

DEPARTMENT OF CORRECTIONS



*Premier Reflections of Corrections*

## 2010 Annual Report

Jacksonville Sheriff's Office

Department of Corrections

Law Enforcement serving all citizens of the Consolidated  
City of Jacksonville and Duval County, Florida

## JAILS DIVISION



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 intrafacility transfers are managed by the Jails Division.



*Jails Division personnel process all persons arrested in Duval County; Officer Paul Claydon is booking in two adult inmates.*

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 an individual assessment.

All corrections facilities operated by the Jacksonville Sheriff's Office maintain a "Triple Crown" accreditation status – national Corrections accreditation, state Corrections accreditation, and a national Corrections healthcare accreditation. Educational and rehabilitative programs are provided in topics specific to our population, from substance abuse to parenting classes.

### **HIGHLIGHTS**

The PDF maintained a daily average of 2,853 inmates in 2010, a .18% increase over last year.

The PDF admitted 39,819 inmates in 2010, a reduction of 14% when compared to 2009 and released 39,265.

The Pretrial Services Program managed a caseload of 2,074 pretrial defendants; with a rearrest 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.



*Officer Dana Osborne is assigned to the Transportation Unit, moving inmates to and from court, medical facilities and the Prisons Division.*

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, and we completed the first full year of tracking in 2010.

The Dual Certified Officer (DCO) Program saved the department the equivalent of over 20 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.

The DOC Intelligence Unit was initiated in 2009, and completed the first full year of operation. This unit 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 DOC Intelligence Unit for 2010 has gathered intelligence information that will assist the JSO Gang Unit and FDLE with adding RICO charges on two local gangs and have prevented and stopped contraband from being smuggled into our facilities on several occasions. Additionally, personnel from this unit have intercepted and prevented escape attempts that were in the early stages of planning, and prevented cases of witness tampering and murder attempts against witnesses in 2010. This unit indentified 56 gang members belonging to 23 security threat groups in 2010.



*Officer Marvin Young is responsible for entering visitor information into the system in his assignment as a Public Reception Officer at the Pretrial Detention Facility.*

Early last year, 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, and in the coming year, we will be adding addition information into this database to build a better source of intelligence regarding the contacts of the criminals in our system. Meeting the requirement from the Florida Department of Law Enforcement, our electronic fingerprint and photograph station was updated to tie all our inmate admission information into the state database instantly.



*New electronic fingerprint/photograph station*

We were successful in our application for the 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. This past year, the funds were used to purchase software that will enhance our ability to provide criminal intelligence information, particularly on gangs, to other criminal justice agencies and internally to the JSO Gang Unit.

The 287g program continued in the Jails Division with our ICE Unit; 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.



*ICE Unit Office Pike processes documents to begin removal proceedings on a criminal alien.*

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. We continue to work with students and academics on research projects relating to jail operations, as there is little empirical data available on jail operations.

The team at the Jails Division understands the criticality of their role in the criminal justice system and keeps the safety of the community in mind at all times, while maintaining the most efficient operation to minimize cost to the taxpayers of our county.

## **PRISONS DIVISION**

### **Montgomery Correctional Center (MCC)**

The James I. Montgomery Correctional Center (MCC) is committed to the utilization of its physical and prisoner resources to advance the general good of the citizenry of Jacksonville/Duval County by providing carefully selected work projects and programs throughout our community. Our vision to be the best involves pursuing a “premier” status in all of our operations. Throughout the year 2010, the Montgomery Correctional Center (MCC) and its 170 plus staff members were devoted to this quest.

All corrections facilities consider security and safety as priorities. To ensure the Montgomery Correctional Center continues its commitment to excellence, a security audit was conducted and revealed security and physical plant areas in which we could improve. Specific capital improvement projects (CIP) were selected as initiatives to correct those areas. The first issue addressed was an aging water tower in the process of failing. Second, due to significant inmate population growth throughout the Department of Corrections, the MCC warehouse used for storage was undersized and in need of structural improvements to utilize it to its fullest (money-saving) potential. A new warehouse complex needed to be designed and constructed. Other issues such as a public road running through the middle of the prison and an unsecure perimeter were also determined to be weaknesses to the security of the facility. A plan to reroute the public road and secure the perimeter was necessary. Finally, an access control system had to be planned and implemented.



*Top Insert: MCC Perimeter Fencing; Bottom Insert: MCC Water Processing Plant;  
Picture: Newly Rerouted Ethel Road*



*Top: MCC Warehouse Expansion; Bottom: MCC Access Control*

As a result of planning and perseverance by the MCC staff, budget shortfalls and physical plant limitations were overcome to address each of the issues discovered in the security audit. In 2010, the MCC was finally able to operate a safe 55,000 gallon potable water plant, function economically out of a renovated and expanded warehouse, close old Ethel road to public traffic (and thereby reduce contraband introduction on the newly renamed *Riding for The Brand Trail*), enclose the entire complex within a new secure perimeter fence, and began the process of controlling access through a state-of-the-art access control system. In all, over 3.6 million dollars in infrastructure improvements were accomplished and put into place.

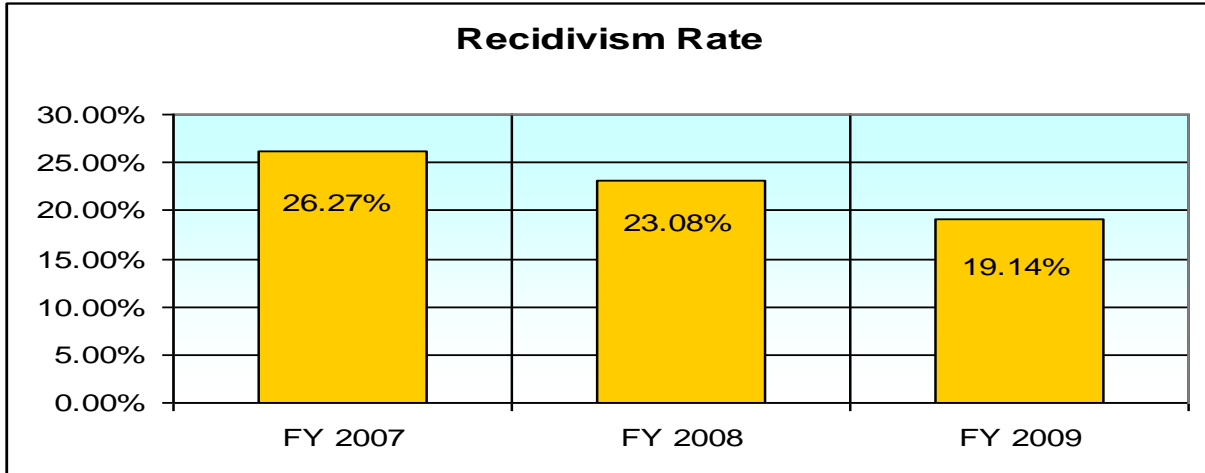
The result is a safer, more secure, and more cost efficient correctional facility. The projects also ensure that we will continue to operate a constitutionally sound facility that meets all of its statutory and accreditation standards well into the foreseeable future.

## **Community Transition Center (CTC)**

The Community Transition Center is located at 451 Catherine Street and is part of the Jacksonville Sheriff's Office Prisons Division. Our goal is to prepare incarcerated persons for transitioning back into our community. Our focus is to provide practical opportunities for those in need of substance abuse recovery, life management skills, and occupational preparation programs.

**Matrix House** is a total therapeutic in-house substance abuse treatment program administered cooperatively by River Region Human Services, Inc. Matrix House maintains a consistent population of 135 substance abuse inmates placed into the program by court order or by voluntary evaluation. The program involves an intense, clinically structured doctrine that addresses all facets of addictions and social interaction. Matrix House clients receive group counseling, one on one counseling, classroom study, and upon completion of the program, receive one year of aftercare when they are released. During the past year, **388** inmates (250 males and 138 females) completed the Matrix House program.

In 2010 a study was conducted on the recidivism rate for offenders completing the Matrix program during 2007, 2008 and 2009, and not re-arrested within 365 days of their release for new drug and/or alcohol charges. The results confirmed Matrix House continues to be a success as illustrated in the recidivism chart below:



The Community Transition Center operates **Work Release** and **Home Detention** programs. Inmates who meet our rigorous security criteria may be allowed to work within the community, earning revenue to help support their families and/or pay restitution, and prepare them for their return back into the community.

During 2010 we implemented a computer lab for such programs as Computer Familiarization, Résumé Building, Financial Living, and Job Search. The equipment came from donations and training is provided by the corrections counseling staff and a host of business and community volunteers.



## **HIGHLIGHTS**

During 2010, the Community Transition Center was responsible for the following “jail alternative” programs:

- **282** inmates placed in the Home Detention Program.
- **390** inmates placed in the Work Furlough Program.
- **293** inmates supervised in the Weekend Commitment Program.

Home Detention Officers performed **6,264** field investigations during 2010 ensuring inmates working in our communities were not posing a risk to the public.

CTC provided **234,012** hours of inmate labor to the City of Jacksonville for daily inmate work crews. This equals a savings of **\$1,696,587** (at the rate of \$7.25 per hour) to the tax payers.

The Officers and staff of CTC participated in several community events and charities, including but not limited to: The Leukemia & Lymphoma Society; ShAdCo Fair at the Avenues Mall; United Way Campaign; and the Susan G. Komen Breast Cancer Foundation.

## **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). To that end, JREC will work 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 will coordinate the sharing of information among the participating agencies to facilitate the screening of and case processing for program referrals.

**Portal of Entry :** The Jacksonville Sheriff's Office, Department of Corrections will, in conjunction with participating agencies operate a "Portal of Entry" (one stop shop) whereby ex-offenders returning from local, state or federal incarceration can be provided assistance for successful reentry into our community. The Jacksonville Reentry Center serves as one arm of this reentry portal.

**Dismas:** Another arm of the Sheriff's Office reentry initiative, this program is designed to address the needs of offenders which have been or are at risk of being involved in crimes of violence. These groups of offenders are addressed through *Offender*

*Notification Meetings* that includes communicating a focused deterrence message to a targeted group of high-risk offenders at risk for gun crime. The message is communicated through a coordinated and aggressive law enforcement response to firearms violence, making offenders know they are more visible to police and the community. This group of ex-offenders will also be connected with necessary services to meet needs and provide alternatives to criminal involvement.

## **HIGHLIGHTS**

Provided 1,018 information and referral services to ex-offenders and served 910 new clients during fiscal year 2009/2010, surpassing our proposed 700.

- ↑ Through Ready4Work, referred 7 clients to apply for jobs assisting in the oil clean-up in the Gulf region.
- ↑ Staff completed training on the use of Career Scope, Motivational Interviewing and the Level Service Inventory.
- ↑ Legal Aid began the process of coming onsite several times monthly to assist our clients.
- ↑ National Resource Center visited to learn about the State DOC and JREC/COJ partnership.
- ↑ Began marketing through mail to all eligible clients in state facilities.
- ↑ Installation completed for the new FDLE Livescan for a timelier and accurate felony registration process.
- ↑ A Rapid Improvement Event led by the Continuous Improvement staff was held to look at the value of our current processes and determine if there is a more efficient method to handle daily operations.

↑ Began our collaboration with the State Department of Corrections under the “Second Chance Act.”

### **DIVISION OF HEALTH SERVICES**

The Division of Health Services of the Department of Corrections (DOC) provides health care services for the inmate population under the custody of the Jacksonville Sheriff’s Office. In October 2009, after the Department of Health (DOH) was not able to continue delivering services for the DOC, the DOH Division of Institutional Medicine transitioned to JSO as the new Division of Health Services.

The Division provides medical, mental health and dental services for the three DOC facilities as mandated by law and within accreditation standards. The main operation is located at the Pre-Trial Detention Facility. With an aging inmate population and plagued with mental health, substance abuse and HIV/AIDS problems, all arrestees entering the system must be screened at intake for early identification of medical conditions that may jeopardize the inmate’s safety during incarceration. The building has set up a clinic at M2 where inmates can be seen by our nurses and health care providers 24/7. The inmates are also seen through sick call at small satellite exam rooms located in each floor where nurses can evaluate their medical problems every day. Our providers and nurses completed 15,000 sick call encounters and 14,900 walk-ins in 2010.

With the only premise of preserving inmate safety, our staff also responds to inmate medical emergencies and work in coordination with Shands to ensure that care is provided in a timely manner for those medical conditions that may require hospitalization or a high level of care.

The mental health program evaluates treats and monitors inmates with severe mental illness to prevent deterioration during incarceration. Our staff actively looks for signs of self-harm and/or homicidal ideation that may put in danger the inmate's life or the life of others. With 80% or more of the inmate population reporting some type of mental health problem, our staff completed 13,400 encounters in 2010. Group therapy has been added as an alternative to inmates that may benefit from participating in anger management, depression or coping skills groups.

Under the same "patient safety" principle, the dental program provides basic dental evaluations and extractions. The dental program counted 2100 encounters in 2010. A new electronic dental record software called Easy Dental has been added to the program, facilitating coordination of the dental operations. Also a new X-ray machine replaced the old one in 2010 making taking X-rays faster and more reliable.



*X-ray Dental Machine*

The electronic medical record (EMR) platform that was implemented in 2008 continues developing and is now a robust electronic tool that helps coordinating the complex health

care operation. Identified patients' needs, treatment plans, diagnostic tests, internal referrals to support programs, medication prescriptions and other many actions are all documented and coordinated electronically through the EMR. This EMR has been recently described by Dr. Scott Chavez, vice-president of the National Commission on Correctional Health Care, as one of the best EMRs for correctional facilities in the nation.



*Nurse documenting on Electronic Medical Records*

A new statistical module called Analytics has been added in 2010 to the EMR. This module will allow the Division to run reports from the EMR on different quality indicators which will help better designate resources and prioritize actions according to statistical findings. A dashboard is in the process of being created.

The pharmacy is a key component of the health care operation to ensure patient safety. Our medication technicians administered more than 2,000,000 doses of essential medications in 2010. We continue looking for new strategies, such as automation, to make the pharmacy operation more efficient and cost effective.



*Medication technician verifies patient information and dosage before dispensing to the patient.*

The Specialty programs such as wound care, critical care and infection control focus on inmates with high risk health care needs such as infected wounds, renal or heart failure, terminally ill, paraplegic or other medical condition requiring extensive care. They are monitored frequently and seen as clinically required to reduce the risk of developing complications or dying during incarceration. Inmates at the hospital are also monitored to identify challenges that may affect housing, legal proceedings or lead to extended hospitalizations.

Our programs also keep track of special risks such as MRSA, TB and influenza to prevent outbreaks in our facilities. The Division has kept a key partnership with the Department of Health to provide HIV and STD testing for the inmate population.

The Division has put special emphasis on training in 2010. The new employee orientation has been revamped and more developments will come to ensure that health care workers have a good understanding of correctional health care. An extensive library of clinical protocols and procedures has been made available online to all employees so they always have access to guidelines on how to complete every task in each area of the operation.

Required certifications and licenses are closely reviewed to ensure that our nursing staff and providers remain up to date with those requirements.