

# MEHERRIN RIVER REGIONAL JAIL AUTHORITY

ALBERTA, VIRGINIA



## ADOPTED BUDGET 2018-2019

CRYSTAL WILLETT  
SUPERINTENDENT

BRENT WRIGHT  
DEPUTY SUPERINTENDENT

JENNIFER DERRENBACHER, CPA  
FINANCE DIRECTOR



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Meherrin River Regional Jail Authority  
Virginia**

For the Fiscal Year Beginning

**July 1, 2017**

*Christopher P. Morill*

Executive Director

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**FISCAL YEAR 2019 BUDGET MESSAGE**

The Honorable Members of the  
Meherrin River Regional Jail Authority  
Alberta, VA 23821

Dear Members of the Authority:

I am very pleased to present Meherrin River Regional Jail's adopted budget for fiscal year 2019. As always, the budget has been prepared with the goal of maintaining low operational costs, while providing exceptional customer service to our user jurisdictions and providing a safe and secure environment for our staff, inmates and community.

Our budget process for the FY2019 budget began in August 2017. Because of the timing and the need of our localities' budgetary timelines, we must prepare and present our proposed budget projections using financial data from fiscal year 2013 through fiscal year 2017. When we begin projecting for fiscal year 2019, we are only two months into fiscal year 2018. As you can imagine, this can be quite challenging at times. It is imperative we utilize all data and trends available to project and forecast the needs of our facility.

For our fiscal year 2019 budget the Jail is projecting an increase in our inmate average daily population (ADP) from 375 in fiscal year 2018 to 410 in fiscal year 2019. Increased ADP positively impacts revenues and expenses, thus causing our user localities to be required to contribute a smaller portion to balance the Jail's budget. Along with an increase in inmate ADP, personnel expenses increase by \$422,576 in fiscal year 2019 to provide a 4% merit increase to our staff. The Jail also has many fixed expenses including insurances, medical services contract, maintenance contracts, etc. which remain constant despite the change in inmate population. As the inmate population increases, the per diem cost to support these fixed expenses decreases proportionately which causes a lower per diem rate for our user localities. In FY18 our Operational Per Diem rate to our localities was \$43.47. This decreased 10% to a \$39.10 Operational Per Diem Rate in FY19 because ADP increased.

I truly appreciate everyone's hard work and dedication to the budget process as well as to our facility as a whole. I feel strongly the adopted budget in the amount of \$17,310,705 will carry us through our seventh year of operation here at our main site and through our sixth year of operation at our satellite site.

This budget is prepared to meet the needs of our user jurisdictions, Brunswick, Dinwiddie and Mecklenburg, as well as the courts in each of our User Agencies. This will be accomplished while ensuring the safety and security of our staff and inmates as well as the citizens of the localities we serve.

As stated above, the budget process is a strenuous task. This document would not be possible without the help of all staff. I would like to extend my sincere appreciation to Jennifer Derrenbacker, Finance Director, for all of her hard work and dedication to the budget process and this document.

Sincerely,



Crystal Willett  
Superintendent

**VISION, MISSION, & CORE VALUES****Vision Statement**

It is the vision of the Meherrin River Regional Jail to be stewards of our community with the highest regard to integrity and excellence. To promote positive growth for both the staff and the inmates entrusted to our care, to be proactive, seeking innovative correctional and rehabilitative practices that hold offenders accountable, and to assist offenders in becoming productive law-abiding citizens.

**Mission Statement**

The Meherrin River Regional Jail shall promote the safety and protection of the citizens within Brunswick, Dinwiddie and Mecklenburg counties by safely and securely procuring criminal offenders at the confines of our facilities. We shall strive to maintain programs and various opportunities for offenders to improve their character and morale to reduce recidivism statistics within our surrounding communities. We further strive to effectively and evenhandedly respect each offender in efforts for rehabilitation and education of skills to assist him/her upon reentry into society. Our entire staff is dedicated to the safety and security of each offender during the period of incarceration adhering to all policies and procedures of the Meherrin River Regional Jail.

**Core Values**

- Public Safety:** Protect the public, staff and offenders through the highest degree of professional performance at all times
- Integrity:** Promote a jail environment that is consistent with human dignity and one that is free from personal prejudices and discrimination
- Fairness:** Treat all employees, the public and offenders with fairness, honesty, consideration and dignity while recognizing diversity
- Commitment:** Operate the regional jail in an efficient and cost effective manner without jeopardizing the Jail's mission
- Professionalism:** Exhibit the highest degree of ethical behavior, professional excellence, quality and competence in all that we do

**STRATEGIC GOALS & OBJECTIVES**

Meherrin River Regional Jail is located in southeast Virginia in Brunswick County. Brunswick County is a rural setting with a population of 16,550 and 583 square miles. Brunswick County is best known as the origin place for Brunswick Stew.

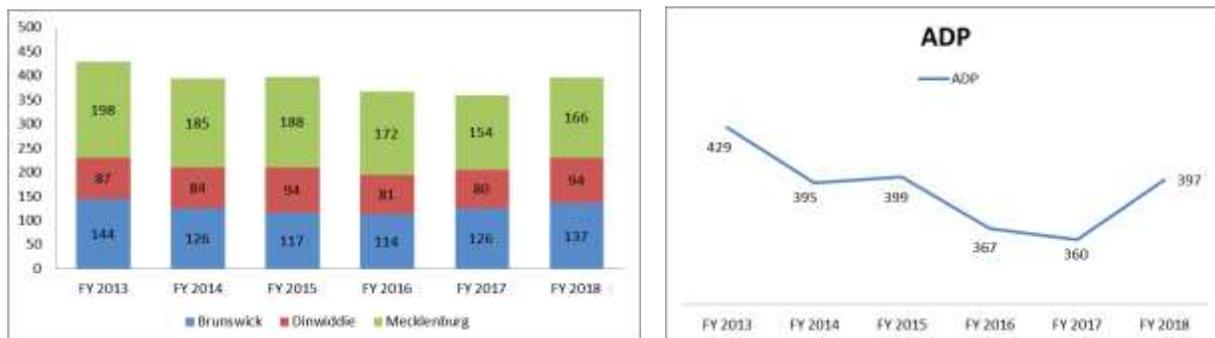
The general purpose of the Jail Authority is to maintain and operate a regional jail facility to meet the needs of the participating jurisdictions. The main facility has total square footage of 156,643 to include 697 beds, consisting of 596 general-purpose beds, a 32-bed work release center, a 6-bed medical housing unit, a 12-bed center for inmate intake, a 12-bed center for transport inmates, a 5-bed center for inmate classification, and 34 special management cells. The satellite facility has total square footage of 40,095 to include 115-beds, consisting of 76 general-purpose beds, a 24-bed work release center, 4-bed medical housing unit, a 7-bed center for inmate intake, and 4 special management cells.

Our facility serves Brunswick, Dinwiddie and Mecklenburg Counties. Serving the member jurisdictions as it does, the overall inmate population is indirectly related to the populations of the three localities. This, in turn, serves as an indicator for the number of persons likely to be incarcerated from those jurisdictions.

First and foremost, the goal of the Jail is to provide a safe, secure and sanitary facility for our staff and inmates while maintaining cost saving measures in our operation. The operational design of both facilities is state-of-the-art. Both facilities have numerous electronic systems throughout the facility to include, video visitation, Jail Management System as well as a sophisticated Computer Network System. Both facilities are LEED certified. All of these systems, equipment, training and staff are necessary in maintaining our primary goal. We take great pride in the ability we have shown over the past several years to forecast, allocate and distribute funds where needed within our facility to help our localities when presenting the Jail’s budget to their respective Boards.

The Jail faces many fiscal challenges to include estimating the total dollar amount of the State’s reimbursement, which is the second largest revenue source of our budget. In addition, the majority of our other revenue sources are impacted by population. With unpredictable trends this early in the Jail’s operation, it is extremely difficult to forecast and build a budget.

The following charts display our ADP since we opened in July 2012.



As you can see in these graphs, our ADP fluctuates significantly from year to year. There is no predictable trend, which makes it extremely difficult to forecast our ADP each year.

**SHORT-TERM ORGANIZATION-WIDE FACTORS**

The short-term organization-wide factors affecting the Jail and the budgeting process include the following:

Provide a safe, secure and sanitary facility for staff and inmates while maintaining cost saving measures in our operation: As it is each year, the revenue from the State is always an unknown in our operations. Depending on what is actually collected based on forecasts and projections, is what the State pays out quarterly through salary reimbursements and offender payments. In order for our facility to continue to maintain costs, we must be innovative and always look for ways to improve efficiency and maximize revenue sources. By doing so, we will be able to continue to maintain growth in our reserve accounts to include the rate stabilization fund, operating reserve and capital reserves account.

Improve the effectiveness of our efforts to retain and recruit jail officers. The jail industry is currently faced with a nationwide shortage of jail officers, which we have begun to experience in our facility. In an effort to be proactive, we gathered information from employee exit interviews and benchmark salary surveys to review and propose changes to our Board Members. A benchmark salary survey involves collecting salary data from other jails we are competing with for jail officers. The results from this survey support the fact that our officers are leaving our organization for higher salaries at other agencies. In order to make ourselves more attractive to current and prospective employees, our Board approved a 4% salary increase for all employees effective July 1, 2018. Several other changes were also implemented, including lowering the hiring age from 21 to 18 years old, changing our academy location to a closer academy, advertising on social media and implementing an online employee application system.

Continue to enhance our relationships with our user jurisdictions, outside agencies and the public through effective correctional services and community involvement: The work force crews supervised by the localities and by our staff cut down on costs significantly. These crews help maintain parks, schools, county complexes, as well as work on approved special projects. These programs are on a volunteer basis but offenders are eager to participate and generally have a specific skill set that can be helpful with special projects.

Ensure the facility complies with standards set forth by the Virginia Department of Corrections and the Virginia Compensation Board. We continually review our policies and standards to ensure that we are compliant with all DOC requirements. It is important that we maintain excellent working relationships with DOC as well as our Compensation Board representative in regards to keeping abreast of state mandated changes in regards to standards, salary reimbursements and per diem payments.

Promote the image of the Jail by continuing to achieve financial excellence each year. We have received the Government Finance Officers Association's Certificate for Excellence in Financial Reporting Award for every year that we have been in operation and hope to receive this again for FY18, our sixth year of operations. In an effort to be more transparent, for FY16 we began preparing our budget document to meet the Government Finance Officers Association's requirements for the Distinguished Budget Presentation Award. We received the Government Finance Officers Association's Distinguished Budget Presentation Award for our FY16, FY17 and FY18 budget documents, and aspire to receive it for the fourth year for our FY19 budget document.

There are no service level changes expected in fiscal year 2019.

**PRIORITIES & ISSUES**

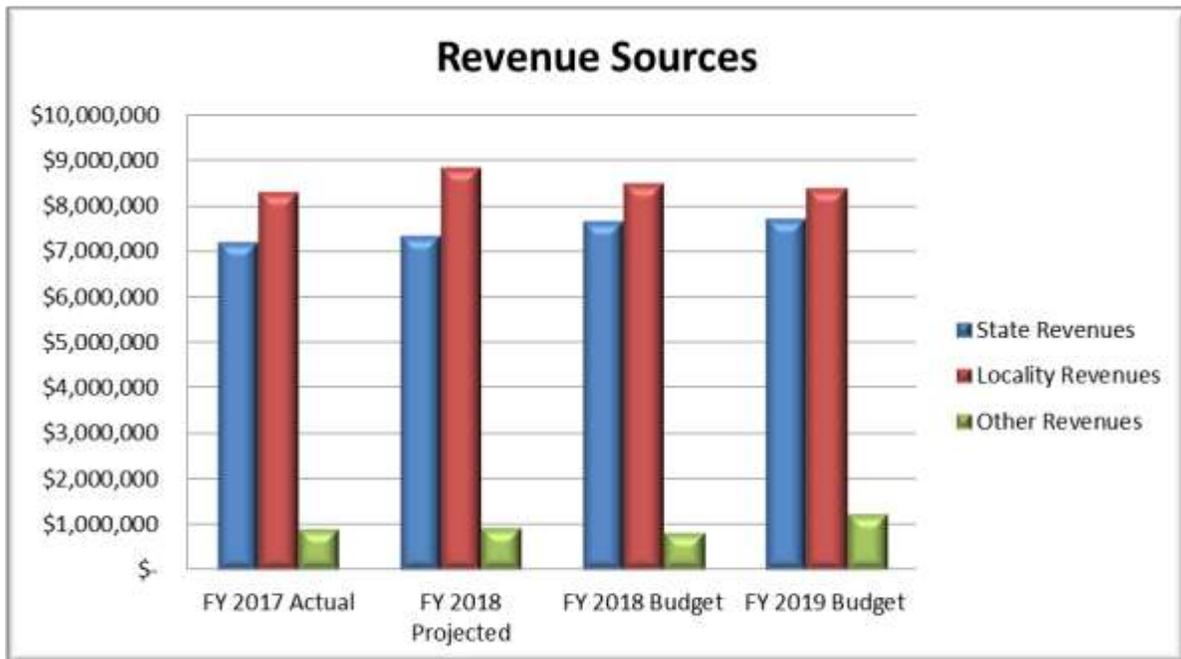
Our priority is to adopt a balanced budget that will support our primary vision. Our goal is to maintain low operational costs while providing exceptional customer service to our user jurisdictions while providing a safe and secure environment for our staff, inmates and community.

As it is our largest expense, personnel expenses for employee salaries and benefits are a major priority in our fiscal year 2019 budget. Included in these personnel expenses is a 4% merit increase to our staff effective July 1, 2018. For FY19 we implemented a temporary Reserve Fund to partially fund this employee raise. This Reserve Fund is to be used from prior year surpluses only in the event that the Jail's expenses are more than its revenues.

The Jail expects an increase in our inmate average daily population (ADP) for fiscal year 2019. An increase in ADP positively impacts revenues and expenses, thus causing our user localities to be required to contribute a smaller portion to balance the Jail's budget. Revenues are higher in daily fees, internet visitation, Compensation Board per diem reimbursements, etc. as a result of an increase in inmate population. The Jail also has many fixed expenses including insurances, medical services contract, maintenance contracts, etc. which remain constant despite the change in inmate population. As the inmate population increases the per diem cost to support these fixed expenses decreases proportionately which causes a lower per diem rate for our user localities. In FY18 our Operational Per Diem rate to our localities was \$43.47. This decreased 10% to a \$39.10 Operational Per Diem Rate in FY19 because ADP increased.

**REVENUES**

Meherrin River Regional Jail receives revenue from three primary sources: the Virginia Compensation Board which reimburses the jail for staff salaries and for inmate daily fees; from our three localities: Brunswick County, Dinwiddie County, and Mecklenburg County; and from various operating revenues generated by our facility such as work release, home incarceration, internet visitation, inmate medical co-pays, etc.



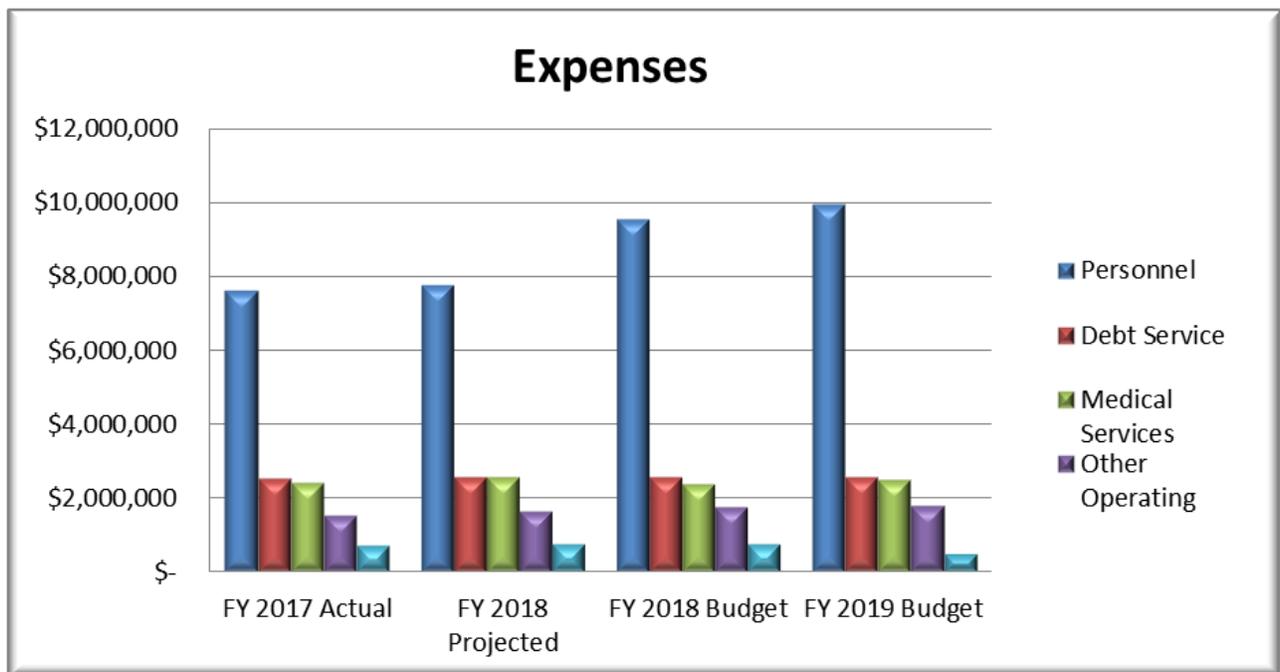
**EXPENSES**

As an organization that provides a service to our community, we recognize that personnel expenses are by far our largest expense. Our staff is also our greatest resource and in order to retain our highly qualified employees it is important that we continue to provide our employees with competitive pay and benefits. We are happy to include a 4% merit increase to our staff effective July 1, 2018.

Debt service remains fairly constant with a \$624 decrease from our FY 2018 budget. The Debt Service Per Diem rate decreases because it is a fixed expense and our projected inmate population is budgeted to increase in FY 2019.

It is always our goal to minimize expenses wherever possible but contractual obligations do not always allow for this; however we always strive to recognize minimal increases through effective negotiations. As such, our medical services pricing will increase in FY 2019 as required by its contract.

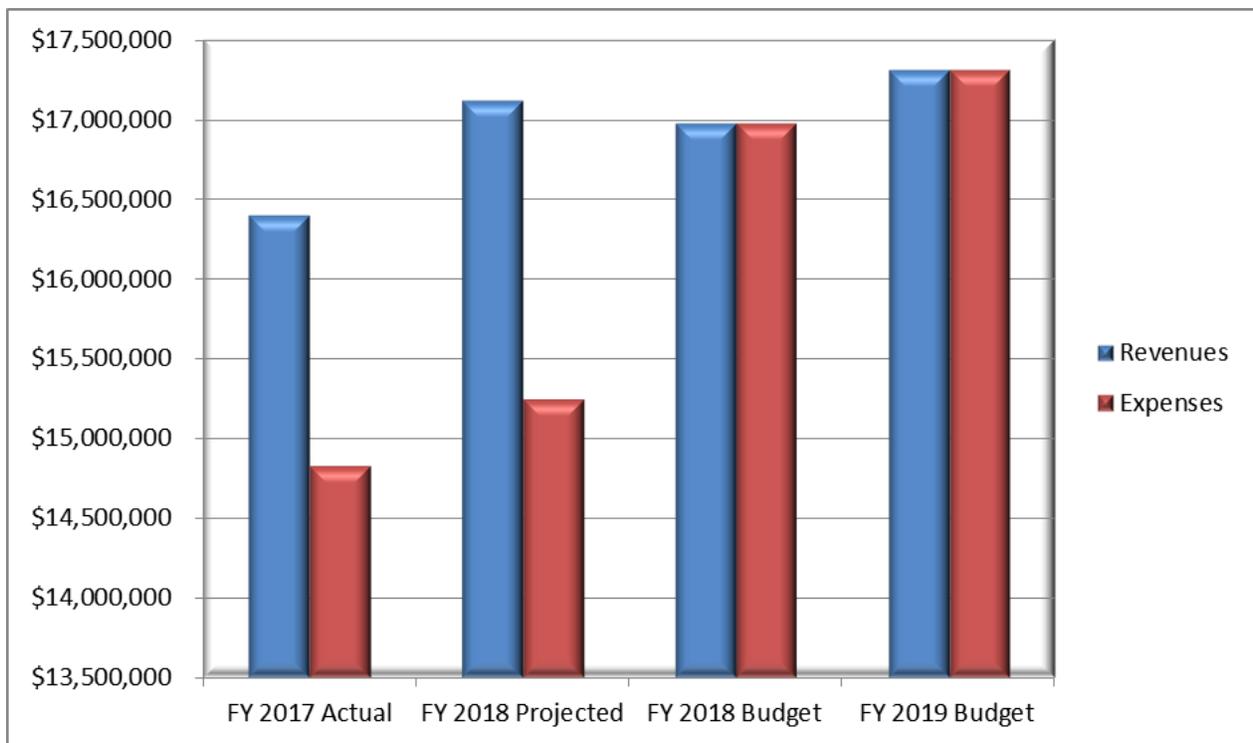
Due to the limited scope of capital expenditures budgeted in fiscal year 2019, the operational impact is deemed to be minimal.



**BUDGET OVERVIEW**

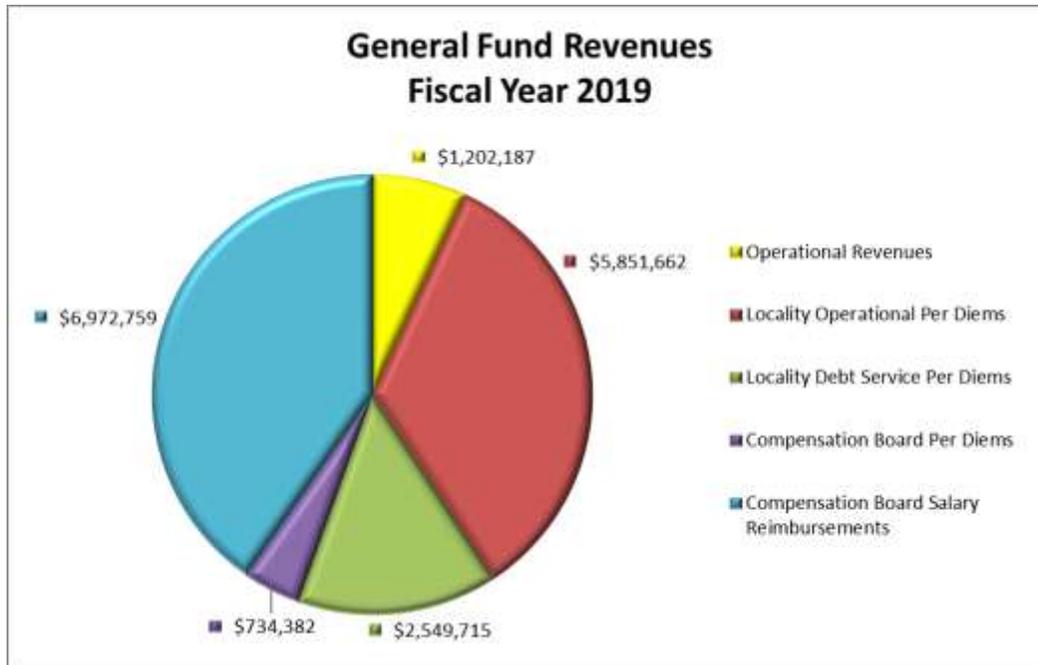
The Jail’s budget has one governmental fund which is the General Fund. The general fund is the operating fund used to account for all revenues and expenses of the jail on a day-to-day basis. The major revenue sources are derived from: the Virginia Compensation Board; Brunswick, Dinwiddie and Mecklenburg Counties; and other revenues generated from the daily operations of the jail. Major expenses are: Personnel, Debt Service, Medical Services, Food Services, and other expenses related to daily operations of the jail.

The budget is prepared on the modified accrual basis, recognizing revenues when they become measurable and available. Measurable means that the dollar value of the revenue is known. Available means that it is collectible within the current period or soon enough after the end of the current period to pay liabilities of the current period. Expenses are recorded generally when the related fund liability is incurred, except for interest and principal payments on general long-term debt, which are recognized when due, and expenses for compensated absences are recognized when paid.



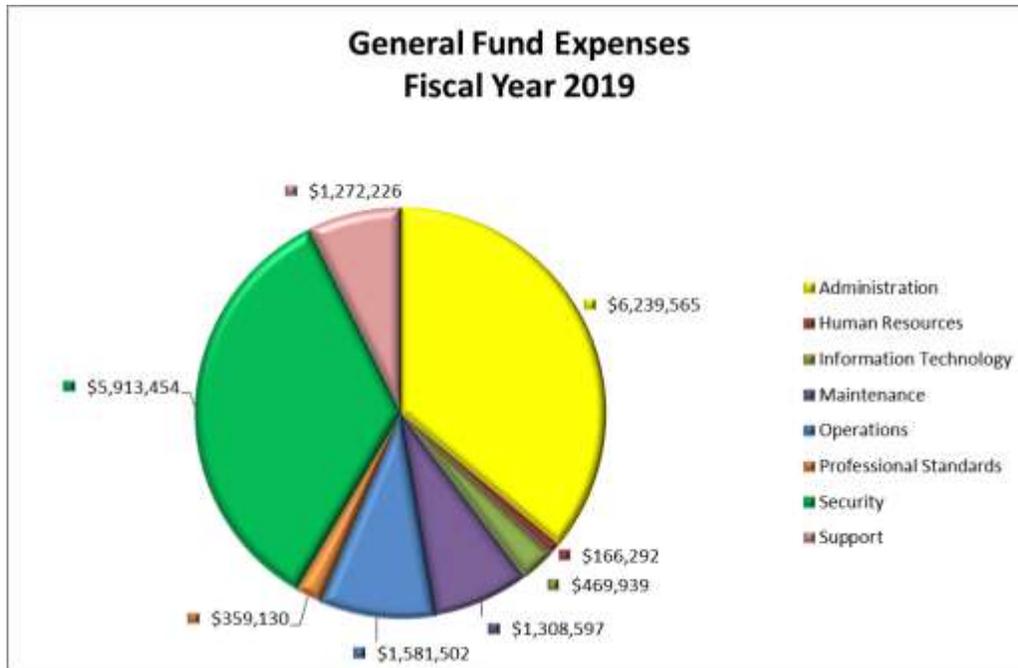
Actual expenses are significantly lower in FY17 and FY18 due to vacancy savings from Virginia Compensation Board salary reimbursements as a result of staff vacancies. We receive reimbursements for positions that are vacant throughout the year as well. These vacancy savings are reported at year end as a surplus to the localities.

**GENERAL FUND REVENUES**



- Operational Revenues** – Operational revenues include all revenues generated by the daily operations of the jail. Included in these revenues are inmate phone commissions, work release fees, weekender fees, home incarceration fees, medical co-payments collected from inmates, daily housing fees collected from inmates, internet visitation fees, and other miscellaneous revenues.
- Locality Operational Per Diems** – Locality Operational Per Diems are revenues collected from the Jail’s user localities: Brunswick County, Dinwiddie County, and Mecklenburg County, to pay operating expenses not covered by state revenues or jail operating revenues. Fiscal Year 2019’s percentages are based on each locality’s actual usage in Fiscal Year 2017 and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2019 these percentages are: Brunswick County – 35%, Dinwiddie County – 22% and Mecklenburg County – 43%. A true-up is calculated at year end based on actual inmate populations for each locality.
- Locality Debt Service Per Diems** – Locality Debt Service Per Diems are revenues collected from the Jail’s user localities: Brunswick County, Dinwiddie County, and Mecklenburg County, to pay annual principal and interest debt service payments. Fiscal Year 2019’s percentages are based on each locality’s actual usage in Fiscal Year 2017 and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2019 these percentages are: Brunswick County – 35%, Dinwiddie County – 22% and Mecklenburg County – 43%.
- Compensation Board Per Diem Reimbursements** – Compensation Board Per Diems are revenues collected from the State of Virginia Compensation Board to partially reimburse the Jail for the costs of housing inmates. These revenues are paid quarterly to the jail based on LIDS reports submitted by the Jail’s LIDS Technician.
- Compensation Board Salary Reimbursements** – Compensation Board Salary Reimbursements are revenues collected from the State of Virginia Compensation Board to partially reimburse the Jail for personnel expenses. These reimbursements include salaries and a portion of fringe benefits and are paid monthly to the jail based on reports submitted by the Human Resource Analyst.

**GENERAL FUND EXPENSES**



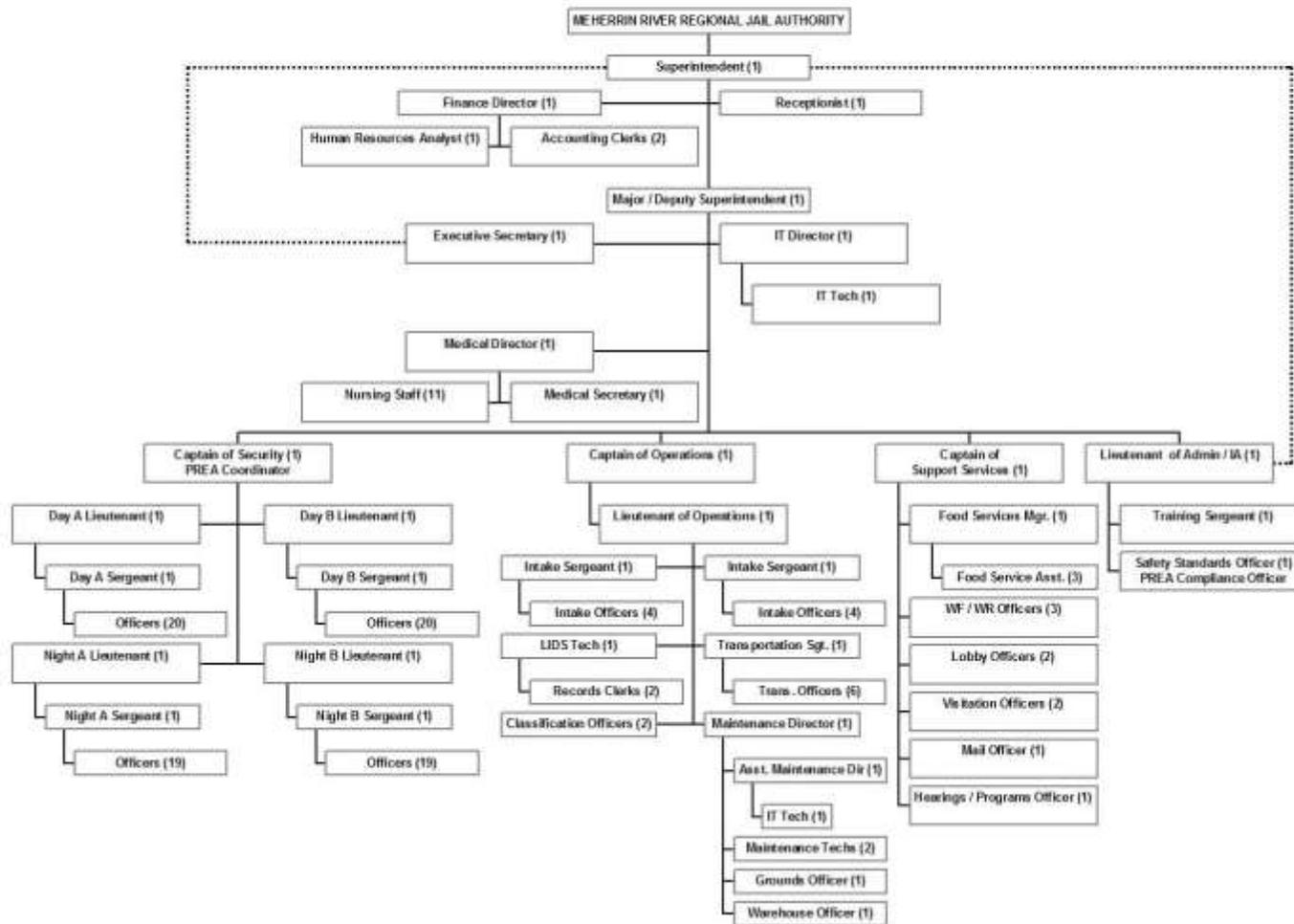
- **Administration** – The Administration Division includes general insurances (not to include health insurance); professional fees to attorneys, accountants and consultants; general office expenses; medical services; debt service payments; and salaries, payroll taxes and benefits of employees within the division.
- **Human Resources** – The Human Resources Division includes workers compensation insurance; unemployment insurance; and salaries, payroll taxes and benefits of employees within the division.
- **Information Technology** – The Information Technology Division includes several IT service contracts; telecommunications; internet services; software; computers and printers; other miscellaneous IT supplies; and salaries, payroll taxes and benefits of employees within the division.
- **Professional Standards** – The Professional Standards Division includes continuing education required for all personnel; academy dues for sworn officers; uniforms for sworn officers; training supplies; police supplies; and salaries, payroll taxes and benefits of employees within the division.
- **Maintenance** – The Maintenance Division includes several annual maintenance service contracts; building repairs and maintenance; grounds repair and maintenance; utilities; and salaries, payroll taxes and benefits of employees within the division.
- **Operations** – The Operations Division includes transportation expenses; housekeeping; other operating supplies necessary for the Records Department; and salaries, payroll taxes and benefits of employees within the division.
- **Security** – The Security Division includes supplies necessary for inmates including linens, uniforms, indigent kits, drug tests, property bags and other miscellaneous items; and salaries, payroll taxes and benefits of employees within the division.
- **Support** – The Support Division includes food services; supplies necessary for inmate work programs; and salaries, payroll taxes and benefits of employees within the division.

**REVENUE & EXPENSE SUMMARY  
FY 2019  
ADOPTED**

	<u>Adopted FY18</u>	<u>Adopted FY19</u>	<u>% Change</u>
<b>OPERATING REVENUE:</b>			
INTEREST INCOME	94,000.00	98,000.00	4.26%
INMATE PHONES	270,000.00	270,000.00	0.00%
MRRJ WORK RELEASE	48,677.00	44,252.00	-9.09%
WEEKENDER FEE	12,000.00	15,000.00	25.00%
HOME INCARCERATION	4,430.00	4,430.00	0.00%
MEDICAL CO-PAY	13,831.50	15,022.10	8.61%
DAILY FEES	144,514.63	105,471.23	-27.02%
INTERNET VISITATION	10,583.19	10,554.42	-0.27%
COMP BOARD-LIDS	707,104.73	734,382.47	3.86%
COMPENSATION BOARD	6,961,351.26	6,972,758.96	0.16%
MISCELLANEOUS REVENUE	6,000.00	6,000.00	0.00%
FOOD SERVICE REVENUE	-	21,995.00	
SECUREPAK REVENUE	-	58,075.00	
RESERVE FUND	200,000.00	553,387.48	176.69%
<b>SUBTOTAL</b>	<b>8,472,492.31</b>	<b>8,909,328.66</b>	<b>5.16%</b>
OPERATIONAL PER DIEM	5,950,438.06	5,851,661.81	-1.66%
DEBT SERVICE PER DIEM	2,550,338.78	2,549,715.02	-0.02%
<b>TOTAL OPERATING REVENUE</b>	<b>16,973,269.15</b>	<b>17,310,705.49</b>	<b>1.99%</b>
<b>OPERATING EXPENSE:</b>			
WAGES AND BENEFITS	9,557,509.19	9,980,084.84	4.42%
OPERATING COSTS	1,742,328.83	1,796,979.76	3.14%
MEDICAL COSTS	2,387,140.00	2,481,671.00	3.96%
FOOD COST	735,952.35	502,254.87	-31.75%
<b>SUBTOTAL</b>	<b>14,422,930.37</b>	<b>14,760,990.47</b>	<b>2.34%</b>
DEBT SERVICE	2,550,338.78	2,549,715.02	-0.02%
<b>TOTAL OPERATING EXPENSE:</b>	<b>16,973,269.15</b>	<b>17,310,705.49</b>	<b>1.99%</b>
TOTAL NUMBER OF LOCAL INMATES			
<b>PER DIEM RATES:</b>			
OPERATIONS PER DIEM	43.47	39.10	-10.05%
PER DIEM DEBT SERVICE	18.63	17.04	-8.56%
<b>TOTAL PER DIEM</b>	<b>62.11</b>	<b>56.14</b>	<b>-9.61%</b>
<b>JURISDICTIONAL REQUIREMENTS</b>			
		<u>FY 16 Actual</u>	<u>FY 17 Actual</u>
BRUNSWICK	2,641,433.59	31%	2,935,333.75 35%
DINWIDDIE	1,887,798.83	22%	1,875,776.69 22%
MECKLENBURG	3,971,544.41	47%	3,590,266.39 43%
<b>AVERAGE DAILY OCCUPANCY</b>	<b>375</b>		<b>410 100%</b>
BRUNSWICK	117		143 35%
DINWIDDIE	83		92 22%
MECKLENBURG	175		175 43%
<b>TOTAL INMATE POPULATION</b>	<b>375</b>		<b>410 100%</b>

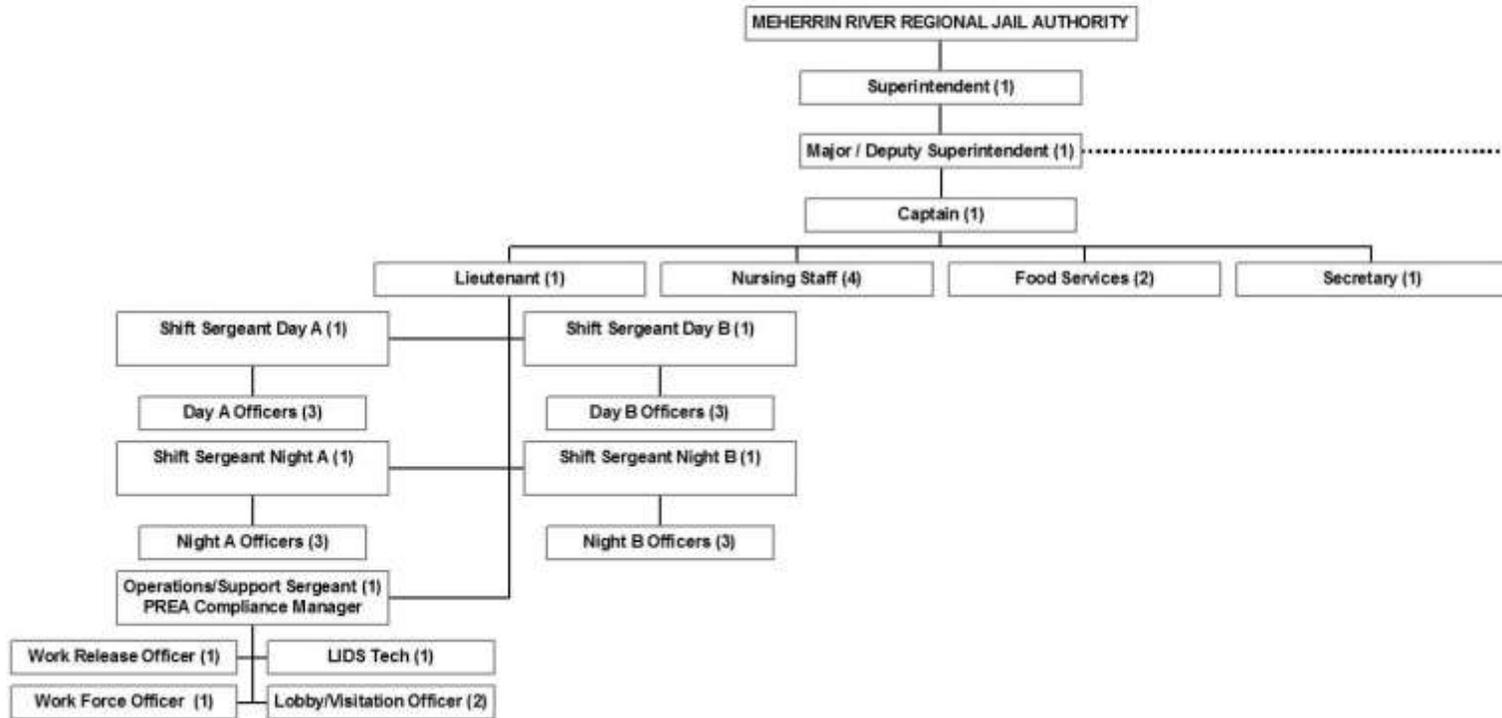
**ORGANIZATIONAL CHARTS**  
**ALBERTA**

**Meherrin River Regional Jail – Alberta**  
**Organizational Structure**



BOYDTON

### Meherrin River Regional Jail - Mecklenburg Organizational Structure



## **FUND DESCRIPTIONS & FUND STRUCTURE**

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting segregates an entity's assets, liabilities, and net position into separate accounting entities based on legal restrictions or special regulations. Meherrin River Regional Jail, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements and as a mechanism to help ensure resources are spent for their intended purpose. The two categories of funds for the Jail are governmental and fiduciary funds.

### **Governmental Funds**

Governmental funds are used to account for the revenues and expenses that provide the jail with day-to-day operations.

The Jail maintains one governmental fund: the General Fund.

General Fund - serves as the Jail's primary operating fund. The General Fund is used to account for all revenues of the Jail except for those required to be accounted for in another fund. The three major forms of revenue for the fund include state revenues, locality revenues, and other operating revenues while the five major expenses include personnel, debt service, medical services, food services and other operating expenses.

### **Fiduciary Funds**

Fiduciary funds are used to account for resources held for the benefit of parties outside the government. The resources in the fiduciary funds are held in trust or agency capacity for others and are not available to support the Jail's programs. The Jail maintains two fiduciary funds.

1. Inmate Trust Fund— accounts for individual inmate account balances. Funds are deposited in the name of the inmate and used to pay for the inmate's commissary and phone time, as well as jail fees such as daily housing fees, medical co-payments, etc. Any balance remaining on an inmate's account is paid to them upon completion of their jail sentence.
2. Inmate Welfare Fund – accounts for commissions earned on inmate commissary orders. These funds may only be used to benefit inmates. The Superintendent must approve all purchases from the Inmate Welfare Fund.

Funds are appropriated in the 2019 budget for the Governmental Funds of the Jail. The Fiduciary Fund is not subject to appropriation.

**DIVISIONS**

The following listings categorize the Jail's Divisions and their respective areas of responsibility. All Divisions of the Jail are part of the General Fund.

**Administration**

- Medical Services
- Administrative Functions

**Human Resources**

- Payroll and Related Functions
- Employee Benefits
- Human Resource Functions

**Information Technology**

- Telecommunications
- Internet
- Computer Software
- Computer Hardware

**Maintenance**

- Building Maintenance & Repair
- Grounds Maintenance & Repair
- Warehouse

**Operations**

- Classification
- Intake
- Records
- Transportation

**Professional Standards**

- Safety and Standards
- Training

**Security**

- Security Officers

**Support**

- Food Services
- Home Incarceration
- Lobby
- Work Force
- Work Release

**BASIS OF BUDGETING**

The amounts reflected in the governmental fund budget use the modified accrual basis of accounting. Modified accrual accounting recognizes revenues when they become measurable and available. Measurable means that the dollar value of the revenue is known. Available means that it is collectible within the current period or soon enough after the end of the current period to pay liabilities of the current period. Expenses are recorded generally when the related fund liability is incurred, except for interest and principal payments on general long-term debt, which are recognized when due, and expenses for compensated absences are recognized when paid.

All budgets for governmental funds are adopted on a basis that is consistent with generally accepted accounting principles (GAAP) in the United States of America with seven exceptions:

1. Principal amounts paid for debt service are budgeted as expenses. Accrued interest and bond premium are not included in the budget.
2. Capital assets purchased are budgeted as expenses.
3. Depreciation expense is not included in the budget.
4. Compensated Absences are not included in the budget, they are expensed when incurred.
5. OPEB expenses are not included in the budget.
6. Expenses related to net pension liabilities and net pension assets are not included in the budget.
7. Unrealized gains/losses on investments are not included in the budget.

Formal budgetary integration within the accounting records is used during the year as a management control device.

Budgets for the Fiduciary Funds are not prepared because these funds are not available to support the Jail's operations.

## **FINANCIAL POLICIES**

The Jail Authority has established and adopted the following comprehensive financial policies to balance the expenses of the jail with the revenues available for use. These policies set forth consistent guidelines for fiscal planning and performance, and support the Jail's commitment to sound financial management and fiscal stability. Financial policies are reviewed at least annually by the Finance Director as well as a formal review every three years by all Division heads.

### **THE PURPOSES OF THE FINANCIAL POLICIES ARE AS FOLLOWS:**

- A. Ensure that the Jail delivers public safety services through reliance on ongoing revenues and by maintaining an adequate financial base.
- B. Ensure that the Jail is in a position to respond to changes in the economy or new service requirements without an undue amount of financial stress.
- C. Ensure that the Jail maintains a good credit rating while providing the community with the assurance that the Jail is well-managed financially and maintains a sound fiscal condition.
- D. Ensure that the Jail adheres to the highest accounting and management policies as set by the Government Finance Officers' Association, the Governmental Accounting Standards Board, the Virginia Sheriffs' Accounting Manual, and the Virginia Procurement Act. The Jail has received the Award for Excellence in Financial Reporting from the Government Finance Officers' Association for its Comprehensive Annual Financial Report for every year it has been in operation.

### **FINANCIAL PLANNING POLICIES**

- A. The budget is a legal, public document that summarizes the one-year plan for accounting for revenues and expenditures of the Jail.
- B. The budget will reflect the goals of Meherrin River Regional Jail and will include a statement of results that will be available to all interested parties.
- C. The development of the annual budget of the Jail will consist of a multi-tiered process. This process will include review of the budget by staff, management, the Superintendent, and Board members.
- D. Through the budget process, all requests for resources will be evaluated with consideration given to need, cost, and benefit. Requests for resources made outside the budget process will be discouraged.
- E. The budget process will emphasize the use of current revenues to fund current operations.

### **BALANCED BUDGET**

Meherrin River Regional Jail considers its budget balanced when total revenues are equal to total expenses.

The Jail's budget process is governed by many policies and procedures originally adopted by the Authority Board and revised and maintained by the Superintendent. The Jail is to operate within the budget and the final outcome depends upon the projections used from historical data and trend analysis. Predicting inmate population trends is very difficult to accomplish under normal circumstances when many years of historical data are available. When we add in the fact that we are making predictions on future population trends using less than 10 years of historical data that do not clearly show a trend in inmate population, it becomes exponentially more challenging. Consequently, if there were a shortfall in the budget, the localities would be responsible for providing the additional revenue, unless it were possible to secure funds through additional revenue sources and/or attain cost

reductions elsewhere. All factors are taken into consideration when preparing the budget to include the economic condition of the State and the role of this on our localities.

## **REVENUE POLICIES**

- A. The revenue sources available to the Jail will be continuously analyzed in an attempt to maintain a stable and diversified revenue base. This policy will help insulate the Jail from fluctuations in a particular revenue base.
- B. Revenues will not be dedicated for specific purposes unless required by law or generally accepted accounting principles.
- C. Grant funding will be considered to leverage the Jail's funds.
- D. The Jail will follow an aggressive and consistent policy of collecting revenues to the limit of the agency's ability whenever possible.

## **EXPENDITURE POLICIES**

- A. The Jail will strive to achieve service levels that ensure the public safety of the communities it serves.
- B. The Superintendent will continue to look for and implement the most cost-effective and reliable methods of delivering public safety services.
- C. The Superintendent will maintain all assets at a level that protects capital investment and minimizes future maintenance and replacement costs.
- D. The Superintendent will implement service changes that are needed to respond to budget shortfalls.
- E. The Jail will provide its employees with a confidential means for reporting suspected wrongdoing involving fraud, waste, and abuse of Jail assets or resources.

## **FUND BALANCE RESERVE POLICIES**

Fund Balance reflects the net financial resources of a fund, i.e., the difference between assets and liabilities. GASB 54 established new requirements for reporting fund balances. The new requirements established five different classifications, which are summarized below.

- A. Non-Spendable – legally restricted and cannot be spent.
- B. Restricted – includes amounts that can be spent only for specific purposes imposed by external sources such as the constitution, enabling legislation, bond covenants, etc.
- C. Committed – can be used only for specific purposes that are determined by a formal action of the government's highest level of decision-making authority, i.e., the Board.
- D. Assigned – constrained by intent of the Board. They are intended to be used by the government for specific purposes but do not meet the criteria to be classified as restricted or committed.
- E. Unassigned – residual amount of the General Fund and includes all spendable amounts not classified in the other categories. GASB 54 classification is only required for governmental funds; therefore, no presentation is included on Fiduciary Funds, which are 100% restricted for their individual purposes.

The Jail will strive to maintain an unrestricted fund balance to provide for unanticipated expenditures of a nonrecurring nature or to meet unexpected increases in costs. All fund designations and reserves will be reviewed annually for long-term adequacy and use requirements. Any projected insufficiencies will be addressed immediately.

## **RISK MANAGEMENT**

The Jail Authority's risk management program involves maintaining comprehensive insurance coverage and identifying and monitoring loss exposure. The Jail Authority's comprehensive property, boiler and machinery, automobile, business interruption, inland marine and worker's compensation insurance is provided through the Virginia Association of Counties (VACO). The purpose of the association is to create and administer group self-insurance pools for political subdivisions of the Commonwealth of Virginia pursuant to the authority provided in Chapter 11.1 of Title 15.1 of the Code of Virginia. The association is managed by a seven member supervisory Board, who is elected by members at their annual meeting. Annual rates are based on estimated claims and reserve requirements. Pool deficits, should they materialize, will be eliminated through the levying of an additional assessment upon association members.

General liability and faithful performance of duty bond coverages are provided by the Commonwealth of Virginia, Department of General Services, and Division of Risk Management. Settled claims from these risks have not exceeded commercial insurance coverage in any of the past three fiscal years.

## **CAPITAL EXPENDITURE POLICIES**

Capital expenditures are defined as items having an original unit cost of \$5,000 or more. The amount capitalized is the purchase price of the asset plus any cost necessary to prepare the asset for use, including shipping and installation.

Meherrin River Regional Jail details capital expenditure items (i.e., equipment, vehicles, furniture and fixtures, etc.) with a unit cost greater than \$5,000 during the budget process.

All capital expenditures are depreciated over their useful lives using the straight-line method. The estimated useful lives of the Jail's assets are as follows:

Buildings	50 years
Equipment, Furniture and Fixtures	5-20 years
Land Improvements	20 years
Vehicles	5 years
Intangibles	5 years

Donated capital expenditures are recorded at fair market value on the date the asset was donated. The method used to determine fair market value must be fully documented and maintained on file to support the value.

## **BUDGET PREPARATION, REVIEW & ADOPTION PROCESS**

The Brunswick-Dinwiddie-Mecklenburg Regional Jail Authority was created pursuant to Article 3.1, Chapter 3, Title 53.1, Code of Virginia (1950), as amended by resolutions duly adopted by the governing bodies of the Counties of Brunswick, Dinwiddie, and Mecklenburg for the purpose of developing a new regional jail to be operated on behalf of the Member Jurisdictions by the Authority. On June 24, 2008, the Authority's name was changed to the Meherrin River Regional Jail Authority. The Board is governed by three members (including the County Administrator and Sheriff) from each of the participating localities and conforms to the statutory provisions of the Code of Virginia (1950), as amended. The Authority is considered to be a Jointly Governed Organization of the above localities because each locality is equally represented on the Board. The budget creation and approval process falls entirely within the control of the Board. The Board approves and adopts the budget.

The budget process begins each year in August when each Division head is given a budget packet for their division which includes detailed information from prior years. Division heads prepare their budgets and submit them to the Finance Director no later than September 15th of each year. Requests for budget allocations must be justified with supporting documentation, regardless of the category for which the request is made.

Once these requests have been received from all divisions, meetings are held in early October between the Superintendent, Deputy Superintendent, Finance Director and respective Division heads as needed. During these meetings, each expense line is reviewed in detail along with supporting documentation. Division heads may be asked to further clarify unusual or new requests. If cuts are to be made to a Division's request, they may be made during discussion with the Division head or they may come later during final discussions between the Superintendent, Deputy Superintendent and Finance Director.

After final review by the Superintendent, the budget document, along with all supporting documentation is then prepared by the Finance Director and presented to the Chairman of the Board. The Chairman of the Board reviews the budget in detail and suggests recommended changes.

After suggested changes are made, the budget is presented to the Finance Committee which is comprised of: the Chairman of the Board, the County Administrator for each County, the Superintendent and the Finance Director. The proposed budget is presented to the Finance Committee in February, which is much earlier than most organizations, because County Administrators require a close estimate of their respective locality contributions to present to their County Board for appropriation. The Finance Committee reviews the budget in detail and gives its approval of the proposed budget that will be presented to the Board Members at the May Board Meeting.

The Fiscal Year 2019 budget was adopted by Board Members on May 3, 2018.

## **BUDGET TRANSFERS**

Division heads are allowed to transfer funds within their division's spending line items as long as the bottom line is not affected. Each transfer request must be submitted to the Finance Director with a detailed description of the transfer and reasons why it is being requested. The Division head is notified if the transfer is approved and if not, the reason for denial.

The Superintendent is authorized to make budget transfers within the general fund.

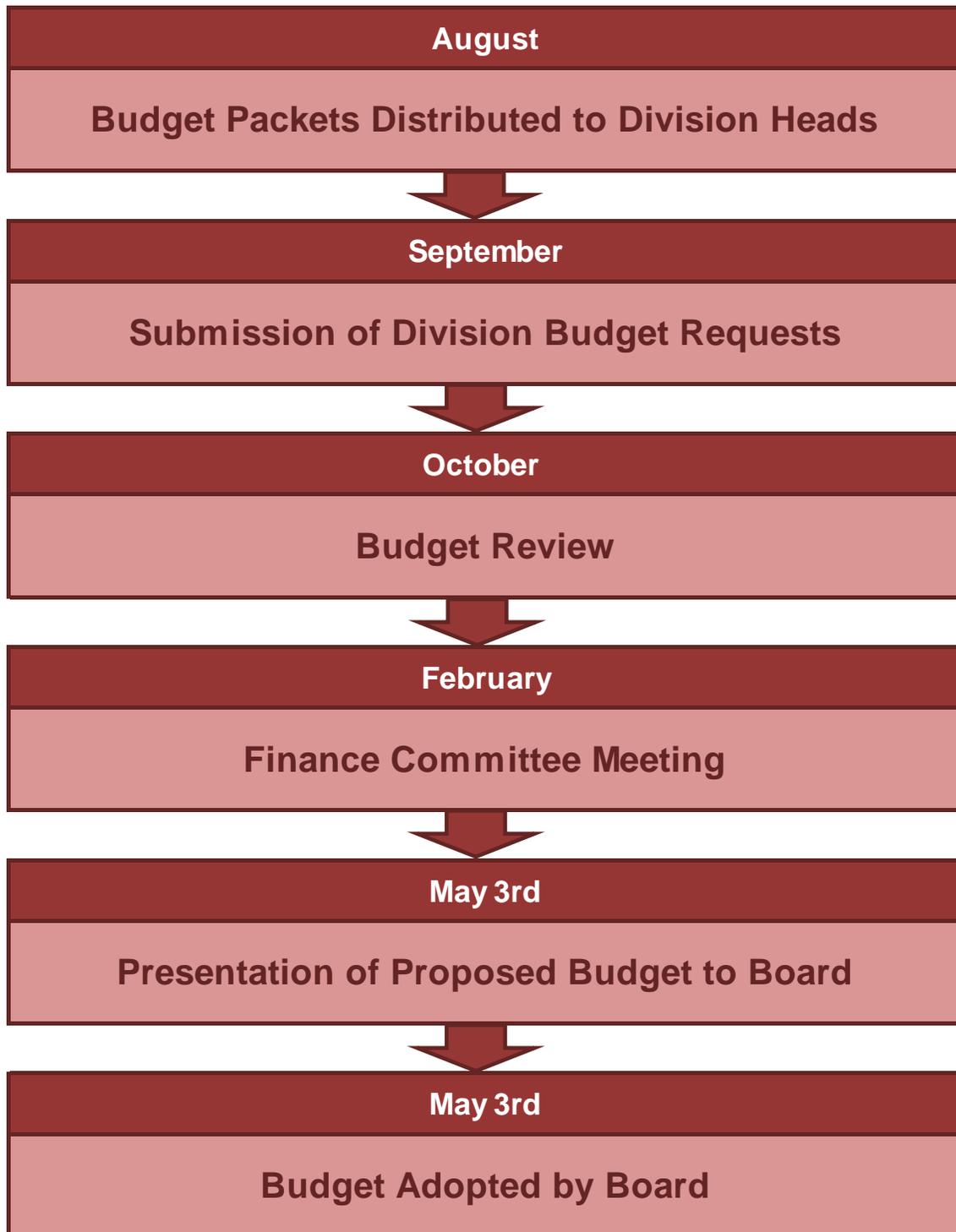
**BUDGET AMENDMENTS**

After adoption by the Board, the budget can only be amended by Board approval.

**EMERGENCY BUDGETING GUIDELINES**

In the event of an emergency, the adopted budget will be amended accordingly.

**BUDGET CALENDAR**



**FOUR YEAR CONSOLIDATED FINANCIAL SCHEDULE / FUND BALANCE**

	<b><u>TOTAL GOVERNMENTAL FUNDS</u></b>			
	<b><u>Actual FY17</u></b>	<b><u>Projected FY18</u></b>	<b><u>Budget FY18</u></b>	<b><u>Budget FY19</u></b>
<b>OPERATING REVENUE</b>				
Interest Income	\$ 98,367.22	\$ 109,540.11	\$ 94,000.00	\$ 98,000.00
Inmate Phones	270,000	270,000	270,000	270,000
Work Release	39,255	50,479	48,677	44,252
Weekender Fees	12,820	12,151	12,000	15,000
Home Incarceration	6,940	6,464	4,430	4,430
Medical Co-Payments	13,813	10,866	13,832	15,022
Medical Reimbursements DOC	53,309	47,875	-	-
Daily Housing Fees	120,087	111,688	144,515	105,471
Internet Visitation	9,705	9,144	10,583	10,554
Bed Rentals	246,350	283,536	-	-
Compensation Board-LIDS	675,274	742,576	707,105	734,382
Compensation Board Salary Reimbursements	6,529,925	6,596,867	6,961,351	6,972,759
Miscellaneous Revenue	20,936	6,809	6,000	6,000
Food Service Revenue	-	51,993	-	21,995
SecurePak Revenue	-	60,375	-	58,075
Reserve Fund	-	-	200,000	553,387
<b>SUBTOTAL</b>	<b>8,096,781</b>	<b>8,370,364</b>	<b>8,472,492</b>	<b>8,909,329</b>
Operational Per Diem	5,611,205	6,300,443	5,950,438	5,851,662
Debt Service Per Diem	2,690,341	2,550,339	2,550,339	2,549,715
<b>TOTAL OPERATING REVENUE</b>	<b>\$ 16,398,327</b>	<b>\$ 17,221,147</b>	<b>\$ 16,973,269</b>	<b>\$ 17,310,705</b>
<b>OPERATING EXPENSE</b>				
Personnel	\$ 7,645,179	\$ 7,765,531	\$ 9,557,509	\$ 9,980,085
Other Operating Expenses	1,539,233	1,629,846	1,742,329	1,796,980
Medical Services	2,422,549	2,560,058	2,387,140	2,481,671
Food Services	701,782	737,368	735,952	502,255
<b>SUBTOTAL</b>	<b>12,308,742</b>	<b>12,692,803</b>	<b>14,422,930</b>	<b>14,760,990</b>
Debt Service - Bond Payable	2,519,390	2,550,339	2,550,339	2,549,715
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 14,828,132</b>	<b>\$ 15,243,142</b>	<b>\$ 16,973,269</b>	<b>\$ 17,310,705</b>
SURPLUS (DEFICIT)	1,570,195	1,978,005	-	-
<b>OTHER FINANCING SOURCES (USES)</b>				
State Reimbursement	-	-	-	-
Member Contributions	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET CHANGE IN FUND BALANCES</b>	<b>\$ 1,570,195</b>	<b>\$ 1,978,005</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FUND BALANCE, BEGINNING OF YEAR</b>	<b>3,584,277</b>	<b>5,154,472</b>	<b>7,132,476</b>	<b>7,132,476</b>
<b>FUND BALANCE, END OF YEAR</b>	<b>\$ 5,154,472</b>	<b>\$ 7,132,476</b>	<b>\$ 7,132,476</b>	<b>\$ 7,132,476</b>
<b>% CHANGE</b>	<b>43.81%</b>	<b>38.37%</b>	<b>0.00%</b>	<b>0.00%</b>

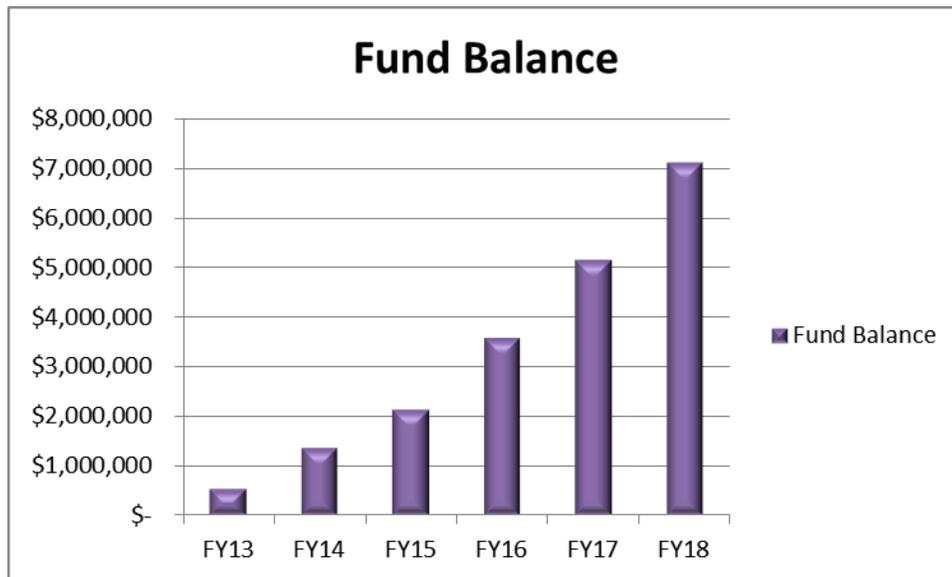
Fund Balance changes in FY17 and FY18 are attributable to vacancy savings from Virginia Compensation Board salary reimbursements due to staff vacancies. We receive reimbursements for positions that are vacant throughout the year as well. These vacancy savings are reported at year end as a surplus to the localities.

There is a direct correlation between the Compensation Board salary reimbursement revenue and expenditures for these positions. We always budget anticipating to be fully staffed, but as you can imagine this environment proves to have a high turnover rate at times.

**CHANGES IN ENDING FUND BALANCE**

<b>Fund Description</b>	<b>2018 Projected Actual Ending Fund</b>	<b>2019 Budgeted Actual Ending Fund</b>	<b>Change in Fund Balance</b>	<b>% Change</b>
General Fund	\$ 7,132,476	\$ 7,132,476	\$ -	0.00%
<b>Total Fund Balance</b>	<b>\$ 7,132,476</b>	<b>\$ 7,132,476</b>	<b>\$ -</b>	<b>0.00%</b>

There is no change in fund balance greater than 10% from the prior year.



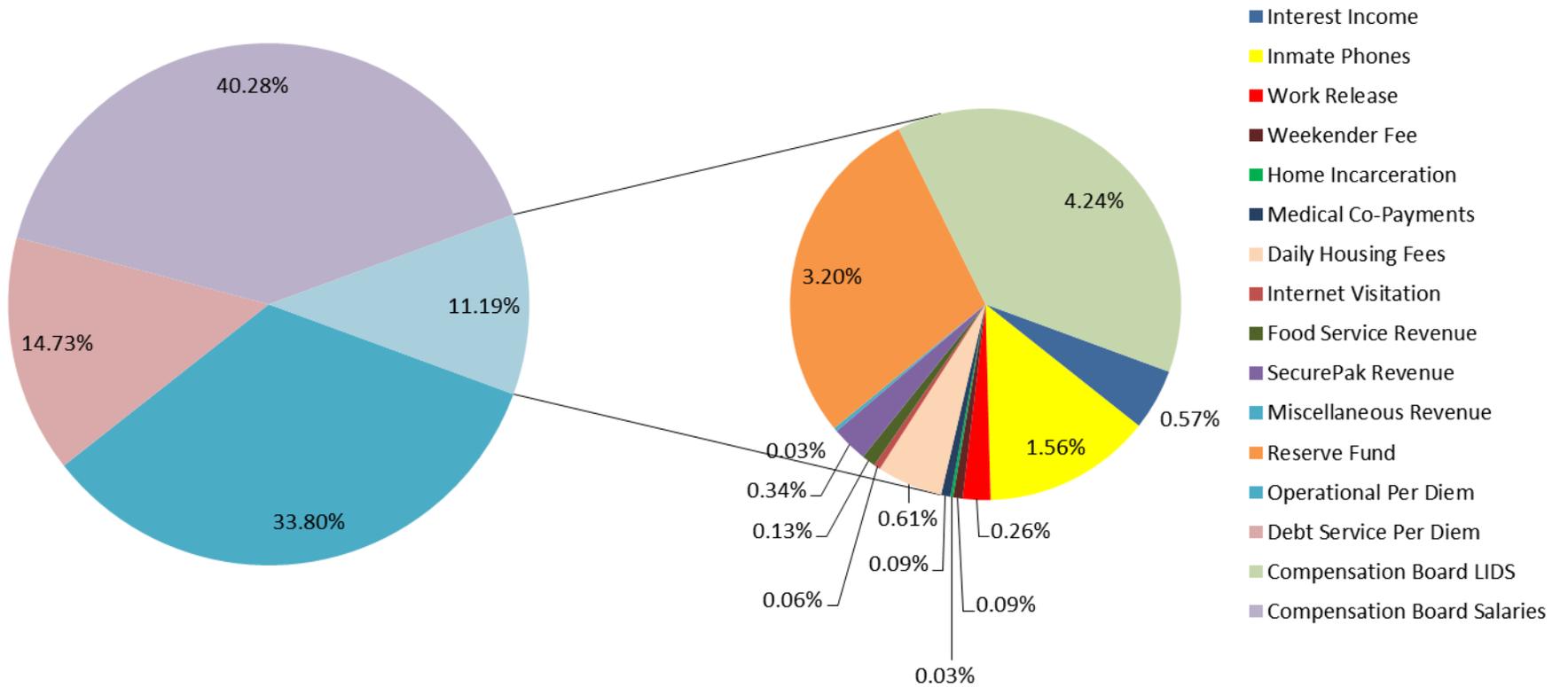
Fund Balance is the difference between assets and liabilities of a governmental fund.

**REVENUES**

Total Governmental Funds

	<b>FY 2017 ACTUAL</b>	<b>Percent of Total Revenues</b>	<b>FY 2018 PROJECTED</b>	<b>Percent of Total Revenues</b>	<b>FY 2018 BUDGET</b>	<b>Percent of Total Revenues</b>	<b>FY 2019 BUDGET</b>	<b>Percent of Total Revenues</b>
<b>REVENUES</b>								
<u>Operating Revenues</u>								
Interest Income	\$ 98,367	0.60%	\$ 109,540	0.64%	\$ 94,000	0.55%	\$ 98,000	0.57%
Inmate Phones	270,000	1.65%	270,000	1.57%	270,000	1.59%	270,000	1.56%
Work Release	39,255	0.24%	50,479	0.29%	48,677	0.29%	44,252	0.26%
Weekender Fee	12,820	0.08%	12,151	0.07%	12,000	0.07%	15,000	0.09%
Home Incarceration	6,940	0.04%	6,464	0.04%	4,430	0.03%	4,430	0.03%
Medical Co-Payments	13,813	0.08%	10,866	0.06%	13,832	0.08%	15,022	0.09%
Medical Reimbursements DOC	53,309	0.33%	47,875	0.28%	-	0.00%	-	0.00%
Daily Housing Fees	120,087	0.73%	111,688	0.65%	144,515	0.85%	105,471	0.61%
Internet Visitation	9,705	0.06%	9,144	0.05%	10,583	0.06%	10,554	0.06%
Bed Rentals	246,350	1.50%	283,536	1.65%	-	0.00%	-	0.00%
Miscellaneous Revenue	20,936	0.13%	6,809	0.04%	6,000	0.04%	6,000	0.03%
Food Service Revenue	-	0.00%	51,993	0.30%	-	0.00%	21,995	0.13%
SecurePak Revenue	-	0.00%	60,375	0.35%	-	0.00%	58,075	0.34%
Reserve Fund	-	0.00%	-	0.00%	200,000	1.18%	553,387	3.20%
	<u>891,582</u>	<u>5.44%</u>	<u>1,030,921</u>	<u>5.99%</u>	<u>804,036</u>	<u>4.74%</u>	<u>1,202,187</u>	<u>6.94%</u>
<u>Locality Revenues</u>								
Operational Per Diem	5,611,205	34.22%	6,300,443	36.59%	5,950,438	35.06%	5,851,662	33.80%
Debt Service Per Diem	2,690,341	16.41%	2,550,339	14.81%	2,550,339	15.03%	2,549,715	14.73%
	<u>8,301,546</u>	<u>50.62%</u>	<u>8,850,782</u>	<u>51.39%</u>	<u>8,500,777</u>	<u>50.08%</u>	<u>8,401,377</u>	<u>48.53%</u>
<u>State Revenues</u>								
Compensation Board LIDS	675,274	4.12%	742,576	4.31%	707,105	4.17%	734,382	4.24%
Compensation Board Salaries	6,529,925	39.82%	6,596,867	38.31%	6,961,351	41.01%	6,972,759	40.28%
	<u>7,205,199</u>	<u>43.94%</u>	<u>7,339,444</u>	<u>42.62%</u>	<u>7,668,456</u>	<u>45.18%</u>	<u>7,707,141</u>	<u>44.52%</u>
	<u><b>\$ 16,398,327</b></u>	<u><b>100.00%</b></u>	<u><b>\$ 17,221,147</b></u>	<u><b>100.00%</b></u>	<u><b>\$ 16,973,269</b></u>	<u><b>100.00%</b></u>	<u><b>\$ 17,310,705</b></u>	<u><b>100.00%</b></u>

### FY 2019 BUDGET REVENUES



**MAJOR REVENUE SOURCES**

**Inmate Phones**

The Jail has a contract with GTL to provide telephone services to inmates. The Jail receives a monthly amount based on actual usage for recovery costs. There are different rates associated with each type of call: debit, prepaid, international, based on regulatory regulations and the Jail’s contract. Based on our current contract, we have included \$270,000 in our FY 2019 budget.

**Work Release**

Inmates who qualify to participate in the Work Release Program are allowed to leave the Jail each morning and return to the Jail in the evening allowing many inmates to continue working in their current job while serving their sentence. The benefits of this program are that the inmates don’t lose their job and they also earn money that can be used to pay restitution, household bills, etc. A requirement of the Work Release Program is that inmates must be on a GPS tracking device. The weekly amount that inmates must pay the Jail is \$ 110 per week, which covers monitoring of the GPS tracking device, weekly drug testing and the operational costs associated with the inmate leaving and returning to the facility. The calculation used to determine our FY 2019 budget amount of \$ 44,252 is shown below.

Amount Per Week:	
Weekly Fee	\$ 110.00
Monitoring Expense	(22.40)
Drug Test Expense	(2.50)
<b>Net Revenue</b>	<b>\$ 85.10</b>

Description	Number of Inmates	Weekly Amount	Number of Weeks	Total Revenue
Work Release Inmates	10	\$ 85.10	52	\$ 44,252
<b>TOTAL</b>				<b>\$ 44,252</b>

**Weekender**

Inmates who qualify to participate in the Weekender Program are allowed to serve their sentence on weekends, thus allowing them to continue to work during the week. Inmates report to the Jail on Fridays and are released on Sundays, thus serving 2 days. Inmates are required to pay \$ 25 per weekend which covers a weekly drug test and the operational costs associated with the inmate leaving and returning to the facility. The calculation used to determine our FY 2019 budget amount of \$ 15,000 is shown below.

Amount Per Week:	
Weekly Fee	\$ 25.00
Drug Test Expense	(2.50)
<b>Net Revenue</b>	<b>\$ 22.50</b>

Description	Number of Inmates	Weekly Amount	Number of Weeks	Total Revenue
Weekender Inmates	12.82	\$ 22.50	52.00	\$15,000
<b>TOTAL</b>				<b>\$15,000</b>

**Home Incarceration**

Inmates who qualify to participate in the Home Incarceration Program are allowed to serve their sentence in their homes while on a GPS tracking device. The weekly amount that inmates must pay the Jail is \$ 110 per week, which covers monitoring of the GPS tracking device, weekly drug testing and the operational costs associated with weekly visits by Home Incarceration Officers to administer the drug tests. The calculation used to determine our FY 2019 budget amount of \$ 4,430 is shown below.

<b>Amount Per Week:</b>	
Weekly Fee	\$ 110.00
Monitoring Expense	(22.40)
Drug Test Expense	(2.50)
<b>Net Revenue</b>	<b>\$ 85.10</b>

<b>Description</b>	<b>Number of Inmates</b>	<b>Weekly Amount</b>	<b>Number of Weeks</b>	<b>Total Revenue</b>
Home Incarceration Inmates	1	\$ 85.10	52	\$ 4,430
<b>TOTAL</b>				<b>\$ 4,430</b>

**Medical Co-Payments**

Inmates that receive medications or medical services for sick call, doctor visits, dentist visits, X-rays, etc. incur a medical co-payment charge payable to the Jail. The amount the Jail is able to collect depends greatly on the average daily population (ADP) of the Jail and the indigent rate of the inmate population. To determine the amount to include in our FY 2019 budget, we used the most current information available at the time the budget was built, which was the FY 2017 actual total. The total for FY 2017 was \$13,813 for an ADP of 377 inmates. Based on this information we projected that our Medical Co-Payment revenues would be \$15,022 in FY 2019 based on an expected ADP of 410.

**Daily Fees**

Inmates that are not participating in Work Release, Weekender, or Home Incarceration programs are charged a daily fee that is payable to the Jail. Inmates are charged \$3.00 per day, while trustee inmates are charged \$0 per day. The amount the Jail is able to collect depends greatly on the average daily population (ADP) of the Jail and the indigent rate of the inmate population. For example, for FY 2019 our projected indigent rate is 59.434%. This means that only 40.566% of our inmates have money on their trust accounts from which we can collect daily fees. The calculation used to determine our FY 2019 budget amount of \$ \$ 105,471 is shown below.

Budgeted Population	410
Daily Fee	\$3.00
Number of Days per Year	365
Budgeted Indigent Rate	59.434%
<b>Proposed Daily Fees</b>	<b>\$182,121</b>
<b>Less:</b>	
70 Trustees-Pay \$0/day	<u>(\$76,650)</u>
<b>Total Proposed Daily Fees</b>	<b>\$105,471</b>

**Internet Visitation**

Internet visitation allows inmates to visit with family members and friends through a secure internet connection. Family members and friends login on their personal computer or Android smartphone device and visit with the inmate who is sitting in front of a monitor in their housing unit. The Jail has a contract with Renovo to provide these services for a fee depending on the length of the visit. The Jail receives a portion of this revenue for the

operational costs involved to facilitate each visit. To determine the amount to include in our FY 2019 budget, we used the most current information available at the time the budget was built, which was the FY 2017 actual total. The total for FY 2017 was \$9,705 for an ADP of 377 inmates. Based on this information we projected that our Internet Visitation revenues would be \$10,554 in FY 2019 based on an expected ADP of 410.

**Compensation Board – LIDS Per Diem Reimbursements**

Compensation Board – LIDS Per Diem Reimbursements are revenues collected from the State of Virginia Compensation Board to partially reimburse the Jail for the costs of housing inmates. These revenues are paid quarterly to the jail based on LIDS reports submitted by the Jail’s LIDS Technician. To determine the amount to include in our FY 2019 budget, we used the most current information available at the time the budget was built, which was the FY 2017 actual total. The total for FY 2017 was \$675,274 for an ADP of 377 inmates. Based on this information we projected that our Compensation Board – LIDS revenues would be \$734,382 in FY 2019 based on an expected ADP of 410.

**Compensation Board Salary Reimbursements**

Compensation Board Salary Reimbursements are revenues collected from the State of Virginia Compensation Board to partially reimburse the Jail for personnel expenses. These reimbursements include salaries and a portion of fringe benefits and are paid monthly to the jail based on reports submitted by the Human Resource Analyst. The amount included in the FY 2019 budget is determined by calculating the total amount the Jail will be reimbursed for each Compensation Board funded position, taking into account any required raises, and including pre-determined amounts that are reimbursed for fringe benefits. The amount included in the FY 2019 budget for Compensation Board Salary Reimbursements is \$6,972,759.

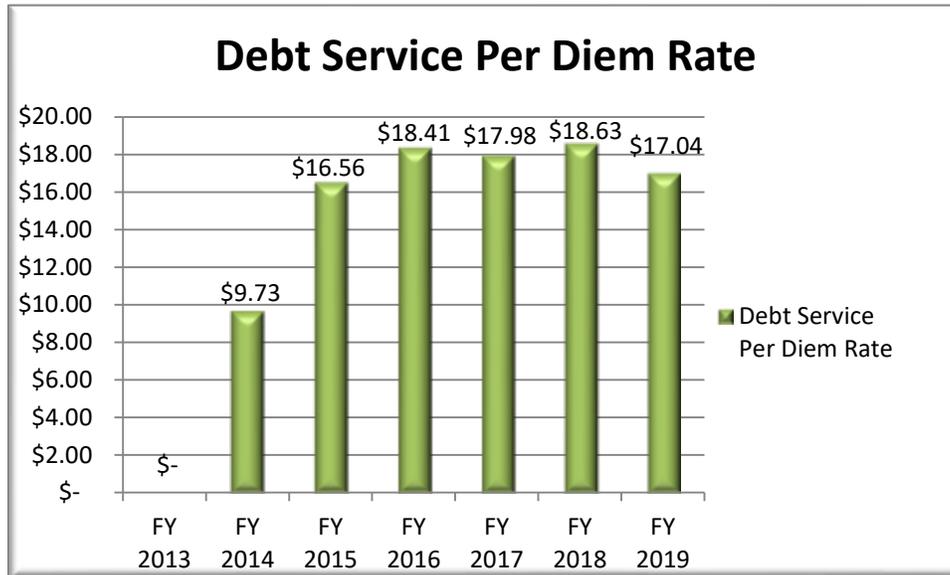
**Locality Operational Per Diems**

Locality Operational Per Diems are revenues collected from the Jail’s user localities: Brunswick County, Dinwiddie County, and Mecklenburg County, to pay operating expenses not covered by state revenues or jail operating revenues. Fiscal Year 2019’s percentages are based on each locality’s actual usage in Fiscal Year 2017 and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2019 these percentages are: Brunswick County – 35%, Dinwiddie County – 22% and Mecklenburg County – 43%. A true-up is calculated at year end based on actual inmate populations for each locality. Below is a graph that illustrates how the Operational Per Diem Rate has changed since the Jail’s first year of operations in FY 2013.



**Locality Debt Service Per Diems**

Locality Debt Service Per Diems are revenues collected from the Jail’s user localities: Brunswick County, Dinwiddie County, and Mecklenburg County, to pay annual principal and interest debt service payments. Fiscal Year 2019’s percentages are based on each locality’s actual usage in Fiscal Year 2017 and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2019 these percentages are: Brunswick County – 35%, Dinwiddie County – 22% and Mecklenburg County – 43%. Below is a graph that illustrates how the Debt Service Per Diem Rate has changed since the Jail’s first year of operations in FY 2013.



There is a significant change from FY13 to FY15 because all bond interest was capitalized until January 2014.

The Jail did not have any debt service in FY 2013 because it was capitalized into the bond. In FY 2014, half of the debt service was capitalized into the bond, leaving only a portion to be included in the budget. FY 2015 was the first full year of debt service. As you can see above, the change in budgeted ADP, significantly impacts the Debt Service Per Diem amount required to be paid by each locality.

**LONG-RANGE FINANCIAL PLAN**

The purpose of a Five Year Budget Plan is to provide a budgetary framework for the jail to plan the long range management of its resources, revenues and expenditures to best serve the Authority Board. This plan is an important planning tool which the Jail utilizes to help it schedule and work towards accomplishing certain key priorities. The Five Year Budget Plan also helps identify areas where there may be numerous requests from the Division Commanders allowing Administration to focus on those areas and possibly identify the unanticipated needs.

All division commanders know the importance of this plan and analyze their sections throughout the year to ensure items that may be needed or are projected are included within the plan. It is imperative for each section to know the equipment, vehicles, computers, etc. that are needed within their division to anticipate useful life expectancy and wear and tear.

The following criteria were established by the Superintendent to determine which items or projects are included in the Five Year Budget Plan:

- The cost of the item or project exceeds \$15,000.
- The item or project is not a recurring expense.

The purpose of a Five Year Budget Plan is an assurance to our Board that we are planning long term and financially positioning the jail to meet the needs of the future. As we all know, this is extremely important in both a growing inmate population and a growing community where the service delivery expectations are increasing annually.

It is important to note that this plan is only a framework and the priorities and assumptions are revisited each year during the budget process. Even so, the plan does provide a general roadmap of where the Jail is heading over the coming years.

**FIVE YEAR FINANCIAL PLAN**

<b>Fiscal Year</b>	<b><u>19-20</u></b>	<b><u>20-21</u></b>	<b><u>21-22</u></b>	<b><u>22-23</u></b>	<b><u>23-24</u></b>
<b>IT:</b>					
Server Infrastructure	40,128	40,128	-	-	-
<b>Lt. of Admin:</b>					
Bullex Fire Extinguisher Training System	16,559	-	-	-	-
<b>Maintenance:</b>					
Boiler 3 - Alberta	20,213	-	-	-	-
Boiler 2 - Alberta	-	20,708	-	-	-
Trash Compactor - Alberta	-	-	18,334	-	-
Boiler 1 - Alberta	-	-	23,200	-	-
<b>Operations:</b>					
Vehicles	24,070	28,680	24,070	28,680	28,680
Vehicle Accessories (Insert, Radios)	-	19,000	-	19,000	19,000
<b>Support:</b>					
Steamer	18,148	-	-	-	-
Fryer	-	21,640	-	-	-
Kettle	-	-	20,687	-	-
Dishwasher	-	-	-	29,260	-
Braising Pan	-	-	-	-	16,752
<b>TOTAL</b>	<b>119,118</b>	<b>130,156</b>	<b>86,291</b>	<b>76,940</b>	<b>64,432</b>

## **CAPITAL EXPENDITURES / IMPACT ON OPERATING BUDGET**

The purpose of the Jail's Capital Expenditure Policy is to ensure that capital expenditures are acquired, safeguarded, controlled, disposed of, and accounted for in accordance with state and federal regulations, audit requirements, and generally accepted accounting principles. The policy addresses the definition of capital expenditures, depreciation of capital expenditures and the valuation of donated capital expenditures.

Capital expenditures are defined as items having an original unit cost of \$5,000 or more. The amount capitalized is the purchase price of the asset plus any cost necessary to prepare the asset for use, including shipping and installation.

All capital expenditures are depreciated over their useful lives using the straight-line method. The estimated useful lives of the Jail's assets are as follows:

Buildings	50 years
Equipment, Furniture and Fixtures	5-20 years
Land Improvements	20 years
Vehicles	5 years
Intangibles	5 years

Donated capital expenditures are recorded at fair market value on the date the asset was donated. The method used to determine fair market value must be fully documented and maintained on file to support the value.

In fiscal year 2019, the adopted budget does not include any capital expenditures because the Board has decided to pay these directly from our capital reserve account.

The Jail does not have any significant nonrecurring capital expenditures.

### **Impact of Capital Expenditures on Operating Budget**

Each division within the Jail is responsible for submitting the need for all capital expenditures in their individual requests during the budget process. The need for the expenditure is submitted through the budget request in conjunction with the individual division's annual goals and objectives. As a new facility in our seventh year of operations, the request for capital expenditures has been minimal. However, when a capital expenditure or project is requested and/or recommended, it is reviewed and discussed to determine the impact to the operational budget and if we have the ability to cover with our existing revenue sources or if financing will be needed. The Jail has established a capital reserve account with funds saved during the construction process. This will also be used in conjunction with the operating budget and /or financing as well.

As the jail is a fairly new facility, being in its seventh year of operation in fiscal year 2019, the need for capital expenditures is zero. Total capital expenditures for fiscal year 2019 are budgeted to be \$0 or 0% of our \$17,310,705 total budget. Thus, the impact of capital expenditures is considered to be zero.

**DEBT**

The Jail has long-term debt comprised of a \$3,930,000 Series 2010B VRA bond issued August 2010 for construction of the jail and a \$33,770,000 Series 2016C VRA bond which is a result of an Advanced Refunding of the Series 2010B VRA bond in November 2016. Interest rates range from 2.53% to 5.125% and mature in various quarterly installments ranging from \$374,174 to \$1,251,298 beginning July 2015 and thereafter through October 2040.

The Jail does not have any legal debt limits.

The total debt service required to be paid from the general fund in fiscal year 2019 is shown below.

**Debt Service Schedule  
FY 2019**

<u>Due Date</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>
7/1/2018	\$ 482,500	\$ 399,617	\$ 882,117
10/1/2018	482,500	399,617	882,117
1/1/2019	-	392,741	392,741
4/1/2019	-	392,741	392,741
<b>TOTALS</b>	<b>\$ 965,000</b>	<b>\$ 1,584,715</b>	<b>\$ 2,549,715</b>

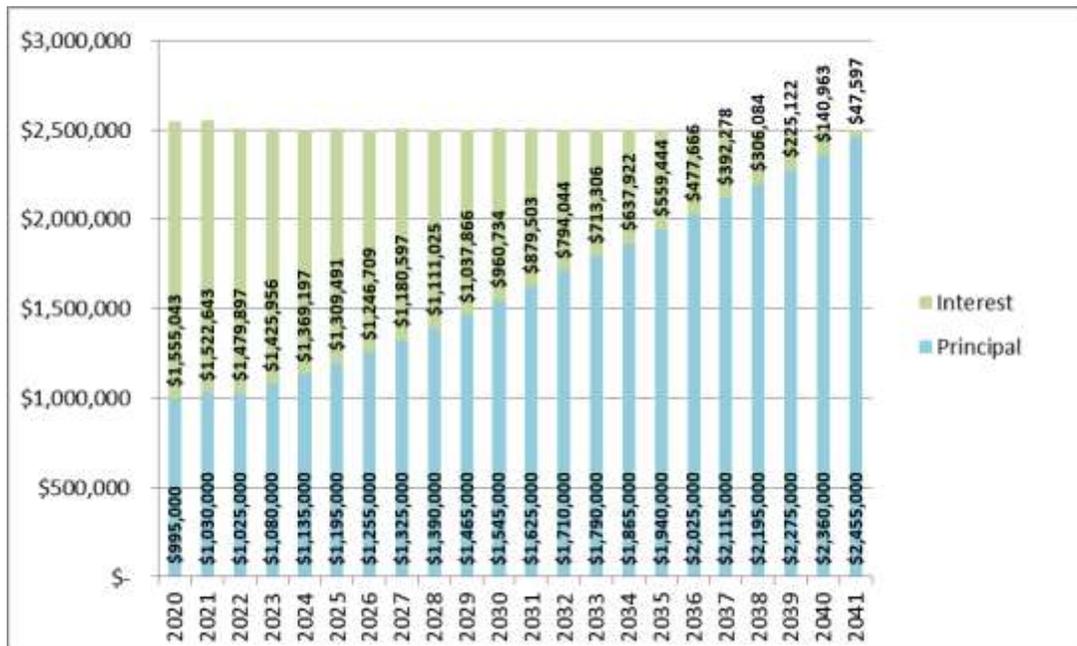
Debt service is paid in its entirety by the Jail's user localities: Brunswick County, Dinwiddie County, and Mecklenburg County based on actual usage percentages in FY 2017. The amounts of debt service required to be paid by each locality in fiscal year 2019 are as follows:

**Debt Service Due from Localities  
FY 2019**

<b>Payment No.</b>	<b>Due Date</b>	<b>Brunswick County 35%</b>	<b>Dinwiddie County 22%</b>	<b>Mecklenburg County 43%</b>
1	7/1/2017	\$308,200.37	\$196,950.37	\$376,966.14
2	10/1/2017	308,200.37	196,950.37	376,966.14
3	1/1/2018	137,218.56	87,687.26	167,834.81
4	4/1/2018	137,218.56	87,687.26	167,834.81
		<u>\$890,837.86</u>	<u>\$569,275.26</u>	<u>\$1,089,601.90</u>
			<b><i>TOTAL</i></b>	<b><u>\$2,549,715.02</u></b>

Future Debt Service Payments are as follows:

Year Ending June 30,	Revenue Bonds	
	Principal	Interest
2020	995,000	1,555,043
2021	1,030,000	1,522,643
2022	1,025,000	1,479,897
2023	1,080,000	1,425,956
2024	1,135,000	1,369,197
2025	1,195,000	1,309,491
2026	1,255,000	1,246,709
2027	1,325,000	1,180,597
2028	1,390,000	1,111,025
2029	1,465,000	1,037,866
2030	1,545,000	960,734
2031	1,625,000	879,503
2032	1,710,000	794,044
2033	1,790,000	713,306
2034	1,865,000	637,922
2035	1,940,000	559,444
2036	2,025,000	477,666
2037	2,115,000	392,278
2038	2,195,000	306,084
2039	2,275,000	225,122
2040	2,360,000	140,963
2041	2,455,000	47,597
Total	\$ 35,795,000	\$ 19,373,085



The Jail does not intend to issue any additional debt in the future.

**POSITION SUMMARY SCHEDULE**

**Position Summary Schedule  
General Fund**

DIVISIONS	EMPLOYEES				
	2017 Actual	2018 Projected	2018 Budget	2019 Budget	Increase (Decrease)
Administration					
Superintendent	1	1	1	1	0
Deputy Superintendent	1	1	1	1	0
Finance Director	1	1	1	1	0
Executive Secretary	1	1	1	1	0
Captain - Boydton facility	1	1	1	1	0
Major - Boydton facility	0	0	0	0	0
Receptionist	0	0	0	0	0
Account Clerk	1	1	1	2	1
Secretary - Boydton facility	1	1	1	1	0
Nurse - Boydton facility	1	1	1	1	0
Medical Secretary	1	1	1	1	0
Human Resources					
Accounting Manager	1	1	1	1	0
Account Clerk	1	1	1	0	(1)
Information Technology					
Information Technology Director	1	1	1	1	0
Information Technology Technician	2	1	2	1	(1)
Maintenance					
Maintenance Director	1	1	1	1	0
Assistant Maintenance Director	0	0	0	1	1
Maintenance Technicians	3	3	3	2	(1)
Warehouse Officer	1	1	1	1	0
Grounds Officer	1	1	1	1	0
Information Technology Technician	0	1	0	1	1
Operations					
Captain of Operations	0	0	0	1	1
Sergeant - Records	1	1	1	1	0
LIDS Technician	1	1	1	1	0
LIDS Technician / Records Supervisor	1	1	1	1	0
Records Clerk	2	2	2	2	0
Sergeant - Transportation	1	1	1	1	0
Officer - Transportation	6	6	6	6	0
Officer - Classification	2	2	2	2	0
Sergeant of Intake	2	2	2	2	0
Officer - Intake	8	8	8	8	0
Operations & Support					
Captain of Operations & Support	1	1	1	0	(1)
Lieutenant of Operations & Support	1	1	1	0	(1)
Professional Standards					
Lieutenant of Training	1	1	1	1	0
Sergeant of Training	1	1	1	1	0
Officer - Safety & Standards	1	1	1	1	0
Security					
Captain of Security	1	1	1	1	0
Lieutenant of Security	4	4	4	4	0
Sergeant of Security	8	8	8	8	0
Lieutenant - Boydton facility	1	1	1	1	0
Officer - Security	91	91	91	91	0
Support					
Captain of Support	0	0	0	1	1
Officer - Work Release/Home Incarceration	2	2	2	2	0
Officer - Work Force	2	2	2	2	0
Officer - Lobby	4	4	4	4	0
Officer - Visitation	2	2	2	2	0
Officer - Hearings & Programs	1	1	1	1	0
Officer - Mail	1	1	1	1	0
<b>TOTAL GENERAL FUND POSITIONS</b>	<b>166</b>	<b>166</b>	<b>166</b>	<b>166</b>	<b>0</b>

The following changes were made to our position schedule beginning in fiscal year 2019:

1. While it did not affect our total number of positions, an Account Clerk was transferred from the Human Resources Division to the Administration Division.
2. While it did not affect our total number of positions, a Maintenance Technician was promoted to an Assistant Maintenance Director.
3. While it did not affect our total number of positions, an Information Technology Technician was transferred from the Information Technology Division to the Maintenance Division to work with Security Electronics.
4. While they did not affect our total number of positions, the Operations & Support Division was split into two separate divisions causing an increase in positions for a Captain of Operations, and a Captain of Support. This change also caused a decrease in positions for a Captain of Operations & Support and a Lieutenant of Operations & Support.

**DIVISION NARRATIVES, ACCOMPLISHMENTS, GOALS, PERFORMANCE MEASURES, & BUDGETS**

Some goals are ongoing because, due to their importance to our facility, they are significant every year.

**ADMINISTRATION DIVISION****NARRATIVE**

The Administration Division is responsible for the leadership and financial management of Meherrin River Regional Jail. Responsibilities of this division include: development and review of Jail policies; preparation of the Jail's annual budget; all financial management operations; providing leadership and guidance to all other divisions; and oversight of the Medical Services Department.

**2019 GOALS****1. Implement additional inmate programs, focusing on re-entry into the community.****Significance**

- ♦ Keeping inmates occupied during their incarceration reduces the stress levels of the offenders and will help them better prepare for society once released.

**Business Impact**

- ♦ Promotes inmate morale.

**Consequences of not achieving this goal**

- ♦ Increased recidivism.

**2. Develop new revenue sources to ensure the future economic sustainability of MRRJ****Significance**

- ♦ Increased operating revenues generated by the Jail allows for lower costs to localities.
- ♦ Increased operating revenues generated by the Jail allows for the potential growth and implementation of new and enhanced programs for inmates.

**Business Impact**

- ♦ Ensures the future economic stability of MRRJ.

**Consequences of not achieving this goal**

- ♦ Potential for higher costs to localities.
- ♦ Potential for loss of additional programs for inmates.

**ADMINISTRATION DIVISION**

**3. Receive the GFOA Award for Excellence in Financial Reporting for our FY18 CAFR and the GFOA Distinguished Budget Presentation Award for our FY19 Budget**

**Significance**

- ♦ Promotes the image of the Jail by continuing to achieve financial excellence each year.

**Business Impact**

- ♦ Instills confidence in the Jail by Board Members and the communities served.

**Consequences of not achieving this goal**

- ♦ Lack of confidence in the Jail’s ability to be financial stewards.

**PERFORMANCE MEASURES**

A performance measure is a numeric description of a Division’s work and the results of that work. Performance measures are based on data, and tell a story about whether a Division is achieving its objectives and if progress is being made toward attaining policy or organizational goals.

The Jail uses performance measures to understand, manage and improve the services it provides. The Division uses them to monitor performance, determine if goals are being met and to take action to affect performance or improve efficiency if improvements are necessary.

The Administration Division tracks the following performance measures to determine its effectiveness. Collections from inmate deposits and medical services figures will vary from year to year depending upon inmate population. We would expect the other measures shown to stay relatively the same each year.

<b>PERFORMANCE MEASURES</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projected</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>
GFOA Certificate of Excellence in Financial Reporting	Yes	Yes	Yes	Yes
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
Average monthly vendor invoices processed	183	199	185	200
Average vendor checks processed	98	99	100	100
Bank Statements Reconciled	108	108	108	108
<u>Collections from inmate deposits</u>				
Daily Housing Fees	\$ 120,087	\$ 111,688	\$ 144,515	\$ 121,464
Medical Co-Pays	\$ 13,813	\$ 10,866	\$ 13,832	\$ 11,817
Indigent Kits	\$ 752	\$ 963	\$ 748	\$ 1,047
Jail Damage	\$ 1,060	\$ 746	\$ 1,054	\$ 811
Pay My Jailer Collections*	\$ 5,197	\$ 7,203	\$ 5,169	\$ 7,833
<u>Medical Services:</u>				
Total Sick Call	38,754	35,647	38,548	38,767
Total Doctor Call	2,209	2,195	2,197	2,387
Total Dentist Call	255	265	254	288
Total Psych Call	3,636	3,799	3,617	4,132
Inmates Seen on Pill Call	4,382	4,048	4,359	4,402

**Meherrin River Regional Jail  
Division Budget**

FUND: General Fund  
FUNCTION: Public Safety  
DIVISION: Administration

Account Code	Account Description	FY 2017 Actual	FY 2018 Projected	FY 2018 Budget	FY 2019 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 363,213	\$ 403,333	\$ 386,829	\$ 492,224	27.25%
4-100-33200-1000-200	Salaries & Wages-Mecklenburg	147,793	121,517	153,253	162,222	5.85%
4-100-33200-1030-200	Other Pay-Mecklenburg	-	10,024	-	-	-
4-100-33200-2100-100	FICA-Alberta	27,786	29,720	29,592	37,655	27.25%
4-100-33200-2100-200	FICA-Mecklenburg	11,306	9,668	11,724	12,410	5.85%
4-100-33200-2210-100	VRS Retirement-Alberta	42,823	46,975	45,607	59,805	31.13%
4-100-33200-2210-200	VRS Retirement-Mecklenburg	17,425	14,278	18,069	19,710	9.08%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	102,983	119,496	112,860	136,459	20.91%
4-100-33200-2300-200	Hospital/Medical Plan-Mecklenburg	36,707	29,743	49,393	50,230	1.69%
4-100-33200-2400-100	Group Life-Alberta	4,758	5,255	5,067	6,448	27.25%
4-100-33200-2400-200	Group Life-Mecklenburg	1,936	1,589	2,008	2,125	5.85%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	654	720	696	788	13.11%
4-100-33200-2800-200	Retiree Health Ins Credit-Mecklenburg	266	218	276	260	-5.91%
<b>TOTAL PERSONNEL</b>		<b>757,649</b>	<b>792,537</b>	<b>815,375</b>	<b>980,336</b>	<b>29.39%</b>
<b>MEDICAL SERVICES</b>						
4-100-33200-3100-100	Medical Services	2,422,549	2,560,058	2,387,140	2,481,671	3.96%
<b>TOTAL MEDICAL SERVICES</b>		<b>2,422,549</b>	<b>2,560,058</b>	<b>2,387,140</b>	<b>2,481,671</b>	<b>2.44%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-3100-200	Legal Services	36,000	36,000	36,000	36,000	0.00%
4-100-33200-3100-300	Accounting Services	9,000	14,000	14,500	17,500	20.69%
4-100-33200-3100-400	Professional Services-Other	11,202	30,453	33,900	21,650	-36.14%
4-100-33200-3500	Printing & Binding Services	2,994	5,629	6,300	6,300	0.00%
4-100-33200-3600	Advertising	15,302	7,722	8,500	8,500	0.00%
4-100-33200-5210	Postage	2,415	2,513	3,000	3,000	0.00%
4-100-33200-5305	Motor Vehicle Insurance	12,586	13,680	13,215	14,775	11.80%
4-100-33200-5308	General Liability / Property Insurance	33,336	33,583	35,003	36,270	3.62%
4-100-33200-5309	Line of Duty Insurance	34,040	38,944	35,742	37,750	5.62%
4-100-33200-5315	Crime Insurance	725	725	761	783	2.89%
4-100-33200-5530-100	Substinance & Lodging	1,684	913	1,500	1,750	16.67%
4-100-33200-5540-100	Convention & Education	1,599	3,712	3,500	4,800	37.14%
4-100-33200-5802	Banking Fees	-	-	100	100	0.00%
4-100-33200-5804	Credit Card Fees	-	1,551	-	-	-
4-100-33200-5810-100	Dues & Associations	3,120	3,790	4,450	4,813	8.16%
4-100-33200-6001-100	Office Supplies-Alberta	15,021	12,359	20,000	20,000	0.00%
4-100-33200-6001-200	Office Supplies-Mecklenburg	2,232	1,623	2,000	2,500	25.00%
4-100-33200-6014-100	Other Operating Supplies	9,197	20,578	10,650	11,352	6.59%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>190,453</b>	<b>227,775</b>	<b>229,121</b>	<b>227,843</b>	<b>19.63%</b>
<b>DEBT SERVICE</b>						
4-100-33200-9049	Principal Expense	920,000	940,000	940,000	965,000	2.66%
4-100-33200-9050	Interest Expense	1,599,390	1,610,339	1,610,339	1,584,715	-1.59%
<b>TOTAL DEBT SERVICE</b>		<b>2,519,390</b>	<b>2,550,339</b>	<b>2,550,339</b>	<b>2,549,715</b>	<b>1.20%</b>
<b>DIVISION TOTAL</b>		<b>\$ 5,890,041</b>	<b>\$ 6,130,709</b>	<b>\$ 5,981,975</b>	<b>\$ 6,239,565</b>	<b>5.93%</b>

## **HUMAN RESOURCES DIVISION**

### **NARRATIVE**

Specific functions of the Human Resources Division include maintaining accurate employee personnel records, processing semi-monthly payroll, administration of employee health insurance and benefit plans, managing the Compensation Board Budget, Workmen's Compensation claims, FMLA requests, and processing performance evaluations for all employees. The Human Resources Division is also responsible for continually updating employees regarding any changes to labor and employment laws applicable to the operation of the jail.

### **2019 GOALS**

#### **1. Maintain low cost health insurance plans for employees**

##### **Significance**

- ♦ The objective and significance is to mitigate risk as well as ensure that the medical and dental plans are financially stable for years to come.
- ♦ Keep employee costs low and affordable by ensuring the employee only cost for the base plan is no cost and ensuring that they have the ability to choose between multiple plan options.

##### **Business Impact**

- ♦ Reduce overall financial risk to Meherrin by structuring the medical and dental plans to be self-sustaining.
- ♦ Control and equalize medical and dental costs, by self-funding these plans MRRJ is paying for claims and is not subject to the dramatic increases that carriers give annually.
- ♦ Increases employee morale.

##### **Consequences of not achieving this goal**

- ♦ Increase in costs to the jail and funding entities.
- ♦ There could be an increase in costs to the employee and plan designs and benefits could have to be reduced.
- ♦ Employee perception issue.

#### **2. Improve our efforts to recruit and retain Jail Officers**

##### **Significance**

- ♦ Be proactive in the face of a national jail officer shortage to ensure this does not trickle down to our agency.
- ♦ Ensure our agency is competitive with neighboring jails & law enforcement agencies.
- ♦ Keep workforce motivated.
- ♦ Increase morale.

##### **Business Impact**

- ♦ Promotes larger & more qualified employee pool for hiring.
- ♦ Promotes productivity and teamwork within our facility.

##### **Consequences of not achieving this goal**

- ♦ Operational Plans and Contingency Plans are in place to address each step needed based on the number of staff to inmate ratios.
- ♦ Decrease in morale.

## HUMAN RESOURCES DIVISION

### 3. Prepare Staff and Facility for minimal to no workers compensation claims

**Significance**

- ♦ Preparing our facility appropriately and training staff in areas of concern would increase safety and keep costs down.
- ♦ Improves the efficiency of the facility.

**Business Impact**

- ♦ Keeps staff healthy and safe.
- ♦ Improves overall budget figures because total claims would be down.

**Consequences of not achieving this goal**

- ♦ The cost of coverage would increase which means an increase in the total budget.
- ♦ More claims, more injuries which affects efficiency, numbers on workforce and morale.

### PERFORMANCE MEASURES

A performance measure is a numeric description of a Division’s work and the results of that work. Performance measures are based on data, and tell a story about whether a Division is achieving its objectives and if progress is being made toward attaining policy or organizational goals.

The Jail uses performance measures to understand, manage and improve the services it provides. The Division uses them to monitor performance, determine if goals are being met and to take action to affect performance or improve efficiency if improvements are necessary.

The Human Resources Division tracks the following performance measures to determine its effectiveness. These measures will vary from year to year depending upon the number of employees and other factors.

PERFORMANCE MEASURES	FY 2017 Actual	FY 2018 Projected	FY 2018 Budget	FY 2019 Budget
Number of applications received	295	322	315	400
Number of sworn/certified officers	117	114	151	151
Number of civilians	16	28	16	28
Number of sworn employee promotions	6	2	5	5
Officer New Hires	52	52	50	50
Officer Resignations	66	41	50	50
Officer Vacancies	34	36	0	0
FMLA Applications Processed	9	4	5	5
Workers Compensation Claims	15	13	10	10
Hepatitis B Injections	48	11	50	20
PPD Injections	168	155	168	168
Open Enrollment	130	136	151	179
Employee Medical Exams	52	38	50	50

**Meherrin River Regional Jail  
Division Budget**

FUND: General Fund  
FUNCTION: Public Safety  
DIVISION: Human Resources

Account Code	Account Description	FY 2017 Actual	FY 2018 Projected	FY 2018 Budget	FY 2019 Budget	%
<b>PERSONNEL</b>						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 49,557	\$ 48,644	\$ 64,360	\$ 50,701	-21.22%
4-100-33200-2100-100	FICA-Alberta	3,791	3,584	4,924	3,879	-21.22%
4-100-33200-2210-100	VRS Retirement-Alberta	5,843	5,665	7,588	6,160	-18.82%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	14,051	14,412	18,777	14,056	-25.15%
4-100-33200-2400-100	Group Life-Alberta	649	634	843	664	-21.22%
4-100-33200-2600	Unemployment Insurance	3,605	4,216	5,000	5,000	0.00%
4-100-33200-2700	Worker's Compensation	81,791	68,186	94,417	85,453	-9.49%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	89	87	116	81	-29.98%
<b>TOTAL PERSONNEL</b>		<b>159,375</b>	<b>145,429</b>	<b>196,025</b>	<b>165,993</b>	<b>-15.32%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-5540-100	Convention & Education	-	299	249	299	20.08%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>-</b>	<b>299</b>	<b>249</b>	<b>299</b>	<b>20.08%</b>
<b>DIVISION TOTAL</b>		<b>\$ 159,375</b>	<b>\$ 145,728</b>	<b>\$ 196,274</b>	<b>\$ 166,292</b>	<b>-15.28%</b>

## **INFORMATION TECHNOLOGY DIVISION**

### **NARRATIVE**

The Information Technology Division is staffed with a Director and one IT Technician who work daily under the division mission: “to provide responsive and dependable delivery of information technology services and support to the Meherrin River Regional Jail in a cost-effective manner, give proper feedback, and achieve end-user satisfaction to the best of our abilities.” It strives to meet this mission statement as it serves the Jail, inmates, vendors, and contract staff.

The IT Division maintains all technology-related systems for both the Alberta and Boydton facilities. This includes not only computers, printers, servers and other network-related devices, but staff telephone & voice mail, cell phones, inmate telephone system, video visitation, copiers, and inmate cable TV.

The IT Division is always evaluating new technologies and emerging trends to better serve the Jail.

### **2019 GOALS**

#### **1. Monitor JailTracker for Duplicate Accounts**

##### **Significance**

- ♦ Ideally, inmates should have one account based on a unique jacket ID. When multiple bookings exist, inmates will have multiple accounts causing various potential errors to occur.
- ♦ The inmate account created in JailTracker is used to create accounts in inmate accounting, inmate telephones, commissary and medical records. Once an account is duplicated in JailTracker it is propagated to all the other programs.

##### **Business Impact**

- ♦ If a staff member needs to update the inmate’s jacket with paperwork or other valuable information and chooses the wrong booking due to duplicate accounts, this could cause inmates to miss court dates, or even possibly have the wrong release date. There are hundreds of new intakes each year and it is important to have staff check each and every new intake to see if that offender has been at MRRJ in the past. There are also “alerts” that could be very helpful to staff on prior history that would not be passed along if another booking was created.

##### **Consequences of not achieving this goal**

- ♦ The problem will not be corrected and users will continue to have to search through multiple accounts and possibly enter information onto or reset an incorrect account.
- ♦ Inmates owing the jail debt from previous incarcerations will be able to purchase commissary & phone time on the duplicate account without satisfying their debt on the original account.
- ♦ Inefficiencies will continue.

#### **2. Monitor and Track Incident Reporting and Statistics in JailTracker**

##### **Significance**

- ♦ Computerized incident reporting allows us to:
  - More effectively report various statistics
  - Better trend these statistics

## **INFORMATION TECHNOLOGY DIVISION**

### **Business Impact**

- ♦ Easier and more effective method for Administrative staff to report these statistics and trends
- ♦ More effectively focus on particular groups or types of incidents as needed

### **Consequences of not achieving this goal**

- ♦ Risk of reporting incorrect statistics
- ♦ Not recognizing reporting trends within the jail

### **3. Train End Users about IT & E-mail Security Awareness**

Security breaches are located everywhere on the internet as well as email. Anyone who uses corporate internet and email are our weakest link. They can unknowingly pick up malware from surfing the internet, as well as, opening a seemingly legitimate email launching a ransomware and encryption attack on the Jail's data. There are many types of malware including:

- CEO fraud where an email appears to come from the administrator of the business therefore making the user feel that the request is justified.
- W-2 scams can target employees to send tax information to cyber-criminals
- Ransomware is on the rise and in 2016 was a billion dollar business for cyber-criminals.
- Most successful data breaches come from spear phishing where the email appears to come from a trusted source or even one of our user email accounts.

We will obtain a baseline test of our users, offer security awareness training, then phish our users to see what they have learned. The goal is to increase security awareness and for people to know that corporate tools such as email, internet, and working remotely, while huge conveniences for today's corporate environment, also come with huge risks.

### **Significance**

- ♦ Technology such as internet, email, and working remotely are needed to carry on business. Security breaches happen all day, every day. The bad guys never rest. Our users need to be aware of the dangers and risks of using these business tools.

### **Business Impact**

- ♦ It only takes one click of an innocent looking email from the Superintendent to encrypt the Jail's data, or infect the entire data infrastructure with malware causing our data to be mined out to the dark-internet.

### **Consequences of not achieving this goal**

- ♦ If users are not aware of their actions such as clicking on an innocent looking email link, releasing a seemingly good email from spam quarantine, or not being aware of best practices for security awareness, they can unknowing expose the Jail's data or cause encryption of the data beyond recovery.

## **PERFORMANCE MEASURES**

A performance measure is a numeric description of a Division's work and the results of that work. Performance measures are based on data, and tell a story about whether a Division is achieving its objectives and if progress is being made toward attaining policy or organizational goals.

The Jail uses performance measures to understand, manage and improve the services it provides. The Division uses them to monitor performance, determine if goals are being met and to take action to affect performance or improve efficiency if improvements are necessary.

The IT Division tracks the following performance measures to determine its effectiveness. These measures will vary from year to year depending upon inmate population and other factors.

PERFORMANCE MEASURES	FY 2017 Actual	FY 2018 Projected	FY 2018 Budget	FY 2019 Budget
Requests by Outside Agencies for Inmate Phone Calls	726	484	722	526
Workorders Completed	2,983	2,093	2,967	2,276
Total Daily Data Back-up Size	6.58 TB	6.95 TB	7.63 TB	7.35 TB

**Meherrin River Regional Jail  
Division Budget**

**FUND: General Fund  
FUNCTION: Public Safety  
DIVISION: Information Technology**

Account Code	Account Description	FY 2017 Actual	FY 2018 Projected	FY 2018 Budget	FY 2019 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 97,352	\$ 127,799	\$ 143,374	\$ 152,282	6.21%
4-100-33200-1030-100	Other Pay-Alberta	3,622	194	-	-	-
4-100-33200-2100-100	FICA-Alberta	7,725	9,431	10,968	11,650	6.21%
4-100-33200-2210-100	VRS Retirement-Alberta	11,478	14,884	16,904	18,502	9.46%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	27,602	37,863	41,830	42,217	0.93%
4-100-33200-2400-100	Group Life-Alberta	1,275	1,665	1,878	1,995	6.21%
4-100-33200-2500-100	Hybrid Local Disability Plan-Alberta	430	-	439	-	-100.00%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	175	228	258	244	-5.59%
<b>TOTAL PERSONNEL</b>		<b>149,659</b>	<b>192,066</b>	<b>215,652</b>	<b>226,890</b>	<b>5.21%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-3305-100	IT Service Contracts-Alberta	63,737	58,279	68,055	57,404	-15.65%
4-100-33200-3305-200	IT Service Contracts-Mecklenburg	39,685	30,033	40,383	31,838	-21.16%
4-100-33200-5230-100	Telecommunications-Alberta	50,007	46,841	56,533	55,693	-1.49%
4-100-33200-5230-200	Telecommunications-Mecklenburg	11,219	10,896	11,853	13,599	14.73%
4-100-33200-5250-100	Internet Services-Alberta	13,800	10,300	13,800	7,800	-43.48%
4-100-33200-5250-200	Internet Services-Mecklenburg	12,000	9,550	12,000	7,800	-35.00%
4-100-33200-5540-100	Convention & Education	1,497	998	2,247	3,053	35.87%
4-100-33200-6020-100	IT Operating Supplies-Software	12,963	29,168	16,589	26,869	61.97%
4-100-33200-6020-200	IT Op Supplies-Computers & Printers	11,955	14,115	19,653	22,830	16.17%
4-100-33200-6020-300	IT Op Supplies-Other IT Supplies	13,810	14,999	13,802	16,163	17.10%
4-100-33200-8204	Computer Equip Cap Proj	12,796	-	-	-	-
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>243,469</b>	<b>225,179</b>	<b>254,915</b>	<b>243,049</b>	<b>-4.65%</b>
<b>DIVISION TOTAL</b>		<b>\$ 393,128</b>	<b>\$ 417,245</b>	<b>\$ 470,567</b>	<b>\$ 469,939</b>	<b>-0.13%</b>

## **MAINTENANCE DIVISION**

### **NARRATIVE**

The Maintenance Division provides a safe, secure, and comfortable environment for all visitors, staff, and inmates. The responsibilities of the Maintenance Division include troubleshooting and complex maintenance work on building and kitchen equipment, maintaining security electronics throughout the jail, conducting facility inspections and maintaining a Preventive Maintenance Program at our two locations, where they float between the two sites as needed. This is done with minimal outside support from contractors. The Maintenance Department ensures that all Federal, State and Local regulations are adhered to for ACA and DOC regulations.

The division's staff consists of a Maintenance Director, an Assistant Maintenance Director, two (2) Maintenance Technicians, one (1) Warehouse Officer, one (1) IT Technician and one (1) Grounds Officer. The seven employees are on duty five days a week, with at least one staff member on call for emergencies at all times. The Maintenance Director, Assistant Maintenance Director, one (1) Warehouse Officer, and one (1) Grounds Officer are certified Jail Officers. Their certifications allow the maintenance staff to assist other divisions when they are short staffed or additional assistance is needed to maintain facility safety. The other two Maintenance Division employees are non-certified. They both have extensive backgrounds in maintenance with mechanical and electrical experience.

As the facilities start to age and the warranty starts to expire, the Maintenance Division continues to increase its efforts to stay ahead of the rising challenge.

### **2019 GOALS**

#### **1. Provide Preventative Maintenance to keep the buildings, equipment, fixtures and gun range reasonably close to original operating condition.**

##### **Significance**

- ♦ This helps insure that we have a minimum of equipment failures.
- ♦ Ensures very few downtime issues.

##### **Business Impact**

- ♦ By performing these proactive measures we minimize problems with day to day jail operations.

##### **Consequences of not achieving this goal**

- ♦ The day to day operation of the jail is affected in a negative way.
- ♦ Facility equipment deteriorates at a more advanced rate.
- ♦ Causes a decrease in cost effectiveness.

#### **2. Provide necessary modifications and repairs to accommodate the jail's needs regarding upgrades and technologies**

##### **Significance**

- ♦ This will keep all our equipment updated with the newest technologies and running efficiently.
- ♦ By using updated technologies we can operate more efficiently and within the guidelines of our LEED certification.

##### **Business Impact**

- ♦ By keeping updated equipment the chance of down time is greatly reduced and the jail's daily operation goes unaffected.

## MAINTENANCE DIVISION

**Consequences of not achieving this goal**

- ♦ The daily operation of the jail will be affected, causing equipment to become unusable.
- ♦ In a worst case scenario inmates would need to be relocated due to equipment failures.

### 3. Maintain or Increase Continuing Education and Professional Certifications of Security Electronics staff

**Significance**

- ♦ To maintain our ability to repair existing and future equipment.
- ♦ To improve our ability to monitor and update existing and future technologies.

**Business Impact**

- ♦ Enables the Security Electronics Department to operate at a more cost effective and productive rate.

**Consequences of not achieving this goal**

- ♦ We fall behind in the ability to provide timely repairs in a cost effective manner.
- ♦ Results in unexpected expense in having to call in outside contractors.

## PERFORMANCE MEASURES

A performance measure is a numeric description of a Division’s work and the results of that work. Performance measures are based on data, and tell a story about whether a Division is achieving its objectives and if progress is being made toward attaining policy or organizational goals.

The Jail uses performance measures to understand, manage and improve the services it provides. The Division uses them to monitor performance, determine if goals are being met and to take action to affect performance or improve efficiency if improvements are necessary.

The Maintenance Division tracks the following performance measures to determine its effectiveness. The number of work orders is expected to increase as the buildings become older. Many of the preventative periodic testing/inspections will stay the same from year to year but are a good indicator that the testing is being accomplished.

PERFORMANCE MEASURES	FY 2017 Actual	FY 2018 Projected	FY 2018 Budget	FY 2019 Budget
Work Orders Completed	2,263	2,269	2,251	2,468
Major Repairs Completed	0	0	1	1
Facility Inspections	209	208	209	208
Fire Extinguisher Inspections*	96	1,336	96	1,336
Sprinkler Testing	8	8	8	8

\*Beginning in FY 2018, fire extinguishers are now checked twice per day instead of once per week

**Meherrin River Regional Jail  
Division Budget**

**FUND: General Fund  
FUNCTION: Public Safety  
DIVISION: Maintenance**

Account Code	Account Description	FY 2017 Actual	FY 2018 Projected	FY 2018 Budget	FY 2019 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 214,147	\$ 251,467	\$ 230,168	\$ 262,377	13.99%
4-100-33200-1030-100	Other Pay-Alberta	3,000	-	-	-	-
4-100-33200-2100-100	FICA-Alberta	16,612	18,529	17,608	20,072	13.99%
4-100-33200-2210-100	VRS Retirement-Alberta	25,248	29,288	27,137	31,879	17.47%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	60,717	74,502	67,153	72,739	8.32%
4-100-33200-2400-100	Group Life-Alberta	2,805	3,277	3,015	3,437	13.99%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	385	449	414	420	1.33%
<b>TOTAL PERSONNEL</b>		<b>322,914</b>	<b>377,512</b>	<b>345,495</b>	<b>390,923</b>	<b>13.15%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-3310-100	Maintenance Service Contracts-Alberta	42,404	66,047	46,750	64,546	38.07%
4-100-33200-3310-200	Maintenance Service Contracts-Mecklenburg	17,008	31,694	18,000	29,305	62.81%
4-100-33200-3320-100	Repairs & Maintenance-Alberta	46,734	50,167	36,050	45,000	24.83%
4-100-33200-3320-200	Repairs & Maintenance-Mecklenburg	12,731	5,355	10,815	15,000	38.70%
4-100-33200-3325	Repair & Maintenance Supplies	5,248	650	5,196	5,673	9.18%
4-100-33200-3330	Grounds Equipment	10,934	13,087	16,722	12,900	-22.86%
4-100-33200-5110-100	Electrical Services-Alberta	226,756	226,647	265,500	260,000	-2.07%
4-100-33200-5110-200	Electrical Services-Mecklenburg	74,053	71,038	82,680	81,500	-1.43%
4-100-33200-5120-100	Heating Services-Alberta	159,778	189,239	183,500	182,500	-0.54%
4-100-33200-5120-200	Heating Services-Mecklenburg	22,778	21,768	35,500	33,750	-4.93%
4-100-33200-5130-100	Water Services-Alberta	127,699	133,791	109,500	135,000	23.29%
4-100-33200-5130-200	Water Services-Mecklenburg	15,556	13,527	23,650	23,650	0.00%
4-100-33200-5135-100	Waste Removal-Alberta	1,650	1,550	1,700	1,750	2.94%
4-100-33200-5135-200	Waste Removal-Mecklenburg	2,959	3,960	2,450	3,960	61.63%
4-100-33200-5540-100	Convention & Education	15	1,830	1,000	1,000	0.00%
4-100-33200-6006-100	Linen Supplies - Alberta	-	3,700	-	3,450	-
4-100-33200-6011	Uniforms & Apparel - Staff	-	-	-	1,750	-
4-100-33200-6014-100	Other Operating Supplies	-	2,688	6,470	2,790	-
4-100-33200-6020-400	Security Electronics	-	-	-	14,150	-
4-100-33200-8201	Machinery & Equipment Capital Projects	9,050	12,000	24,000	-	-100.00%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>775,355</b>	<b>848,740</b>	<b>869,483</b>	<b>917,674</b>	<b>5.54%</b>
<b>DIVISION TOTAL</b>		<b>\$ 1,098,269</b>	<b>\$ 1,226,252</b>	<b>\$ 1,214,977</b>	<b>\$ 1,308,597</b>	<b>7.71%</b>

## **OPERATIONS DIVISION**

### **NARRATIVE**

The Operations Division consists of many different departments. These departments work under the supervision of a Captain. The total people working under this officer are 4 Sergeants, 17 officers and 3 civilians. Each department has a mission of its own, but all share the combined mission of completing all tasks in a timely, efficient and cost effective manner. A description of each department within this division is shown below.

#### ***Records***

The Records Department ensures all inmate records, release dates, and court paperwork are filed and kept in an organized fashion.

#### ***LIDS***

LIDS Technicians are responsible for continually updating and submitting accurate information to the Compensation Board of Virginia for the Jail's reimbursement of inmate daily fees.

#### ***Transportation***

The Transportation Department, working under the supervision of a Sergeant, ensures that all inmates make it to appropriate destinations, such as court, medical appointments, etc., in a timely and safe fashion.

#### ***Classification***

Classification Officers are responsible for classifying all incoming inmates into appropriate housing units based on their security risk and reclassifying inmates when needed.

#### ***Intake***

The Intake Department, working under the supervision of 2 Sergeants, is the first place an inmate sees when they are booked in and the last place they see before they are released. This department is responsible for issuing jail property and for keeping track of inmates' personal belongings and valuables.

### **2019 GOALS**

#### **1. Ensure that release procedures are correctly followed**

##### **Significance**

- ♦ Following this procedure will help prevent erroneous releases and help ensure safety for the public.

##### **Business Impact**

- ♦ MRRJ is paid by the Virginia Compensation Board for the housing of inmates. If inmates do not serve the correct amount of time, MRRJ will not be compensated correctly.

##### **Consequences of not achieving this goal**

- ♦ Erroneous releases.
- ♦ Community perception issue.

#### **2. Classification of inmates is essential to the operation of an orderly and safe jail**

##### **Significance**

- ♦ Enables the jail to place inmates in the proper custody level.

- ♦ To identify the inmates’ psychological needs and to separate non-violent inmates from the more predatory inmates.

**Business Impact**

- ♦ Improvement of jail operations and performance while reducing costs.
- ♦ Valid identification relies on carefully collected background and risk factors, criminal history, past convictions and arrests.
- ♦ Classifying inmates can be used to develop security and release recommendations to minimize escape and erroneous release.

**Consequences of not achieving this goal**

- ♦ The public need for protection and community safety.

**PERFORMANCE MEASURES**

A performance measure is a numeric description of a Division’s work and the results of that work. Performance measures are based on data, and tell a story about whether a Division is achieving its objectives and if progress is being made toward attaining policy or organizational goals.

The Jail uses performance measures to understand, manage and improve the services it provides. The Division uses them to monitor performance, determine if goals are being met and to take action to affect performance or improve efficiency if improvements are necessary.

The Operations Division tracks the following performance measures to determine its effectiveness. A majority of these measures will increase or decrease proportionately with the increase or decrease in inmate population.

<b>PERFORMANCE MEASURES</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projected</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>
Inmate Transports	2,480	2,553	2,467	2,776
Gallons of Unleaded Fuel Consumed	18,762	18,630	18,662	20,261
Inmate Files Processed:				
New Committals	3,195	2,012	3,178	2,188
Releases	3,126	2,150	3,109	2,338
Classification Statistics by Level:				
Maximum Security	242	309	241	336
Medium Security	969	1,052	965	1,144
Minimum Security	770	840	760	914

**Meherrin River Regional Jail  
Division Budget**

**FUND: General Fund  
FUNCTION: Public Safety  
DIVISION: Operations**

Account Code	Account Description	FY 2017 Actual	FY 2018 Projected	FY 2018 Budget	FY 2019 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 660,115	\$ 869,215	\$ 863,820	\$ 872,731	1.03%
4-100-33200-1000-200	Salaries & Wages-Mecklenburg	90,672	89,986	93,543	93,950	0.43%
4-100-33200-1020-100	Overtime-Alberta	5,649	-	-	-	-
4-100-33200-1030-100	Other Pay-Alberta	9,600	13,294	-	-	-
4-100-33200-2100-100	FICA-Alberta	51,665	65,028	66,082	66,764	1.03%
4-100-33200-2100-200	FICA-Mecklenburg	6,936	6,614	7,156	7,187	0.43%
4-100-33200-2210-100	VRS Retirement-Alberta	77,828	101,235	101,844	106,037	4.12%
4-100-33200-2210-200	VRS Retirement-Mecklenburg	10,690	10,573	11,029	11,415	3.50%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	187,164	257,523	252,024	241,947	-4.00%
4-100-33200-2300-200	Hospital/Medical Plan-Mecklenburg	22,520	22,025	30,149	29,091	-3.51%
4-100-33200-2400-100	Group Life-Alberta	8,648	11,326	11,316	11,433	1.03%
4-100-33200-2400-200	Group Life-Mecklenburg	1,188	1,177	1,225	1,231	0.43%
4-100-33200-2500-100	Hybrid Local Disability Plan-Alberta				671	-
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	1,188	1,552	1,555	1,396	-10.19%
4-100-33200-2800-200	Retiree Health Ins Credit-Mecklenburg	163	162	168	150	-10.73%
<b>TOTAL PERSONNEL</b>		<b>1,134,025</b>	<b>1,449,711</b>	<b>1,439,912</b>	<b>1,444,003</b>	<b>0.28%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-3335-100	Vehicle Maintenance & Repair-Alberta	10,469	15,205	21,656	24,528	13.26%
4-100-33200-3335-200	Vehicle Maintenance & Repair-Mecklenburg	512	274	4,416	4,791	8.50%
4-100-33200-5540-100	Convention & Education	1,894	1,804	2,560	2,560	-
4-100-33200-6005-100	Housekeeping & Janitorial - Alberta	51,604	46,287	43,365	45,500	4.92%
4-100-33200-6005-200	Housekeeping & Janitorial - Mecklenburg	6,265	7,856	12,758	10,000	-21.61%
4-100-33200-6008-100	Gas, Grease, Oil - Alberta	28,976	34,419	40,000	40,000	0.00%
4-100-33200-6008-200	Gas, Grease, Oil - Mecklenburg	3,217	3,059	4,400	4,400	0.00%
4-100-33200-6014-100	Other Operating Supplies	2,538	5,606	5,834	5,719	-1.96%
4-100-33200-8205	Motor Vehicle & Equip Cap Proj	26,485	-	24,070	-	-
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>131,959</b>	<b>114,511</b>	<b>159,059</b>	<b>137,499</b>	<b>-13.55%</b>
<b>DIVISION TOTAL</b>		<b>\$ 1,265,984</b>	<b>\$ 1,564,222</b>	<b>\$ 1,598,971</b>	<b>\$ 1,581,502</b>	<b>-1.09%</b>

## **PROFESSIONAL STANDARDS DIVISION**

### **NARRATIVE**

The Professional Standards Division is operated under the supervision of the Administrative Lieutenant and Training Sergeant. The Professional Standards Division is responsible for scheduling and conducting classes and training that benefit the facility staff and ensure compliance with DCJS and ACA requirements as well as providing orientation and on-the-job training for newly hired officers.

The Professional Standards Division maintains communication with the American Correctional Association, the Virginia Department of Corrections, the Virginia Department of Criminal Justice Services, and the National Institute of Corrections, and has a mutually beneficial training relationship with the Brunswick, Dinwiddie, and Mecklenburg Sheriff's Offices, Lawrenceville Police Department, South Hill Police Department, State Police Department, and the Crater Criminal Justice Training Academy, which allows for a greater scope of training for our staff.

The Safety and Standards officer plays an important role in the Professional Standards Division as well. The responsibilities of this officer include: ensuring that all DOC, PREA, and Federal standards are continuously updated and that the Jail is compliant; maintaining all keys; ensuring that all fire extinguishers are inspected monthly; reviewing evacuation plans monthly; scheduling fire and emergency drills; destruction of records according to the Library of Virginia; and ensuring that Universal Precaution, Emergency Procedures, PREA, Restraint of Pregnant Females, and Suicide Prevention policies are reviewed every six months.

### **2019 GOALS**

#### **1. Increase number of DCJS Certified Instructors, Specialty Instructors and Increased Staff Career Development.**

##### **Significance**

- ♦ With the increased number of available instructors it allows not only the highest quality training provided for staff members of MRRJ but also the surrounding jurisdictions and all participating members of the Central Virginia Criminal Justice Academy.
- ♦ As staff is allowed to attend specialty schools this will give added confidence and presentation of a professional organization.

##### **Business Impact**

- ♦ Insuring the proper number of instructors increases training opportunities and staff morale.

##### **Consequences of not achieving this goal**

- ♦ If instructors are not available for on-site training, employees must be sent off-site to attend required training. This causes an increase in travel expenses to the Jail.

#### **2. Ensure the transition from Central Virginia Criminal Justice Academy to Crater Criminal Justice Training Academy has minimal effect on staff training, morale and consistency.**

##### **Significance**

- ♦ Attempt to retain employees that would seek other employment because they preferred not to stay overnight away from family for 13 weeks.
- ♦ Exposes staff to a training technique which is unique to CCJA and is personalized to their training philosophy.

## PROFESSIONAL STANDARDS DIVISION

**Business Impact**

- ♦ With CCJA location being significantly closer than CVCJA hopefully the retention of staff will increase.
- ♦ Staff will no longer have to stay at the academy for 13 weeks, 5 days a week which will allow them to be home with their families.
- ♦ The amount of incidental costs such as overtime, compensatory time and fuel costs should decrease due to the distance and proximity of the new academy.

**Consequences of not achieving this goal**

- ♦ Possibility of staffing levels remaining unaffected.

### PERFORMANCE MEASURES

A performance measure is a numeric description of a Division’s work and the results of that work. Performance measures are based on data, and tell a story about whether a Division is achieving its objectives and if progress is being made toward attaining policy or organizational goals.

The Jail uses performance measures to understand, manage and improve the services it provides. The Division uses them to monitor performance, determine if goals are being met and to take action to affect performance or improve efficiency if improvements are necessary.

The Professional Standards Division tracks the following performance measures to determine its effectiveness. These measures will vary from year to year depending upon the number of employees and other factors.

<b>PERFORMANCE MEASURES</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projected</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>
General Instructor	14	15	15	15
Firearms Instructor	6	5	5	5
Defensive Tactics Instructor	9	8	8	8
Advanced Control Tactics Instructor	2	2	2	2
Driving Instructor	2	2	2	2
TASER Instructor	3	4	3	4
Verbal Judo Instructor	1	1	1	1
VCIN Instructor	1	2	1	2
First Aid/CPR Instructor	4	4	5	5
 Training of MRRJ Staff:				
Number of Employees	117	144	151	151
Number of Hours	15,904	15,735	16,500	16,000
 Re-certify all sworn personnel by their required re-certification date				
	117	144	151	151

**Meherrin River Regional Jail  
Division Budget**

FUND: General Fund  
FUNCTION: Public Safety  
DIVISION: Professional Standards

Account Code	Account Description	FY 2017 Actual	FY 2018 Projected	FY 2018 Budget	FY 2019 Budget	%
		Change				
<b>PERSONNEL</b>						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 152,928	\$ 121,411	\$ 159,801	\$ 126,798	-20.65%
4-100-33200-1030-100	Other Pay-Alberta	-	4,126	-	-	-
4-100-33200-2100-100	FICA-Alberta	11,699	9,250	12,225	9,700	-20.65%
4-100-33200-2210-100	VRS Retirement-Alberta	18,030	14,140	18,841	15,406	-18.23%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	43,360	35,971	46,623	35,152	-24.60%
4-100-33200-2400-100	Group Life-Alberta	2,003	1,582	2,093	1,661	-20.65%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	275	217	288	203	-29.47%
<b>TOTAL PERSONNEL</b>		<b>228,296</b>	<b>186,697</b>	<b>239,870</b>	<b>188,920</b>	<b>-21.24%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-5540-100	Convention & Education	3,738	8,186	8,485	8,450	-0.41%
4-100-33200-5545	Academy Training	57,422	58,445	60,905	61,440	0.88%
4-100-33200-6010	Police Supplies	13,376	20,882	23,421	27,590	17.80%
4-100-33200-6011-100	Uniforms & Apparel - Staff	22,782	15,824	29,771	42,437	42.54%
4-100-33200-6013	Training Supplies	24,866	23,548	25,440	27,713	8.93%
4-100-33200-6014	Other Operating Supplies	-	302	1,711	2,581	-
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>122,183</b>	<b>127,186</b>	<b>149,733</b>	<b>170,211</b>	<b>13.68%</b>
<b>DIVISION TOTAL</b>		<b>\$ 350,480</b>	<b>\$ 313,883</b>	<b>\$ 389,603</b>	<b>\$ 359,130</b>	<b>-7.82%</b>

## **SECURITY DIVISION**

### **NARRATIVE**

The Security Division is responsible for the health, safety, security and welfare of the inmates incarcerated at Meherrin River Regional Jail. They are the police officers of our internal community. It is their mission to ensure public safety by keeping those individuals incarcerated under law, separate from society and protecting those incarcerated from each other. Performing these duties involves continuous searching, controlling, policing, guiding and providing structure to the unstructured.

The Alberta facility has 16 housing units, with the total facility having a 697 bed capacity. The Security Division manages this community with officers assigned to units, 2 officers patrolling units, 1 Sergeant, and 1 Lieutenant supervising the security team. The Day shift team consists of 20 Officers, 1 Sergeant and 1 Lieutenant. The Night Shifts maintain 19 Officers with 1 Sergeant and 1 Lieutenant. There are 4 teams operating on 12 hour shifts from 0600-1800 hours and 1800-0600 hours. Each team reports 30 minutes prior to the start of the shift for a formal briefing and training period.

The Boydton facility has 6 housing units, with the total facility having a 115 bed capacity. The Security Division manages this community with 1 Officer assigned to B & C unit and 1 Officer assigned to D & E unit, while a Roving Officer covers F & G units as well as Intake. One Sergeant supervises the security team. The Day shift teams consist of 3 Officers and 1 Sergeant. The Night Shifts maintain 3 Officers with 1 Sergeant. There are 4 teams operating on 12 hour shifts from 0600-1800 hours and 1800-0600 hours. Each team reports 30 minutes prior to the start of the shift for a formal briefing and training period.

### **2019 GOALS**

#### **1. Continue to monitor inmates through cell searches and implementing canine searches**

##### **Significance**

- ♦ The performance measures show the number of searches that were performed over the past years.

##### **Business Impact**

- ♦ The less contraband that is in the back of the jail the less likely there will be fights, assaults etc.
- ♦ Reducing contraband should reduce destruction of property incidents.

##### **Consequences of not achieving this goal**

- ♦ Contraband could remain in the back of the jail.
- ♦ Fights over this contraband could increase.
- ♦ More property could be destroyed in order to hide the contraband.

#### **2. Implement Suggestions from the Inmate Advisory Requests**

##### **Significance**

- ♦ Offers inmates different activities to participate in throughout the day.
- ♦ Promotes open lines of communication.

##### **Business Impact**

- ♦ Reduces stress levels for unit officers.
- ♦ Allows the inmate population to make suggestions during incarceration.

## SECURITY DIVISION

**Consequences of not achieving this goal**

- ♦ If suggestions cannot be implemented due to facility layout or budget obligations then operations and unit schedules will continue to be followed.

### 3. Prepare offenders for re-entry and release into society

**Significance**

- ♦ Preparing offenders for re-entry without subsequent recommitment.

**Business Impact**

- ♦ Possibly less offenders are recommitted.

**Consequences of not achieving this goal**

- ♦ With no assistance offenders may commit new crimes when they are released back to society.

## PERFORMANCE MEASURES

A performance measure is a numeric description of a Division’s work and the results of that work. Performance measures are based on data, and tell a story about whether a Division is achieving its objectives and if progress is being made toward attaining policy or organizational goals.

The Jail uses performance measures to understand, manage and improve the services it provides. The Division uses them to monitor performance, determine if goals are being met and to take action to affect performance or improve efficiency if improvements are necessary.

The Security Division tracks the following performance measures to determine its effectiveness. A majority of these measures will increase or decrease proportionately with the increase or decrease in inmate population.

PERFORMANCE MEASURES	FY 2017 Actual	FY 2018 Projected	FY 2018 Budget	FY 2019 Budget
Population average per month	377	417	375	410
Bookings	2,442	2,476	2,429	2,693
Releases	2,540	2,608	2,527	2,836
Length of Stay Number of Days	178	185	177	201
DOC Out of Compliance	83	101	83	110
Incidents of inmate discipline issues:				
Disobeying a direct order	156	249	155	271
Interfering with security operations	147	288	146	313
Possession of contraband	26	58	26	63
Vandalism	4	33	4	36
Assault on any person	22	40	22	44
Percentage of inmate population over jail capacity	0%	0%	0%	0%
Utilization rate of jail	47%	52%	47%	51%
Average Daily Population	377	417	375	410
Inmate Per Diem Rate	55.47	62.11	62.11	56.14
Inmate Searches	32,350	28,002	32,178	30,453

**Meherrin River Regional Jail  
Division Budget**

**FUND: General Fund  
FUNCTION: Public Safety  
DIVISION: Security**

Account Code	Account Description	FY 2017 Actual	FY 2018 Projected	FY 2018 Budget	FY 2019 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 2,200,634	\$ 1,822,171	\$ 2,969,655	\$ 3,133,452	5.52%
4-100-33200-1000-200	Salaries & Wages-Mecklenburg	682,271	583,352	766,345	719,652	-6.09%
4-100-33200-1020-100	Overtime-Alberta	46,972	146,529	20,000	40,000	100.00%
4-100-33200-1020-200	Overtime-Mecklenburg	7,123	34,727	5,000	10,000	100.00%
4-100-33200-1030-100	Other Pay-Alberta	50,822	40,284	-	-	-
4-100-33200-1030-200	Other Pay-Mecklenburg	9,345	4,982	-	-	-
4-100-33200-2100-100	FICA-Alberta	161,957	148,031	228,709	242,769	6.15%
4-100-33200-2100-200	FICA-Mecklenburg	53,454	45,794	59,008	55,818	-5.41%
4-100-33200-2210-100	VRS Retirement-Alberta	254,801	212,223	350,122	380,714	8.74%
4-100-33200-2210-200	VRS Retirement-Mecklenburg	80,440	68,544	90,352	87,438	-3.23%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	623,949	539,854	866,414	868,687	0.26%
4-100-33200-2300-200	Hospital/Medical Plan-Mecklenburg	169,454	142,783	246,991	222,832	-9.78%
4-100-33200-2400-100	Group Life-Alberta	28,494	23,743	38,903	41,048	5.52%
4-100-33200-2400-200	Group Life-Mecklenburg	8,938	7,628	10,039	9,427	-6.09%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	3,838	3,255	5,345	5,014	-6.21%
4-100-33200-2800-200	Retiree Health Ins Credit-Mecklenburg	1,279	1,048	1,379	1,151	-16.53%
<b>TOTAL PERSONNEL</b>		<b>4,383,770</b>	<b>3,824,947</b>	<b>5,658,262</b>	<b>5,818,004</b>	<b>2.82%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-6006-100	Linen Supplies- Alberta	7,326	6,069	6,843	12,194	78.21%
4-100-33200-6006-200	Linen Supplies-Mecklenburg	131	269	435	502	15.41%
4-100-33200-6012	Books & Subscriptions	284	34	250	300	20.00%
4-100-33200-6014-100	Other Operating Supplies	473	-	-	-	-
4-100-33200-6017-100	Uniforms & Apparel -Inmates-Alberta	15,741	11,082	11,350	14,420	27.05%
4-100-33200-6017-200	Uniforms & Apparel -Inmates-Mecklenburg	1,551	2,069	1,482	1,741	17.49%
4-100-33200-6018-100	Inmate Supplies-Indigent Kits	36,342	44,882	43,393	51,479	18.64%
4-100-33200-6018-200	Inmate Supplies-Drug Tests	5,387	8,503	5,930	6,649	12.12%
4-100-33200-6018-300	Inmate Supplies-Property Bags	1,233	1,226	1,510	2,264	49.93%
4-100-33200-6018-400	Inmate Supplies-Razors	1,088	4,420	960	4,111	328.27%
4-100-33200-6018-500	Inmate Supplies-Miscellaneous Supplies	2,614	4,154	1,924	1,789	-7.05%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>72,169</b>	<b>82,708</b>	<b>74,076</b>	<b>95,450</b>	<b>28.85%</b>
<b>DIVISION TOTAL</b>		<b>\$ 4,455,940</b>	<b>\$ 3,907,655</b>	<b>\$ 5,732,339</b>	<b>\$ 5,913,454</b>	<b>3.16%</b>

## **SUPPORT DIVISION**

### **NARRATIVE**

The Support Division consists of many different departments. These departments work under the supervision of a Captain. The total people working under this officer are 12 officers. Each department has a mission of its own, but all share the combined mission of completing all tasks in a timely, efficient and cost effective manner. A description of each department within this division is shown below.

#### ***Food Service Management***

Food service management for the Jail is operated under the supervision of a third party vendor. It is their mission to ensure all food is cooked and served in a safe and cost effective way.

#### ***Lobby***

Lobby Officers are responsible for ensuring all guests of the Jail are checked in, searched (if needed), and assisted in any way possible.

#### ***Visitation***

Visitation Officers are responsible for ensuring all people that are signed up to receive visits, receive those visits and follow all rules and regulations. They also ensure that all records of visits are updated and filed accordingly.

#### ***Mail***

The Mail Officer sorts all mail, ensuring that no contraband enters the Jail through the mail, and delivers it to the appropriate recipients.

#### ***Work Force***

The Work Force Officer supervises a crew of inmates that provide many services to the community and to the Jail. These services include picking up litter, cutting grass and washing vehicles.

#### ***Work Release and Home Incarceration***

Work Release and Home Incarceration Officers monitor inmates participating in these programs to ensure that they adhere to all rules and regulations set forth for each program.

#### ***Inmate Hearings & Programs***

The Programs & Hearings Officer is responsible for administering inmate programs such as Substance Abuse, Anger Management, Counseling & GED programs for the inmate population.

### **2019 GOALS**

#### **1. Utilize the Jail's inmate Work Force to provide cost saving services to our user localities**

##### **Significance**

- ♦ There are two separate types of Work Force assignments:
  - a. Special Projects – This includes MRRJ inmates working in our 3 localities performing the following tasks: mowing grass, cleaning offices, washing vehicles such as fire trucks and school buses, and other tasks as necessary.
  - b. Litter Pick Up – Inmate crews pick up litter on the roadsides of our 3 localities.

**Business Impact**

- ♦ Promotes effectiveness and efficiency to the communities we serve.
- ♦ Litter Pick Up provides a beautification benefit to our 3 localities.
- ♦ Reduces idle time from the inmates.

**Consequences of not achieving this goal**

- ♦ Savings no longer exist.
- ♦ User localities will have more litter and the public may voice their complaints.
- ♦ Idle time increases for the inmates.

## **2. Check all Minimum and Medium security inmates that come into MRRJ to see if they qualify for Work Force**

**Significance**

- ♦ Proactively screens inmate population for involvement.

**Business Impact**

- ♦ Promotes efficiency to actively recruit and maintain interest in programs.

**Consequences of not achieving this goal**

- ♦ Increase idle time of inmates.
- ♦ Lose interest of inmate participation.

## **PERFORMANCE MEASURES**

A performance measure is a numeric description of a Division's work and the results of that work. Performance measures are based on data, and tell a story about whether a Division is achieving its objectives and if progress is being made toward attaining policy or organizational goals.

The Jail uses performance measures to understand, manage and improve the services it provides. The Division uses them to monitor performance, determine if goals are being met and to take action to affect performance or improve efficiency if improvements are necessary.

The Operations & Support Division tracks the following performance measures to determine its effectiveness. A majority of these measures will increase or decrease proportionately with the increase or decrease in inmate population.

<b>PERFORMANCE MEASURES</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projected</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>
General population meals served per day	1,131	1,251	1,125	1,361
Inmates Participating in Work Release	8	9	8	10
Inmates Participating in Home Incarceration	1	1	1	1
<b>Work Force Operated by Localities</b>				
Man Hours Brunswick County	3,794	7,336	3,774	7,978
Man Hours Dinwiddie County	653	750	650	816
<b>Work Force Operated by MRRJ:</b>				
Man Hours Worked at MRRJ	2,067	2,025	2,056	2,202
Man Hours Worked in Localities	2,601	2,108	2,587	2,293
Miles of Highway Collected	750	1,360	746	1,479
Bags of Litter Collected	24,991	17,827	24,858	19,387
Inmate Visitations- On-Site	8,638	8,634	8,592	9,390
Inmate Internet Visitations	1,162	1,129	1,156	1,228
Video Arraignments	637	863	634	939
<b>Inmate Programs:</b>				
Substance Abuse / Anger Management Participants	169	32	168	35
GED Participants	5	3	5	3
Bible Study Participants	188	179	187	195
Chaplain Counseling Participants	361	334	359	363

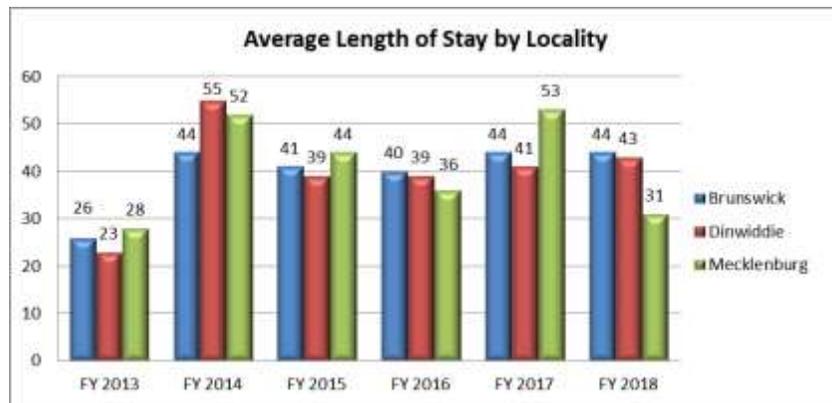
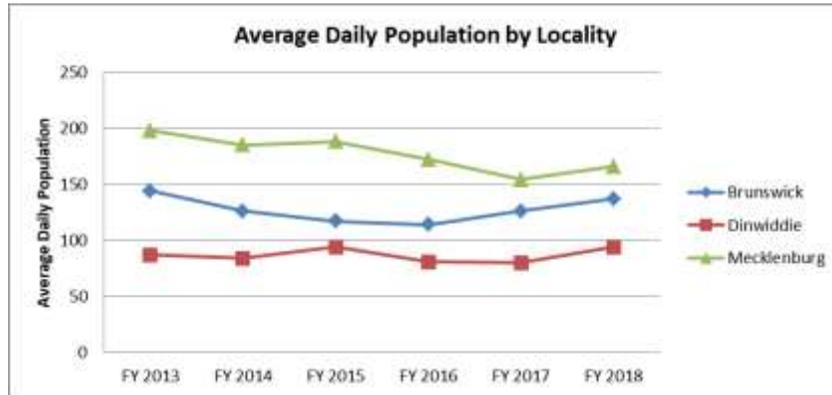
**Meherrin River Regional Jail  
Division Budget**

**FUND: General Fund  
FUNCTION: Public Safety  
DIVISION: Support**

<b>Account Code</b>	<b>Account Description</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projected</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>% Change</b>
<b>PERSONNEL</b>						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 296,573	\$ 390,355	\$ 388,093	\$ 388,313	0.06%
4-100-33200-1000-200	Salaries & Wages-Mecklenburg	40,737	134,418	42,027	122,480	191.43%
4-100-33200-1020-100	Overtime-Alberta	2,538	1,410	-	-	-
4-100-33200-1020-200	Overtime-Mecklenburg	-	126	-	-	-
4-100-33200-1030-100	Other Pay-Alberta	4,313	1,532	-	-	-
4-100-33200-1030-200	Other Pay-Mecklenburg	-	8,570	-	-	-
4-100-33200-2100-100	FICA-Alberta	23,212	28,980	29,689	29,706	0.06%
4-100-33200-2100-200	FICA-Mecklenburg	3,116	10,518	3,215	9,370	191.43%
4-100-33200-2210-100	VRS Retirement-Alberta	34,966	45,463	45,756	47,180	3.11%
4-100-33200-2210-200	VRS Retirement-Mecklenburg	4,803	15,794	4,955	14,881	200.33%
4-100-33200-2220-100	Hybrid Retirement - Alberta	-	1,949	-	-	-
4-100-33200-2220-100	Hybrid Retirement - Mecklenburg	-	165	-	-	-
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	84,088	115,651	113,228	107,652	-4.92%
4-100-33200-2300-200	Hospital/Medical Plan-Mecklenburg	10,118	32,901	13,545	37,925	179.99%
4-100-33200-2400-100	Group Life-Alberta	3,885	5,086	5,084	5,087	0.06%
4-100-33200-2400-200	Group Life-Mecklenburg	534	1,758	551	1,604	191.43%
4-100-33200-2500-100	Hybrid Local Disability Plan-Alberta	-	920	-	-	-
4-100-33200-2500-200	Hybrid Local Disability Plan-Mecklenburg	-	97	-	-	-
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	534	697	699	621	-11.06%
4-100-33200-2800-200	Retiree Health Ins Credit-Mecklenburg	73	242	76	196	159.05%
<b>TOTAL PERSONNEL</b>		<b>509,489</b>	<b>796,632</b>	<b>646,917</b>	<b>765,016</b>	<b>18.26%</b>
<b>FOOD SERVICES</b>						
4-100-33200-6002-100	Food Service-Alberta	655,238	683,822	661,873	466,192	-29.56%
4-100-33200-6002-150	Food Svc-Alberta Replacement Equip	4,161	4,348	6,803	5,813	-14.55%
4-100-33200-6002-200	Food Service-Mecklenburg	42,382	49,198	66,277	29,750	-55.11%
4-100-33200-6002-250	Food Service-Mecklenburg Replacement Equip	-	-	1,000	500	-50.00%
<b>TOTAL FOOD SERVICES</b>		<b>701,782</b>	<b>737,368</b>	<b>735,952</b>	<b>502,255</b>	<b>-31.75%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-6017-100	Uniforms & Apparel-Inmates	3,644	3,296	5,694	4,600	-19.21%
4-100-33200-6018-500	Inmate Supplies - Miscellaneous	-	152	-	356	-
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>3,644</b>	<b>3,448</b>	<b>5,694</b>	<b>4,956</b>	<b>-12.96%</b>
<b>DIVISION TOTAL</b>		<b>\$ 1,214,915</b>	<b>\$ 1,537,448</b>	<b>\$ 1,388,563</b>	<b>\$ 1,272,226</b>	<b>-8.38%</b>

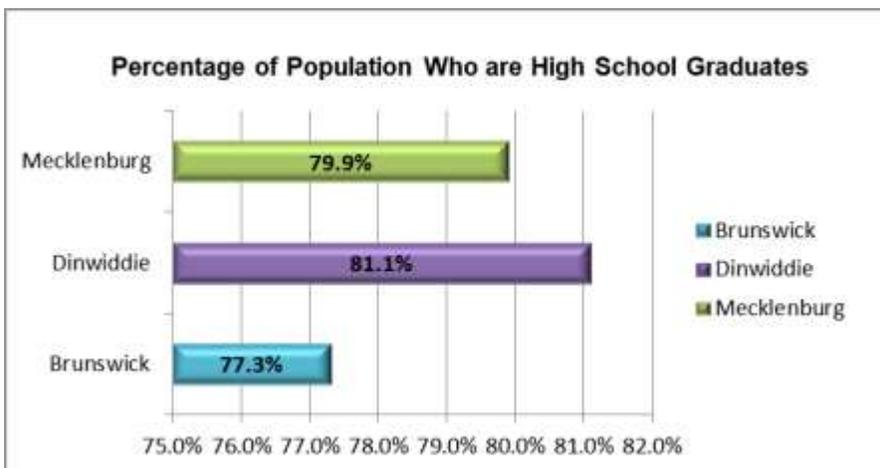
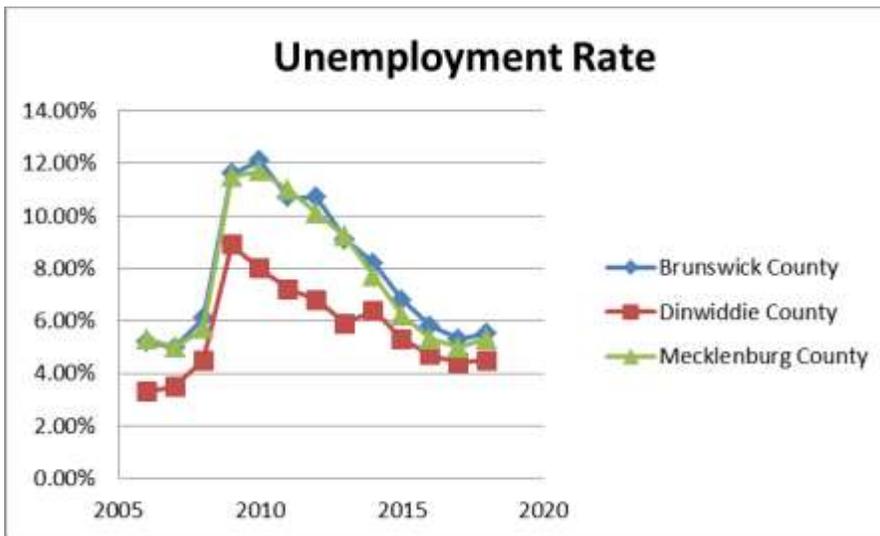
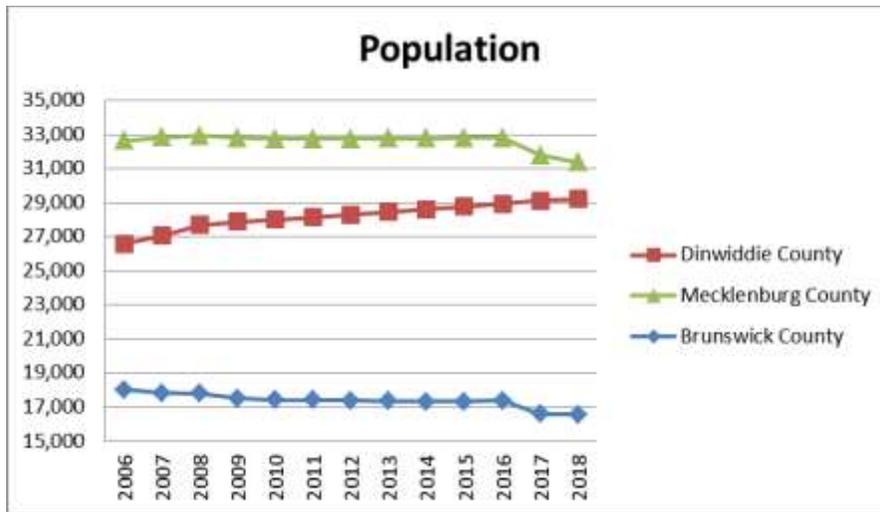
**STATISTICAL INFORMATION**

**Meherrin River Regional Jail Statistics**



**NOTE: Meherrin River Regional Jail opened July 1, 2012.**

### Locality Demographic Data



## **GLOSSARY**

**Accrual Basis** – A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Asset** – Resources owned or held by the Jail which have economic value.

**Balanced Budget** – A budget in which expenditures do not exceed total available revenues and beginning fund balance.

**Bond** – A long-term promise to pay. It is a promise to repay a specified amount of money (the face value of the bond) on a particular date (the maturity date). Bonds are used to finance capital projects.

**Budget** – A plan of financial activity for a specific period of time indicating all planned revenues and expenses for the budget period.

**Budgetary Basis** – Refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual.

**Budget Calendar** – The schedule of key dates the Jail follows in the preparation and adoption of the annual budget.

**Budgetary Control** – The control of a government in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**Capital Expenditures** – Items having an original unit cost of \$5,000 or more and a useful life of more than five years.

**Debt Service** – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Depreciation** – A reduction in the value of an asset with the passage of time to account for wear and tear, deterioration, action of physical elements, inadequacy or obsolescence.

**Divisions** – Seven major categories of the Jail: Administration, Human Resources, Information Technology, Maintenance, Operations & Support, Professional Standards, and Security.

**Expenditure** – The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.

**Expenses** – Charges incurred (whether paid immediately or unpaid) on operations, maintenance, interest, or other activities that constitute the Jail's ongoing operations.

**Fiscal Year** – A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and results of its operations. The Jail's fiscal year is July 1 through June 30.

**Fiduciary Funds** – Trust and/or agency funds used to account for assets held by the Jail in a trustee capacity for inmates.

**Function** – A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

**Fund** – A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

**Fund Balance** – Difference between fund assets and fund liabilities.

**General Fund** – A fund used to account for all financial resources of the Jail except for those required to be accounted for in another fund.

**Goal** – A statement of broad direction, purpose or intent based on the needs of the organization.

**Governmental Funds** – A major fund type generally used to account for basic services provided by the entity. Governmental funds use the modified accrual basis of accounting.

**Home Incarceration** - An inmate granted permission by the court to serve their sentence using GPS electronic monitoring.

**Indigent** – An inmate who has had no money transactions for at least the past fifteen (15) days.

**JailTracker** – The Jail Management and Records System used by the Jail.

**Modified Accrual Basis** – A basis of accounting where revenue is recorded when measurable and available, and expenditures are recorded when a liability is incurred.

**Objectives** – Something to be accomplished in specific, well-defined, and measurable terms and this is achievable within a specific time frame.

**Performance Measures** – Specific quantitative and qualitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.

**Program** – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**Revenues** – Sources of income which support the operations of the Jail.

**Trustee** – An inmate selected by Classification Officers to perform facility maintenance duties such as housekeeping, laundry, kitchen duties, mowing grass, landscaping, etc.

**Unqualified** – Audit opinion given when an auditor concludes that the financial statements give a true and fair view in accordance with the financial reporting framework used for the preparation and presentation of the financial statements.

**Weekender** – An inmate granted permission by the court to serve their sentence on non-consecutive days to allow them to retain their employment.

**Work Release** – An inmate granted permission by the court to leave the facility in the morning and return to the facility in the evening to allow them to retain their employment. GPS monitoring is required.

**ACRONYMS**

**ACA** – American Correctional Association

**ADP** – Average Daily Population

**CAFR** – Comprehensive Annual Financial Report

**DCJS** – Department of Criminal Justice Services

**DOC** – Department of Corrections

**FICA** – Federal Insurance Contributions Act

**FMLA** – Family Medical Leave Act

**GAAP** – Generally Accepted Accounting Principles

**GED** – General Education Diploma

**GPS** – Global Positioning System

**GFOA** – Government Finance Officers Association of the United States and Canada

**IT** – Information Technology

**LEED** – Leadership in Energy and Environmental Design

**LIDS** – Local Inmate Data System

**MRRJ** – Meherrin River Regional Jail

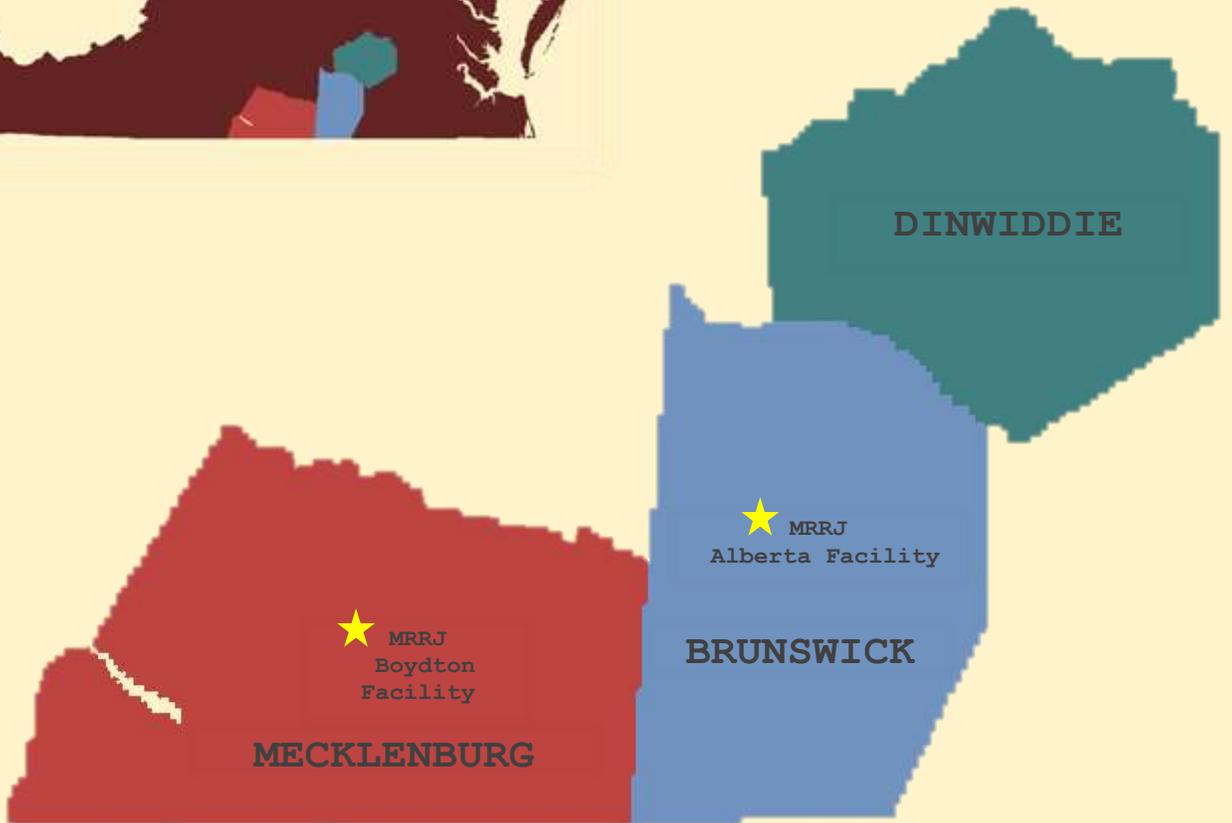
**OPEB** – Other Post Employment Benefits

**PREA** – Prison Rape Elimination Act

**VCIN** – Virginia Criminal Information Network

**VRS** – Virginia Retirement System

# MAP OF BRUNSWICK, DINWIDDIE, & MECKLENBURG COUNTIES



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## MEHERRIN RIVER REGIONAL JAIL AUTHORITY

9000 Boydton Plank Road, Alberta, VA 23821 | 600 Prison Road, Boydton, VA 23917  
434.949.6700