Bill Pribil
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Coconino County Detention Facility

Facilitator Handbook

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Welcome

Welcome to the Coconino County Sheriff's Office Detention Services, Inmate Programs. Thank you for volunteering your time and services to facilitate inmate programs in our Detention Facility. Your willingness to work with the underserved inmate population is greatly appreciated. Please read and be familiar with the information provided in this facilitator handbook. If you have any questions about the material, please contact the program coordinator.

Coconino County Sheriff's Office Mission Statement

The Coconino County Sheriff's Office is committed to providing responsive and effective service to the community. We strive to earn the public's trust and confidence through our integrity and professionalism. Toward these goals, we devote our personnel, resources and energy.

Introduction

Coconino County Detention Services provides inmate programs in the following areas:

- Religious
- Substance Abuse Recovery
- Work
- Recreation
- Education
- Self-Help
- Culture

Programs are effective in reducing recidivism (when inmates are released, get arrested again and return to jail). Programs help to increase the chances of inmates' positive re-entry into their community.

Facilitators are important members of the CCDF team. They influence inmates in ways the jail staff cannot. Facilitators are positive role models that show inmates that people really do care. Programs at our facility would not be possible without the volunteer services of facilitators.

All facilitators are expected to be familiar with the rules and regulations of the jail. Procedures can be frustrating for facilitators, but they are needed for the safety and security of all. ***Security takes precedence over anything else in the jail.***

It is important that facilitators work closely with the jail staff and administrators. This handbook provides the basic guidelines to follow while in

the jail and while facilitating your program. Please read this handbook carefully. If you have any questions, contact the program coordinator or the jail lobby.

The Coconino County Sheriff's Office appreciates your willingness to work with our inmates and thanks you for volunteering your time.

Facilitator Screening:

Facilitators must meet the following requirements before an application will be processed:

1. Facilitators must be at least 18 years of age
2. Facilitators must be out of jail three years.
3. Facilitators must be out of prison three years.
4. Facilitators must be off probation or parole.
5. Facilitators must be free of any pending criminal charges or criminal investigations.
6. Facilitators must not have been charged with assaulting an officer.
7. Facilitators must not have been charged with introducing or found to have introduced contraband into a detention or correctional facility.
8. Facilitators must not have any other charges or past history that indicates they could be a threat to the safety or security of our facility.
9. Applicants found not to have been completely honest regarding the information on the application will not be considered or will be dismissed.
10. All facilitators must be approved by the jail command staff. The Sheriff's Office has the discretion to approve/disapprove a facilitator.
11. The following will be cause for automatic disqualification:
    - Accepting pay for sex acts.
    - Child molesting.
    - Sale or use of marijuana or derivatives; if use of marijuana was within the last 6 months, you must reapply; heavy use of marijuana will cause disqualification.
    - Use or sale of amphetamines, barbiturates, opium derivatives, cocaine, or other hard drugs within the last 5 years; heavy use of such drugs will cause disqualification.
    - Use of LSD or any other illegal substance that may cause reoccurring side effects.

Terms

The following definitions should help facilitators learn the jail jargon and acronyms.

Detention facility: holds (detains) inmates until adjudication (the final judgment in a legal proceeding).

Jail: common term for detention facility. The county sheriff operates the jail.

Prison: a facility that holds inmates whose cases have been fully adjudicated (convicted) and are sentenced to time in the state prison. Inmates usually have more privileges in the prison than in jail.
CCSO: Coconino County Sheriff's Office
CCDF: Coconino County Detention Facility
CCDS: Coconino County Detention Services
DO: Detention Officer; works in the jail pods.
DOII: Detention Officer; works in the jail pods and is trained to carry a firearm and transport outside the facility.
DSS: Detention Support Specialist; works in the lobby, intake desk, central control, and the pod towers. DSS do not have physical contact with inmates.
DSO: Detention Support Officer. Manages the "working inmates / trustees" program, supports housing / intake operations.
IRO: Inmate Relations Officer. Classifies inmates and handles inmate disciplinary process and review.
DOC: Department of Corrections.
Lock Down: when a pod or dorm area is off limits to facilitators; inmates are locked down in their jail cells and are not allowed in the common area.
Air Lock: small area/room between the jail lobby and the long jail hallway.

Program Schedule

Programs are scheduled during the following time blocks; no programs are scheduled during lunch and dinner times. *Note: the jail uses military time, 0000 – 2400.*

- 8:30 a.m. – 11:30 a.m. (0830 – 1130)
- 1:00 – 4:30 p.m. (1300 – 1630)
- 6:00 – 9:00 p.m. (1800 – 2100)

Jail Security

Security must be the highest priority in a jail. Jail inmate charges range from alcohol offenses to homicide. They are waiting to be released on a bond or awaiting trial. Some inmates have been found guilty and are awaiting sentencing. Others have been convicted and are serving their time in jail or they may be waiting to be transferred to the Arizona Department of Corrections (DOC). ***Security takes precedence over anything else in the jail.***

Pod Organization

The jail is divided into four sections, called pods. The pods are:
A Pod: maximum security.
B Pod: medium security, (BIA, BOP Rentals)
C Pod: women's dorms, Exodus drug treatment dorm, juvenile dorm.
F Pod: minimum security, trustees (working inmates), furloughed working inmates, work crew and one dorm of women.
Inmates can be identified by their uniforms:

- Orange: working inmates (work crew) can work outside facility when escorted by an officer
- Red: working inmates, inside the facility only
- Blue: county inmates
- Yellow: juveniles

Facilitator Expectations

1. **Dress Code**
   - Facilitators are expected to wear conservative clothing.
   - Closed toe shoes must be worn at all times. *No sandals or flip flops allowed.*
   - Do not wear clothes that would mistake you for an inmate: health care tops or bottoms, orange or red clothing.
   - You will not be allowed into the jail if you are wearing sandals, spaghetti straps, tank tops, low cut tops, see-through blouses, short shorts, or short skirts.

2. **Change of Address**

Any change of address, phone number, or email address of a facilitator must be communicated to the program coordinator within 30 days.

3. **Incarceration of Relatives or Close Friends**

If a facilitator becomes aware that any relative or close friend has become an inmate in the Coconino County Detention Facility, s/he shall immediately notify the program coordinator. The facilitator is prohibited from using his/her volunteer jail status to contact these inmates. The facilitator will not be allowed to conduct programs in the same pod the relative or friend is housed. The facilitator's services may be suspended until the situation is clarified or until the relative or friend is released.

4. **Contraband**

Contraband are items prohibited in the jail; facilitators are not permitted to bring contraband into the jail. Contraband items include, but are not limited to:

cell phones	wallets, purses, keys, money
food, gum, or drink	sharp objects, paper clips, (staples)
pocket knives	pepper spray, aerosol can
firearms, weapons	medications
electronic / media equipment	laptops
gifts / mail for inmates	rosary
medals or medallions	glass items
cosmetics	metal cutlery
drugs, liquor	laminated cards or materials
pens	spiral notebooks, binders, hardback bks

Please ask the program coordinator or jail staff if uncertain about contraband.

5. **Bringing Materials and Equipment into the Jail**

Only materials, equipment, and instruments indicated in the program description and approved by the program coordinator and/or housing sergeant are allowed to be brought into the jail. All items are subject to inspection. When bringing in approved items, notify the lobby staff and follow their directions.

6. **Relationship with Inmates**

- **Limited to Professional Activities.** Program facilitators are expected to limit relationships with inmates, their families, or released inmates to those activities considered to be an integral part of their professional duties as a jail facilitator. See the section on Code of Conduct for information on personal and professional activities.
- **Conduct with Inmates.** Facilitators shall maintain, at all times, a *courteous and professional* demeanor in their dealings with inmates. *Hugging inmates is prohibited.* They shall not discuss their personal information (unless authorized group program encourages such sharing), and information about any CCSO employee or volunteer, or discuss other inmates with inmates. *Facilitators will not discuss any concerns or issues regarding the jail operation or individual detention staff.* Intimate personal relationships with inmates are strictly prohibited. Facilitators *shall not give their personal addresses and telephone numbers* to inmates **or inmates' families.**
- **Respect confidences.** Let the inmates know you will not discuss them with friends or others not directly involved. Also, let the inmates *know you can be subpoenaed* to testify about what you know about the charges the inmate is held on. It is important that you share with the staff *pertinent information if security or personal safety* is at risk, **such as if an inmate states he plans to escape, or knows about a weapon in the jail, or is thinking of suicide.**

- **Financial Transactions with Inmates**: All financial transactions with inmates are strictly prohibited. Under no circumstances will facilitators engage in *financial transactions* or in trading or trafficking items of any sort with inmates or their families. Facilitators shall not, directly or indirectly, give to or receive from any inmate, or member of their family, anything in the nature of a personal gift or loan or the promise of such. (This does not prohibit the volunteer or contract employee's sponsoring agency or organization from giving standard agency assistance to the inmate's family or the inmate upon release.) Violation of this policy may result in dismissal. Facilitators may NOT act in any financial capacity for an inmate. This includes but is not limited to, Power of Attorney, posting a bond, obtaining or cashing an inmate's check, and depositing money into an inmate's account.
- **Transmission of Messages**: Program facilitators shall not receive or send any verbal or written messages for an inmate. Facilitators (with staff approval) and contract employees authorized to correspond with inmates must do so without using their personal address, but by using a third party address, i.e., sponsoring agency. Facilitators are not to deliver any message from one inmate to another.
- **Contacting or Corresponding with an Inmate's Family/Friends**: Facilitators shall not in any way contact or correspond with an inmate's family or friends; unless authorized in writing (by CCDF staff). If such correspondence is authorized, it shall be through a neutral third party address, i.e., a church, community organization, or agency, not through the volunteer's or contract employee's personal residence. If an inmate contacts a volunteer while off duty, it shall be immediately reported to the program coordinator.
- **Conflict of Interest**: Facilitators must maintain professional relationships, at all times, with inmates (upon release), probationers, and/or their families that they have contact with in the community. These professional relationships include, but are not limited to the following: residential treatment facilities, 12-step programs, counseling, halfway houses, religious services in churches, mosques, or synagogues, et cetera. Please review the Code of Conduct found later in this Handbook for discussion of behavior that is a "personal" and not "professional" relationship.

7. Patience with the System

Facilitator expectations while in the jail include accepting inconveniences and contradictions. Delays and cancellations cannot be predicted. Your program may not start on time, but you will be expected to adhere to the program schedule and end at the designated time, unless the schedule and Officer okay going over the listed ending time. Or, you may be finished with your program, but the officer does not open the program door when you knock on the window. If a lockdown occurs during your program, you will be directed to end your program and leave the jail immediately without question. This requires practiced patience and understanding by the facilitator.

8. **Handling Manipulation, Con Games, etc.**
Many inmates use manipulation as a means to meet their wants and needs. It is important for the facilitator's safety to be aware of manipulation and con games.
   - When asked to do something for the inmate, such as relay a message, make a call, etc., respond with, "I am sorry, but I'm not allowed to do that. I / we won't be able to come in anymore if I do that." Report the incident to the program coordinator.
   - If an inmate is leaving the CCDF and wants to correspond with you, tell them to write to you at the jail address in c/o the programs coordinator. *Never* give out your personal information.
   - Always check with the program coordinator or jail staff before acting on an inmate's request or situation. The situation is usually different from how the inmate describes it.

Facilitator Conduct

Facilitators are expected to follow the conduct guidelines listed below:

1. Work together with jail staff to assist each other.
2. Treat others in a courteous and civil manner.
3. Facilitators *shall not accept*, directly or indirectly, a gratuity, fee, loan, reward, or gift of any kind from any person in custody, any person discharged from custody, or any friends or relatives of such person. This includes artwork from inmates.
4. Maintain a ***professional relationship*** with inmates. "Professional relationship" means your interaction with an inmate or former inmate is connected to work you do in the jail. For example, a 12 step facilitator has an interest in the sobriety of a former inmate and may meet that person at a coffee shop to discuss sobriety. Undue familiarity with inmates departs from the professional and is behavior of a personal nature.
5. **"Undue familiarity"** includes housing any person discharged from custody within your home, or inviting the person into your home. "Undue familiarity" does not include an association through your church or other organization. When an inmate is released from custody for over two (2) years, a volunteer or contract employee may have a non-professional relationship, such as, having an inmate into their home for dinner.
6. Correspondence with a former inmate who is in prison shall be done through the facilitator's sponsoring church or organization and correspondence is received at the address of the sponsoring church or organization, not at the home address of the facilitator. AA facilitators shall follow the guidelines and procedures set by their organization.

7. **Do not write letters for inmates.** Facilitators shall NOT correspond or assist in conducting correspondence with other persons not in custody, on behalf of a CCSO inmate or former inmate.

Understanding the Inmate

Becoming a successful program facilitator includes developing an understanding of the inmate. Understanding factors that lead to inmates' arrest; the inmates' emotional state; the inmates' educational level; their readiness level; and the inmates' physical and psychological limitations will help the facilitator plan and conduct a program that will be more tailored to the inmates' needs.

Process toward Growth and Development

For some first-time offenders, their jail time is the result of a poor decision and the fact that they were caught. An example would be the DUI arrest of a person who is otherwise a contributing member of the community with a job, family, home, etc. These inmates have valuable skills or trades and have held good jobs before their incarceration.

For many inmates, their current jail time is not their first and most likely won't be their last. Many inmates with a high rate of recidivism do not have a sense of purpose in their lives and lack any hope for a positive future. They lack good decision making skills. This situation influences a lifestyle of abuse and crime, which leads to arrest and incarceration. Now in jail, the inmate is separated from his/her home, community, and loved ones.

During incarceration, an inmate may experience a range of strong emotions. S/he may grieve the loss of a job and income and grieve the separation from children and family. The inmate may be worried about what will happen to the family since s/he is not able to pay the bills while in jail. There may be fear of the unknown, not knowing what will happen at a court hearing. An inmate may be confused, not understanding the judicial system. And there may be anger with oneself, others, and the system. If the inmate is a substance user or abuser, withdrawal contributes to the confused state of mind and intense emotions. In addition, many inmates use manipulation as a way to get their needs met.

With help, an inmate can move beyond these emotions and to a state of readiness to deal with reality. A facilitator can offer and provide support to the inmate by focusing on the inmate's needs and readiness to change. Trained facilitators can help an inmate work through emotions of fear, anger, loss, confusion, etc. through spiritual, educational, self-help, cultural, employment, and recovery programs. Once an inmate learns to deal with these emotions, s/he is ready to deal with reality and move on to acceptance, coping, hope, forgiveness, and change.

When the time of adjudication arrives and a decision is made, an inmate either remains incarcerated or re-enters the community. If incarcerated, the inmate will either remain at the jail facility or be sentenced to the Department of

Corrections (DOC) and taken to a prison. If re-entering the community, the inmate may be placed on probation for a specified period. Through education, employment, and community support, a released inmate may continue with positive personal growth. However, if probation is violated or an arrest is made, then there is a failed re-entry into the community and recidivism occurs. The inmate ends up back in jail, and the cycle is repeated (See Chart 1).

Support for Inmate Growth and Development.

While incarcerated, Detention Services along with other organizations and services provide support for inmate growth and development. It is the Coconino County Sheriff's Office goal to reduce the rate of recidivism among inmates. The focus is on meeting inmate needs to encourage positive re-entry into the community. County, community and faith-based organizations along with Coconino County Detention Services and the court services work to achieve this goal.

Detention and court services provide for the basic needs of the inmate along with understanding and support in the growth and development process. While incarcerated, an inmate is provided a structure that includes the basic needs of food, clothing, shelter, and counseling, along with psychological and medical treatment. Programs are offered in education, self-help, cultural connection, spiritual support, work, recreation, and substance abuse recovery. Pre-trial and public defender services are available to those in need.

County and community organizations and services include the transitional housing programs, job services, education, training, food, shelter, 12 step programs, and counseling. These organizations provide support and services to meet the inmate's needs and establish hope (See Chart 2).

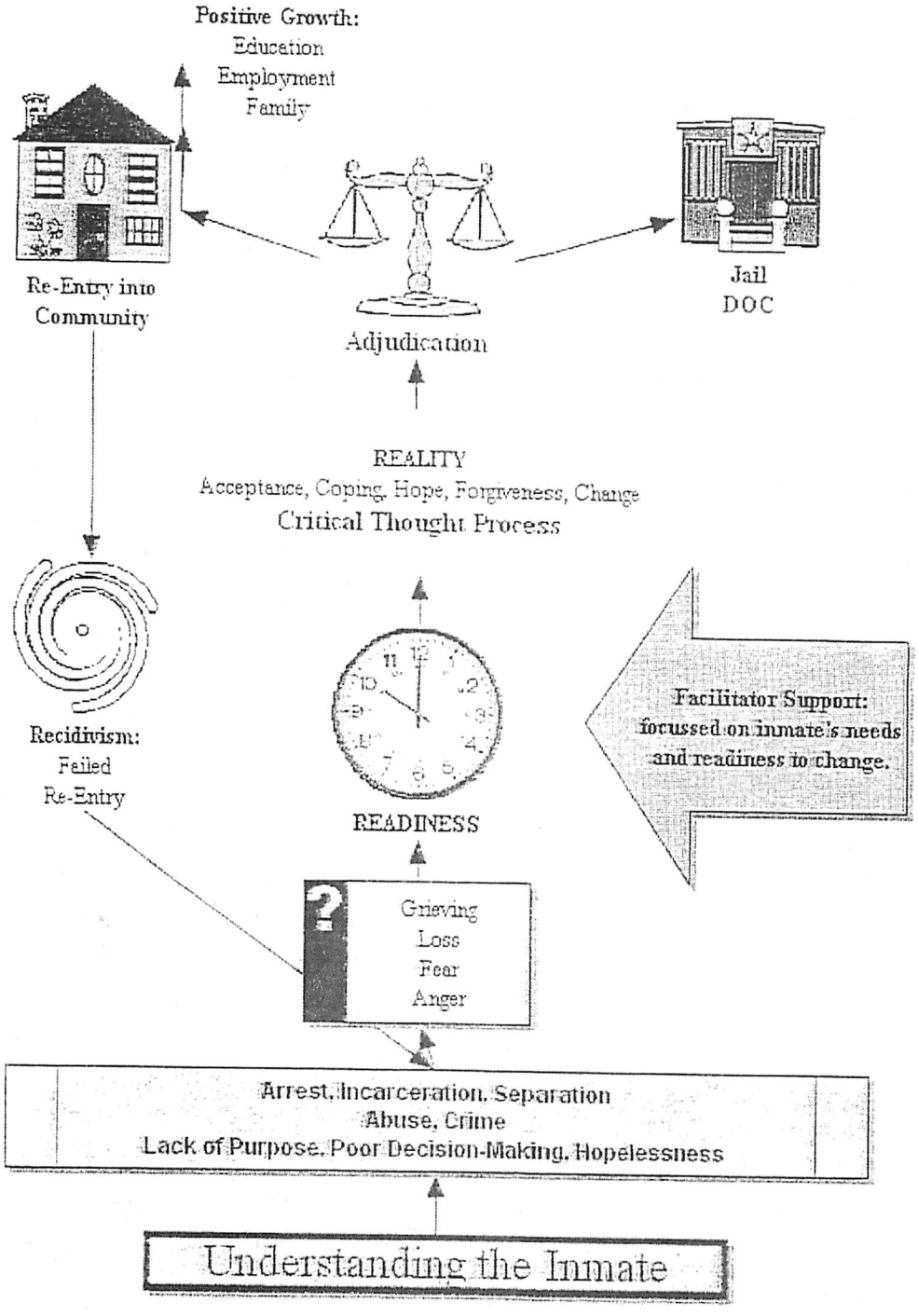

Chart 1: Process Toward Growth and Development.

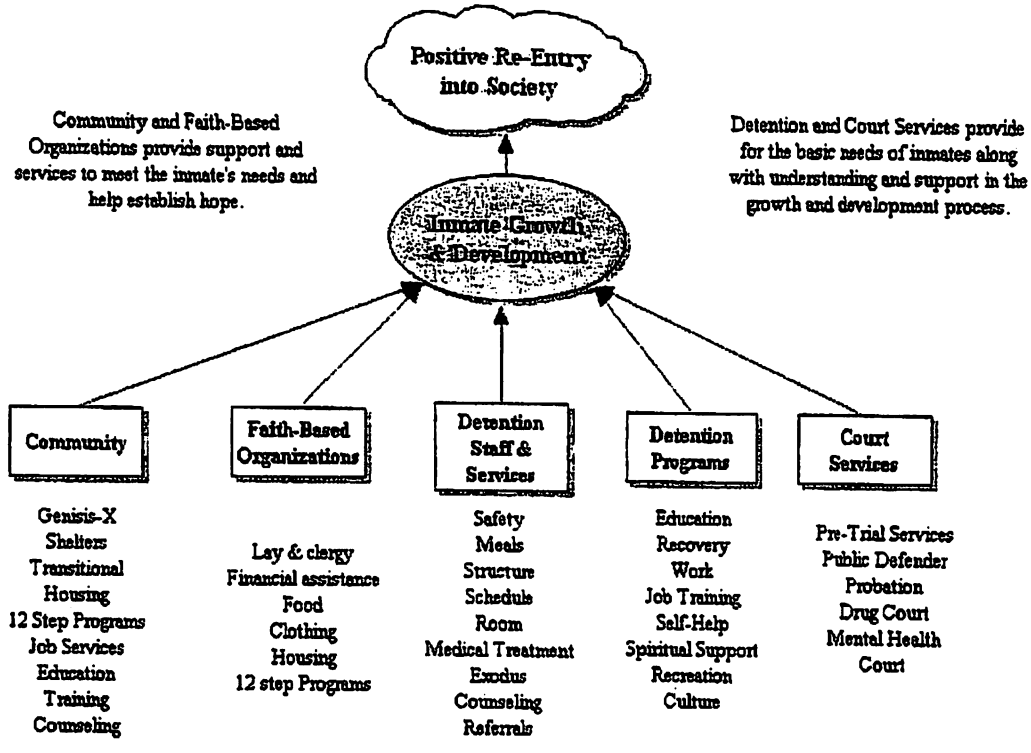

Chart 2: Support for Inmate Growth and Development.

Working as a Team.

An effective facilitator understands the inmate and considers the inmate's stage of growth and their readiness to change when providing support through program sessions. The facilitator is a part of a team of services available to assist the inmates. When the facilitator is aligned with other team members, then success is more likely. Successful re-entry into the community relies in part on the detention staff and facilitators identifying the inmate's issues and working together to plan inmate services. This is particularly true when the facilitator and the detention officer have a similar positive perspective and approach toward inmates. When perspectives differ, then conflicts occur, which may result in slower inmate progress.

Chart 3 illustrates how an inmate's thoughts and actions can be misunderstood by either the officer or the facilitator, and sometimes by both. As you read through the situations, think about how an officer's changed perception or a different approach by the facilitator could result in a positive change within the inmate. An understanding of the inmate and a focus on the inmate's needs by both the officer and the facilitator will result in a move toward positive inmate growth.

As you read the inmate's thoughts in Chart 3, the first few lines illustrate the inmate's point of view when first incarcerated, possibly coming off of drugs or alcohol and operating in a reactive mode of denial and blame. As you read down the inmate column of the chart, there is a progression from denial and the effects

of drugs to the inmate accepting his/her situation and reality and taking advantage of help offered at the jail. This occurs as the inmate's physical, mental, and emotional state stabilizes. The last few lines in the inmate column show that he/she is ready to make a change and is taking an honest, active role in his/her own growth and development.

As you read the officer's thoughts in the second column of Chart 3, you will noticed how the perspective evolves from a narrow, impatient view of the inmate to an understanding of how programs and other services help the inmate and also make the officer's job a little easier.

The third column of Chart 3 illustrates a sampling of perspectives held by program facilitators. These thoughts were compiled from comments shared by facilitators to detention officers and are in no particular progression.

The officer and facilitator's reaction to the inmate's emotional and physical state is key to directing the inmate toward a positive path. This is where it is important for the detention staff and facilitator to work as a team with similar attitudes and perspectives. It is important for the facilitator to discuss any concerns about inmates with the program coordinator or jail chaplain. A facilitator who is aware of the different program offerings can suggest to the inmate to participate in other relevant programs. Working together to provide for the inmate's needs will result in a better chance toward positive re-entry into the community.

Chart 3: Perceptions and Attitudes.

	Inmate	Officer	Program Volunteer
1	I can't believe I am in jail. Somebody called the cops. It is not my fault.	I see he is back in. Of course it is everybody else's fault but his own.	He is scared and lost. I know I can help him.
2	I can't think straight and I feel sick.	He must be coming off something. I think I will notify medical to check him out.	He is shaking. Jail must be a terrible place to be.
3	What was I charged with? I don't understand this court paperwork. How long do I have to stay in Jail?	I don't think he made it out of the 10th grade. He is asking a lot of questions about his paperwork. All he needs to do is read it.	I can try to help but I don't understand all the court procedures.
4	I wonder who has my kids. I don't trust anybody.	I assume CPS has them. Call your attorney.	I want to help but I was taught by the Jail not to interfere with their legal proceedings.
5	I need some help. I need somebody to talk to. I am afraid I may be going to prison.	He seems agitated. He is lashing out. Some prison time will help him if he takes advantage of the substances abuse counseling.	The "Good Book" has all the answers.
6	I am willing to try anything to make this nightmare go away.	I am going to keep an eye on him. I will put him on the psych list.	12 steps can teach you to care for yourself.
7	I think I may go to Bible Study.	What a waste. He is willing to try anything but stop taking drugs to fix himself.	I am glad you came. My teachings will fix your problems.
8	I need my freedom. I need to get out of jail.	He needs freedom from his addiction so he can make good decisions.	This is an opportunity for me to show him the way to freedom through the bible.

Chart 3: Perceptions and Attitudes.

	Inmate	Officer	Program Volunteer
9	Nobody understands me.	Denial is a terrible thing. I am too busy to dedicate so much time to him.	Listening works the best. Letting them talk is like letting the poison seep out of a wound.
10	I am so confused. I did what the nurse told me to do and I still don't feel right.	It looks like that reality is slowing kicking in. He is coming out of his fog.	He seems a little calmer but still confused. He did not come to Bible study today.
11	I am going to ask this program person if they will make a phone call for me.	I am so busy. I wish he would leave me alone.	I am sorry, I can't do that for you. I am going to have to speak with the Officer.
12	I am going to sign up for AA. I have to stop drinking.	He seems a lot calmer now. The Programs is making a difference but he still is a butt.	I found out that he is going to AA. When he is ready, he may come back to Bible Study.
13	Somebody in the Pod is making "Hooch". A drink sounds really good now.	I smell something sweet. I better call the sergeant. I think they are making hooch.	He seems really different today. Is this normal? He trusts me enough to tell me that he is drinking in the jail. Do I tell the Officer?
14	I think I know what I need. Stop drinking and start living my life. My kids need me.	AA seems to be working. It is going to be hard for him and most likely he will fail but I am glad to see him trying.	There are other teachings and trainings that we can offer to help you succeed on the outside. I think you are really ready to make those life changing decisions to get out of the drinking rut.
15	I am going to ask if I can get into the Exodus program. The judge will like it and it may help me.	This is the smartest thing that has come out of his mouth. The Exodus program is a start.	I am going to recommend that he ask to get into the Exodus program. If he could stop drinking, he may have a chance of making it.
16	They are offering all kinds of programs. They even had a job fair here at the Jail.	I wasn't big on Programs, but I know that if Programs was not here, the inmates would me messing with the officers. I guess it helps.	I don't think the Officer and inmates appreciate my volunteering. They rarely say thanks and don't always let me go back to the pod when my program is scheduled..

Effective Program Practices

The use of effective approaches, materials, and activities will result in a more positive program experience for both the facilitator and the inmate. Positive sessions will encourage the facilitator to continue with the program and will motivate inmates to continue to participate on a regular basis. Although there is no guaranteed recipe for program success, the following guidelines will likely increase your success:

1. Approaches: When an inmate is incarcerated, coming down from drugs, physically and mentally down, certain judgmental approaches may put the inmate at risk for suicidal thoughts and depression. It is recommended that the facilitator use a supportive, nonjudgmental approach when working with inmates. Active listening along with patience and "wait-time" are preferred approaches with inmates. A comfortable, safe learning environment will lead to a more successful program session.

2. Materials: When selecting materials for jail programs, it is recommended to take into consideration the reading levels and educational background of the inmates. Although there are educated, articulate inmates among the jail population, there are many who have limited reading and writing skills and thought processes hampered by a history of drug and alcohol abuse. Illustrations, visuals, multi-media, and hands-on materials are effective teaching and learning tools for the general inmate population.

3. Activities: Careful selection of activities for a program session is important for a program's success. Keep in mind that not all inmates are comfortable reading aloud and / or sharing in front of a group. Effective activities for participation include small group or paired interactive processes, open-ended discussion, and the option to "pass." Many inmates enjoy music and song. Again, the facilitator's approach will impact the success of selected activities.

Tips for Working with Inmates

The following tips will help in planning and facilitating inmate programs. Please carefully read and consider the following:

1. Be responsible, plan to spend time and energy. Be prepared for the program.

2. **Show empathy with the inmates, rather than sympathy.** Empathy is the ability to relate to another and understand his/her feelings without being condescending or getting overly involved.

3. Be honest, genuine, and friendly with the inmate.

4. Be present and on time for your program. If you find yourself unable to meet an obligation, notify the program coordinator or jail lobby as far in advance as possible.

5. Be flexible and be patient. Make allowances for an inmate's limited abilities or slow progress. Be aware of other business and activities occurring concurrently within the jail.

6. Help the inmate help her/himself. Help them think through there problems and find ways to stimulate them to discover there own solutions. This will improve confidence and coping ability.

7. Do not be overwhelmed if an inmate has several problems. Help him/her to separate the problems and to deal with each one individually. While working on one problem, resist the pressure to get distracted on another.

8. Be prepared for some setbacks and disappointments. View them as opportunities for growth and change.

9. Give attention without expecting outward thanks. Also, reward positive behavior with attention. Try to ignore a behavior that is negative unless it will be harmful to you, the inmate, or others.

10. **Be a good listener**; and provide a supportive and encouraging climate with your presence.

11. Do not prejudge. This may be more difficult if you have background information about the inmate or situations, but it is essential.

12. Be optimistic about life in general and the inmate's outlook in particular. Encourage **realistic** goals and attitudes.

13. Discover the inmate's strengths; they have heard enough criticism of their weaknesses. Emphasize their good points; these are the building blocks to success.

14. Be realistic about the inmates and understand they can be good "con artists." At the same time, show trust as much as possible.

15. **Respect confidences. Let the inmates know you will not discuss them with friends or others not directly involved. Also, let the inmates *know you can be subpoenaed* to testify about what you know about the charges the inmate is held on. Lastly, it is important that you share with the staff *pertinent information if security or personal safety* is at risk, such as if an inmate states he plans to escape, knows about a weapon in the jail, or is thinking of suicide.**

16. Keep confidential all information shared with you by staff about inmates with whom you work. Please respect their dignity and privacy.

17. Be human, be yourself. Let the inmate know when you are happy or disappointed with his/her actions, but do not attack her/his character.

18. **Refrain from imposing on others your own political and/or religious beliefs while performing your volunteer assignments.** Inmates are not able to argue with you about imposed viewpoints.

19. You are part of a team. Be willing to accept supervision and directives from the CCSO employees and be willing to share your ideas and suggestions. Ask to see an inmate, rather than telling the staff what you want. Do not enter their workspace unless you are invited.

20. Be supportive of the directives given to the inmate by the staff. Do not challenge detention officers or other employees in front of inmates. If an officer says a meeting is over, immediately end the meeting without question.

CCDF Detention Services
Religious Facilitator Guidelines

Purpose of Religious Programs

The purpose of the CCDF faith-based programs is to provide services to address the spiritual and religious needs of inmates within the organization's means.

Terms and Definitions.

The following terms and definitions apply to religious programs, facilitators, and guidelines at CCDF.

- **Clergy** – an ordained pastor, minister, priest, rabbi, iman, deacon, or other recognized spiritual leaders who conduct religious worship and performs other spiritual functions associated with beliefs and practices of a religious faith or denomination. Provides spiritual and moral guidance and assistance to members.
- **Jail Chaplain** – a clergy assigned by CCSO to provide services to address the spiritual and religious needs of inmates of all faiths. Only the CCSO assigned clergy is referred to as chaplain.
- **Lay person** – non-clergy who provides spiritual services.
- **Pastoral Visitor** – lay person or clergy who uses spiritual principals or principals of moral conduct in counseling inmates to change their anti-social behavior and to teach them to put these principals to every day practice. Pastoral visitors are expected to have participated in separate and extensive training that includes basic principals of counseling, policies / procedures specific to pastoral counseling in the jail, and current issues/concerns relative to this area of ministry.
- **Religious service** – a meeting for the purpose of worship. The dialogical style of Christian Bible studies or of Muslim Taleem services is appropriate for study classes, not worship services.
- **Sacred Text study** – structured study of the bible, Koran, Tora, and other texts.
- **Proselytizing** – the use of persuasive methods to influence a person to change his/her religious affiliation to another religion, to change his/her beliefs, practices or attitudes about his/her religion or invitations made by the leader of a worship service to have inmates come forward to join a religion. This includes altar calls; the use of shame, coercion, threats or other forms of intimidation or persuasion; disparaging or demeaning remarks about religious beliefs or practices; giving a testimony against one's former religion; **and the attempt of a religious leader to explain the teachings and practices of another religion.**

The Role of the Religious Facilitator.

The role of the religious facilitator is to assist in providing services to address the spiritual needs of inmates within the CCDF's means by conducting an approved program. The facilitator supports the inmate with his/her process of

growth and development. An understanding of the inmate is kept in mind as the facilitator follows the approved program sessions.

CCDF religious programs are provided to serve the inmates' spiritual needs not the facilitator's agenda. An understanding of the inmate is essential for a successful program. A focus on the inmate and an understanding of the inmate's situation will help influence an inmates' path to positive re-entry into the community. (See handbook section on *Understanding the Inmate*).

When facilitating a religious program, **the focus is on the inmate's needs**, level of development, and his/her readiness for personal change and growth. The facilitator is one member of a team of services available to assist inmates. The facilitator handbook and religious facilitator guidelines are followed at all times.

The religious facilitator's role while at the jail facility includes accepting inconveniences and contradictions. Delays and cancellations cannot be predicted. Your program may not start on time, but you will be expected to adhere to the program schedule and end at the designated time unless the schedule and Officer okay an extension. Or, you may be finished with your program, but the Officer does not open the program door when you knock on the window. This requires practiced patience and understanding by the religious facilitator.

Expectations of Religious Facilitators

1. **Written program document.** Each religious program will have a written component submitted to and on file with the programs office. This document follows the prescribed format and is to include:
   - Program description with type and purpose of the program, general summary of the program sessions, and denomination represented.
   - Outline of the program with weekly / session topics listed.
   - List of references and / or curriculum materials used.
   - Name and publication information of curriculum used.

2. **When Conducting a Religious Program:**
   - Religious facilitators are expected to follow their approved program without denominational proselytizing, conducting their program in compliance with guidelines in a non-aggressive, non-judgmental, and nondenominational approach. *The Sheriff's Office does not permit the following*:
     - *The use of shame, coercion, threats or other forms of persuasion to influence any person or group.*
     - *Making any disparaging or demeaning remarks about beliefs or practices*, including the making of such remarks about his/her former religion by a person giving a "testimony." This includes demeaning someone who does/doesn't believe in the "higher power" concept.
     - Any pressure placed on an inmate at a worship service or bible study to participate more actively.

- Any attempt by a speaker to explain the teaching or practices of another religion because of the possibility of incorrect explanations. (That should be left up to the other religions to explain their own beliefs.)

- Create a welcome and comfortable environment for inmates of all faiths and denominations by avoiding terminology that creates distinctions; accepting inmates regardless of where they are in their spiritual journey; and treating inmates equally, regardless of their beliefs.
- Refer inmates who appear to be confused or uncertain about their religious affiliation to the jail chaplain or program coordinator without attempting to explain the teachings of the other religions.
- Refrain from criticizing any church or religion and from explaining other religions. All recognized religions have equality in the United States. In the spirit of the Constitution and Bill of Rights, the Sheriff's Office does not allow the unfair promotion or demeaning of any faith by anyone in the highly-structured, restricted and captive situation in which inmates live and function.
- Keep in mind the mental and emotional state of the inmate, who may be experiencing a multitude of emotions and may be on an emotional roller coaster. *(See section on Understanding the Inmate).*
- Conduct your program without excessive sound or activities. Excessive sound may disturb persons nearby and hinder communication and commands from officers. If an officer brings this to your attention, please adhere to their directives to lower your voice or quiet down your presentation.
- Conduct religious programs in an attitude, manner, and atmosphere conducive to worship within your allotted time slot. Plan to end on time, even if the service started late.
- Any literature provided to the inmates shall not contain negative, derogatory, demeaning, or blatantly offensive statements about other philosophical approaches, religions or religious groups, including Native American religion or spirituality.

3. Sharing personal information. CCDF does not encourage nor support any facilitator sharing personal information with inmates; this includes personal contact information. It is not allowed to give out phone numbers, including cell phone numbers. If you would like to continue contact on a professional level with an inmate that is released, give him/her the contact information of your church or religious organization.

4. Calling on former inmates. If a religious facilitator wishes to continue working professionally with an inmate upon release, it is at the discretion of the inmate to provide his/her contact information to the facilitator. The facilitator is advised to give only a church or organization phone number and address to the inmate, if needed.

5. Personal Associations and Fraternization with Inmates. Religious facilitators shall maintain a professional relationship with inmates. "Professional relationship" means your interaction with an inmate or former inmate is connected to work you do in the jail. Undue familiarity with inmates departs from the professional and is behavior of a personal nature.

- With former inmates, volunteers shall not fraternize with, engage the service of, accept services from, or do favors for, any person known to them to have been in the custody of the Sheriff's Office within the last two (2) years, unless unavoidable because of family relationships.
- "Undue familiarity" includes housing any person discharged from custody within your home, or inviting the person into your home. "Undue familiarity" does not include any casual association through your church or other organization.
- When an inmate is released from custody for over two (2) years, a volunteer may have a non-professional relationship, such as, having an inmate into their home for dinner.

6. Materials used in the program session. Facilitators are to notify the program coordinator in advance for approval of materials used in a session. Materials are to be listed in the written program document. Materials are subject to examination prior to bringing them into the facility. This includes videos, Bibles, musical instruments, media equipment, and handouts. Rules on contraband as described in the facilitator handbook are to be followed at all times. It is the facilitator's responsibility to be familiar with contraband items and to ask for assistance if uncertain.

Periodic observation by program coordinator, chaplain, or designee.

The jail chaplain, program coordinator, or a designee may observe religious programs periodically. This is to assure sessions are aligned with the written program and serve the purpose of religious programs.

When to contact the program coordinator or chaplain.

Facilitators are to report any concerns, issues, and questionable observations to the program coordinator or chaplain in a timely manner. Any immediate concern should be reported to the detention officer before leaving the jail pod. If you are not sure about something, please ask! Your safety is our priority.

Facilitator Procedures

1. **Lobby Check-in:**

The jail lobby is a very busy place. The DSS at the desk is responsible for greeting and helping the public, answering 2 phone lines along with the radio, and checking in facilitators and other professionals. When entering the lobby, all facilitators are expected to:

- Arrive 10 minutes prior to your program.
- Stand in the Professional line (right side).
- Wait for lobby staff to call you to the desk.
- Present your ID, state your name, and the program you are there to facilitate EACH time you come.
- Place your personal belongings (purse, keys, jackets, wallet, cell phone, etc.) in the lockers:
    - Open locker
    - Place items in locker
    - While door is still open, put coin in locker
    - Close locker
    - Take key out
    - Take key with you
- Wait in the hallway area until the lobby staff notifies you that the jail pod is ready for you to enter.
- **Note:** please move to the open area by the restrooms or the waiting area to talk with others and keep your voice low. The lobby desk workers handle two separate phone lines along with the public and professional people requesting visits, etc. When people stand and/or talk by the lobby counter while the workers are giving personal information over the phone or assisting others it is both difficult for the workers to hear and speak clearly and it makes it difficult to keep information confidential.
- *Note: there will be times when the jail pod officer will not call you in at your designated time because of safety precautions. Please be patient when this happens, as jail staff does not normally disclose the reasons for delays. In addition, when lockdowns occur in a pod, all programs are automatically cancelled. Lockdowns occur for several reasons, including maintenance or power problems, fights, and medical emergencies.*

2. **Going to the Pod Program Room:**

- When the pod officer notifies the lobby that there are takers for your program, you will be called up to the lobby desk. The DSS will give you (if you haven't taken one from the counter already) a program facilitator report form to fill out and a pencil.
- Lobby will open the electronic door to the jail air lock area.
- Press the button by the door and look into the camera.
- When the central control operator asks for your ID, answer with "program volunteer (**state your name**), ___ pod."

- When you hear the electronic lock, you may open the door.
- Walk directly to your designated pod area using the same procedure.
- When you arrive at the designated pod, wait for an officer to recognize you, then state your program and your assigned program room. The officer will escort you to the program room when he/she is able to.

3. **Conducting your program:**
   - Fill in your information on the program facilitator report form and have the inmates sign their name and their dorm area legibly.
   - If inmates want documentation of their participation in your program, give them a *Detention Services Detention Programs Attendance Record* form. **These are kept in the program room cabinets.**
   - It is important that you are aware of the inmates' actions at all times while you are with them. This is necessary in order to control the possession and transport of contraband. Co-facilitators are expected to survey the inmate group while their partner is facilitating.
   - If pencils are distributed, the same number must be handed back to the facilitator. Keep an eye out for missing lead.
   - Position yourself as much as possible so that there is a straight line to the exit.
   - Always face the group. When assisting inmates, stand behind or beside them so you can view the entire group.
   - Wear a watch so you can monitor your time. Do not expect to be allowed to go over your time limit, even if you started late. If an officer says the program is over, immediately end the program without question.
   - Talk with the detention officer or the program coordinator if you are unsure or uncomfortable about an inmate's behavior, request, etc.

4. **Emergency Procedures:**
   - Get the attention of the jail staff immediately by knocking on the window.
   - Stay where you are.
   - Stay calm.
   - Follow staff directions without question.
   - Do not break up fights.

5. **Leaving the Jail:**
   - Check out with the lobby staff: **leave the program facilitator report form with the lobby worker.**
   - Wash your hands before leaving the jail lobby.
   - If there were no takers for your program, make sure the worker notes that on the program schedule.

DO'S AND DON'TS: A CHECKLIST

The following list is provided as a convenient checklist to help you prepare for your contacts with inmates and comply with jail regulations. As you begin your program or service, review the Do's and Don'ts regularly, and your experience in the jail will be a rewarding one.

DO'S:

1. Do be very kind and courteous to everyone.
2. Do arrive 10 minutes prior to your program and bring your identification card to gain access into the jail.
3. Do follow directions of lobby and jail staff.
4. Do maintain a professional relationship.
5. Do end your program when the officer tells you to without question.
6. Do be patient with the staff and system.
7. Do be trustworthy when someone shares personal or confidential information with you. Do advise inmates you can be subpoenaed to court.
8. Do be careful about physical contact with an inmate. Handshakes are permitted, <u>but NO HUGGING is allowed.</u>
9. Do accept inmates as individuals. Do be a good listener.
7. Do be aware of con games.
8. Do seek additional help when needed.
9. Do find ways to encourage and give hope.
10. Do go into jail with an open and teachable attitude.
11. Do dress properly. Do be natural.
15. Do wash your hands when leaving the jail.
16. Do stay in your assigned area at <u>all</u> times.
17. Do be conscious of the fact that many inmates cannot read well. Ask for volunteers to read rather than asking a particular individual.

DON'TS:

1. Don't close your eyes while leading a service or group meeting.
2. Don't be preachy or push an inmate into making decisions for your benefit.
3. Don't ask an inmate why s/he's in jail or for how long.
4. Don't phone an inmate's family or friends, nor make promises that you cannot keep.
5. Don't expect instant results or blame yourself if an inmate doesn't succeed.
6. Don't give pat answers to an inmate's problem. Don't "talk down" to the inmate.
7. Don't peddle your particular viewpoints.

8. Don't enter the jail with unauthorized items.
9. Don't carry anything into or out of the jail for an inmate.
10. Don't make decisions for inmates.
11. Don't give out your personal address or telephone number.
12. Don't criticize staff or institutions, other races, countries, religions, or denominations.
13. Don't enter into any business transaction with or for prisoners.
14. Don't run in the jail. When your work in the jail is done, leave promptly.
15. Don't single an inmate out at a meeting in a manner that draws special attention to that inmate. (Such as, an "altar call.")
16. Don't bring a cell phone into the jail.
17. Don't call officers or DSS's by their first names in front of inmates.

Termination and Dismissal

Volunteer participation is a privilege, not a right. All facilitators serve at the pleasure of CCSO. The services of a facilitator may be discontinued for, but not limited to, the following reasons:

- Falsifying information for application or interview.
- Committing a misdemeanor or felony at any time during facilitator tenure.
- Under the influence of alcohol or drugs while facilitating.
- Releasing secured information to the public.
- Introduction of contraband.
- Inappropriate verbal or physical contact.
- Misuse of volunteer I.D. (The I.D. is the property of the Sheriff)
- Lack of inmate participation.
- Proselytizing.
- Poor facilitator attendance or frequent tardiness.
- Failure to contact the program coordinator or jail lobby when not able to conduct a program session.
- Facilitator conducts program sessions in a manner which does not reflect an understanding of the inmate.
- The program does not serve the purpose of CCDF's programs.
- Failure to follow the volunteer handbook.
- Facilitator's abilities and/or personality are not suited for his/her approved program area.
- Any other behavior which the Sheriff's Office believes is grounds for dismissal.
- Infractions could result in prosecution and jail time.

Contact Information:

Program Coordinator, James Bret
928-226-5211
Email: jbret@coconino.az.gov
951 E. Sawmill Rd.
Flagstaff, AZ 86001

Lobby Phone Number & Hours:

The lobby is open 7 days a week, 8 a.m. to 8 p.m. The lobby phone number is: 226-5200.

CCDF Staff

The county sheriff and the jail commander are the top administrators of the jail and the staff. Below is a list of the job titles and administrators for CCDF:

- **Sheriff:** Bill Pribil
- **Jail Commander:** Kurt Braatz
- **Housing Lieutenant:** Donna Womble
- **Operations Lieutenant:** Matthew Figueroa
- **Housing Sergeants:** B. Manson, C. Fulmer, T. Hover, P. O'Brien
- **Program Coordinator:** James Bret
- **Exodus Coordinator:** Margot Julian
- **Detention Officers (DO I, DO II):** work in the jail pods and Intake.
- **Detention Support Officers (DSO):** manage the working inmate program.
- **IRO (Inmate Relations Officer):** classifies inmates, handles inmate discipline.
- **Detention Support Specialists (DSS):** work the lobby desk, central control, pod towers, Intake desk.
- **Civilian Staff:** medical, counseling liaison, programs, kitchen, maintenance, city librarians, juvenile educator, chaplain, interns, and volunteer facilitators.