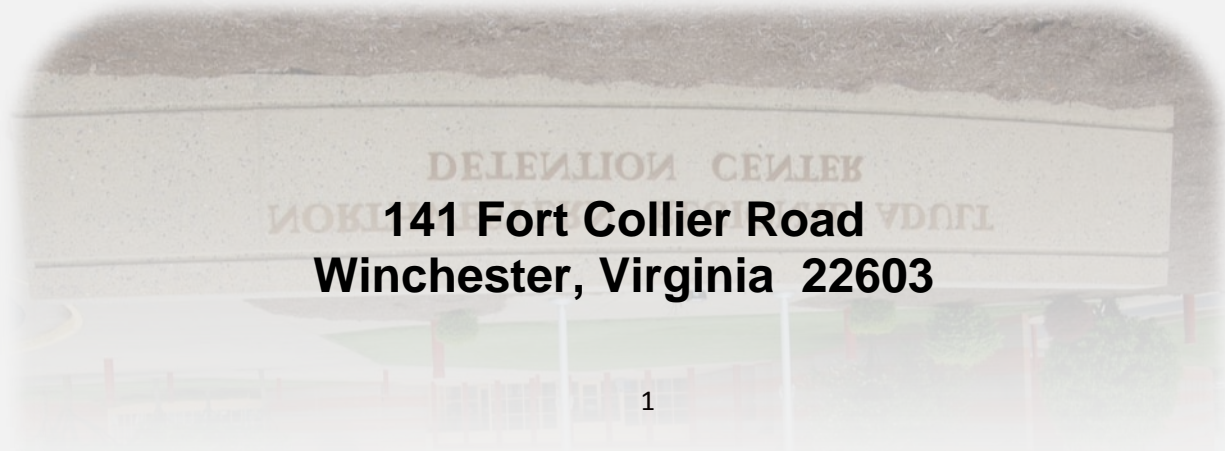


**Northwestern Regional Adult Detention Center**

# ***Annual Report***

## **2009**



# **Table of Contents**

|  |    |
|--|----|
| <i>Executive Summary</i> .....           | 3  |
| <i>Mission &amp; Vision</i> .....        | 5  |
| <i>Organizational Structure</i> .....    | 6  |
| <i>2009 Goals &amp; Objectives</i> ..... | 7  |
| <i>Security &amp; Operations</i> .....   | 8  |
| <i>Administration</i> .....              | 9  |
| <i>Support Services</i> .....            | 11 |
| <i>Community Corrections</i> .....       | 13 |

## *Executive Summary*

Fiscal year 2009 brought with it several leadership changes both in the composition of the Jail Authority as well as in the Detention Center. Winchester City Councilman Art R. Major replaced Mr. Tim Coyne as a City of Winchester representative and Winchester Chief of Police Kevin Sanzenbacher replaced Interim Chief David White as members of the Jail Authority. In addition, Bruce R. Conover, Assistant Superintendent since November 2001, replaced Fred D. Hildebrand as the Detention Center's Superintendent.

The Jail began FY09 authorized 148 sworn officers and 59 civilian support staff. Over the course of the year the sworn staff vacancy rate averaged 4.1% while that for the civilian staff averaged approximately 2.1%. Although the civilian vacancy rate remained unchanged from FY08, the sworn rate increased significantly over the previous year's 1%. The increase in the vacancy rate resulted from a hiring freeze implemented mid-way through the year as part of a planned reduction in personnel in order to achieve FY10 funding constraints and to achieve a savings associated with a reduced inmate population. By year's end the Jail was operating with 142 officers and 52 civilian employees.

The Detention Center ended FY09 with an average daily population (ADP) of 563 inmates, down approximately 10% from the FY08 average of 624. The reduced population resulted primarily from substantially fewer Federal and other jurisdiction inmates. In November 2008, the Immigration and Customs Enforcement (ICE) Agency began removing its population of detainees awaiting deportation and in February 2009, Prince William began reducing its population at the Detention Center as its expansion project was completed. Throughout this period the local inmate population remained substantially unchanged ranging from 525 and 545. On average there were 16.2 state inmates out of compliance during FY 09, up from the FY08 average of 11.9.

There were 205,432 inmate days accumulated during FY09. Frederick County accounted for 39.8% of those days up from 31.2% last year. Winchester followed with 34.8% of the total days, down slightly from last year's 35.6%. Fauquier County inmates accounted for 12.3%, down from last year's 13.3% while Clarke County's utilization increased from 3.4% in FY08 to 4.2% this year. The percentage of inmate days resulting from incarceration of both Federal and other jurisdiction inmates fell substantially during FY09. The Federal inmate population dropped from 10.1% in FY08 to 5.9% in FY09. Similarly, the other jurisdiction populations went from representing 6.3% of the total in FY08 to 3% of the total in FY09.

The emphasis on the use of alternative incarceration programs remained strong in FY09. There were on average 71 inmates assigned to work release each month during the year, representing approximately 13% of the Jail's FY09 inmate population. This is a slight increase over FY08 when the monthly average of work release inmates was 68 or 11% of the population. However, the number of inmates assigned to Home Electronic Monitoring dropped from approximately 16 in FY08 to only 13 in

FY09. The number of defendants assigned to the Jail's Pretrial Diversion Program averaged 175 per month during FY09 up slightly from the FY08 average of 173.

There was significant growth in the Community Inmate Workforce Program during FY09. In total 70,194 man-hours or approximately 33.7 man-years were committed to governmental and public service activities in the participating jurisdictions, representing a 27% increase from the previous year. Supervised by non-Jail employees and receiving only good conduct time for their labor, Community Inmate Workers were assigned to a variety of government agencies to include the Frederick County Landfill, the Frederick County Animal Shelter, Frederick County and the City of Winchester Public Works Departments and the City of Winchester Sanitation Department among a multitude of others.

There were 63 incidents throughout the year which required the use of force by officers to obtain inmate compliance or 3 incidents for every 10,000 inmate days. This is a slight increase over FY08 when there were 57 incidents requiring force or 2.4 incidents for every 10,000 inmate days. There were 20 assaults in the Jail in FY09, only one (1) of which was upon staff. Those 20 incidents represent less than one assault per every 10,000 inmate days and very little change from FY08.

The Detention Center's FY 09 budget was \$18,878,477, including a Jail Expansion Debt Service obligation of \$1,117,926. The end of year balance sheet documented expenditures of \$1.66M less than planned, 48% of that savings was achieved through personnel attrition during the year. Revenue, however, fell approximately \$600,000 short of that anticipated. That shortfall resulted primarily from unanticipated reductions in state salary and per diem assistance over the course of the year. Given expenditures, the Jail's cost per inmate day amounted to approximately \$91.89.

Other items of note include the escape and recapture of an inmate in July 2008; the temporary closure of the Jail's Annex Building in December 2008; and the suicide of an inmate in March 2009. In July 2008, after returning from a sentencing hearing, an inmate assigned to the Community Corrections Center was returned to his housing unit while the rest of the unit participated in program activities. While being the only inmate in the unit and between officer rounds, he successfully jumped to a girder, negotiated his way to the housing unit's smoke hatch, popped the release, and escaped across the building's roof. He was apprehended in Charlestown, West Virginia several days later and charged with multiple violations which occurred along the route of his escape. This was the first escape from the Jail in over ten (10) years.

In late 2008, with the state advising of significant reductions in funding assistance, the reduced population of Federal and other jurisdiction inmates created an opportunity for significant savings. With almost 100 fewer inmates since the departure of these groups, consolidation of the inmate population in the Main Jail and closure of the Annex provided a substantial savings in manpower, overtime, utility costs, and food service operations. As the population fluctuated very little thereafter, those savings were enjoyed for the remainder of the year.

In March 2009, a recently incarcerated inmate committed suicide while housed in a single cell. Investigation into the incident revealed that the inmate gave no indication of his intent and that staff response to the incident was in accordance with established policy. This was the first suicide in the Regional Jail since 1996.

## **Mission**

*To provide incarceration and other correctional services in support of criminal justice operations in the counties of Clarke, Fauquier and Frederick and the City of Winchester.*

## **Our Vision**

*To serve as a fully-accredited direct supervision correctional institution where inmate security and safety operational priorities of a highly-trained Jail staff who aspire to the operational imperatives of Security & Safety; Integrity; Courage; Loyalty; Teamwork; and Professionalism.*

**Security & Safety:** *The Priorities of our Profession!*

**Integrity:** *The Law Demands It; Our Contemporaries Expect It; and the Public Deserves It. It is Non-Negotiable!*

**Courage:** *To Do the Right Thing – Always – Regardless of the Consequences!*

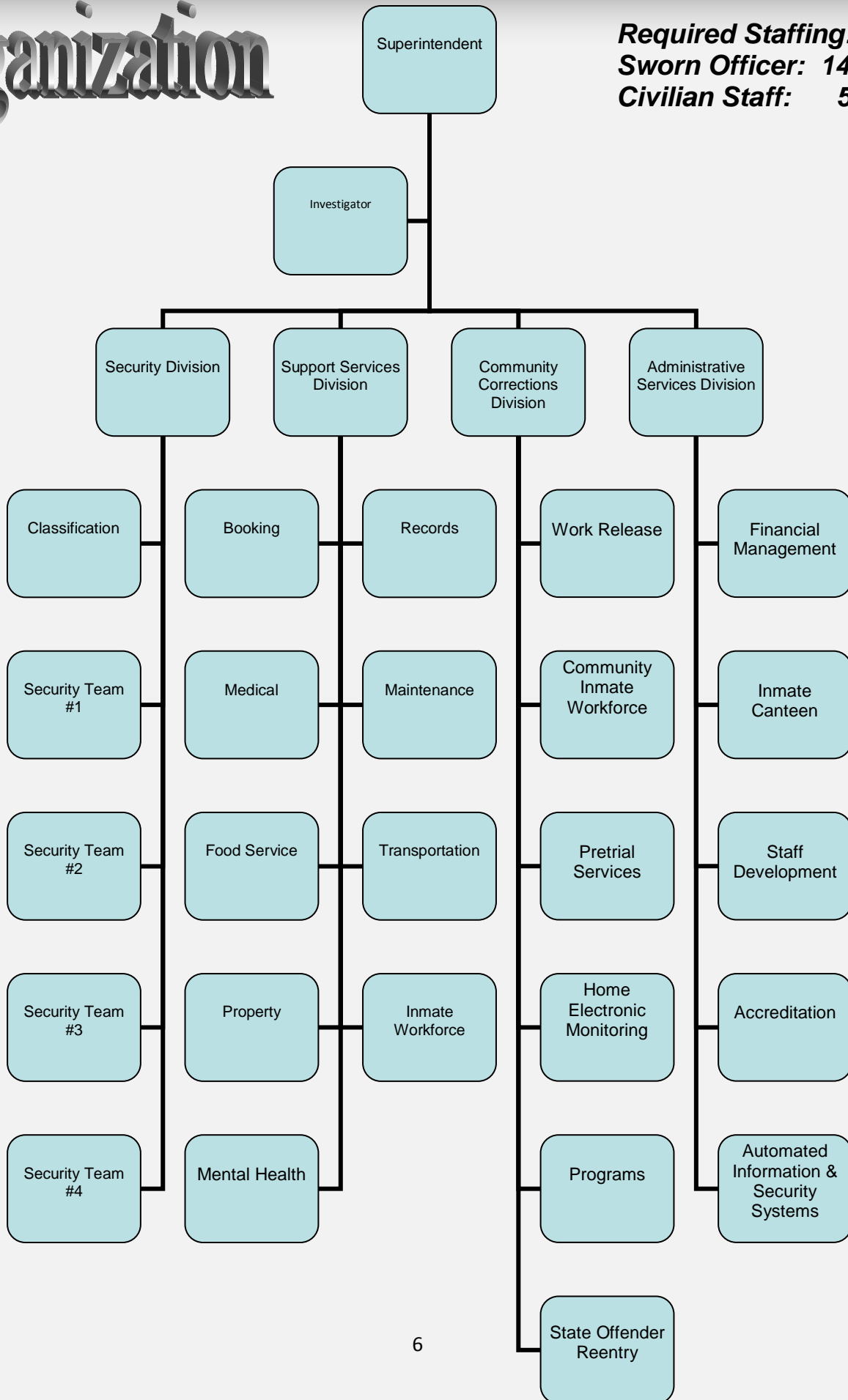
**Loyalty:** *To Our Organization and the Team of Professionals that Make it Effective!*

**Teamwork:** *Our Mission Requires Dependability & Cooperation!*

**Professionalism:** *Our Mission is Public Service –  
Our Conduct & Commitment Set the Standard!*

# Organization

**Required Staffing: 207**  
**Sworn Officer: 148**  
**Civilian Staff: 59**



## **2009 Goals & Objectives**

- ✓ *Increase the number of inmates assigned to work functions outside the Jail in support of local jurisdiction government operations.*
- ✓ *Consistent with security requirements, maintain the Community Corrections Center inmate population at no less than 193 males and females.*
- ✓ *Restructure the Jail's Programs schedule to provide additional life skills training/counseling; to increase inmate program participation; and to reduce security team support requirements.*
- ✓ *Create a Jail website independent but affiliated with the Frederick County website.*
- ✓ *Increase the frequency and variety of collective security drills and evaluations.*
- ✓ *Reduce inmate medical costs by 15%.*
- ✓ *Reduce food service expenditures by 10%.*
- ✓ *Revise the Jail's Special Reaction Team concept to provide more emphasis on team member roles while assigned to Security Teams.*

# Security & Operations

**Chief of Security: Captain Ronald F. Werdebaugh**

**Operations Lieutenant: Lieutenant Patricia Barr**

**Classification Sergeant: Sergeant Rosanna Carroll**

**Security Team #: Lieutenant Steve Heironimus**

**Security Team #2: Lieutenant Joey Dove**

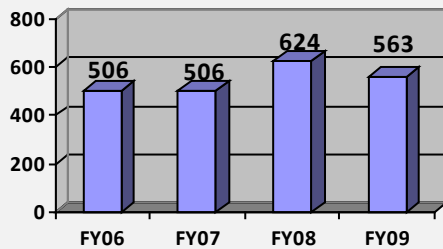
**Security Team #3: Lieutenant Clay Corbin**

**Security Team #4: Lieutenant Tammy Bickert**

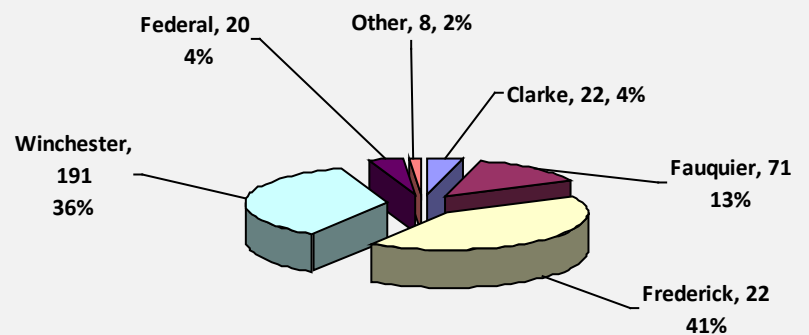


## **Our Population: . . . . .**

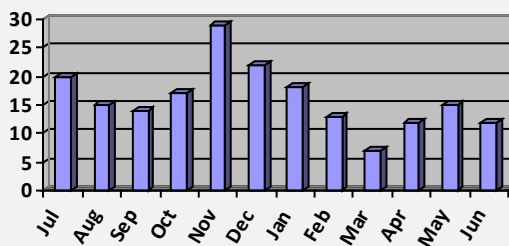
**Average Daily Population**



**Population Distribution (30 Jun 09)**



**Out of Compliance Inmates**

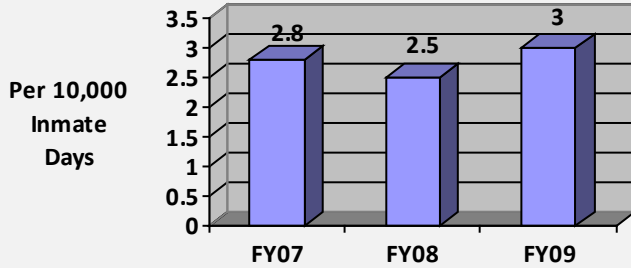




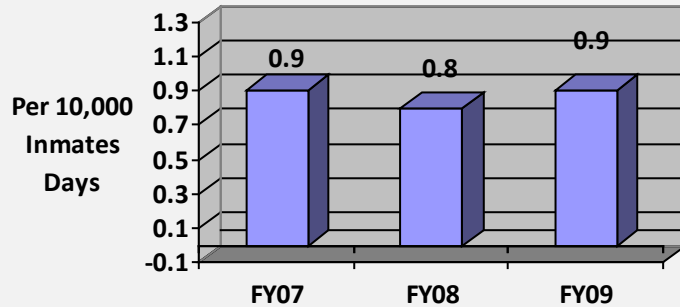
# Security & Operations

## Our Population ...

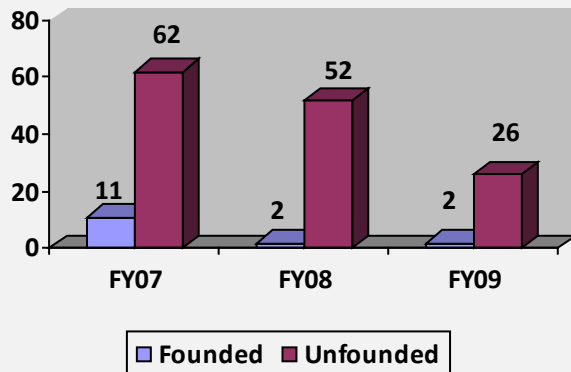
Incidents of Force to Gain Compliance



Incidents of Jail Violence



Inmate Grievances



### “FY09 Accomplishments ...”

- Closed the Detention Center’s Security Annex & Consolidated all Maximum and Medium security inmates in the Main Jail.
- Developed and implemented a color-coded emergency response system.
- Implemented Physical Agility Testing for sworn staff.

# Administrative Services

**Chief of Administrative Services: Captain Kathy Sasser**

**Director of Staff Development: Lieutenant Scott Sturdivant**

**Business Manager: Ms. Janette Wedekind**

**Automated Systems Security Officer: CO Gene Boyce**

**“ Managing Our Resources ...”**

## Personnel (as of Jun 30, 2009)

|                               | <u>Authorized</u> | <u>Assigned</u> |
|-------------------------------|-------------------|-----------------|
| <b>Sworn</b>                  | 148               | 139             |
| <b>Administration/Support</b> | 59                | 55              |
| <b>Total</b>                  | <u>207</u>        | <u>194</u>      |

## **Budgets**

|  | FY08         | FY09         |
|--|--------------|--------------|
| <b>Personnel</b>                         | \$12,567,057 | \$14,044,468 |
| <b>Operating</b>                         | \$3,475,726  | \$3,494,423  |
| <b>Capital</b>                           | \$191,408    | \$54,132     |
| <b>Operating Reserve Contribution***</b> | \$221,691    | \$167,527    |
| <b>Debt Service</b>                      | \$794,572    | \$1,117,926  |
| <b>Total</b>                             | \$17,250,454 | \$18,878,476 |

### **Our Functions:**

- **Automation**
- **Accreditation**
- **Human Resources**
- **Financial Management**
- **Inmate Canteen**
- **Training**
- **General Administration**

## **FY09 Major Accomplishments**

- **Transitioned to the New Automated Offender Management (OMS) System**
- **Automated the Inmate Law Library**
- **Achieved Reaccreditation via DOC Three-Year Audit**
- **Completed the Transition to the Frederick County Email & Internet Functions**
- **Automated Lobby Receptionist Functions**

# Support Services Division

Captain of Support Services: Captain David J. Pitts

Lieutenant of Support Services: Lieutenant Keith Ridley

## Our Functions:

Transportation Sergeant: Sergeant Dan Bain

Inmate Workforce Supervisor: COIII Steve Sowers

Food Service Director: Ms. Dana Knave

Maintenance Supervisor: Mr Mark Kinder

Booking Section Leader: Ms. Tabitha Taylor

Director of Nursing: Head Nurse Diana Park, RN

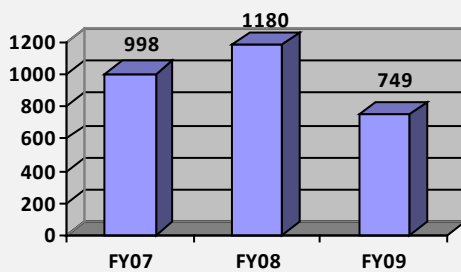
Records Section Supervisor: Ms Jeanne Fahnestock

Mental Health Director: Mr. Kevan Frye

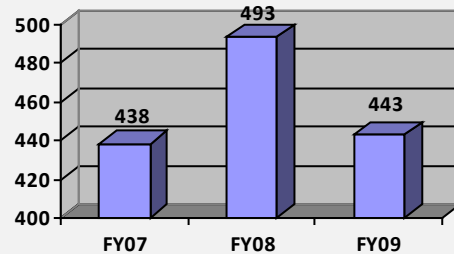
Property Officer: COII Deborah Hamilton

## *“What We Did & What it Cost ...”*

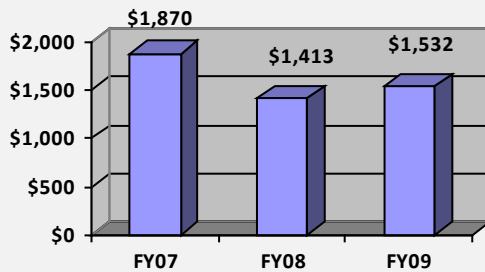
Chronic Care Admissions



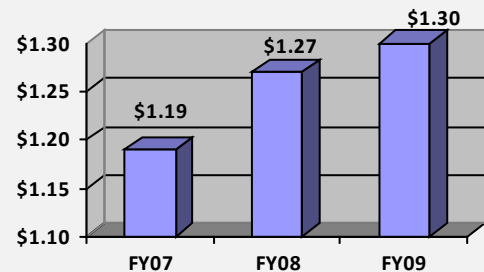
Pre-Existing Mental Illness Admissions



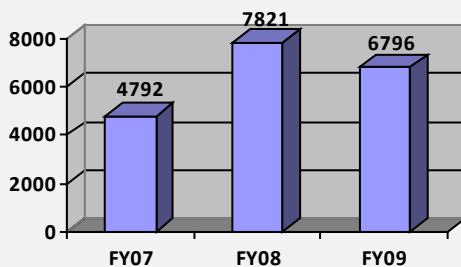
Medical Cost Per Inmate Per Year



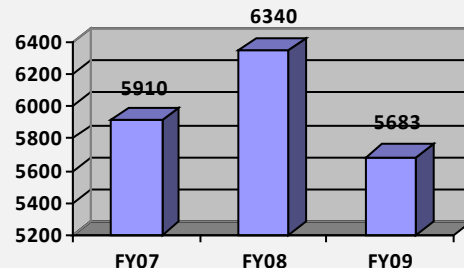
Cost Per Inmate Meal



Inmate Transports



Commitments



## Support Services (Continued)

### “Our FY09 Accomplishments ...”

- Completed in excess of \$547,000 in construction and renovation projects
- Successfully diverted and retrained excess Kitchen Supervisors to serve as Booking Technicians, averting layoffs and eliminating the need to divert Security staff to perform Booking activities.
- Created the Detention Center’s first civilian Property Officer position, releasing a sworn officer for duty with the Security staff.
- Developed and implemented comprehensive tool and equipment accountability and control procedures.
- Established Department of Corrections “Contract Bed” requirements for the majority of positions on the Inmate Workforce.

|                                |           |
|--------------------------------|-----------|
| Food Service Cost:             | \$856,593 |
| Medical Costs:                 | \$892,295 |
| Maintenance Costs              | \$148,852 |
| Utility Costs:                 | \$599,803 |
| Clothing & Housekeeping Costs: | \$148,788 |



# Community Corrections Division

Captain of Community Corrections: Captain Allen Barr

Director of Work Release: Lieutenant Lisa Saville

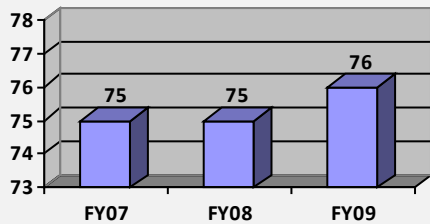
Director, Inmate Programs: Mr. Andy Anderson

Director, Pretrial Services: Ms. Nancy Steinhorn-Galloway

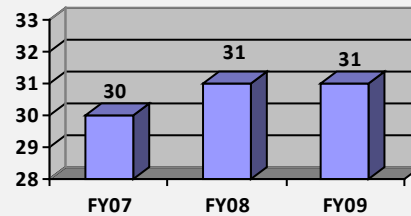
Community Inmate Workforce Supervisor: Master Sergeant Mike Coffelt

## ***“Our Alternatives to Incarceration ...”***

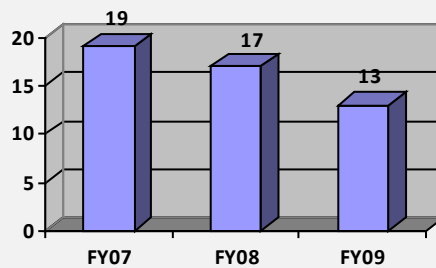
Average Monthly Work Release Population



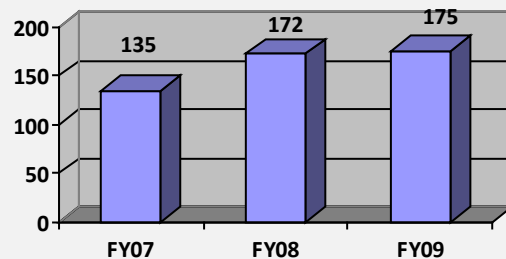
Average Community Inmate Workforce Man-Months



Average End of Month HEM Population



Average Monthly Pre-Trial Services Caseload

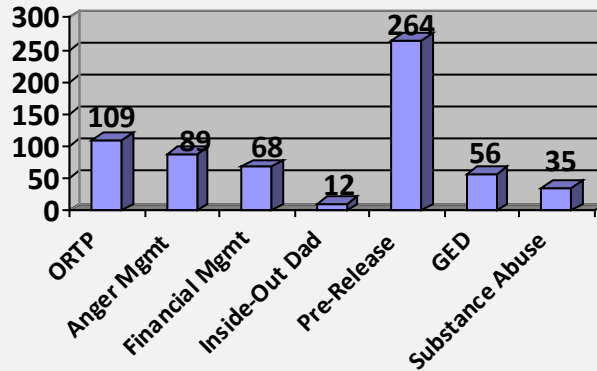


## ***“And Our Programs ...”***

### ***Our Inmate Programs:***

- ***Offender Reentry Training***
- ***Anger Management***
- ***Financial Management***
- ***Inside-Out Dad***
- ***Pre-Release Orientation***

**FY09 Program Graduates**



## ***“Our FY09 Accomplishments ...”***

- Relocated the Pretrial Services Agency to the Community Corrections Center, increasing both security and efficiency.
- Developed and fully implemented Anger Management, Financial Management, and Pre-Release Inmate Training Programs.
- Reallocated Community Inmate Workforce manpower to support priority governmental activity support requirements.
- Implemented both procedural and physical security enhancements at the Community Corrections Center.

