

The image shows the Pamunkey Regional Jail, a large brick building with a central entrance featuring a blue-tinted pediment. In the foreground, three flagpoles stand on a small grassy island. From left to right, they hold the United States flag, a dark blue flag with a circular seal, and a green flag. The sky is blue with scattered white clouds. The text "Pamunkey Regional Jail" is overlaid in a large, white, outlined font across the middle of the image.

# Pamunkey Regional Jail

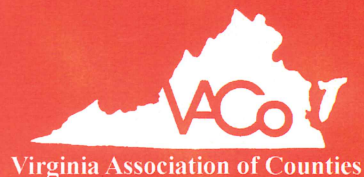
**Weekend Inmate Meal Program**

PAMUNKEY REGIONAL JAIL - Weekend Inmate Meal Program  
VACo Achievement Awards Application – June, 2013

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# 2013 Achievement Awards

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Virginia Association of Counties  
1207 East Main Street, Suite 300  
Richmond, Va. 23219-3627

## Call for Entries



## 2013 VACo Achievement Awards

Deadline: June 1, 2013

### Application Form

All applications must include the following information. Separate applications must be submitted for each eligible program. **Deadline: June 1, 2013.**


#### Program Information

Locality Pamunkey Regional Jail  
Program Title Weekend Inmate Meal Program  
Program Category Criminal Justice & Public Safety

#### Contact Information

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Title Captain  
Department Pamunkey Regional Jail  
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#### Signature of county administrator or chief administrative officer

Name Colonel James C. Willett, CJM  
Title Superintendent, Pamunkey Regional Jail  
Signature\* 

\*Entries without this signature will not be accepted.

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**II. Overview**

The Weekend Inmate Meal Program is a service which allows inmates on a weekly basis to 'place an order' for an advertised meal from a local restaurant, and pay for the meal from their inmate account. Jail officials work with various restaurants to identify a meal at an attractive price. Once the total of orders is determined, the jail then pays for and picks up the meal to deliver it to the inmates.

Through this collaborative effort, making this privilege available to the inmate population has increased revenue to the facility, successfully used to encourage positive inmate behavior, increased inmate spirits during an otherwise stressful time, and fostered community relations by supporting local businesses and all at no cost to taxpayers.

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**III. Challenge**

The Pamunkey Regional Jail is the principal provider of local jail services for Hanover and Caroline Counties, and the Town of Ashland, and operates under the leadership of Colonel James C. Willett, Superintendent. The jail is comprised of 127,000 square feet, containing 14 direct-supervision housing units and a total housing capacity of 437 inmates.

Like numerous localities, in 2011, jail officials had adopted a very conservative approach to budgeting and an emphasis on tight management, which had thus far kept the Pamunkey Regional Jail in a relatively steady position. Cost saving measures included the installation of automatic light timers in non-critical areas and employing water conservation measures, as well as holding eight officer positions vacant.

At that time, the jail began conducting research on developing a program that would provide for increased revenue to the facility and foster community relations. In addition, the program would have to integrate and contribute to the jail's current model of encouraging positive inmate behavior through privilege management.

**IV. Solution**

From this research, the Weekend Inmate Meal Program was developed. In its original incarnation, the idea was borne that the jail would advertise on a flyer distributed to inmates along with a signup sheet about a frozen dinner that they could buy. The sheets would be collected, money was deducted and jail officials would go to the grocery store to buy the requisite amount of 'hungry man' frozen dinners that would be distributed to the inmates, along with a cold soda that had been chilled in the jail kitchen refrigerator. The inmates could then use the microwave in their housing pod to heat the frozen dinner.

The first delivery of frozen dinners was on Saturday, August 27, 2011, and delivered 32 meals to the inmate population. The following Monday, the program was evaluated and several challenges were identified, including both the time and electricity

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it took to reheat the meal. Both of these challenges could be overcome by providing the meal already hot from a restaurant. The following week, jail officials worked with the local McDonald's, and staff picked up the meal and delivered it to the inmates. The response was overwhelming, with 95 meals delivered in the second week.

By using applied behavior analysis, this inmate meal program serves as a useful technique to jail staff to regulate incidents, disturbances and even facility cleanliness. The ability to offer a privilege to inmates for positive behavior, and withhold it for negative actions is a powerful tool, especially with no bars or barriers between staff and inmates as in a direct supervision facility such as Pamunkey.

The program has been running continually since August of 2011, with occasional polling of the inmate population to determine what restaurants they would like to see included in the offers, and whether certain menu items can be included from a financial standpoint. Current and past restaurants used for the Weekend Inmate Meal Program include: Popeye's Fried Chicken, KFC, Pizza Hut, Anthony's Italian Restaurant, Zheng Chinese, Captain D's, Wendy's, Burger King, McDonald's, Brick Oven Restaurant, and on one occasion each: Ponderosa, and Outback Steakhouse.

## **V. Financing**

The program began using paper sign-up sheets, and manual deductions from each inmate's account. With the installation of the jail's new accounting database, inmates now order the Weekend Meal using the touchtone inmate telephone in their housing unit. The funds are deducted electronically and posted to the jail's account to pay each restaurant for that week. Inmates must have a positive fund balance in order to take advantage of the program, so those that already owe the facility for other services, such as medical costs or the daily fee must make their account whole before they can participate.

Jail officials work directly with the managers of various restaurants to menu items at an attractive price, oftentimes below posted prices. The jail also works with the inmate Commissary vendor, Keefe, to provide soft drinks for each meal, which the jail

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chills in its refrigerator for the inmates. A small administrative fee is added to the cost of each meal to allow for the pickup and delivery to the inmates, and as a result, there is NO taxpayer cost incurred by operating this program.

In Fiscal Year 2012, 1,689 special meals were ordered, putting over \$32,600 back into the community through the inmate purchase of these meals. This also resulted in revenue generation for the facility of approximately \$15,500.

**VI. Results**

Since starting the Weekend Inmate Meal Program, the response has been overwhelming. This community partnership has positively increased the exposure of the jail as a community partner, and one restaurateur stated she thought what [the jail] was doing was 'wonderful' to allow the inmates to have a 'taste' of freedom.

In addition, it has increased revenue both to the facility, as well as to the community with a sustainable source of revenue, operated at no cost to the taxpayer. Because an inmate must have a positive fund balance in order to participate in the Weekend Inmate Meal Program, inmates have inquired about making their account whole, reducing facility operations costs for other owed items.



## ATTENTION

The Pamunkey Regional Jail will be offering an opportunity for inmates to purchase a special meal at a cost of **\$12.00** from Anthony's.

The meal will consist of a foot-long steak and cheese sub, w/ grilled onions, peppers, lettuce, tomato, and mayo on the side with an order of fries, and a cold soda.

**This meal will be delivered March 16, 2013.**

Only inmates who have commissary funds are eligible for this offer.

**TO ORDER: Order by phone using item # 91000. Limit two orders (2) per inmate. Orders will be accepted Monday 3/4 through Thursday 3/7.**

Thank you,

J. C. Willett, CJM  
Superintendent  
3/1/2013

**NO REFUNDS WILL BE GIVEN**





## ATTENTION

The Pamunkey Regional Jail will be offering an opportunity for inmates to purchase a special meal at a cost of **\$12.00** from Captain D's.

The meal will consist of a fish & chicken seafood combo with macaroni and cheese, corn on the cob, and a cold soda.

**This meal will be delivered March 23, 2013.**

Only inmates who have commissary funds are eligible for this offer.

**TO ORDER: Order by phone using item # 91000. Limit two orders (2) per inmate. Orders will be accepted Monday 3/11 through Thursday 3/14.**

Thank you,

J. C. Willett, CJM  
Superintendent  
3/8/2013

**NO REFUNDS WILL BE GIVEN**



## ATTENTION

The Pamunkey Regional Jail will be offering an opportunity for inmates to purchase a special meal at a cost of **\$13.00** from Popeye's.

The meal will consist of a 5 piece chicken, with mashed potatoes/gravy, coleslaw and two biscuits, and a cold soda.

**This meal will be delivered March 30, 2013.**

ALL DEBRIS FROM CHICKEN MUST BE THROWN AWAY. IF DEBRIS IS FOUND, YOUR UNIT WILL LOSE MEAL PRIVILEGES FOR THE FOLLOWING WEEK. Only inmates who have commissary funds are eligible for this offer.

**TO ORDER: Order by phone using item # 91000. Limit two orders (2) per inmate. Orders will be accepted Monday 3/18 through Thursday 3/21.**

Thank you,

J. C. Willett, CJM  
Superintendent  
3/15/2013

**NO REFUNDS WILL BE GIVEN**

# Zheng

Chinese Restaurant



## ATTENTION

The Pamunkey Regional Jail will be offering an opportunity for inmates to purchase a special meal at a cost of **\$11.00** from Zheng Chinese.

The meal will consist of General Tso's Chicken with brown rice, an egg roll, and a cold soda.

**This meal will be delivered April 6, 2013.**

Only inmates who have commissary funds are eligible for this offer.

**TO ORDER: Order by phone using item # 91000. Limit two orders (2) per inmate. Orders will be accepted Monday 3/25 through Thursday 3/28.**

Thank you,

J. C. Willett, CJM

Superintendent

3/22/2013

**NO REFUNDS WILL BE GIVEN**



## ATTENTION

The Pamunkey Regional Jail will be offering an opportunity for inmates to purchase a special meal at a cost of **\$16.00** from Pizza Hut.

The meal will consist of a large pan pizza w/ ground beef, an order of 6 wings, and a cold soda.

This meal will be delivered April 13, 2013.

**All debris from chicken must be thrown away. If debris is found, your unit will lose meal privileges for the following week.** Only inmates who have commissary funds are eligible for this offer.

**TO ORDER: Order by phone using item # 91000. Limit two orders (2) per inmate. Orders will be accepted Monday 4/1 through Thursday 4/4.**

Thank you,

J. C. Willett, CJM  
Superintendent  
3/29/2013

**NO REFUNDS WILL BE GIVEN**