

# FY 2008 Annual Report

Mecklenburg County Sheriff's Office



The background of the page features a large, semi-transparent yellow five-pointed star with a central seal. The seal contains the text 'SHERIFF OF THE STATE OF NORTH CAROLINA' and 'ESSE QUAM VIDERI'. The words 'SHERIFF' and 'MECKLENBURG COUNTY' are written across the top and bottom points of the star respectively. The star has a 3D effect with a shadow.

### **Our Mission**

To protect the citizens of Mecklenburg County by providing secure and professional rehabilitative detention facilities, enforcing civil and criminal laws, providing outstanding public service with integrity and upholding the constitutionality of the Sheriff's Office.

### **Our Vision**

Being recognized as a leading and professional organization committed to customer service and improving the quality of life in our community.

### **Our Guiding Principles**

- Integrity and credibility
- Respecting the rights of individuals through ethical and humanitarian practice
  - Recognizing the importance of each employee
- Creating an environment where employees can learn and grow professionally
  - Fiscal responsibility and accountability
  - Forming partnerships to improve our community
- Opportunities for citizens and volunteer involvement
  - Opportunities for inmate change
- Recognizing the Sheriff's Office works for the citizens of Mecklenburg County.



**FROM THE OFFICE OF THE SHERIFF**  
**Daniel E. "Chipp" Bailey**

Fiscal Year 2008 became a year of transition for the Mecklenburg County Sheriff's Office. The retirement of Sheriff Jim Pendergraph led to my February 5, 2008 appointment as Sheriff. Despite the turmoil of transition, employees of the Sheriff's Office again led the way for the County, pledging over \$70,000 to the United Way and over \$18,563 to the Arts and Science campaign.

With inmate overcrowding being the number one issue facing the Sheriff's Office, construction began on a new annex jail. Phase One provides beds for 320 inmates. Phase Two, to be completed in the near future, will house another 320 inmates. The Board of County Commissioners also approved \$360 million to begin construction of a new 1700- bed jail located at Spector Drive. These new facilities, along with a new Youthful Offender housing unit and a Vocational Training building, will assist us in our goal of operating secure and rehabilitative detention facilities.

FY 2009 presents new challenges for our agency. Growth in our facilities means growth in staff, and finding the best qualified applicants will continue to be our biggest challenge. One million people visit our courthouse annually; demands on our Field Services Unit continue to rise, as does the number of individuals being processed in our Arrest Processing Center. All of these growth-related factors will continue - and we will continue - to meet the challenges through the delivery of professional services at every level of the agency.

I continue to be amazed at the level of dedication and commitment I see in my staff. Citizens of Mecklenburg County should be proud of the outstanding job these employees perform daily.

A large, stylized handwritten signature in black ink that reads "Chipp Bailey". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Chipp Bailey  
Mecklenburg County Sheriff



# Mecklenburg County Sheriff's Office FY 2008 Annual Report

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## Acknowledgements

This report was prepared by the Research & Planning Unit of the Mecklenburg County Sheriff's Office with the contributions of the many division and unit managers. Their eagerness to contribute data and willingness to entertain many follow-up questions is greatly appreciated.

A special thank you is extended to Julia Rush for her contribution of program articles and related data and Sergeant Rod McDougald, whose photographs are found throughout this report.

## SHERIFF DANIEL E. BAILEY

Daniel E. "Chipp" Bailey, a Charlotte native, began his law enforcement career in 1972 with the Mecklenburg County Police Department. Appointed Sheriff in 2008, Bailey served previously as the agency's Chief Deputy.

Bailey earned his Bachelor of Arts degree from Pfeiffer College and Master in Criminal Justice from The University of South Carolina. He is the author of three published mystery novels and member of the American Jail Association, International Association of Chiefs of Police, the American Correctional Association, and the Queen City Optimists. He has taught in Pfeiffer University's undergraduate school of Criminal Justice and serves on Pfeiffer's Criminal Justice Advisory Board.



## CHIEF DEPUTY FELICIA McADOO

As **Chief Deputy**, McAdoo manages all operational aspects of the Mecklenburg County Jail. Her responsibilities include budgeting, policy development and implementation, staffing, and facility upkeep.

In her twenty-years of service to the Sheriff's Office, Chief McAdoo has held many positions including Commander of Detention Services, Training Officer, Office of Professional Compliance Investigator, and Field Operations Commander.

Chief McAdoo attended Rutledge College, Gaston College, and the Administrative Officer's Management Program at N.C. State University.



## SHERIFF JIM PENDERGRAPH (Retired)

Jim Pendergraph served four consecutive terms as Mecklenburg Sheriff between December 1994 and December 2007, before assuming a position with the Department of Homeland Security.

Pendergraph received an A.A. Degree in Criminal Justice; is a graduate of Harvard University's John F. Kennedy School of Government; a graduate of the 149th Session of the FBI National Academy and a graduate of the 21st Session of the FBI National Executive Institute.

Sheriff Pendergraph's dedication to law enforcement began in the military where he was assigned to the U. S. Army Military Police. After serving in the military, he then became a police officer with the Charlotte/Mecklenburg Police Department where he was employed for 23 years and attained the rank of Deputy Chief.



# Executive Staff

**Jail Central**



Major L. Pagan

**Jail North**



Major R. Collins

**Jail North Annex**



Major R. Rivers

**Work Release**



Tana Calloway

**Director of Communications**



Julia Rush

**Field Operations**



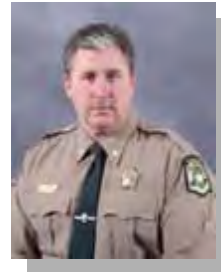
Major W. Pummel

**Office of Professional Compliance**



Major M. DeTommaso

**Arrest Processing / Classification**



Major T. Plummer

**Legal Counsel**



Marilyn Porter

**Executive Assistant**



Robin Wright

**Inmate Programs**



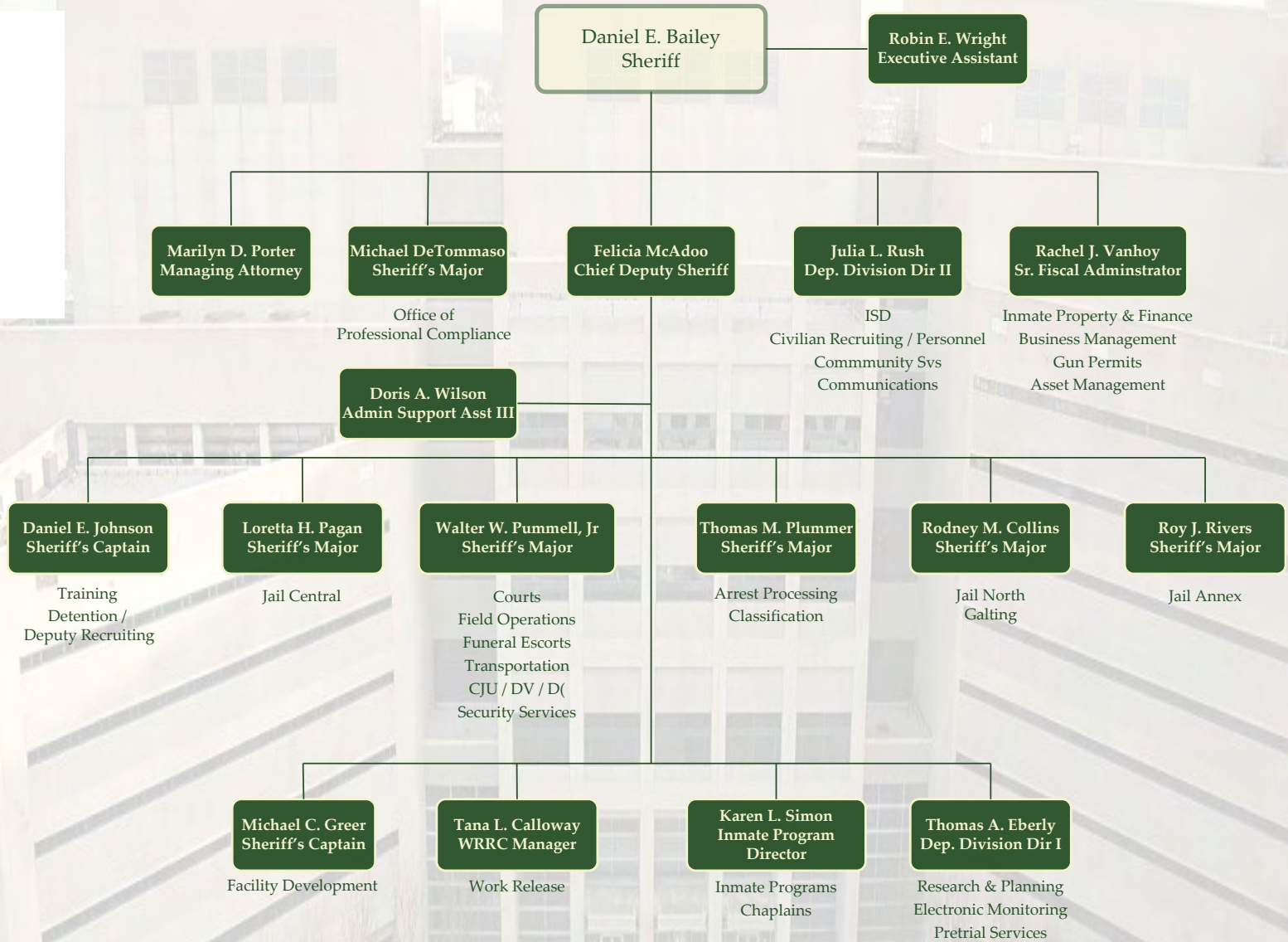
Karen Simon

**Business Manager**



Rachel Vanhoy

# Organization





# MCSO at a Glance

## Personnel

Total Authorized Staff	1,364
Deputy Sheriff	335
Detention Officer	766
Civilian	263

## Civil Paper Service

Total Papers Received	126,788
Papers Served	83,755

## Court Security

Public Entries	985,010
Contraband Removed	5,385
Inmates Processed	30,115

## Facility Bed Capacity

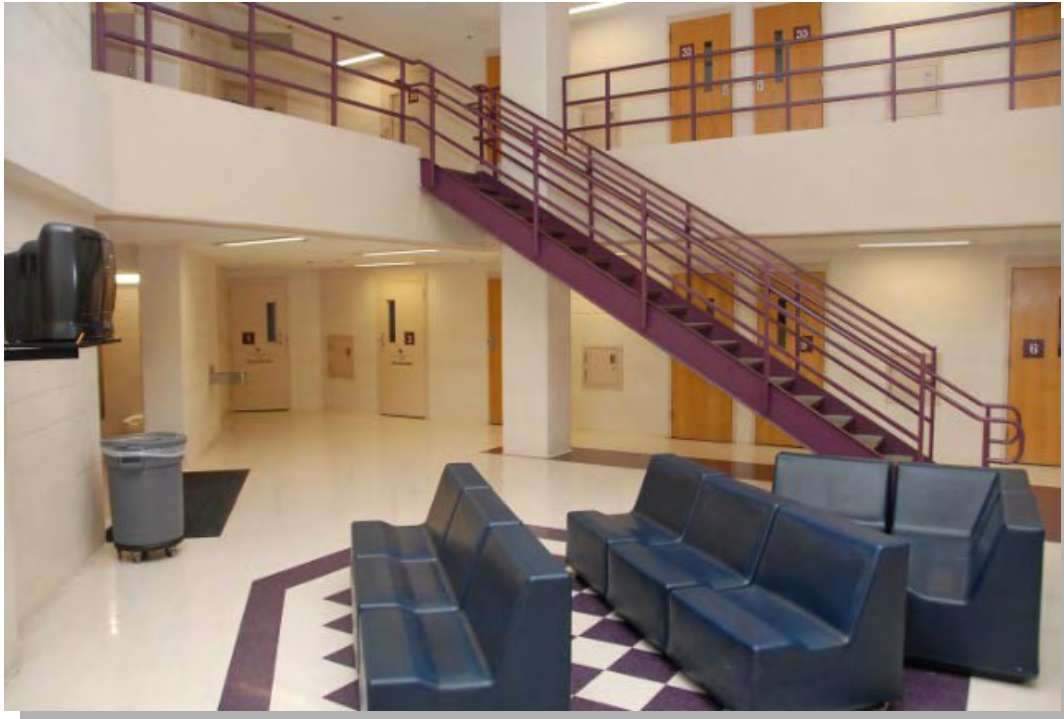
Total Beds	2,668
Jail Central	1,904
Jail North	614
Work Release	150

## Jail Population

Average Daily Population	2,610
Average Length of Stay (Days)	24

## Arrest Processing

Arrests Processed	44,583
Releases	39,045



# 2008 News & Events

## MCSO Hosts North American Police Workdog Association Workshop

In April, the Mecklenburg County Sheriff's Office hosted the 2008 North American Police Workdog Association's (NAPWDA) Bombdog Workshop. Master trainers from NAPWDA and the Bureau of Alcohol Tobacco and Firearms (ATF) provided classroom and hands-on training to K-9 teams from across the country. The workshop focused on the search for and detection of explosive materials.

"K-9 officers and their dogs bring a critical expertise to each law enforcement agency they serve," said Sheriff Chipp Bailey. "Proper training and instruction not only makes attendees better officers, but makes their agency a more professional organization in the eyes of the public."



The 5-day training program was held at the Metrolina Fairgrounds and Central Piedmont Community College's North Campus in Huntersville.

## Crisis Intervention Team (CIT) Planned



The Mecklenburg County Sheriff's Office has partnered with Area Mental Health and the Charlotte Mecklenburg Police Department to develop Crisis Intervention Team (CIT) training for law enforcement and corrections officers. The 40-hour course, based on a proven model used by more than 500 law enforcement agencies, teaches officers how to properly recognize and effectively address persons with mental illness.

During FY 2008, several MCSO staff members attended CIT training in Raleigh, NC and Minneapolis, MN to enhance local planning efforts. The planning stage is now complete and the first CIT class will occur during the first quarter of FY09 with nearly 30 participants from the MCSO.

## NC / SC Terrorism Conference A Success

MCSO organized and hosted the inaugural North and South Carolina Terrorism Conference in uptown Charlotte during October, 2007.

The conference, conceived to educate first responders on the threat of and response to terrorism drew 450 law enforcement professionals from 91 different cities throughout the Carolinas. Personnel from all levels of government including the military attended.



Participants gained access to experts from across the nation and learned about topics such as the factors contributing to the formation of terrorist groups, terrorist recruiting and financing practices, and lessons learned from responding to terrorism abroad. U.S. Representative Sue Myrick spoke to the audience about the Congressional response to terrorism.

Responding to the positive feedback received from participants, the Sheriff's Office has organized the 2nd Annual Joint Conference to be held in September 2008.

## Motor Unit Participates in National Police Week

During the week of May 11th, the Mecklenburg County Sheriff's Office's Motor Unit took part in the National Peace Officers Memorial Service held in Washington, D.C.

At the request of the United States Park Service Police, the unit escorted survivors of fallen officers to various destinations in the Washington D.C. area and served as escorts to the actual memorial services, closing with the official service at the Capital officiated by President George Bush.

A United States Park Police favorite, this is the fifth year the MCSO unit has been asked to participate. Over the last few years, the unit logged over 300 hours of escorts, including an escort for the Presidential motorcade.

"The MCSO motor unit is one of the few agencies in the country to assist the USPP in presidential motorcades for this event," said Sheriff Chipp Bailey. "Our guys are so proud to represent Mecklenburg County. I hear comments from agencies all over the country about our deputies and their professionalism during memorial week. I am very proud of our Motor Unit."

This year's event was particularly special as it marked the 10<sup>th</sup> anniversary of the death of Captain Anthony Stancil.



## Jail Expands to Meet Needs of Youthful Offenders

During FY 2008, construction began on an 108-bed, 35,000 square foot expansion of Jail North. The expansion, specially designed to house youthful offenders (ages 16 and 17) will include nine housing pods with dayrooms, dining areas, and showers. Youthful offenders are the fastest growing inmate population in the jail.

The unit's housing pods, which are smaller than existing pods, will provide an offender-detention officer ratio of 12:1; the typical inmate-detention officer ratio is roughly 60:1. This ratio, coupled with expanded programming, will allow staff and community to address the special needs of this important population.

The expansion will also house a 12-bed mental health unit reserved for youthful offenders.



## Vocational Programming Grows

Two additional construction projects were undertaken in FY 2008 to expand the programming available to inmates: an 8,300 square foot vocational training building and a 3,400 square foot greenhouse. The vocational training building will provide classrooms and workshops for carpentry and masonry activities. The greenhouse will be equipped with a plant propagation area, plant beaches, evaporative cooling and irrigation systems.

Through a partnership with Central Piedmont Community College, these facilities will be used to provide inmates marketable skills that may be used to gain employment upon release. Both facilities will be located at Jail North.





# Detention Operations



## Direct Supervision

Always a leader in implementing innovative management practices, the Mecklenburg County Sheriff has adopted the Direct Supervision model for jail operations. Whereas in traditional jail settings, the inmates live in large, linear cell blocks, intermittently supervised by several detention officers, the direct supervision model places a single detention officer in a podular cell block, where he or she supervises the inmates continuously without benefit of protective barriers. Research has shown that direct supervision results in reductions in inmate-on-inmate violence, suicides and attempted suicides, and staff assaults by inmates. Further, detention officers report a more positive perception of their work environment.

The principles of direct supervision are effective supervision, controlled living areas, trained staff, and providing inmates a safe environment for the inmates. These principles are achieved through several strategies.

The first strategy is the use of a podular floor plan. Triangular in shape, podular designs place the individual cells on outside walls allowing the detention officer to maintain direct line of sight from his desk to nearly all areas of the pod. The cells surround a common area, or dayroom, used by inmates when they are not locked down. Next, the number of inmates in each pod is limited (preferably to 56) to foster communication between the pod officer and inmates as well to facilitate cooperative behavior from the inmates. Ensuring small group sizes is important, as larger group sizes have been shown to reduce the likelihood of cooperative behavior.

Another key strategy is the placement of the detention officer directly in the pod with the inmates. Traditional jail practices separate the staff from inmates physically resulting in intermittent observation of inmate activity.

Inmates in these settings typically exert a great degree of control over their living areas creating a more dangerous and unpredictable environment for staff and other inmates.

Direct supervision requires more than just a "guard"; it requires a professional who is highly trained and effective in communication skills. Rather than reliance upon brute force to achieve compliance, the detention officer is trained to lead the inmates in his pod; to direct the inmates using positive communication techniques.

The detention officer is expected to set the tone of his pod by achieving a level of mutual respect; the inmates must respect the officer's authority and

direction, while the officer must respect and treat the inmate as a fellow person. Most importantly, placing the detention officer in the pod allows the detention officer to be proactive rather than reactive. By remaining in the pod throughout his shift, the detention officer is able to recognize the early signs of negative behavior and take action to prevent it from occurring.

Finally, there is the complementary strategy of delivering educational, vocational, and religious programming to inmates. Recognizing that most inmates held in the jail will return to the streets of Mecklenburg, the Sheriff's goal is to return a more productive, tax-paying citizen; inmate programs are a tool to this end.

Remaining focused on its vision to be "a professional and leading organization" the Mecklenburg County Sheriff's Office proudly and enthusiastically applies the techniques of direct supervision. As the standard of modern jail management, direct supervision ensures the safety of Mecklenburg citizens and inmates.



# Accreditation

In 2003, the Mecklenburg County Sheriff's Office proudly distinguished itself as the first nationally accredited local jail system in North Carolina.

To achieve accreditation, the jail underwent a comprehensive audit of its operations to determine compliance with national standards. According to the American Corrections Association, the national standards stand as benchmarks in the operation of corrections facilities and are necessary to ensure that correctional facilities are operated professionally.

The accreditation process examines the services, programs, and operations essential to good correctional management, including fiscal controls, staff training and development, physical plant, safety and emergency procedures, sanitation, food service, and rules and discipline. These standards represent practical, up-to-date policies and procedures that safeguard the life, safety, and health of jail staff and offenders.

While the primary purpose of accreditation is to protect jail staff and offenders, many ancillary benefits are derived.

Accreditation:

- Minimizes the potential for expensive and time-consuming litigation from negligence and other liability
- Assesses the strengths and weaknesses of the jail to maximize available resources and implement change
- Enhances the jail's credibility with the courts and public
- Contributes to public and professional recognition of good performance
- Contributes to improvement of staff morale and inmate behavior

Accreditation is effective for three year periods and requires annual audits of supporting documentation to maintain. MSCO's most recent renewal occurred in January 2006. Both Jail North and Jail Central are accredited. The Work Release & Restitution Center is initiating changes in preparation of future accreditation.



**The Mecklenburg County Jail adheres to 384 ACA standards and tracks 170 outcome indicators to maintain accreditation.**

## Detention Facilities

North Carolina G.S. 153A-218 authorizes a county to “establish, acquire, erect, repair, maintain, and operate local confinement facilities...” North Carolina G.S. 162-22 provides that management of the jail falls under the responsibility of the Sheriff, who “shall have the care and custody of the jail in his county; and shall be, or appoint, the keeper thereof.”

The Mecklenburg County Jail is comprised of three detention facilities designed to securely house nearly 2,700 inmates. The majority of inmates housed are awaiting trial; the balance are either serving state sentences, awaiting transfer to state facilities, are federal or immigration inmates, or are being held on out-of-county charges.

### Jail Central

Located in uptown Charlotte, Jail Central is a high-rise detention facility designed to house 1,904 inmates. Built at a cost of \$142 million dollars, the 857,000 square foot facility also serves as the booking point for all arrestees in the county. Both male and female inmates are incarcerated at this location. Typically, only 10% of the jail population is comprised of females.

### Jail North

Jail North, located on Spector Drive in north Charlotte, is a medium high-rise facility with 614 beds. Jail North is a male-only facility that also houses the County’s youthful offenders (ages 16 - 17 years old). Youthful offenders are housed separately from the adult male population. The 281,000 square foot facility also accommodates the jail system’s centralized kitchen. Here, hot meals are prepared by contractors and inmates and chilled for delivery to the other jail facilities. The meals are reheated at each facility before they are served.

### Work Release & Restitution Center

The Work Release & Restitution Center, located adjacent to Jail Central, houses 150 inmates. It consists of two 60-bed, dry cell, male housing units, and one 30-bed, dry cell, female housing unit. The facility provides a “normalized” residential environment for sentenced inmates who are released during the day to obtain mental health and substance abuse counseling and to work, and then return at night to be housed.

In addition to inmate housing areas, each facility contains space for facility laundry, building maintenance, administrative services, and inmate programs.



Jail Central



Jail North



Work Release & Restitution Center



# Arrest Processing

Arrest Processing (AP) is charged with positively identifying arrestees who are delivered to the jail and for directing arrestees through the initial steps of incarceration.

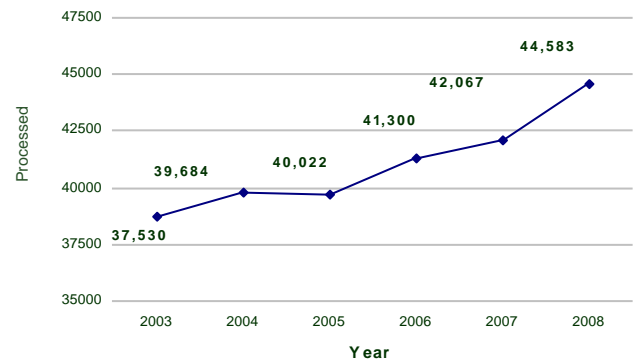
During FY 2008, 44,583 arrestees were processed into the jail. Of this number, only 54 instances required the use of force. This is particularly noteworthy considering that a great number of those entering the jail are under the influence of alcohol or drugs or are highly agitated simply because of their arrest.

FY 2008 marked the second operational year of the Sex Offender Registry and Identification System (SORIS), an iris scanning technology used to enhance the speed and reliability of arrestee identification. SORIS scans the iris of the eyes and stores the information as a mathematical code. The code is in turn stored in a national database for future reference. SORIS complements the existing Automated Fingerprint Identification System (AFIS) which digitally scans and compares an arrestee's fingerprints to those in national and state databases. The SORIS system is also used at the Jail's release post, to confirm the identity of inmates before they are released to the community or other institutions.

During the fall of 2007, the arrest processing section began to undergo major renovations to improve its capacity to receive and move arrestees. Major projects include expansion of the receiving and medical areas, relocation of the Inmate Finance section, and reconfiguration of the administrative area. The expanded receiving area will allow arresting officers to be separated from their arrestees more quickly and provide suitable space to complete paperwork while awaiting intake.

The expansion will increase the speed at which arresting officers may return to the field and also reduces the possibility of agitating arrestees with the officer's continued presence in the area. Relocation of the finance section next to the receiving post will eliminate the need to escort arrestees back and forth across the open-waiting areas, and in turn, allow deputies to remain at the receiving post. Finally, the u-shaped administrative area will be squared to increase usable space.

**New Arrests Processed**  
(does not include Court Commitments)



**Of the nearly 45,000 arrests processed only 51 resulted in the use of force**



## 287(g) Program

The 287(g) program is an initiative designed to enhance cooperation and communication between U.S. Immigration and Customs Enforcement (ICE) and state and local law enforcement. Originating in the Immigration and Nationality Act of 1996, 287(g) provides state and local law enforcement with the training and subsequent authorization to identify, process, and when appropriate, detain immigration offenders they encounter during their regular, daily law-enforcement activity. In May 2007, the Mecklenburg County Sheriff's Office completed its first year of participation in this important program.

Former Sheriff Jim Pendergraph pursued the collaboration with federal law enforcement out of frustration with his agency's inability to positively identify and remove criminal illegal aliens from the community. Before 287(g), positive identification of illegal immigrants was virtually impossible in the Mecklenburg County Jail. Federal immigration databases were restricted to federal officials, preventing deputies from verifying an immigrant's identification through their fingerprints and photographs.

With a letter of support from U.S. Senator Sue Myrick, the Sheriff's Office received approval to participate in the program in 2006. Within 60 days of the approval, ICE provided the Mecklenburg County Jail with an automatic fingerprinting identification system, photo recognition equipment, and trained and certified twelve deputy sheriffs to perform immigration law enforcement functions. This certification allows the deputies to access the federal databases and confirm the identity and legal status of immigrants who are arrested.

Today, every arrestee who enters the Mecklenburg County Jail is asked two questions: "What country are you a citizen or national of?" and "Where were you born?" If the responses indicate the person may not be or is not a U.S. citizen then they are fingerprinted and a recognition photo is taken and both are submitted to ICE. Within minutes, deputies learn whether the individual has had prior contact with any law enforcement agency and their immigration status.

Depending on the arrestee's current charges, prior criminal record and convictions, and history of deportations, he/she is either given a Notice to Appear in Immigration Court or held for deportation. Before any arrestee is deported, they must answer for their state and local charges.

The 287(g) program has proven itself an effective tool for removing criminal illegal immigrants from the community.

Since the program's inception, nearly 5,000 criminal illegal immigrants met the criteria for deportation. "If that many criminals are removed from any community," Jim Pendergraph, now with ICE, says, "it will make a positive difference in the crime rate. The 287(g) program is one way to expeditiously and effectively do something positive for our communities."

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**Since the program's inception in April 2006, nearly 5,000 illegal immigrants who have committed crimes have been processed for deportation.**

**Of those, 322 had been previously arrested and deported.**

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*Adapted from Sheriff Magazine, March–April 2007*



# Classification

The Inmate Classification unit is responsible for ensuring that each inmate housed in the Mecklenburg County Jail is assigned an appropriate custody level for the duration of their stay. Custody level determines an inmate's housing and work assignments, as well as program eligibility, and is designed to ensure his safety and that of other inmates and the community.

Custody levels are determined by an objective assessment of security risk factors including current charges, criminal history, and community ties. Inmates are typically assigned one of three custody levels within 24-48 hours of their incarceration: Minimum, Medium, and Maximum. As the level increases, the inmate's privileges and access to programs is reduced. For inmates with extended stays, custody levels are reviewed every 60-days.

One of Classification's greatest challenges rests in the rapid increase in jail population. From a staffing perspective, the growing inmate population has significantly increased the workload of classification officers. Whereas the recommended staff to inmate ratio for classification officers is 1:200, the current ratio is 1:450.

As the number of inmates exceeds the design capacity of the jail, it becomes more difficult to separate inmates by custody level. In some cases, minimum custody level inmates must be housed with medium-level inmates. Further, the crowded conditions in the housing pods contribute to an increase in the number of violations and assaults requiring more incident-based reassessments and housing reassignments.

Inmate Classification is also responsible for coordinating the transfer of inmates to the North Carolina Department of Corrections, calculating and reporting the release date of offenders, coordinating the daily transfer of inmates to court proceedings, and tracking all Federal and Immigration inmates for billing purposes.

Among Classification's many efforts during FY 2008, the following stand out:

- Decreased by three hours the time required to process inmates released by the courts
- Adjusted court-staging procedures to reduce crowding of inmates in the court building holding cells.
- Relocated out-processing of ICE inmates to the week-end unit, minimizing the impact of large group movements on normal release operations.

Classification staff have recently begun the process of reviewing all inmate classification policies and procedures to ensure compliance with ACA standards.



## Work Release & Restitution Center

Located adjacent to Jail Central, the Work Release program serves as an alternative corrections option for sentenced offenders in the Mecklenburg County criminal justice system. The Work Release concept is unique in that it allows carefully screened offenders to leave the facility during the day to work and to attend education or counseling programs.

The goal of Work Release & Restitution Center is to reduce recidivism in the community by providing sentenced inmates a structured environment in which they may simultaneously access substance abuse counseling, obtain job skills, and secure employment prior to their release. By facilitating a successful transition back into the community, the work release program increases the likelihood of offenders becoming productive, tax-paying citizens.

Nearly all program participants are unemployed when they enter the program. Upon entry, a vocational assessment of each offender is conducted to identify their skill level and competency. Offenders attend intensive pre-employment seminars which teach effective job search strategies, resume writing, effective interviewing skills, and methods for handling inquiries about their criminal history. Job retention programming is provided which includes such topics as problem solving skills, time management, and ethics and values.

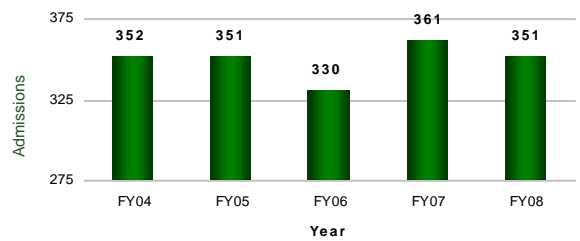
Recognizing the role of substance abuse in criminal behavior, Work Release provides a continuum of alcohol and drug treatment services for offenders. In addition, Work Release facilitates access to a variety of community therapy programs that can assist the offender with other counseling needs such as anger management, family and mental health counseling.

This year, Work Release implemented a new program, *Commitment to Change*, which incorporates the cognitive reconstruction (CR) treatment model. The CR model seeks to teach offenders to identify the thinking errors that lead to criminal behavior and replace them with pro-social thought processes.

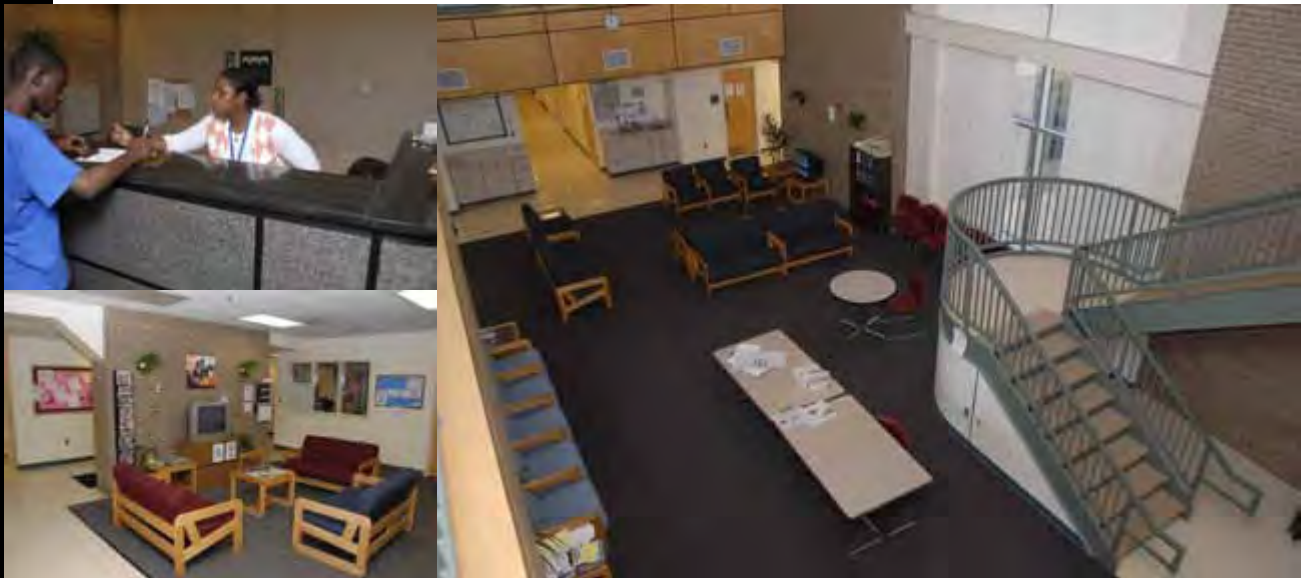
Remarkably, Work Release posted only two walk-offs for the entire year; an 86% drop from the previous three-year average. Walk-offs are most likely to occur when an offender has been provided a community pass for work, education, or treatment purposes; several thousand passes are issued each year.

The average length of stay for Work Release residents is 93 days.

Work Release Admissions



**32%**  
12-month recidivism rate of those completing the Work Release Program.



# Gatling Juvenile Center

Located in northern Mecklenburg County, Gatling is a 30-bed, secure detention facility for male juvenile offenders. The typical offender housed in Gatling is pretrial, though at any given time up to ten percent of the population may be housed as sentenced offenders. Sentence lengths may last up to 30 days. Because of its limited space, Mecklenburg County is unable to house all juvenile offenders; when demand exceeds beds, offenders are held at other detention facilities around the state. Female juveniles are housed in Gaston County.

Gatling's mission is to "offer the safest facility for detaining juveniles in the state, while still offering a complete complement of programs and services that will have a major impact on helping juveniles to make the right choices." Gatling's guiding principles are a commitment to serve all community stakeholders; following, while striving to exceed, all minimum standards set forth by the state of North Carolina; and maintaining an open and honest work environment, while striving to provide a staff that has total ownership in the program.

Daily activity at Gatling is rigidly structured and little free time is afforded juvenile offenders. The day begins at 4:30 a.m. Lights out is 8:30 p.m. During the day juveniles attend school and perform facility chores. One hour per day is allotted to recreation.

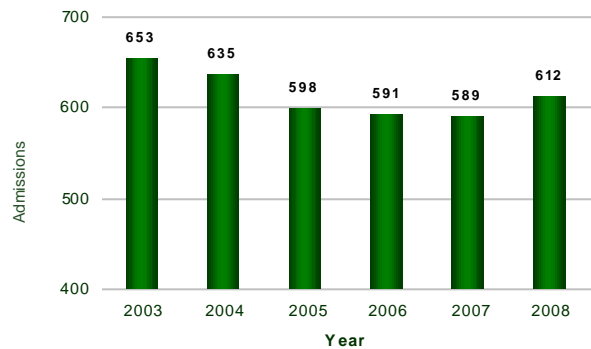
Typical of most criminal justice units, Gatling works closely with many different groups, including parents, local law enforcement, caseworkers, court counselors, volunteer groups, and other county services.

During FY 2008, Gatling adopted the Offender Management System (OMS) used in the remaining detention facilities. OMS centralized and automated the storage and retrieval of resident data, decreasing data entry and search times, and freeing staff to focus on the residents.

Recognizing the importance and need for professionals in the juvenile criminal justice field, Gatling entered into a partnership with UNC-Charlotte's Criminal Justice Program. Under this partnership, Gatling staff will provide lectures on juvenile detention topics and open the doors of the detention facility to Criminal Justice majors, providing insight into the careers of juvenile counseling and detention.

Looking towards the future, Gatling seeks to encourage greater collaboration in between State and County officials to provide the resources necessary for a larger facility to be constructed which will permit housing of female juveniles and all 16-17 year old offenders. In addition, efforts to expand its educational programming to include a Horticulture component have been undertaken.

Male Juvenile Admissions



612

Male juveniles admitted during FY 2008



## Inmate Work Crew

Established in 1995, the Inmate Work Crew program puts low-risk inmates to work cleaning the streets and public properties of Mecklenburg County.

The crew most visible is commonly performing general roadside cleanup efforts. Closely supervised by three armed detention officers and wearing bright orange jumpsuits, 12 inmates work eight hour days, seven days a week. Road crew inmates work on beautification projects at Charlotte-Mecklenburg Schools, libraries, and parks and also participate in "Clean Sweep," an annual community-wide effort to clean local waterways of litter.

The Work Crew program works closely with Charlotte-Mecklenburg Police, the City of Charlotte Community Improvement and Neighborhood Development Divisions, and various community groups to clean targeted neighborhoods. The goal is to make the neighborhoods safer and better places to live for law-abiding citizens and to make life more difficult for criminal elements.

For every 30 days of service provided, an inmate earns four days of credit against his time served.



Since 1994, inmate work crews have saved Mecklenburg County taxpayers over \$1.7 million.

# Inmate Programs

The mission of Inmate Programs is “to make the community safer by offering a broad array of relevant services, which provide those we serve with opportunities for positive change.” The goal: to reduce recidivism in the community by giving inmates the opportunity to address those issues that may have contributed to their criminal behavior and subsequent incarceration. The Inmate Programs division encompasses over 30 therapeutic, educational, and literacy programs.

Inmates are provided access to a continuum of substance abuse treatment programming which includes intensive counseling and education. Based upon the 12-step model of treatment, inmates are able to confront, and move towards, overcoming their alcohol and drug addictions. In a 2007 study of Mecklenburg County inmate needs, 50% of the inmates interviewed admitted their current arrest or a prior offense was directly related to alcohol or drug use.

Educational programs include Adult Basic Education (ABE) and General Educational Development (GED). National research reveals that lack of education contributes significantly to the likelihood of criminal behavior. The 2007 Inmate Needs study revealed that 43% of Mecklenburg County inmates had not completed high school. Through ABE, inmates are introduced to basic math and grammar skills and prepared for the more advance GED curriculum. The GED program prepares inmates to take the General Education Development Test. Passing scores on these tests demonstrate an individual has achieved high school-level academic skills.

Inmates desiring to develop vocational skills are given opportunities to participate in courses such as *Blueprint Reading* and *Basic Electricity*.

*Life Skills* challenges inmates to accept responsibility for their anti-social behavior, and teaches them about positive personal relationships, money management, and controlling

emotions. *Positive Changes* attempts to help youthful offenders (16 - 17 years old) understand themselves better by addressing topics such as self-esteem, physiological changes, and emotional growth.

For the rapidly growing Hispanic jail population, Spanish-language programming is provided to address such areas as domestic violence, literacy, life skills, and English language proficiency.

The division also provides chaplain and library services. Chaplains strive to ensure the spiritual needs of inmates are met; distributing requested religious material and provide spiritual counseling as needed. In addition, the unit serves as a liaison between the jail and the greater community by coordinating religious studies for inmates of all faiths.

The Inmate Library provides leisure reading material and maintains the statutorily required law library. The law library provides inmates access to legal reference material enabling them to participate in their own defense despite their incarceration.

The single greatest challenge for Inmate Programs is to grow its programs at a pace that matches the needs of a rapidly increasing jail population. It is a three-front challenge: space and security limitations that limit larger or additional classes, finding qualified and dedicated instructors and volunteers, and securing sufficient funding. Funding is achieved through a combination of County revenue, community grants, and proceeds from the inmate commissary.

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## 55%

12-month month recidivism rate of substance abuse treatment graduates .

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During FY 2008, nearly 4,000 inmates participated in an inmate program.







# Courts and Field Operations



## Courts

Deputies serving in the Court Security Division are responsible for ensuring the safety and security of those conducting business in the court complex including: judges, juries, defendants, witnesses, attorneys, and the general public.

Their most visible role is screening all individuals entering the court for contraband and weapons. Nearly 1 million citizens entered the courts building during FY 2008, or approximately 4,000 per day. During these screenings over 15,000 contraband items were turned back or confiscated by deputies.

In addition, deputies serve as bailiffs in one of the 29 court rooms operating on a daily basis. The bailiffs are responsible for ensuring "order in the court"; that is providing for the safety of participants, moving juries and witnesses into and out of the courtroom, and taking into or maintaining custody of defendants during court proceedings.

Behind the scenes, Court deputies are busy moving incarcerated defendants from the jail to scheduled court appearances. The inmates are brought through tunnels to the court building lock-up area and from there escorted to their assigned courtroom at the appropriate time. Following the court proceedings, the inmates are returned to the jail. Just over 30,000 inmates were processed from the jail to the courts during FY 2008.

Another important function performed is the service of subpoenas (an order to appear before the court). When a subpoena is issued, Court deputies first attempt to serve it by phone- calling the subject of the order and conveying the pertinent information. If, after 3 attempts, it cannot be served by phone it is transferred to the Field Operations unit for physical delivery. Of the 37,000 subpoenas eligible for phone service in FY 2008, nearly 80% were

served by phone. This method of service substantially reduces the cost to taxpayers who otherwise would be required to pay for the additional deputies, facilities, and equipment necessary to hand-deliver the documents.

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**15,000**  
**Contraband and Weapons**  
**Turned Back or Confiscated**

---

**Nearly 1million citizens**  
**entered the court house**  
**for 12,000 court sessions.**



# Field Operations

The Field Operations division fulfills many of the statutorily mandated responsibilities of the Sheriff, including: the execution of warrants and orders for arrest; seizure of property; service of civil processes and domestic violence protective orders; and the transportation of inmates between detention centers or mental health facilities throughout the county and state. In addition, Field Operations deputies enforce criminal and traffic laws and serve as escorts for visiting dignitaries.

## Paper Service

The largest Field Operations units include: Civil Judgment, Civil Process, and Domestic Violence. Each unit specializes in a particular aspect of the paper service process. For example, the deputies assigned to the Civil Judgment unit specialize in the execution of court ordered property seizure and money collection, while deputies assigned to the Domestic Violence units are experts in the service of domestic violence orders. The timely and legal service of papers is critical to proper functioning of the criminal justice system.

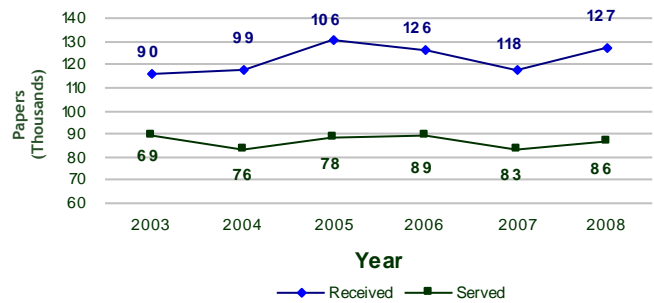
## K9

The K-9 unit assists field operations, jail facilities, courts, and other requesting agencies within Mecklenburg County. A primary responsibility of the K-9 unit is to conduct daily address verifications of the county's more than 700 registered sex offenders. Additional responsibilities include, but are not limited to, paper service, drug and building searches, search and rescue operations, and assisting at vehicle checkpoints. The unit is comprised of 6 handlers and 6 dogs.

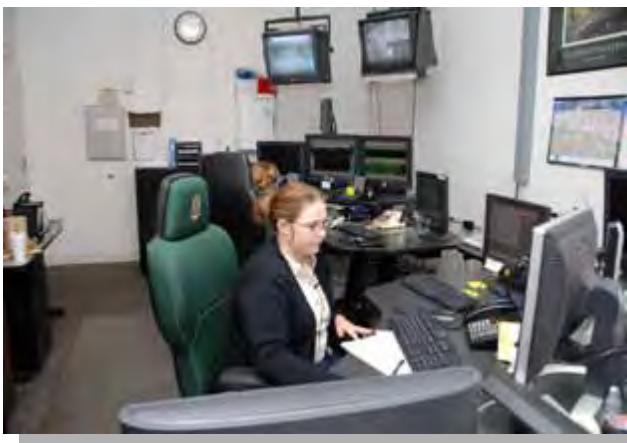
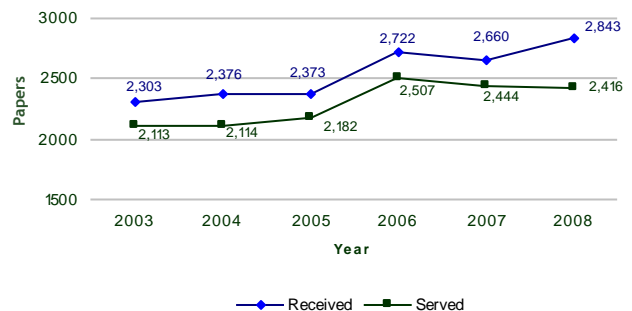
## Communications

The Communications unit serves as the hub for all radio and telephonic communication within the agency. Operating around the clock, the unit maintains and directs radio traffic, uses computer-aided dispatch, and provides warrants checks to deputies in the field.

Civil Paper Service



Domestic Violence Orders





# Support Services



# Training

The Training Division is responsible for ensuring that Mecklenburg County detention officers and deputy sheriffs are fully qualified and capable of performing to the high standards and expectations of the Sheriff, the community, and accrediting agencies. To this end, the Training Division performs several functions.

## Recruiting

The Recruiting section has the challenging responsibility of finding and hiring the most qualified candidates. The employment standards and needs of the Sheriff's Office dictate that recruiting efforts extend nationwide. In addition to developing and distributing job announcements and advertisements through various print and broadcast media throughout the country, recruiters travel the country participating in career fairs. They're responsibility does not end there, however. When a prospect submits their application for a detention officer or deputy sheriff's position, the Recruiting section also processes the application, conducts the background check, performs the pre-employment fitness examination and interview, and makes the hiring decision. During FY 2008, over 4,000 employment applications were processed for the positions of detention officers and deputies.

## Academy

The Training Academy is responsible for delivering all certification training to new employees. In addition, training staff delivers fire arms instruction to certified and sworn employees, monthly training to the Sheriff's Emergency Response Team (SERT), and provides all mandatory and in-service training to all Sheriff's Office employees. During FY 2008, Training Division completed 8 Basic Detention Officer Courses (DOCC), graduating 220 MCSO and 11 out-of-county personnel.

## Advancement

The Training Division also facilitates periodic testing to establish promotion lists. Participants' performance on the test is evaluated and ranked. A list of qualified staff is maintained to ensure managerial vacancies are filled as they occur.

During FY 2008, two supplemental promotional processes for the ranks of Captain, Sergeant, and Corporal were facilitated. A total of 179 candidates participated in the processes.

To improve access to training an online database was created to permit MCSO employees to register for or request to attend internal and external training classes. Online access significantly decreased the time required to process training requests by eliminating the need for Training staff to manually enter data. In addition, all mandatory

ACA training was placed in the online environment, allowing employees to complete training and take tests at times convenient for them.

7  
DOCC Academies

12,903  
Class Hours Completed



# Inmate Property & Finance

Control and accountability are the watchwords of the Inmate Property & Finance Unit. This unit is responsible for ensuring that all property and monies confiscated from arrestees entering the jail are inventoried, safely stored, and then returned when the offender is released or transferred. Last year, Inmate Property & Finance collected and inventoried the property of over 44,000 arrestees.

FY 2008 marked the second operational year of two innovative systems designed to increase the speed and flexibility by which deposits can be made to inmate commissary accounts. Prior to the introduction of direct deposit and the TouchPay kiosk, commissary account deposits could only be made by a mailed money order. Entered manually, it takes almost one week for mail orders to be processed and funds credited to an inmate's account. Now, for a nominal fee, family members may deposit money directly in an account at any ACE Cash Express site located in five states, and funds are available the next day.

TouchPay kiosks, located in the lobbies of Jail North and Jail Central, allow family members to conveniently deposit funds while visiting an inmate. For those who do not reside in the local area, the system is also accessible by Internet, allowing funds to be deposited 24 hours a day from any location. In both cases, funds are available to the inmate the day after deposit. A nominal fee is also collected for the service.

The efficiency gained through the implementation of these services has permitted two personnel to assume additional responsibilities in other heavy workload areas.

On the inmate side, IP&F placed commissary ordering kiosks in each housing pod to increase the efficiency of the commissary process. Rather than use telephones in the housing pod to complete orders, inmates are now able to use a touch screen monitor to select and purchase their commissary items.

The kiosk solution promises to benefit the inmate by providing visual images and descriptions of the items being considered and the opportunity to confirm the order's accuracy before purchase. In addition, the time required to complete an order will be decreased as the touch screen is less challenging to navigate than the current telephone-based ordering system. IP&F staff will gain efficiency through the reduction of ordering errors and subsequent accounting activity.

Future plans include allow inmates to sign up for sick call through the kiosks.

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**109,469**  
Commissary Orders Filled

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**During FY 2008, only 5 claims for lost property were sustained out of 33,000 property releases.**

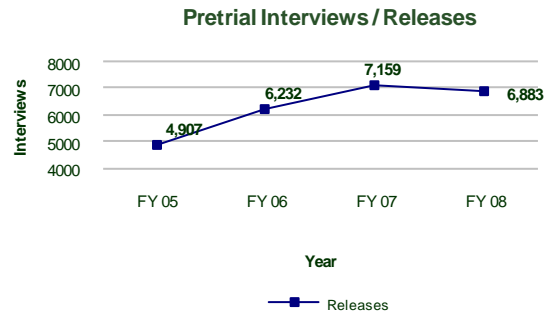


## Pretrial Release

Pretrial Services balances the dual responsibility of protecting the rights of citizens with maintaining the best interests of the community. Following an arrest, Pretrial Service gathers information on individuals and conducts an assessment to determine if they are a threat to the community or self and if they will appear in court as required. Often, individuals released by Pretrial Services do not have the means to post bail and they would otherwise remain incarcerated, unnecessarily, until their case was brought before a judge. The decision to release accused offenders is always made with public safety in mind, and the realization that Mecklenburg County's maximum security detention facilities must be reserved for dangerous offenders.

All individuals released by Pretrial Services are assigned a supervision officer and must comply with special conditions. The approach to supervision will vary depending upon the risk and needs of the individual. Those determined to be medium to high risk are required to have weekly contacts, curfews, drug testing, and alcohol and drug screening. Anyone identified as having a special need, such as drug treatment or job training, are referred to community resources and then their participation is monitored. For these individuals, the goal is to develop a plan of action that will restore them in the community and prove to the court that they can succeed.

Over the past year, staff has dedicated themselves to implementing evidence-based practices and national pretrial standards. Examples of this include the implementation of drug testing, the creation of specialized caseloads for mentally ill persons, youthful offenders, and domestic violence cases, and the development of case supervision compliance reports for the courts. All of these changes have been made without increasing the annual budget or additional staff.



In the coming months, Pretrial Services will begin installing new case management software that includes automated reporting kiosks. The new system will replace the outdated mainframe system and provide a rich, web-based application that will link to data bases from the jail, county GIS system (for address verification), and state court system (for court records). All of this information will be used by Pretrial Services staff to collect more reliable data on arrestees and to disseminate information better to the criminal justice system. With the new system, standard bail reports that are currently prepared manually will be produced automatically through data-fed Microsoft Office templates.

The kiosks that come with the new case management system will be utilized as reporting stations for program participants to verify their presence in the community as well as their compliance with release conditions. Each kiosk has the capability of determining the persons' identity through a biometric reading of their hand print coupled with tailored questions that are answered on a touch screen. Implementation of the automated kiosks is designed to assist supervision officers who are monitoring growing caseloads, while providing 24/7 reporting access for program participants. This exciting new system, the first of its kind in North Carolina, is funded through a Federal grant.

**78%**  
Of Participants successfully met their contract obligations in 2008.



# Electronic Monitoring

In response to jail crowding, the Mecklenburg County Sheriff's Office created the electronic monitoring (EM) program in June 2006. The program is designed to provide intensive supervision for moderate-to-high risk persons released pending trial. Each prospective participant goes through an extensive assessment which includes a face-to-face interview, criminal history investigation, drug test, and pre-release home visit. Persons that qualify for the program are required to wear a global positioning satellite (GPS) tracking device on their ankle which is capable of determining their whereabouts 24 hours a day, seven days a week.

## GPS Technology

A key feature of the GPS monitoring technology is the ability to set inclusion and exclusion zones using longitudinal and latitudinal coordinates. By setting zones, the EM Program can restrict program participants from leaving their residence during curfew hours or establish prohibited areas in the community, such as a victim's neighborhood or a local bar. Since the GPS device produces tracking points on program participants throughout the day, any violation of the inclusion or exclusion zones generates an immediate alert that is responded to by a deputy. In addition, all tracking points are recorded and entered into the Charlotte Mecklenburg Police Department's crime scene data base. This information is then used to determine possible correlations between the location of program participants and criminal activity.

## Program Restrictions

Each participant in the EM program is expected to remain drug-free and employed. Participants determined to have drug and alcohol issues are referred to treatment programs and the unemployed are directed to vocational training and

job procurement services. Participation in services is monitored by staff and non-compliance results in termination from the program. The goal behind requiring participants' to work, live clean, and be at home by curfew is to promote a law-abiding, structured lifestyle. In this regard, the program carries out one of the Sheriff's missions by turning accused offenders into taxpayers rather than tax burdens.

While the GPS equipment is a great monitoring tool, it is the involvement of the EM staff that ultimately makes the program successful. Through random field checks and other contacts, the intake coordinator and three deputies build relationships that enable them to assist participants and, quite often, their frustrated families. This level of interaction separates the MCSO EM program from other programs across the country that only tend to conduct surveillance.

GPS technology is rapidly improving, and with its growing acceptance the EM program has the potential to expand and have a greater effect on jail crowding. Over the next year, the EM program will explore building upon its initial success by seeking to provide services to a greater mix of individuals, including those detained on Orders for Arrest and jail terms.

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**74%**  
Of participants successfully  
completed Electronic Monitoring  
in FY 2008

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**Since the program's inception in June 2006, more than 500 individuals have participated resulting in over 44,000 bed days saved.**



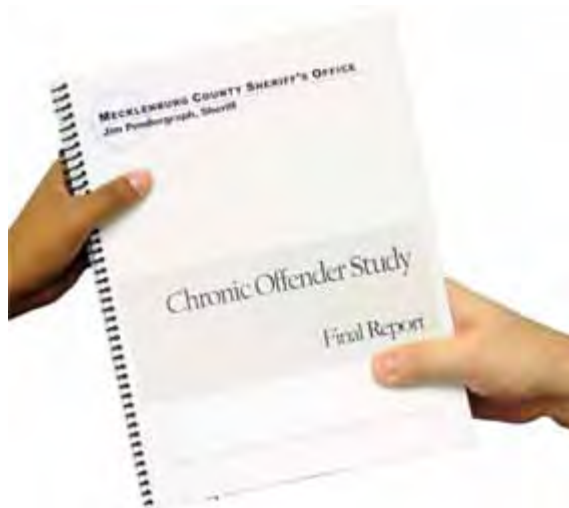
## Research & Planning

The Research & Planning Unit supports policy formulation and decision-making in the Sheriff's Office by providing senior administration and mid-level managers objective data analysis and reporting.

Through recurring and ad hoc program and process evaluations and jail population tracking, Research & Planning collects and organizes a wide range of operational data. The organized data is subjected to various qualitative and quantitative analysis, provided context and meaning, and distributed to stakeholders inside and outside of the agency.

The unit also is responsible for managing the agency's Balanced Scorecard program, a strategic performance management initiative adopted by Mecklenburg County in 2004. The Balanced Scorecard articulates the goals and strategies of the Sheriff's Office and consists of 23 department-level performance indicators and targets. To monitor progress towards goal achievement, Research & Planning works with mid-level managers to identify and track *service-level* performance strategies. Through quarterly and annual reporting of performance trends, Research & Planning provides managers timely feedback and advice for maximizing their units' efficiency and effectiveness.

During FY 2008 Research & Planning conducted five ad hoc evaluations including a recidivism analyses of the general jail population, validation of the Pre-trial Risk Assessment Instrument, and Low-Level Offense trends (see sidebar for summaries of some these reports). In addition, quarterly and annual reports were provided for Substance Abuse Treatment Programs, Population Trend Analysis, and the Balanced Scorecard.



### Highlights from Three FY08 Research Projects

#### Recidivism Analysis

##### Focus

Examined the 12-month rearrest rate for the jail's general population.

##### Notable Findings

- 49% of arrestees were rearrested within 12-months of release (over half of this group within 3-months)
- 76% had a previous arrest in the County
- Property-related offenders had the shortest survival time in the community

#### RAI Validation

##### Focus

Determine the ability of the Risk Assessment Instrument to successfully predict likelihood of rearrest among pretrial participants.

##### Notable Findings

- As risk levels increased, the percentage of arrests and FTAs also increased
- Felony defendants were classified a higher risk than misdemeanants
- Criminal history and behavioral issues are best predictors of future arrest or FTA

#### Low-Level Offense Analysis

##### Focus

Document the impact of low-level offense (non-felony) arrests on jail population trends.

##### Notable Findings

- 67% of all arrests processed were low-level arrests
- The typical low-level arrestee had 1.8 charges and had been arrested at least once in the previous year
- Criminal history and behavioral issues are best predictors of future arrest or FTA

# Permits, Fingerprinting, and Registration Bureau

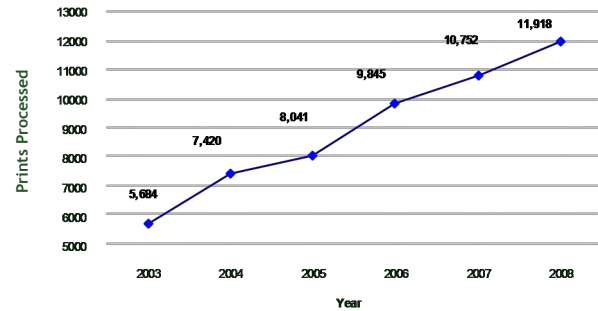
It is through this unit that the Mecklenburg County Sheriff's Office fulfills the requirements of the State of North Carolina to provide services in the areas of gun permit issuance, fingerprinting of job applicants, and registration of sex offenders. Few other Sheriff's Office units have as much contact with the public as Permits, Fingerprinting, and Registration (PFR).

North Carolina law requires citizens to obtain a permit to purchase a handgun. A permit is issued by the Sheriff's Office only after the identify, age, and criminal background of the citizen is verified and the Sheriff is assured the applicant is a responsible, law-abiding citizen. PFR also issues concealed handgun permits, which requires the citizen to obtain specialized training and undergo a more comprehensive background review. In FY 2007, staff processed over 9,300 gun permits.

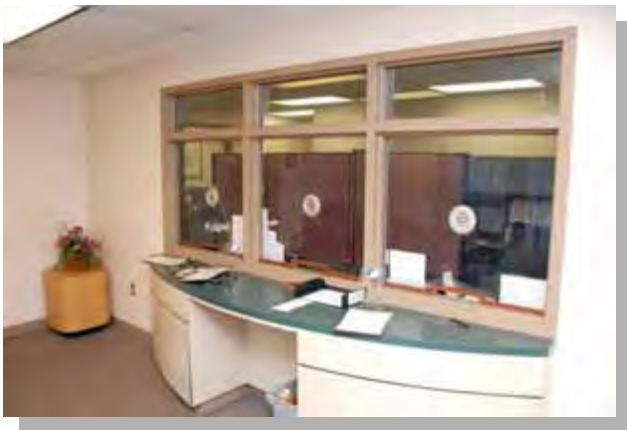
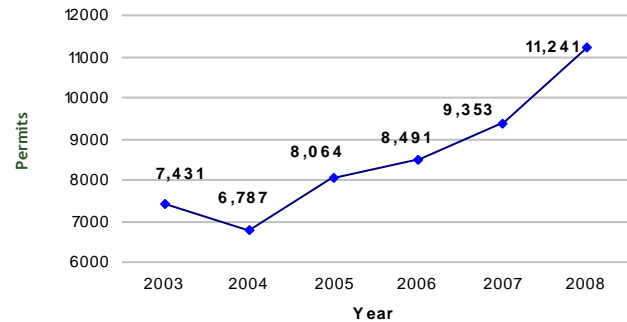
The PFR unit also provides fingerprinting services to citizens who are required to submit fingerprints to a prospective private or public employers (e.g. daycare providers and for-hire drivers). During FY 2007, nearly 11,000 fingerprint requests were received.

Sex offender registration is the third responsibility of PFR staff. North Carolina law requires criminals convicted of "offenses against minors," sexually violent offenses," or an "attempt to commit any of those offenses" to report, in person, to the Sheriff of the county in which they reside. The Sheriff obtains a current photograph, fingerprints, and additional identifying information about the offender. This registration information is forwarded to the Criminal Information and Identification Section of the State Bureau of Investigation. Depending on the sex offender's classification he or she is required to verify their address with the Sheriff annually or every 90-days; their registration requirement may extend from 10-years after the initial county registration to life. In FY 2007, 131 new sex offenders were registered by the Sheriff's Office; in total, 626 registered sex offenders resided in Mecklenburg County.

Fingerprints Processed



Gun Permits Processed





# Our Employees



## Employees of the Month

Each month, an employee who exemplifies the professional standards of the Mecklenburg County Sheriff's Office is selected as the Employee of the Month. These employees, chosen from among many, consistently demonstrate a strong passion for and commitment to their community, organization, and coworkers. It is by the example of their performance and attitudes that the Mecklenburg County Sheriff's Office is recognized nationally as a professional and leading law enforcement organization. Congratulations and thank you for your contribution to our success!



**July 2007**  
Michael DeTommaso



**August 2007**  
Erik Hagesether



**September 2007**  
John Malone



**October 2007**  
David Rich



**November 2007**  
Stephanie Marshall



**December 2007**  
Darren Lewis



**January 2008**  
Patricia Davis



**February 2008**  
Lorne Christian



**March 2008**  
Doris Wilson



**April 2008**  
Jurgen Kohler



**May 2008**  
Sheraton Horne



**June 2008**  
James Bossbach

# Hometown Heroes

The Hometown Heroes program was established in 1998 by a Monroe Police officer who desired to help children who suffered terminal illnesses or debilitating injuries as a result of tragic accidents. Today, Hometown Heroes has grown from a single man's efforts to become a strong, active charity that leverages the combined resources of the community to meet the needs of these children and their families. Proudly, MCSO employees have been actively involved since 2005.

Throughout the year, volunteers from the Sheriff's Office -in particular, MCSO Master Deputies- and other local law enforcement agencies partnered with businesses and the greater community to conduct fund raising to ensure needs could be met at a moment's notice. MCSO volunteers raised money at the Charlotte Checkers Annual Salute to Heroes Hockey Event, manned the Hometown Heroes Christmas Tree Lot, and coordinated and participated in the annual Hometown Heroes Charity Motorcycle Ride. One of the more interesting annual fundraising activities occurs when MCSO deputies assist and take the place of Chick-fil-A employees and serve the restaurant's patrons.

Since its inception, Hometown Heroes has assisted over 50 children and their families. While services vary according to needs, the charity often provides such services as medical and financial assistance, hospital and home visits for moral support, medical equipment (such as wheelchairs), and arranging transportation to doctor's appointments.

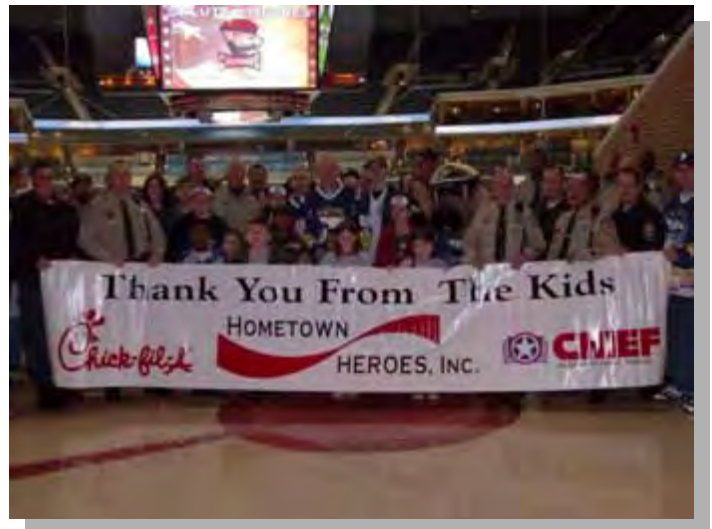
MCSO is proud of its deputies and the efforts they undertake to give to their community.

## Master Deputies

Devodie Arnett  
Hershell Britton  
Kenneth Chitwood  
Gary Coble  
William Lowe  
Eric McMillian  
Philip Moody  
Kenneth Paige  
Chip Hyland

## Master Deputy Advisors

Major. Walter Pummell  
Capt. M.R. Smith  
Captain J. Jones  
Sgt. J. England  
Sgt. J. Carter  
Sgt. T. Lockamy  
Sgt. R. Rivers  
Sgt. C. Yongue



## In Memoriam

During FY 2008, the Sheriff's Office lost two long-time coworkers and friends, Deputy Johnny Weaver and Captain Eddie Cobb.

### Deputy Johnny Weaver

Deputy Weaver, a 19-year veteran of the Sheriff's Office served much of his career in the transport unit, shuttling inmates between county jails across the state. Weaver was unique in that he completed basic law enforcement training while he was in his 50's, a time when many are considering their upcoming retirements.

His entrance into the law enforcement field followed a career of somewhat greater notoriety—as a professional wrestler, commentator, and promoter. Dubbed “The Dean of Wrestling”, Weaver was best known as the inventor of the “Sleeperhold,” a finishing move that incapacitated his opponents. His wrestling career spanned over 30 years, where he won multiple championships on the Mid-Atlantic circuit of the National Wrestling Alliance.

His warm personality followed him to the Sheriff's Office, where he called everyone “kid.” Recalling his coworker's nature, Captain Jeff Eason remarked, [it was] “‘Hey, kid this’ and ‘Hey, kid that’”. That was his thing. If he was ever in a bad mood, you would never know it.”

Deputy Weaver passed away February 15, 2008.

Sources: Charlotte Observer, CWF Mid-Atlantic, JohnnyWeaver.net



### Captain Eddie Cobb

Captain Eddie Cobb served in the Sheriff's Office for 12 years and was assigned to the Office of Professional Compliance as an investigator. Prior to joining MCSO, Cobb served 25 years with the Charlotte-Mecklenburg Police Department in many capacities including 18 years as a homicide investigator.

Captain Cobb led a distinguished career and was a recipient of the Police Medal of Valor, for saving a man drowning in Lake Wylie, and in 1990, the Police Community Relations Award for Outstanding Service. Outside of his job, he found enjoyment in running. An avid runner, Cobb participated in 25 marathons.

Captain Cobb passed away February 22, 2008.

Source: Charlotte Observer





# Jail Statistics



# 2008 Jail Statistics

Average Daily Population	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	FY 2008
Jail North	675	659	677	693	676
Jail Central	1,972	1,867	1,792	1,736	1,842
Work Release	87	90	94	101	93
<b>Total</b>	<b>2,734</b>	<b>2,617</b>	<b>2,562</b>	<b>2,529</b>	<b>2,610</b>
On the Floor	454	411	404	365	408
Bed Days	82,925	80,254	76,953	76,727	950,576
Average Length of Stay- State	23	23.25	21.58	21.44	22.19
Average Length of Stay- Federal	153	190.03	184.89	200.89	182.16
Average Length of Stay- Federal ICE	10	12.69	7.20	7.89	9.54
Average Length of Stay- 287g	70	89.23	200.91	49.92	102.53
Average Length of Stay- Males	32	33.05	30.83	29.81	31.31
Average Length of Stay- Females	14	14.26	12.29	12.58	13.33
Average Length of Stay- Sentenced	23	21.84	23.38	19.02	21.76

Inmate Population Profile	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	FY 2008
Adult Male	2,422	2,320	2,282	2,233	2,314
Adult Female	222	208	200	209	210
Youthful Offender- Male	89	88	80	87	86
Federal- Average Total	688	664	631	572	639
Federal- (US Marshal)	576	545	533	473	532
Federal- (Immigration)	64	65	60	78	67
Federal- (287g)	44	50	31	20	36
Federal- (Bureau of Prisons)	4	4	5	2	4
Hispanic	468	441	461	451	455
Arabic / Mid-Eastern	3	5	3	4	4
Cambodian	1	0	0	0	0
Chinese	2	3	5	2	3
Indian or Pakistan	1	2	3	3	2
Japanese	0	0	0	0	0
Korean	0	0	1	1	1
Laotian	2	2	2	3	2
Hmong	0	0	0	0	0
Other	15	11	7	6	10
Vietnamese	2	0	3	2	2
African-American	1,811	1,737	1,669	1,673	1,723
Caucasian	403	378	387	355	381
Native American	0	0	0	0	0
Pacific Islander	0	0	0	0	0
Sentenced Males	287	242	239	271	260
Sentenced Females	36	35	36	44	38
Sentenced to Sheriff-Total	323	277	274	315	297
Gatling	20	19	20	21	20
Pretrial	1,723	1,676	1,634	1,642	1,669
Weekenders	40	32	26	35	33
Began Serving Sentence	439	316	368	347	4,412

Intakes	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	FY 2008
New Arrest Processed (APC):	11,298	10,279	11,048	10,981	43,606
Court Commitments	264	194	230	289	977
<b>Total Intakes:</b>	<b>11,562</b>	<b>10,473</b>	<b>11,278</b>	<b>11,270</b>	<b>44,583</b>
State Inmates Booked: Male	6,924	6,460	6,649	6,887	26,920
State Inmates Booked: Female	1,351	1,273	1,398	1,432	5,454
Federal USMS- Male	320	257	251	204	1,032
Federal USMS- Female	30	17	20	17	84
Federal Immigration- Male	517	427	698	834	2,476
Federal Immigration- Female	49	51	65	66	231
Federal 287g-Male	73	60	57	32	222
Federal 287g- Female	2	21	4	15	42
# Weekenders Reporting (Subset of # processed)					1,635
Admissions/Release Ratio	1.15	1.11	1.18	1.12	1.14

#### OMS Releases\*

Signed Bond (Bondsman, Property, Cash, etc)	3,165	3,282	3,707	3,619	13,773
Compliance	71	73	81	88	313
Probation/Parole	249	259	233	271	1,012
PJC	65	67	19	5	156
Release Per Court	85	77	99	112	373
Electronic Monitoring	48	52	68	73	241
Unsecured (Co-signer, WPA, Custody)	1,384	1,344	1,071	1,277	5,076
Pretrial Release Service	155	115	135	97	502
Dismissal	350	362	355	302	1,369
Time Served	2,138	1,662	1,475	1,729	7,004
Other Jurisdiction	596	892	694	824	3,006
Federal & ICE	1,622	1,206	1,550	1,589	5,967
Other not captured above	101	55	43	54	253
<b>Total:</b>	<b>10,029</b>	<b>9,446</b>	<b>9,530</b>	<b>10,040</b>	<b>39,045</b>

\*OMS Releases: Includes only arrestees who are booked into the jail (i.e., those who do not bond out prior to receiving a bed assignment.







