

Trends

No Data Available

Legend:

▲ Increase,
 ▼ Decrease,
 ➔ Steady

Key Performance Areas

No Data Available

Productivity

No Data Available

Legend:

▲ Improving,
 ▼ Worsening,
 ➔ Maintaining

For more information on administrative key, and productivity measures, go to www.vaperforms.virginia.gov/agencylevel/index.cfm

Background & History

The Department of Corrections (Department) operates correctional facilities, implements the standards and goals of the Board of Corrections as formulated for local and community correctional programs and facilities and lock-ups supervises offenders placed on probation supervision by the courts, operates an extensive agribusiness program that provides a significant portion of the food used in the prisons, and operates a wide array of programs designed to prepare offenders for a successful re-entry into society when their sentences have been served.

The Department strives to be a progressive and proven innovative leader in the profession. Virginia is a better place to live and work because we improve long term safety and foster societal progress through the successful transformation and reintegration of men and women entrusted to our care.

The Department seeks to provide more than the traditional correctional role of temporary public safety through incarceration and community supervision. We strive to improve long term public safety through the reintegration of offenders back into society. We provide safe and secure environments for staff and offenders, a continuum of care beginning at an offender's first contact with the Department and we work with stakeholders to meet their needs.

The Department has taken on a unified approach to improving public safety through maintaining a safe and secure environment in facilities and one that is conducive to change. This allows us to be more effective in our implementation of the Governor's reentry initiative and evidenced based practices. Community corrections and institutions are no longer separate silos in the Department. This allows the Department to to redeploy some resources more effectively and efficiently to areas of critical need. This establishes "oneness" to correctional operations and supports effective offender re-entry.

The Department of Corrections' facility portfolio includes 14 Work Centers and Field Units, 29 Institutions, and 6 Department-owned community corrections facilities. These facilities include 1,664 buildings and over 11 million square feet.

Primary Product & Services

Through a partnership with the Governor's office, the Department of Social Services, and the Secretary of Public Safety's Office, the Virginia Adult Re-entry Initiative (VARI) was created. The plan promotes public safety by preparing offenders for success through a continuum of services. The VARI incorporates re-entry strategies with existing correctional tools to reduce future victimization and create safer communities. VARI also uses risk assessment and evidence based correctional strategies.

Effective re-entry emphasizes the importance of connecting offenders with services that encourage them to desist from criminal activity and become productive members of the community. Due to the complexity and array of issues that offenders face upon release, researchers and experts emphasize the importance of providing a continuity of care throughout each stage of the re-entry process. Re-entry is achieved by utilizing evidence-based practices (EBP), such as motivational interviewing, and engaging offenders in planning for their success. The focus is placed on high risk cases. High risk cases will be determined through the use of a risk needs assessment instrument (COMPAS). There have also been efforts to expand the use of supervision through technology, such as an automated self-reporting system for low risk offenders.

Customer Base

All 8 million citizens of Virginia are recipients of public safety services provided by the

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Department of Corrections. Community corrections provides statewide offender supervision and transition services through the Probation and Parole District Offices and special programs. Institutional Operations provides secure custody through correctional facilities located in each of three regions.

Customer Listing

No Data Available

Key Agency Statistics

As of June 2013, the Department of Corrections was responsible for the supervision and custody of 30,086 state responsible inmates in 43 institutions throughout the Commonwealth. The Department is also responsible for the supervision and transition of 57,165 (as of June 2012) community corrections offenders; this is accomplished through an array of statewide programs including 43 Probation & Parole District Offices, 4 Diversion Centers, 3 Detention Centers and 6 Contract Residential facilities.

Finances

The majority of the Department of Corrections' funding comes from general fund dollars (93%) and special funding (7%) created primarily from revenue generated from Virginia Correctional Enterprises' sale of products and services and out-of-state bed sales revenue. Fund Sources totals (below) may differ from Chapter 3 amounts in order to reflect operating plan modifications by the Department of Planning and Budget for items like Central Appropriation, Technicals, or other adjustments.

Fund Sources

No Data Available

Revenue Summary Statement

The Bureau of Justice Assistance administers the State Criminal Alien Assistance Program, and provides federal payments to states and localities that incur correctional officer salary costs for incarcerating undocumented criminal aliens with at least one felony or two misdemeanor convictions for violations of state or local law, and incarcerated for at least 4 consecutive days during the reporting period. The award amount received in FY2012 was \$1,304,048.

Per Chapter 3, Item 388.G. \$1,304,048 nongeneral fund appropriation in FY2013 is included for inmate medical costs.

PLEASE NOTE: THESE FUND AMOUNTS VARY EACH YEAR AND ARE SUBJECT TO CHANGE BASED ON AVAILABLE FUNDING AND THE NUMBER OF ENTITIES REQUESTING REIMBURSEMENT FOR COSTS INCURRED.

Key Risk Factors

Key Risk Factors the Department faces are discussed below.

Medical Services-Cost increases are anticipated due to continued inflation of medical costs as well as higher expenses anticipated from contract renewals at eight DOC locations that are privately managed. There are also anticipated increases from Medicaid/Medicare changes in 2013/2014.

Evidence Based Practices (EBP)- Implementing EBP within facilities creates special training requirements for staff and inmates alike. The culture of the prison must support positive offender change through every aspect of its operations and programs. Each interaction between inmates and staff creates an opportunity for role modeling and teaching. EBP has been implemented in all Probation and Parole Districts and the Detention/Diversion Centers; on-going training efforts are underway to facilitate the continued education of staff. Also, there is a need for fidelity audits to be conducted to ensure success; this requires staff and additional resources to be done successfully.

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Gang and Security Threat Group Funding- DOC recognized the need to identify and track offenders affiliated with threat groups. Other State and Local agencies received financial assistance, yet the DOC continues to absorb costs associated with playing a pivotal role in coordinating gang management initiatives statewide while taking a leadership role in initiating the control of gang threat activity.

The Prison Rape Elimination Act (PREA)-- PREA is a complex and comprehensive bill passed by Congress in 2003. The Act is broad and spans all areas of the Department that relate to detection, prevention, reduction and punishment of prison rape. Federal standards released in June 2012, place a significant cost burden on all institutions including physical plant changes, training, video monitoring and staffing requirements necessary to come into compliance with the standards. This is an unfunded federal mandate with which the Department must comply.

Increased Maintenance and Replacement Costs- Many facilities within the Department are old, and some are exceeding their useful lives. Assessments indicate replacement rather than repair in some cases. Funding and the need for bed space limit the Department's ability to implement replacement plans.

Facility Operational Costs- DOC's annual cost of operations rises for a wide variety of mandated line items (utilities, fuel, rent, payment-in-lieu of taxes, etc.) yet the Department receives no additional funding to relieve these growing liabilities. This creates a situation where the Department is forced to maintain position vacancies in other areas (primarily in security which could cause a potential negative impact) in order to fund these responsibilities

Performance Highlights

The Department of Corrections enhances the quality of life in the Commonwealth by improving public safety. We will accomplish this through reintegration of sentenced men and women in our custody and care by providing supervision and control, effective programs and re-entry services in safe environments which foster positive change and growth consistent with sound correctional principles, fiscal responsibility and constitutional standards.

The Virginia Department of Corrections has established a number of initiatives to further the mission of Public Safety in the Commonwealth. A few examples are provided below.

Intensive Re-entry sites have been developed in accordance with the Virginia Adult Re-entry Initiative (VARI). When offenders are within 12 months of release they are placed in facilities closest to their release home plan. The Intensive Re-entry Programs operate as residential units under the Cognitive Community Model.

The Department has developed a new, innovative, and creative process based on research in the correctional field to reduce the prison system's reliance on long term Administrative Segregation assignments. The Administrative Segregation Step Down Program has been effective in changing the culture of Virginia's highest security prison and providing avenues for offenders to earn their way to lower security level prisons.

Unit Management is an approach to inmate management in which the total inmate population is subdivided into smaller groups, which operate semi-autonomously. Each unit has staff who work with offenders to attain treatment goals, gain social skills and learn to hold each other and themselves accountable.

In July 2013 the Department was awarded the STAR (State Transformation in Action Recognition) award from the Southern Legislative Conference for the Administrative Step Down Program at Red Onion State Prison.

The Department believes that learning is fundamental to adding value to an organization. To foster a learning organization staff development is critical to this transformation. Staff members are encouraged to be active in training and to participate in making a positive difference in the Department.

Performance Measures

Management Discussion & Analysis

General Information about the Ongoing Status of the Agency

Since 2011 the Department has undergone a reorganization and the implementation of numerous initiatives which enhance long term public safety and foster societal progress through the successful transformation and reintegration of offenders. The Department

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developed a Strategic Plan which is performance based and will serve as a road map to our future. The Department's recidivism rate of 23.4% places us 2nd in the nation, our successful completion rates for probation and parole and our offender on offender assault rates are among the lowest in the nation as well. The Department has undertaken numerous initiatives and because of employee innovation and commitment to the Department we have been successful in each.

As of 10/3/2013 there are 4,793 out of compliance offenders in the local and regional jails. The DOC is continuously working on bringing them into our facilities as bed space and proper classification allow. The River North prison will be opening later this month and will assist in further reducing these numbers.

The Department has an Agribusiness program which has 10,000 acres statewide under cultivation. We have a Farmer's Market, Yarden Farm, Freeze Plant, Institutional Gardens, and Greenhouses. The Farmer's Market provides job training for offenders and provides over 40 tractor trailer loads each week to locations in VA, MD, and DC. Yarden Farm has over 160 acres of vegetable fields and 125 offender workers. The Freeze plant provides job training for 130 offenders each month. The FY 2013 sales exceeded \$12.1 million for the Agribusiness program.

Information Technology

In March 2006 the Department initiated the first phase of a major project (VirginiaCORIS) to replace legacy applications with a single, integrated, current technology application. Today Virginia CORIS is the primary management tool for Community Corrections, the Virginia Parole Board and Institutions. In 2011, offender incidents, discipline, programs, visitor tracking, and re-entry modules went live through a series of implementations. In 2012 the Department of Correctional Education legacy system was retired and replaced with VirginiaCORIS. 2013 has seen major system updates including implementation of the Inmate Pay and Trust module and the retirement of the State Compensation Board local jail based system LIDS which was replaced with VirginiaCORIS. VirginiaCORIS is the only system in the entire country to have all of these modules contained in a single database.

Several proposed initiatives and unfunded investments outlined in the Strategic Plan required to support the agency's performance measures include, but are not limited to, Electronic Healthcare Medical Records, LiveScan and Mug Shots, Offender KIOSKS and tablets, Web-Based GIS for Offender Data, and Data warehouse and Business Intelligence Reporting. The Financial, Human Resources, Manufacturing, and other administrative areas of the Department are also underserved in IT. There is no ERP application in place to support these areas of the Department. Staff inefficiently enters redundant data in multiple applications; many business processes are handled in a manual fashion; and management has insufficient real time access to quality data for essential decision making functions.

IT staff are currently focused on delivering VirginiaCORIS modules including a component of gang management and enhancing current system functionality related to inmate pay and trust. The Department has over 400 documented system enhancements which address automation or system ease of use for offender management. Additionally, technology staff are trying to ensure that the underlying application infrastructure be current with technology so as to not allow the system to become a legacy system as technology evolves. A small subset of the technology staff have been assigned to the development of ifact - the agency data warehouse initiative. Data analytics is critical for an agency that strongly adheres to evidence based practices. DOC is underfunded for technology initiatives. The CTSU technology staff has less than 30 full time employees to support a multitude of applications, and almost 12,000 users. Public Safety initiatives such as requiring a LiveScan palm and 10 fingerprints as well as an official mug shot on every offender in which we supervise or manage, have not been funded. Often, DOC must choose between operational initiatives and technology to fund critical activities such as these.

Homeland security issues and law enforcement activities at all levels of government are creating additional pressures for sharing information between agencies. This requires work on improving and standardizing infrastructure, databases, and data exchange methods. The CTSU staff is being required to develop new skill sets to operate in the new environment; this increases training demands and creates new recruitment/retention issues.

Workforce Development

There are several major workforce challenges for the Department of Corrections in the next five years. The first is the compensation for staff specifically those on the front line, security staff in our facilities and probation staff in our districts. Continued improved long term public safety requires a stable and skilled workforce; the retention of these staff who have been trained in Evidenced Based Practices (EBP) is paramount. Additionally, salaries must be raised to be able to attract applicants with the critical skill sets to learn and apply the EBP concepts with offenders.

The second workforce challenge is to be able to hire and retain highly skilled and qualified staff in the many specialty areas utilized by the Department. Whether it is in IT, trades, mental health, medical, or other specialized area, the Department must be able to compete in an "employees' market" and have adequate staffing to provide services.

A third workforce challenge is to continue our accelerated development of staff particularly middle and senior management staff to have candidates qualified and ready to replace vacancies caused by the potential retirements of the "baby boomers" in senior and executive management positions (specifically Wardens, Superintendents, and P&P Chiefs) and the Executive Team.

The Department is challenged by the manner in which VALORS benefits are offered. There needs to be a language change that would provide VALORS benefits to Wardens, Assistant Wardens, Superintendents and Investigators. DOC continues to believe this fringe benefit inequity needs to be addressed to ensure continued recruitment and retention of qualified personnel as our existing facility managers continue to age. At present there is a disincentive for employees in VALORS to promote into senior management positions not covered by VALORS.

The Department has purposefully pursued moving to be a true learning organization. It strives to provide training and staff development programs in a manner that best meets the needs of the Department and its employees as we implement EBP and other

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initiatives to reduce recidivism. The emphasis on training not only improves the delivery of services but also increases employee engagement. Additional resources are needed to deliver and implement training on a Department wide basis.

Physical Plant

The Department of Corrections' facility portfolio includes 14 Work Centers and Field Units, 29 Institutions, and 6 Department-owned community corrections facilities. These facilities include 1,664 buildings and over 11 million square feet.

Another major facility in Grayson County was authorized in 2007 with a total appropriation of \$106,000,000. This project was completed as the River North Correctional Center and will be opened in October 2013.

The Department stewards over 19,000 acres associated with these facilities, much of which is cultivated by the Department's Agribusiness program.

The Administrative Headquarters, the Agribusiness Farmer's Market and the Agribusiness Distribution Center in Jarratt are all housed in capital leased space. Other activities such as probation and parole offices are housed in operating lease space.

Much of the Department's active capital and maintenance reserve appropriation is committed to critical maintenance needs and to meeting regulatory requirements.

Obtaining adequate capital and maintenance reserve funding to allow the Department to continue to provide the current, exceptional level of security, staff safety, and public safety is a challenge that must be addressed. Also, the Department must obtain long range support for replacing aging facilities. There is a growing need for major renovation of a generation of facilities between 20-30 years old.

The Department's capital investment program addresses the highest priority needs within available funding. These investments align with Virginia's long-term objective to protect the public's safety and security.