthouse. Strategic Security Corporation was already working at various sites for Mecklenburg County and MCSO will be utilizing the private security officers in these areas to redeploy personnel to the detention center.

It takes time to properly vet potential applicants to fill vacant detention officer and deputy sheriff positions; we conduct a very comprehensive screening of applicants who are required to pass a reading comprehension test, physical examination, psychological evaluation, and an in-depth background investigation. We are working through a steady pool of applicants but utilizing private security officers in the interim gives us an opportunity to redeploy our officers in response to our staffing crisis to the detention center where the need is most critical.

United States Marshals Service:

MCSO conducted a review of our agreement (58-00-0067) with the United States Marshals Service (USMS) and on January 31, 2022, we discontinued the optional guard and transportation services of federal detainees to and from the federal courthouse and to medical facilities. This allowed us to reallocate the detention officers dedicated to this function back to the detention center where there is a greater need.

The current federal ADP is approximately 300 detainees, and the USMS has been very helpful and shown their willingness to work with us as we navigate through our staffing challenges. Our federal population has decreased in part because of our long-standing partnership with the United States Marshals Service and reducing the population of federal detainees in MCDCC helps to better align our population with current staffing levels. Between September 2021 and February 2022, the Federal Contract population ADP has declined by approximately 37%. As of March 2, 2022, the federal population has been reduced to 298.

MCSO Strategies to Address Recruiting and Retention

The MCSO Recruiting Division is actively recruiting and included in discussions about the onboarding process of new hires. MCSO recruiters are well versed, have lived experiences, and communicate the entire process to prospective applicants.

MCSO Recruiting is constantly trying different strategies to attract applicants. The MCSO advertising strategy utilizes multiple platforms to include internet ads, social media, geofencing, and printed publications. Recruiters are also participating in job fairs and virtual hiring events to find suitable candidates.

The recruiting division currently has 19 trainees prepared to begin employment in late March; 15 are detention officer trainees and 4 are deputy sheriffs. Recruiting is currently working 63 prospective employee files and working diligently to fill future DOCC classes. Additionally, Platoon 2201 is comprised of 27 detention officer trainees and currently assigned to the MCSO Training Academy participating in DOCC.

The MCSO staffing challenges are not unique as we to see this challenge across the nation in the detention profession. Local confinement facilities and prisons have always struggled to find and retain personnel; coupled with a pandemic and a nationwide labor shortage that has only exacerbated our struggles. A recent article in The Charlotte Observer detailed the plight of the North Carolina Department of Corrections (<https://www.charlotteobserver.com/news/politics-government/article257512129.html>) In the era of “The Great Resignation,” MCSO is one of many law enforcement agencies experiencing high levels of attrition; which data consistently shows is most prevalent in the south.

MCSO has also met with the Mecklenburg County Manager, Dena Diorio, who has been very supportive and receptive as MCSO prepares our proposal for hiring and retention bonuses to address the need to attract and retain detention officers and deputy sheriffs. A tentative framework has been developed to provide sign-on and retention bonus packages which are essential at a time when agencies throughout the country are having difficulty hiring and retaining personnel.

Between January 1, 2020, and December 31, 2021, MCSO hired 191 detention officers; however, 231 detention officers or Field Training Officers left employment for a net loss of 40 positions during the period of analysis which clearly depicts a turnover rate higher than what we have experienced in previous years.

MCSO Human Resources has adjusted the hiring processing for eligible candidates to shorten the wait times to begin employment. Off-cycle hiring is conducted when necessary, so that qualified applicants are not lost to competing organizations. New hires were once held until a certain number of applicants were available to participate in the DOCC, since there is a minimum number required by the state to run the course. The new approach allows for approved applicants to start earlier and begin their observation and practical period immediately after being hired and prior to attending the DOCC.

Measurements to Ensure Accountability:

- The Operation H.E.L.P. schedule is monitored daily to ensure adequate personnel are available to cover all work areas in the facility.
- Detention personnel time sheets are reviewed to ensure consistency with the normally scheduled work hours.
- The Tactical Response Unit documents daily activities then submits the information through the chain of command for review and distribution to others to ensure that detention personnel are aware of the activity taking place throughout the facility.
- Workloads and staffing levels throughout the organization are being monitored and when there are opportunities those personnel are reallocated to augment staffing at Detention Center Central.

MCSO Plan of Correction

- MCSO Classification Section is constantly monitoring the detention population and looking for opportunities to move out sentenced and other detainees in our detention center that may belong to other jurisdictions.

Corrective Actions:

- Operation H.E.L.P. is an initiative that provides a structured approach to scheduling overtime to provide a more consistent level of staffing which alleviated the extended work hours and provided enough personnel for safe and effective detention operations.
- Deployment of the Tactical Response Unit (TRU) to address troublesome areas within the detention center and to enhance the safety and security of personnel and residents. This team of specially trained officers are tasked with mass searches, cell extractions, and deal with uncooperative and violent offenders. Since the deployment of the TRU contraband, including homemade weapons, have been found and confiscated within the facility and assaults have decreased.
- Contracted with Strategic Security Corporation to provide private security officers to work in the lobby of Detention Center Central, Sheriff's Office Headquarters, the MCSO Administrative Services Building, and the Mecklenburg County Courthouse and reallocated personnel to MCDCC.
- Discontinued the optional guard and transportation services of federal detainees to and from the federal courthouse and to medical facilities pursuant to our agreement with the United States Marshals Service. This allowed us to reallocate the detention personnel dedicated to this function back to the detention center.
- Safety inspections, searches, and efforts to suppress the flow of contraband are part of any effective detention operation and will remain continuous.
- Information contained in daily facility reports will also be monitored and when warranted submitted to the MCSO Investigative Unit for further investigation if there is suspected criminal activity inside the detention center.

Completion Date:

- These are multiple initiatives that are ongoing and do not have a completion date. These efforts will continue as we work to resolve our staffing challenges.
- Corrective actions that pertain directly to safety and security in the detention center are ongoing and a facility standard.

MCSO Strategies to Address Depopulation

The North Carolina Department of Health and Human Services conducted an inspection of the MCDCC on December 21, 2021, and Chief Jail Inspector, Chris Wood noted in his correspondence to Sherriff Garry L. McFadden on December 23, 2022, that there were conditions found that failed to meet some of the minimum standards for local confinement facilities in North Carolina which primarily centered around our staffing shortages.

The memorandum from Chief Inspector Woods was not the *Notice of Determination* required by N.C.G.S. § 153A-223 but did provide MCSO with preliminary findings which suggested that MCDCC begin to take immediate action to de-populate the facility to a level commensurate with our current staffing. The early recommendation was for a census of less than 1,000 residents and MCDCC's average daily population (ADP) on the day of inspection was 1,431 residents.

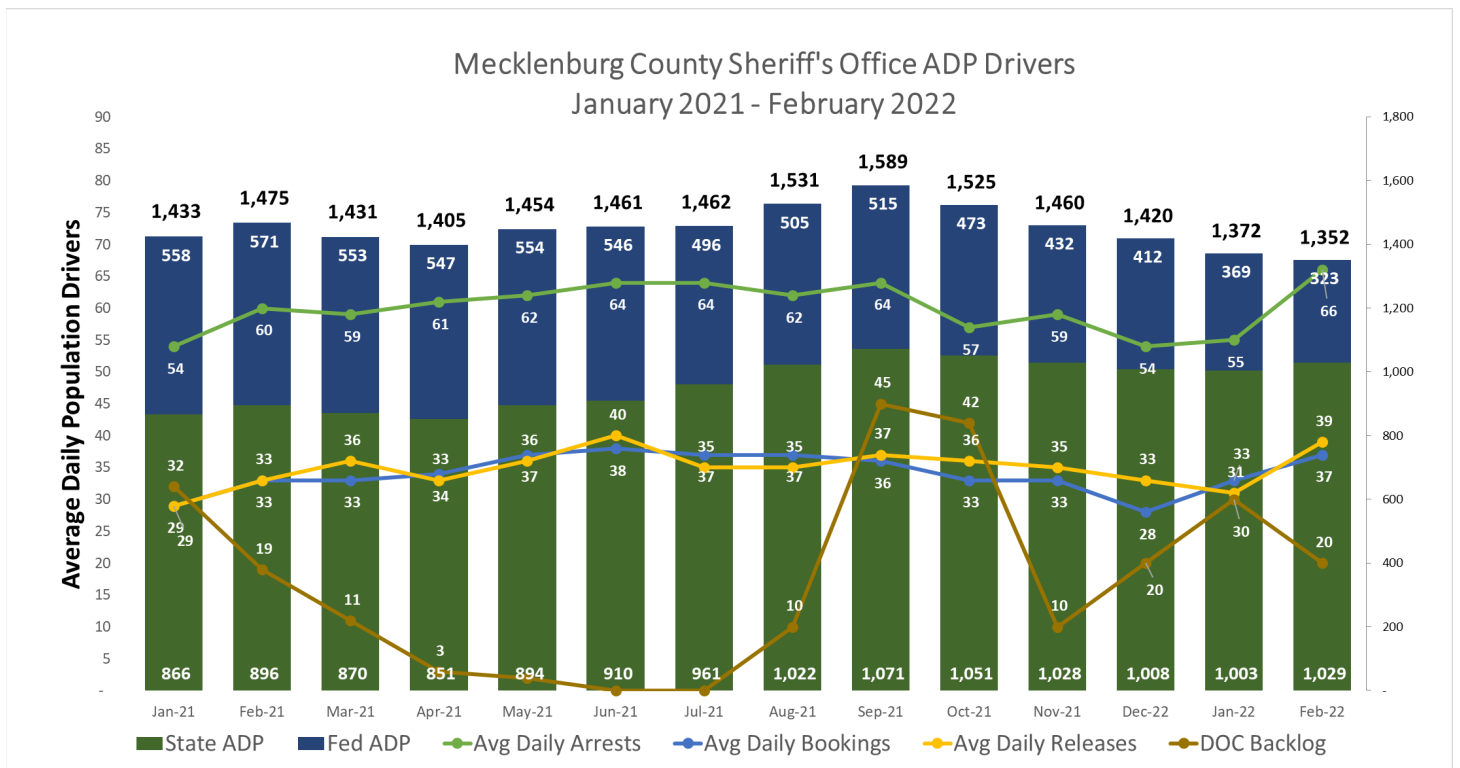
MCSO immediately began to work towards depopulation while awaiting the official *Notice of Determination*. On December 22, 2021, Sheriff McFadden sent a request to the North Carolina Sheriffs' Association requesting assistance from 99 sheriffs across the state to help reduce MCDCC's current population. As of February, Catawba and New Hanover Sheriffs Offices have responded to assist and are housing an ADP of approximately 20 MCDCC residents.

On December 23, 2021, Sheriff McFadden appealed to key criminal justice stakeholders from the local, state, and federal level requesting assistance to help depopulate MCDCC. Mecklenburg County Criminal Justice Services, the District Attorney's Office, Public Defender's Office, and the 26th Judicial District Officials convened a workgroup and have been meeting on an ongoing basis to identify cases that may be resolved through the courts to help reduce our population.

The United States Marshals Service has also been working to reduce the number of federal detainees which was at 408 residents at the time of the inspection on December 21, 2021. The population of federal detainees currently housed in the Mecklenburg County Detention Center Central has been reduced to an ADP of 323 residents which is a decrease of 21%. The federal population continues to fluctuate but we anticipate that it will drop below 300 residents as the United States Marshals Service continues their efforts to reduce our population of federal detainees.

The MCSO Classification division has worked closely with the North Carolina Department of Corrections to coordinate the movement of sentenced state residents (i.e., backlog) that were pending movement based on a COVID vaccination or testing status. Since January, the average daily backlog population has been reduced from 30 to 20 in February.

Due to the efforts listed above, MCDCC's ADP has decreased from 1,431 on December 23, 2021, to an ADP of 1,352 for the month of February, for a reduction of 5.5%. The MCSO continues to work closely with justice system partners to attempt to reduce the detention center population. However, population reduction in a pretrial detention center is difficult considering that between December 2021 and February 2022, there were an average of 33 new bookings into MCDCC each day, with an average of 34 individuals released from custody. The following graph provides an overview of the major drivers that impact the detention center ADP and recent trends that impact depopulation efforts.



MCSO has no control over who is arrested by the law enforcement agencies in this jurisdiction, but we do know that it has been a long-standing practice collectively for law enforcement in this jurisdiction to use citations and diversion alternatives in lieu of physical arrest whenever possible. The revolving door effect is a constant reality, and the impact of the pandemic means that cases are making their way through the courts at a much slower pace which may result in longer periods of detention.

On January 12, 2022, MCSO was able to close resident housing unit (POD 4700) and on February 18, 2022, a second resident housing unit (POD 5500) was closed, which means that detention officers that staffed those units can be reassigned to other areas in the detention center. MCSO continues to monitor and build on our staffing levels, as well as the ongoing safety and security measures implemented to keep our detention center safe.

MCSO is confident that this plan of correction addresses all the deficiencies noted in the Division of Health Services Regulation report submitted to Sheriff McFadden on February 9, 2022.



**MCSO Corrective Action Plan
10A NCAC Subchapter 14J
Jails, Local Confinement Facilities**

Sheriff Garry L. McFadden
Mecklenburg County Sheriff's Office
700 East Fourth Street, Suite 100
Charlotte, North Carolina 28202

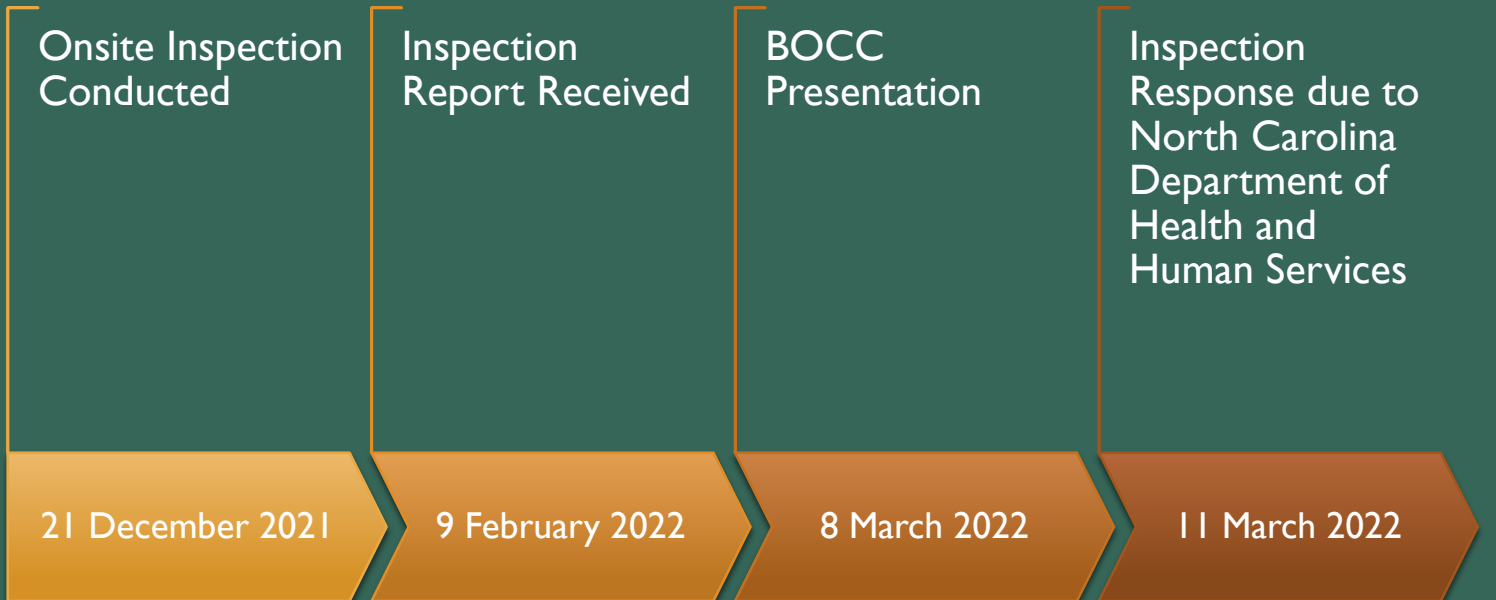
March 8, 2022

PRESENTATION OVERVIEW



- **Supplemental Bi-Annual Inspection & Complaint Investigation**
 - Statement of Deficiencies
- **MCSO Plan of Correction**
 - Supervision
 - Staffing & Safety
 - Depopulation of Mecklenburg County Detention Center-Central (MCDCC)
- **Questions and Next Steps**

SUPPLEMENTAL BI-ANNUAL INSPECTION & COMPLAINT INVESTIGATION



DIVISION OF HEALTH SERVICE REGULATION (DHSR) STATEMENT OF DEFICIENCIES

- The North Carolina Department of Health and Human Services, Division of Health Service Regulation (NCDHSR) - Construction Section Jails and Detention Unit is the regulatory agency tasked with monitoring compliance.
- The NCDHSR identified two areas of deficiencies with Mecklenburg County Detention Center Central (MCDCC)
 - 10A NCAC 14J .0601 (a) Supervision
 - A jail shall have an officer make supervision rounds and observe each inmate at least two times within a 60-minute time-period on an irregular basis with not more than 40 minutes between rounds. Supervision rounds shall be conducted 24 hours a day, 7 days per week. The supervision rounds shall be documented and maintained as written or electronic records.
 - 153A-224 Supervision of Local Confinement Facilities
 - No person may be confined in a local confinement facility unless custodial personnel are present and available to provide continuous supervision in order that custody will be secure and that, in event of emergency, such as fire, illness, assaults by other prisoners, or otherwise, the prisoners can be protected. These personnel shall supervise prisoners closely enough to maintain safe custody and control and to be at all times informed of the prisoners' general health and emergency medical needs.

MCSO PLAN OF CORRECTION 153A-224 SUPERVISION OF LOCAL CONFINEMENT

Findings - 153A-224 Supervision of Local Confinement

- Staffing shortages across shifts at MCDCC led to noncompliance with meeting required staffing levels.
- Increase in staff taking Family & Medical Leave Act (FMLA) leave.
- Increase in Worker's Compensation claims.
- Temporary absences due to COVID quarantine requirements.
- Voluntary Resignations

Plan of Correction

- Bolster Recruitment and Retention Efforts
- Deployment of Helping Employees Leave Positive (H.E.L.P.)
- Deployment of Tactical Response Unit (TRU)
- Contracting with Strategic Security Corporation
- Depopulation of MCDCC

153A-224 SUPERVISION OF LOCAL CONFINEMENT (CON'T)

■ **Recruitment and Retention Efforts**

- Competitive starting salary of \$52,530
- Submitted proposal for hiring and retention bonuses to attract and retain staff.
- Continue advertising across multiple platforms to attract qualified applicants.
- Conducting off-cycle hiring when necessary.
- Evaluating software to streamline the recruitment and onboarding lifecycle.
- Modified the detention officer observation period.
- Stay interviews for retention.
- Implementation of MCSO Peer Support Team.

■ **Helping Employees Leave Positive (H.E.L.P.)**

- January 26, 2022, Operation H.E.L.P. was implemented to address deficiencies in the mandatory overtime started on August 2, 2021.
- H.E.L.P. provides a more structured approach to achieve appropriate staffing levels through overtime.
- Staff are scheduled to work on regular schedules on opposite shifts.

■ **Outcomes**

- Current staffing levels across shifts are more consistent on post at MCDCC.
- Eliminated staff working extended hours.

I 53A-224 SUPERVISION OF LOCAL CONFINEMENT (CON'T)

■ Tactical Response Unit (TRU)

- TRU was implemented on December 9, 2021, and comprised of specially trained officers, tasked with mass searches, cell extractions, and dealing with uncooperative and violent offenders.
- Primary focus is to address troublesome areas of concern:
 - Increased occurrences of resident on resident and resident on officer assaults.
 - Increased contraband and homemade weapons within MCDCC.

■ Outcomes

- Reduced rates of assaults within the facility.
- Reduction in contraband within the facility.



153A-224 SUPERVISION OF LOCAL CONFINEMENT (CON'T)

■ Strategic Security Corporation

- On February 14, 2022, MCSO began utilizing private security to augment staffing.
- Private security guards are providing security in the lobby of MCDCC, Sheriff's Office Headquarter, MCSO Administrative Services Building, and public entry points at the Mecklenburg County Courthouse.

■ Outcomes

- Provides additional sworn and certified staff available to work assigned detention posts within MCDCC.
- Unfortunately, Strategic Security Corporation has experienced challenges in providing the necessary staff requested.



153A-224 SUPERVISION OF LOCAL CONFINEMENT (CON'T)

■ Depopulation of MCDCC

- In December 2021, MCSO voluntarily began working to reduce the Average Daily Population (ADP) of MCDCC to a level that more appropriately aligns with current staffing.
- The MCSO has been working with local justice system partners to reduce MCDCC's ADP and is thankful for each agencies efforts.
- On December 22, 2021, Sheriff McFadden reached out to the North Carolina Sheriffs' Association requesting assistance from the 99 other sheriffs
- The MCSO is working with The United States Marshals (USM) to reduce the federal contract population.

■ Challenges

- The Sheriff does not determine who is in his custody, or how long they stay.
- As a pretrial detention facility MCDCC has a revolving door of bookings and releases. In February, MCSO averaged 37 daily bookings and 39 releases.

■ Outcomes

- MCDCC's overall ADP has declined by 6.4% between December 23, 2021, and March 3, 2022.
- Between September 2021 and February 2022, the Federal Contract ADP has declined by approximately 37%. As of March 2022, the current federal ADP dropped under 300.

153A-224 SUPERVISION OF LOCAL CONFINEMENT (CON'T)

- **Corrective Actions - Measurements to Ensure Accountability:**

- The Operation H.E.L.P. schedule is monitored daily to ensure adequate personnel are available to cover all work areas in the facility.
- Time entries are reviewed to ensure consistency with the normally scheduled work hours.
- TRU submits daily reports which are reviewed by the chain of command.
- Workloads and staffing levels throughout the organization are being monitored and when there are opportunities those personnel are reallocated to augment staffing at Detention Center Central.
- MCSO Classification Section is constantly monitoring the detention population and looking for opportunities to move out sentenced and other detainees in our detention center that may belong to other jurisdictions.

10A NCAC 14J .0601 (A) SUPERVISION

■ Findings - 10A NCAC 14J .0601 (a) Supervision

- Supervision rounds and inmate observation requirements were not being met consistently due to staffing constraints.

■ Plan of Correction:

- The time clock option on the tour watch system will be utilized to ensure tours are conducted within 30 minutes.
- Tour begin and tour end times will be recorded in the Offender Management System (OMS).
- Officers will conduct required tours by walking around and observing residents, while pressing all electronic tour buttons for confirmation.

■ Corrective Actions-Measurements to Ensure Accountability:

- Periodic and random review of electronic pod tour records, reconciled against entries recorded in OMS.
- Periodic and random review of video recordings.
- Failure of officers to adhere to policy may result in disciplinary action.

10A NCAC 14J .0601 (A) SUPERVISION

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CHALLENGES FACING THE DETENTION PROFESSION RECRUITMENT & RETENTION – “THE GREAT RESIGNATION?”

■ The Detention Profession is Experiencing:

- Increased attacks on detention officers
- Low morale
- High stress
- Burnout
- Unclear expectations of job duties
- High turnover staffing rates
- Disparagement of the profession
- Increased public scrutiny and accountability

■ 2020 – 2021* Nationally Over Previous Year

- 45% increase in retirements
- 20% increase in resignations
- 5% decrease in new hiring
- Over 40% increase in first-year attrition **
- North Carolina Prison have experienced staff shortages as well. From January 2021 to December 2021 unfilled correctional officer jobs rose from 17% to 33%. At five facilities, half of all positions were vacant. ***

* Police Executive Research Forum
<https://www.policeforum.org/workforcesurveyjune2021>

** Corrections I by Lexipol - Roundtable: How corrections was challenged in 2021
<https://www.correctionsI.com/2021-year-review/articles/roundtable-how-corrections-was-challenged-in-2021-mRGevcFjfnNcYMs5/>

*** NC prison job vacancies highest in memory. Why that's a risk | Charlotte Observer

QUESTIONS & NEXT STEPS



- **Next Steps**

- Corrective action began immediately and are ongoing.
- MCSO will deliver Plan of Correction to DHRS.