

Louisville Metro Department of Corrections



Annual Report Fiscal Year 2007-2008



William E. Summers, IV
Public Protection Department



Jerry E. Abramson, Mayor
Louisville Metro Government



Mark E. Bolton, Director
Department of Corrections

January 2009

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From the Director

The Louisville Metro Department of Corrections had another busy fiscal year in 2007/2008. The inmate population has been a major focus for the past several years as we have continually averaged well above our total bed capacity of 1,919 inmates. However, even though we still remained over capacity for the majority of the year, we noticed a considerable decrease in our population for several months which helped us both operationally and financially. The only explanation for the decreased population appeared to be related to the increased number of releases. Our bookings actually increased by almost 1,500 compared to last fiscal year. As a result of the decreased population, we were able to keep the third floor over LPD closed for several months which helped us keep our overtime within budget.

Mr. David Voorhis (Voorhis/Robertson Justice Services), an outside consultant who was hired to conduct a population analysis of Metro Corrections, completed his report in the early part of the fiscal year and made a number of recommendations for consideration. The report was reviewed by the Mayor's Office and as a result, Mayor Abramson appointed a commission to study these recommendations and conduct a further analysis of ways to address the population issues, as well as develop a plan for the future. This commission was named Metro Corrections: Vision 20/20 and was co-chaired by former Kentucky Supreme Court Justice Martin Johnstone and former Circuit Court Judge Edmund "Pete" Karem. The commission met 10 times over a six-month-period and presented a comprehensive report to the Mayor that included 37 recommendations. Vision 20/20 did an outstanding job and has laid the foundation for Louisville Metro to address these extremely important issues. The Jail Policy Committee of the MCJC has been assigned the responsibility of developing a plan to address each recommendation approved by the Mayor and to provide oversight of the implementation process.

Metro Corrections was the recipient of a technical assistance grant from the National Institute of Corrections (NIC) this fiscal year to study ways to improve communication and working relationships with the Circuit Court Clerk's Office. After conducting a site visit and interviewing employees from both agencies, a series of recommendations were offered for consideration. Regular meetings are also now being held with representatives from both areas and considerable progress is being made. The number of errors in processing paperwork between Metro Corrections and the courts has been reduced considerably.

The Mayor's Office approved the establishment of a new Substance Abuse treatment position in this fiscal year's budget and for the first time, Metro Corrections has a full-time Substance Abuse Coordinator to develop and oversee substance abuse related programs. Programs have been established for both male and female inmates including an in-house residential program. The Pathways re-entry program continues to move forward and an initial review of recidivism rates for those completing this program demonstrate that it is having a major impact on the lives of participating inmates upon their release.

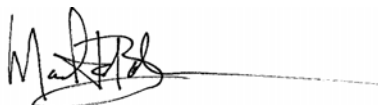
A number of capital projects were completed this fiscal year including the installation of new elevators in the Hall of Justice; installation of new kitchen equipment; mobile data terminals and new vehicles for the Home Incarceration Program; new furniture and carpet for administrative offices; renovation of the third floor LPD and HOJ; and a new state-of-the-art control panel at the Community Corrections Center (CCC). A few capital projects are still in process to include installation of a smoke evacuation system for the third floor LPD; replacement of doors in the HOJ; and replacement of flooring on the fourth floor in the Hall of Justice. I am extremely proud of the progress that the Procedures Office has made with the reformatting and updating of departmental policies and procedures. This process has been ongoing for the past two years and is nearing completion. Policies have been updated to ensure compliance with American Correctional Standards, Kentucky Jail Standards and Kentucky Law. The department's future efforts to become accredited by the American Correctional Association would not be possible had this task not been completed. Metro Corrections is moving forward with a plan to be the only accredited jail in Kentucky.

A formal inmate orientation program was developed this year and is being utilized in the booking area. After arraignment court, inmates who will be residing at Metro Corrections receive an individualized orientation by classification staff that includes information on rules and regulations, program opportunities, Prison Rape Elimination Act, medical guidelines and housing assignments. A full-time employee has also been assigned to work primarily with Spanish speaking inmates in an effort to bridge language barriers and assist them with their needs. Plans are still being made to revamp the classification scoring instrument in order to more accurately assign inmates to the appropriate living area based on custody status.

A Business Intelligence (BI) project has been ongoing this fiscal year involving staff from Metro Corrections and Metro Technology. This group has been developing ways to better capture data from the Inmate Management System so that accurate reports can be produced to assist in daily operation as well as help us plan for the future. It is anticipated that this project will be completed next fiscal year.

I am extremely proud of the staff of the Louisville Metro Department of Corrections. They have continued to perform their duties with the utmost professionalism under some very difficult circumstances. We continue to make progress in all areas which would not be possible without the support and hard work of the staff. We look forward to the many challenges that await us in fiscal year 2008/2009!

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark E. Bolton', with a long horizontal line extending to the right.

Mark E. Bolton, Director

Note: Special recognition for this report goes to our previous Director, Mr. Tom Campbell, who led LMDC from February 2005 to September 2008. Tom's dedication and leadership at LMDC will have a positive impact on our organization for years to come.

Mission Statement

The Louisville Metropolitan Department of Corrections (LMDC) enhances public safety by controlling and managing offenders in a safe, humane, and cost-efficient manner, consistent with sound correctional principles and constitutional standards.

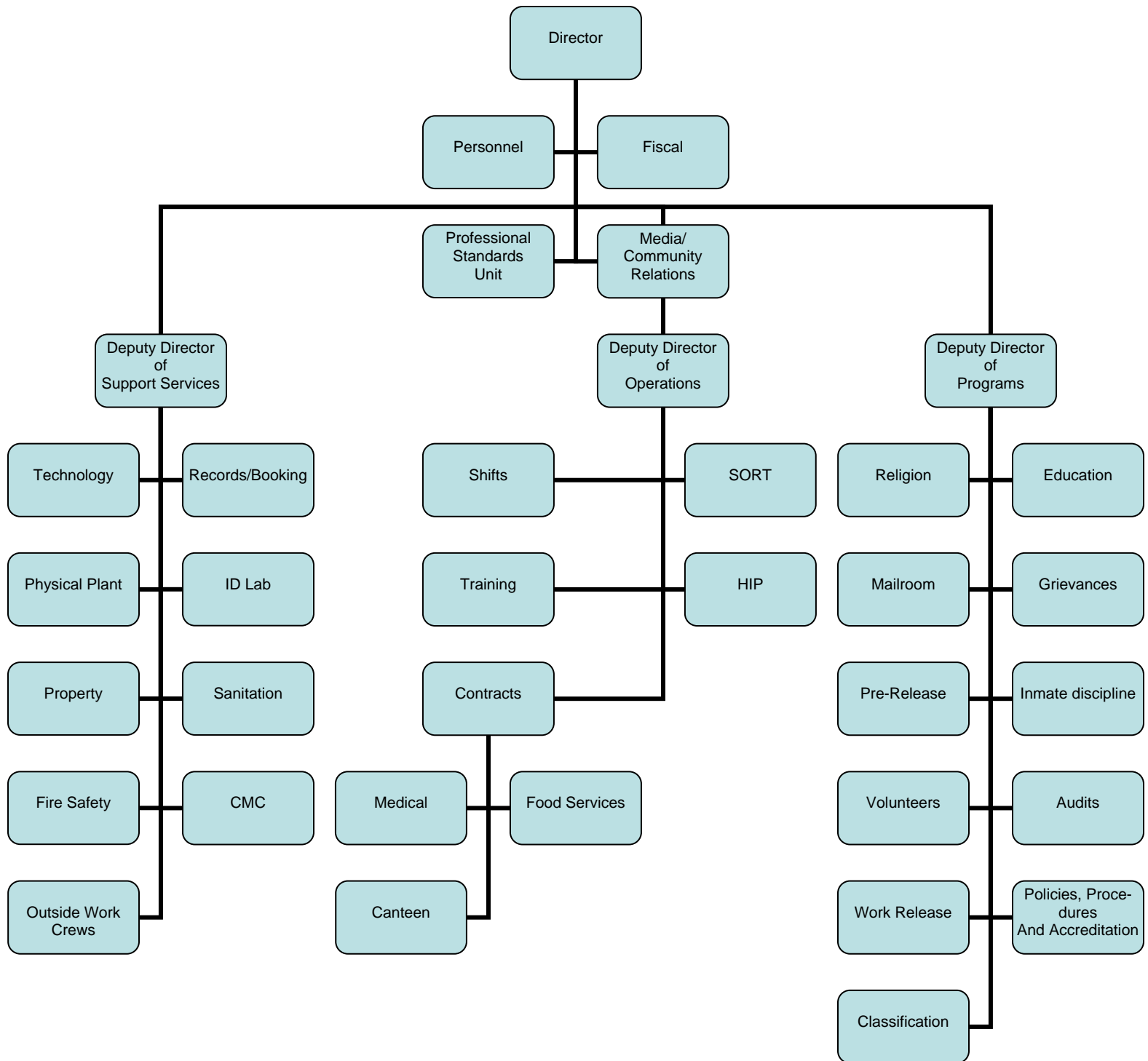
LMDC is committed to excellence, emphasizing accountability, diversity, integrity and professionalism. We shall assess an offender's needs and provide services that assist the offender in transition and reintegration back into the community.

Vision Statement

The Louisville Metro Department of Corrections (LMDC) is an innovative leader within the Corrections profession, and is an integral component of the criminal justice system. The Louisville Metro community is a safer place to live and work because LMDC provides services and programs that allow for appropriate management and supervision of offenders.

We recognize Corrections as our chosen career. The employees of LMDC are the cornerstones of this agency. They share a common purpose and a commitment to the highest professional standards and excellence in public service. LMDC is committed to our employees and continually strives to promote professional staff development.

Louisville Metro Department of Corrections Organizational Chart



Department Administration

Louisville Metro Corrections
400 South Sixth Street
Louisville, KY 40202
(502) 574-2167
(502) 574-2184 fax

Tom D. Campbell, Director
(until September 30th 2008)

Mark E. Bolton
(Current Director)

Dwayne Clark, Deputy Director
Support Services

Laura McKune, Deputy Director
Programs and Services

Robert J. Dietz, Major

Tammy Anderson, Personnel

Philip Coombs, Finance

Maurice Stepteau, Information
Technology

Kathy Bingham, Policy
and Procedure

Pam Windsor, Communications

Cpt. Dawn Thompson, Training

Department at a Glance

Fiscal Year 2007-2008

Total Expenditures: \$48,479,300.00

Total Number of Budgeted Positions: 620

Number of Facilities: 4

Number of Inmate Beds: 1919

 New Jail Complex: 983

 Hall of Justice: 370

 Louisville Police Headquarters—Third Floor: 126

 Community Corrections Center (CCC): 440

The average length of stay for an inmate in detention and HIP was 19.8 days. This is a decrease of .5 days from last fiscal year.

The number of bookings processed in FY 07-08 was 45,695. This represents a 3.6% increase from the previous fiscal year.

The average daily population of inmates in detention was 2,030. This includes the Jail Complex, Hall of Justice, Third Floor of LMPD headquarters and the Community Corrections Center. The daily average last year was 2,033.

Based on total expenditures, it costs an average of \$61 per day to house an inmate at Louisville Metro Corrections. This is an increase of \$6.00 from last year.

Financial Summary

Our inmate population was over capacity every month but three (December, March, and April) this fiscal year. The large inmate population was responsible for both increased expenses and increased revenues. Expenses increased in the areas of medical services, food services, and inmate supplies such as linen, clothing, cleaning supplies, and other related expenses.

Budget Summary

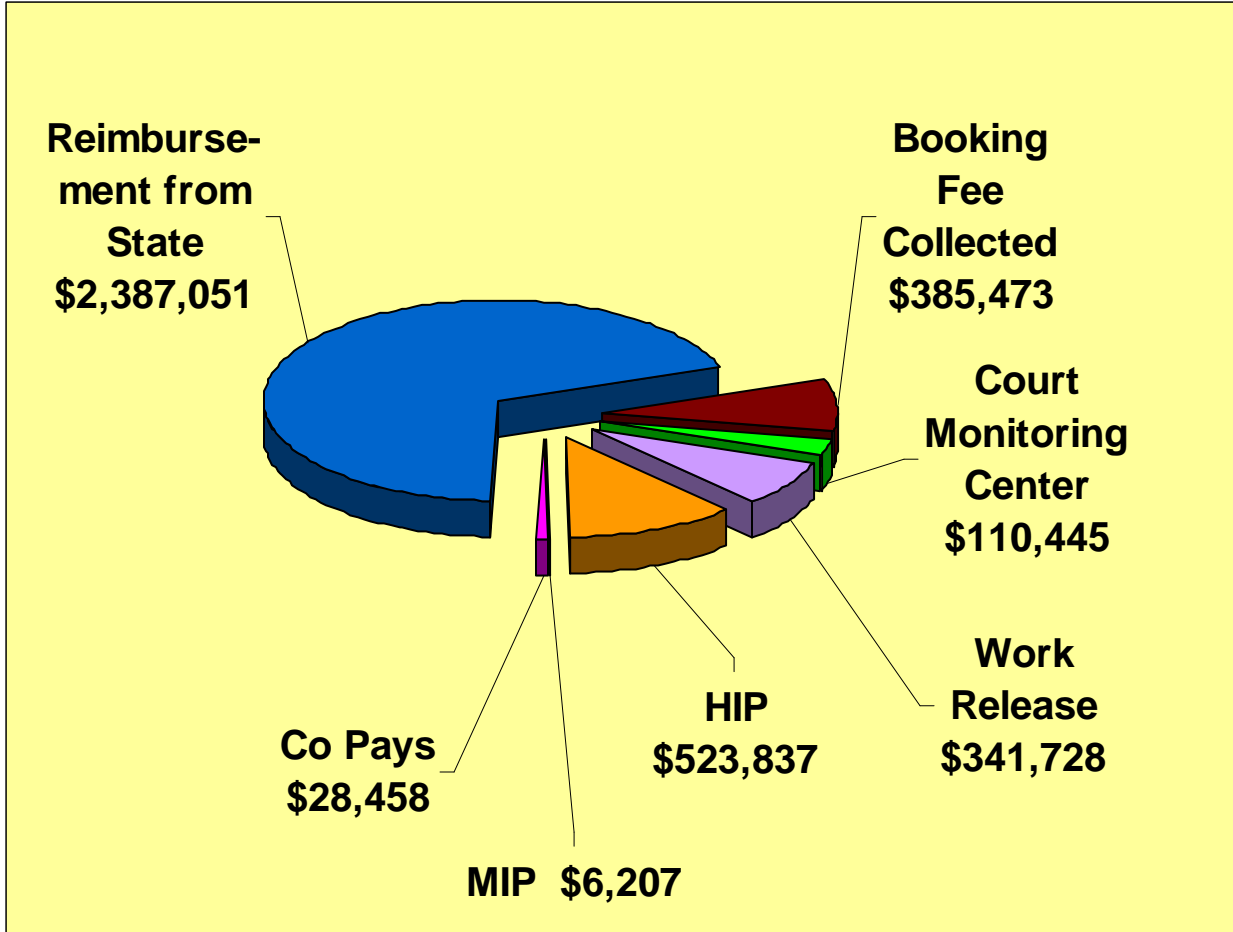
	Revised Budget 2007-2008
General Fund Appropriation	44,484,100
Agency Receipts	2,433,700
Federal Grants	130,000
State Grants	236,000
Inmate Commissary Acct	408,000
Other Grants	6,300
Total Revenue:	47,698,100
Personal Services	34,145,000
Contractual Services	9,482,600
Supplies	1,909,500
Equipment/Capital Outlay	245,900
Interdepartmental Charges	1,334,600
Restricted Accts	166,200
Inmate Commissary Acct	408,000
Other	
Grants	6,300
Total Expenditures:	47,698,100
Expenditures By Activity	
Administration Division (including Training)	2,816,700
Jail Complex Division	38,253,600
Community Corrections Center Division	6,213,500
Inmate Commissary Account	408,000
Other Grants	6,300
	47,698,100

*Restricted Account (\$166,200) incorporated into FY 07/08 budget

*Commissary Account (\$408,000) incorporated into FY 07/08 budget

*Misc. Grant Account (\$6,300) incorporated into FY 07/08 budget

Revenue Summary



Personnel

Hiring

In line with the rest of Metro Government, the Department slowed hiring significantly to make up for a Metro-wide budget shortfall. Thus, only three academy classes were hired this year. We ended the fiscal year with 44 vacancies, which is four more than we started with. This is partly due to an academy class beginning on the last day of the fiscal year.

Metro Human Resources received more than 1,000 applications for Corrections Officers. However, only 300 applicants completed and passed the civil service written exam. For this group, there were 186 candidates that applied for Corrections Officers. We hired 47 during the year for a selection rate of 27%; a decrease of 33% from the previous year. In addition, we had one rehire, plus three people offered positions that did not go through the academy. This represents a total of 50, which is a 26% decrease from last year.

The Department added and hired a key non-sworn position to our staffing complement this year – Substance Abuse Program Coordinator. Fourteen additional non-sworn employees were hired as follows: six Corrections Technicians, one Inmate Counselor, one Prisoner Classification Interviewer, and six Senior Corrections Technicians.

Every year, the Human Resource Division seeks to improve departmental hiring processes and procedures. At the end of this fiscal year, Civil Service conducted an analysis to determine the physical abilities necessary to meet Corrections Officer job requirements. The analysis resulted in a new applicant physical agility test consisting of a one mile run, weight push and several job simulated tasks completed through an obstacle course. Civil Service participated in formatting the new test thus supporting job relatedness and test validation. The department should be able to analyze the impact of the new testing process on applicants in next year's report.

Recruitment & Retention

Steps have been taken to attain the goals stated in last year's annual report to improve employee recruitment and retention. Recruitment responsibilities were returned to the Human Resource Division this fiscal year. Renewed efforts have resulted in a 16% increase in Corrections Officer applications this fiscal year. The division participated in eight career fairs and sponsored an open-house type career fair in which applicants were invited into the facility to discuss job opportunities, tour the facility, and offered the opportunity to apply on-line with on site assistance. The open house was very successful attracting approximately 80 visitors.

Tamiko Joyner was assigned to the new recruitment sergeant position on April 13, 2008. Sergeant Joyner oversees the Department's FTO Program as well as participates in recruitment planning and activities. Recruitment and retention objectives emphasize employee development and mentorship. Future endeavors will concentrate on internet-based recruiting and an employee word-of-mouth campaign.

Promotions

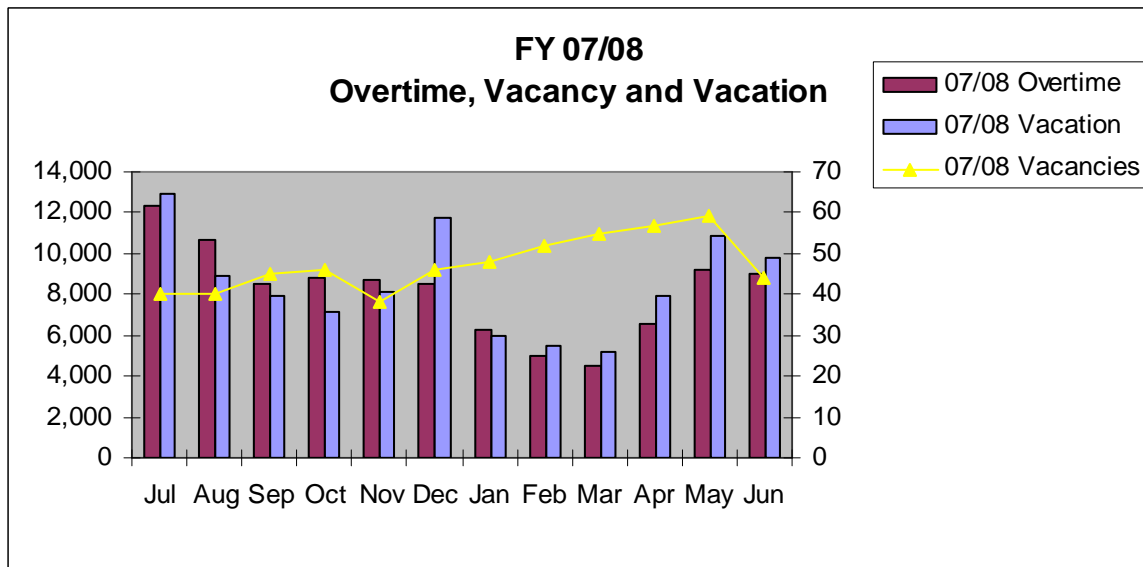
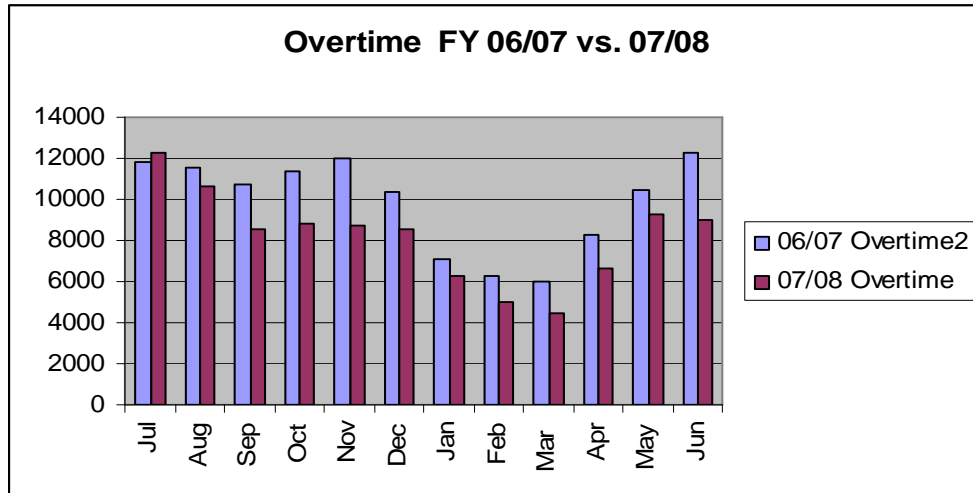
Eleven employees were promoted during the fiscal year as follows: one Captain, two Lieutenants, five Sergeants, one Fingerprint Identification Technician, one Fingerprint Identification Supervisor, and one Corrections Supervisor,

Attrition

Employee turnover remains unchanged from last fiscal year at 12%. Forty-one resignations, 14 retirements, and 15 dismissals account for the 70 employees that have left the department. The average vacancy rate for this year increased slightly from 7% to 7.73%. This slight increase is likely attributable to the Departmental budget strategy for the year. Vacancies averaged 48 per month during the year peaking at 59; the highest vacancy level since November of 2005. Fortunately, the vacancy rate did not seem to contribute to additional overtime for the year. The Department's total overtime was less this year than last as noted in the next section.

Time, Attendance and Overtime Trends

The average overtime hours per month for this year are 8,183 compared to 9,856 last year. The Department realized an 8% overall reduction in total overtime even though the average number of vacancies increased by four more than last year.



Time Away from Work	FY 07/08	07/08 Average/ Employee	06/07 Average/ Employee	Change
Overtime	97,025	170	184	-8%
FMLA	24,075	42	35	19%
Sick Time	31,594	55	46	20%
Excused Absence	9,322	16	8	95%
Vacation	101,487	178	156	14%
Military Leave	22,592	40	39	0%
Training	25,093	44	46	-5%
Special Operations Training	859	2	4	-95%
Subpoenaed Witness	509	1	1	0%
Union Business	4,094	7	6	18%

On the Job Injuries

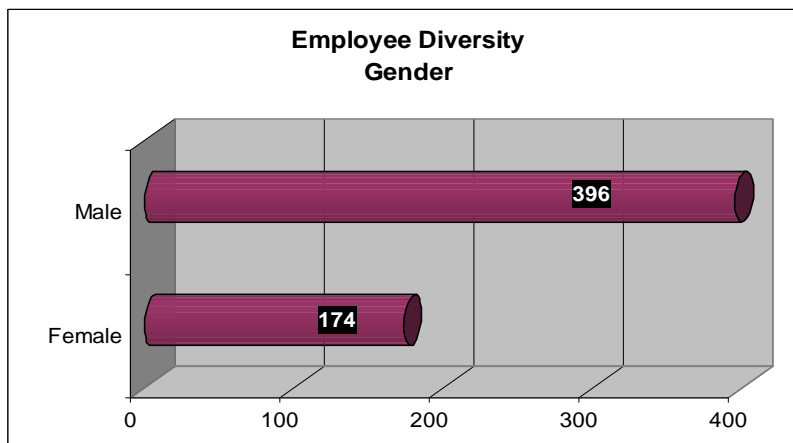
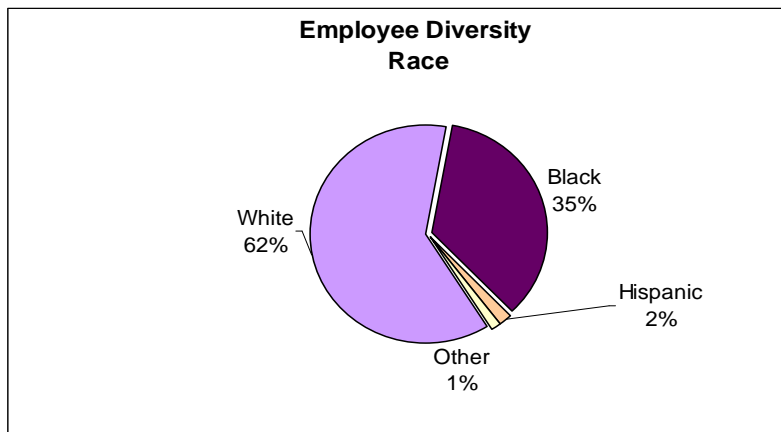
Reported injuries decreased 5% from last year with fewer serious injuries. Eight less injuries were reported with three less being recordable by OSHA standards. One hundred and forty-seven First Report of Injury forms were completed with twenty-nine of those being recordable by OSHA Standards.

Employees missed approximately 189 work days due to on the job injuries representing a significant decrease from last year's 694 days.

Employee Demographics

The Department continues to have difficulty recruiting eligible females for the position of Corrections Officer. Currently, 69% of the Department's total employees are male and 31% are female, with the majority of females holding non-sworn positions. These ratios have not changed for the last two fiscal years.

According to 2000 Census data, the Department's racial diversity continues to mirror that of population norms within 2%. The Department continues to employ a racially diverse selection of employees.



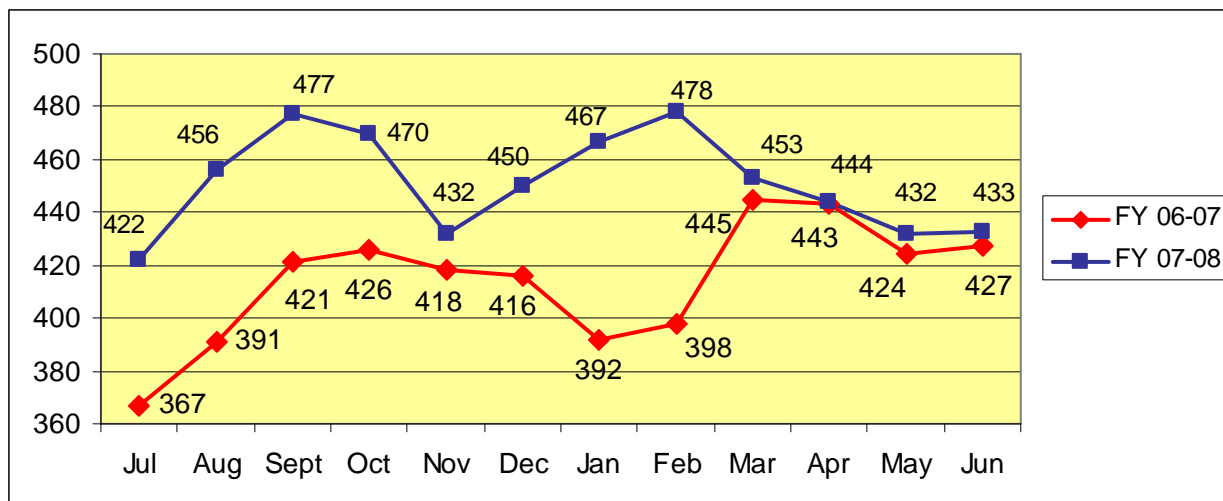
Specialized Areas

Home Incarceration Program

The Home Incarceration Program has been a successful alternative to incarceration since the mid-1980's. Offenders are ordered to participate in the program by a judge and are electronically monitored by our staff through the use of ankle bracelets.

The daily average number of inmates in the Home Incarceration Program (HIP) was 451. This is an increase from 414 the previous year.

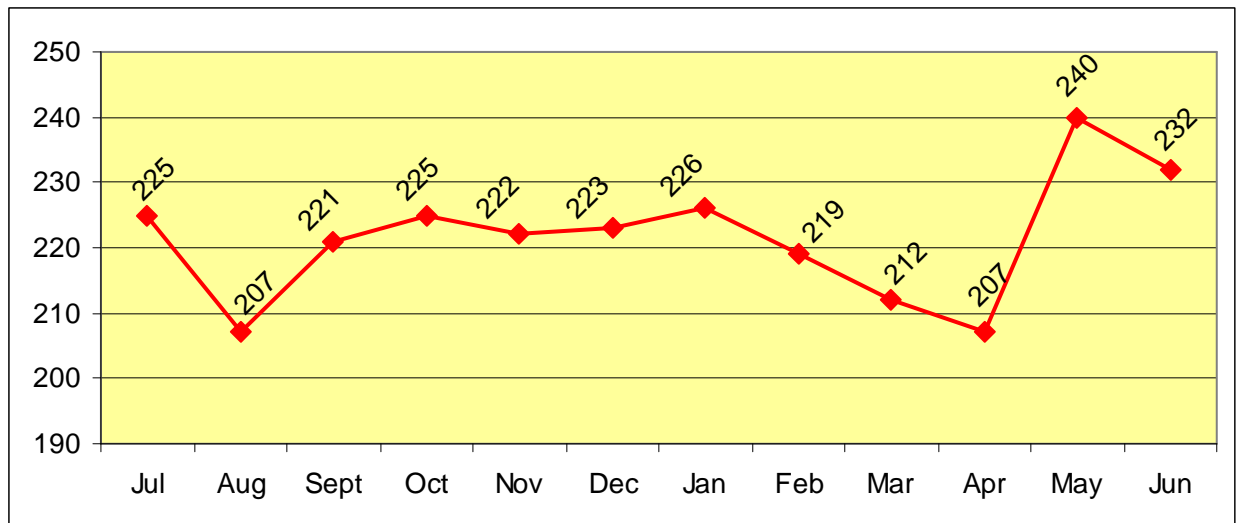
HIP Officers conducted 5,600 home checks and administered almost 1,900 alcohol and drug tests throughout the year. This program collected \$520,132 in fees.



Monthly HIP Population, Fiscal Year 2007-2008

Misdemeanant Intensive Probation Program

The Misdemeanant Intensive Probation Program is a program that began in 1986 and is an effective alternative to incarceration. Judges order participants into this program and they receive a higher level of supervision than they would on regular state probation. Metro Corrections funds this alternative program in an effort to help manage the inmate population. After a slow start, program participation was maintained throughout the year, spiking in May.



Monthly MIP Population, Fiscal Year 2007-2008

Court Monitoring Center

The Court Monitoring Center (CMC) monitors individuals ordered by Family and District Courts to attend treatment programs focusing on substance abuse, domestic violence, parenting issues, and sex offenses.

For the period of July 1, 2007 through June 30, 2008, CMC collected \$110,445 in fees. This is almost \$20,000 more than the \$90,430 that we collected during the 05-06 fiscal year. The amount of fees that were waived totaled \$23,225. This number represents 21% of the total amount collected. We had 7,692 new clients, which is a 15% decrease from last year and 7,192 exit the program this year, which is a 3.3% decrease. Of these 7,192 clients that exited the program, 3,603 had successful completion, which is a 3% increase from last year.

This upcoming fiscal year, we are going to concentrate on reducing the waived fees to approximately 15%. This will result in an extra \$3,483 total fees collected and, therefore, help CMC become more financially self-sufficient.

Inmate Work Crews

We currently have three inmate work crews operating for the Department. Our general work crew is responsible for cutting grass at cemeteries, some parks and vacant lots around the city. When they are not cutting grass, they are busy clearing the city of debris. Approximately 1,500 pounds of litter is collected weekly from places such as Cox's Park, the Riverfront skate park, highways, and different districts around the city.

The MSD (Metropolitan Sewer District) work crew is responsible for keeping the drainage grates on the roadways uninhibited by debris. They maintain the underpasses of highways and keep them free of litter and waste. They also pick up littered and used tires all around the city.

The Waste Management work crew participates in the City's annual "Tire Abatement Drive" which rids the city of thousands of pounds of used, scrapped tires. They also have a responsibility to pick up between 1,000 and 1,500 pounds of litter (not including tires) every week.

Community Services

Tours

During the 2007-2008 fiscal year, we continued to expand the number of jail tours provided for the community. We gave tours to dozens of high school groups, college classes, Louisville Metro Police Department Citizen Academy classes, scouting groups, visiting delegations, new Public Defenders, and new County and Commonwealth Attorneys. This year we also began providing jail tours for two additional groups: all new employees of the Circuit Court Clerk's office at the request of Circuit Court Clerk Dave Nicholson, and all employees of the Juvenile Detention Center during their in-service training. With regard to the growing number of area high school groups that took tours, the biggest group was Mercy Academy. Mercy requires all juniors to tour the facility and eat an inmate lunch to get the "real" jail experience.

Coat-A-Kid

In December 2007, employees of Metro Corrections took 45 children from Roosevelt Perry Elementary School shopping for Christmas. Since 2005, we have worked specifically with Roosevelt Perry for this holiday charity because the school has the highest number of children with low-income families in the entire region. A school social worker selects the children based on financial information on file. This insures that we are helping children with a real need who might otherwise go without during the holiday season. During the shopping trip, we spent approximately \$120 per student to make sure each child received a new coat, some clothes, and a toy. Money collected during a fundraiser at a busy Louisville intersection just weeks before the event covered the cost of the shopping trip. Our fundraiser was so successful we were able to take 14 more children this year than last year.

Inmate Services

The Program Services Section at LMDC offers volunteer-based programs for all inmates. Inmate programs are structured to provide opportunities for alcohol and drug treatment, education, life skills, and spiritual faith-based programs. Clinical floor counselors actively recruit the inmate population to attend these programs, which provide a positive environment for inmates to receive assistance. All of the programs offered prepare the inmates for a smoother transition back into the community. Below is a list and description of some of the programs provided.

Jefferson County Adult Education provides services to help inmates obtain their GED while incarcerated. The facility currently has four GED classes, with one of them being for females only. GED classes are offered at the New Jail Complex and the Community Corrections Center and GED Testing is offered once per month. More than 1,000 students were served by this program throughout the year and 17 of those earned their GED.

Workshops for life-skills enhancement are also available to the inmate population. Just a few of these workshops include: Turn it Around; Turning Point, New Beginnings, Louisville Metro CAP (Community Action Partnership), Louisville Free Public Library, Mankind Project, Greater Louisville Counseling Center, Healing Place (Angel Program) and a program for incarcerated women who have children.

Church Services and Scripture Studies are provided to the inmates of various denominations and are scheduled regularly on each floor. Our Departmental Chaplain is on staff to handle religious needs upon request.

Inmates who meet specific eligibility requirements are permitted to participate in the **Work Aide Program**. There are designated jobs in the facility for which inmates can be utilized to perform. Each floor uses work aides for assigned duties. Inmates who are medically-cleared to work in the kitchen receive credit on their court-ordered sentences as well as pay for their services.

Another program offered is the **Pre-Release Transitional Program**. This is a voluntary program where inmates must express an interest in receiving social services upon release from jail. Social Service staff will meet with each participant to develop a discharge and referral plan. The **Pathway Reentry Program** offers an intensive case managed program focusing on alcohol and drug programming, job search skills, communication skills, housing referrals, and other reentry needs that help to maximize the opportunities for successful reintegration into the community. In addition, the **Enough is Enough** program offers intensive alcohol and drug treatment for inmates.

Inmate Medical Services

Physician Visits	5,007
Dentist Visits	1,218
Prescribed Medications	
Medical	8,192
Psychological	4,284
Emergency Room Runs	449
Off-Site Clinics, etc.	617
Deaths	
In-Custody	3
Out-of-Custody	5
Suicides	0

The medical department of Louisville Metro Corrections has not experienced any major changes. High quality health care is still provided to the inmate population while the number of emergency room visits has been reduced from 711 to 449.

The biggest change to affect the medical department was realized through the passage of House Bill 191, which allows the county jails to utilize Correct Care Services. Because of the statewide pricing contracts held by Correct Care, LMDC has received discounts of approximately \$325,000. The original inmate medical bills would have been \$940,000.

Information Systems

Following a year that saw many significant changes, the Information Technology Department at LMDC has evolved into a responsive and efficient, customer-oriented organization during the 2007-2008 fiscal year. With the completion of major projects, the focus of LMDC Information Technology staff has been to ensure that the daily technological operations of the department are performed at the highest levels of efficiency and dependability with the most cutting edge, state of the art, technology available. The results of this directive have been:

- A significant decrease in the number of PC failures and outages.
- A thoroughly communicated process for end user issues resulting in faster response times.
- Users who are better educated on the technology they use daily.
- An influx of new technologies making LMDC employees' jobs easier.

With a customer-oriented, streamlined operations directive, the information technology staff at LMDC has fostered many positive moves like the ones listed above. However, there have been a few projects which have helped to put the LMDC on the technological cutting edge:

- A brand new, state of the art control room at the Community Corrections Center.
- A new monitoring system which will include all new cameras and a new DVR recording system.
- The integration of the new E-warrant and E-citation technologies into LMDC operations.

These are just a few of the more noticeable technological improvements which have been implemented at LMDC. There have been many other advances which, although smaller, have added just as much to the effectiveness and efficiency of the department.

As always, the main goal of the Information Technology Department at LMDC is to use technology to improve the performance and expand the capabilities of the department as a whole. The IT staff has and will be committed to that goal for 2008-2009 fiscal year and beyond.

Training

The LMDC Training Academy is currently only one of two Corrections training systems in the nation that is accredited by the American Correctional Association. In July 2007, Captain Dawn Thompson was appointed Director of Training replacing Captain Mike Ashby. Also, recruitment for new officers has been re-assigned to the Human Resources Department. The past fiscal year has also brought changes to our firearms program. Our basic firearms qualification course was updated and our in-service schedule has changed to allow sworn staff to qualify in firearms within a twelve(12) month period. The Training Academy has contracts with Jefferson Community College and the University of Louisville to offer 12 hours of college credit for those officers graduating from the Basic Training Academy program.

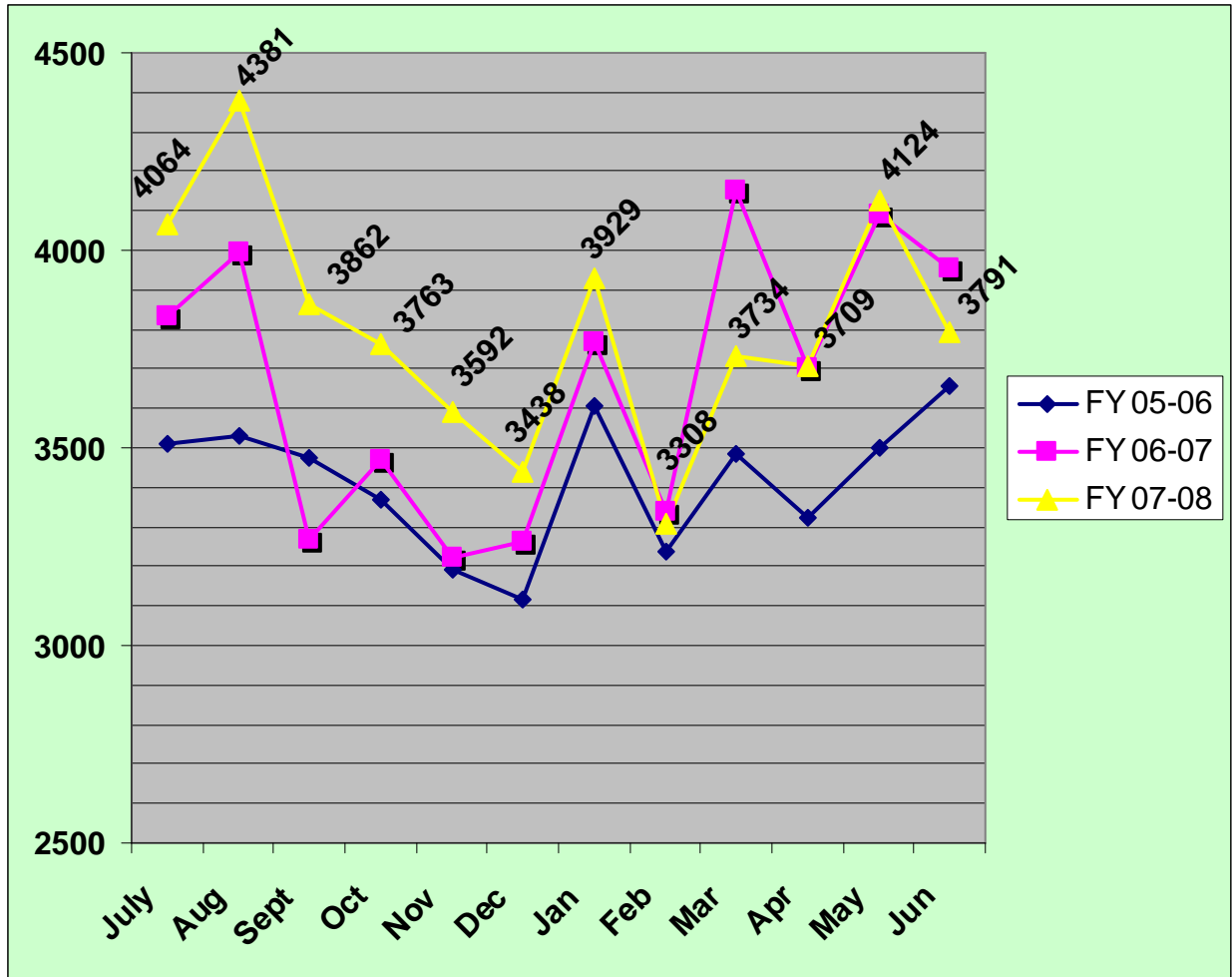
From July 1, 2007 to June 30, 2008, there were three academies with a total of 33 recruits that graduated. This number is substantially lower than the last few years because budgetary constraints set forth by Metro Government forced a hiring freeze on the Department toward the end of the fiscal year. Academies beginning in the fiscal year of 08-09 are now scheduled to begin quarterly.

	Number of Academies	Number of Graduates
Fiscal Year 2003-2004	2	28
Fiscal Year 2004-2005	5	64
Fiscal Year 2005-2006	5	69
Fiscal Year 2006-2007	4	49
Fiscal Year 2007-2008	3	33

Annual Statistics

Fiscal Year 2007-2008

Bookings Fiscal Year 2007-2008



Total Annual Bookings: 41,008 (FY 05-06)

Total Annual Bookings: 44,054 (FY 06-07)

Total Annual Bookings: 45,695 (FY 07-08)

**Top Ten Charges Booked
Fiscal Year 2007-2008**

KRS	Description	Total
218A	Controlled Substance	6,707
189	Traffic	5,266
222	Alcohol Intoxication	4,004
189A	DUI	3,946
514	Theft (Robbery and Burglary not included)	3,224
508	Assault	2,955
525	Disorderly Conduct	1,195
533	Probation Violation	1,068
511	Burglary	1,002
530	Non-support	702

Note: these numbers reflect highest charge for new arrests

**Top Ten Charges Booked
Fiscal Year 2006-2007**

KRS	Description	Total
218A	Controlled Substance	6,915
189	Traffic	5,116
189A	DUI	4,059
222	Alcohol Intoxication	3,320
514	Theft (Rob. and Burg. not included)	3,275
508	Assault	2,796
525	Disorderly Conduct	1,023
533	Probation Violation	1,009
511	Burglary	924
530	Non-support	726

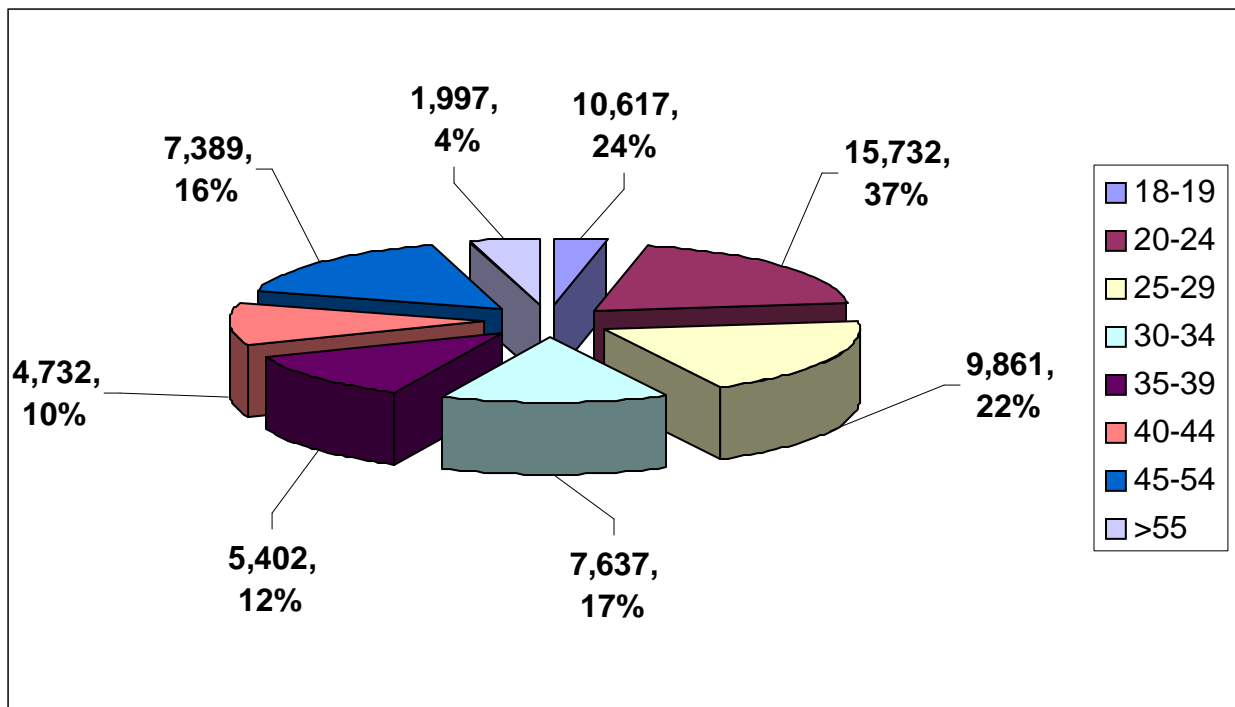
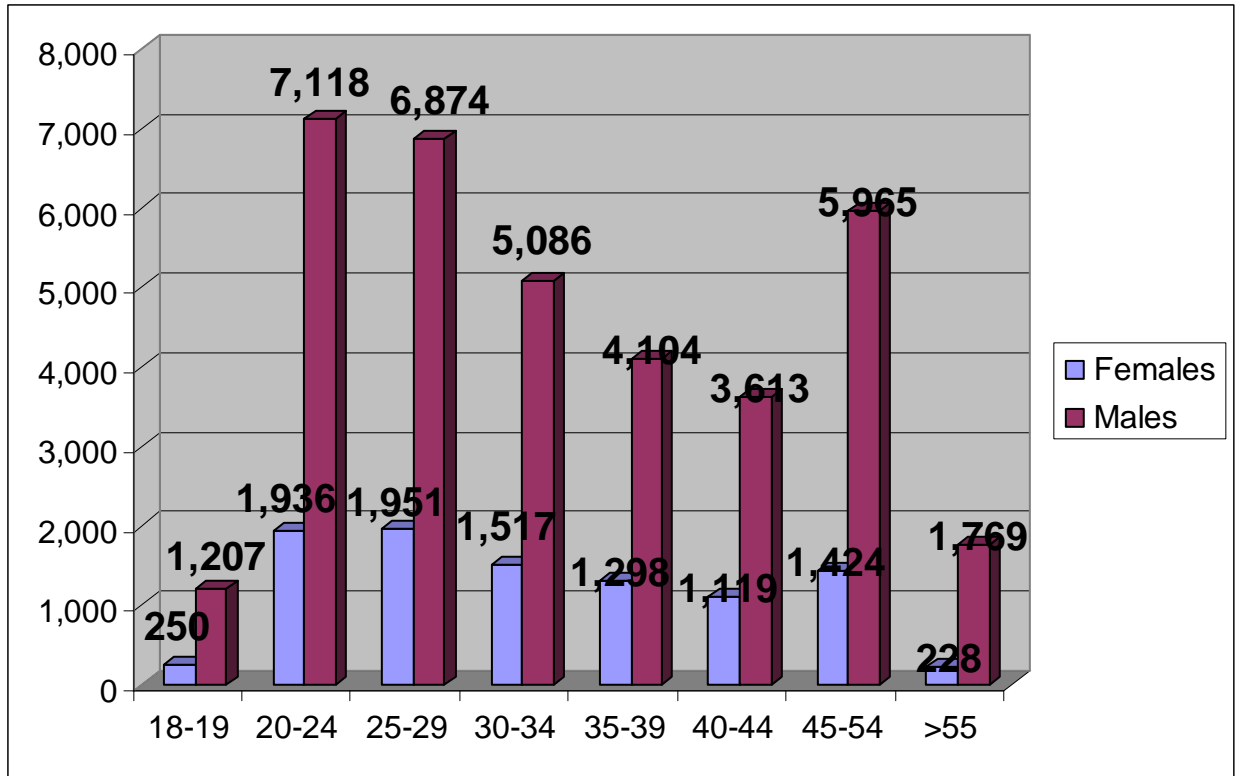
Note: these numbers reflect highest charge for new arrests.

**Top Ten Charges Booked
Fiscal Year 2005-2006**

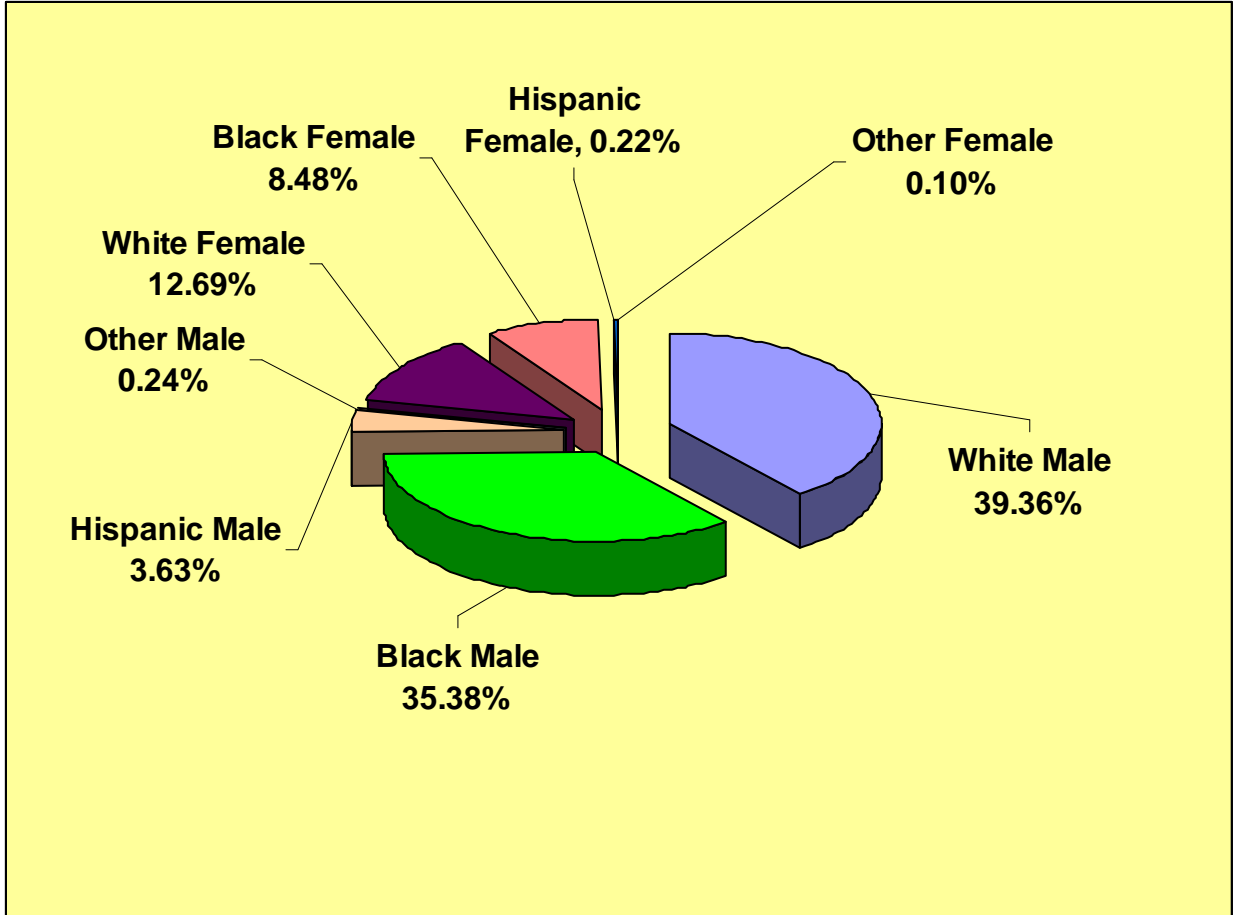
KRS	Description	Total
218A	Controlled Substance	9,266
514	Theft	5,455
189A	DUI	5,189
304	No Insurance	4,969
222	Alcohol Intoxication	4,662
533	Probation Violation	3,499
508	Assault	3,486
525	Disorderly Conduct	3,042
511	Criminal Trespass	2,775
511	Burglary	1,481

Note: these numbers reflect all charges

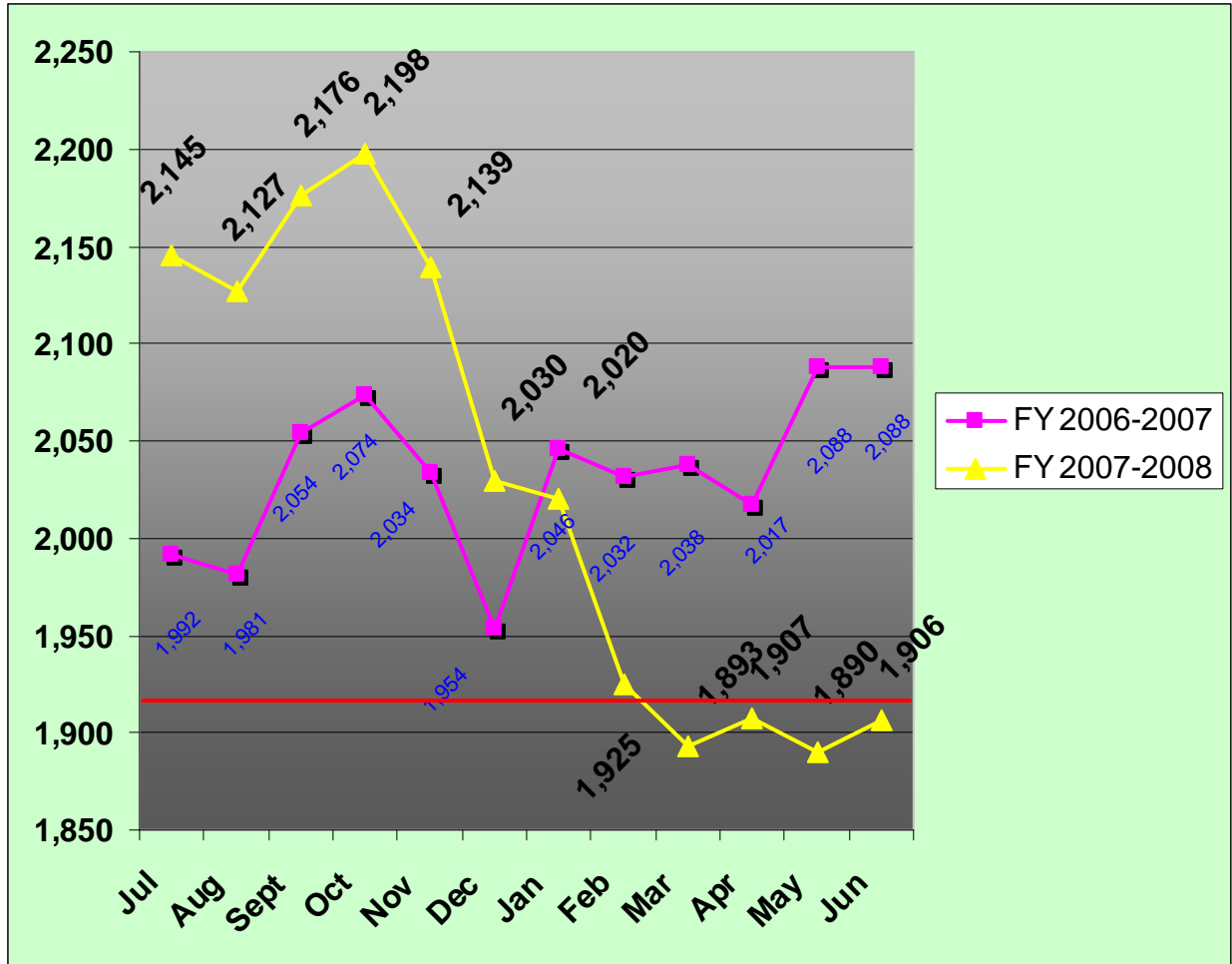
Bookings by Age Fiscal Year 2007-2008



Booking by Race/Gender
Fiscal Year 2007-2008

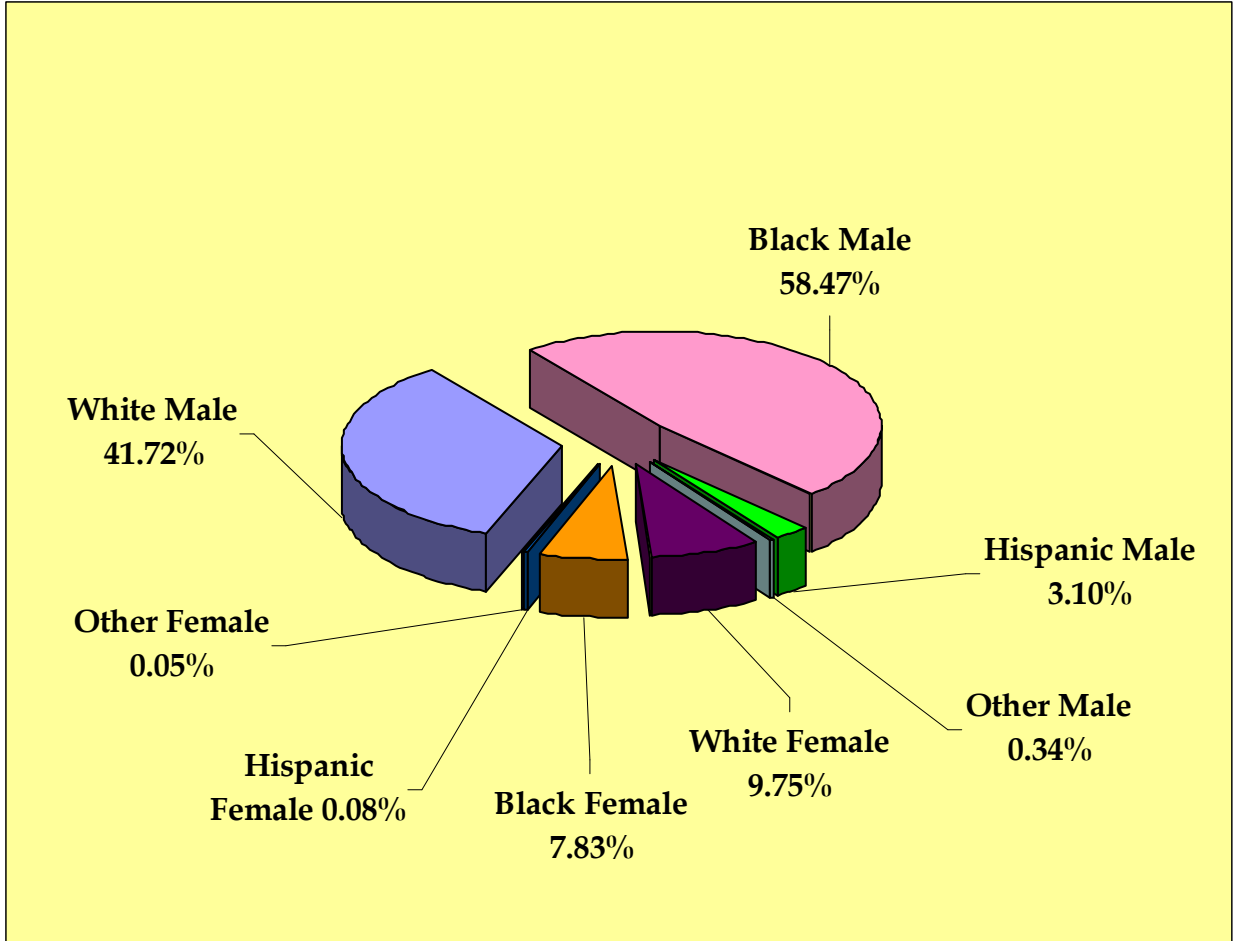


Average Daily Population



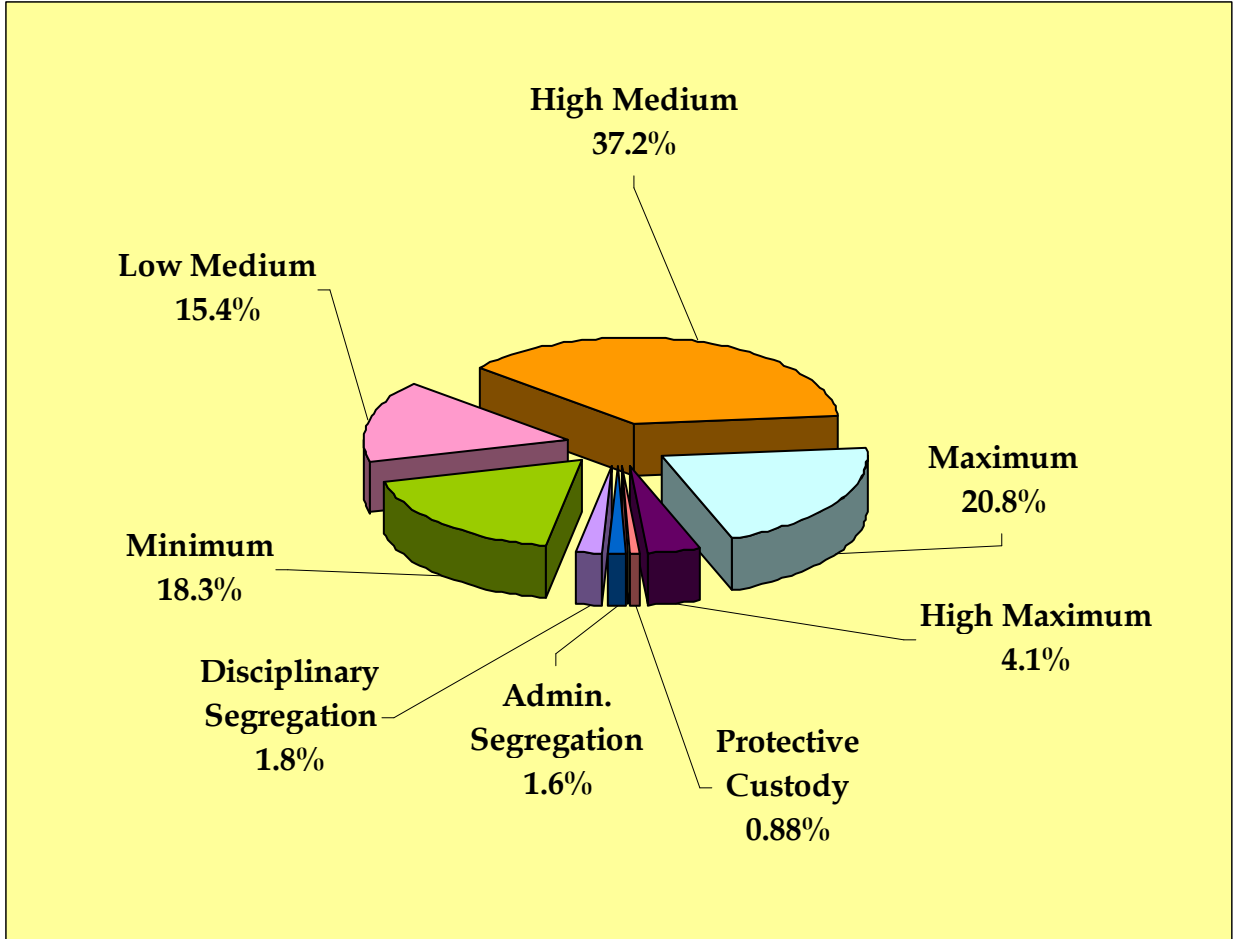
Average Daily Population: 2,033 (FY 06-07)
Average Daily Population: 2,030 (FY 07-08)

Population by Race/Gender
Annual Average
Fiscal Year 2007-2008

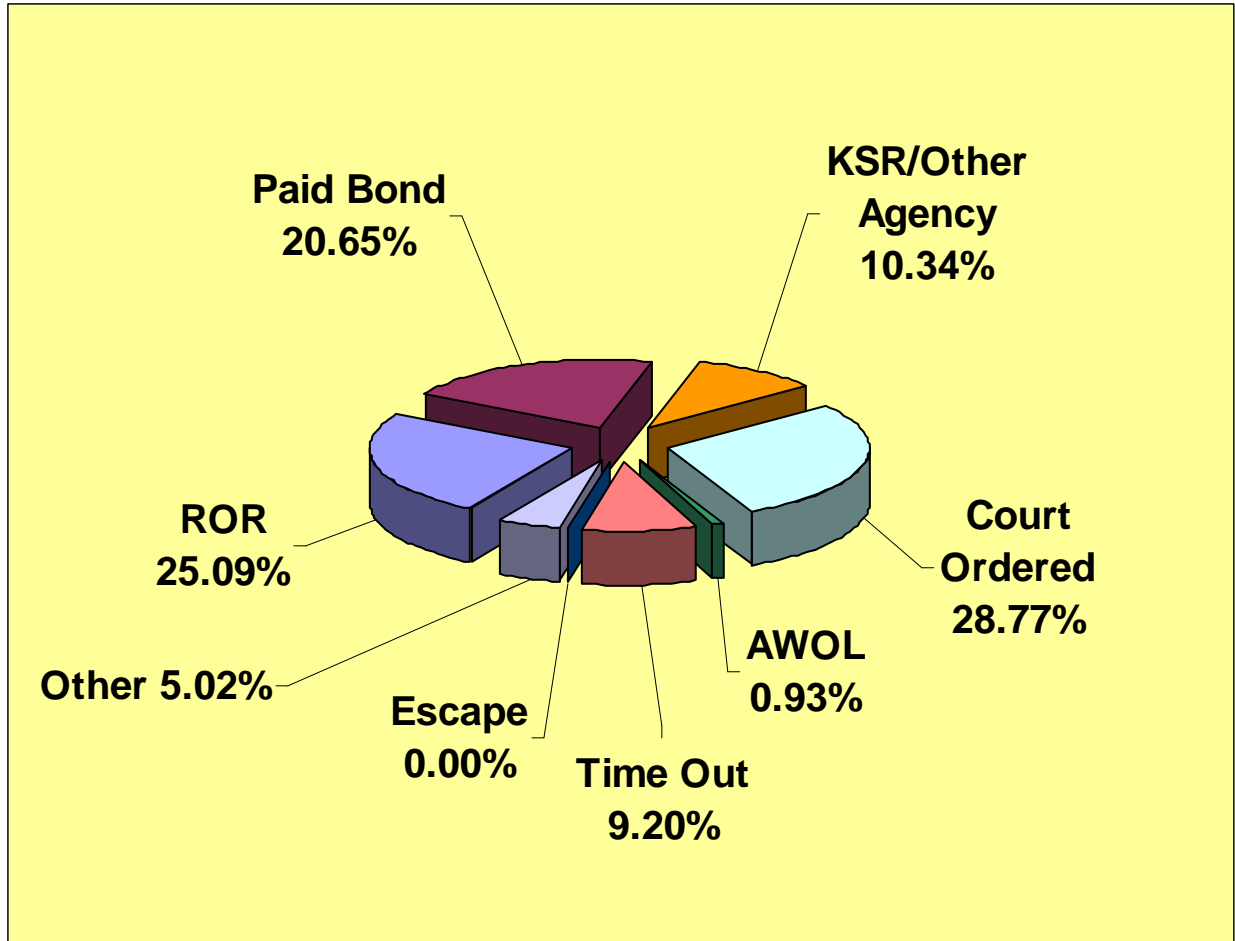


**Numbers do not include HIP*

Classification Level of Inmates
Annual Average
Fiscal Year 2007-2008

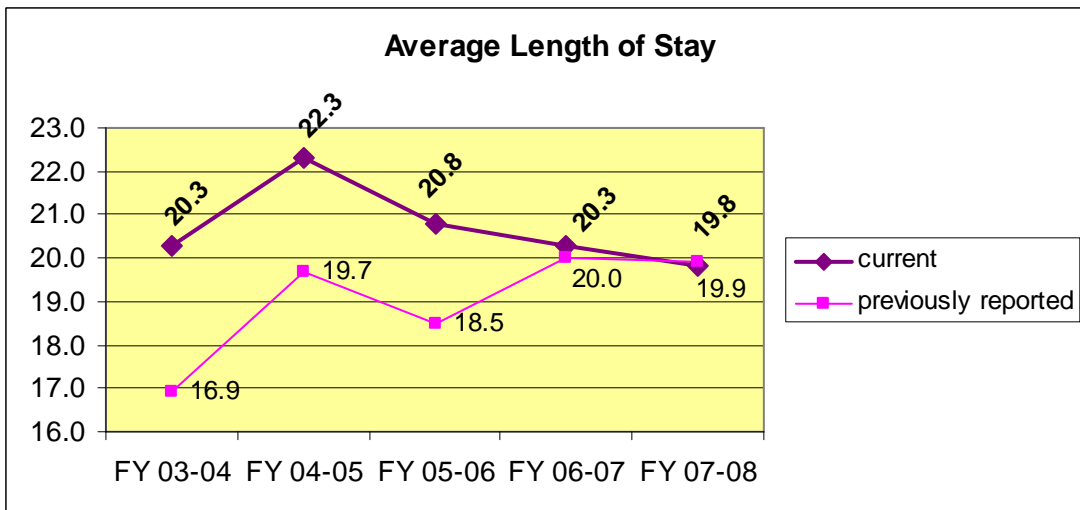
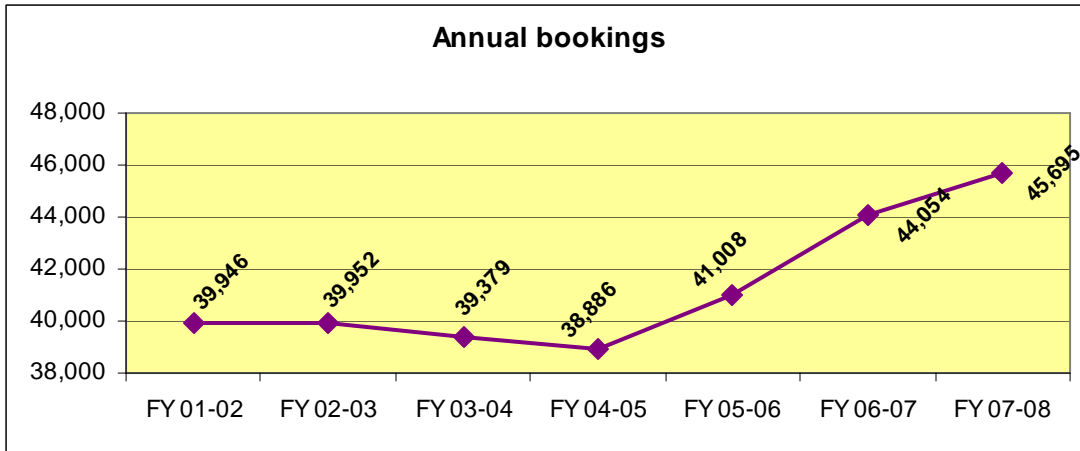


Release Types
Fiscal Year 2007-2008

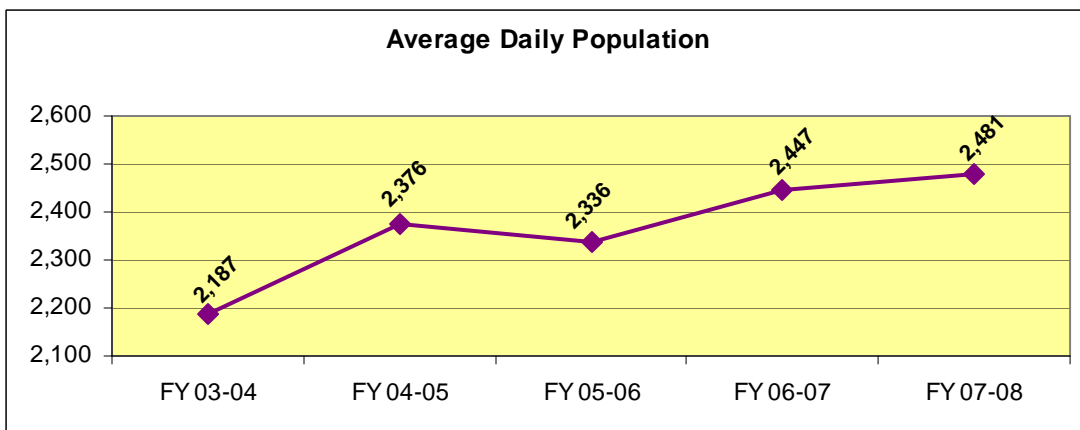


ROR: Release on Own Recognizance
AWOL: Absent Without Leave
KSR: Transfer to State Corrections or other Department

Effect of Bookings and Length of Stay on Population Fiscal Year 2007-2008



*Previously, ALOS was calculated inaccurately. We have updated our calculations and revised the data accordingly to accurately reflect the new figures.



**All numbers in these charts are inclusive of NJC/HOJ, CCC, and HIP