



2014 Annual Report

Sheriff C.T. Woody, Jr.
Richmond City Sheriff's Office

Dear Friends:

The opening of the Richmond City Justice Center marks a new era for the City of Richmond and this region; an era of progress and forward thinking that leverages state of the art technology, along with a well-trained team of corrections professionals to meet the needs of our community. We have come a long way from the antiquated Richmond City Jail to the cutting edge facility that is the Richmond City Justice Center. Through the sheer commitment of our Honorable Mayor, Dwight C. Jones, along with the support of Richmond City Council, we have made it to this landmark for our City.



The people of this city are now afforded a criminal justice facility that can more holistically meet the needs of its correctional system and one that is equipped for both the challenges and opportunities of modern times. Now, we are no longer confined to the parameters and capacity of a facility built for another era. This world class structure is a result of a rigorous process and the work of a top notch multidisciplinary team. Through the efforts of many, we are able to maximize efficiencies through technology, insightful architectural design, adaptive training models, and strategic operations. We now have a facility that is in step with Richmond's strides toward a brighter future as a national model of a capital city.

Thousands of people are processed through the jail every year and these men and women have families and communities they will return to one day. With increasing complexities in our society, I am not sure if this number will go down. However, overcrowding in our facility can, in part, be determined by the citizens of Richmond. Our community must decide whether we place more offenders in jail or leverage community service types of punishment when the offense suits those alternatives. We will continue to work diligently to pursue these alternatives.

To be clear, while this facility is indeed modern, shiny, and new – it is not designed or intended to be a luxury stay! We are not striving for a four star rating in comforts – in the final analysis it is about securing those who need to be secured and ensuring the safety of the community and those working, volunteering, and visiting.

What we must also remember is that those living within these walls will NOT be staying within these walls. They will one day be released back to our communities and will be our neighbors, co-workers, and the parents and grandparents of our community's children. We will continue to work toward the goal of releasing people more ready to be productive citizens among us than when they arrived.

In closing, as your Sheriff, it is my mission that the future residents of this facility will leave its gates filled with an experience that was constructive enough to get them on the right track, but not so good to make them want to come back.

Sincerely,

C.T. Woody, Jr.

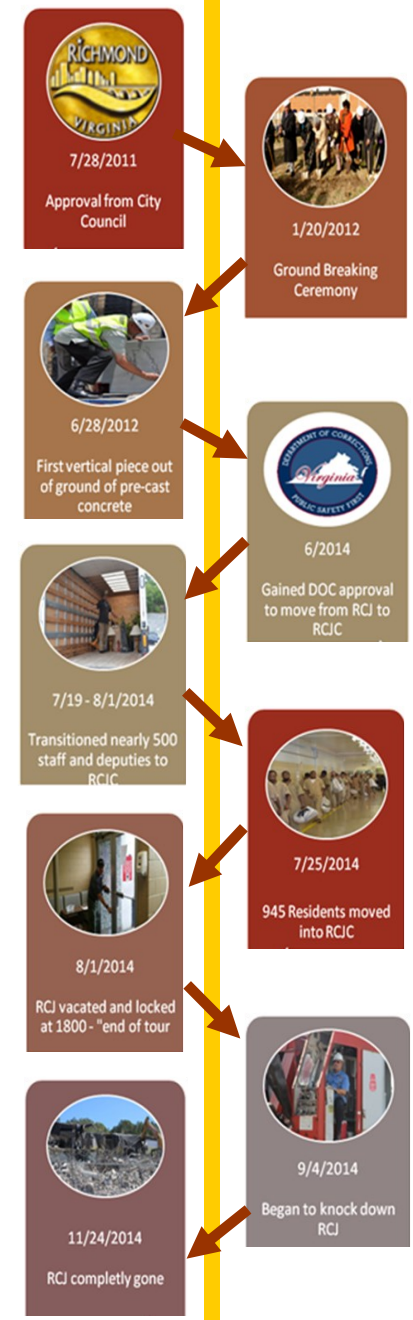
Out With the Old

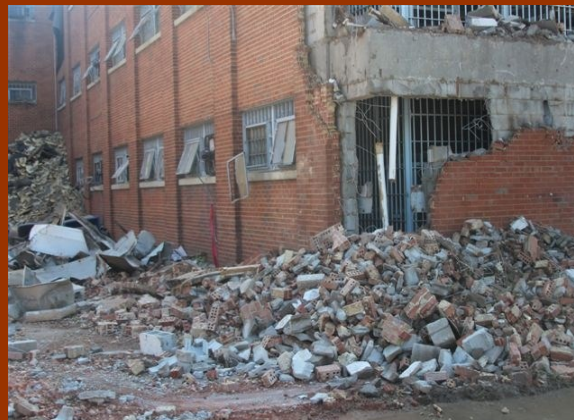
"Far away in the sunshine are my highest aspirations. I may not reach them, but I can look up and see the beauty, believe in them and try to follow where they lead. Keep hope alive and if you dream you can survive."

~ Sheriff C.T. Woody, Jr. on breaking ground of the RCJC — 6/19/12

On an average day, there were about 1,350 inmates in the Richmond City Jail, but historically, it exceeded 1,400 residents; the capacity of the original jail was 882. The old jail, now completely demolished, was built in the 1960s. Despite the facility's shortcomings, the men and women who serve in the RSCO are top notch. Many were there long before I arrived, and I daresay will remain long after my tenure is over. Every day, they gave 100 percent to the safety and security of the jail residents, visitors, and their fellow teammates. This was done without complaint to building conditions or limitations.

Despite these challenges, we rose to the occasion of making sure all residents had a bed, implemented three meals per day, established a GED education program, worked with the community to bring services inside, and achieved state accreditation. Imagine if you will what we plan to accomplish in our brand new facility – if all of this was accomplished in "less than desirable" surroundings.







In With the New



The Richmond City Justice Center, sitting on approximately 12 acres and 430,730 square feet inside, was designed to look like an office park – there are no fences with wires or razors around the perimeter. The security built inside meant the outside could look like an office park and not a jail. This builds better aesthetics for the city and community, and with hope, serves to change people's perception of the entire neighborhood. The added benefit of the architecture is the bountiful windows; natural light illuminates throughout the facility.

Coming inside, every inch of space was carefully and thoughtfully planned. Housing units, referred to as pods, enables a more expansive program environment. Most of the pods are a collection of individual cells and, in some cases dormitory-style beds, with a small number of residents in each unit; compared to the number it housed in the jail. This allows for more accurate classification based on security levels. We are able to classify like-minded individuals together – individuals who are on the same page, following the same path, and have some of the same issues and problems. Therefore, we are able to provide more accurate treatment and programs to residents.



The pods are designed so residents do not have to leave them – they have their own recreation yard, visitation booths that are done via video, and meals served on the pod. What does this mean? We immediately go from over 1,000 residents sharing two outside recreation yards, to each pod of 12 to 70 people having their own. This means if behavior dictates such, they have several hours of recreation time each day, instead of an hour or two a week. Visitation via video from the pod, which connects to the visitation booth on the first floor, means less wait time for visitors coming in, longer visitation hours, and less movement of residents to visitation, thus less deputy intensive and more secure—eventually leading to more visits allowed each week. But, all of this is based on behavior. If good behavior – they get all the perks. If misbehaving, these items can and will be taken away.

Pods have single cells for residents – so while a pod could be punished as a whole, we are more equipped to handle situations with an individual by having them “isolated” in their cell or take their privileges away, instead of making everyone suffer for one person’s actions. It is a direct supervision model, so there is a Deputy on the pod at all times, thus cutting back on fights, stealing, victimization, and other negative behaviors. The old jail, however, was not equipped for this model, thus a deputy walked through a building and each tier every hour, which allowed ample opportunity for the aforementioned issues to occur.

Then there are the other little items that may mean nothing to many, but to residents are truly motivational. There is access to windows so they can look outside and enjoy the nature. The bathroom has a door. Showers are single bay showers, each with a door, so they no longer have an open style shower where several men or women shower together at the same time. The phones are more spaced out along the wall so they have privacy and are not on top of each other while on the phone. Each pod has a small meeting room that residents have access to when they are doing constructive programming or where other meetings with program staff may take place.

At any given time we have over 1,000 residents at the Justice Center - of which about 95% will return to the community at some point – either after being released from the Justice Center or after being released from prison. The Justice Center is simply a short term holding facility for many of our offenders until they return to our community. We are now better able to ensure offenders are equipped with the tools necessary to begin their walk down another path - a path that will not potentially land them back behind bars.



The RCJC project had Sheriff Woody's vision from the very beginning and the architects worked to incorporate that vision throughout the build. Sheriff Woody stresses daily that the citizens of Richmond have provided and entrusted the Sheriff's Office with a valuable tool (RCJC). We as an Agency, must strive to ensure its success in concert with his vision.

~ Colonel Roy
Witham,
RCJC
Superintendent

Preparing to Move

The RCSO Transition Team was fully assembled in January 2013. They were responsible for all aspects of preparing for and implementing the move to the new facility.

Transition Team tasks included:

- Comprehensive key mapping of the facility
- FF&E (Furniture, Fixtures, and Equipment) coordination
- Design oversight
- Department of Corrections Standards for Construction compliance
- Direct Supervision training of staff and facility familiarity

Phase II of the transition will continue into 2015, as the team works to transfer the Jail Annex, Community Custody (formerly inmate services), and the receipt of the Office of the Magistrate and Richmond Police Department's Warrant Services into the RCJC.

Direct Supervision Training



Intake Waiting Area

Joining the Team

The Office welcomed new contractors to the team and their efforts were essential to a successful transition. NaphCare Inc. is overseeing the full delivery of medical services and healthcare to all 1,000 plus Jail Residents. Westwood Pharmacy, a local company, provides the pharmaceutical services necessary for our residents.

Catering By Marlins (CBM) Inc. is responsible for food service delivery to all Residents; they also operate the Woody's Café at RCJC. The employee dining facility is a first for our employees and they welcome being able to have meals onsite and a place to eat lunch and dinner.

For the first time, the City has contracted with a vendor who specializes in corrections maintenance to exist on site at the RCJC. CGL (Carter Goble Lee) facility maintenance is staffed specifically for the purposes of preventative and corrective maintenance.



Woody's Café

Culinary Operations

The Justice Center boasts a fully equipped, state-of-the-art kitchen where meals are prepared for an average of 1,202 Residents each day; equating to over 1.3 million meals annually

CBM joined the RCSO team and operates the full spectrum of food services at RCJC. The state of the art kitchen totals 10,860 square feet and a staff kitchen affectionately named “Woody’s Café.” The resident kitchen in the RCJC is designed to feed up to 1,700 jail residents 3 meals per day.

The method of food service in the RCJC differs from the jail. All three daily meals are delivered on tray carts to residents on their pod, as opposed to moving several hundred residents at a time to the dining hall. After moving residents into the RCJC in July 2014, CBM serves roughly 1149 meals, 3 times per day, 7 days per week to our RCJC residents.



Richmond City Jail Mess Hall



Lunch on the pod in the Justice Center

Medical

Unlike the Jail which was not equipped to internally manage medical care, the Justice Center houses a fully equipped, multi-functional medical housing unit designed to provide maximum, onsite care to residents. The Sheriff's Office entered into a three-year, comprehensive, medical services contract with NaphCare, Inc. in October 2014 to deliver healthcare services at RCJC.

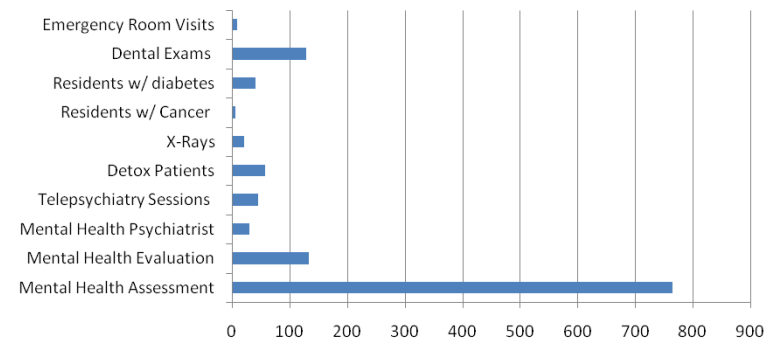
The Medical Department offers a variety of medical services in house to all jail residents in need, including:

- 18 beds to manage ill patients in lieu of being in the hospital (i.e. victims with wounds)
- Dental office
- Dialysis unit
- Hyperbolic oxygen chamber
- X-ray exam room
- OB/Gyn services

The use of telemedicine is one of the many new and exciting opportunities underway in the new facility. The telepsychiatry component offers a host of benefits that serve to augment traditional mental health practices by allowing a psychiatrist to meet with a patient via video. Diagnoses, follow-up, prescription writing, and discussion occur in this manner.



2014 Medical Unit Overview
Monthly Averages



Records & DIT

RECORDS

The Records Department provides accurate, efficient, courteous, and professional service to residents, the citizens of Richmond, the judiciary system, and our law enforcement partners throughout the Commonwealth and beyond. In 2014, the department managed the records of approximately 8,039 residents. This includes record management and data updates following each resident's court appearance – to include bond, court continuance, and sentence computation. That management resulted in the processing of:

- 11,040 requests for court appearance
- 24,117 court disposition updates and court orders
- 961 transfers to other jurisdictions
- 241 sex offender registrations
- 1,932 Department of Corrections verification and certifications
- 4,655 resident mail inquiries
- 505 transfers to the Department of Corrections (a single month record of 104 in July 2014)

The Records Department received the Virginia Compensation Board's highest Internal Audit Rating "Exceptional" for its latest Local Inmate Data System audit period.



DEPARTMENT OF INFORMATION TECHNOLOGY (DIT)

The Department of Information Technology (DIT) is an integral part of the Sheriff's Office. The department manages all computer based information systems, software applications, telecommunication, and computer hardware. DIT manages over 225 computers and print related devices. DIT played a critical role in the startup for the Justice Center as it relates to coordinating, planning, designing, and implementing many key systems used to support day-to-day functions of the facility. Items of note:

- State of the art communications network
- Enhanced presentation and communications capabilities in conference and training rooms
- Enhanced video security
- Virtual server environment
- Upgraded and enhanced desktop functionality



Transfer & Release and Property

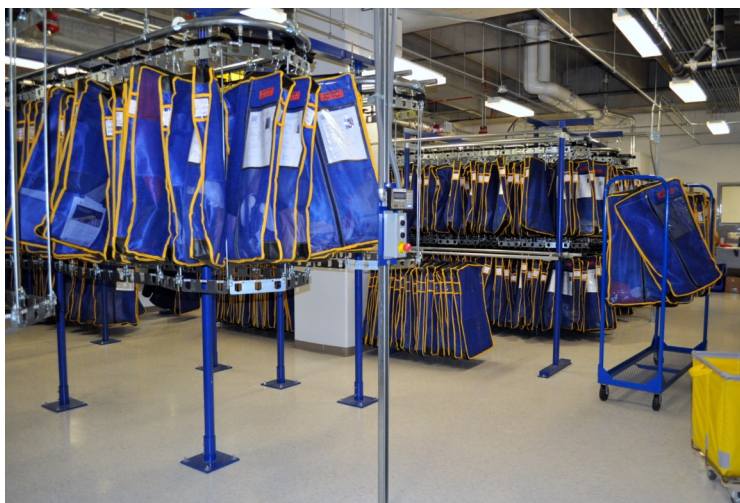
TRANSFER & RELEASE AND RESIDENT PROPERTY

Fourteen deputies inventory all resident property and perform inspections of all residents committed to the RCJC. Using specialized training and equipment, deputies intercept many controlled substances and contraband before residents are moved to a housing unit. All new residents are presented with selected items for personal care, hygiene, attire, and footwear prior to being assigned a specific living quarter. 2014 highlights include:

- As many as 180 individuals a day received from court
- Residents being released presented with their personal items prior to the release
- Residents being shipped to prison have their personal items sent with them
- Resident property processed 40,658 residents and 81,316 items of property

EVIDENCE PROPERTY

Evidence property includes items of contraband found in city buildings to firearms and narcotics subsequent to arrests of suspects by Sheriff's Office deputies. The evidence custodian has specialized training to perform field tests on drugs submitted and makes arrangements for forensic testing of DNA on firearms, chemical compounds, and extraction of digital evidence from electronic devices.



Property Bags



Secure Inmate Property

Intake



Jail Intake Desk and Holding Area



RCJC Intake Holding and Waiting Area



RCJC Intake Desk

Intake, formerly known as the Jail Annex or “Lock Up,” will transition to the RCJC during the first quarter of 2015. This will complete the operational move into the new facility. While the team prepares for the last leg of the move, they also continue to perform their duties at an incredibly high pace, with efficient, safe and secure processes and procedures.

In 2014, they provided the following services:

- 10,932 arrestees processed (Arrestees are brought into RCSO custody by the Sheriff’s Office, Richmond Police, VCU Police, Capitol Police, State Police, University of Richmond Police, Community College Police, and federal agencies)
- 1,856 individuals processed and released – (Individuals who enter the jail annex to be photographed and fingerprinted on a charge and then released. Typically, they are released on an unsecured bond.)
- 4.2 minutes - Average commitment time (from the time the officer receives the committal order to the time he enters the annex)
- 18,002 charges processed
- 848 DNA samples taken
- 1,856 individuals released
- 10,244.25 transportation miles logged (miles driven picking up warrants, taking warrants to courts, dropping off information to magistrates)
- 4,540 residents transported to and from the jail annex on 9th Street to the jail or Justice Center
- 1,427 people turned themselves in due to existing warrants

Operations & HR

OPERATIONS

The year 2014 was a very busy year for Operations. Operations is responsible for the daily functions of the facility as it relates to housing units and residents. They prepared for transition from the linear style facility in the old jail to a state of the art direct supervision model. This process actually began in 2013 as they put together training classes for Deputies on direct supervision methodologies where they learned how to manage pod housing units. During the planning phase of the transition and training personnel on new procedures, they also had to continue to operate the Jail and ensure that safety and security continued to be a priority on a daily basis.

The new Direct Supervision model allows us to bring services to the pods which enables limited resident movement and introduces new activities that take place on the housing units, including:

- Outdoor recreation space on each pod
- Video visitation
- Delivery of meals
- Access to medical care
- Program activities
- Library services

HUMAN RESOURCES

The Human Resources team works diligently to recruit quality personnel for Deputy and Civilian positions. This year, the Virginia State Compensation Board and the City of Richmond provided our Office with an additional fifteen civilian positions to augment the staffing numbers required to operate the Justice Center.

Some personnel and recruitment highlights are:

- VCU Academy: The Sheriff's Office partnered with Virginia Commonwealth University to train a select group of students majoring in Criminal Justice to become certified Deputies. They garnered real life, on-site experiences and allowed them to receive academic credits at VCU.
- Current workforce numbers are:

75 New Hires

50 Civilians

386 Sworn



"There is no comparing life in the program to life on a regular tier. The two are like night and day. When I was on a regular tier, all the conversations were negative. I learned how to be a better criminal. Here, there is always something positive, talk of hope... This is my first time on a program tier. If I would have come over here years ago, there's a good chance I would not be here today... Now, I realize there's another way."

~ REAL Program Participant

Internal Programs

We continue to support and realize the importance of programs to focus our residents on the future and reclaiming their place in the community. Opportunities are abound in our new facility enabling us to do more, to reach more, and to expect more from our population, as we develop and expose them to new and exciting programming opportunities. Today our focus areas include the following Program Pillars:

- Substance use disorders
- Mental health
- Job preparation
- Housing
- Educational attainment
- Reentry planning

R.E.A.L.

Recovering from Everyday Addictive Lifestyle (R.E.A.L.), a program name created by male residents, is the RCJC's premiere program. R.E.A.L. has a purpose of reducing recidivism through ensuring the individual is prepared for re-entry into society. This is done by assisting residents to positively and comprehensively address their addictions and behaviors, while appropriately modifying their thinking.

Social learning models and cognitive-behavioral interventions are utilized to help participants restructure and reframe destructive thought patterns while developing healthy coping skills. The focus on behavioral modification inspires members to face their problems and overcome their addictive lifestyles, whether it is to drugs, alcohol, dealing drugs, women, cars, etc. – namely, whatever placed them in their current situation, and so often kept them incarcerated time and time again.

We apply the 12-Steps to aspects of life, along with assigned readings, workshops, group discussions, personal growth collaborations, and phase work. Additionally, participants go through various other classes, including narcotics anonymous, alcoholics anonymous, anger management, parenting, resume writing/job preparation, financial literacy, life skills, and domestic violence, among others. We provide a holistic program, in order to address each behavior that may lead to continued offending.

Currently, R.E.A.L. has over 200 male participants and 10 female participants.



Education & Library Services

LAW LIBRARY

The Richmond City Sheriff's Office works to meet the residents' recreational and legal needs, by providing them with the appropriate and mandated materials through leisure and legal library services.

Total # of requests handled by library services in 2014: 5,676

Requests for law library services: 3,686
(96% men, 4% women)

Requests for leisure library services: 1,504
(92% men, 8% women)

Requests for notary services: 486
(94% men, 6% women)



EDUCATION

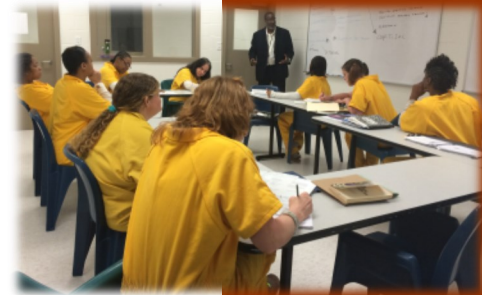
The RCJC Educational offerings are run through the Internal Program Department. In 2014, many residents participated in educational offerings:

14 residents completed two upper-level college classes through Virginia Commonwealth University's Open Minds Program. These residents put their reading, writing, and critical thinking skills to work with English 366 Rhetoric: Writing and Social Change and Religious Studies 491: Advanced Human Spirituality: Zen Buddhism.

Female residents completed a Virginia Union University upper-level criminal justice course, Reflections on the Criminal Justice System: A Focus on Women's Issues. They were offered this class through the university's Inside Out Program. The seven ladies completing the course received an official transcript documenting their newly achieved college credits.

Six residents passed their GED test - the first to do so in the Justice Center. Another 14 residents are awaiting the results!

In addition, residents are able to take advantage of remedial educational services and basic computer skills teachings. They are also able to take the Career Readiness and Applied Technology tests.



Community Custody

The Community Custody Department's mission is to help bridge the gap for offenders who want better lives. Community custody assists offenders with gainful employment and an opportunity to work. The goal is to assist with the development of work skills, work ethic, family reunification, and positive community involvement.

Two home incarceration programs are available through an application and approval process.

- Home Electronic Incarceration (HEI) – A post-sentence program administered by the Sheriff's Office through the Community Custody Department. This program is typically for someone who has already been sentenced.
- Home Electronic Monitoring (HEM) – This is a city funded program for pre-trial individuals and is run through the Department of Justice Services. Often HEM is a condition of bond and is court ordered by a Judge.

Misdemeanor Community Service Program (MCSP) – Often simply referred to as “community service.” This program is used as an alternative to traditional incarceration and ordered by the court. Individuals report on the weekends to complete various community service projects in the City. During the program, the individual resides at home and reports on the two specified days.

New Environmental Action Team (NEAT) Program – NEAT is an extension of the court ordered community service, but participants report during the work week. This is a good option for individuals who work on the weekends and would not be able to attend.

Weekend Program – Individuals are court ordered into the weekend program. They will report on Saturday morning and are released on Sunday morning. Individuals report for a specified number of weekends according to the court order.

Work Release Program - Allows offenders who are gainfully employed to serve their jail sentence while working during the day.



Community Relations

COMMUNITY RELATIONS

The Community Relations team is involved in a myriad of programs in the Richmond community to ensure continued engagement and presence with those residing in the areas the Sheriff's Office serves. Programs facilitated include:

- Are You OK? – 507 visits to seniors in 2014 - Deputies and staff of the RCSO adopt seniors in the community and visit at least a couple times a month. This helps the seniors overcome the isolation or abuse that often occurs when aging and having no others around to care for them.
- Child Identification Program – During community events, the Sheriff's office will finger print children and give the finger print identification card to the parents. This year, we attended events at Bethlehem Baptist and Faith Community Church.
- Youth Tours – 59 conducted in 2014 - Tours are provided to youth in the Richmond community who need to see the realities of a jail.
- Meals on Wheels – Delivered 150 meals - RCSO partners with meals on wheels monthly to deliver meals.
- Shop with a Cop – 26 youth served through partnership with the YMCA. The Sheriff, RCSO Deputies, and staff take local children who have a parent incarcerated shopping for back to school clothes and supplies.
- Pumpkin Patrol – Deliver Halloween candy and treats to local Richmond neighborhoods, while also watching out for the community during a night that often is associated with delinquent behavior. 400 youth received candy and treats in 2014. The Sheriff also handed out 6 'best dressed' plaques.
- National Night Out – The Sheriff and the RCSO participates in Richmond's National Night Out to share crime prevention methods and techniques, while supporting a safer community.
- Office of Emergency Management Preparedness Day – The Sheriff's Office participates in the state sponsored day that ensures citizens are prepared in the event an emergency or disaster occurs.



Are you OK Senior Visit to Celebrate her 100th Birthday



Shop with a Cop

Chaplaincy and Civil Process



CHAPLAINCY

Upon moving into the RCJC, the Chaplain's Office hosted a dedication and naming ceremony of "The Woody Chapel." Seven days a week, approximately 75 chaplains and clergy from the community volunteer at the Justice Center to provide the Richmond City Sheriff's Office Bible or Koran study, pastoral care, and worship services. Nearly all of the Justice Center's residents' housing units are visited by a chaplain at least once a week. The office also facilitates residents attending private wakes of departed loved ones and provides pastoral care and spiritual guidance to residents and staff. The Chaplain's Office secures donations of stamps, envelopes, paperback books, magazines, personal hygiene items, underwear, Bibles, Korans, and other religious materials. The Chaplain's Office sustains the offering of a Lay Health Promoters Class, a ministry of Cross Over Health Ministries, that is provided for female Residents two to three times each year.



Woody Chapel

CIVIL PROCESS

The Civil Process Department provides timely notice to persons or legal entities in the City of pending legal action and typically comes in the form of a variety of legal documents. Legal notices include capias, detinue summons/warrants, fieri-facia (writ), garnishment summons, jail summons, show cause, witness summons, eviction notices, and protective orders. The RCSO has eight Deputies that services the metro area with civil process documents. In 2014:

- 109,611 documents were executed
- 9,368 evictions received and processed; 3,513 were executed
- 1,305 protective orders executed
- \$18,367.93 collected in RCSO fees

Training Our Deputies & Staff

There were two Training Academies held in 2014, which challenged the training department to incorporate into the curriculum new operational procedures necessary for the transition to the RCJC, while maintaining course material relevant to the old facility.

Highlights of 2014:

- 23 deputies graduated from the 70th Academy
- 20 deputies graduated from the 71st Academy
- 142 staff and deputies completed First Aid/AED/CPR and universal precautions class
- 22 personnel were re-certified and 12 people certified in VCIN (VA Criminal Information Network), which certifies people to run criminal background checks on inmates and to check for existing detainees and warrants
- 165 personnel attended annual in-service training, which includes 2014 legal updates, cultural diversity, stress in the workplace, and Alzheimer's care
- 243 personnel attended annual firearms training to include use of force, asp baton use, defensive tactics, and chemical agents

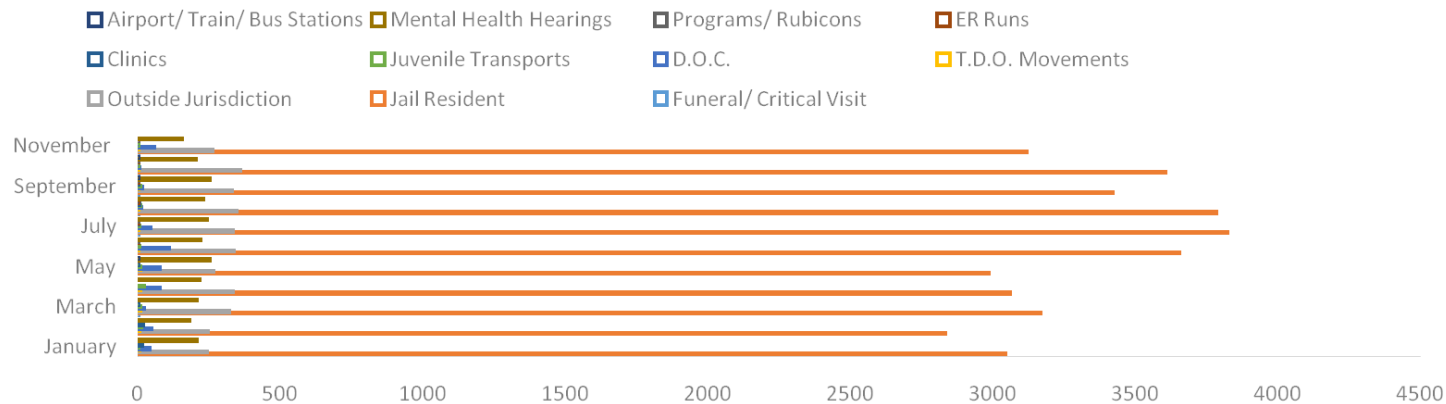


Transportation

The Transportation Department transports adult and juvenile offenders to and from prisons, jails, courts, hospitals, and various other locations throughout the Commonwealth. In 2014, Transportation personnel logged over 10,000 miles with no infractions or accidents. The focus remains to ensure safe, secure, and efficient movement of all offenders. The department is also responsible for emergency evacuation of courts, the Jail Annex, and fugitive recovery. They will assist local and surrounding law enforcement agencies with mass arrests, natural disasters, and traffic accidents.



Transportation 2014 Report



The Richmond City Sheriff's Office provides security and screening for Richmond's three court buildings, which heard 224,907 cases in 2014.

Securing the Courts

The Sheriff's Office is responsible for maintaining and securing the City's three court buildings - Oliver Hill, John Marshall, and Manchester. These three courts produced 224,907 cases during 2014.

- Of the 11 courtrooms at the John Marshall Courts building, staff diligently held 9,108 jail residents and new commitments while they awaited court proceedings.
- In the Oliver Hill Courts Building there are four courtrooms and our personnel, without incident, processed 362 adult jail residents and new commitments through the court process.
- There are three courtrooms in the Manchester Courts Building. During 2014, 5,298 jail residents and new commitments were secured and presented to the courts.
- Video arraignments are a new technology-based way for the offender population to be presented to a Judge. That capability exists at RCJC and has been used approximately 6,529 times this past year. This is a tremendous safety and security asset because our personnel do not have to transport these residents to and from the courts.



Looking forward...

We owe a great deal of gratitude and thanks to the entire Richmond community and to everyone who helped to make this year possible. It is a great accomplishment and achievement for our City leaders and the entire region that we now have one of the newest, most innovative jail facilities in the country. It is up to all of us to realize the fullest potential available to make and maintain the RCJC as the most effective and efficient of operations in the land.

In 2015, our top three organization objectives include:

- Complete the full transition to the RCJC
- Prepare for VPELSC accreditation
- Identify and select a jail management system vendor

I am always open to public comments, suggestions, and inquiries and remain a humble servant to the Citizens of Richmond.

God Bless and Thank You
for the opportunity to
serve!





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