March 10, 2017

Sheriff Mike Williams
Office of the Sheriff
501 East Bay Street
Jacksonville, Florida 32202

Dear Sheriff Williams:

Enclosed is the Department of Corrections Annual Report for the year 2016.

The Department of Corrections is led by me, Director Michael D. Bruno, and comprised of three (3) divisions: Jails Division, overseen by Chief Tammy Morris; Prisons Division, overseen by Chief Michael Devlin; and Division of Health Services, overseen by Chief George Pratt. Department of Corrections is also responsible for Court Operations. Seven hundred and twenty-three (723) corrections officers, one hundred and forty-seven (147) civilians, and thirty nine (39) part-time employees are assigned to this department.

This report reflects the professionalism and dedication of a committed group of individuals who work well together to obtain results in line with your vision for this agency. You can be proud of the dedication of the fine men and women throughout the Department of Corrections who serve and represent this agency and the community well.

Sincerely,

Michael D. Bruno, Director
Department of Corrections
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PRETRIAL SERVICES UNIT

In 2016, the Pretrial Services Program (PSP) had 1698 defendant cases reach disposition while under pretrial supervision. Only 45 of these supervised defendants were rearrested, which yielded a 97.3% safety rate (no rearrests for new offenses).

That Jacksonville Sheriff’s Office in conjunction with the Northeast Florida Safety Council (NEFLSC) operates the 24x7 Sobriety Program for pretrial DUI offenders as well as other potential offenses with a nexus to alcohol and/or other drugs. The PSU is one of three county-wide sobriety testing sites for the 24x7 Sobriety Monitoring Program.

The PSU uses the Florida Misconduct Risk Assessment Tool (FMRAT), which is an evidence based assessment tool for use in determining the likelihood of an offender to fail to appear in court and/or be re-arrested while on pretrial status. This tool helps the PSP staff focus resources to clients that are likely to be successful if provided the opportunity for pretrial services.

In an effort to enhance services provided by the unit, the PSU connects clients with community partners that offer a wide range and services. Some defendants have underlying issues that may prevent a successful completion of the Pretrial Services Program. By ensuring that we offer a diverse catalog of service providers, it enables us to provide these individuals the resources needed to stabilize their life thus improving the likelihood of a successful outcome.

Laundry, Commissary, and Food Service

Sgt. Fletcher is the Laundry, Commissary, and Food Service sergeant at the Pre-Trial Detention Facility. She is responsible for supervising all of the various functions of these areas, in addition to working on any special projects needed for the facility. Her team,
which consists of five officers, is responsible for facility laundry and food service security. Also under Sgt. Fletcher’s purview are five civilian commissary (Keefe Commissary) employees and 43 civilian food service (Aramark food service) personnel. The food service personnel and two officers, utilizing inmate labor, supervised the making of over 2,595,482 meals for an average daily population of approximately 2,426 inmates at the Pretrial Detention Facility (PDF). Sgt. Fletcher also administers the preparation of staff meals and the Sheriff’s Annual Christmas Luncheon.

Laundry personnel, consisting of three officers and utilizing inmate labor as well, washed and folded over 1,516 loads of laundry a month, which totaled over 18,200 for the year. They provided uniform exchange twice weekly with an average of 4,852, and linen exchange once weekly with an average of 2,426 to inmates housed at the PDF.

The commissary personnel, with the supervision of Sgt. Fletcher, delivered over 132,446 commissary orders. Sgt. Fletcher also sorts through all unclaimed commissary orders and distributes them to several nonprofit organizations throughout the community.

**Maintenance, Receiving, and Sanitation**

The Maintenance, Receiving, and Sanitation area consists of one sergeant, eight officers, seven civilians, and thirteen trustees. The Services Unit at the PDF saved the city tens of thousands of dollars by fabricating new items and repairing furniture and equipment. These items were built at a fraction of the cost to purchase them new and will last significantly longer than similar commercially available racks. This same group also fabricated and installed a new door for the laundry room; which eliminated the costly repairs due to the damages made by large industrial size laundry carts. The group also removed and replaced the Releasing counter with a new counter that was designed to be more functional and security conscience.

The nurses’ station in Intake/Transfer area was removed, modified, and placed in a different area to allow for the new body scanners to be installed. The J1 courtroom was modified by removing the partition and replacing some floor tile. Many dorms were painted; as was the entire M2 clinic and numerous offices at the PDF and the
Jacksonville Reentry Center (JREC). The sixth-floor cells and dorms were deep cleaned this year.

Facility infrastructure changes required by the Americans with Disabilities Act (ADA) and Prison Rape Elimination Act (PREA) were completed by services personnel. Curtains were made at MCC and installed in front of the dorm showers. The lower level housing area was modified with window tint to allow for the housing of female inmates. The 4th Floor was modified with lockers to allow all Trustees to be housed on 4-West.

The Receiving area unloaded and/or processed over 572 trucks. Over 312 Contractors/Repairmen, equipment, and tools were inventoried and processed through Receiving.

**Property and Postal Service**

The Property area is comprised of a combination of operations and support sergeants and thirty officers. Sgt. Peoples processes property issues and claims for all three institutions. She is responsible for all unclaimed property and lost property claims. The Postal Services Unit is comprised of two officers. The Postal officers oversee all incoming and outgoing mail and inter-office mail. They are one of the first defenses against keeping contraband from entering the jail through our mail system. The Postal and Property Liaison officer fills in when there is a vacancy in the Services Unit.

The Property Room Officers are responsible for all incoming and outgoing property. They set up commissary accounts for all inmates coming into the facility. They issue PIN numbers to each inmate for the use of the inmate telephone system. A semi-annual property inventory was also conducted, as required by accreditation.

**Judicial Process Unit**

The Judicial Process Unit (Court Office) continues to work closely with various agencies and departments to minimize the wait time on transporting inmates to and from other facilities. During 2015, over 2000 inmates were transported to state prison. The alliance between the State Attorney’s Office, bonding agencies, and the Department of Corrections continues to strengthen due to our regularly scheduled meetings. Coupled
with the Clerk of Courts and the Judicial Officers, the telephone court hearings arranged by this office has resulted in improving short-term court appearances and the reduction of numerous commutes. In 2015, the Judicial Process Unit processed over 41,000 inmates for Regular Scheduled Court and over 31,000 inmates for J-1 First Appearance Court. Overall, there were over 70,000 inmates processed for court.

**INMATE CLASSIFICATION UNIT**

In the 2015 the Classification Unit in conjunction with the Security Committee, conducted 11,145 Weekly Inmate Reviews of inmates that are house in Specialized Housing or Confinement. This is a vital process that ensures the proper regulation and usage of our Specialized Housing and Confinement units for the inmate population. Classification personnel are also responsible for holding inmate disciplinary hearings, conducting post sentence assessments, making labor and program assignments and facilitating inter-facility moves.

**IMMIGRATION CUSTOMS ENFORCEMENT UNIT**

**ICE 287(g) Program**

The 287g program continued in the Jails Division with our Immigration Customs Enforcement Unit (ICE). The unit is comprised of four active Delegated Immigration Officer’s (D.I.O.), and one D.I.O. Sergeant. They assist ICE (a division of the Department of Homeland Security) in the detection and removal of criminal aliens.

The 287(g) Program enhances the safety and security of communities by partnering with state and local law enforcement agencies (LEAs) to identify and remove criminal aliens. 287(g) authority allows state and local law enforcement entities to enter into a partnership with ICE under a joint Memorandum of Agreement (MOA). The state or local entity receives delegated authority for immigration enforcement within their jurisdictions. The 287(g) Jail Enforcement Model is designed to identify and process all criminal and other priority aliens arrested and booked into a detention facility.

After being fingerprinted and interviewed, a bulk of those encountered met ICE’s criteria to be placed in removal proceedings. Since inception, the unit has encountered 14,000
foreign born inmates and placed 2,300 in removal proceedings from 97 different countries. An annual inspection was conducted by the Office of Professional Responsibility. This inspection lasted 3 days and covered all aspects of ICE 287(g) policies and procedures. Once the inspection was over, we were pleased to learn that the inspectors found no deficiencies and ranked our program as one of the best model units in the country.

**Security Unit**

The Security Unit is responsible for the Implied Consent Program, Key Control, Fire Safety Inspections, PDF Clinic Security, and Facility Access to all Department of Corrections Facilities. The permanent staffing for the Security Unit is consisted of one Sergeant, and five officers.

During 2016, there were 1310 breath tests conducted and 987 refusals. The unit recertified 12 breath test operators. Over 1000 contractors, vendors, volunteers, and community partners were screened for access to provide a myriad of services to the Department or inmates. The Jails Division passed its annual Fire Inspection without any deficiencies noted. In 2016, we also had a new fire warning simplex system installed to the PDF.

**Intelligence Unit**

The Department of Corrections Intelligence Unit assisted the Special Investigations/Integrity Unit, Homicide, Patrol Gang Unit, Crime Analysis, and several other units with gathering intelligence for high profile cases. The unit was successful in gathering criminal intelligence that led to more than 20 varying warrants for criminal arrests for Introduction or Conspiracy to Introduce Contraband into a Facility. Several civilian visitors were also charged criminally for Smuggling Contraband into a Detention Facility. The unit investigated and prevented numerous cases of witness tampering, conspiracy to commit murder, and escape attempts.

The unit continues to promote intelligence awareness by teaching 4-hour blocks of instruction to new recruit classes. The unit has also traveled to numerous state
correction facilities and conducted gang/security threat group recognition training. The unit selected and trained officers to work on a task force that specifically targeted security threat group members and suspected members based on intelligence that was received through the unit. The unit along with the task force identified more than 50 local and national gang members belonging to 10 different security threat groups. The unit and the task force wrote over 100 Field Investigation Reports. In an effort to curb gang violence, a Security Threat Group housing area was created, where identified leaders of said threat groups were to be housed and kept separate out of general population.

**Dual Certified Officers Program**

The Dual Certified Officer (DCO) program has officers assigned at all three DOC facilities, working in both operations and support services positions. There are currently 67 DCO’s in the Department of Corrections. The DCO’s are responsible for completing a basic law enforcement program and maintain their training throughout the year. During 2016, DCO’s made a total of 4,484 arrests; with a total of 5,846 charges.

DCOs currently handle on-viewed incidents inside of the DOC. DCOs have been tasked with investigating the on-viewed crimes within the DOC; reporting them accurately, handling evidence, filing charges, and attending court. Having the DCO program active within the DOC assists with the area Patrol Zone in such manner that patrol officer’s do not have to step away from calls for service to the public since DCOs have the ability to handle basic criminal investigations inside of the DOC.

**Fugitive and Transportation Units**

In 2016, the Fugitive Unit transported a total of 2,001 inmates. 84 inmates were transported within Duval County. A total of 1,811 inmates were transported outside of Duval County throughout various locations within the State of Florida. Lastly, 106 inmates were transported outside of Florida, returning from a myriad of states within United States of America. The Fugitive Unit transported 28 inmates for deposition at the State Attorney’s Office. Fugitive Unit Personnel travelled 184,499 miles and took 38 commercial flights to make the above transports. Moreover, the Fugitive Unit had 369
extradition cases in which 299 were approved, 56 were rejected, and 14 are still pending.

In 2015, the Transportation Unit transported a total of 41,535 inmates to the Duval County Court House and a total of 1,967 inmates to the Florida Department of Corrections.

Jails Division Operations
The Jails Division Operations personnel are responsible for the intake, booking, release, transfer, care, custody, and control of pretrial and sentenced inmates incarcerated in Duval County. In 2016, Operations processed 29,789 inmates into jail and released 30,161 inmates. The Jails Division Operations is the largest unit within the Department of Corrections with 391 personnel assigned to supervise, on average, 2,426 inmates (2016 ADP) daily 365 days a year. The Operations watches have 67 officers who are certified in corrections and law enforcement, known as Dual Certified Officers (DCOs).

Operation Safe Jail
In 2016, the Jacksonville Sheriff’s Office began a Violence Reduction Initiative (VRI). This initiative focused on reducing violent crime in the City of Jacksonville. In direct support of the Sheriff’s Office initiative, the JSO Department of Corrections began implementing Operation Safe Jail (OSJ) measures to reduce violence in our correctional facilities.

In April, we implemented a 36-hour security threat group (STG) lockdown after all violent group related incidents. This measure allows time for security personnel to thoroughly investigate group violence to identify all participants and take appropriate action for safety and security.

In September, an administrative confinement dorm was reclassified as an STG lockdown dorm in the PDF. The most violent group members and leaders were removed from general population and placed in the STG lockdown dorm. Although we remove many leaders from general population, they still try to control their groups while in confinement.
At the end of 2016, we began placing additional sanctions on specific lockdown leaders when their groups committed violent acts within the facility. At the time of implementation, there were nine inmates on STG lockdown status.

Operation Safe Jail is in the early stages of implementation. The final measures will be put in place in early 2017.
JACKSONVILLE REENTRY CENTER (JREC)

The Jacksonville Re-entry Center (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 (JADE) meetings. To that end, the JREC works cooperatively with law enforcement agencies, state attorneys, public defenders, health service providers, businesses and other agencies for referrals and customer services. JREC coordinates the sharing of information among the participating agencies to facilitate the screening of former offenders and case processing for program referrals.

The Jacksonville Sheriff’s Office Department of Corrections will, in conjunction with participating agencies, operate a “Portal of Entry” whereby ex-offenders returning from local, state, or federal incarceration can be provided assistance for successful reentry into our community. The Jacksonville Re-entry Center serves as one arm of this re-entry portal, which serves as a one stop shop as much as possible for those returning to Duval County.

At JREC, the returning former offender can also take care of the requirements of felony or sex offender registration. Opportunities to succeed in society are maximized and reasons to reoffend are minimized. From housing - to employment - to the basics of food and clothing, JREC attempts to prevent the circumstances that would lead an individual back into criminal behavior.

The Dismas project is another arm of the Jacksonville Sheriff’s Office reentry initiative. This program is designed to address the needs of offenders that 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**

The Jacksonville Area Discharge Enhancement (JADE) members made up of local, state and community partners participate in sub-committees that are formed to address specific barriers that are identified by members. Current committees are Information Sharing, Mental Health, Sex-Offender Housing and Employment.

Through the team effort of the Mental Health and Information Sharing sub-committee a dedicated SSI/SSDI Outreach Access and Recovery (SOAR) Processor was assigned to assist returning citizens from our local and state correctional facilities apply for benefit assistance.

Through Senate Appropriation, the Consolidated City of Jacksonville was awarded an additional $900,000 to expand both services and eligibility at the Jacksonville Reentry Center. An additional 500 clients can be served. The expansion of eligibility now includes anyone convicted of a felony offense in the 4th Judicial Circuit (Duval, Clay and Nassau Counties) and sentenced to a Florida Department of Corrections facility, and returning to reside in Duval County, as well as individuals convicted in Duval County of a felony offense, sentenced to at least six months in the county jail, and being determined as having a high risk to recidivate. Individuals are screened at the county jail by a validated risk assessment tool called the Proxy Screener.

The expansion of services includes having a full time licensed mental health counselor and a part time advanced registered nurse practitioner that are able to provide mental health, substance abuse, and psychological assessments in a timely manner. Four additional correctional services counselors are now on staff. An additional 30 nights of transitional housing is now available to those that are in need and in compliance with their case plan. Work readiness and other items such as steel toed boots, work tools, back packs, tennis shoes and fees for specific certifications such as fork lift training is now also available through the additional state appropriated funding.
### Fiscal year 2015-16

<table>
<thead>
<tr>
<th>Service Provided</th>
<th>Quantity</th>
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<tbody>
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<td>Clients that signed a three month contract</td>
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<tr>
<td>Nights of transitional housing provided</td>
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<td>Mental Health service hours provided</td>
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<td>Clients receiving clothing</td>
<td>617</td>
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<tr>
<td>Clients receiving food goods</td>
<td>610</td>
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<td>Weekly Bus Passes provided</td>
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<td>Clients that became employed while in the program</td>
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<td>Florida Identifications/Driver’s License</td>
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<tr>
<td>Clients that successfully completed program</td>
<td>324</td>
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<tr>
<td>Clients assisted without completing program</td>
<td>233</td>
</tr>
<tr>
<td>Clients arrested while in program</td>
<td>77</td>
</tr>
<tr>
<td>Information provided to individuals who did not sign a contract</td>
<td>7828</td>
</tr>
</tbody>
</table>

JREC Correctional Services Counselor staff began providing pre and post release case management services for the Jacksonville Sheriff’s Office “New Leash on Life” program participants and is completing arrangements to begin working with the DAWN program participants. Inmates in the New Leash on Life program are transported to JREC pre-release to have comprehensive needs assessment administered. Additionally, inmates attend a career development orientation which includes job search skills, resume' writing, mock interviews as well as financial literacy. Upon release participants are provided comprehensive case management services.

**Recidivism Reduction:** The Jacksonville Reentry Center provides holistic services to all eligible individuals regardless of the severity of their sentence. Eligibility is based upon three factors; the individual must have been a resident of Duval upon arrest, they must have been convicted of a felony offense and sentenced to the Florida Department
of Corrections, and/or be a JSO inmate that is participating in either the Transition From Jail to Community program, the New Leash on Life program or the Developing Adults With Necessary Skills (DAWN) program. Program participants continue to recidivate at lower rates than the general JSO population.

JREC is a model that many Florida Sheriff’s Offices as well as local providers look to for assistance in implementing their own re-entry portals. This year Washington DC Department of Corrections, Marion and Orange County staff, and representatives from Santa Rosa and Hillsborough County have toured the JREC facility or sought program implementation advice.
The Division of Health Services (DHS) provides medical, mental health, and dental services for the inmate population within the care and custody of the Jacksonville Sheriff’s Office, Department of Corrections (DOC). Our overall objective is to ensure that the basic health care needs of each inmate are provided.

Similar to all correctional systems in the nation, the aging inmate population imposes significant challenges medically and financially to the DOC. We have been able to streamline processes, reduce waste, and maintain an efficient health care program, ensuring judicious use of the tax payers’ dollars.

**Medical**

The DHS entered into a contract with the AIDS Healthcare Foundation (AHF) in February 2015 to provide medical and pharmacy services for people with HIV/AIDS. There has been an estimated savings of $266,185.02 since inception. Three days of HIV medications are also being given to patients upon release for continuity of care.
The DHS constructed a satellite clinic on Lower Level to more efficiently serve the female inmate population now housed on that floor. The new clinic significantly reduces female inmate movement around the building, the need for officer escort, and improves overall security while providing nearly all of the medical services found in the M2 Clinic.

Many women being released back into the community suffer from substance abuse and mental health disorders and, for those reasons, they desire birth control but lack access to services. Women interested in long term birth control devices are referred to the Department of Health prior to their release.

**Mental Health**

Basic mental health services occur in a timely manner. The DHS mental health staff review referrals, complete verification of medications, and schedule mental health initial and follow-up evaluations with the psychiatrist according to policy.

**Pharmacy**

Treating a very sick inmate population is very expensive. Pharmacy is one of the most important and costly components of the health care operation. Shrewd prescription practices, ordering, billing, reconciliation, continuous surveillance, and rigorous auditing processes helped maintain the pharmacy expenses. In 2016, over $1.4 million were spent on pharmaceuticals with 67% of that amount spent on HIV and psychotropic medications.

**Accreditation**

The DHS was reaccredited by the National Commission on Correctional Health Care (NCCHC) in January 2016. Further, the division was inspected in April 2016 by the Florida Model Jail Standards (FMJS) medical inspector and found in 100% compliance with all standards thusly receiving an exemplary report.
The Montgomery Correctional Center (MCC) is charged with equivalent responsibilities of public safety and public service. Our primary public safety role is to provide care, custody, and control of county sentenced inmates. Public service is provided by utilizing county sentenced inmate labor for carefully selected community work projects.

The Montgomery Correctional Center consists of three compounds: North Unit, South Unit, and Annex (C-Building). The North Unit functions as a sentenced male facility with a capacity of 560. The South Unit functions as a female facility; designed to house 190 sentenced and un-sentenced prisoners. The Annex (C-Building) can house an additional 56 prisoners. Throughout 2016, MCC maintained an average daily inmate population of 512.

The MCC Security and Classification Units are led by Lt. Chad Starling and Sgt. Chris Harris. The primary focus of these units is internal and external institutional security and the proper identification, and designation and housing of inmates while they are incarcerated at MCC. The end goal of the Security and Classification Unit is to provide and maintain a safe and secure environment for the public, MCC staff, and the inmates incarcerated at this facility.

The MCC Security Unit investigates potential breaches in facility security from outside and inside the institution. The Security Unit
conducted numerous investigations involving the introduction of hard contraband from off compound work locations as well as engineered contraband drops on compound by civilians as well as inmates housed at the institution. The Security Unit uses a wide array of resources to include the Crime Analysis Unit, surveillance, recorded inmate telephone conversations, intercepted mail correspondence, and inmate sources for the interdiction of both hard and illicit contraband. The Security Unit was also active in collaborating with the Jacksonville Sheriff’s Office (JSO) Intelligence and Integrity Units when investigations warranted their involvement. In the calendar year 2016, Security Unit investigations led to the dismissal of four civilian inmate supervisors for failure to properly adhere to and/or violation of the guidelines set forth in the JSO Civilian Inmate Supervisor Program.

MCC Classification Officers Steve Smithgall and Brian Nielson properly screen and classify the inmates upon their arrival. These officers ensure new arrivals are assigned a proper housing location and given an appropriate work crew assignment. These assignments are determined by the inmate’s current charges and past criminal history. The coordination and utilization of inmate labor at MCC resulted in an estimated savings of over 5.5 million dollars to the City of Jacksonville in 2016. The Classification Unit also maintains and updates inmate records for those that fall under specific categories. These categories are Sexual Predators, Blood Borne Pathogens, Mental Health, Escape Risks, and Security Threat Groups (STG).

The MCC Security and Classification Unit coordinates with the Jails Division Intelligence Unit and the Community Transition Center (CTC) Security Unit to share information regarding the documentation of newly discovered STG members housed within the institution. MCC Classification Officers conduct thorough interviews to identify potential STG members. Any distinguishing features such as tattoos were photographed and documented for intelligence gathering. The documentation of this intelligence, as it relates to STG activity within our institutions, is vital to help maintain a safe and secure environment. In 2016, MCC Security Officer, Lee Hofstad, submitted field investigative reports on 11 previously unidentified STG members and routed the information to the Intelligence and JSO Gang Unit for database processing.
Officer David Lucas works as the Security Technology Officer at MCC. Among his many responsibilities, he helps to maintain all technological hardware and software throughout the facility. He coordinates with Information Systems Management (ISM) and Global Tel Link (GTL) on any computer or telecommunication issues that may occur within the facility. He works hand in hand with city vendors and civilian contractors on installation and maintenance of our camera systems, fire safety systems, portable scanners, control panels, electronic gates, and magnetic and keyed locking mechanisms. Officer Lucas has also been instrumental in coordinating with the MCC Services Unit to bring the new MCC Health and Rehabilitative Services Facility on-line. Through his vast knowledge, efforts, and contributions on large renovation projects at MCC, Officer Lucas has saved the citizens of Jacksonville tens of thousands of dollars. Because of his work ethic and dedication to the Jacksonville Sheriff’s Office, Officer Lucas was recognized as Correctional Officer of the Month for April 2016 and subsequently recognized as the Correctional Officer of the Year for 2016.

The Community Projects arm of the Security Unit, under the direct supervision of Sgt. Harris, continues to be a valuable asset to the Jacksonville Sheriff’s Office and to the community it serves. Utilizing a team of five inmates, Officer Richard Luke works with JSO patrol officers in and around the Jacksonville area to help with special projects to include the removal of urban blight, elimination of vagrant camps, and beautification projects. Officer Luke’s team is also heavily involved in cleaning illegal dump sites and other special city related projects upon request.
Officer Grady Mixon works in conjunction with Officer Luke assisting as demand for inmate labor increases or larger scale projects arise. When not directly involved in community projects, Officer Mixon supervises an independent inmate work crew which maintains the grounds around MCC.

Community Projects officers, utilizing inmate labor, have worked hand in hand with the City of Jacksonville on large projects such as the city sponsored tire buyback program at Everbank Field, The Greater Jacksonville Kingfish Tournament, The Jacksonville Equestrian Center, and a significant clean up and blight removal project in the Panama Park area of Jacksonville.
The MCC Community Projects team continued to work hand in hand with the Duval Extension Service; Urban Forestry Division, a partnership that was formed in 2015. This is a group of retired volunteers who have completed a master gardener program. These volunteers prune and trim trees in city parks twice each month in their spare time as a way to “give back” to our great city. These volunteers work tirelessly on our city parks trimming tree branches, removing dead trees, pulling weeds, etc. This generates large amounts of debris. Our inmates remove the debris, so the volunteers can enjoy their time without having the burden of heavy lifting.

Our Community Projects inmates also do a lot of work at local city parks. One example is a project they completed at Pope Duval Park on the Westside of Jacksonville. The inmates replaced several hundred feet of damaged boardwalk, saving The City of Jacksonville thousands of dollars that would have otherwise been paid to a contractor.

With the assistance of MCC and CTC watch commanders, we frequently were able to generate additional officers for our Community Projects Unit through our Career Enhancement Program. These additional officers allowed us to have up to five work
trucks and twenty inmates working throughout Jacksonville at any given time. This ensured that many neighborhood improvement projects previously on hold could be expedited. In 2016, the Community Projects team continued to be a vital component in mitigating blight throughout the City of Jacksonville. They removed over 2,600 yards of debris and dumped 51,229 pounds of trash at the Trail Ridge Landfill.

The MCC Security and Services Units attended several Sheriff’s Watch Safety Fairs and meetings, and held two Citizen Academies in 2016, which allowed us the chance to introduce ourselves and share with the citizens what we do. It’s a great opportunity for us to answer any questions the public might have, and it also provides them an avenue to learn more about the Department of Corrections.
In July 2015, MCC broke ground on our new Health and Rehabilitative Services Facility. The new facility will replace two aging trailers currently being used for health services at the MCC. The new clinic will greatly increase the overall efficiency of our inmate health services, and also provide sorely needed classroom space for our continuously expanding inmate programs. Construction was completed in late 2016, and the facility is scheduled to open in January, 2017.
In 2016, the MCC Services Unit, led by Lt. Donnell Widemond, continued to enhance the facility, inmate programs, and other units within the Sheriff’s Office. Our core duties are to support the facility operations through food service, sanitation, maintenance, and procurement activities.

The Maintenance Team, led by Frank Bass, continues to be a tremendous asset to the Jacksonville Sheriff’s Office. Travis Bowles oversees the Metal Shop and is an invaluable resource when unique projects are in need of completion. Travis and his assigned personnel, who consists of inmate labor, completed over 150 metal fabrication projects for the Department of Corrections, JSO Swat, JSO K-9, JSO Gun Range, Camp Consequence, VA Cemetery, Emergency Preparedness Unit, Police Academy, JSO Honor Guard, JTA, Public Buildings, and the IM Sulzbacher Center. The inmates involved in this vocational program receive valuable welding and metal fabrication training from Travis; who is our certified welding trainer. Their continued contribution to the City of Jacksonville over the past year has been exceptional.

The “A New Leash on Life” (ANLOL) canine training program at the MCC had another great year. Our program partner, Pit Sisters, continue to provide their expertise, pet supplies and veterinary care for our program animals. This enables MCC to
provide this valuable program at no cost to the Jacksonville Sheriff’s Office. Carson Tinker from the Jaguars is now the program spokesmen bringing more awareness to our cause. Our program goal is to re-socialize homeless dogs by teaching them basic obedience skills utilizing inmate trainers. This program has proven to reduce euthanasia rates among our homeless pet population. The program also provides job and life skills such as teamwork, responsibility, patience, and problem solving to the inmates. Officer Lisa Irre oversees the program and has supervised 13 classes, which included 70 dogs and 72 inmates completing the 10 week program. This program garnered positive publicity for the JSO through several news stories by First Coast News, News4Jax, and The Florida Times Union.

Pit Sisters opened a new adoption center, The Doc Tony Tails Training Center, which will employ inmates from our program after release. A recent graduate of our ANLOL program was released and received a job with the Flagler Humane Society due to his participation in the program. This graduate received a scholarship from the Taylor Foundation to become a certified dog trainer. We ended 2016 with a class of puppies that were rescued from a fighting ring.
The MCC Prisons Industries Unit launched the JSO Alterations Shop in 2015. Thus far, Officer Pitney and her inmate workers have completed over 11,151 uniform alterations. This prison industry will save the JSO over $50,000 a year in alterations expenses. An additional 2000 man-hours are estimated to be saved from eliminating each officer from handling their own alterations delivery and pick-up at alternate sites. Currently Officer Pitney is processing all of the embroidery for the “Officer of the Month” polo shirts to make a larger impact on our uniform savings. Two new washers and dryers were recently installed in the Alterations Shop. To help offset the cost of purchasing new departmental uniforms, Officer Pitney recently began laundering gently used uniforms for JSO Supply.
Sgt. Dukes and Officer Andino of the MCC Services Unit partnered with Aramark Food Service to launch the IN2WORK Culinary Vocational Program. Inmates enrolled in this 12-week program are instructed by Aramark food service professionals. The course covers the use of basic kitchen equipment, retail, and safe food handling practices. The program concludes with the inmates preparing for and taking the ServSafe certification exam. The IN2WORK program will assist the participants with finding employment in the robust food service industry in Florida, which makes up over 12% of available employment opportunities.
COMMUNITY TRANSITION CENTER

The Community Transition Center (CTC) is one of two facilities belonging to the Prisons Division. The CTC is a 300-bed minimum security facility located at 451 Catherine Street and is commonly referred to as the “Programs Facility.” The primary focus of the CTC is to reshape the behavior of our county sentenced inmates by providing them with the tools needed to become productive members of society upon release. With this goal in mind, the CTC provides numerous programs and classes for our inmate population.

Watch Operations

The CTC’s Watch Operations team is comprised of three (3) lieutenants, nine (9) sergeants and forty (40) officers. Lieutenants Autumn Flemming, Timothy Morris and Venice Fulton lead their respective watches daily to ensure that the operations teams’ primary duties of care, custody and control of the inmate population are maintained. Watch operations duties include the following: inmate count, facility security, recreation supervision, supervision of inmate meal service and visitation. During the course of 2016, watch personnel processed approximately nine hundred three (903) inmates into our facility. During this same time period, they processed and released approximately nine hundred thirty (930) inmates from the facility. The average daily population at CTC for 2016 was two hundred fifty-eight (258) inmates.

When necessary, the Watch Operations team works with support personnel to ensure that the daily operational functions of the facility are maintained, even during emergency situations. This year Hurricane Matthew threatened the City of Jacksonville which caused the watch operations team to conduct a complete evacuation of the facility. The watch operations team, along with the support staff, evacuated approximately two hundred fifty-five (255) inmates to the other Department of Corrections (DOC) facilities. Once the storm passed, all of the inmates were transported back to the CTC and normal operations were resumed.

The CTC is the smallest of the three DOC facilities in both size and inmate population. However, the CTC personnel take great pride in knowing that the programs offered at the facility have tremendous impact on the lives of our inmate population. Watch
Operations personnel work in unison with the many community volunteers and other program providers to ensure that our facility’s mission is realized daily.

**SECURITY/SERVICES UNIT**

The CTC Security/Services Unit is comprised of nine officers and led by Lt. Toni Owens and Sgt. Deborah Riley-Harris. Under their leadership, the Security/Services Unit strives daily to accomplish their primary mission of providing exceptional support and services for the CTC. The Security/Services Unit oversees all security aspects and special projects for the facility. The CTC is relatively small compared to our two other larger institutions, and there are fewer officers who provide the same services as their counterparts at the other facilities. Instead of being accountable for only one individual job or task, these officers are responsible for managing several functions while continuing to conduct their core duties. The staff assigned to this unit performs at a high standard each day in order to maintain the level of service required by our facility.

Some of the duties of the Security/Services team are; facility maintenance, laundry and grounds maintenance, vendor contract
compliance, inmate classification, inmate mail delivery, disciplinary report hearings, chemical testing, food service, inmate labor, key control, vehicle upkeep, facility technology needs, facility security, and security threat group intelligence.

**Facility and Grounds Maintenance Staff**

In 2016 The Security/Services team has made extraordinary changes in facility processes and in the overall appearance at the CTC. Due to a shortage of manpower and an abundance of projects, the Security/Services Unit frequently partners with watch personnel to accomplish our mission. Last year our staff provided the institution a much needed “facelift” by painting all buildings, adding a privacy fence, beautifying the overall grounds, and replacing old and outdated signage.
We are extremely proud of these achievements and anxiously look forward to future endeavors in 2017. The Security/Services Unit definitely embraces the concept of teamwork, which further demonstrates their commitment to excellence.

**Chemical Testing**

The chemical testing officer conducts the chemical (drug) testing of inmates for the Prisons Division, distributes inmate mail, maintains the facility law library, and participates in numerous other facility projects.

In 2016, 869 chemical tests were conducted. Many inmates, in specific programs, are tested on a weekly basis while others are tested randomly or when drug use is suspected.

**Food Service**

The food service officer is charged with overseeing the CTC’s food service area and its daily operations. In addition, the officer has developed a strong partnership with the Aramark (food service provider) staff that has greatly increased the overall efficiency of our food service operations.

**Home Detention**

The home detention program also falls within the scope of CTC Security/Services. The unit consists of three field investigators; who are charged with the tracking and supervision of the inmates in this program. The home detention program affords both pre-trial and county sentenced inmates the ability to remain at their home...
pending the disposition of their case or serve their sentence at their respective residence. Although this may sound like a wonderful way to spend an incarceration period, it is not. Not only are these inmates monitored 24 hours a day, 7 days a week, many are required to stay at their home unless they are on an approved activity, such as a weekly visit with their corrections counselor, going to and from their place of employment, or medical appointments.

The staff assigned to this unit constantly monitors the participants via GPS monitoring and by conducting frequent physical spot checks. Our field investigators are out in the community daily ensuring that these inmates are in compliance with program rules and regulations as designated by their individual court orders. Participants are drug tested on a weekly basis and are also required to pay board fees to assist with the cost of their monitoring.

**DEPARTMENT OF CORRECTIONS PROGRAMS UNIT**

The Jacksonville Sheriff's Office Department of Corrections Programs Unit is led by Lt. David Kilcrease and Sgt. Equilla Stallworth. The members of the Programs Unit facilitate and/or assist with inmate related programs, classes, and events offered at all three corrections facilities.

**Matrix House Substance Abuse Treatment Program**

This is the CTC’s flagship program for helping our inmates change their lives as well as reducing recidivism rates. River Region Human Services is contracted by the City of Jacksonville to provide an intensive, clinically structured doctrine, based on the Therapeutic Community model for one-hundred and thirty-five (135) inmates. River
Region personnel and CTC corrections personnel work together in a partnership to efficiently and effectively facilitate the program.

This program is designed to help the inmates identify and change negative behaviors that have led to their substance abuse. The inmates are given group and individual therapy throughout the 120-day in-house treatment program. They are also encouraged to learn from each other and the staff members to become more accountable for their actions. These inmates are required to participate in one year of aftercare treatment once they complete the in-house program. From July 1, 2015 – June 30, 2016, Matrix House served five-hundred and seventy-seven (577) unduplicated clients. Among the four hundred and thirty-seven (437) clients that were discharged during the year, 79% successfully completed the program. At 41%, alcohol dependence was the number one diagnosis for participants. The second highest diagnosis was opioid dependence with 27%. Coming in third was cannabis with 16%, and cocaine at 13% was fourth place.

Upon successful completion of the Matrix House and After Care programs, participants are recognized at the Quarterly Matrix House Commencements. These commencements are joyous occasions where the ‘graduates’ are recognized and share how they are doing in their recovery and reintegration into society. Sixty (60) Matrix House graduates attended the commencements this past year.

**Work Furlough and Job Readiness Programs**

These two programs are designed to assist inmates in returning to the work force as they transition from incarceration back to society. In the Job Readiness Program, CTC
corrections counselors assist eligible inmates with learning how to develop their resumes, apply for jobs, interview for positions, and with obtaining their Social Security cards and Florida Identification cards, when necessary. Once an inmate obtains employment, the inmate is moved to the Work Furlough Program. The inmates must wear a GPS ankle monitor, which allows staff to track their movements as they go to and from their place of employment or other approved destinations. Work Furlough inmates return to CTC at the end of their work day. Participants in this program are able to gain valuable work experience while being monitored. Many of these inmates keep their jobs upon release and some have been promoted into supervisory positions.

Mrs. Lorna Jones-Stutson supervises the corrections counselors. This team takes great pride in assisting our inmates with developing employability skills and gaining employment. Through their efforts, these program participants are able to gain or maintain employment so that they can, in most cases, continue to support their families and keep a stable footing in the community while serving their sentence.

**Thinking For a Change (T4C)**

T4C, the cognitive behavioral program that we began in 2013, continues to be a focal program in our efforts to reshape negative and counterproductive behavior. We deliver the program to small groups of offenders to assist them in changing their way of thinking. This program continues to be well received by participants and has proven to be very successful in changing behaviors. In 2016, there were one-hundred nineteen
(119) inmates that successfully completed this program, including ten (10) juvenile offenders.

Program Unit Officers Gevonnia Thurman and Lashanda Frazier conducted T4C training in March 2016 for twenty-one (21) of our community partners from the Women’s Center of Jacksonville, Clara White Mission, Operation New Hope, and Hubbard House, to name a few.

The training was offered to assist our partners in better understanding the needs of inmates once they have completed their sentence and re-entered the Duval County Community.

Classes and Events

The Jacksonville Sheriff’s Office Department of Corrections offers classes and events at each of our facilities that are geared towards helping the inmate participants in personal enrichment. Most of these classes and events are facilitated by volunteers. Our volunteer force is a critical component to our ability to offer quality programs for our inmate population.

Some of the classes offered at our facilities are:

- GED Preparation Classes; taught by Florida State College at Jacksonville faculty members.
• Substance Abuse Education Classes; facilitated by River Region Human Services staff for inmates addicted to illegal/legal substances. These inmates are also offered Alcoholics Anonymous and Narcotics Anonymous support meetings; conducted by local volunteers to aid in their recovery.

• Yoga, which is taught so that inmates can explore and understand their inner self; leading to a calmer and more manageable approach to life in our “Yoga 4 Change” class. The Yoga 4 Change staff currently serves both men and women at all of our corrections facilities.

• Taking the First Step; a self-esteem course designed to encourage change, promote personal growth and provide the tools to start rehabilitating from within; specifically for women. Over one-hundred (100) women completed the course in 2016.

• The Richard A. McKissick Developing Adults with Necessary Skills Program (DAWN); which provides GED, life skills, and vocational preparation classes for our adult county sentenced population between the ages of 18-23. This program is offered at the Pre-Trial Detention Facility (PDF) and the CTC. Seventeen (17) high school equivalency diplomas (GEDs) were earned in 2016.
• Duval County Public School #176, which is located in the PDF, held the annual graduation ceremony on June 8, 2016 in the J-3 Court Room. There were twenty-three (23) inmates that graduated. Eleven (11) inmates received their diplomas and twelve (12) received a certificate of completion.

• Sonya Young, from Gateway Community Services, continued to bring us new programs this past year. She introduced the Life Skills and Beyond Class to the male juvenile population. This course provided them with coping and life skills geared towards producing adaptive and positive behavior that will equip them to deal with the demands of everyday life. She has facilitated the class to well over one-hundred (100) juvenile males and continues to monitor and communicate with them once they leave the facility. Ms. Young received a much deserved Certificate of Appreciation recognizing her efforts during the Jacksonville Sheriff’s Office November 2016 Meritorious Awards Ceremony.
• The DAWN Program also introduced the Money Managing Leaders Class for females this past year. The participants learn financial literacy and leadership skills. Eight (8) women have completed the program since its inception in September.

• On March 7, 2016, Judge Fahlgren took the time to visit and speak with the participants in our male DAWN Program. Judge Virginia Norton, who is one of the DAWN Program’s biggest supporters assisted in having Judge Fahlgren speak to the inmates about the importance of education and making positive changes in their lives. All of the participants appeared to sincerely appreciate Judge Fahlgren taking the time to speak with them.

• On May 16, 2016, Senator Audrey Gibson took the time to visit and speak with the participants in our female DAWN Program. Senator Gibson spoke to the inmates about the importance of making positive changes in their lives and that it is never too late to change. She provided information on how the State Legislature works and all of the involved components. All of the participants appeared to sincerely appreciate Senator Gibson taking the time to speak with them. Senator Gibson also took the time on May 24, 2016 to meet representatives from JSO and River
Region at the CTC to learn more about the Matrix House and all of the programs in the Jacksonville Sheriff's Office Department of Corrections.

- The Domestic Offenders Obtaining Re-education Program (DOOR) is our batterer's intervention program facilitated by Hubbard House volunteers. In 2016, they conducted one-hundred and thirty-one (131) classes and awarded one-hundred and twenty-four (124) certificates of completion.

- The Programs Unit continued our annual partnership with Bishop John E. Guns and the St. Paul’s Missionary Baptist Church to produce “A Father’s Blessing” Video. Thirteen (13) inmates participated in the making of the video message to their children during the Christmas holiday. It was filmed at the Montgomery Correctional Center (MCC) and gave each of the program participants a chance to say “Merry Christmas” to their children and to express how they felt about not being home for the holidays with their family. The church also provided food and gifts to the inmates’ families.
• Glen Ellison held two male Empowering Parents Classes during 2016 with nineteen (19) successful graduates. All of the participants had nothing but great things to say about the class and how it will help them to be better parents and not return to jail again.
• The first female class for Glenn Ellison’s Parent Project graduated on May 5, 2016. There were twenty (20) successful graduates who celebrated their achievement with their families and members of Lannie Road Baptist Church. Glenn was able to get the pastor and members of the church to adopt this program and support it through the donation of a “feast” to celebrate the graduation. There were many tears while the participants discussed what they learned in the class and how they will use it to change their lives and be better parents to their children upon reentering society.
• Literacy Pros is a volunteer tutor program in which inmates provide one-on-one tutoring with their peers in the facility. The focus of the training is to help their peers improve their reading and mathematical skills so they can move into the GED preparation program. Tutor training workshops are held at the CTC and after the 4-day (12-hour) workshop; the inmate tutors receive their Volunteer Tutor Training Certification.

• Money Management classes are offered for both male and females inmates. The curriculum includes information on managing checking accounts, credit, and budgets.
• Writing for Change is a class offered to our female inmates that encourages the participants to use creative writing as a way to discover more about their feelings and inner-self through journaling.

• DUI Impact Panel, sponsored by Mothers Against Drunk Driving (M.A.D.D), is for male and female inmates with a history of DUI charges. The guest speakers are people with past DUls who explain how driving under the influence can negatively change lives.

• Project Listen is the Educational Music Outreach Program of the Riverside Fine Arts Association. Dynamic performances engage the audience; sparking interest in unfamiliar musical genres. The performance is not only for entertainment, it can also serve as being uplifting and therapeutic for the audience members. In April, eighty-five (85) CTC inmates who had shown progress in the Matrix House Program were chosen to attend. The participants had to be recommended for this “reward” by either CTC or River Region staff. The event was a tremendous success according to the inmates and staff who attended.
Programs Unit Personnel in the Community

During the year, members of the DOC Programs Unit furthered their mission of continuing to be “Community Focused” by participating in the following:

- Officer D. Johnson participated with Mayor Curry, Sheriff Williams, Superintendent Vitti, and State Attorney Angela Corey as part of a Public Safety Community Conversation Panel focused on youth violence in Jacksonville entitled “Our Future: Addressing Youth Violence in our Community.”
• Members of the Programs Unit assisted the Mobile Police Athletic League (PAL) this summer with their efforts to engage and bridge the gap between the community and law enforcement. They participated in family fun days at local low income housing developments in Jacksonville including Blodgett Villas, Hilltop, and Eureka Gardens.

• Members of the Programs Unit served on the JSO committee again this year for the 7th Annual Hubbard House Domestic Violence Awareness Walk. All of the Program staff participated in the fundraiser to assist with the cause. In all, Team “JSO Striders” raised over $4,000 and was the number two fundraising team on the day of the event.
• For the second year in a row, the Programs staff was involved with the DNA Unique Sleepover. The sleepover was held at the PAL on Dec 2nd -3rd for girls in grades 4-8.

• Programs Unit personnel attended the Literacy Pros Annual Luncheon. This year Sheriff Williams was honored with the 2016 Literacy Achievement Award.
• In January 2016, Sgt. Stallworth along with Officers Thurman and Allen partnered again with the PAL for the second year, to participate in Celebrity Readers Day at Brentwood Elementary. Officers partnered up and read to students in Kindergarten through the 2nd grade.

**Future at CTC**

The CTC’s future is bright. We continue to improve the facility grounds, processes, and quality of life for the inmates we work with as well the entire CTC staff. The CTC remains dedicated to helping inmates become better citizens and ultimately not return to a life of crime. We enjoyed much success in 2016 and expect 2017 to be filled with even more accomplishments to serve our greater goal of providing the best services possible for the citizens of Duval County.