

# MEHERRIN RIVER REGIONAL JAIL AUTHORITY

ALBERTA, VIRGINIA



## ADOPTED BUDGET 2023-2024

MRS. CRYSTAL WILLETT  
SUPERINTENDENT

MRS. JENNIFER DERRENBACHER, CPA  
FINANCE DIRECTOR

MR. CLIFF ALLEN  
DEPUTY SUPERINTENDENT / MAJOR OF SECURITY & OPERATIONS

MR. BRENT WRIGHT  
DEPUTY SUPERINTENDENT / MAJOR OF ADMINISTRATION & SUPPORT



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Meherrin River Regional Jail Authority  
Virginia**

For the Fiscal Year Beginning

**July 01, 2022**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Meherrin River Regional Jail Authority for its annual budget for the fiscal year beginning July 1, 2022.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

**Table of Contents**

FISCAL YEAR 2024 BUDGET MESSAGE .....1

VISION, MISSION, & CORE VALUES .....3

HISTORY OF THE ORGANIZATION .....4

STRATEGIC GOALS & OBJECTIVES .....5

LONG-TERM ORGANIZATION-WIDE FACTORS .....7

PRIORITIES & ISSUES .....8

BUDGET OVERVIEW ..... 11

ORGANIZATIONAL CHARTS ..... 15

    ALBERTA ..... 15

    BOYDTON ..... 16

FUND DESCRIPTIONS & FUND STRUCTURE ..... 17

DIVISIONS ..... 18

BASIS OF BUDGETING ..... 19

FINANCIAL POLICIES ..... 20

BUDGET PREPARATION, REVIEW & ADOPTION PROCESS ..... 24

BUDGET CALENDAR ..... 26

THREE YEAR CONSOLIDATED FINANCIAL SCHEDULE / FUND BALANCE ..... 27

CHANGES IN ENDING FUND BALANCE ..... 29

REVENUES ..... 30

LONG-RANGE FINANCIAL PLAN ..... 36

CAPITAL EXPENDITURES / IMPACT ON OPERATING BUDGET ..... 38

DEBT ..... 40

POSITION SUMMARY SCHEDULE ..... 42

DIVISION NARRATIVES, ACCOMPLISHMENTS, GOALS, PERFORMANCE MEASURES, & BUDGETS ..... 43

    ADMINISTRATION DIVISION ..... 43

    HUMAN RESOURCES DIVISION ..... 47

    INFORMATION TECHNOLOGY DIVISION ..... 50

    MAINTENANCE DIVISION ..... 53

    OPERATIONS DIVISION ..... 56

    SECURITY DIVISION ..... 60

    SUPPORT DIVISION ..... 64

    TRAINING DIVISION ..... 68

STATISTICAL INFORMATION ..... 71

GLOSSARY ..... 75

ACRONYMS ..... 77

MAP OF BRUNSWICK, DINWIDDIE, & MECKLENBURG COUNTIES ..... Back Cover

**FISCAL YEAR 2024 BUDGET MESSAGE**

May 4, 2023

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 2024. 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, offenders and community.

Our budget process for the FY 2024 budget began in August 2022. 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 2023. When we begin projecting for fiscal year 2024, we are only two months into fiscal year 2023. 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 2024 budget the Jail is faced with a significant decline in our offender average daily population (ADP) from 400 in fiscal year 2023 to 300 in fiscal year 2024. Decreased ADP negatively impacts revenues and expenses, thus causing our user localities to be required to contribute a larger portion to balance the Jail's budget. In lieu of increasing required locality contributions, we implemented new budgetary tools in our fiscal year 2024 budget to alleviate large increases to our member jurisdictions. Along with a decline in inmate ADP, personnel expenses increase by \$644,476 in fiscal year 2024 to provide a 7% merit increase to our staff. The Jail also has many fixed expenses including insurances, contracts such as medical and maintenance, etc. which are increasing in fiscal year 2024 despite the decline in inmate population. As the inmate population decreases, the per diem cost to support these fixed expenses must increase proportionately which causes a higher per diem rate for our user localities. In FY 2023 our Operational Per Diem rate to our localities was \$38.60. This increased 9.57% to a \$42.30 Operational Per Diem Rate in FY 2024 because ADP decreased along with an increase in expenses. The historical changes in ADP are shown in the graphs on page 4.

Listed below are some of the objectives of the adopted budget. These objectives will be described in detail in the following pages along with the specifics for each line item.

**Budget Objectives**

- Continue to provide a safe, secure and sanitary facility for staff and inmates while maintaining cost saving measures in our operation.
- Provide a 7% merit increase for all employees.
- Incorporate new strategies into our budgeting process to reduce large increases and decreases in locality contributions from year to year.
- Collaborate with our medical services provider to provide additional mental health opportunities for our offenders as well as Jail staff.

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 \$21,531,731 will carry us through our twelfth year of operation. 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 offenders 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,

A handwritten signature in cursive script that reads "Crystal O Willett".

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 offenders 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

**HISTORY OF THE ORGANIZATION**

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.

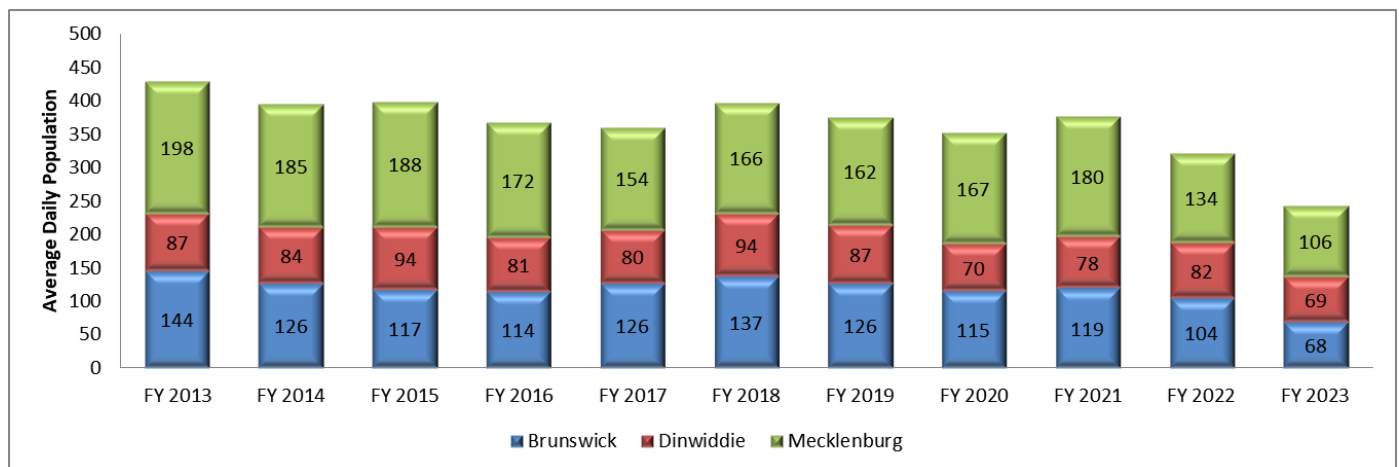
Meherrin River Regional Jail is located in southeast Virginia in Brunswick County. Brunswick County is a rural setting with a population of 16,500 and 583 square miles. Brunswick County is best known as the origin place for Brunswick stew.

Meherrin River Regional Jail’s main facility in Alberta, Virginia opened in July 2012 and 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 offender intake, a 12-bed center for transport offenders, a 5-bed center for offender classification, and 34 special management cells.

The satellite facility located in Boydton, Virginia opened in January 2013 and it 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 offender intake, and 4 special management cells. The Boydton facility has been temporarily closed since January 6, 2021 due to COVID-19 concerns. We anticipate re-opening this facility but do not have a definitive timeline.

Our facility serves Brunswick, Dinwiddie and Mecklenburg Counties. Serving the member jurisdictions as it does, the overall offender 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.

The following chart displays our Localities’ ADP (Average Daily Population) since we opened in July 2012.



**STRATEGIC GOALS & OBJECTIVES**

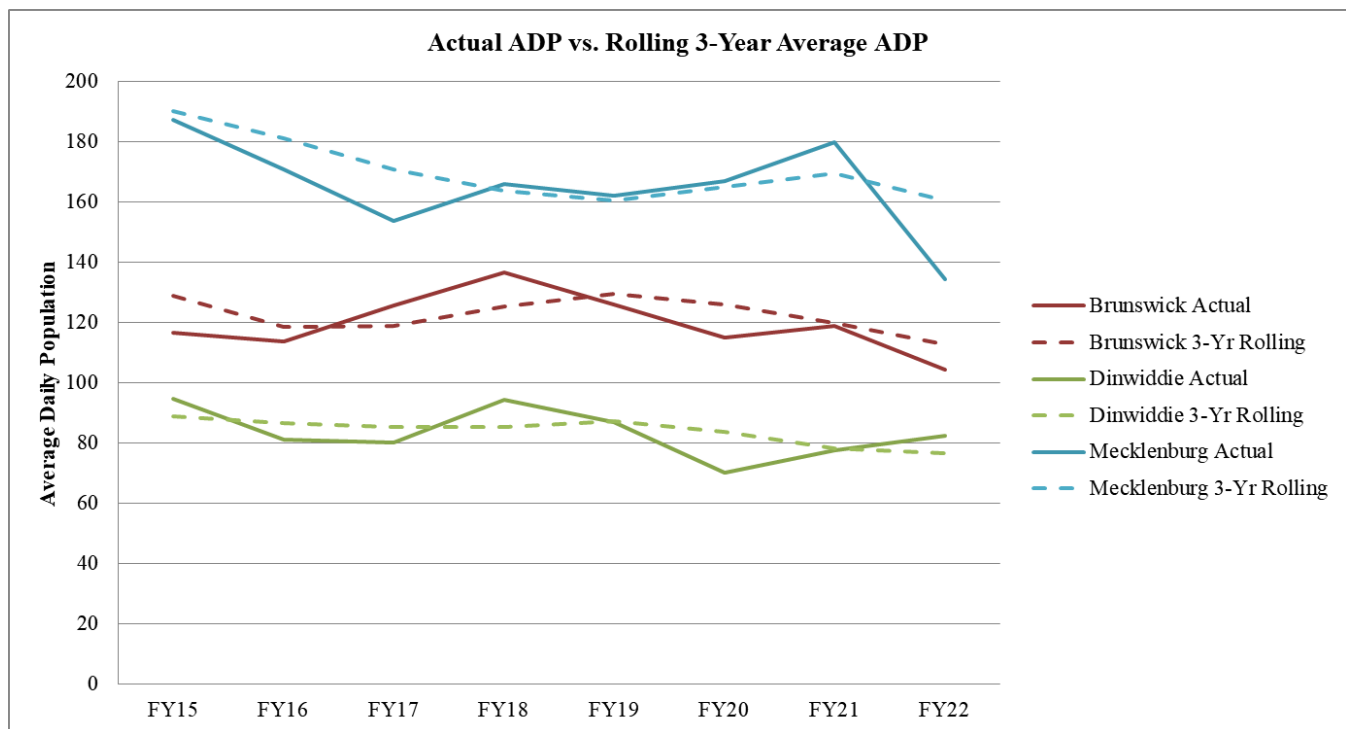
As stated previously in the Superintendent’s FY 2024 Budget Message, the primary goal of the Jail is to provide a safe, secure and sanitary facility for our staff and offenders while maintaining cost saving measures in our operation. This primary goal directly supports our vision, mission and core values.

Annually, during the budget process, Division Heads submit their goals and objectives along with their itemized budget requests for the upcoming budget year. The Superintendent reviews each Division’s submitted goals and objectives to determine which goals and objectives should be prioritized since these items are what influence the development of the budget.

Inherent in achieving our primary goal is providing sworn Jail staff with the necessary training and knowledge to perform their duties while promoting ethical behavior, professional excellence, and competence. We accomplish this by ensuring that all sworn Jail staff are properly trained and certified as required by the Virginia Department of Criminal Justice Services.

The Jail also achieves this goal by maintaining standards of compliance and accreditation through the Virginia Department of Corrections (DOC) certification, the National Commission on Correctional Health Care (NCCHC) as well as adhering to Jail policy and procedures.

As a result of a large decrease in offender ADP along with large expense increases due to inflation, it is imperative that we incorporate new strategies into our budgeting process to reduce large increases and decreases in locality contributions from year to year. We accomplish this by changing the method for calculating the allocated percentage that each locality is required to contribute to balance the budget. In previous years each locality’s allocated percentage was determined by actual usage in the most recent full fiscal year (for fiscal year 2023 we used fiscal year 2021 actual usage) which caused large increases and decreases in their contributions from year to year. To minimize these large swings from year to year, in fiscal year 2024 we will begin determining each locality’s usage allocation based on a 3-year rolling average. The chart below illustrates how this change will positively impact our localities and smooth out the large peaks and valleys in their contributions from year to year.



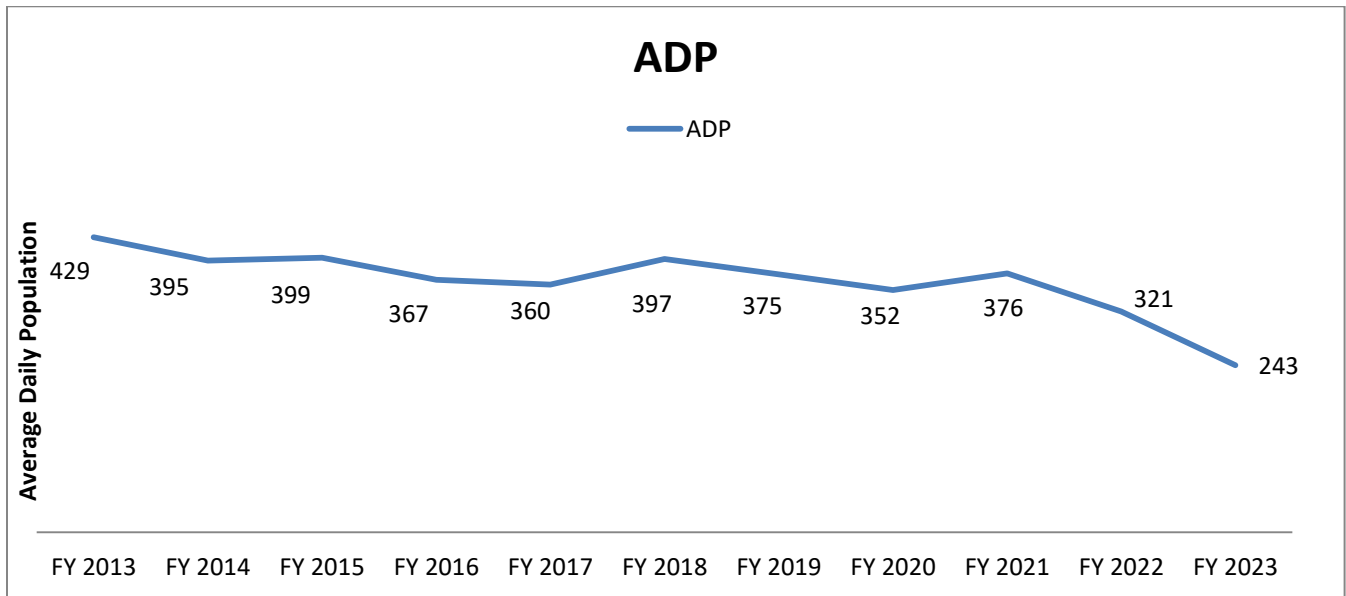


Another main goal is collaborating with our medical services provider to provide additional mental health opportunities for our offenders as well as Jail staff. This is in addition to the Qualified Mental Health Provider (QMHP) available 24/7 and psychiatrist that are currently being provided to offenders. This is accomplished by establishing a contract with a new medical services provider beginning in fiscal year 2024. This is important as the issue of mental health has become a more prevalent topic in today's world.

Ultimately, our plan is to meet all of these needs and goals while keeping costs to a minimum for our participating localities. We strive to maintain and enhance our relationships with our user jurisdictions, outside agencies, and the public through effective correctional services and community involvement. We do this through compliance with the Virginia Compensation Board, which provides the second largest revenue source of our budget, through funding and supplementing Jail staff salary and benefit costs. The Jail ensures that we continue to adhere to their rules and regulations in order to receive current and future State funding which in turn helps keep the funding requirements from our participating localities at a lower level.

The forecasting of the local offender population can be challenging at times, however we take historical trends into account as well as upcoming information from the localities when projecting the offender population. This is an important piece in developing the participating localities funding requirements as well as a majority of our other revenue sources which are impacted by offender population.

The following chart displays our Localities' ADP since we opened in July 2012.



**LONG-TERM ORGANIZATION-WIDE FACTORS**

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

Provide a safe, secure and sanitary facility for staff and offenders 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. The state provides reimbursement for personnel costs for staff salaries and fringe benefits. In addition, we receive funds from the state for LIDS fees for housing offenders. In order for our facility to continue to maintain costs, we must actively watch for rulings in regards to the State's budget. If there are any major impacts to our budget as a result of the State's budget, we must re-evaluate and plan accordingly. 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 reserve accounts.

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.

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 and to ensure we are eligible for the maximum funding from the State.

Continue to monitor existing and new contracts to help the Jail either increase revenues or decrease expenses wherever possible. This helps to keep the Jail within budgetary amounts and reduce the localities' requirements.

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 FY23, our eleventh year of operations. In an effort to be more transparent, in 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 Associations' Distinguished Budget Presentation Award for our FY16 through FY23 budget documents, and aspire to receive it for the ninth year for our FY24 budget document. These financial certifications support and confirm the Jail's reputation and desire to produce the best financial reports and budget.

There are no service level changes expected in fiscal year 2024.

**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, offenders and community.

As it is our largest expense, personnel expenses for employee salaries and benefits are a major priority in our fiscal year 2024 budget. Included in these personnel expenses is a 7% merit increase to all staff. These increases were funded partially by the Compensation Board and partially by our member jurisdictions.

These increases in personnel expenses along with increases in other fixed costs, such as insurances and service contracts, increased our total operating expenses. Operating revenues also decreased in our fiscal year 2024 budget due to a significant decrease in offender population from 400 ADP in FY 2023 to 300 ADP in FY 2024. As the offender population decreases, the per diem cost to support these fixed expenses must increase proportionately which causes a higher per diem rate for our user localities. In FY 2023 our Operational Per Diem rate to our localities was \$38.60. This increased 9.57% to a \$42.30 Operational Per Diem Rate in FY 2024 because ADP decreased along with an increase in fixed expenses.

To alleviate a large increase in locality contributions we included the following budgetary tools to help balance our fiscal year 2024 budget:

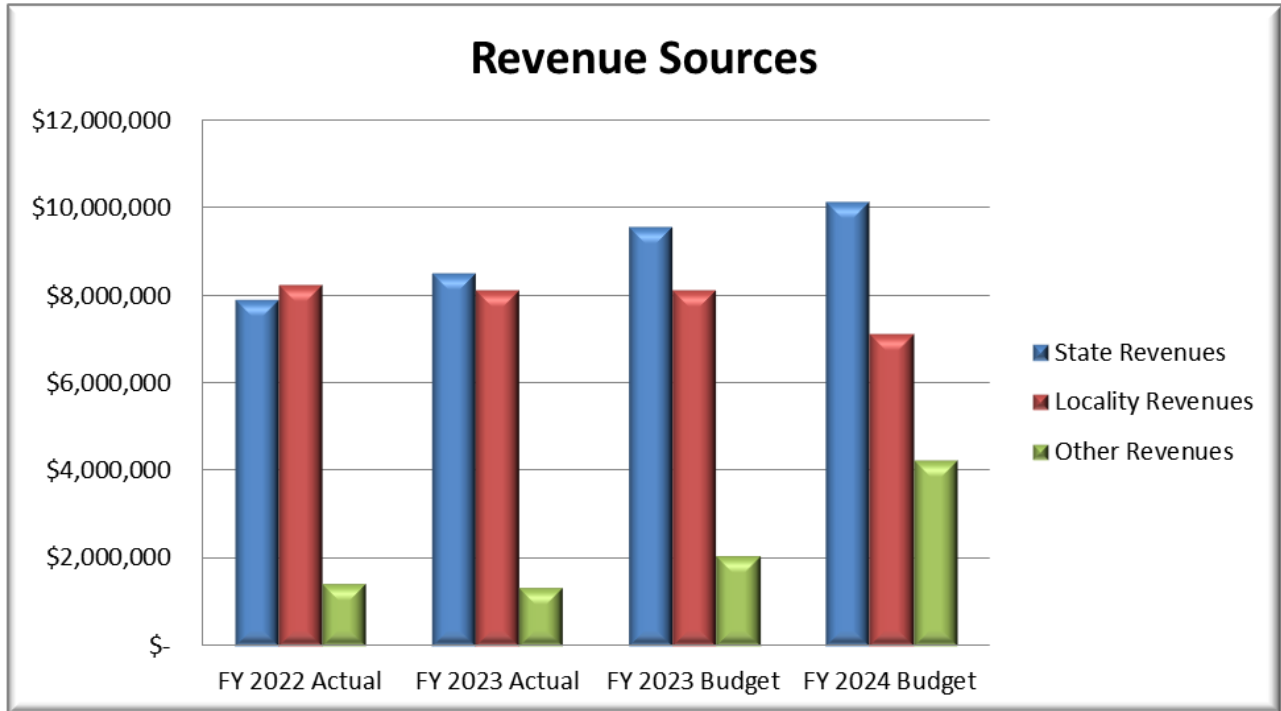
Reserve Fund Revenue: We included \$553,387 in Reserve Fund revenue to help minimize the effect the increase in fixed expenses and decrease in ADP has on our user localities. This Reserve Fund revenue is to be used from the Supplemental Reserve Fund only in the event that the Jail's expenses are more than its revenues.

Rate Stabilization Fund Revenue: We included \$1,337,492 in Rate Stabilization Fund revenue to help minimize the effect the increase in fixed expenses and decrease in ADP has on our user localities. This Rate Stabilization Fund revenue is to be used from the Rate Stabilization Fund only in the event that the Jail's expenses are more than its revenues.

Unrestricted Fund Balance Revenue: We included \$1,250,000 in Unrestricted Fund Balance revenue to help minimize the effect the increase in fixed expenses and decrease in ADP has on our user localities. This Unrestricted Fund Balance revenue is to be used from prior years' surpluses only in the event that the Jail's expenses are more than its revenues.

**REVENUES**

Meherrin River Regional Jail receives revenue from three primary sources: the Virginia Compensation Board which reimburses the jail for staff salaries and for offender 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, offender medical co-pays, etc.



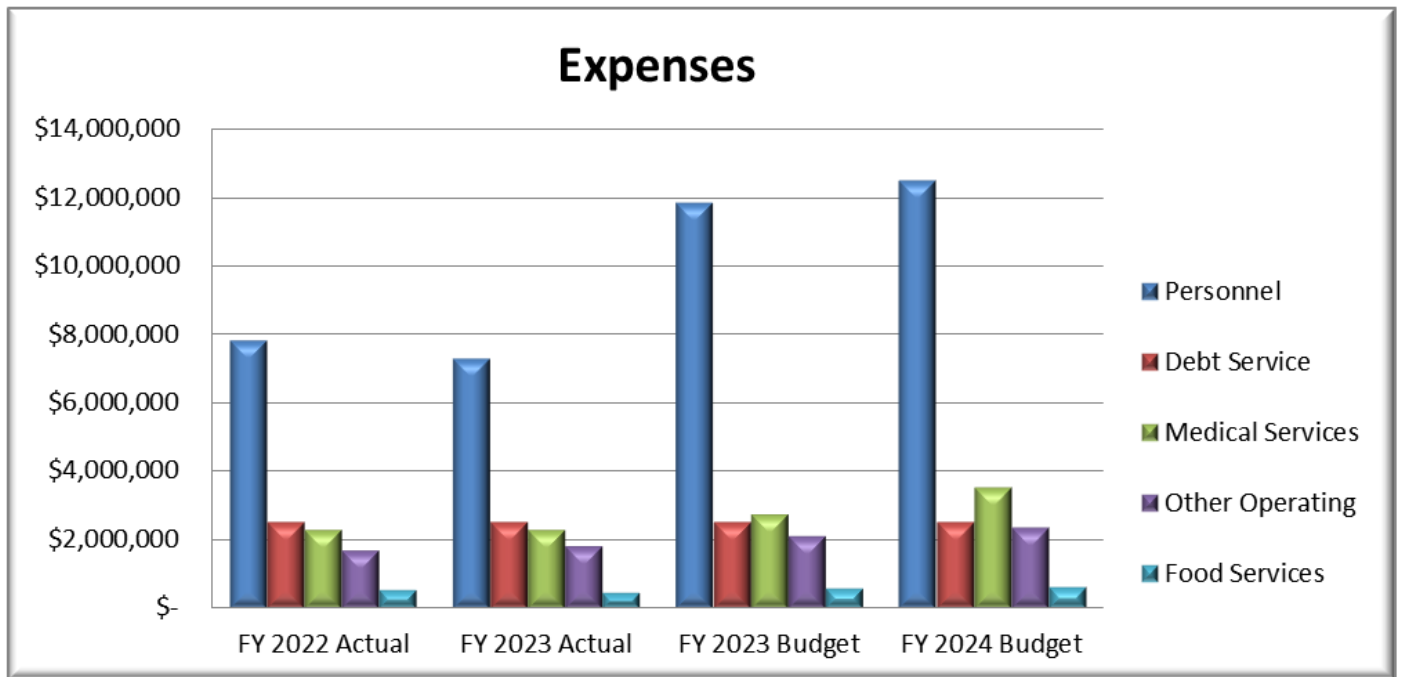
**EXPENSES**

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 pleased to include a 7% merit increase to all Jail employees in our fiscal year 2024 budget.

Debt service remains fairly constant with a \$1,759 decrease from our FY 2023 budget. However, the Debt Service Per Diem rate increases because it is a fixed expense and our projected offender population is budgeted to decrease in FY 2024.

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, several annual IT and maintenance service contracts, as well as our medical services contract will increase in FY 2024.

Due to the limited scope of capital expenditures budgeted in fiscal year 2024, the operational impact is deemed to be minimal.

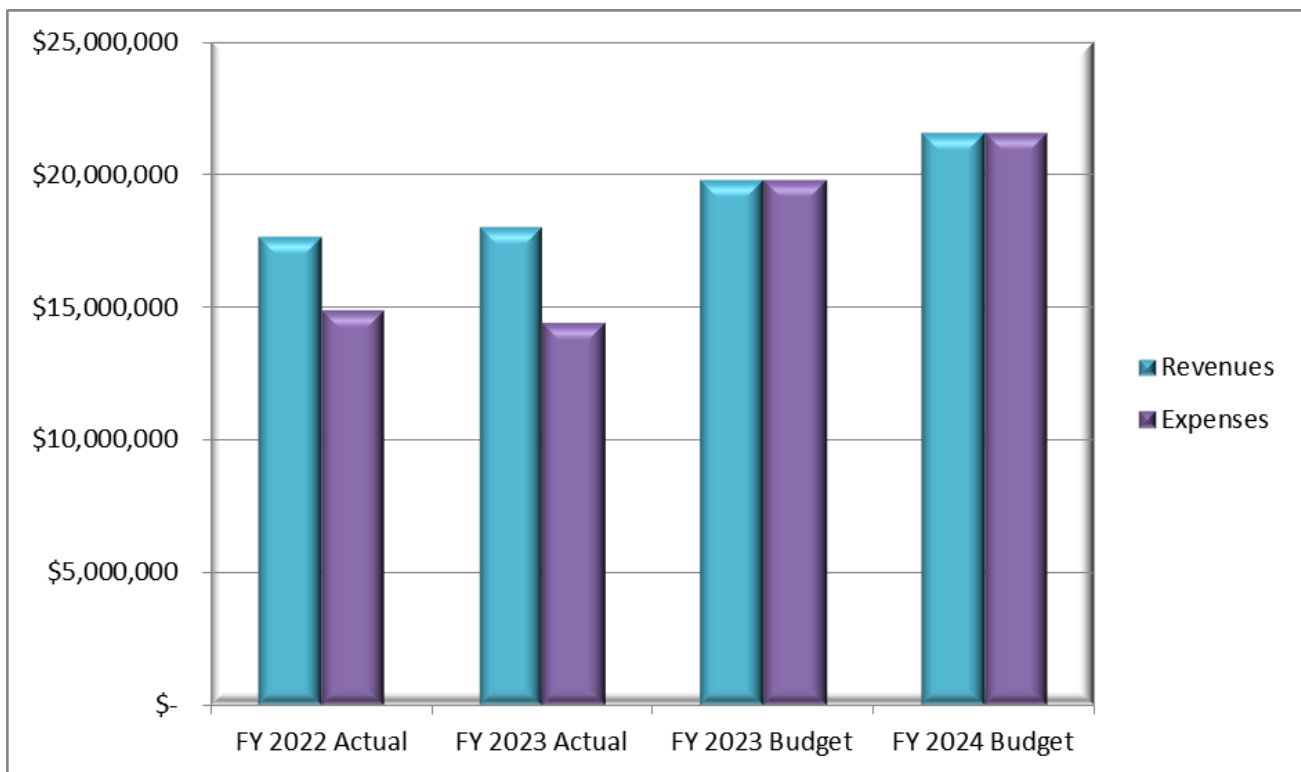


**BUDGET OVERVIEW**

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.

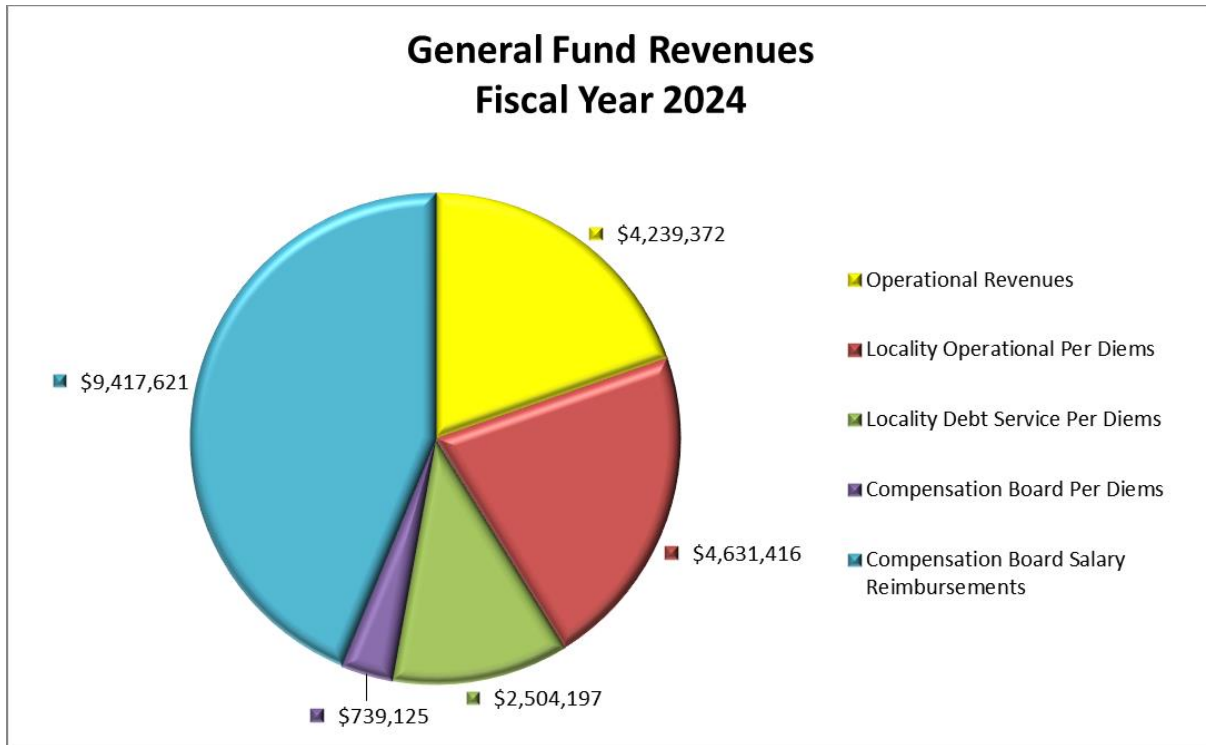
The budget is prepared on the modified accrual basis, recognizing revenues when they become measurable and available. Measurable means that the dollar value of the revenue is known. Available means that it is collectible within the current period or soon enough after the end of the current period to 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.

There were no changes between the proposed and adopted budget for fiscal year 2024.



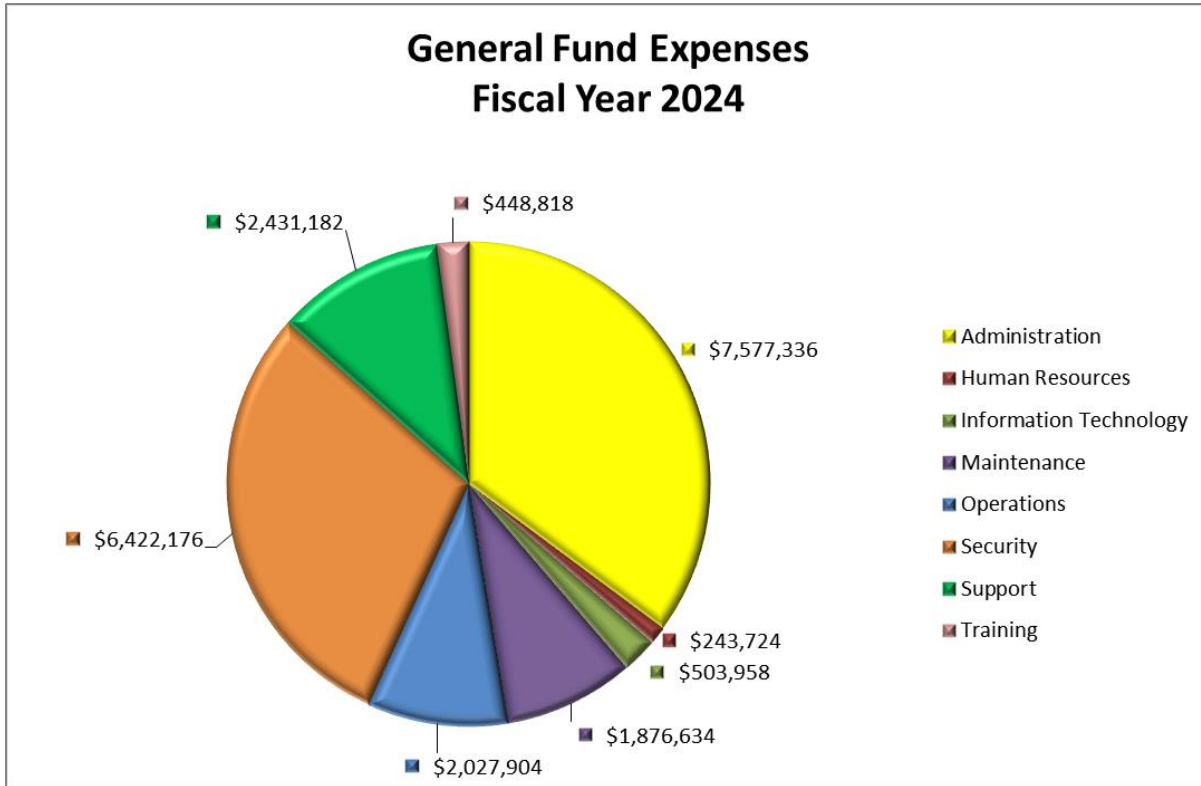
Actual expenses are significantly lower in FY 2022 and FY 2023 than budget due to vacancy savings from Virginia Compensation Board salary reimbursements as a result of staff vacancies. We receive reimbursements for positions that are vacant throughout the year as well. These vacancy savings are reported 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 offender phone commissions, work release fees, weekender fees, home incarceration fees, medical co-payments collected from offenders, daily housing fees collected from offenders 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 2024’s percentages are based on each locality’s rolling 3-year average usage and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2024 these percentages are: Brunswick County – 32.21%, Dinwiddie County – 21.94% and Mecklenburg County – 45.85%. A true-up is calculated at year end based on actual offender 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 2024’s percentages are based on each locality’s rolling 3-year average usage and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2024 these percentages are: Brunswick County – 32.21%, Dinwiddie County – 21.94% and Mecklenburg County – 45.85%.
- 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 offenders. 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.
- **Maintenance** – The Maintenance Division includes several annual maintenance service contracts; building repairs and maintenance; grounds repair and maintenance; utilities; housekeeping; and salaries, payroll taxes and benefits of employees within the division.
- **Operations** – The Operations Division includes transportation expenses; 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 offenders 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 offender work programs; and salaries, payroll taxes and benefits of employees within the division.
- **Training** – The Training 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.

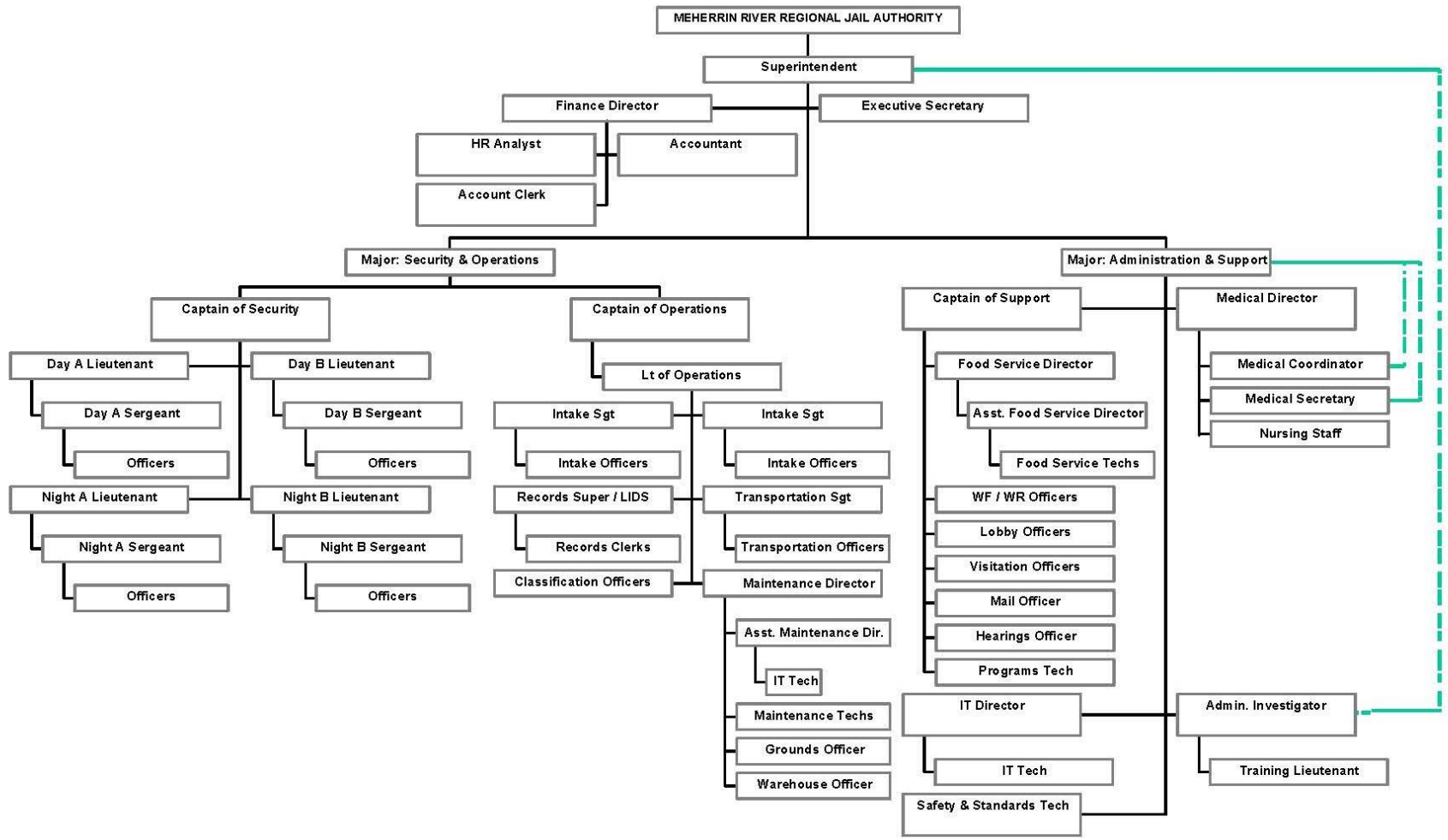


**REVENUE & EXPENSE SUMMARY  
FY 2024  
ADOPTED**

	<u>Adopted FY23</u>	<u>Adopted FY24</u>	<u>% Change</u>	<u>Change</u>
<b>OPERATING REVENUE:</b>				
INTEREST INCOME	7,000.00	200,000.00	2757.14%	193,000.00
INMATE PHONES	439,400.00	516,900.00	17.64%	77,500.00
MRRJ WORK RELEASE	22,373.00	17,160.00	-23.30%	(5,213.00)
WEEKENDER FEE	12,194.00	11,700.00	-4.05%	(494.00)
HOME INCARCERATION	4,474.60	11,440.00	155.67%	6,965.40
MEDICAL CO-PAY	13,538.70	9,324.09	-31.13%	(4,214.61)
DAILY FEES	134,441.67	118,533.75	-11.83%	(15,907.92)
COMP BOARD-LIDS	963,486.57	739,125.00	-23.29%	(224,361.57)
COMPENSATION BOARD	8,622,116.20	9,417,620.92	9.23%	795,504.72
MISCELLANEOUS REVENUE	10,000.00	10,000.00	0.00%	-
FOOD SERVICE REVENUE	224,400.00	157,500.00	-29.81%	(66,900.00)
SECUREPAK REVENUE	68,301.43	45,934.98	-32.75%	(22,366.45)
RESERVE FUND	553,387.48	553,387.48	0.00%	-
RATE STABILIZATION FUND	588,946.51	1,337,492.00	127.10%	748,545.49
UNRESTRICTED FUND BALANCE	-	1,250,000.00		1,250,000.00
<b>SUBTOTAL</b>	<b>11,664,060.16</b>	<b>14,396,118.22</b>	<b>23.42%</b>	<b>2,732,058.06</b>
OPERATIONAL PER DIEM	5,635,778.22	4,631,416.13	-17.82%	(1,004,362.09)
DEBT SERVICE PER DIEM	2,505,956.28	2,504,196.90	-0.07%	(1,759.38)
<b>TOTAL OPERATING REVENUE</b>	<b>19,805,794.66</b>	<b>21,531,731.25</b>	<b>8.71%</b>	<b>1,725,936.59</b>
<b>OPERATING EXPENSE:</b>				
WAGES AND BENEFITS	11,872,972.02	12,517,447.81	5.43%	644,475.79
OPERATING COSTS	2,080,409.23	2,334,922.57	12.23%	254,513.34
MEDICAL COSTS	2,750,742.01	3,517,288.00	27.87%	766,545.99
FOOD COST	595,715.12	657,875.97	10.43%	62,160.85
<b>SUBTOTAL</b>	<b>17,299,838.38</b>	<b>19,027,534.35</b>	<b>9.99%</b>	<b>1,727,695.97</b>
DEBT SERVICE	2,505,956.28	2,504,196.90	-0.07%	(1,759.38)
<b>TOTAL OPERATING EXPENSE:</b>	<b>19,805,794.66</b>	<b>21,531,731.25</b>	<b>8.71%</b>	<b>1,725,936.59</b>
TOTAL NUMBER OF LOCAL INMATES				
<b>PER DIEM RATES:</b>				
OPERATIONS PER DIEM	38.60	42.30	9.57%	3.69
PER DIEM DEBT SERVICE	17.16	22.87	33.24%	5.71
<b>TOTAL PER DIEM</b>	<b>55.77</b>	<b>65.17</b>	<b>16.86%</b>	<b>9.40</b>
<b>JURISDICTIONAL REQUIREMENTS</b>				
		<b>FY 21 Actual</b>		<b>3-Year Rolling Avg</b>
BRUNSWICK	2,569,492.94	31.56%	2,298,110.18	32.21% (271,382.76)
DINWIDDIE	1,680,939.59	20.65%	1,565,814.92	21.94% (115,124.67)
MECKLENBURG	3,891,301.97	47.79%	3,271,687.93	45.85% (619,614.04)
AVERAGE DAILY OCCUPANCY	<b>400</b>		<b>300</b>	<b>100%</b> <b>(100)</b>
BRUNSWICK	126		97	32.21% (30)
DINWIDDIE	83		66	21.94% (17)
MECKLENBURG	191		138	45.85% (54)
TOTAL INMATE POPULATION	<b>400</b>		<b>300</b>	<b>100%</b> <b>(100)</b>
<b>Total Locality Contributions</b>	<b>8,141,734.50</b>		<b>7,135,613.03</b>	
<b>Increase to Localities</b>			<b>(1,006,121.47)</b>	

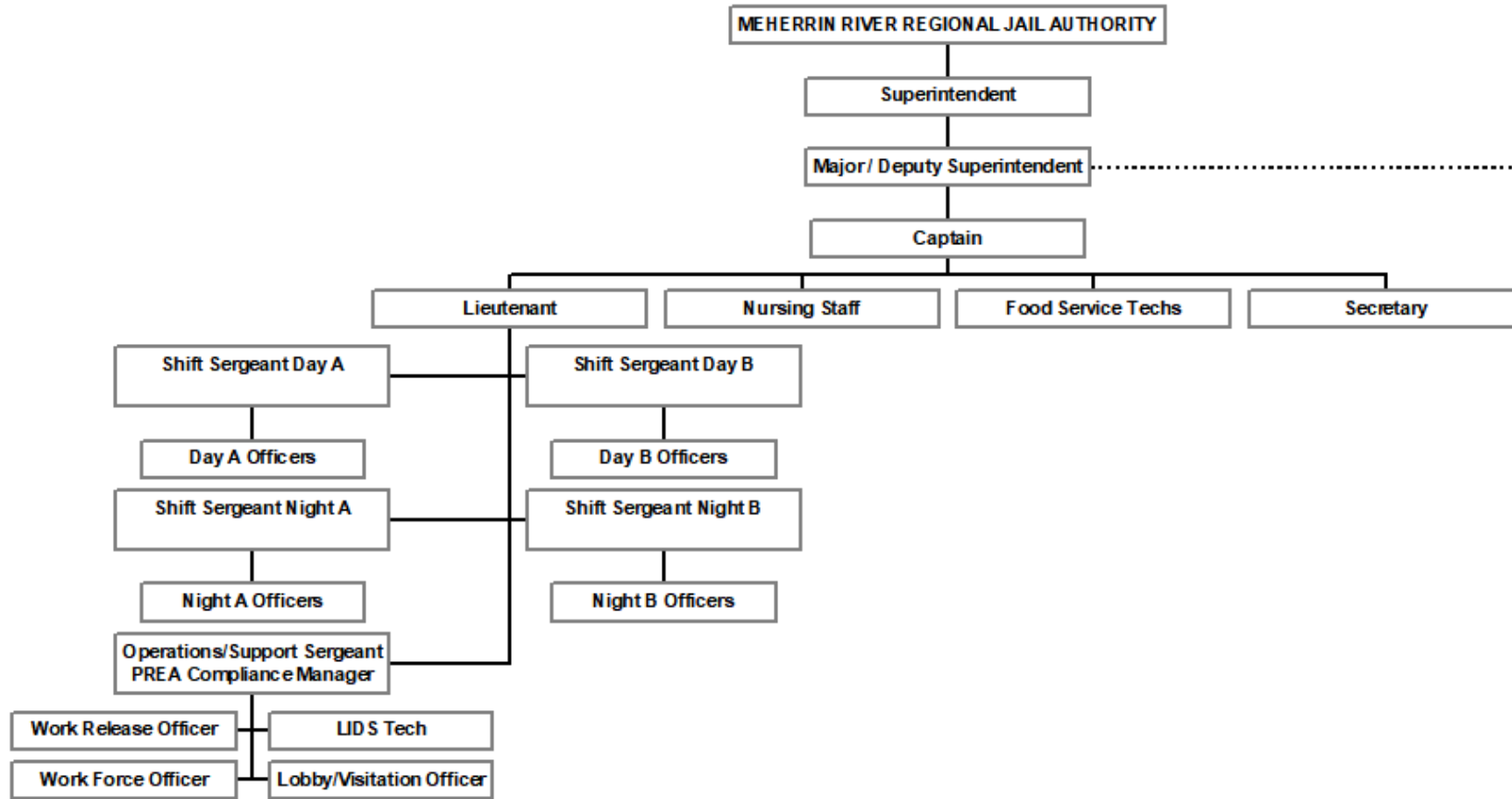
**ORGANIZATIONAL CHARTS**  
**ALBERTA**

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



BOYDTON

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

Funds are appropriated in the fiscal year 2024 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.

Divisions	General Fund
<b>ADMINISTRATION</b>	
Medical Services	X
Administrative Functions	X
Safety and Standards	X
<b>HUMAN RESOURCES</b>	
Payroll and Related Functions	X
Employee Benefits	X
Human Resource Functions	X
<b>INFORMATION TECHNOLOGY</b>	
Telecommunications	X
Internet	X
Computer Software	X
Computer Hardware	X
<b>MAINTENANCE</b>	
Building Maintenance & Repair	X
Grounds Maintenance & Repair	X
Warehouse	X
<b>OPERATIONS</b>	
Classification	X
Intake	X
Records	X
Transportation	X
<b>SECURITY</b>	
Security Officers	X
<b>SUPPORT</b>	
Food Services	X
Home Incarceration	X
Lobby	X
Work Force	X
Work Release	X
<b>TRAINING</b>	
Training	X

**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. Meherrin River Regional Jail Authority is in compliance with all adopted financial policies.

### **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 offender 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 historical data that does not clearly show a trend in offender 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.



## **OPERATING RESERVE FUND**

The Operating Reserve Fund is legally required by the Authority's Member Service Agreement and its Financing Agreement and shall be equal to 60 days of the Authority's projected operating budget for each year, less debt service or such other amount as is required by provisions of such obligations. This reserve will be held by the Authority in a separate account and, as specified in the Financing Agreement, must be restored to its required reserve level should it ever fall below that level.

## **DEBT SERVICE RESERVE FUND**

The Debt Service Reserve Fund is legally required by the Authority's Member Service Agreement and its Financing Agreement and shall be funded in an amount equal to the maximum annual principal and interest due in the then-current or any future fiscal year on the Local Bond and/or any Parity Bond issued to refund the Local Bond in whole or in part. This reserve is held by the Authority's Bond Trustee and, as specified in the Financing Agreement, must be restored to its required reserve level should it ever fall below that level.

## **SUPPLEMENTAL RESERVE FUND**

The Authority Board has determined that it would be prudent and beneficial to the financial management of the Authority and its Member Jurisdictions to establish an additional reserve fund in excess of the Legally Required Reserves. This Supplemental Reserve Fund will be held by the Authority and the Supplemental Reserve Fund Requirement will be equal to 17% of the Authority's projected operating budget for each year, less debt service. The Authority shall calculate the Supplemental Reserve Fund balance in the same manner that it calculates its Operating Reserve Fund balance. The Authority Board shall maintain a balance in the Supplemental Reserve Fund that is equal to 17% of the Authority's projected operating budget for each year, less debt service.

## **RATE STABILIZATION FUND**

Funding for large increases in operational per diems, as adopted by the Board, will be provided by cash reserves in the Rate Stabilization Fund. Annually at the conclusion of the annual audit, funds equal to 20% of the increase in net operating position (fund balance) will be transferred to the Rate Stabilization Fund for the purpose of providing cash reserves to offset large increases in operational per diems.

The amount transferred annually is a function of many variables, but primarily the amount by which revenues exceed budget and the amount of departmental savings resulting from items such as employee vacancy savings and operational efficiencies.

## **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 (VACORP). 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
Lease Asset – Equipment	5-20 years

Donated capital assets are recorded at acquisition value on the date the asset was donated. The acquisition value must be fully documented and maintained on file to support the value.

### **CAPITAL RESERVE FUND POLICY**

Funding for budgeted capital projects, as adopted by the Board, will be provided by cash reserves in the Capital Reserve Fund. Annually at the conclusion of the annual audit, funds equal to 15% of the increase in net operating position will be transferred to the Capital Projects Fund for the purpose of providing cash reserves for the procurement of future capital requirements.

The amount transferred annually is a function of many variables, but primarily the amount by which revenues exceed budget and the amount of departmental savings resulting from items such as employee vacancy savings and operational efficiencies.

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

The budget creation and approval process falls entirely within the control of the Board. The Board approves, adopts and amends (if necessary) 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 along with their goals and objectives for the upcoming year no later than August 31st 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 September and October between the Superintendent, Deputy Superintendents, Finance Director and respective Division heads as needed. During these meetings, the goals and objectives submitted by each division as well as each expense line are 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 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 February Board Meeting.

The proposed budget is presented to the Board Members at the February board meeting with the understanding that the budget will not be adopted until after the Virginia General Assembly has met and finalized the state budget. The proposed budget must be presented at the February board meeting, which is much earlier than most organizations, because County Administrators require a close estimate of their respective locality contributions to present to their County Boards for appropriation. Any comments pertaining to the budget from the public are also taken into consideration since the meeting is open to the general public to attend.

After the Virginia state budget is finalized, any items affecting the Jail's proposed budget are revised. These items are generally related to Compensation Board funded staff positions and related raises for employees, and/or budget cuts affecting reimbursements from the Compensation Board such as per diems and salary reimbursements.

The Fiscal Year 2024 budget was adopted by Board Members on May 4, 2023.

## **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.

**PUBLIC INVOLVEMENT**

The public may attend the Jail's Board meetings and provide comments regarding the budget prior to the budget being adopted by the Board.

**BUDGET CALENDAR**



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

	<b>TOTAL GOVERNMENTAL FUNDS</b>				
	<u>Actual FY 2022</u>	<u>Actual FY 2023</u>	<u>Budget FY 2023</u>	<u>Budget FY 2024</u>	<u>% Change</u>
<b>OPERATING REVENUE</b>					
Interest Income	\$ 28,837	\$ 515,313	\$ 7,000	\$ 200,000	2757.14%
Inmate Phones	425,283	439,400	439,400	516,900	17.64%
Work Release	13,370	32,175	22,373	17,160	-23.30%
Weekender Fees	12,079	9,191	12,194	11,700	-4.05%
Home Incarceration	11,060	9,190	4,475	11,440	155.67%
Medical Co-Payments	10,194	8,144	13,539	9,324	-31.13%
Medical Reimbursements DOC	75,621	1,356	-	-	-
Daily Housing Fees	114,724	91,655	134,442	118,534	-11.83%
Bed Rentals	79,120	300	-	-	-
Compensation Board-LIDS	808,929	496,509	963,487	739,125	-23.29%
Compensation Board Salary Reimbursements	7,108,310	8,042,512	8,622,116	9,417,621	9.23%
Miscellaneous Revenue	25,502	36,690	10,000	10,000	0.00%
Food Service Revenue	233,007	120,033	224,400	157,500	-29.81%
SecurePak Revenue	50,222	27,374	68,301	45,935	-32.75%
Grant Revenue	364,702	54,697	-	-	-
Reserve Fund	-	-	553,387	553,387	0.00%
Rate Stabilization Fund	-	-	588,947	1,337,492	127.10%
Unrestricted Fund Balance	-	-	-	1,250,000	-
<b>SUBTOTAL</b>	<b>9,360,960</b>	<b>9,884,539</b>	<b>11,664,060</b>	<b>14,396,118</b>	<b>23.42%</b>
Operational Per Diem	5,758,905	5,635,778	5,635,778	4,631,416	-17.82%
Debt Service Per Diem	2,504,897	2,505,956	2,505,956	2,504,197	-0.07%
<b>TOTAL OPERATING REVENUE</b>	<b>\$ 17,624,762</b>	<b>\$ 18,026,273</b>	<b>\$ 19,805,795</b>	<b>\$ 21,531,731</b>	<b>8.71%</b>
<b>OPERATING EXPENSE</b>					
Personnel	\$ 7,825,894	\$ 7,299,525	\$ 11,872,972	\$ 12,517,448	5.43%
Other Operating Expenses	1,704,245	1,808,956	2,080,409	2,334,923	12.23%
Medical Services	2,297,396	2,292,692	2,750,742	3,517,288	27.87%
Food Services	558,765	492,006	595,715	657,876	10.43%
<b>SUBTOTAL</b>	<b>12,386,299</b>	<b>11,893,178</b>	<b>17,299,838</b>	<b>19,027,534</b>	<b>9.99%</b>
Debt Service - Bond Payable	2,504,897	2,505,956	2,505,956	2,504,197	-0.07%
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 14,891,196</b>	<b>\$ 14,399,134</b>	<b>\$ 19,805,795</b>	<b>\$ 21,531,731</b>	<b>8.71%</b>
SURPLUS (DEFICIT)	2,733,565	3,627,139	-	-	-
<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>-</b>
<b>NET CHANGE IN FUND BALANCES</b>	<b>\$ 2,733,565</b>	<b>\$ 3,627,139</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>FUND BALANCE, BEGINNING OF YEAR</b>	<b>14,322,215</b>	<b>17,055,780</b>	<b>20,682,919</b>	<b>20,682,919</b>	<b>0.00%</b>
<b>FUND BALANCE, END OF YEAR</b>	<b>\$ 17,055,780</b>	<b>\$ 20,682,919</b>	<b>\$ 20,682,919</b>	<b>\$ 20,682,919</b>	<b>0.00%</b>
<b>% CHANGE</b>	<b>19.09%</b>	<b>21.27%</b>	<b>0.00%</b>	<b>0.00%</b>	

Explanation of Significant Changes:

The increase in Interest Income is due to higher market rates.

The increase in Inmate Phone revenue is due to an increased Minimum Annual Guarantee as a result of our contract.

The decrease in Work Release revenue is due to lower participants anticipated in FY 2024.

The increase in Home Incarceration revenue is due to higher participants anticipated in FY 2024.

The decreases in Medical Co-Payments & Daily Housing Fee revenues are a result of a significant decrease in offender population anticipated in FY 2024.

The decrease in Comp Board – LIDS revenue is due to anticipating fewer DOC non-compliant inmates in the FY 2024 budget.

The decrease in Food Service revenue is a result of a significant decrease in offender population.

The decrease in SecurePak revenue is a result of a significant decrease in offender population.

The increase in Rate Stabilization revenue is due to the Board implementing additional budgetary tools to alleviate large contribution increases to our localities.

The decrease in Operational Per Diem revenue is a result of the Board implementing additional budgetary tools to alleviate large contribution increases to our localities.

The increase in Other Operating Expenses is due to large price increases as a result of inflation.

The increase in Medical Services expense is due to the contract increasing in FY 2024.

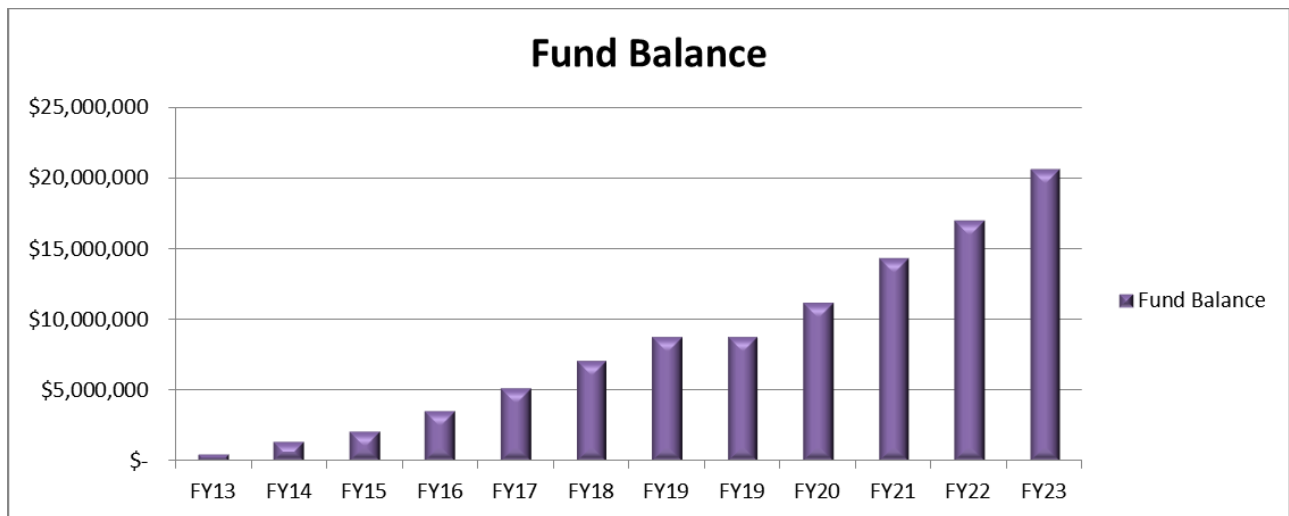
The increase in Food Service expense is due to the large increases in food costs over the past 12 months as a result of inflation.

Fund Balance changes in FY22 and FY23 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.

**CHANGES IN ENDING FUND BALANCE**

<b>Fund Description</b>	<b>2023 Actual Ending Fund Balance</b>	<b>2024 Budgeted Ending Fund Balance</b>	<b>Change in Fund Balance</b>	<b>% Change</b>
General Fund	\$ 20,682,919	\$ 20,682,919	\$ -	0.00%
<b>Total Fund Balance</b>	<b>\$ 20,682,919</b>	<b>\$ 20,682,919</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.

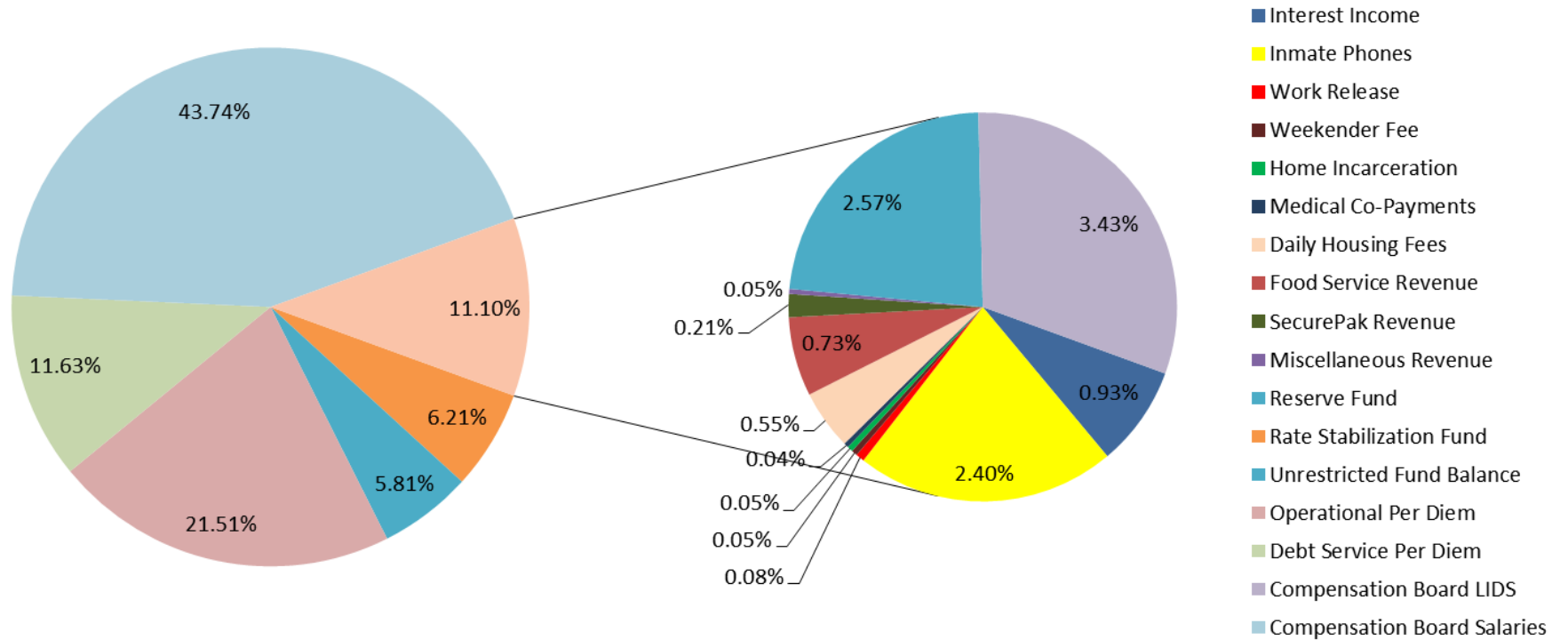
The increases in Fund Balance are attributable to vacancy savings from Virginia Compensation Board salary reimbursements due to staff vacancies. These vacancy savings are reported to the localities at year end as a surplus.



**REVENUES**

	<u>FY 2022 ACTUAL</u>	<u>Percent of Total Revenues</u>	<u>FY 2023 ACTUAL</u>	<u>Percent of Total Revenues</u>	<u>FY 2023 BUDGET</u>	<u>Percent of Total Revenues</u>	<u>FY 2024 BUDGET</u>	<u>Percent of Total Revenues</u>
<b>REVENUES</b>								
<u>Operating Revenues</u>								
Interest Income	\$ 28,837	0.16%	\$ 515,313	2.86%	\$ 7,000	0.04%	\$ 200,000	0.93%
Inmate Phones	425,283	2.41%	439,400	2.44%	439,400	2.22%	516,900	2.40%
Work Release	13,370	0.08%	32,175	0.18%	22,373	0.11%	17,160	0.08%
Weekender Fee	12,079	0.07%	9,191	0.05%	12,194	0.06%	11,700	0.05%
Home Incarceration	11,060	0.06%	9,190	0.05%	4,475	0.02%	11,440	0.05%
Medical Co-Payments	10,194	0.06%	8,144	0.05%	13,539	0.07%	9,324	0.04%
Medical Reimbursements DOC	75,621	0.43%	1,356	0.01%	-	0.00%	-	0.00%
Daily Housing Fees	114,724	0.65%	91,655	0.51%	134,442	0.68%	118,534	0.55%
Bed Rentals	79,120	0.45%	300	0.00%	-	0.00%	-	0.00%
Miscellaneous Revenue	25,502	0.14%	36,690	0.20%	10,000	0.05%	10,000	0.05%
Food Service Revenue	233,007	1.32%	120,033	0.67%	224,400	1.13%	157,500	0.73%
SecurePak Revenue	50,222	0.28%	27,374	0.15%	68,301	0.34%	45,935	0.21%
Grant Revenue	364,702	2.07%	54,697	0.30%	-	0.00%	-	0.00%
Reserve Fund	-	0.00%	-	0.00%	553,387	2.79%	553,387	2.57%
Rate Stabilization Fund	-	0.00%	-	0.00%	588,947	2.97%	1,337,492	6.21%
Unrestricted Fund Balance	-	0.00%	-	0.00%	-	0.00%	1,250,000	5.81%
	<u>1,443,722</u>	<u>8.19%</u>	<u>1,345,518</u>	<u>7.46%</u>	<u>2,078,457</u>	<u>10.49%</u>	<u>4,239,372</u>	<u>19.69%</u>
<u>Locality Revenues</u>								
Operational Per Diem	5,758,905	32.68%	5,635,778	31.26%	5,635,778	28.46%	4,631,416	21.51%
Debt Service Per Diem	2,504,897	14.21%	2,505,956	13.90%	2,505,956	12.65%	2,504,197	11.63%
	<u>8,263,801</u>	<u>46.89%</u>	<u>8,141,735</u>	<u>45.17%</u>	<u>8,141,735</u>	<u>41.11%</u>	<u>7,135,613</u>	<u>33.14%</u>
<u>State Revenues</u>								
Compensation Board LIDS	808,929	4.59%	496,509	2.75%	963,487	4.86%	739,125	3.43%
Compensation Board Salaries	7,108,310	40.33%	8,042,512	44.62%	8,622,116	43.53%	9,417,621	43.74%
	<u>7,917,239</u>	<u>44.92%</u>	<u>8,539,021</u>	<u>47.37%</u>	<u>9,585,603</u>	<u>48.40%</u>	<u>10,156,746</u>	<u>47.17%</u>
	<u>\$ 17,624,762</u>	<u>100.00%</u>	<u>\$ 18,026,273</u>	<u>100.00%</u>	<u>\$ 19,805,795</u>	<u>100.00%</u>	<u>\$ 21,531,731</u>	<u>100.00%</u>

### FY 2024 BUDGET REVENUES



**MAJOR REVENUE SOURCES**

**Offender Phones**

The Jail has a contract with GTL to provide telephone services to offenders. 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, which are based on regulatory regulations and the Jail’s contract. Based on the minimum annual guarantee (MAG) in our new contract, we have included \$516,900 in our FY 2024 budget.

**Work Release**

Offenders 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 offenders to continue working in their current job while serving their sentence. The benefits of this program are that the offenders 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 offenders must be on a GPS tracking device. The weekly amount that offenders 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 offender leaving and returning to the facility. The calculation used to determine our FY 2024 budget amount of \$ 17,160 is shown below.

<b>Amount Per Week:</b>	
Weekly Fee	\$ 110.00
Monitoring Expense	(22.40)
Drug Test Expense	(3.95)
<b>Net Revenue</b>	<b>\$ 83.65</b>

<b>Description</b>	<b>Number of Offenders</b>	<b>Weekly Amount</b>	<b>Number of Weeks</b>	<b>Total Revenue</b>
Work Release Offenders	3	\$ 110.00	52	\$ 17,160
<b>TOTAL</b>				<b>\$ 17,160</b>

**Weekender**

Offenders 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. Offenders report to the Jail on Fridays and are released on Sundays, thus serving 2 days. Offenders are required to pay \$ 25 per weekend which covers a weekly drug test and the operational costs associated with the offender leaving and returning to the facility. The calculation used to determine our FY 2024 budget amount of \$ 11,700 is shown below.

<b>Amount Per Week:</b>	
Weekly Fee	\$ 25.00
Drug Test Expense	(3.95)
<b>Net Revenue</b>	<b>\$ 21.05</b>

<b>Description</b>	<b>Number of Offenders</b>	<b>Weekly Amount</b>	<b>Number of Weeks</b>	<b>Total Revenue</b>
Weekender Offenders	9	\$ 25.00	52	\$ 11,700
<b>TOTAL</b>				<b>\$ 11,700</b>

**Home Incarceration**

Offenders 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 offenders 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 2024 budget amount of \$ 11,440 is shown below.

Amount Per Week:	
Weekly Fee	\$ 110.00
Monitoring Expense	(22.40)
Drug Test Expense	(1.55)
<b>Net Revenue</b>	<b>\$ 86.05</b>

Description	Number of Offenders	Weekly Amount	Number of Weeks	Total Revenue
Home Incarceration Offenders	2	\$110.00	52	\$ 11,440
<b>TOTAL</b>				<b><u>\$ 11,440</u></b>

**Medical Co-Payments**

Offenders 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 offender population. To determine the amount to include in our FY 2024 budget, we used the most current information available at the time the budget was built, which was the FY 2022 actual total. The actual revenue received in FY 2022 was \$10,194 for an ADP of 328 offenders. Based on this information we projected that our Medical Co-Payment revenues would be \$9,324 in FY 2024 based on an expected ADP of 300.

**Daily Fees**

Offenders that are not participating in Work Release, Weekender, or Home Incarceration programs are charged a daily fee that is payable to the Jail. Offenders are charged \$3.00 per day, while trustee offenders 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 offender population. For example, for FY 2024 our projected indigent rate is 47.917%. This means that only 52.083% of our offenders have money on their trust accounts from which we can collect daily fees. The calculation used to determine our FY 2024 budget amount of \$118,534 is shown below.

Budgeted Population	300
Daily Fee	\$3.00
Number of Days per Year	365
Budgeted Indigent Rate	47.917%
<b>Proposed Daily Fees</b>	<b>\$171,094</b>
<b>Less:</b>	
48 Trustees-Pay \$0/day	<u>(\$52,560)</u>
<b>Total Proposed Daily Fees</b>	<b>\$118,534</b>

**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 offenders. These revenues are paid quarterly to the jail based on LIDS reports submitted by the Jail’s LIDS Technician. We receive \$4 per day for local offenders and \$15 per day for offenders that are DOC responsible offenders. The calculation used to determine our FY 2024 budget amount of \$ 739,125 is shown on the following page.

	%	ADP	Days	Rate per Day	Total Revenue
Local Offenders	75%	225	82,125	\$ 4.00	328,500.00
DOC Offenders	25%	75	27,375	\$ 15.00	410,625.00
<b>TOTALS</b>	<b>100%</b>	<b>300</b>	<b>109,500</b>		<b>739,125.00</b>

**Compensation Board Salary Reimbursements**

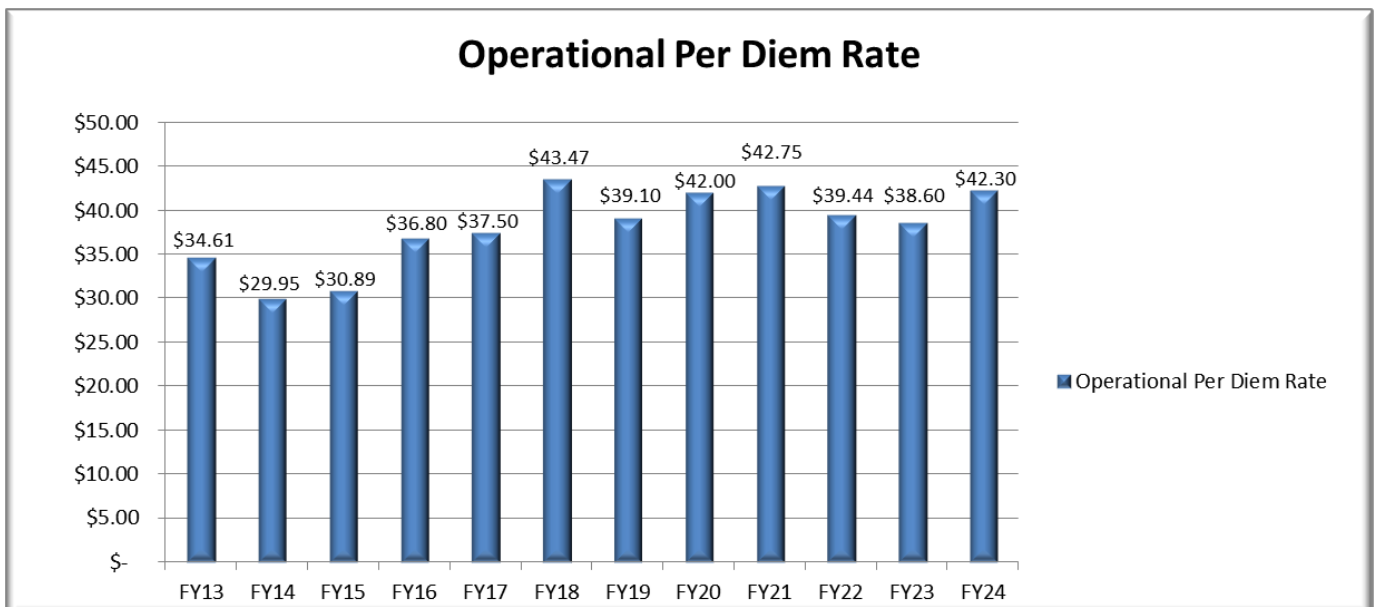
Compensation Board Salary Reimbursements are revenues collected from the State of Virginia Compensation Board to partially reimburse the Jail for personnel expenses. These reimbursements include salaries and a portion of fringe benefits and are paid monthly to the jail based on reports submitted by the Human Resource Analyst. The amount included in the FY 2024 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 2024 budget for Compensation Board Salary Reimbursements is \$9,417,621.

**Food Service Revenue**

Food Service Revenues are revenues generated from food service operations. The budget for FY 2024 is lower than in FY 2023 as a result of a significant decrease in offender ADP. The Just Like Home program is an offender meals program that provides an opportunity for family to purchase additional restaurant-type meals for offenders three times per week. The amount included in the FY 2024 budget for Food Service Revenue is \$157,500 based on data available from FY 2022 and the first few months of FY 2023.

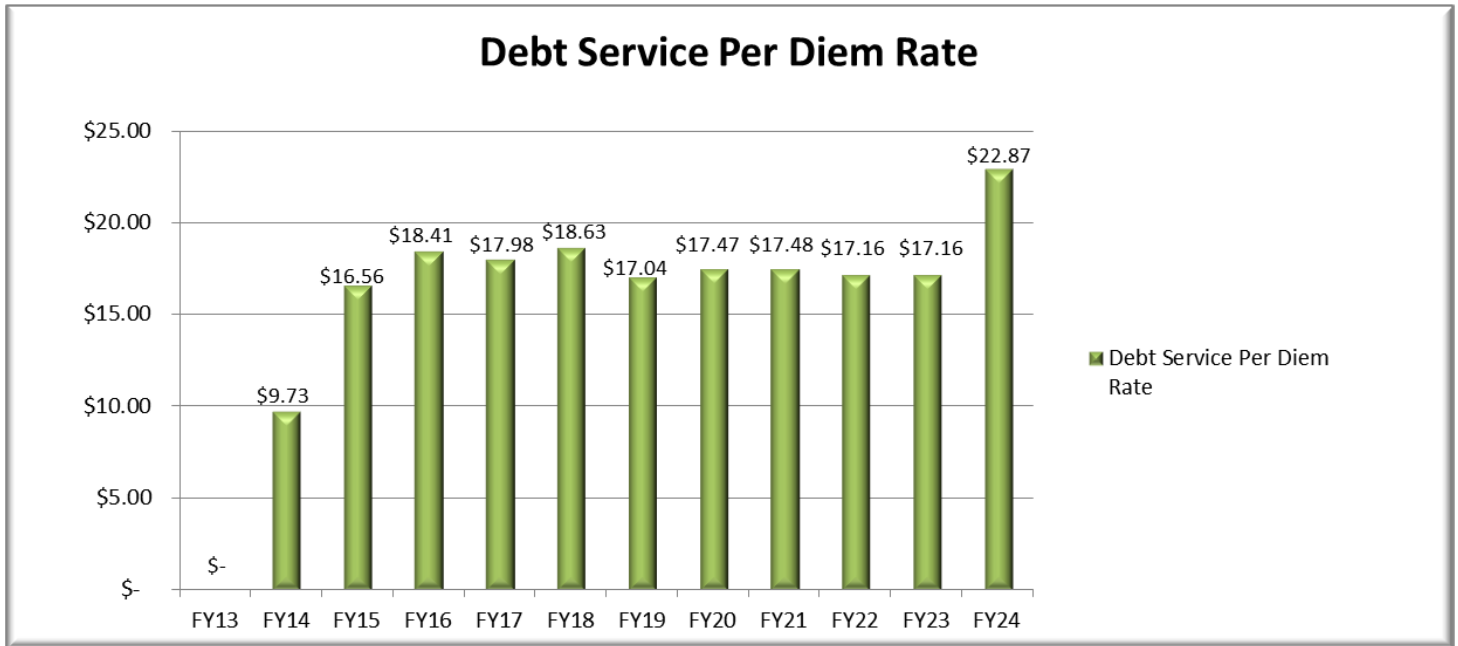
**Locality Operational Per Diems**

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 2024’s percentages are based on each locality’s rolling 3-year average usage and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2024 these percentages are: Brunswick County – 32.21%, Dinwiddie County – 21.94% and Mecklenburg County – 45.85%. A true-up is calculated at year end based on a rolling 3-year average usage for each locality. In the event of a shortfall due to ADP projections, this change in ADP would be included in the year-end true-up with each locality. The Jail maintains adequate operational reserves and cash balances to ensure that there are no timing concerns associated with any cash flow delay. 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 2024’s percentages are based on each locality’s rolling 3-year average usage and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2024 these percentages are: Brunswick County – 32.21%, Dinwiddie County – 21.94% and Mecklenburg County – 45.85%. 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 because it is a fixed expense that does vary as the ADP decreases.

## **LONG-RANGE FINANCIAL PLAN**

The purpose of a Five Year Financial Plan is to provide a budgetary framework for the Jail to plan the long term management of its resources, revenues and expenditures to best serve the Authority Board. 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

This plan plays a key role in determining funding priorities and to balance the budget each year. Because the plan is an important planning tool, priority funding is given to items in the previous year's proposed plan versus those items that are not. Divisions wishing to fund an item that has not been approved must be able to clearly demonstrate what has occurred during the past year to make the item in question a funding priority over items that have been incorporated into the jail's planning process. The plan helps identify which areas of the cumulative requests are higher than anticipated, to help focus on those areas and identify the unanticipated issues.

Because the plan is an integral part of the budget process, Division Heads use the format to make long term decisions for their respective divisions. Knowing that the items included in the plan are more likely to be funded, Division's plan for their growth and related needs for five years at a time instead of year to year. The following criteria were established by the Superintendent to determine which items or projects are included in the Five Year Financial Plan:

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

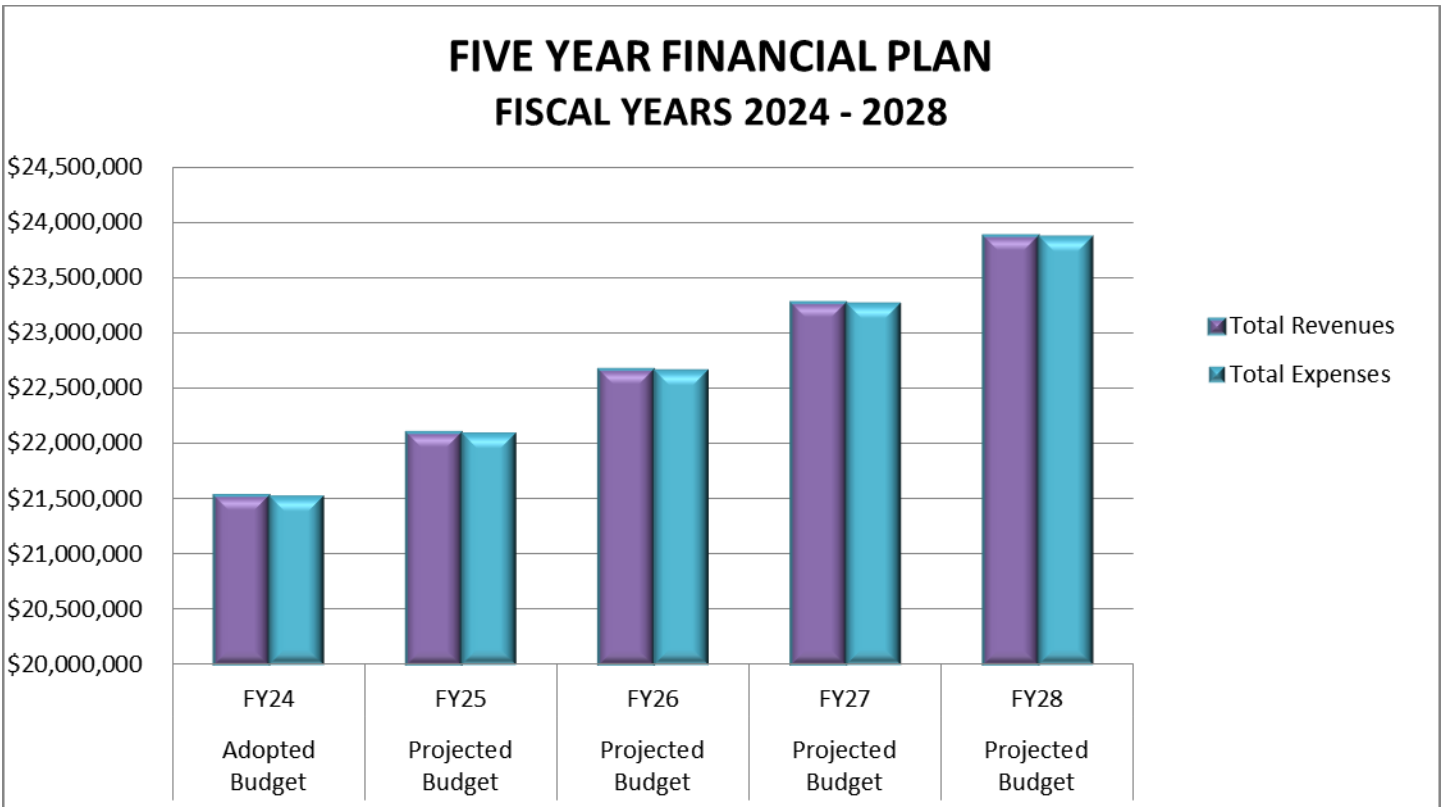
The purpose of a Five Year Financial Plan is an assurance to our Board that we are planning long term and financially positioning the jail to meet the needs of the future. This is extremely important in both a growing offender population and a growing community where the service delivery expectations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

The schedule on the following page is a projected 5 year financial plan. It includes assumptions based on historical trends for Revenues. Interest Income is based on a 3% increase from historical trends, Inmate Phones are based on based on contracted revenues that run through FY 2028, State Funding is based on a 2.5% increase from historical trends. Other revenues are conservatively flat. The Locality Funding current and future year projections are driven by offender population projections as well as revenue requirements needed to balance Total Revenues to Total Expenses.

The Five Year Financial Plan also includes assumptions that are mostly based on historical trends for Expense categories. Wages and Benefits represent a 3% increase each year, 2% for Operational costs, 3% for Medical costs and 5% Food costs. Debt Service is based on our debt amortization schedule.

**FIVE YEAR FINANCIAL PLAN  
FISCAL YEARS 2024- 2028**

	FY24 Adopted	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected
<b>REVENUES:</b>					
INTEREST INCOME	\$ 200,000	\$ 206,000	\$ 212,180	\$ 218,545	\$ 225,102
INMATE PHONES	516,900	516,900	516,900	516,900	516,900
MISCELLANEOUS REVENUE	381,593	381,593	381,593	381,593	381,593
STATE FUNDING	10,156,746	10,410,665	10,670,931	10,937,704	11,211,147
LOCALITY FUNDING	7,135,613	7,436,622	7,745,039	8,070,976	8,399,688
RESERVE FUND	553,387	553,387	553,387	553,387	553,387
RATE STABILIZATION FUND	1,337,492	1,337,492	1,337,492	1,337,492	1,337,492
UNRESTRICTED FUND BALANCE	<u>1,250,000</u>	<u>1,250,000</u>	<u>1,250,000</u>	<u>1,250,000</u>	<u>1,250,000</u>
<b>TOTAL BUDGETED REVENUES</b>	<b>21,531,731</b>	<b>22,092,659</b>	<b>22,667,522</b>	<b>23,266,598</b>	<b>23,875,309</b>
<b>EXPENSES:</b>					
WAGES AND BENEFITS	12,517,448	12,892,971	13,279,760	13,678,153	14,088,498
OPERATING COSTS	2,334,923	2,381,621	2,429,253	2,477,839	2,527,395
MEDICAL COSTS	3,517,288	3,622,807	3,731,491	3,843,436	3,958,739
FOOD COST	657,876	690,770	725,308	761,574	799,652
DEBT SERVICE	<u>2,504,197</u>	<u>2,504,491</u>	<u>2,501,709</u>	<u>2,505,597</u>	<u>2,501,025</u>
<b>TOTAL BUDGETED EXPENSES</b>	<b>\$21,531,731</b>	<b>\$22,092,659</b>	<b>\$22,667,522</b>	<b>\$23,266,598</b>	<b>\$23,875,309</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
Lease Asset – Equipment	5-20 years

Donated capital assets are recorded at acquisition value on the date the asset was donated. The acquisition value must be fully documented and maintained on file to support the value.

**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 twelfth 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 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 Fund with funds saved during the construction process. To ensure that there are sufficient funds in the capital reserve account, a Capital Reserve Fund policy was adopted in FY 2019 with the purpose of providing cash reserves for the procurement of future capital requirements. This will also be used in conjunction with the operating budget and /or financing as well.

In fiscal year 2024, 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 maintain a capital budget fund to account for capital expenditures separate from the General Fund. As such, capital expenditures for fiscal year 2024 are budgeted to be \$0 or 0% of our \$21,531,731 total budget. Thus, the impact of capital expenditures is considered to be zero.

The Jail does not have any significant nonrecurring capital expenditures.

**FIVE YEAR CAPITAL EXPENDITURE PLAN**

	<u>FY24 Adopted</u>	<u>FY25 Projected</u>	<u>FY26 Projected</u>	<u>FY27 Projected</u>	<u>FY28 Projected</u>
<b>IT:</b>					
IBM Server, 5 Year, annual lease	\$ 4,489	\$ -	\$ -	\$ -	\$ -
Replace Firewall & Routers	21,000	-	-	-	-
Extend Warranty & Support on Dell Servers	25,000	-	-	-	-
VxRail (Dell) Server Refresh (FY25 - FY29)		57,000	57,000	57,000	57,000
<b>Maintenance:</b>					
Scag Mower	10,100	-	12,300	-	14,860
Water Heater 1 - Alberta	-	24,829	-	-	-
Water Heater 2 - Alberta	24,106	-	-	-	-
Water Heater 3 - Alberta	-	-	-	-	27,312
Water Heater 1 - Mecklenburg	-	22,076	-	-	-
Water Heater 2 - Mecklenburg	-	-	23,180	-	-
Water Heater 3 - Mecklenburg	-	-	-	24,340	-
Water Heater 4 - Mecklenburg	-	-	-	-	26,640
Boiler 1 - Alberta	27,274	-	-	-	-
Boiler 2 - Alberta	-	28,639	-	-	-
Speed Queen 120lb Dryer - Alberta	20,412	-	23,814	-	-
Speed Queen 120lb Dryer - Mecklenburg	-	22,680	-	-	-
Continental 70lb Washer - Mecklenburg	-	20,476	-	-	-
Security Electronics	42,000	75,000	75,000	65,000	50,000
<b>Operations:</b>					
Van (including insert)	121,344	63,705	66,891	70,235	73,747
SUV (including insert)	-	46,822	49,163	51,621	54,202
<b>Support:</b>					
Steamer	-	-	-	-	23,162
Braising Pan	-	22,158	-	-	-
Range	-	-	-	20,362	-
<b>TOTAL</b>	<b><u>295,725</u></b>	<b><u>383,385</u></b>	<b><u>307,348</u></b>	<b><u>288,558</u></b>	<b><u>326,923</u></b>
<b>Funding Sources</b>					
Capital Reserve Fund	<u>295,725</u>	<u>383,385</u>	<u>307,348</u>	<u>288,558</u>	<u>326,923</u>
<b>TOTAL</b>	<b><u>\$295,725</u></b>	<b><u>\$383,385</u></b>	<b><u>\$307,348</u></b>	<b><u>\$288,558</u></b>	<b><u>\$326,923</u></b>

**DEBT**

The Jail has long-term debt comprised of 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. The Series 2016C VRA bond has a Aa2/AA bond rating. The purpose of the bond is construction of the Jail. 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 2024 is shown below.

**Debt Service Schedule  
FY 2024**

<u>Due Date</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>
7/1/2023	\$ 567,500	\$ 349,570	\$ 917,070
10/1/2023	567,500	349,570	917,070
1/1/2024	-	335,028	335,028
4/1/2024	-	335,028	335,028
<b>TOTALS</b>	<b>\$ 1,135,000</b>	<b>\$ 1,369,197</b>	<b>\$ 2,504,197</b>

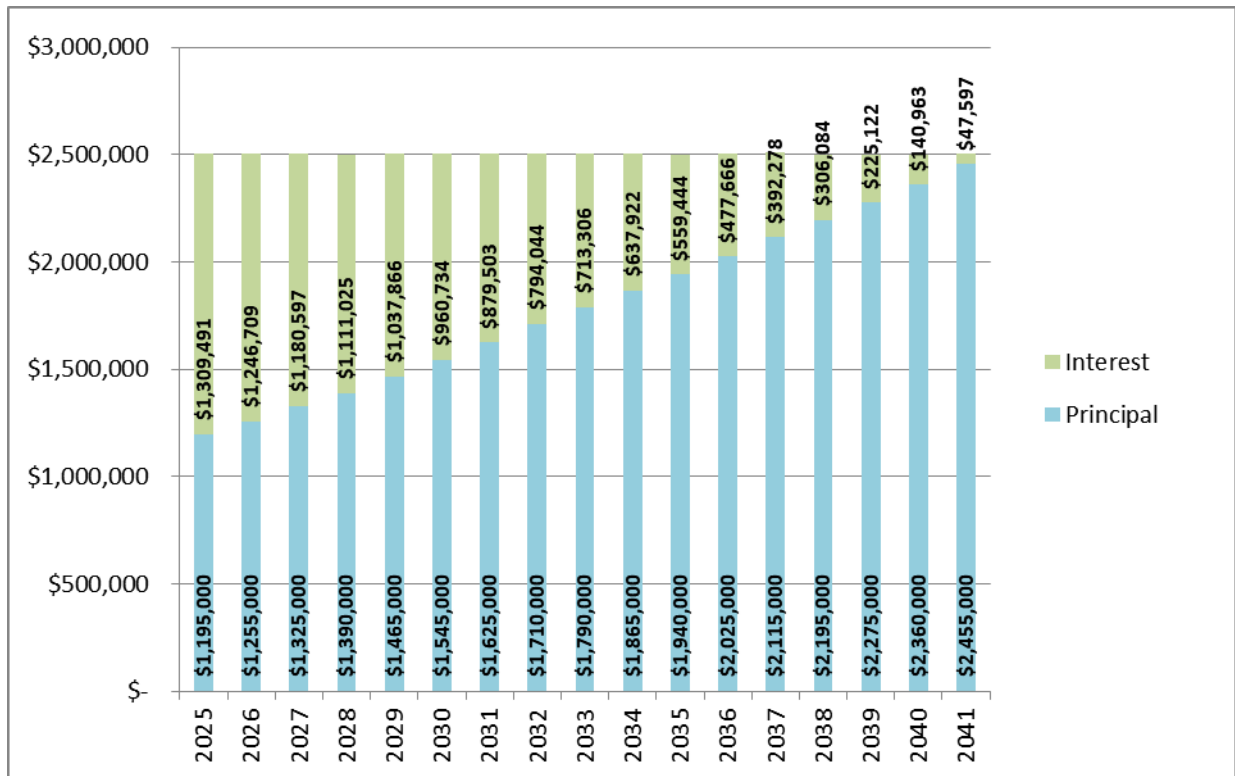
Debt service is paid in its entirety by the Jail’s user localities: Brunswick County, Dinwiddie County, and Mecklenburg County and is based a rolling 3-year average usage for each locality. The amounts of debt service required to be paid by each locality in fiscal year 2024 are as follows:

***Debt Service Due from Localities  
FY 2024***

<b>Payment No.</b>	<b>Due Date</b>	<b>Brunswick County 32.21%</b>	<b>Dinwiddie County 21.94%</b>	<b>Mecklenburg County 45.85%</b>
1	7/1/2023	\$295,354	\$201,239	\$420,478
2	10/1/2023	\$295,354	\$201,239	\$420,478
3	1/1/2024	\$107,900	\$73,517	\$153,611
4	4/1/2024	\$107,900	\$73,517	\$153,611
		\$806,507	\$549,513	\$1,148,178
			<b>TOTAL</b>	<b><u>\$2,504,197</u></b>

Future Debt Service Payments are as follows:

Year Ending June 30,	Revenue Bonds	
	Principal	Interest
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
<b>Total</b>	<b>\$ 30,530,000</b>	<b>\$ 12,020,350</b>



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

**POSITION SUMMARY SCHEDULE**

The Jail has 161 FTE (Full-Time Equivalent) authorized positions included in our FY 2024 budget, which is unchanged from our FY 2023 budget. All of these positions are Full-Time positions. There are no staffing level changes in our FY 2024 budget.

**Position Summary Schedule  
General Fund**

DIVISIONS	EMPLOYEES				
	2022 Actual	2023 Actual	2023 Budget	2024 Budget	Increase (Decrease)
Administration					
Superintendent	1	1	1	1	0
Deputy Superintendent	2	2	2	2	0
Finance Director	1	1	1	1	0
Executive Secretary	1	1	1	1	0
Captain - Boydton facility	0	0	1	1	0
Administrative Coordinator	1	1	1	1	0
Account Clerk	1	1	1	1	0
Accountant	1	1	1	1	0
Secretary	1	1	1	1	0
Safety & Standards Technician	1	1	1	1	0
Medical Secretary	1	1	1	1	0
Human Resources					
Human Resources Analyst	1	1	1	1	0
Information Technology					
Information Technology Director	1	1	1	1	0
Information Technology Technician	1	1	1	1	0
Maintenance					
Maintenance Director	1	1	1	1	0
Assistant Maintenance Director	1	1	1	1	0
Maintenance Technicians	2	2	2	2	0
Warehouse Officer	1	1	1	1	0
Grounds Officer	1	1	1	1	0
Information Technology Technician	1	1	1	1	0
Operations					
Captain of Operations	1	1	1	1	0
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
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	72	72	72	72	0
Support					
Captain of Support	1	1	1	1	0
Food Service Director	1	1	1	1	0
Assistant Food Service Director	2	2	2	2	0
Food Service Technician	9	9	9	9	0
Officer - Work Release/Home Incarceration	2	2	2	2	0
Officer - Work Force	3	3	3	3	0
Officer - Lobby	4	4	4	4	0
Officer - Visitation	2	2	2	2	0
Programs Technician	1	1	1	1	0
Officer - Mail	1	1	1	1	0
Training					
Administrative Investigator	1	1	1	1	0
Lieutenant of Training	1	1	1	1	0
Safety & Standards Technician	0	0	0	0	0
<b>TOTAL GENERAL FUND POSITIONS</b>	<b>160</b>	<b>160</b>	<b>161</b>	<b>161</b>	<b>0</b>

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

- Some goals are ongoing because, due to their importance to our facility, they are significant every year. All Division goals directly tie to our primary goal to provide a safe, secure and sanitary facility for staff and inmates while maintaining cost saving measures in our operation. Over the next year, we will be reviewing current performance measures and adding new performance measures that reflect effectiveness and efficiency.

## **ADMINISTRATION DIVISION**

### **NARRATIVE**

The Administration Division is responsible for the leadership, financial management and safety & standards compliance 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; oversight of the Medical Services Department; and ensuring that all DOC, PREA, NCCHC, 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.

### **FY 2024 GOALS**

#### **1. Present the proposed balanced budget to the Authority Board.**

##### **Significance**

- ♦ To ensure that our user localities have our budget information in a timely manner so they can properly prepare their individual locality budgets.
- ♦ To ensure that the Jail has adequate funding to operate the daily functions necessary to provide a safe, secure and sanitary facility for staff and offenders.

##### **Business Impact**

- ♦ We must carefully prepare our budget to ensure that all Divisions will have funding available to properly carry out their individuals functions for the Jail.

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

- ♦ Locality jurisdictions will not have the financial data necessary to prepare their budget.
- ♦ Locality jurisdictions could have to fund additional money.

#### **2. Provide leadership, training and direction to all staff in conducting the Jail's business.**

##### **Significance**

- ♦ To ensure that all staff members can properly perform their job duties and contribute to making the Jail operate efficiently.

##### **Business Impact**

- ♦ It is important for all staff to understand how important every Division is in the Jail. It is important that staff know that every Division depends on the other Divisions to complete their work & that all Divisions are equally important to make the Jail operate efficiently.

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

- ♦ Staff that is not properly trained could present a safety concern in the Jail atmosphere.
- ♦ Failure to adequately prepare our staff could negatively affect staff morale and decrease staff retention.

## **ADMINISTRATION DIVISION**

### **3. Receive the GFOA Award for Excellence in Financial Reporting for our FY24 ACFR**

#### **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.

### **4. Receive the GFOA Distinguished Budget Presentation Award for our FY24 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 and efficiency. Collections from offender deposits and medical services figures will vary from year to year depending upon offender population and indigent rate. We would expect the other measures shown to stay relatively the same each year.

## ADMINISTRATION DIVISION

### Performance Measures

Workload Indicators	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget
Average monthly vendor invoices processed	208	207	220
Average vendor checks processed	107	109	110
Number of bank statements reconciled	122	132	132
<u>Collections from offender deposits</u>			
Daily Housing Fees	\$114,724	\$91,655	\$118,534
Medical Co-Pays	\$10,194	\$8,144	\$9,324
Indigent Kits	\$656	\$358	\$433
Jail Damage	\$268	\$208	\$252
<u>Pay My Jailer Collections</u>	\$1,145	\$2,023	\$2,447
<u>Medical Services:</u>			
Total Sick Call	24,917	21,791	26,360
Total Doctor Call	1,742	1,268	1,534
Total Dentist Call	314	312	377
Total Psych Call	3,551	4,720	5,710
Offenders Seen on Pill Call	1,889	1,815	2,196

Measurement	Measure Type	FY 2022		FY 2023		FY 2024
		Goal	Actual	Goal	Actual	Goal
Receive GFOA Certificate of Excellence in Financial Reporting	Effectiveness	Yes	Yes	Yes	Yes	Yes
Receive GFOA Distinguished Budget Presentation Award	Effectiveness	Yes	Yes	Yes	Yes	Yes
VADOC Audit Compliance	Effectiveness	Yes	Yes	Yes	Yes	Yes
USMS Audit Compliance	Effectiveness	Yes	Yes	Yes	Yes	Yes
PREA Audit Compliance	Effectiveness	Yes	Yes	Yes	Yes	Yes
NCCHC Audit Compliance	Effectiveness	Yes	Yes	Yes	Yes	Yes



**Meherrin River Regional Jail  
Division Budget**

FUND: General Fund  
FUNCTION: Public Safety  
DIVISION: Administration

Account Code	Account Description	FY 2022 Actual	FY 2023 Actual	FY 2023 Budget	FY 2024 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000	Salaries & Wages	\$ 746,377	\$ 727,397	\$ 836,661	\$ 898,330	7.37%
4-100-33200-1030	Other Pay	36,000	1,572	-	-	
4-100-33200-2100	FICA	58,865	54,803	64,005	68,722	7.37%
4-100-33200-2210	VRS Retirement	84,013	64,075	75,885	81,479	7.37%
4-100-33200-2220	Hybrid Retirement	2,046	2,890	1,898	2,038	7.37%
4-100-33200-2300	Hospital/Medical Plan	249,341	222,496	194,747	201,194	3.31%
4-100-33200-2400	Group Life	10,025	9,798	11,211	11,813	5.36%
4-100-33200-2500	Hybrid Disability	720	844	1,006	1,080	7.37%
4-100-33200-2800	Retiree Health Ins Credit	1,117	509	586	629	7.37%
<b>TOTAL PERSONNEL</b>		<b>1,188,504</b>	<b>1,084,384</b>	<b>1,185,998</b>	<b>1,265,284</b>	<b>6.69%</b>
<b>MEDICAL SERVICES</b>						
4-100-33200-3100-100	Medical Services	2,297,396	2,292,692	2,750,742	3,517,288	27.87%
<b>TOTAL MEDICAL SERVICES</b>		<b>2,297,396</b>	<b>2,292,692</b>	<b>2,750,742</b>	<b>3,517,288</b>	<b>27.87%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-3100-200	Legal Services	36,000	36,000	36,000	42,000	16.67%
4-100-33200-3100-300	Accounting Services	19,500	20,000	20,000	20,000	0.00%
4-100-33200-3100-400	Professional Services-Other	13,103	49,380	25,661	36,910	43.84%
4-100-33200-3500	Printing & Binding Services	3,517	1,688	2,500	2,500	0.00%
4-100-33200-3600	Advertising	1,500	825	4,000	3,000	-25.00%
4-100-33200-5210	Postage	2,545	2,675	3,500	3,500	0.00%
4-100-33200-5305	Motor Vehicle Insurance	14,929	16,193	15,635	17,656	12.93%
4-100-33200-5308	General Liability / Property Insurance	40,611	40,621	40,532	41,433	2.22%
4-100-33200-5309	Line of Duty Insurance	43,080	43,080	43,080	44,803	4.00%
4-100-33200-5312	Cyber Risk Insurance	-	4,500	4,500	4,590	2.00%
4-100-33200-5315	Crime Insurance	725	725	725	740	2.07%
4-100-33200-5530	Substinance & Lodging	536	669	1,750	1,750	0.00%
4-100-33200-5540	Convention & Education	359	584	3,900	4,260	9.23%
4-100-33200-5802	Banking Fees	-	-	100	100	0.00%
4-100-33200-5804	Credit Card Fees	12,012	6,226	11,220	12,600	12.30%
4-100-33200-5810	Dues & Associations	4,653	7,091	5,128	5,293	3.22%
4-100-33200-6001	Office Supplies	11,011	11,482	22,500	22,500	0.00%
4-100-33200-6014	Other Operating Supplies	42,890	24,524	21,529	26,931	25.09%
4-100-33200-9060	Other Interest Expense	11,751	4,623	-	-	
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>258,722</b>	<b>270,887</b>	<b>262,260</b>	<b>290,566</b>	<b>10.79%</b>
<b>DEBT SERVICE</b>						
4-100-33200-9049	Principal Expense	1,025,000	1,080,000	1,080,000	1,135,000	5.09%
4-100-33200-9050	Interest Expense	1,479,897	1,425,956	1,425,956	1,369,197	-3.98%
<b>TOTAL DEBT SERVICE</b>		<b>2,504,897</b>	<b>2,505,956</b>	<b>2,505,956</b>	<b>2,504,197</b>	<b>-0.07%</b>
<b>DIVISION TOTAL</b>		<b>\$ 6,249,519</b>	<b>\$ 6,153,920</b>	<b>\$ 6,704,957</b>	<b>\$ 7,577,336</b>	<b>13.01%</b>
<b>TOTAL FTE POSITIONS</b>		<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>	

The significant increase in Medical Services is due to the contract increasing in FY 2024.

The significant increase in Legal Services is due to the contract increasing in FY 2024.

The significant increase in Professional Services - Other is due to having a PREA Audit in FY 2024 that is required every 3 years..

The significant decrease in Advertising is due to historical amounts actually used and the line item being re-evaluated.

The significant increase in Motor Vehicle Insurance is due to having additional vehicles in FY 2024.

The significant increase in Credit Card Fees is due to historical amounts actually used and the line item being re-evaluated.

The significant increase in Other Operating Supplies is due to fire extinguishers that must be replaced in FY 2024 based on life cycle schedules.

## 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.

### FY 2024 GOALS

#### **1. Maintain low cost health insurance plans & attractive benefit 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. Recruit and retain qualified staff**

##### **Significance**

- ♦ Safety for staff and the offenders. Increase staff morale.
- ♦ Will reduce the chance of costly penalties and reduces the chance of successful civil litigation against MRRJ.
- ♦ Staff is not overworked and do not feel like they are pushed beyond their capabilities.
- ♦ Morale will increase because as officers gain experience they can pass their knowledge on to officers with less familiarity in corrections.

##### **Business Impact**

- ♦ Failing to retain officers can result in officers' diminishing morale.
- ♦ The lack of qualified staff will affect the safety and security of the facility.

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

- ♦ MRRJ could face civil litigation.
- ♦ MRRJ could face significant sanctions from the Board of Corrections.
- ♦ Staff and offenders safety and security is threatened.

## HUMAN RESOURCES DIVISION

### Consequences of not achieving this goal (continued)

- ♦ MRRJ staff morale will be lower. If officers can make plans on their scheduled days off knowing the possibility of being “called in” are miniscule that would increase 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

Workload Indicators	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget
Number of applications received	408	388	500
Number of sworn/certified officers	62	66	133
Number of civilians	24	25	25
Number of sworn employee promotions	2	2	5
Officer New Hires	35	39	35
Officer Resignations	39	26	35
Officer Vacancies	46	38	18
Hepatitis B Injections	0	0	10
PPD Injections	133	122	161
Open Enrollment	93	91	161
Employee Medical Exams	35	39	50

Measurement	Measure Type	FY 2022		FY 2023		FY 2024
		Goal	Actual	Goal	Actual	Goal
Officer turnover rate	Effectiveness	30%	49%	30%	54%	30%
Number of Worker's Compensation claims	Effectiveness	10	11	10	9	10
Percentage of FMLA claims processed on time	Efficiency	100%	100%	100%	100%	100%

<b>FUND: General Fund</b>
<b>FUNCTION: Public Safety</b>
<b>DIVISION: Human Resources</b>

Account Code	Account Description	FY 2022 Actual	FY 2023 Actual	FY 2023 Budget	FY 2024 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000	Salaries & Wages	\$ 56,750	\$ 66,571	\$ 66,571	\$ 71,231	7.00%
4-100-33200-1030	Other Pay	3,000	-	-	-	-
4-100-33200-2100	FICA	4,497	5,005	5,093	5,449	7.00%
4-100-33200-2210	VRS Retirement	6,367	5,864	6,038	6,461	7.00%
4-100-33200-2300	Hospital/Medical Plan	18,717	20,363	15,364	15,855	3.20%
4-100-33200-2400	Group Life	762	897	892	937	5.00%
4-100-33200-2600	Unemployment Insurance	12,159	3,445	5,000	8,000	60.00%
4-100-33200-2700	Worker's Compensation	61,724	97,734	117,733	135,393	15.00%
4-100-33200-2800	Retiree Health Ins Credit	85	47	47	50	7.00%
<b>TOTAL PERSONNEL</b>		<b>164,062</b>	<b>199,925</b>	<b>216,737</b>	<b>243,375</b>	<b>12.29%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-5540	Convention & Education	349	349	349	349	0.00%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>349</b>	<b>349</b>	<b>349</b>	<b>349</b>	<b>0.00%</b>
<b>DIVISION TOTAL</b>		<b>\$ 164,411</b>	<b>\$ 200,274</b>	<b>\$ 217,086</b>	<b>\$ 243,724</b>	<b>12.27%</b>
<b>TOTAL FTE POSITIONS</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	

The significant increase in Unemployment Insurance is due to historical amounts actually used and the line item being re-evaluated.

The significant increase in Worker's Compensation is due to an increase in our Experience Modification Rating.

## 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, offenders, 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, offender telephone, tablet, and tracking systems, video visitation, copiers, and offender cable TV.

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

### FY 2024 GOALS

#### **1. Migrate Breathalyzer modem line to Kinex Telecom VOIP**

##### **Significance**

- ♦ Currently use a copper POTS line from Verizon. POTS technology over copper telephone lines is becoming outdated.
- ♦ Migrating the modem lines to our VOIP provider will allow us to better manage the modem line for breathalyzer.

##### **Business Impact**

- ♦ Better uptime.
- ♦ Most troubleshooting can be done remotely.
- ♦ Line configuration can be updated easier.

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

- ♦ Continue to have issues with the older copper lines from Verizon.
- ♦ Service at times can be hard to initiate.

#### **2. Update MRRJ Website**

##### **Significance**

- ♦ To stay up-to-date with current technology, features, and security. A revised website and content can improve search engine rankings and enhance user experience.

##### **Business Impact**

- ♦ The current website is approaching eight years old and stale.

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

- ♦ Continuing to use an older website will be more susceptible to security threats.

## INFORMATION TECHNOLOGY DIVISION

### 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 offender population and other factors.

#### Performance Measures

Workload Indicators	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget
Outside Agency Requests for Offender Phone Calls	151	107	125
Workorders Completed	1,813	1,742	1,750
Total Daily Data Back-up Size	7.9 TB	8.2 TB	9 TB

Measurement	Measure Type	FY 2022		FY 2023		FY 2024
		Goal	Actual	Goal	Actual	Goal
Percentage of workorders completed within 24 hours	Efficiency	70%	66.3%	70.0%	65.8%	70%

Our goal is that 70% of IT workorders are completed within 24 hours because we know that some workorders cannot be completed within 24 hours.

**Meherrin River Regional Jail  
Division Budget**

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

Account Code	Account Description	FY 2022 Actual	FY 2023 Actual	FY 2023 Budget	FY 2024 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000	Salaries & Wages	\$ 113,726	\$ 132,966	\$ 132,966	\$ 142,273	7.00%
4-100-33200-1030	Other Pay	6,000	-	-	-	
4-100-33200-2100	FICA	9,012	9,996	10,172	10,884	7.00%
4-100-33200-2210	VRS Retirement	12,760	11,713	12,060	12,904	7.00%
4-100-33200-2300	Hospital/Medical Plan	37,509	40,672	30,687	31,668	3.20%
4-100-33200-2400	Group Life	1,527	1,791	1,782	1,871	5.00%
4-100-33200-2800	Retiree Health Ins Credit	170	93	93	100	6.99%
<b>TOTAL PERSONNEL</b>		<b>180,704</b>	<b>197,230</b>	<b>187,759</b>	<b>199,699</b>	<b>6.36%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-3305	IT Service Contracts	75,270	78,490	87,776	88,147	0.42%
4-100-33200-5230	Telecommunications	33,257	39,073	47,116	46,326	-1.68%
4-100-33200-5250	Internet Services	15,600	15,600	15,600	15,600	0.00%
4-100-33200-5540	Convention & Education	5,557	5,489	7,057	7,264	2.92%
4-100-33200-6010	Police Supplies	16,420	11,542	11,541	9,716	-15.82%
4-100-33200-6020-100	IT Operating Supplies-Software	35,428	44,179	36,863	65,982	78.99%
4-100-33200-6020-200	IT Operating Supplies-Hardware	30,622	29,824	33,837	37,592	11.10%
4-100-33200-6020-300	IT Op Supplies-Other IT Supplies	14,013	26,467	23,131	33,633	45.40%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>226,168</b>	<b>250,664</b>	<b>262,922</b>	<b>304,259</b>	<b>15.72%</b>
<b>DIVISION TOTAL</b>		<b>\$ 406,872</b>	<b>\$ 447,894</b>	<b>\$ 450,681</b>	<b>\$ 503,958</b>	<b>11.82%</b>
<b>TOTAL FTE POSITIONS</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	

The significant decrease in Police Supplies is due to adding a radio control station in the FY 2023 budget that is not needed again in the FY 2024 budget.

The significant increase in Software is due to the addition of Office 365 software subscriptions in the FY 2024 budget.

The significant increase in Hardware is due to the addition of multifactor authentication for our VPN firewall in the FY 2024 budget.

The significant increase in Other IT Supplies is due to the need to replace video conferencing equipment in the FY 2024 budget.

## MAINTENANCE DIVISION

### **NARRATIVE**

The Maintenance Division provides a safe, secure, and comfortable environment for all visitors, staff, and offenders. 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, NCCHC 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.

### **FY 2024 GOALS**

#### **1. Maintain the Jail's equipment and the Building Automation System running effectively and efficiently with the goal of keeping disruptions to the overall facility at a minimum.**

##### **Significance**

- ♦ Minimize equipment failures.
- ♦ Reduce downtime.

##### **Business Impact**

- ♦ Minimize problems with day to day jail operations.
- ♦ Cost efficiency.
- ♦ Offenders won't have to be relocated due to equipment failure.

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

- ♦ Relocation of offenders to different areas of the jail.
- ♦ Equipment failure.
- ♦ Increased cost in maintaining equipment.
- ♦ Prolonged equipment downtime.

#### **2. Replace the air lines for the targets at the Gun Range.**

##### **Significance**

- ♦ Provide better target operation
- ♦ Each lane would be completely operational.
- ♦ Provide more gun qualifications.

##### **Business Impact**

- ♦ The new air lines will help prevent related down time.
- ♦ Officers won't have to be qualified at a different facility due to equipment damage.
- ♦ Less wear on the compressor due to it having to run constantly.



## MAINTENANCE DIVISION

**Consequences of not achieving this goal**

- ♦ Equipment damage.
- ♦ Equipment failure.
- ♦ Officers possibly not becoming certified or recertified at the range on time.

**3. Install new IP cameras in place of the old analog cameras and add storage servers to existing camera system.**

**Significance**

- ♦ Increase footprint.
- ♦ Allow for more data storage.

**Business Impact**

- ♦ Enables incidents that arise in the jail and jail population to be investigated more effectively.
- ♦ Assists in the identification of appropriate parties.
- ♦ Enhanced video coverage of all areas.

**Consequences of not achieving this goal**

- ♦ Misidentification of staff or offenders.
- ♦ Loss of needed video due to insufficient storage.
- ♦ Lost video evidence due to bad picture quality.

### 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

Workload Indicators	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget
Work Orders Completed	3,431	2,593	3,137
Major Repairs Completed	9	1	4
Fire Extinguisher Inspections	742	744	744
Sprinkler Testing	7	8	8

Measurement	Measure Type	FY 2022		FY 2023		FY 2024
		Goal	Actual	Goal	Actual	Goal
Number of required facility inspections completed	Effectiveness	204	196	204	208	204

**Meherrin River Regional Jail  
Division Budget**

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

Account Code	Account Description	FY 2022 Actual	FY 2023 Actual	FY 2023 Budget	FY 2024 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000	Salaries & Wages	\$ 304,868	\$ 308,127	\$ 389,796	\$ 417,082	7.00%
4-100-33200-1020	Overtime	312	2,529	-	-	
4-100-33200-1030	Other Pay	18,000	6,592	-	-	
4-100-33200-2100	FICA	24,325	23,850	29,819	31,907	7.00%
4-100-33200-2210	VRS Retirement	34,206	27,142	35,355	37,829	7.00%
4-100-33200-2220	Hybrid Retirement	755	1,066	703	752	7.00%
4-100-33200-2300	Hospital/Medical Plan	100,552	94,250	89,960	92,836	3.20%
4-100-33200-2400	Group Life	4,095	4,150	5,223	5,484	5.00%
4-100-33200-2500	Hybrid Disability	265	311	372	399	7.00%
4-100-33200-2800	Retiree Health Ins Credit	456	216	273	292	7.00%
<b>TOTAL PERSONNEL</b>		<b>487,834</b>	<b>468,234</b>	<b>551,501</b>	<b>586,581</b>	<b>6.36%</b>

<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-3310	Maintenance Service Contracts	115,659	105,668	123,160	135,477	10.00%
4-100-33200-3320-10	Repairs & Maintenance - Facility	95,414	133,104	140,000	154,000	10.00%
4-100-33200-3325	Repair & Maintenance Supplies	5,568	7,141	4,721	5,177	9.66%
4-100-33200-3330	Grounds Equipment	11,481	9,264	25,157	26,037	3.50%
4-100-33200-5110	Electrical Services	273,358	308,988	335,024	397,843	18.75%
4-100-33200-5120	Heating Services	144,735	116,004	162,645	191,974	18.03%
4-100-33200-5130	Water Services	153,341	128,634	198,087	215,453	8.77%
4-100-33200-5135	Waste Removal	6,710	2,570	6,316	6,632	5.00%
4-100-33200-5540	Convention & Education	-	374	2,000	2,000	0.00%
4-100-33200-6005	Housekeeping & Janitorial	90,316	82,660	68,000	71,400	5.00%
4-100-33200-6006	Linen Supplies	5,133	6,082	5,424	5,966	10.00%
4-100-33200-6011	Uniforms & Apparel - Staff	1,540	1,772	3,395	4,463	31.44%
4-100-33200-6014	Other Operating Supplies	2,964	3,672	4,120	4,632	12.43%
4-100-33200-6020-400	Security Electronics	42,861	46,615	50,450	69,000	36.77%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>949,079</b>	<b>952,548</b>	<b>1,128,499</b>	<b>1,290,053</b>	<b>14.32%</b>

<b>DIVISION TOTAL</b>	<b>\$ 1,436,912</b>	<b>\$ 1,420,782</b>	<b>\$ 1,680,001</b>	<b>\$ 1,876,634</b>	<b>11.70%</b>
-----------------------	---------------------	---------------------	---------------------	---------------------	---------------

<b>TOTAL FTE POSITIONS</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
----------------------------	----------	----------	----------	----------

The significant increase in Maintenance Service Contracts is due to inflation and price increases to our current contracts.

The significant increase in Repairs & Maintenance - Facility is due to inflation and the aging of our facilities.

The significant increase in Electrical Services is due to the large increase in electricity rates over the past 12 months.

The significant increase in Heating Services is due to the large increase in propane rates over the past 12 months.

The significant increase in Linen Supplies is due to price increases as a result of inflation.

The significant increase in Uniforms & Apparel – Staff is due to several replacement items being needed in the FY 2024 budget.

The significant increase in Other Operating Supplies is due to price increases in washers & dryers as a result of inflation.

The significant increase in Security Electronics is due to additional cameras being needed in the FY 2024 budget.

## **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 offender 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 offender daily fees.

#### ***Transportation***

The Transportation Department, working under the supervision of a Sergeant, ensures that all offenders 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 offenders into appropriate housing units based on their security risk and reclassifying offenders when needed.

#### ***Intake***

The Intake Department, working under the supervision of 2 Sergeants, is the first place an offender sees when they are booked in and the last place they see before they are released. This department is responsible for searching offenders upon entry into the facility to ensure no contraband is being introduced into the facility, ensuring that offenders receive an initial medical assessment, issuing jail property and keeping track of offenders' personal belongings and valuables.

### **FY 2024 GOALS**

#### **1. Track and ensure adherence to all court ordered mental health evaluations and treatments.**

##### **Significance**

- ♦ Actively tracking these court orders will provide an additional safety net in ensuring that those who the court deems appropriate to receive mental health evaluation or treatment receive services promptly.

##### **Business Impact**

- ♦ Failure to coordinate treatment or evaluation can lead to civil suits or criminal charges against Meherrin River Regional Jail and its staff.

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

- ♦ Offenders not receiving necessary mental health treatment.
- ♦ Community perception issue.

## **OPERATIONS DIVISION**

### **2. Begin a procedure of cleaning and lubricating all restraints on a schedule with the HCS-200 Dual Purpose cleaner.**

#### **Significance**

- ♦ Doing this will help maintain a more sanitary environment while also ensuring proper function of our handcuffs.

#### **Business Impact**

- ♦ Decrease the amount of new restraints that have to be purchased due to lack of function.

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

- ♦ Risk officer safety due to restraints not opening or locking correctly.
- ♦ The risk of the spread of germs would increase without this cleaning method.

### **3. Review & revise eligibility for programs such as outside & inside work force.**

#### **Significance**

- ♦ Reviewing and revising the eligibility for our work force programs could increase the number of offenders that are eligible for work.
- ♦ We continue to ensure that offenders who do not meet our requirements are not placed in our work force program.

#### **Business Impact**

- ♦ More offenders in our program can increase work output and speed up completion of tasks at our jail and in our localities.

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

- ♦ Offenders do not have as many programs to participate in.
- ♦ Offenders miss out on an opportunity to help in the community and/or learn a new trade.

## **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 offender population.

## OPERATIONS DIVISION

### Performance Measures

Workload Indicators	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget
Intake:			
Bookings	1,689	1,765	2,135
Releases	1,863	1,907	2,307
Offender Transports:			
Local Agencies	590	1,252	1,515
Federal Agencies	18	0	20
DOC	106	100	121
Medical	123	57	69
Offender Files Processed:			
New Committals	1,562	1,765	2,135
Releases	1,866	1,907	2,307
Classification Statistics by Level:			
Maximum Security	88	127	154
Medium Security	336	449	543
Minimum Security	318	366	443

Measurement	Measure Type	FY 2022		FY 2023		FY 2024
		Goal	Actual	Goal	Actual	Goal
Compensation Board Audit Compliance	Effectiveness	100%	100%	100%	100%	100%

**Meherrin River Regional Jail  
Division Budget**

FUND: General Fund  
FUNCTION: Public Safety  
DIVISION: Operations

Account Code	Account Description	FY 2022 Actual	FY 2023 Actual	FY 2023 Budget	FY 2024 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000	Salaries & Wages	\$ 732,226	\$ 852,796	\$ 1,273,901	\$ 1,366,018	7.23%
4-100-33200-1020	Overtime	43,984	79,963	-	-	
4-100-33200-1030	Other Pay	76,192	14,330	-	-	
4-100-33200-2100	FICA	64,159	71,201	97,453	104,500	7.23%
4-100-33200-2210	VRS Retirement	82,155	75,121	115,543	123,898	7.23%
4-100-33200-2220	Hybrid Retirement	647	914	601	644	7.23%
4-100-33200-2300	Hospital/Medical Plan	241,504	260,853	295,496	305,244	3.30%
4-100-33200-2400	Group Life	9,835	11,487	17,070	17,963	5.23%
4-100-33200-2500	Hybrid Disability	227	267	318	341	7.23%
4-100-33200-2800	Retiree Health Ins Credit	1,094	597	892	956	7.23%
<b>TOTAL PERSONNEL</b>		<b>1,252,023</b>	<b>1,367,529</b>	<b>1,801,274</b>	<b>1,919,565</b>	<b>6.57%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-3335	Vehicle Maintenance & Repair	14,526	26,084	32,783	27,192	-17.05%
4-100-33200-5540	Convention & Education	-	260	3,375	1,988	-41.11%
4-100-33200-6008	Gas, Grease, Oil	42,605	39,422	65,625	72,286	10.15%
4-100-33200-6014	Other Operating Supplies	4,535	6,993	6,606	6,873	4.04%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>61,666</b>	<b>72,759</b>	<b>108,390</b>	<b>108,339</b>	<b>-0.05%</b>
<b>DIVISION TOTAL</b>		<b>\$ 1,313,689</b>	<b>\$ 1,440,288</b>	<b>\$ 1,909,664</b>	<b>\$ 2,027,904</b>	<b>6.19%</b>
<b>TOTAL FTE POSITIONS</b>		<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	

The significant decrease in Vehicle Maintenance & Repair is due to reducing the amount of tires needed in FY 2024 based on vehicle mileage.

The significant decrease in Convention & Education is due to sending additional staff to training classes in the FY 2023 budget that is not needed again in the FY 2024 budget.

The significant increase in Gas, Grease, Oil is due to the large increase in fuel prices over the past 12 months.

## **SECURITY DIVISION**

### **NARRATIVE**

The Security Division is responsible for the health, safety, security and welfare of the offenders 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.

### **FY 2024 GOALS**

#### **1. Provide a safe, secure environment through training our staff to know and operate within our policies/procedures.**

##### **Significance**

- ♦ This knowledge will help the officers operate more efficiently on a day to day basis. It will also aid in helping all offenders with any questions they may have.

##### **Business Impact**

- ♦ Demonstrates our goal to achieving our mission statement.
- ♦ Provides for a safe, secure environment and well trained staff.

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

- ♦ Officers not operating within compliance of policies.
- ♦ Offenders can become more agitated with officers creating an unsafe environment.
- ♦ Opens facility up to possible civil litigation.

#### **2. Monitor offenders through cell searches and common area searches.**

##### **Significance**

- ♦ Reduces the amount of contraband throughout the Jail.

##### **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.

## SECURITY DIVISION

### Consequences of not achieving this goal

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

### 3. To have an officer in charge assigned to each shift.

#### Significance

- ♦ This will help senior officers with the first step in the chain of command and help them gain the confidence to make command decisions at a lower level.

#### Business Impact

- ♦ This will help supervisors by having lower level command staff address minor issues that arise with offenders and staff.
- ♦ This will allow officers and offenders the chance to talk with lower level command staff to get answers to their questions and/or resolve minor issues.
- ♦ Allows for the growth of new supervisors.

#### Consequences of not achieving this goal

- ♦ More minor issues to address on a daily basis for supervisors.
- ♦ Offenders could get agitated waiting for an answer from higher command staff for minor issues.

## 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 offender population.



## SECURITY DIVISION

### Performance Measures

Workload Indicators	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget
Population average per month	328	248	300
Length of Stay Number of Days	42	81	98
DOC Out of Compliance	94	13	16
Incidents of offender discipline issues:			
Disobeying a direct order	241	60	73
Interfering with security operations	279	121	146
Possession of contraband	81	21	25
Vandalism	10	26	31
Assault on any person	34	34	41

Measurement	Measure Type	FY 2022		FY 2023		FY 2024
		Goal	Actual	Goal	Actual	Goal
Percentage of cell searches that result in contraband being found	Effectiveness	20%	8%	20%	16%	20%

For this measurement, a lower actual percentage is our goal. This means that Jail policies & procedures and cell searches are effective at reducing the amount of contraband in our facility.

**Meherrin River Regional Jail  
Division Budget**

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

Account Code	Account Description	FY 2022 Actual	FY 2023 Actual	FY 2023 Budget	FY 2024 Budget	%
<b>PERSONNEL</b>						
4-100-33200-1000	Salaries & Wages	\$ 1,929,832	\$ 1,709,489	\$ 4,249,440	\$ 4,456,355	4.87%
4-100-33200-1020	Overtime	174,169	127,421	60,000	60,000	0.00%
4-100-33200-1030	Other Pay	212,943	64,915	-	-	
4-100-33200-2100	FICA	174,352	143,427	329,672	345,501	4.80%
4-100-33200-2210	VRS Retirement	216,948	151,794	385,424	404,191	4.87%
4-100-33200-2300	Hospital/Medical Plan	641,447	534,931	991,860	1,000,788	0.90%
4-100-33200-2400	Group Life	25,920	23,103	56,943	58,599	2.91%
4-100-33200-2800	Retiree Health Ins Credit	2,886	1,201	2,975	3,119	4.87%
<b>TOTAL PERSONNEL</b>		<b>3,378,497</b>	<b>2,756,281</b>	<b>6,076,313</b>	<b>6,328,555</b>	<b>4.15%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-6006	Linen Supplies	5,437	40,763	18,583	14,707	-20.86%
4-100-33200-6012	Books & Subscriptions	319	470	365	475	30.14%
4-100-33200-6017	Uniforms & Apparel - Inmates	11,900	16,956	17,456	21,035	20.50%
4-100-33200-6018-100	Inmate Supplies-Indigent Kits	41,233	30,095	54,685	42,014	-23.17%
4-100-33200-6018-200	Inmate Supplies-Drug Tests	3,013	4,093	4,828	6,206	28.54%
4-100-33200-6018-300	Inmate Supplies-Property Bags	527	1,026	2,132	1,479	-30.65%
4-100-33200-6018-400	Inmate Supplies-Razors	2,158	1,068	4,610	2,340	-49.25%
4-100-33200-6018-500	Inmate Supplies-Miscellaneous Supplies	1,211	6,486	5,198	5,367	3.24%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>65,798</b>	<b>100,956</b>	<b>107,857</b>	<b>93,621</b>	<b>-13.20%</b>
<b>DIVISION TOTAL</b>		<b>\$ 3,444,295</b>	<b>\$ 2,857,237</b>	<b>\$ 6,184,170</b>	<b>\$ 6,422,176</b>	<b>3.85%</b>
<b>TOTAL FTE POSITIONS</b>		<b>86</b>	<b>86</b>	<b>86</b>	<b>86</b>	

The significant decrease in Linen Supplies, Indigent Kits, Property Bags and Razors is due to a significant decrease in offender ADP in the FY 2024 budget.

The significant increase in Books & Subscriptions is due to historical amounts actually used and the line item being re-evaluated.

The significant increase in Uniforms & Apparel – Inmates is due to price increases as a result of inflation.

The significant increase in Drug Tests is due to changing to a different test that tests for additional drug types in the FY 2024 budget.

## **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 Captain are 13 officers and 12 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.

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

Food service management for the Jail is currently operated by Jail staff. It is the Jail's mission to ensure all food is cooked and served in a safe and cost effective way within the guidelines and time frames set by all policies.

#### ***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 offenders 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 offenders participating in these programs to ensure that they adhere to all rules and regulations set forth for each program.

#### ***Offender Hearings & Programs***

The Programs Technician is responsible for administering offender programs such as Substance Abuse, Anger Management, Counseling & GED programs for the offender population. The Hearings Officer is responsible for ensuring that all institutional charges are completed in a timely manner and that all offenders are treated equally at each hearing.

### **FY 2024 GOALS**

#### **1. Strive to ensure that the training the new hires are getting in all areas is accurate and that they feel comfortable working a post prior to them being released on their own.**

##### **Significance**

- ♦ Ensures retention of officers and civilians and also ensures they know the job they are doing.

##### **Business Impact**

- ♦ Allows the individual to feel confident in the decisions they are making and also helps them feel comfortable enough to ask questions when needed.

## **SUPPORT DIVISION**

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

- ♦ Potential loss of employees.
- ♦ Will lead to shifts and kitchen being short and feeling stressed out about the job.

## **2. Provide quality daily offender meals at a cost effective price.**

### **Significance**

- ♦ This ensures that offenders are receiving good quality food while maintaining savings to the jail.
- ♦ Research shows that the quality of food contributes greatly to overall offender behavior and morale.

### **Business Impact**

- ♦ Maintains a well operated division.
- ♦ Allows the Food Service Director to effectively monitor the division's budget, etc.

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

- ♦ Could possibly face problems with the jail population, such as fights, etc.

## **3. Continue to look for new programs for the offender population.**

### **Significance**

- ♦ Provides an outlet for the offenders to help them stay busy.
- ♦ Allows them to learn new skills.
- ♦ Provides an incentive to have good behavior to be able to participate in the programs.

### **Business Impact**

- ♦ Reduces behavioral issues.

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

- ♦ Increased idle time & boredom amongst offenders.

## **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 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 offender population.

## SUPPORT DIVISION

### Performance Measures

Workload Indicators	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget
General population meals served per day	984	744	900
Cost per Offender Meal	\$1.04	\$1.24	\$1.35
Offenders Participating in Work Release	3	5	3
Offenders Participating in Home Incarceration	2	2	2
Work Force Operated by Localities			
Man Hours Brunswick County	6,474	4,774	5,775
Man Hours Dinwiddie County	1,112	1,168	1,413
Work Force Operated by MRRJ:			
Man Hours Worked at MRRJ	1,360	247	299
Offender Visitations:			
Tablet	15,248	20,487	24,783
Professional	1,825	1,462	1,769
Video Arraignments	1,551	1,369	1,656
Offender Programs:			
GED Participants	0	5	6
Bible Study Participants	5	13	16
Chaplain Counseling Participants	41	9	11

Measurement	Measure Type	FY 2022		FY 2023		FY 2024
		Goal	Actual	Goal	Actual	Goal
Percentage of offenders that completed the Anger Management program	Effectiveness	N/A	N/A	50%	39%	50%
Percentage of offenders that completed the Substance Abuse program	Effectiveness	N/A	N/A	50%	30%	50%

We began tracking this data in FY 2023. Completion rates are affected by offender transfers or releases and for this reason our goal is that 50% of offenders complete these programs.

**Meherrin River Regional Jail  
Division Budget**

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

Account Code	Account Description	FY 2022 Actual	FY 2023 Actual	FY 2023 Budget	FY 2024 Budget	%
<b>PERSONNEL</b>						
4-100-33200-1000	Salaries & Wages	\$ 589,094	\$ 650,476	\$ 1,163,877	\$ 1,246,312	7.08%
4-100-33200-1020	Overtime	15,312	28,302	-	-	
4-100-33200-1030	Other Pay	49,522	2,955	-	-	
4-100-33200-2100	FICA	49,187	51,546	89,037	95,343	7.08%
4-100-33200-2210	VRS Retirement	66,471	58,160	105,564	113,040	7.08%
4-100-33200-2220	Hybrid Retirement	3,675	5,190	3,239	5,336	64.71%
4-100-33200-2300	Hospital/Medical Plan	198,689	207,545	272,701	280,652	2.92%
4-100-33200-2400	Group Life	7,913	8,816	15,596	16,388	5.08%
4-100-33200-2500	Hybrid Local Disability Plan	1,292	1,515	1,717	2,828	64.72%
4-100-33200-2800	Retiree Health Ins Credit	882	459	815	872	7.08%
<b>TOTAL PERSONNEL</b>		<b>982,037</b>	<b>1,014,965</b>	<b>1,652,545</b>	<b>1,760,772</b>	<b>6.55%</b>
<b>FOOD SERVICES</b>						
4-100-33200-3320-20	Repairs & Maint - Kitchen	20,102	20,363	25,725	28,298	10.00%
4-100-33200-6002-150	Food Svc Replacement Equip	1,834	5,537	9,202	13,487	46.57%
4-100-33200-6003	Food Service	536,829	466,105	560,788	616,091	9.86%
<b>TOTAL FOOD SERVICES</b>		<b>558,765</b>	<b>492,006</b>	<b>595,715</b>	<b>657,876</b>	<b>10.43%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-5540	Convention & Education	-	193	583	482	-17.32%
4-100-33200-6011	Uniforms & Apparel - Staff	647	976	1,076	907	-15.71%
4-100-33200-6014	Other Operating Supplies	1,010	80	2,238	1,582	-29.33%
4-100-33200-6017	Uniforms & Apparel-Inmates	4,676	6,399	6,254	8,727	39.53%
4-100-33200-6018	Inmate Supplies - Miscellaneous	-	-	420	837	99.58%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>6,332</b>	<b>7,648</b>	<b>10,570</b>	<b>12,534</b>	<b>18.58%</b>
<b>DIVISION TOTAL</b>		<b>\$ 1,547,134</b>	<b>\$ 1,514,619</b>	<b>\$ 2,258,831</b>	<b>\$ 2,431,182</b>	<b>7.63%</b>
<b>TOTAL FTE POSITIONS</b>		<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>	

The significant increases in Hybrid Retirement and Hybrid Local Disability Plan are due to actual historical amounts and the line item being re-evaluated.

The significant increase in Repairs & Maintenance - Kitchen is due to price increases as a result of inflation.

The significant increase in Food Service Replacement Equip is due to the condition of some kitchen equipment that will need to be replaced in FY 2024 along with significant price increases as a result of inflation.

The significant decrease in Convention & Education is due to employee certifications being included in the FY 2023 budget that are not needed again in the FY 2024 budget.

The significant decrease in Uniforms & Apparel – Staff is due to replacing items in the FY 2023 budget that are not needed again in the FY 2024 budget.

The significant decrease in Other Operating Supplies is due to several items being needed in the FY 2023 budget that are not needed again in the FY 2024 budget.

The significant increase in Uniforms & Apparel – Inmates is due to price increases as a result of inflation.

The significant increase in Inmate Supplies – Miscellaneous is due to needing more inventory based on current inventory on hand along with price increases as a result of inflation.

## **TRAINING DIVISION**

### **NARRATIVE**

The Training Division is operated under the supervision of the Administrative Investigator and Training Lieutenant. The Training 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 Training 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.

### **FY 2024 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.

#### **2. Certify all staff through REVIVE Narcan Training.**

##### **Significance**

- ♦ Currently, we have Narcan throughout the Jail and sworn staff is trained on how it should be administered, if needed.
- ♦ After REVIVE Narcan training is completed, staff will be issued Narcan pouches and dispensers as part of their uniform to be used in an emergency while on duty.

##### **Business Impact**

- ♦ By carrying Narcan on their duty belts, our officers are more readily equipped to handle emergencies immediately if the situation arises.

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

- ♦ Delayed response during an emergency situation.
- ♦ MRRJ could face civil litigation.

## TRAINING DIVISION

### 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 Training 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

Workload Indicators	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget
General Instructor	7	8	10
Firearms Instructor	5	3	5
Defensive Tactics Instructor	3	3	5
Advanced Control Tactics Instructor	1	1	3
Driving Instructor	1	1	1
TASER Instructor	1	3	2
Verbal Judo Instructor	1	1	1
VCIN Instructor	1	1	1
First Aid/CPR Instructor	4	5	5
Training of MRRJ Staff:			
Number of Employees	86	91	161
Number of Hours	10,823	9,919	14,000

Measurement	Measure Type	FY 2022		FY 2023		FY 2024
		Goal	Actual	Goal	Actual	Goal
Percentage of employees recertified by due date	Efficiency	100%	100%	100%	100%	100%



**Meherrin River Regional Jail  
Division Budget**

FUND: General Fund  
FUNCTION: Public Safety  
DIVISION: Training

Account Code	Account Description	FY 2022 Actual	FY 2023 Actual	FY 2023 Budget	FY 2024 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000	Salaries & Wages	121,250	142,233	\$ 142,233	\$ 152,189	7.00%
4-100-33200-1030	Other Pay	6,000	-	-	-	
4-100-33200-2100	FICA	9,578	10,693	10,881	11,642	7.00%
4-100-33200-2210	VRS Retirement	13,604	12,529	12,901	13,804	7.00%
4-100-33200-2300	Hospital/Medical Plan	39,991	43,506	32,825	33,875	3.20%
4-100-33200-2400	Group Life	1,629	1,916	1,906	2,001	5.00%
4-100-33200-2800	Retiree Health Ins Credit	181	100	100	107	7.00%
<b>TOTAL PERSONNEL</b>		<b>192,233</b>	<b>210,976</b>	<b>200,845</b>	<b>213,618</b>	<b>6.36%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-5540	Convention & Education	3,364	1,815	11,290	14,245	26.17%
4-100-33200-5545	Academy Training	81,532	86,072	89,928	114,674	27.52%
4-100-33200-6010	Police Supplies	15,900	13,245	33,821	39,934	18.07%
4-100-33200-6011	Uniforms & Apparel - Staff	12,033	15,082	31,120	29,608	-4.86%
4-100-33200-6013	Training Supplies	22,020	30,271	31,105	33,263	6.94%
4-100-33200-6014	Other Operating Supplies	1,284	6,659	2,298	3,477	51.31%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>136,132</b>	<b>153,144</b>	<b>199,562</b>	<b>235,201</b>	<b>17.86%</b>
<b>DIVISION TOTAL</b>		<b>\$ 328,364</b>	<b>\$ 364,120</b>	<b>\$ 400,406</b>	<b>\$ 448,818</b>	<b>12.09%</b>
<b>TOTAL FTE POSITIONS</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	

The significant increase in Convention & Education is due to additional classes being included in the FY 2024 budget.

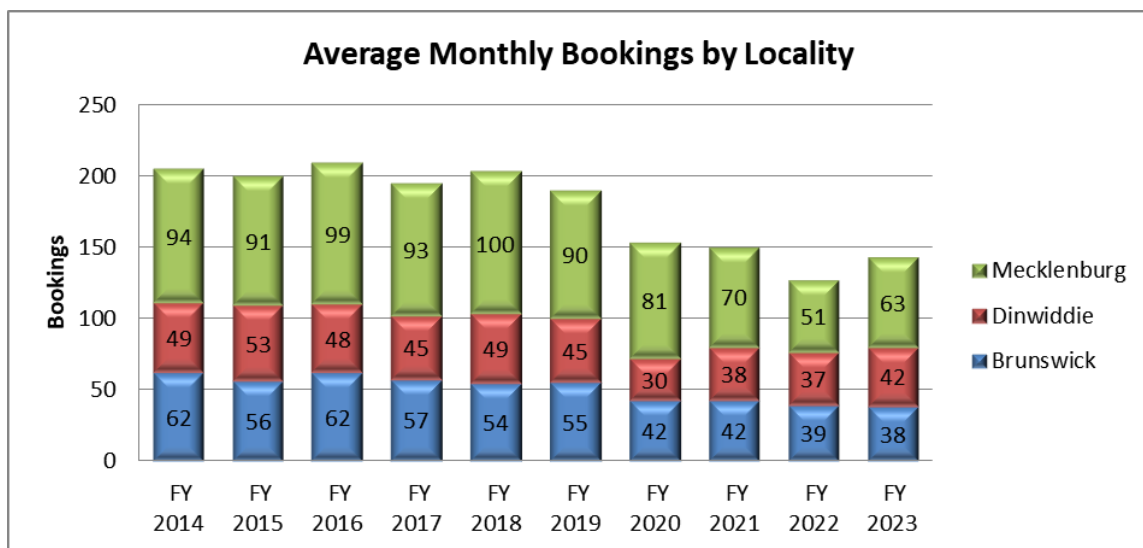
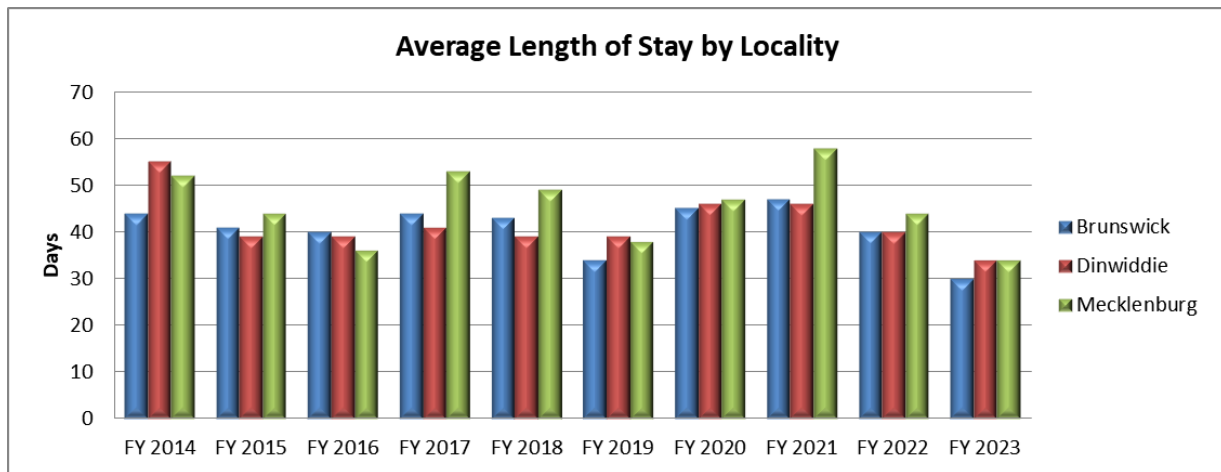
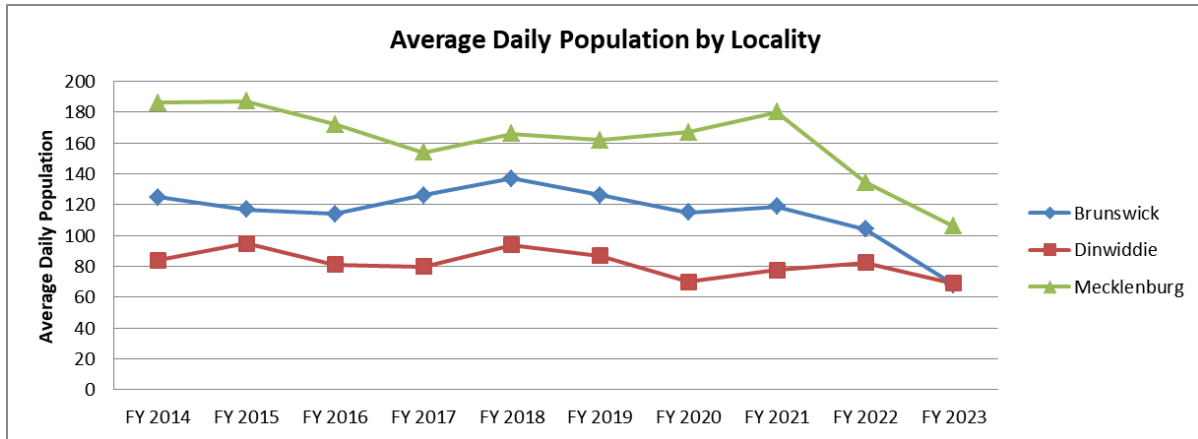
The significant increase in Academy Training is due to academy dues increasing in FY 2024.

The significant increase in Police Supplies is due to needing additional taser cartridges and taser batteries based on current inventory in the FY 2024 budget.

The significant increase in Other Operating Supplies is due to needing additional Records Destruction services in the FY 2024 budget.

**STATISTICAL INFORMATION**

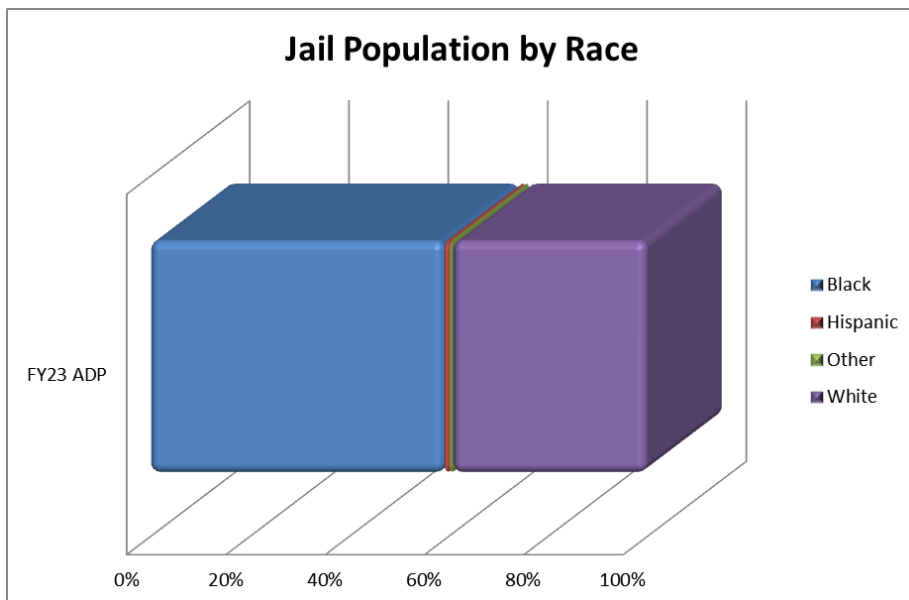
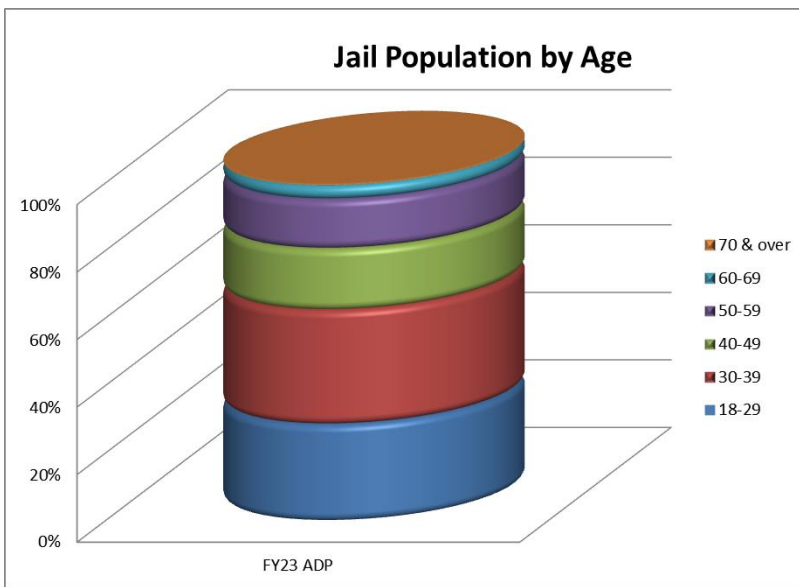
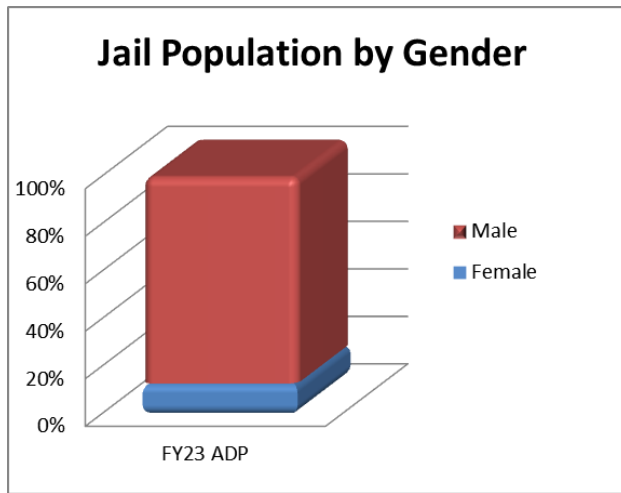
**Meherrin River Regional Jail Statistics**



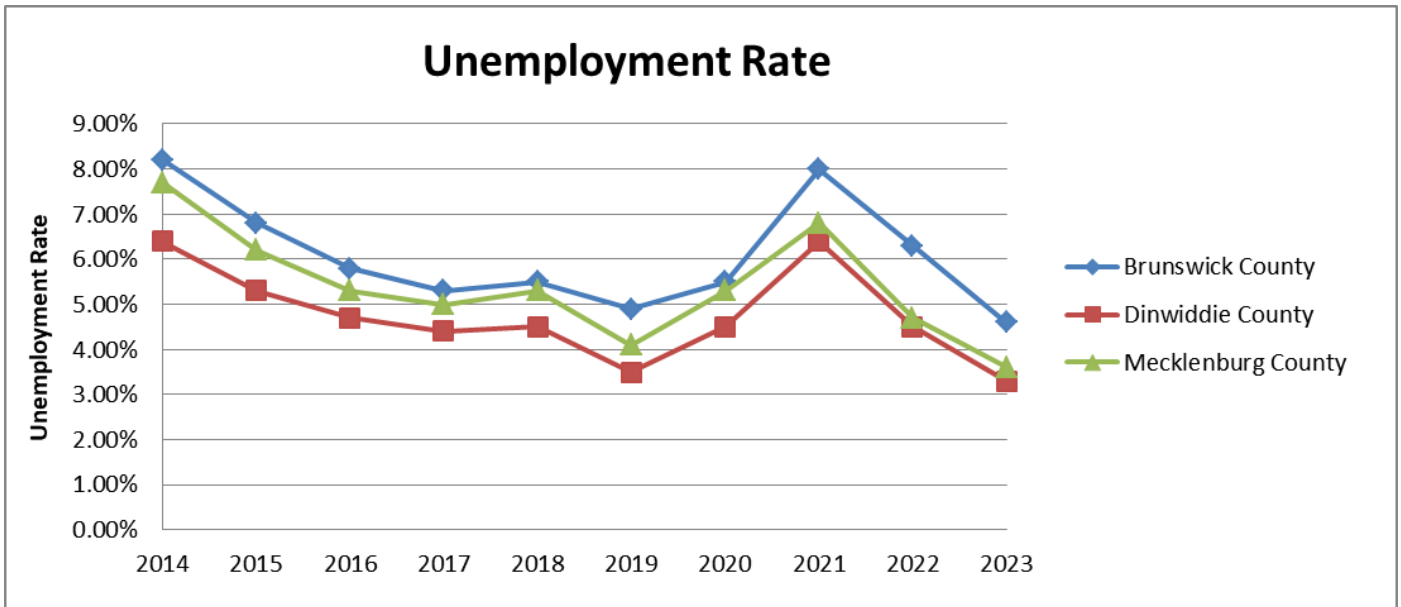
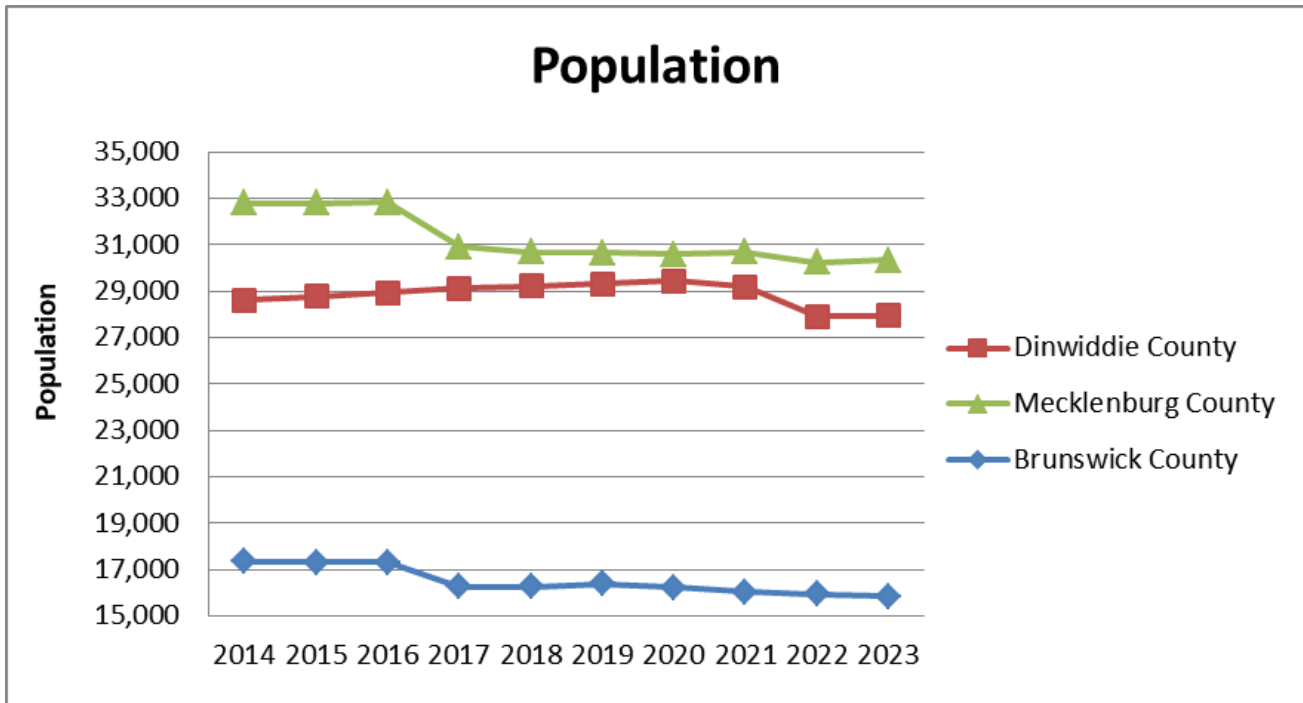
**NOTE: Meherrin River Regional Jail opened July 1, 2012.**

This statistical data is very important in developing forecasts and trends necessary to anticipate future ADP.

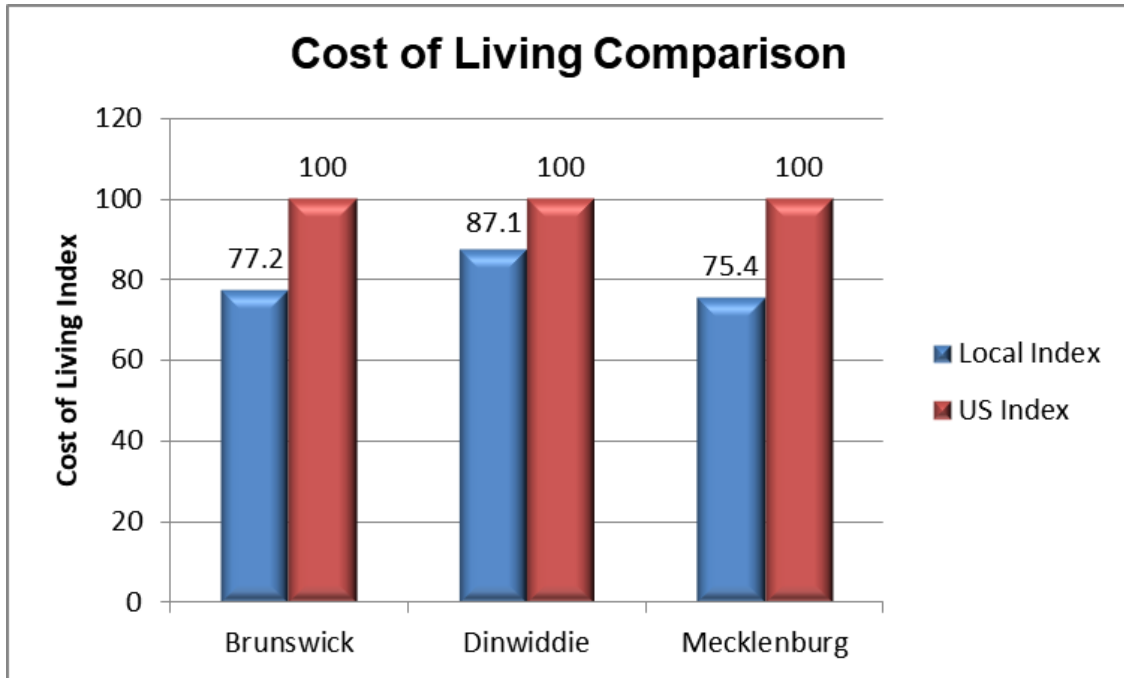
### Jail Demographic Data



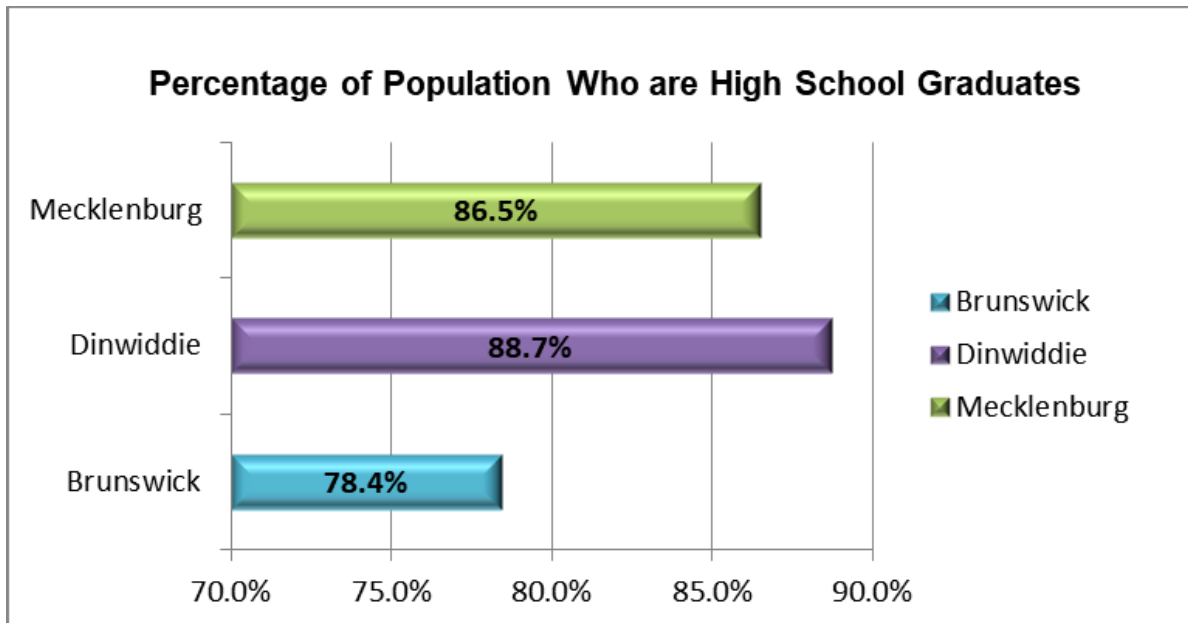
Locality Demographic Data



**Locality Demographic Data**



This graph compares each locality’s cost of living average to the US average of 100. An amount below 100 means the cost of living is cheaper than the US average while an amount above 100 means the cost of living is more expensive than the US average.



## **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.

**Appropriation** – A legal authorization of the Board to incur obligations and to make expenditures for specific purposes.

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

**Audit** – A review of the Authority's accounts by an independent auditing firm to substantiate fiscal year-end financial statement data.

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

**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 offenders.

**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 offender granted permission by the court to serve their sentence at their home using GPS electronic monitoring.

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

**Work Release** – An offender 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

**ACFR** – Annual Comprehensive Financial Report

**ADP** – Average Daily Population

**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

**JMS** – Jail Management System

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

**LIDS** – Local Inmate Data System

**MRRJ** – Meherrin River Regional Jail

**NCCHC** – National Commission on Correctional Health Care

**OPEB** – Other Post-Employment Benefits

**PREA** – Prison Rape Elimination Act

**USMS** – United States Marshal Service

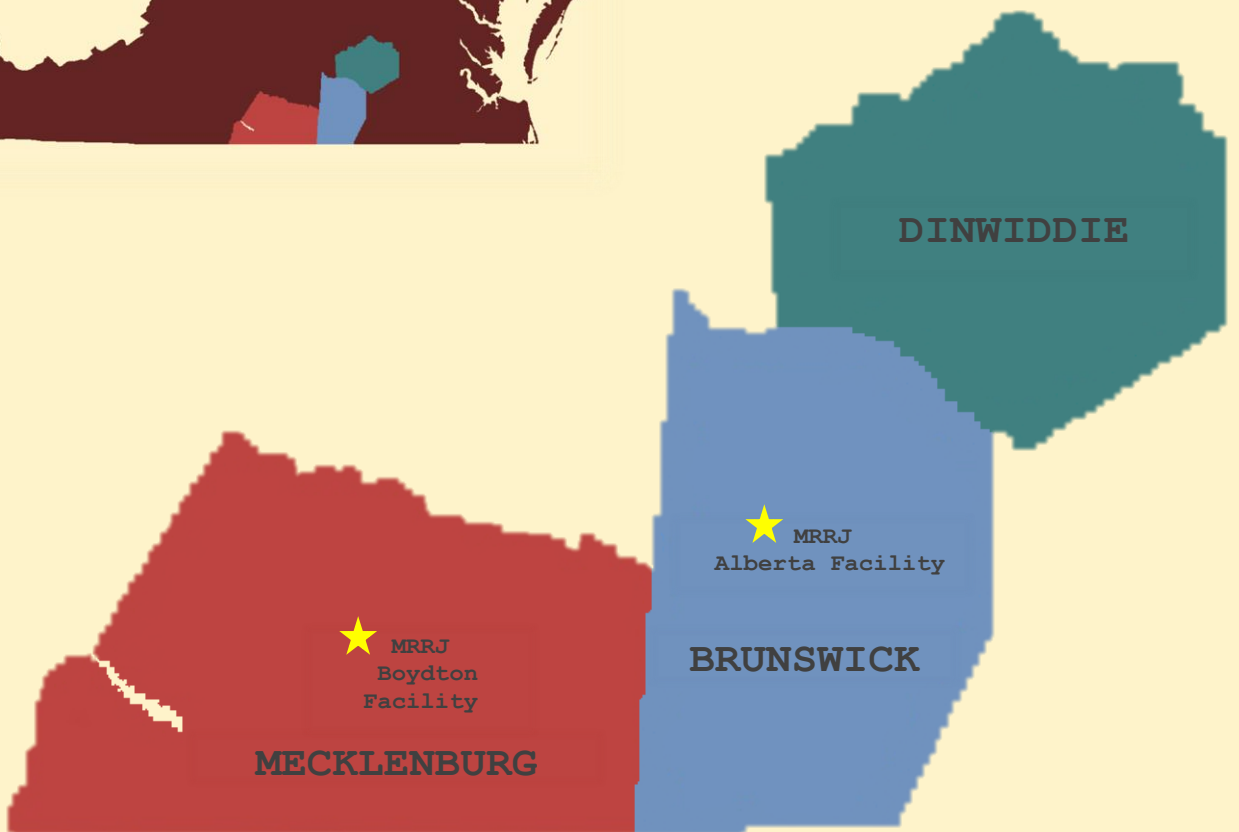
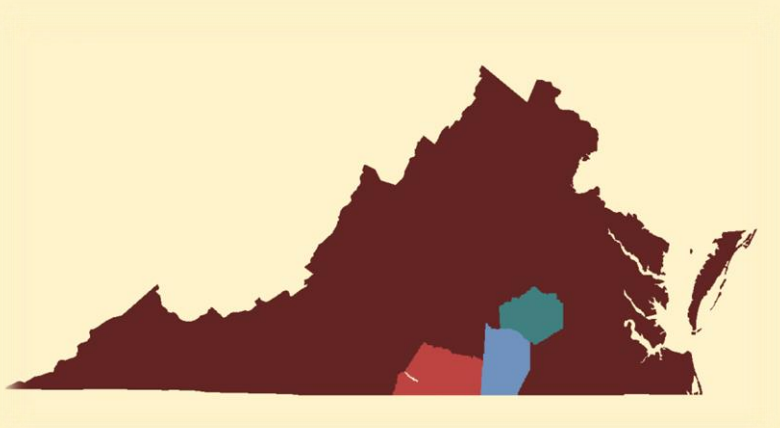
**VADOC** – Virginia Department of Corrections

**VCIN** – Virginia Criminal Information Network

**VRS** – Virginia Retirement System



# MAP OF BRUNSWICK, DINWIDDIE, & MECKLENBURG COUNTIES



---

## MEHERRIN RIVER REGIONAL JAIL AUTHORITY

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