The Department of Corrections continued its journey in demonstrating why it is considered to be THE premier Department of Corrections in the nation in 2009. Instead of resting on laurels the professionals assigned to the Department of Corrections consistently demonstrated both individually and collectively that through a solid commitment to achieving excellence new and improved initiatives could be implemented and existing ones enhanced.

In 2009, the Department of Corrections once again demonstrated its value-added contribution to the agency-wide objective of providing public safety. The following pages contain exemplary examples of the contributions. I will take the opportunity to highlight a number of the most notable accomplishments within the Department of Corrections, some of which will be expounded upon in the respective Division reports.

The Department of Corrections experienced a positive working relationship with the Department of Health (2006 – 2009) in developing a public health model for delivery of healthcare to our incarcerated population. Unfortunately, the Sheriff’s Office was not able to renew the contract with the Department of Health in 2009 due to terms of indemnification proposed in the new contract. The relationship between our two agencies remains positive as we continue to work together in other areas. It should be noted that in transitioning from a profit-driven medical provider to a non-profit entity
(Department of Health), the level of care was enhanced and a partnership between medical staff and corrections staff was formed. Another note of interest is that since changing health care models there have been no lawsuits involving medical complaints filed against the City in the past three years.

Seeing the success of the not-for-profit, patient centered model, the Sheriff’s Office pursued the role of providing inmate healthcare in-house. With the approval of the Mayor’s Office and City Council, the Division of Health Services was created. Dr. Max Solano (formerly Director of Institutional Medicine, Duval County Health Department) agreed to head this new division, and the agency was able to retain the majority of the existing medical staff which resulted in a smooth transition. In conjunction to the benefit of improving upon the health care model, there was a sizeable cost saving to the City.

Another notable achievement came in the realization of a “Portal of Entry”, a one-stop shop for ex-offenders who are released from state, federal or local jail or prison facilities. The Jacksonville Re-Entry Center or Portal of Entry, partnered with the State Department of Corrections to develop a model to identify offenders who are currently incarcerated and who were arrested and are from Duval County; and upon release (end of sentence) indicated he or she would return to Duval County. Discharge planning, skill development, substance abuse treatment and other needs are addressed while these offenders are still incarcerated in order to increase the chance of successful return of the offender to the community. The point of release upon the end of sentence is the “Portal of Entry.” A host of services are available to the ex-offender upon arrival at the “Portal.” These include: felony registration, clothing, transitional housing, job referral and work skill development, just to name a few. This successful partnership led to application for and award of substantial funding for the program through the Second Chance Act.

The Department of Corrections assumed the responsibility of the Fugitive Unit, in late 2009. This unit is charged with transporting prisoners in accordance with
extradition orders, as well as other prisoner transport duties. This function was previously housed in the Detective Division of the Sheriff’s Office where sworn police detectives provided the service. By moving the responsibility to the Department of Corrections, the detectives formerly assigned to the unit can now provide service better related to the police function resulting in a cost savings to the City. There is a quicker response and turn-around time with regards to prisoner movement due to the fact that corrections officers already have the individual within their facility in some cases and have close working relationships with their peers in other jurisdictions which enhances the fugitive transport process.

Identification and deportation proceedings of illegal aliens involved in serious crimes within our community continue to function as a model program through our small unit operating out of the Pre-Trial Detention Facility (main jail). This unit was formed in an agreement with the federal office of Immigration and Customs Enforcement (I.C.E.) under what is commonly referred to as the I.C.E., 287g program. A recent inspection of our program determined that our staff were operating a model program and functioning in accordance with federal guidelines.

Once again, the Department of Corrections demonstrates its commitment to excellence through adherence to the highest standards of excellence established in the Corrections arena. The Department of Corrections received re-accreditation status through the Florida Corrections Accreditation Commission (FCAC). The award as received at the FCAC meeting which was held in Ponte Vedra Beach in October 2009.

In closing, one of the most impressive accomplishments that continue to shine through in the character of the professionals who comprise each rank and assignment within the Department is the act of giving back and a true caring for others. In 2009, as in previous years, the men and women in Corrections demonstrated that not only are they committed to making a difference in the lives of those who find themselves incarcerated but even more so they are committed to making a difference in the lives of others in the Jacksonville area. These acts of kindness and love shown through as
Department of Corrections personnel contributed in time, money and tangible acts of giving to such causes as: The Annual Children’s Christmas Party (organized by Assistant Chief Don Redmond and assisted by many), The Northeast Florida Leukemia Society, The American Cancer Society, The Heart Association, and the Multiple Sclerosis Society to name a few. The giving spirit of the professionals of the Department of Corrections never ceases to amaze.

In the criminal justice system (cue up the music from “Law and Order”) corrections has been called the invisible link. Our internal logo created by an inmate over a decade ago illustrates how the profession of corrections was valued by the rest of the system.

Over the past year, though, we have made considerable strides toward removing that cloak of invisibility. Our ICE unit assists with the process of removing criminal aliens from our county. The Jail Intelligence Unit has established connections with law
enforcement and the Crime Analysis Unit which have resulted in the detection of new criminal acts and gangs within our correctional facilities as well as convictions of inmates based on the data derived during incarceration. The conversion of the Fugitive Unit to the command of the Jails Division has established new relationships with agencies across the nation. Personnel on the operational watches maintain security over the toughest and most violent criminals anywhere, and do so with incredible professionalism and patience. Our Training Unit creates and delivers timely and critical in-service and specialized training to keep everyone working in the facility at the top of their game.

We interact more and more with other links in the criminal justice system and the bigger system of local government. A jail is an integral part of our community and we look for every chance we can find to be involved in what is happening in the city. Our Pretrial Services, Programs, Judicial Process and Classification Units coordinate with the courts and social service agencies to process charges and provide opportunities for rehabilitation. People are often surprised when they hear about what we do, and that needs to change; we must step up our efforts in educating them about our role in the system and how they can join us.

We will continue to seek positive change and improve our processes to operate in a fiscally responsible manner. Our quest to reduce unnecessary paperwork, eliminate redundant efforts and gain better data to share with our partners in the criminal justice system is ongoing, and many of the best suggestions in this arena have come from those working in the operations and support functions at the Pretrial Detention Facility.

The men and women working in the Jails Division are the best in the business, and represent our profession and agency professionally on the job and in their private lives. I am proud to be a part of who we are and what we do!
The Jails Division of the Jacksonville Sheriff's Office is composed of the Pretrial Detention Facility (PDF) and the Pretrial Services Program. The PDF accepts all persons arrested in Duval County and houses some federal and state inmates. One of the largest jails in the country, the rated capacity of the facility is 2,189. The facility houses adult and juvenile males and females, sentenced and pretrial, and is the maximum security institution for the county. All transportation to court hearings, state prison and intra-facility transfers are managed by the Jails Division.

The Pretrial Services Program supervises pretrial defendants released via court order. Defendants report in to be drug tested and placed in a variety of programs based on their specific need.
All corrections facilities operated by the Jacksonville Sheriff's Office have maintained a “Triple Crown” accreditation status – national Corrections accreditation, state Corrections accreditation, and a national Corrections healthcare accreditation. Educational and rehabilitative programs are provided in addition to an innovative state-of-the-art health care program managed by the Florida Department of Health.

HIGHLIGHTS

- The PDF maintained a daily average of 2,848 inmates in 2009, a 2.74% increase over last year.

- The PDF admitted 46,488 inmates in 2009, and released 45,835.

- The Pretrial Services Program managed a caseload of 2,074 pretrial defendants; with a re-arrest rate of less than two percent.

- The Corrections Training Unit was instrumental in keeping all corrections officers' certifications up to date by producing on-line trainings and blocks of In-Service Training Sessions. Topics covered included Human Diversity, Prison Rape Elimination Act, Airborne/Bloodborne Pathogens & Biohazards, Self Defense, Emotional Survival, Succession Planning, Supervision of Inmates and Counseling Techniques.

- In September 2009, the Fugitive Unit was moved under the command of the Jails Division, using corrections personnel to perform functions formerly provided by police. This conversion is expected to provide a significant savings to the taxpayers through the consolidation of functions.
Officer DeAngelo Mitchell works for the Fugitive Unit, transporting prisoners back to Duval County from all over the country.

- The Dual Certified Officer (DCO) Program saved the department the equivalent of fifteen police positions; which means in real-life terms there were that many officers remaining on the street each day to answer calls from the public. The Dual Certified Officer program was expanded to include arrests for specific criminal actions occurring within our correctional facilities and the tracking database was refined to better capture the scope of services provided by the DCO personnel.

- After a year of planning, the implementation of the Jail Information Model was initiated in 2009. This model ties intelligence information from a variety of sources on gangs and other security threats from the inmate population to the Crime Analysis and Intelligence units of the Jacksonville Sheriff’s Office. The newly formed Jail Intelligence Unit has provided information leading to additional charges and convictions on several inmates and has identified 47 gang members belonging to 20 security threat groups since inception.

- Early in 2009, the Jails Division began capturing demographics on all visitors to inmates in an electronic format. This not only enables us to link other data for intelligence purposes, but also provides this information to other components of our agency and the criminal justice system in an easily accessed and searchable database. We are now capturing 100% of this information electronically.
We were successful in applying for and obtaining State Criminal Alien Assistance Program (SCAAP) funds. This federal grant program provides reimbursement to local agencies for inmates who have been convicted of a felony or two misdemeanors for violations of state or local law, and are housed in our facility for four or more consecutive days during the reporting period.

The 287g program was implemented; twelve corrections personnel received training from the Immigration and Customs Enforcement Division of the Department of Homeland Security to assist in the detection and removal of criminal aliens. The program began operation in October of 2008. In the first full calendar year of this program, 2,499 inmates were processed as criminal aliens for potential removal from the United States, and 505 inmates from 50 different counties were in line for removal proceedings.
After reopening the Juvenile Assessment Center (JAC) in late 2008, in 2009, the security contract was revised and renewed, using contracted security personnel instead of corrections officers at the JAC, creating a significant saving in personnel costs.

As a result of a grant from a research project, the Jails Division was able to purchase and implement technology that provides electronic capture of security rounds made by corrections personnel, limiting the potential for litigation.

Stephanie J. Sloan-Butler
Prisons Division

The beginnings of many a successful project are celebrated with news conferences, pictures of important people with gold plated shovels in-hand “breaking ground,” and with hope-filled speeches about future results. The completion of these same projects and programs end with additional fanfare, “ribbon-cutting” ceremonies, and often include awards and accolades for the hard work of the team members involved. Yet, it is the often unrecognized difficulties, struggles and sweat-equity that is found in-between the beginnings and endings that determine the ultimate outcome of any important assignment. Thomas Edison once commented concerning this middle ground, “I have never failed; I have only just found 10,000 ways that won’t work.”
As I read over the accompanying sections of this report that document the many significant accomplishments of the personnel that make up the Prisons Division, I offer my sincere thanks and appreciation to the people that make up my administrative and operational watch staff from the Montgomery Correctional Center (MCC), the Community Transition Center (CTC), and the Jacksonville Reentry Center (JREC), and who took on ownership of assignments and initiatives, and worked tirelessly to build them into a success.

The JREC staff has set the foundation for the rescue of hundreds of current and future incarcerated persons to finally come home; home to a community that is willing to offer them a chance to correct the failings of their previous years. No free ride, but an honest opportunity to change their lives for the good. The MCC staff has continued to build strong community connections through inmate work projects, and by demonstrating a commitment to the safety of the Jacksonville Community through continuing work on Capital Improvement Projects that strengthen our security signature. CTC staff members continued in their devotion to construct processes that help those enslaved to illiteracy, illegal drugs and inadequate life skills find their way out. Simultaneously, all of the people that make up the Prisons Division wrestled with a growing census, staffing shortfalls and an ever tightening budget.

Through communication, cooperation and commitment, we have together set the cornerstone for future generations of incarcerated persons to know success on many varied fronts, and to enrich the fabric of our Jacksonville community with their hard work and achievement.

And always, I am humbled by the opportunity to be part of the Prisons Division team – to be a member of this competent, valued and effective team of Corrections professionals.
Prisons Division

The Prisons Division within the Department of Corrections is comprised of the Montgomery Correctional Center (MCC), the Community Transition Center (CTC) and the Jacksonville Reentry Center. These three facilities work as one team while providing the following varied services to our department and our Jacksonville community.

Montgomery Correctional Center (MCC)

The Department of Correction’s Montgomery Correctional Center (MCC) is charged with the co-equal responsibilities of public safety and public service. Year-in and year-out, that dual role has remained steadfast in our collective vision. If the year 2009 had a theme for us, it would have been “Stay the Course.” Since 2003, the year Sheriff Rutherford took office, we have continued the process of reviewing and strengthening our security practices and policies in an effort to maintain public confidence in our ability to operate a secure and constitutionally sound program. The MCC has actively pursued and worked on multiple major security/operational improvement projects over the course of that past six years that were either completed or were well on their way to completion in 2009.

HIGHLIGHTS

- Ethel Road Reroute Project: The MCC began construction on a new Ethel road that will take public traffic around the perimeter of the facility. The project also includes a perimeter security fence that will enclose the prison grounds. Critical infrastructure processes will have enhanced protection and security.
Completed construction on a long-needed MCC Emergency Operations Center and Training Classroom that will improve command and control issues during natural and manmade disasters.
- Reached substantial completion stage on the installation of a new digital security camera system that silently documents the secure status of the facility, both inside and outside the facility.

- Completed comprehensive engineering plans for new controlled entrance onto the facility grounds of the MCC. The project will close “old” Ethel Road to the public and will provide secure access to authorized persons.

- Completed the installation of and placed into service a new computerized “Law Library” system that provides adequate inmate access to legal reference materials without the need to transport them to the Pretrial Detention Facility.

- Cooperated with the Public Defender’s office on the installation and use of a new video phone interview system (PolyComm) that provides attorneys with access to the inmate population without transportation costs associated with moving them either to their offices or the jail.

All of these enhancements, when combined with previous years’ achievements, continue a determined march toward a safe, secure, legally defensible and fully accredited MCC that the community can depend on and of which they can be proud.

**Community Transition Center (CTC)**

The Community Transition Center continues to support our community with inmate programs that will enable our inmate population to return to the Jacksonville Community as productive, law-abiding citizens. Programs offered include Home Detention, Work Release, Substance Abuse Treatment and Pre-Release.
HIGHLIGHTS

- The Home Detention Program was revitalized at the beginning of 2009 as a result of a renewed cooperation between the Sheriff’s Office and State Attorney’s Office. As a result, the average daily population of inmates in the program went from 22 inmates in January 2009 to 80 inmates in December 2009. Considering each inmate housed in Jacksonville’s Department of Corrections facilities represents a cost of $60.13 per day, this program provides a tremendous savings to the tax payers with minimal risk to the community.

- Ordinance 2009-822 was enacted by the Jacksonville City Council on November 24, 2009, making it possible for CTC to collect set fees instead of all income from work furlough inmates, allowing inmates to be taught how to manage their personal income and learn to be responsible for paying their debts before being released back into society.

- CTC provided 232,304 hours of inmate labor to the City of Jacksonville for normal, daily, inmate work crews provided to the City; saving the Tax Payers $1,674,911 at the rate of $7.21 per hour.

- The CTC Programs Section maintained an educational partnership with the Florida State College of Jacksonville, resulting in 68 inmates earning their GED equivalency diploma while incarcerated during 2009.

- CTC processed 408 new inmates through the Weekend Commitment Program during 2009.

- Home Detention Officers placed 283 new inmates on the Home Detention Program and performed 3,891 on-site field investigations for 2009; ensuring inmates working outside of the facility are not being a safety risk in our communities.
The Matrix House Substance Abuse Treatment Program provided treatment to 242 males and 140 females during 2009.

**Jacksonville ReEntry Center (JREC)**

JREC is committed to our community partners and offender service providers who work with us and provide guidance and oversight through their participation in monthly Jacksonville Area Discharge Enhancement meetings (JADE). JREC works cooperatively with law enforcement agencies, state attorneys, public defenders, health service providers, businesses and other agencies for referrals and customer services. In addition, the JREC coordinates the sharing of information among the participating agencies to facilitate the screening of and case processing for program referrals.

**HIGHLIGHTS**

- 573 inmates were identified/scheduled to be release to Duval County through Baker Correctional Institution through 2010.

- Average participants in DISMAS (program targeting violent offenders) were 65.

- For FYI 2008-2009, JREC provided case management to 475 ex-offenders, and information/referral to 3634 clients.

The following are just a few of the services, per month, provided by JREC to our clients (average):

- Temporary transitional housing: 30 clients;

- Transportation assistance: 200 clients;
- Substance abuse treatment: 26 clients;
- Birth certificate purchase: 25 clients;
- Referral for Shands for medical card: 20 clients;
- Obtaining Social Security Card: 200 clients;
- Provided hygiene items: 50 clients;
- Clothing provided (Dignity U Wear): 50 clients and
- Job search assistance: 350 clients.
The percent change represented in this report is from 2008 to 2009. Increases from 2008 to 2009 are in red and decreases from 2009 to 2008 are in blue.

A. Inmate Admissions: 46,488 (10.69%)  
Weekenders improperly admitted or released, expunged inmates, inmates released, invalid jail number and juvenile inmates admitted in error, are not included where possible.

1. Race  
a. Black:  24,821 (12.33%)  
b. White:  21,206 (9.54%)  
c. Other:       461 (14.96%)  

2. Gender  
a. Male:   34,722 (11.73%)  
b. Female:  11,766 (8.22%)  

3. Watch  
a. One:   15,527 (14.19%)  
b. Two:   10,224 (5.59%)  
c. Three:  20,737 (10.34%)  

4. Charges  
MS refers to the most severe charge. MS charges are not included in the “Remaining” category.

a. Felony  
   (i) MS:    16,110  
   (ii) Remaining: 11,342  
b. Misdemeanor  
   (i) MS:     29,293  
   (ii) Remaining: 25,906  
c. Federal  
   (i) MS:       308  
   (ii) Remaining:  496  
d. Civil  
   (i) MS:       711  
   (ii) Remaining:  629  
e. Traffic  
   (i) MS:       2  
   (ii) Remaining:  49  
f. Other  
   (i) MS:       53  
   (ii) Remaining:  100  
g. No Charge Type  
   (i) MS:       11  
   (ii) Remaining:  15  
h. Total  
   (i) MS:   46,488  
   (ii) Remaining:  38,537
B. Inmate Releases: 45,835 (11.11%)
Weekenders improperly admitted or released, expunged inmates, inmates released, invalid jail number and juvenile inmates admitted in error, are not included where possible.

1. Race
   a. Black:  24,593
   b. White:  20,797
   c. Other:       445

2. Gender
   a. Male:  34,193
   b. Female:  11,642

3. Watch
   a. One:     2,890 (27.62%)
   b. Two:   19,257 (1.05%)
   c. Three:  23,688 (15.74%)

4. Average Length of Stay (ALOS)
   a. Black:         34.24 days
   b. White:         23.21 days
   c. Other:         15.99 days
   d. Total:         29.06 days

5. Release Type Grouping
   a. No Prosecution
      (i) Inmates:    2,256 (16.01%)
      (ii) ALOS:         21.02 days
   b. Released Before Case Disposition
      (i) Inmates: 16,270 (13.06%)
      (ii) ALOS:       6.70 days
   c. Sentenced
      (i) Inmates:    22,900 (10.07%)
      (ii) ALOS:         44.49 days
   d. Other
      (i) Inmates:     4,409 (6.19%)
      (ii) ALOS:         35.53 days

C. Average Daily Population:   3,823 (2.74%)
Inmates with a housing location of WKND, HD, LOAN, DEVIA, AB and HSP were filtered out.

1. Facility
   a. Pretrial Detention Facility:  2,848 (4.07%)
   b. Montgomery Correctional Center:   669 (2.54%)
   c. Community Corrections Division:    306 (2.66%)

2. Facility Capacity vs. ADP
   a. Pretrial Detention Facility: 2,189 (30.09%)
   b. Montgomery Correctional Center: 648 (3.20%)
   c. Community Corrections Division: 300 (2.12%)

D. 2008 Recidivism Rate: 36.64% (.19%)
Monthly 2008 and 2009 Comparison of Admissions and Releases

Yearly Comparison of Admissions and Releases