

# 2018-20 Executive Progress Report

Commonwealth of Virginia  
Secretary of Public Safety and Homeland Security  
Department of Corrections

## At A Glance

We enhance the quality of life in the Commonwealth by improving public safety. We 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 research-based evidence, fiscal responsibility, and constitutional standards.

**Staffing** 11646 Salaried Employees, 173 Contracted Employees, 12848 Authorized, and 318 Wage Employees.

**Financials** Budget FY 2019, \$1,261.38 million, 94.66% from the General Fund.

**Trends Legend** ↑ Increase, ↓ Decrease, → Steady

**Key Perf Areas** → recidivism ranking among states

**Productivity Legend** ↑ Improving, ↓ Worsening, → Maintaining

For more information on administrative key, and productivity measures, go to [www.vaperforms.virginia.gov](http://www.vaperforms.virginia.gov)

## Background and History

### Agency Background Statement

The Virginia Department of Corrections operates secure facilities and Probation and Parole offices to provide care and supervision to approximately 104,000 individuals, including almost 30,000 offenders in custody in VADOC facilities; almost 67,000 supervised in the community by Probation and Parole staff; and approximately 7,400 state responsible offenders housed in local and regional jails.\* At 22.4 percent, Virginia has the lowest three-year reincarceration recidivism rate among the 45 states that report this rate for State Responsible (SR) offenders. The use of evidence-based re-entry programming and treatment during an offender's incarceration and supervision in the community after release from custody directly impacts Virginia's recidivism rate.

*\* State Responsible (SR) offenders are those who have been convicted of at least one felony and are sentenced to one year or more. Preliminary SR populations as of December 31, 2017 are derived from headcounts in DOC facilities and under Community Supervision, while SR estimate in jails is reported by the State Compensation Board.*

### Major Products and Services

Re-entry preparation begins at the offender's first contact with VADOC, whether in prison or on probation, and continues throughout the course of custody/supervision. While the Department does not control who is sentenced to its supervision, the VADOC works to ensure the success of each offender in order to reduce costs of incarceration, reduce recidivism and increase long term public safety.

Building upon the agency's re-entry successes, VADOC continues to increase its operational fidelity with evidence-based practices to further improve its outcomes. Research shows that recidivism is reduced when the key drivers of each individual's criminality are addressed through targeted programs and services. Offenders under VADOC supervision have multiple needs. Crucial factors that must be addressed are criminal thinking, criminal associates, family/peer relationships, education, employment, substance abuse, and mental health. Also positive supports to meet the offender's basic needs, including solid home plans and transportation, are important for successful adjustment after release from prison or during probation supervision.

Effective re-entry emphasizes the importance of connecting offenders with interventions that provide them skills and reinforcement 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. Effective re-entry is achieved by utilizing evidence-based practices including assessing each offender's risks and programming needs; developing an individualized case plan to drive supervision; using communication techniques to engage and motivate the offender to change; ensuring services are based on cognitive behavioral models that include opportunities to practice new skills and establishing effective, positive professional relationships by correctional staff.

Research shows that resources and interventions should be focused on offenders who are at a higher risk to recidivate, as those assessed as being low risk for recidivism can be made worse with unnecessary intensive interventions and increased criminal associations. Therefore, the VADOC places a major emphasis on using a risk and needs assessment instrument (COMPAS) to determine each offender's supervision level and program participation plan. Associated with this, VADOC has been successful in expanding the use of supervision through technology, such as an automated self-reporting system for low risk offenders. This supervision method allows DOC to target staff resources for higher risk offenders while still effectively supervising low risk offenders who are demonstrating positive lifestyles in the community.

Implementing EBP within facilities creates special training requirements for staff and offenders alike. The culture of the prison must support positive offender change through every aspect of its operations and programs. Each interaction between offenders and staff creates an opportunity for role modeling and teaching. EBP has also been implemented in all Probation and Parole Districts and the Detention and Diversion Centers. Effective Practices in Correctional Setting (EPICS II) is a structured intervention that has been implemented in all Probation and Parole districts and detention and diversion centers. EPICS II offers a concrete and structured method for correctional staff to help an offender identify a problem and present steps to develop solutions for the problem.

A full range of education services is available for incarcerated offenders including basic education through GED, career and technical education (CTE) programs and apprenticeship programs. A limited number of secondary education courses are available based on grants or offender self-pay. VADOC has been successful in having five of its career and technical education programs certified through the American Council on Education to receive college credit at many educational institutions in the community for offenders after release. Recent evaluation has demonstrated that VADOC's CTE programs reduce recidivism as low as 12% and academic programming as low as 19%.

Research on VADOC's recidivists demonstrates that offenders with mental health issues, particularly those who are released from local jails without benefit of VADOC's services, recidivate more frequently and more quickly than offenders who came into VADOC prisons. The VADOC provides correctional state of the art programming for offenders with mental health issues. Services are provided as resources are available by Qualified Mental Health Professionals (QMHP) at all major facilities. These services include assessment, monitoring, individual and group treatment, medication and crisis management. A cadre of correctional officers at VADOC's higher security prisons have been trained in Correctional Crisis Intervention Training (CCIT). The training, similar to that provided to law enforcement officers, equips VADOC security officers with skills to intervene and deescalate crisis situations related to offenders with mental health issues. The Agency has six specialized treatment programs licensed by the Department of Behavioral Health and Developmental Services for seriously mentally ill and sex offenders. Marion Correctional Treatment Center (MCTC) is an accredited, licensed psychiatric hospital for male offenders who meet commitment criteria. The Department recently established 20 Qualified Mental Health Professionals (QMHP) in probation and parole districts to support offender treatment referrals, stabilization and crisis management in probation and parole districts.

For offenders with substance abuse issues, VADOC operates intensive programming including a Therapeutic Community that treats substance abuse as well as the criminal behavior and thinking that accompanies these issues. In response to the opiate crisis, over the past two years the VADOC has added intensive treatment with a medically assisted treatment option. In addition to prison treatment, probationers needing intensive opiate treatment may be sentenced to VADOC's diversionary Community Corrections Alternative Programs located at Detention and Diversion Centers for both intensive treatment and medically assisted treatment at the point of return to the community. Through a partnership with the Department of Behavioral Health and Developmental Services, medication-assisted treatment will continue post-release through local Community Services Boards.

VADOC also has services focused on a variety of offenders with specialized needs such as veterans, medically infirm, and geriatric offenders. These offenders are identified and placed in specialized housing or programming.

To help prepare individuals for successful crime free lives, the Department works with community partners in local Re-entry councils to address homelessness, jobs, education and programs needed for those released from incarceration and/or under community supervision.

The Agency has been nationally recognized for its innovative program to safely and effectively transfer offenders from expensive, long term, high-security restrictive housing to the general prison population through step-down programming.

## Customers

### Customer Summary

All 8.5 million citizens of Virginia are recipients of public safety services provided by the 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 throughout the Commonwealth.

### Customer Table

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
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Resident	Citizens of the Commonwealth	8,500,000	8,500,000	Stable
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## Finance and Performance Management

### Finance

#### Financial Summary

The majority of the Department of Corrections' funding comes from general fund dollars (94%) and special funding (6%) 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 665 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

Fund Code	Fund Name	FY 2019	FY 2020
0100	General Fund	\$1,059,417,999	\$1,066,350,640
0200	Special	\$58,805,835	\$58,805,835
0205	Probation & Parole Officers Fund	\$85,000	\$85,000
0219	Inmate Culinary Arts Training Program Fund	\$250,000	\$250,000
0232	Corrections Construction Unit Special Operating Fd	\$2,100,000	\$2,100,000
0255	Contract Prisoners Special Revenue Fund	\$5,509,879	\$4,938,793
0257	Overhead And Warranty Account Fund	\$700,000	\$700,000
0284	Recyclable Material Sales-Gen-Non-High Ed	\$40,000	\$40,000
0287	Surplus Supplies And Equip Sales-Gen-Non-High Ed	\$15,000	\$15,000
0290	Insurance Recovery	\$550,000	\$550,000
0953	Drug Offender Access Fund	\$2,480,379	\$2,480,379
1000	Federal Trust	\$1,831,318	\$1,831,318

#### Revenue Summary

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 four consecutive days during the reporting period. The award amount received in FY2014 was \$921,040.

Per Chapter 665, Item 384.G. \$921,040 nongeneral fund appropriation in FY2015 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.

### Performance

#### Performance Highlights

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.

**Community Corrections Alternative Programs (CCAPs)** were established in May 2017 in the Detention and Diversion Centers to transform operations to evidence-based practices. Community Corrections Alternative Programs in the Detention and Diversion Centers provide a sentencing option for the courts to divert offenders from longer sentences if they cannot be treated in the community but are not in need of prison sentence. Programming includes intensive substance abuse treatment, cognitive behavioral programming, job readiness skills and academic education.

**Expansion of Intensive Re-entry Programs:** The VADOC has implemented two additional intensive re-entry program sites based on the cognitive community model of programming, for a total of 16 sites across the Commonwealth. The VADOC launched its first intensive re-entry program at Sussex I State Prison (a high security prison), and the VADOC also added a program at Green Rock Correctional Center in Chatham, Virginia. The programs have enhanced culture change at the prisons as well as expanded re-entry opportunities for offenders.

**Smart Probation Supervision Grant:** VADOC was awarded a federal Bureau of Justice Assistance (BJA) grant in September of 2016 for a Consistency in Supervision Project to develop and test a computerized Administrative Response Matrix (ARM). ARM is designed to guide

Probation and Parole Officers in selecting specific incentives and sanctions to utilize when responding to significant supervision events. For sanctions, the tool is designed to incorporate the risk level of the offender and the severity of the violation in determining an appropriate range of responses. Probation and Parole districts of Emporia, Suffolk, Norfolk, Farmville, Henrico, Fairfax, Rocky Mount, Norton and Radford were selected to pilot the tool. VADOC has partnered with the Virginia Department of Criminal Justice Services for the research component of the project, which will last through 2021.

**Medication Assisted Treatment (MAT) Pilot Program:** MAT Pilot Program is a comprehensive approach to treat opioid abuse that combines behavioral therapy and medications. VADOC is developing a MAT approach to assist offenders with opioid use disorders (OUD) during their transition from incarceration back to their communities. The first six months to a year post-release is the most critical period for recovery from an opioid use disorder. In the pilot MAT program, VADOC proposes to engage offenders who have experienced opioid abuse prior to incarceration with intensive substance abuse programming at the male and female Cognitive Therapeutic Community programs and in the Community Corrections Alternative Programs (CCAP) at VADOC's Detention and Diversion Centers.

Each offender will be carefully screened for the voluntary MAT protocol as well as agree to fully participate in both the physician-assisted medication and the post-release recovery support. Doses of the pill form of Naltrexone will be administered about a week prior to discharge to ensure that the offender experiences no adverse reactions to the medication, followed by the first injection of the long-acting form (Vivitrol) just prior to discharge. Vivitrol provides the offender with up to one month of protection against opioid abuse. A VADOC Recovery Navigator (a recovery specialist) follows each offender and arranges for his or her successful connection to post-release services, including recovery support groups, counseling and medical support in collaboration with a local Community Service Board (CSB).

It is anticipated that each MAT program offender would receive a minimum of three monthly doses of Vivitrol post-release, with continued doses possible as needed. Evidence-based practices indicate that the combination of medication plus counseling and support groups increases the likelihood of both stabilized recovery from opioid abuse and reduced recidivism. The Pilot MAT program will be available to carefully screened offenders returning to the areas of Norfolk, Richmond and SW Virginia (Probation District #43).

**Effective Practices in Correctional Settings (EPICS II)** is a core correctional practices staff intervention model that has been implemented at all Probation and Parole districts with over 95 percent of Probation and Parole Officers trained in the evidence-based practices. EPICS offers specific methods for correctional staff to help an offender identify a problem related to their criminality and develop solutions. The EPICS techniques help to reduce recidivism and improve re-entry outcomes.

**State Transformation in Action (STAR) Award:** The Council of State Government's Southern Legislative Conference (SLC) awarded the nationally recognized STAR award to the VADOC for its educational effort that allows offenders in Virginia's prisons to be eligible for college credit for five Career and Technical Education (CTE) courses. Out of 30 nominees, VADOC was one of two finalists for the award.

**Veterans' Programming** is provided at all prison facilities, with two facilities operating a residential dormitory program for incarcerated veterans.

**Partnership with the U.S. Department of State** extends opportunities for the VADOC to provide and receive training and mentoring with foreign Corrections officials regarding national and international corrections matters and criminal activities.

**DEQ Sustainability Partner:** The Virginia Department of Environmental Quality (DEQ) named VADOC one of fourteen Virginia Environmental Excellence Program (VEEP) Sustainability Partners. As a Sustainability Partner, VADOC was noted for increasing the number of facilities with active recycling programs to 95 percent.

**Virginia Energy Efficiency Award:** 2017 was the second year in a row that the Virginia Energy Efficiency Council recognized the VADOC for its leadership in energy efficiency in state government. The VADOC has realized significant savings through various energy and water savings projects and is contracted to implement the use of natural gas at Greensville Correctional Center. Those efforts have resulted in over one billion gallons of water saved since 2005 and an annual savings of 15 million kilowatt hours (KWH). The VADOC supports renewables, operating the largest solar thermal system in the Commonwealth, and is working to build a major photovoltaic project.

**Wallens Ridge & Red Onion State Prisons Restrictive Housing Reduction Step-Down Program:** Originally developed in 2011 as VADOC's Administrative Segregation Step-Down Programs at Red Onion State Prison (ROSP) and Wallens Ridge State Prison (WRSP), the programs were re-named in 2017 to the WRSP/ROSP Restrictive Housing Reduction Step-Down Program. This program has been effective in changing the culture of Virginia's highest security prisons and providing avenues for offenders to earn their way to lower security level prisons. The program combines structured evidence-based practices with incentives to allow offenders to progress to gradually increased responsibilities. In August 2013, VADOC received the Southern Legislative Conference State Transformation in Action Recognition (STAR) award for this innovative program. In January 2016, the United States Department of Justice (DOJ) recognized Virginia for its efforts in addressing restrictive housing reform. The DOJ's Report and Recommendations Concerning the Use of Restrictive Housing highlighted the successful evidence-based practices at Red Onion State Prison in reducing the percent of offenders in restrictive housing. Based on continued evidence-based successes, VADOC implemented the Restrictive Housing Pilot Program in April 2016 at four different medium security level institutions. This Restrictive Housing Pilot Program focuses on improved conditions of confinement, including individual and group programming services, increased recreational/out-of-cell opportunities and progression to unrestrained movement. This process requires increased reviews for offender placement and step-down progression through a collaborative multi-disciplinary team evaluation. VADOC is moving to implement pilot restrictive housing operations statewide.

**Secure Diversion Treatment Program (SDTP):** In September 2016, VADOC identified a critical need to develop innovative strategies in reducing the placement of offenders with Serious Mental Illness (SMI), requiring the management of an extended period in restrictive housing

environments based upon displayed disruptive behaviors. In efforts to develop a collaborative system-wide approach, an SMI Committee was established consisting of joint efforts from Operations, Mental Health, Headquarters, Regional and Institutional Leadership. The SMI Committee was tasked with adopting the proposed American Corrections Association (ACA) definition of SMI, creating an assessment to properly identify the SMI population statewide, while expanding the mental health services and programs to these offenders.

In January 2018, VADOC implemented the Secure Diversionary Treatment Program (SDTP), a comprehensive program consistent with proposed restrictive housing national standards through diverting offenders with Serious Mental Illness (SMI) from extended segregated environments. By providing appropriate housing while continuing to maintain safety and security, the SDTP provides a pathway for offenders identified with SMI toward breaking the General Population/Segregation cycle while receiving appropriate mental health treatment services and programs based on effective mental health evaluations and assessments. The SDTP is designed to treat SMI offenders in secure settings to allow for increased self-control and appropriate behavior through various treatment and management interventions. Expanded services provide stimulating structured therapeutic activities and unstructured recreational out-of-cell opportunities. Offenders are assessed to determine their individual readiness and level of safety as they progress towards less secure environments and towards greater contact with staff and other offenders. The expanded services are provided within River North Correctional Center, Marion Correctional Treatment Center and Wallens Ridge State Prison. The three different correctional settings offer a total of 119 beds to meet the treatment needs of identified SMI offenders in the form of High, Intensive and Diversionary units. These units aim to carry out the following initiatives:

- Provide SMI offenders with successful self-management of daily activities within a facility.
- Increase the level of treatment services available for those confined in correctional facilities.
- Increase the level of interaction of SMI offenders with CCIT certified staff.
- Meet the robust goal of public safety while providing more intensive programming to restrictive housing offenders assessed as SMI.
- Meet proposed ACA standard of not placing an offender with SMI in Extended Restrictive Housing (no longer than 30 days).

**Shared Allied Management (SAM) Pods:** VADOC is also expanding alternative mission driven general population units appealing to a mental health or vulnerable population in the form of SAM Pods. The overall intent of the SAM Pod is to promote safety and stability within the institution while avoiding the unnecessary use of the Restrictive Housing or an unnecessarily high demand on Security, Mental Health and/or Medical Staff.

**Selected Measures**

Measure ID	Measure	Alternative Name	Estimated Trend
79939802.001.001	Number of escapes from confinement .	Escapes	Maintaining
79939802.001.002	Per capita cost to incarcerate an inmate annually.	Per capita cost	Worsening
79939900.003.001	Percentage of Department-wide institutional bed capacity that is filled with offenders.	Bed capacity	Maintaining
799.0004	Average Daily Food Cost	average daily food cost	Improving
M799AG13001	Virginia's national ranking for recidivism	recidivism ranking among states	Maintaining
79939812.001.001	Number of inmates working in enterprise activities.	total offenders working with Enterprise	Improving

**Key Risk Factors**

**Medical Services-**Cost increases are anticipated due to continued inflation of medical costs as well as higher expenses anticipated from privately-managed contract renewals at eight DOC locations. There are also anticipated cost increases from Medicaid/Medicare changes. The Department currently has an emergency contract for medical services in place as we pursue a RFP for a long term contract.

**Evidence-Based Practices (EBP)-** Implementing EBP within facilities creates special training requirements for staff and offenders 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. Effective Practices in Correctional Setting (EPICS II) is being implemented in all P&P districts and D& D centers. EPICS II offers a concrete and structured method for correctional staff to help an offender identify a problem and present steps to develop solutions for the problem.

**Limited programming resources.** DOC is not always able to address all offender needs due to staffing limitations and finite resources. Efforts are made to prioritize offenders based on their recidivism risks and proximity to release but due to limited funding not all needs can be addressed.

**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 Department has numerous

manual processes still in place at a time when quick decision making is critical. Funding for the use of technology to build applications to support this transition is essential.

**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 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, 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 are the majority of DOC positions) which could cause a potential negative impact in order to fund these responsibilities.

## Agency Statistics

### Statistics Summary

The Virginia Department of Corrections operates secure facilities and Probation and Parole offices to provide care and supervision to approximately 104,000 individuals, including almost 30,000 offenders in custody in VADOC facilities; almost 67,000 supervised in the community by Probation and Parole staff; and approximately 7,400 state responsible offenders housed in local and regional jails.\* At 22.4 percent, Virginia has the lowest three-year re-incarceration rate among the 45 states that report this rate for State Responsible (SR) offenders. The use of evidence-based re-entry programming and treatment during an offender's incarceration and supervision in the community after release from custody directly impacts Virginia's recidivism rate.

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### Statistics Table

Description	Value
Recidivism rate (three-year State Responsible Re-incarceration rate; based on FY2013 SR Releases)	22
Number of State Responsible offenders released in FY 2017	12,539
Number of State Responsible New Court Commitments in FY 2016	11,577
Number of offenders on community supervision on June 30, 2018	65,891

## Management Discussion

### General Information About Ongoing Status of 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 developed a Strategic Plan which is performance based and will serve as a road map to our future. The Department's three-year re-incarceration rate of 22.4% is the lowest in the nation, 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.

The Department continues to find solutions to the on-going aging Infrastructure issue associated with a majority of DOC facilities. Most require major costly repairs that are not funded but must be fixed.

The Department seeks to be a part of community collaborations; through local re-entry councils, existing relationships have been strengthened resulting in additional resources and opportunities for individuals transitioning to the community. Through collaborations with other state agencies and localities, public safety is enhanced throughout the Commonwealth. Collaborations and community outreach assist in minimizing the impact of limited funding and available programs and services.

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 of goods each week to locations in Virginia, Maryland, and the District of Columbia. Yarden Farm has over 160 acres of vegetable fields and 125 offender workers. The Freeze plant provides job training for 130 offenders each month.

### Information Technology

The Corrections Technology Service Unit (CTSU) of the Virginia Department of Corrections (VADOC) currently employs 50 full-time team members

to support more than 12,000 agency staff across the Commonwealth. Current staffing levels are not sustainable to handle the growing technical needs of the Department.

Below are updates across CTSU's teams.

## **VirginiaCORIS**

In March 2006, the VADOC initiated the first phase of a major project, VirginiaCORIS, to replace a multitude of legacy applications with a single, integrated, and modern technology application. Today, institutions, community corrections, and the Virginia Parole Board use VirginiaCORIS as their primary tool for managing offenders. Jails also use this tool for reporting to the State Compensation Board (SCB).

Since 2011, when the initial project was completed, the system has undergone hundreds of enhancements, including the addition of modules for tracking incidents, lockdowns, facility discipline, programs, facility visitors, education, inmate pay, and gangs. VirginiaCORIS now includes a robust app for the iPhone, a dashboard for probation and parole officers, and automated integration with dozens of agencies and systems, including Virginia State Police (VSP), Department of Social Services, Virginia Employment Commission, Veterans Affairs, commissary services, LiveScan (fingerprinting), voice recognition monitoring, and drug testing.

VirginiaCORIS has three major releases per year. In 2019, the application will pilot the new automated control system to track facility movement, new and improved visitor identification scanners, as well as foundational steps in implementing court records integration with the Supreme Court of Virginia.

VirginiaCORIS supports more than 12,000 VADOC staff and hundreds of other system users from the SCB, jails, VSP, Office of the Attorney General, and various local and federal law enforcement agencies. It requires an infrastructure of 16 application and database servers, eight dedicated support and change management staff, as well as numerous other engineering, reporting, and business analysis staff who support VirginiaCORIS as part of the VADOC's technology portfolio.

## **Offender Technology**

The VADOC's Offender Technology team manages the installation, maintenance, and support of Offender Technology services at more than 46 locations across Virginia. Offender Technology supports key initiatives for offender education, offender programs, re-entry programming, and VADOC operations that directly support the Agency's key mission of public safety.

Their work portfolio includes: GED Academy, Book Program, Test for Adult Basic Education, Business Software Applications, vocational training like Plasma Cutting, Culinary Arts, Cosmetology, Bark Program, Offender Workforce Development, and more.

The Offender Technology team has initiated modernization efforts as of late 2017, which include:

- Establishing a structured intake process for projects and maintenance requests with full transparency to the business owners
- Utilizing Agile practices for quick, speedy delivery of pilots
- Employing standardization and quick, formal rollouts

The team is converting remaining Offender Technology facilities from standalone to networked environments to ensure better management, security, and access to applications across the various programs and initiatives at the facilities. They collaborated with VADOC operations, business owners, and court and legal teams to standardize the usage of Offender Law Libraries through the development of consistent business practices, as well as policy and technology implementation best practices.

Offender Technology successfully rolled over from Thompson Reuters to LexisNexis at 35 locations ahead of project schedule. They piloted highly controlled internet access at seven facilities using cable broadband and satellite internet (remote western region) to enable internet-based education and program services for offenders, such as Online Optical Testing, the Drive 2 Work Program, Substance Abuse Program and Online Law Libraries.

Current projects include:

- Setting up controlled internet access by installing separate internet circuits for Offender Network at over 35 locations
- Establishing Online TABE testing at Fluvanna
- Implementing Asset Panda Inventory Management to better manage Offender Technology assets
- Operationalizing the Job Seeker Portal for offender re-entry
- Operationalizing online testing and additional online services for education, programs and re-entry, and VADOC operations

## **Electronic Health Records**

The VADOC's Electronic Health Records (EHR) system implementation project has been in the planning stages since 2015. The first phase is to implement the system into six women's correctional facilities so that paper-based healthcare records can be converted into an electronic format. Therefore, offender healthcare can be more effectively and efficiently managed.

The team released an RFP in August 2018 that will close in October 2018. The planned next steps will be to evaluate system vendors for the most cost-effective system that meets the agency's requirements, and then go through contract negotiations in 2019.

The EHR system will enhance the Agency's healthcare staff ability to collaborate more quickly and effectively in providing healthcare to its

offender population, as well as share information with external, third-party healthcare professionals and entities like hospital systems, diagnostic facilities, and testing laboratories. The EHR system will also integrate with VirginiaCORIS, the offender management system. Because the EHR project has currently only been funded for implementation at female offender facilities, the VADOC will make a future budget request for more funds to implement the same EHR system in the men's facilities.

### **Application Development and Support**

The VADOC's Application Development and Support staff (ADS) supports 23 commercial off-the-shelf and custom-built applications. This includes 59 data exchanges and integrations that are executed on a daily basis.

ADS staff also support VACORIS and COMPAS, which are critical systems that are required to be up and running 24/7. Engineering staff rotate on-call duties to provide technical support for all systems. Many initiatives are currently in progress:

- Medicaid expansion
- Child Enforcement Data integrations
- VEC data integration
- Implementation of a robust investigation software
- Implementation of several workflow-driven applications using Microsoft 365 Dynamics
- Migration of 76 servers and 23 applications to the cloud
- Redesign of the public website

The data management team within ADS also develops, designs, and supports the VADOC's analytical platform, Polestar. Polestar is a modern data warehouse and business intelligence system that supports the agency's need for making informed decisions based on data.

### **Information Security**

The VADOC's Information Security team, though only comprised of three staff members, is responsible for the account management of more than 12,000 Agency staff.

Their responsibilities include Business Impact Analysis (BIA), Freedom of Information Act (FOIA) requests, risk assessments, some audits, as well as internal investigations and investigations requested by external agencies like the Attorney General's Office.

The Information Security team also works with VirginiaCORIS to manage more than 200 external VirginiaCORIS account holders, including those within the Virginia State Police, FBI, and Homeland Security.

### **Asset Management**

In 2015, the VADOC identified a need to obtain an accurate accounting of the 30,000+ information technology assets owned by the DOC or leased from the IT Partnership. These assets consist of laptops, desktops, tablets, iPads, MS Surface Pro, MiFi, cell phones, smartphones, UCaaS phones, copiers, network printers, etc. With staff and IT assets in approximately one hundred eighteen (118) sites across Virginia, a cloud-based solution with mobile technology will provide the Agency the required flexibility needed to manage its IT assets.

CTSU researched tools and engaged multiple highly-rated vendors for cloud-based asset management solutions. Subsequently, Commonwealth Security approved the DOC request to implement Asset Panda, a cloud-based asset management tracking system. Asset Panda's solution has proven to be flexible, customizable, and streamlines processes to include auditing, equipment support ticketing, calibration tracking, compliance, has a built in mobile barcode scanner and additional functionality. This vendor is a leader in the market and provides exceptional capabilities at a lower price point.

Implementation of an asset management system will replace time consuming spreadsheets and ensure that the DOC can effectively manage its IT budget.

### **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 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 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 twenty-six major institutions, eight field units, six work centers, two secure hospital units, one special purpose institution, and five department-owned community corrections facilities. These facilities include 1,664 buildings and over 11 million square feet.

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. It is becoming more difficult to acquire probation and parole office space due to the public hearing requirement and the public's concern about these facilities being located in their communities.

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.

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