

# MEHERRIN RIVER REGIONAL JAIL AUTHORITY

ALBERTA, VIRGINIA



## ADOPTED BUDGET 2021-2022

CRYSTAL WILLET  
SUPERINTENDENT

BRENT WRIGHT  
DEPUTY SUPERINTENDENT

JENNIFER DERRENBACHER, CPA  
FINANCE DIRECTOR



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Meherrin River Regional Jail Authority  
Virginia**

For the Fiscal Year Beginning

**July 01, 2020**

*Christopher P. Morrill*

Executive Director

**Table of Contents**

FISCAL YEAR 2022 BUDGET MESSAGE .....1

VISION, MISSION, & CORE VALUES.....2

STRATEGIC GOALS & OBJECTIVES .....3

SHORT-TERM ORGANIZATION-WIDE FACTORS .....4

PRIORITIES & ISSUES.....5

BUDGET OVERVIEW .....7

ORGANIZATIONAL CHARTS .....11

    ALBERTA .....11

    BOYDTON .....12

FUND DESCRIPTIONS & FUND STRUCTURE.....13

DIVISIONS.....14

BASIS OF BUDGETING .....15

FINANCIAL POLICIES.....16

BUDGET PREPARATION, REVIEW & ADOPTION PROCESS .....19

BUDGET CALENDAR .....21

FOUR YEAR CONSOLIDATED FINANCIAL SCHEDULE / FUND BALANCE.....22

CHANGES IN ENDING FUND BALANCE .....24

REVENUES.....25

LONG-RANGE FINANCIAL PLAN .....31

CAPITAL EXPENDITURES / IMPACT ON OPERATING BUDGET .....32

DEBT.....33

POSITION SUMMARY SCHEDULE .....35

DIVISION NARRATIVES, ACCOMPLISHMENTS, GOALS, PERFORMANCE MEASURES, & BUDGETS.....36

    ADMINISTRATION DIVISION .....36

    HUMAN RESOURCES DIVISION .....39

    INFORMATION TECHNOLOGY DIVISION.....42

    MAINTENANCE DIVISION .....45

    OPERATIONS DIVISION.....48

    SECURITY DIVISION .....51

    SUPPORT DIVISION.....54

    TRAINING DIVISION.....58

STATISTICAL INFORMATION .....61

GLOSSARY .....63

ACRONYMS .....65

**FISCAL YEAR 2022 BUDGET MESSAGE**

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

Dear Members of the Authority:

I am very pleased to present Meherrin River Regional Jail's adopted budget for fiscal year 2022. 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 FY2022 budget began in August 2020. 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 2020. When we begin projecting for fiscal year 2022, we are only two months into fiscal year 2021. 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 2022 budget the Jail anticipates that offender average daily population (ADP) will remain unchanged at 400 in fiscal year 2022, which is the same ADP as in fiscal year 2021. Although ADP remains the same, personnel expenses increase by \$106,181 in fiscal year 2022 to provide an increase in starting salaries for officers, a 5% merit increase for all employees and compression raise to our staff. The Jail also has many fixed expenses including insurances, IT and maintenance service contracts, etc. which are increasing slightly in fiscal year 2022. These increases in fixed costs are offset by an increase in multiple revenue lines. In FY21 our Operational Per Diem rate to our localities was \$42.75. This decreased 7.74% to a \$39.44 Operational Per Diem Rate in FY22 because of an increase in budgeted revenues. The historical changes in ADP are shown in the graphs on page 3.

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 \$18,182,975 will carry us through our tenth year of operation here at our main site and through our ninth year of operation at our satellite site.

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



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

**STRATEGIC GOALS & OBJECTIVES**

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

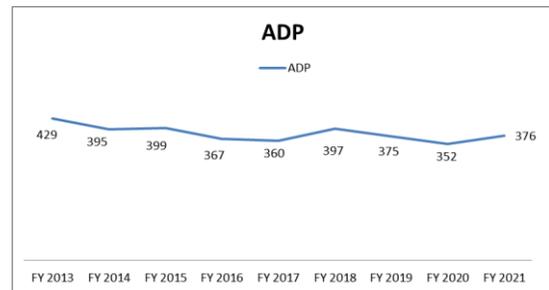
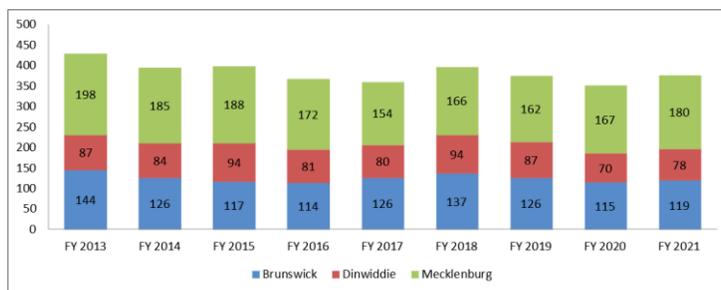
The general purpose of the Jail Authority is to maintain and operate a regional jail facility to meet the needs of the participating jurisdictions. The main facility has total square footage of 156,643 to include 697 beds, consisting of 596 general-purpose beds, a 32-bed work release center, a 6-bed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

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.

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

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

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



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

**SHORT-TERM ORGANIZATION-WIDE FACTORS**

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

Provide a safe, secure and sanitary facility for staff and 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.

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 FY21, our ninth 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 Association's Distinguished Budget Presentation Award for our FY16 through FY21 budget documents, and aspire to receive it for the seventh year for our FY22 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 2022.

**PRIORITIES & ISSUES**

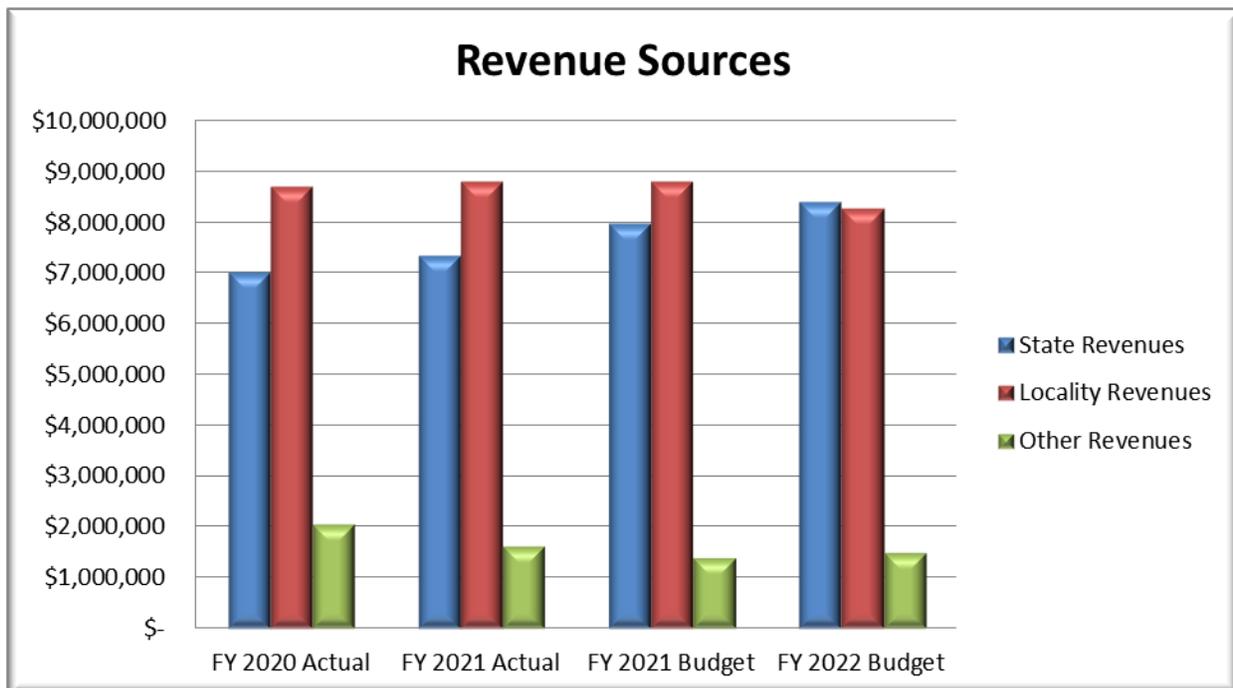
Our priority is to adopt a balanced budget that will support our primary vision. Our goal is to maintain low operational costs while providing exceptional customer service to our user jurisdictions while providing a safe and secure environment for our staff, offenders and community.

As it is our largest expense, personnel expenses for employee salaries and benefits are a major priority in our fiscal year 2022 budget. To help with staffing concerns we adopted several salary initiatives in our FY 2022 budget. These initiatives included increasing the starting salary of officers, a 5% raise for all employees and compression raises for most positions. These initiatives were funded partially by the Compensation Board and partially by removing 18 officer positions from the expenses of the FY 2022 budget.

These increases in personnel expenses along with increases in other fixed costs, such as insurances and service contracts, increased our total operating expenses. However, our revenues increased more than expenses causing our user localities to be required to contribute a smaller portion to balance the Jail's budget. As such, the per diem cost to support these fixed expenses decreases proportionately which causes a lower per diem rate for our user localities. In FY21 our Operational Per Diem rate to our localities was \$42.75. This decreased 7.74% to a \$39.44 Operational Per Diem Rate in FY22 because of increased revenues. For FY22 we included a temporary Reserve Fund to help minimize the effect the increase in fixed expenses has on our user localities. This Reserve Fund is to be used from prior year surpluses only in the event that the Jail's expenses are more than its revenues.

**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, internet visitation, offender medical co-pays, etc.



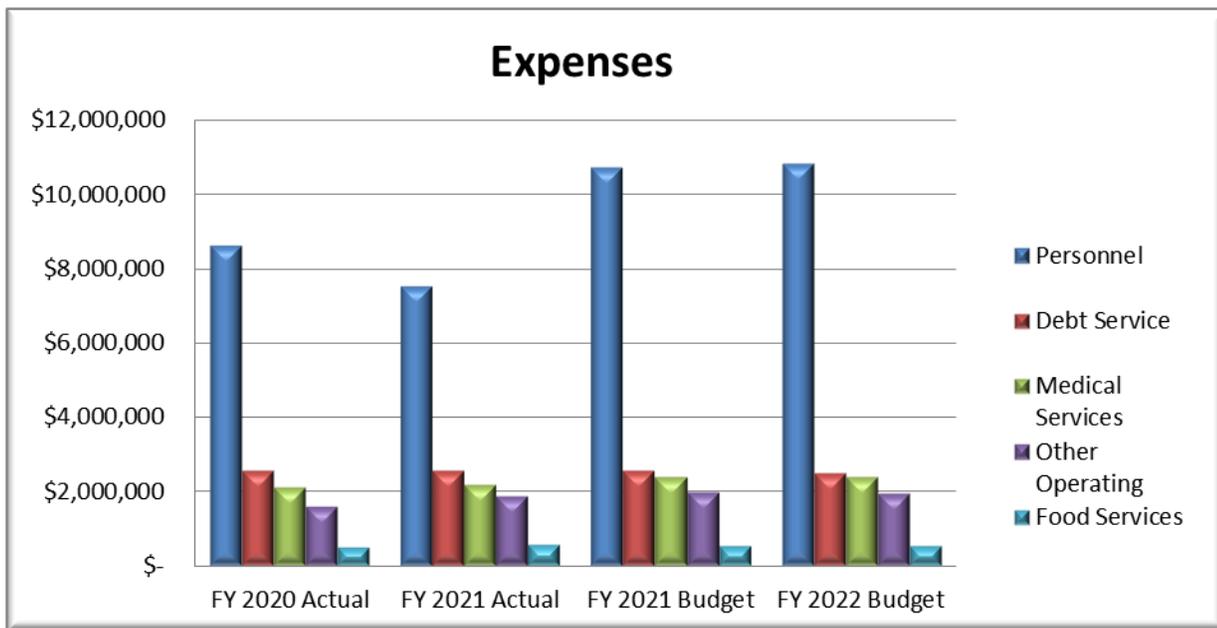
**EXPENSES**

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 an increase in officer starting pay, a 5% merit increase to all Jail employees and a compression increase for most positions in our fiscal year 2022 budget.

Debt service decreases \$47,746 from our FY 2021 budget. This decrease is due to realized savings as a result of an Advanced Refunding of our 2010B bond. The Debt Service Per Diem rate decreases as a result of the decrease in our debt service obligation in FY 2022.

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 will increase slightly in FY 2022.

Due to the limited scope of capital expenditures budgeted in fiscal year 2022, the operational impact is deemed to be minimal.

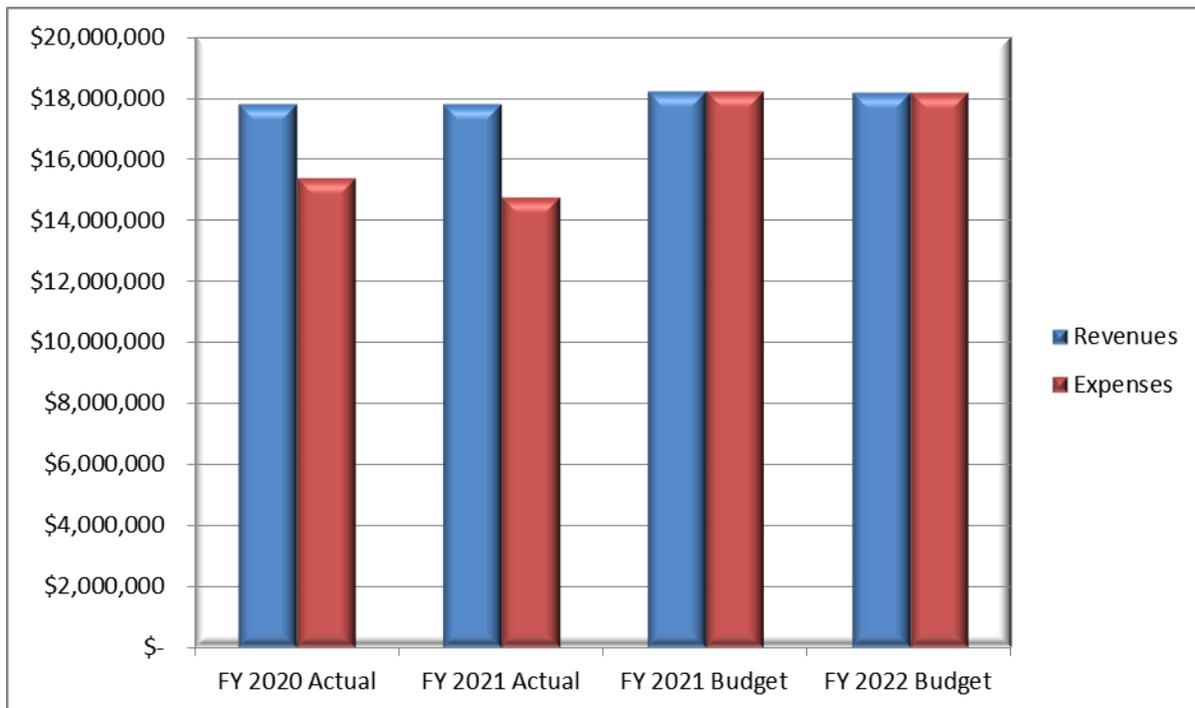


**BUDGET OVERVIEW**

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.

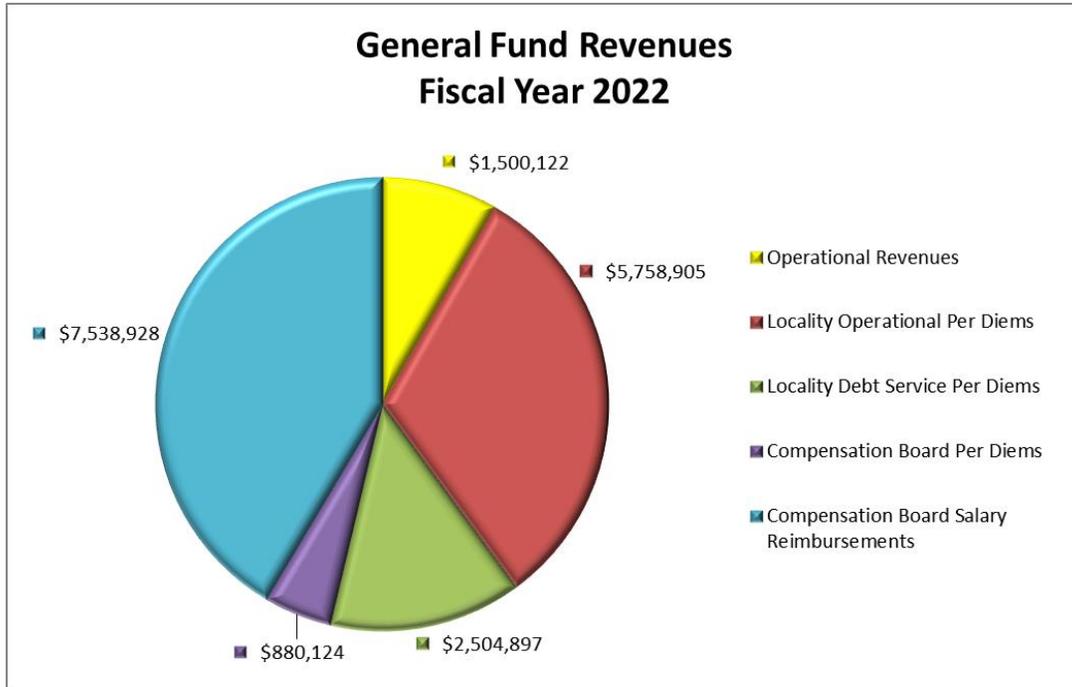
The budget is prepared on the modified accrual basis, recognizing revenues when they become measurable and available. Measurable means that the dollar value of the revenue is known. Available means that it is collectible within the current period or soon enough after the end of the current period to 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 2022.



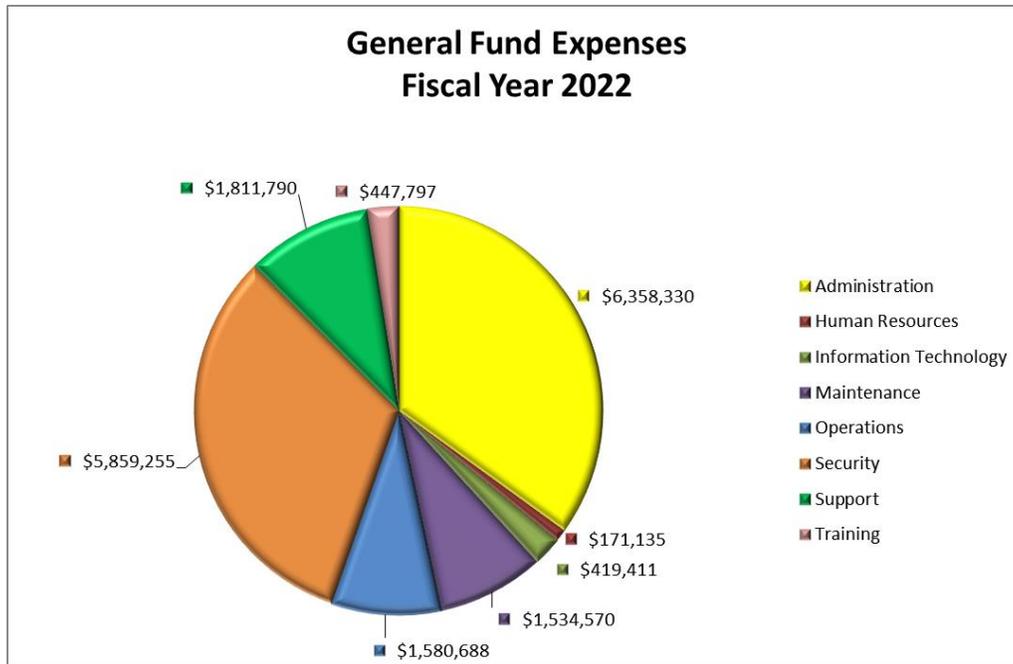
Actual expenses are significantly lower in FY20 and FY21 than budget due to vacancy savings from Virginia Compensation Board salary reimbursements as a result of staff vacancies. We receive reimbursements for positions that are vacant throughout the year as well. These vacancy savings are reported at 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, internet visitation fees, and other miscellaneous revenues.
- Locality Operational Per Diems** – Locality Operational Per Diems are revenues collected from the Jail’s user localities: Brunswick County, Dinwiddie County, and Mecklenburg County, to pay operating expenses not covered by state revenues or jail operating revenues. Fiscal Year 2022’s percentages are based on each locality’s actual usage in Fiscal Year 2020 and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2022 these percentages are: Brunswick County – 33%, Dinwiddie County – 20% and Mecklenburg County – 47%. 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 2022’s percentages are based on each locality’s actual usage in Fiscal Year 2020 and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2022 these percentages are: Brunswick County – 33%, Dinwiddie County – 20% and Mecklenburg County – 47%.
- 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**



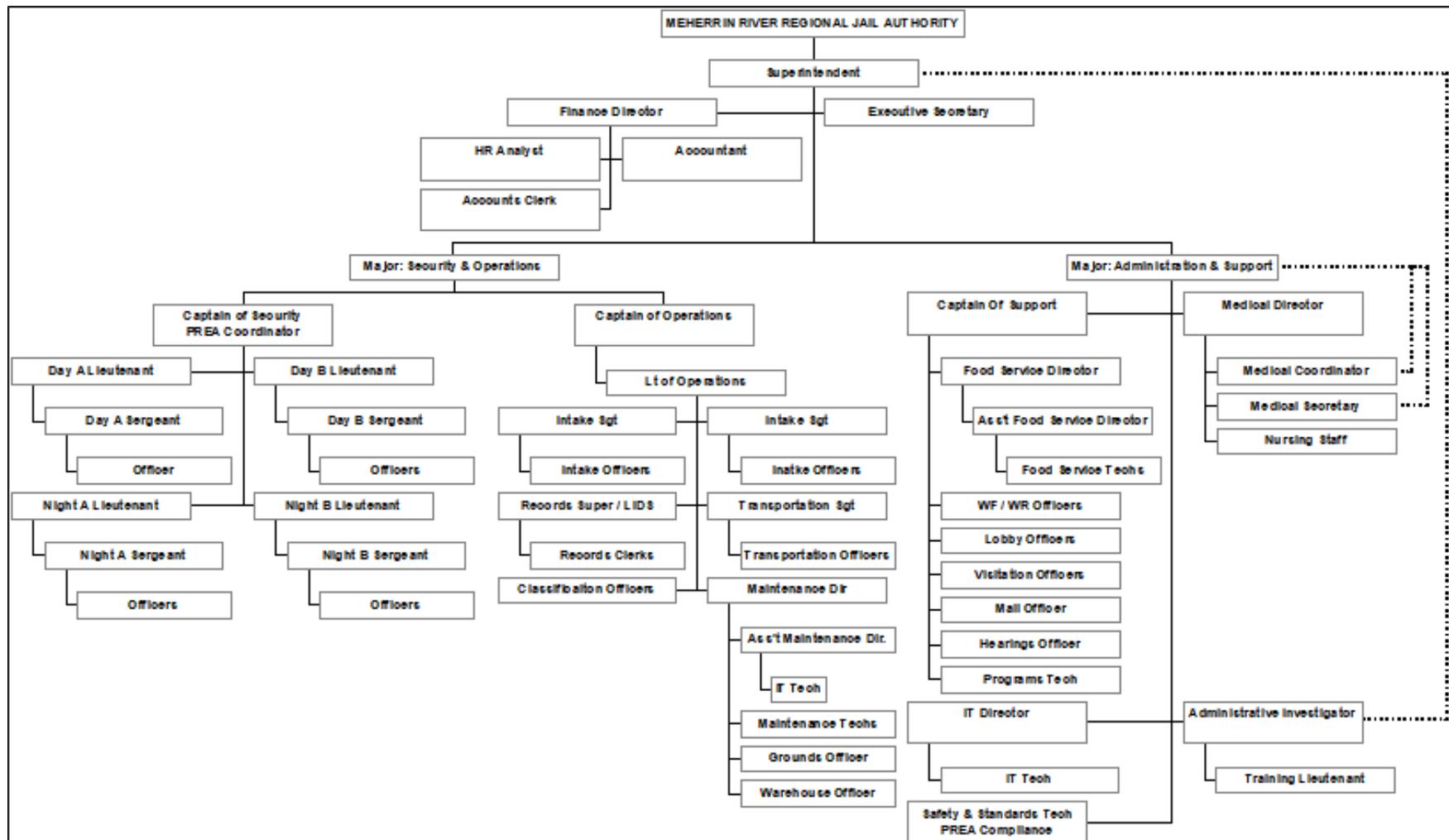
- **Administration** – The Administration Division includes general insurances (not to include health insurance); professional fees to attorneys, accountants and consultants; general office expenses; medical services; debt service payments; and salaries, payroll taxes and benefits of employees within 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 2022  
ADOPTED**

	<u>Adopted FY21</u>	<u>Adopted FY22</u>	<u>% Change</u>	<u>Change</u>
<b>OPERATING REVENUE:</b>				
INTEREST INCOME	110,000.00	49,750.00	-54.77%	(60,250.00)
INMATE PHONES	270,000.00	412,500.00	52.78%	142,500.00
MRRJ WORK RELEASE	49,220.60	49,220.60	0.00%	-
WEEKENDER FEE	13,413.40	13,413.40	0.00%	-
HOME INCARCERATION	4,474.60	4,474.60	0.00%	-
MEDICAL CO-PAY	12,852.38	12,110.34	-5.77%	(742.04)
DAILY FEES	126,781.28	103,242.86	-18.57%	(23,538.42)
INTERNET VISITATION	11,904.08	13,580.80	14.09%	1,676.72
COMP BOARD-LIDS	822,776.02	880,124.00	6.97%	57,347.98
COMPENSATION BOARD	7,164,336.50	7,538,927.69	5.23%	374,591.19
MISCELLANEOUS REVENUE	6,000.00	6,000.00	0.00%	-
FOOD SERVICE REVENUE	185,061.43	222,441.49	20.20%	37,380.06
SECUREPAK REVENUE	60,000.00	60,000.00	0.00%	-
RESERVE FUND	553,387.48	553,387.48	0.00%	-
<b>SUBTOTAL</b>	<b>9,390,207.77</b>	<b>9,919,173.26</b>	<b>5.63%</b>	<b>528,965.49</b>
OPERATIONAL PER DIEM	6,241,795.11	5,758,904.51	-7.74%	(482,890.60)
DEBT SERVICE PER DIEM	2,552,642.52	2,504,896.90	-1.87%	(47,745.62)
<b>TOTAL OPERATING REVENUE</b>	<b>18,184,645.40</b>	<b>18,182,974.67</b>	<b>-0.01%</b>	<b>(1,670.73)</b>
<b>OPERATING EXPENSE:</b>				
WAGES AND BENEFITS	10,739,327.05	10,845,507.79	0.99%	106,180.74
OPERATING COSTS	1,989,290.98	1,926,798.43	-3.14%	(62,492.55)
MEDICAL COSTS	2,381,671.00	2,381,671.00	0.00%	-
FOOD COST	521,713.85	524,100.55	0.46%	2,386.70
<b>SUBTOTAL</b>	<b>15,632,002.88</b>	<b>15,678,077.77</b>	<b>0.29%</b>	<b>46,074.89</b>
DEBT SERVICE	2,552,642.52	2,504,896.90	-1.87%	(47,745.62)
<b>TOTAL OPERATING EXPENSE:</b>	<b>18,184,645.40</b>	<b>18,182,974.67</b>	<b>-0.01%</b>	<b>(1,670.73)</b>
TOTAL NUMBER OF LOCAL INMATES				
<b>PER DIEM RATES:</b>				
OPERATIONS PER DIEM	42.75	39.44	-7.74%	(3.31)
PER DIEM DEBT SERVICE	17.48	17.16	-1.87%	(0.33)
<b>TOTAL PER DIEM</b>	<b>60.24</b>	<b>56.60</b>	<b>-6.03%</b>	<b>(3.63)</b>
<b>JURISDICTIONAL REQUIREMENTS</b>				
		<u>FY 19 Actual</u>		<u>FY 20 Actual</u>
BRUNSWICK	2,955,184.93	33.60%	2,697,621.55	32.64% (257,563.38)
DINWIDDIE	2,039,977.01	23.20%	1,648,863.41	19.95% (391,113.60)
MECKLENBURG	3,799,275.69	43.20%	3,917,316.44	47.40% 118,040.75
AVERAGE DAILY OCCUPANCY	<b>400</b>		<b>400</b>	<b>100%</b> <b>0</b>
BRUNSWICK	134		131	33% (4)
DINWIDDIE	93		80	20% (13)
MECKLENBURG	173		190	47% 17
<b>TOTAL INMATE POPULATION</b>	<b>400</b>		<b>400</b>	<b>100%</b> <b>0</b>

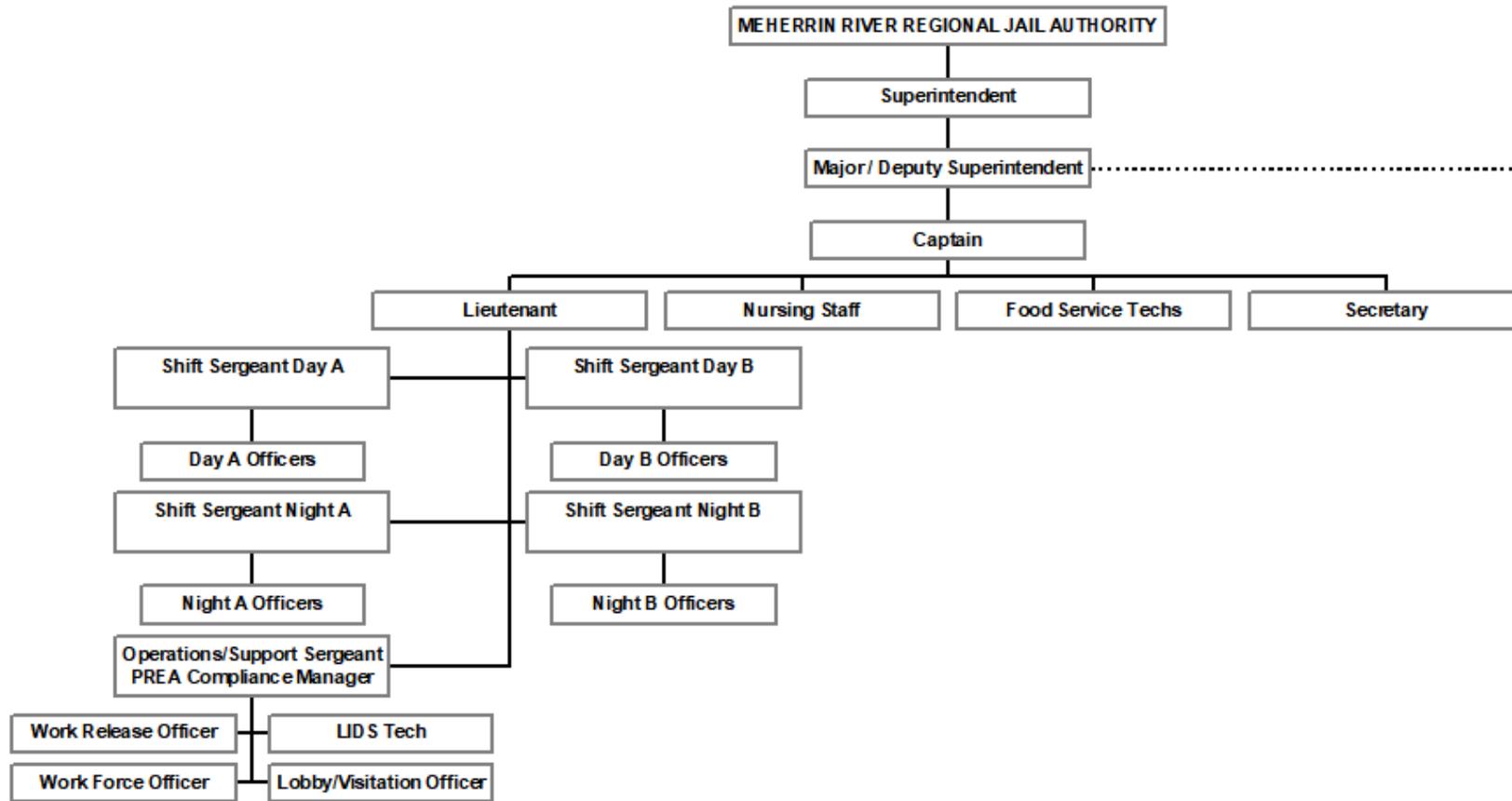
**ORGANIZATIONAL CHARTS**  
**ALBERTA**

**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 2022 budget for the Governmental Funds of the Jail. The Fiduciary Fund is not subject to appropriation.

**DIVISIONS**

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

**Administration**

- Medical Services
- Administrative Functions

**Human Resources**

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

**Information Technology**

- Telecommunications
- Internet
- Computer Software
- Computer Hardware

**Maintenance**

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

**Operations**

- Classification
- Intake
- Records
- Transportation

**Security**

- Security Officers

**Support**

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

**Training**

- Safety and Standards
- Training

**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.

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## **FINANCIAL POLICIES**

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

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

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

### **FINANCIAL PLANNING POLICIES**

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

### **BALANCED BUDGET**

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

The Jail's budget process is governed by many policies and procedures originally adopted by the Authority Board and revised and maintained by the Superintendent. The Jail is to operate within the budget and the final outcome depends upon the projections used from historical data and trend analysis. Predicting 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 less than 10 years of historical data that do 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.

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

The budget process begins each year in August when each Division head is given a budget packet for their division which includes detailed information from prior years. Division heads prepare their budgets and submit them to the Finance Director no later than 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 Superintendent, Finance Director and respective Division heads as needed. During these meetings, each expense line is reviewed in detail along with supporting documentation. Division heads may be asked to further clarify unusual or new requests. If cuts are to be made to a Division's request, they may be made during discussion with the Division head or they may come later during final discussions between the Superintendent, Deputy Superintendent and Finance Director.

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

After suggested changes are made, the budget is presented to the Finance Committee which is comprised of: the Chairman of the Board, the County Administrator for each County, the Superintendent and the Finance Director. The 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 Board for appropriation.

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 2022 budget was adopted by Board Members on May 13, 2021.

**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**

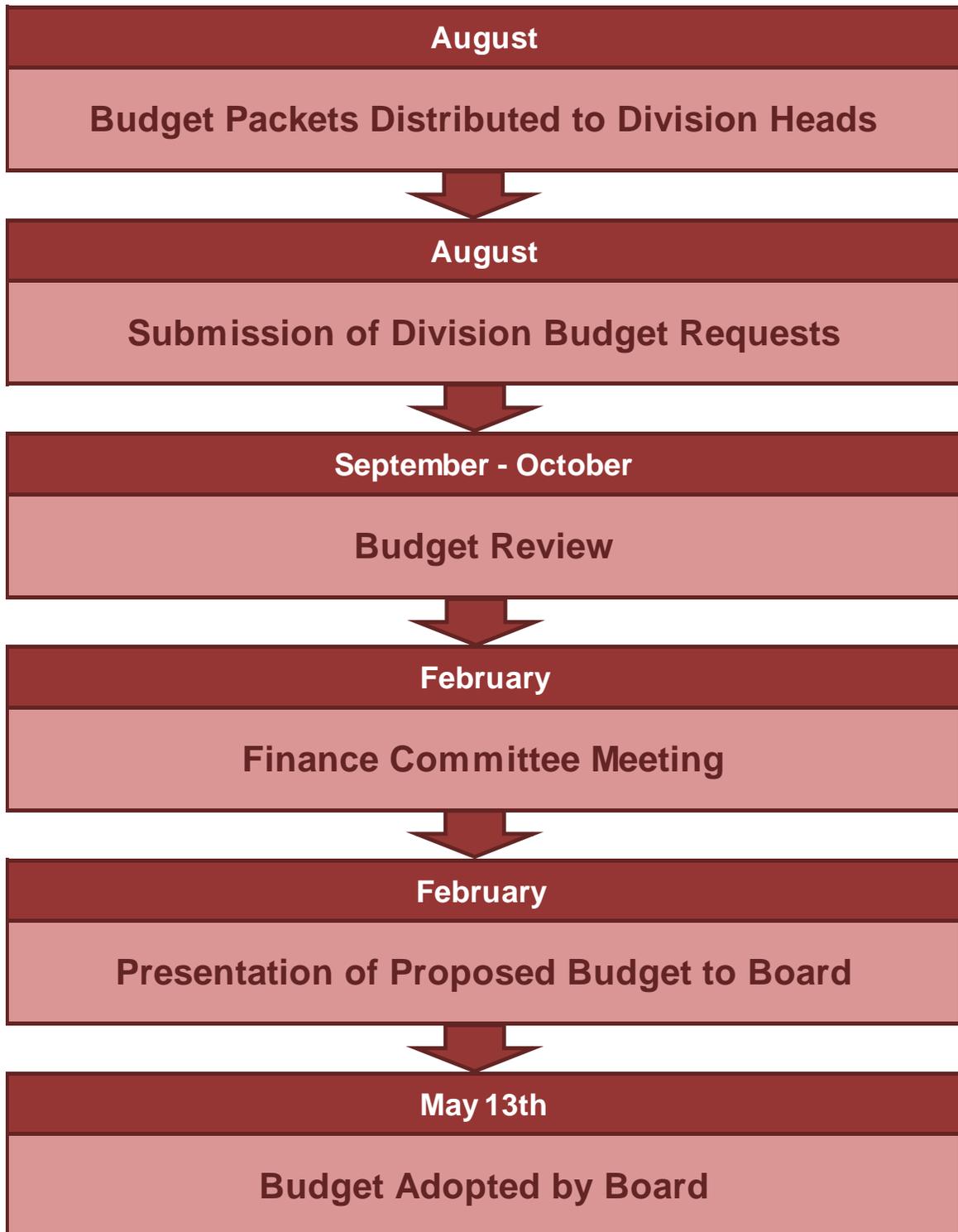
In the event of an emergency, the adopted budget will be amended accordingly.

**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.

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**BUDGET CALENDAR**



**FOUR YEAR CONSOLIDATED FINANCIAL SCHEDULE / FUND BALANCE****FOUR YEAR CONSOLIDATED FINANCIAL SCHEDULE / FUND BALANCE  
FY 2022**

	<b>TOTAL GOVERNMENTAL FUNDS</b>				<b>% Change</b>
	<b>Actual FY20</b>	<b>Actual FY21</b>	<b>Budget FY21</b>	<b>Budget FY22</b>	
<b>OPERATING REVENUE</b>					
Interest Income	\$ 116,664	\$ 97,154	\$ 110,000	\$ 49,750	-54.77%
Inmate Phones	270,000	270,000	270,000	412,500	52.78%
Work Release	33,610	22,130	49,221	49,221	0.00%
Weekender Fees	10,919	12,489	13,413	13,413	0.00%
Home Incarceration	8,395	7,130	4,475	4,475	0.00%
Medical Co-Payments	12,110	13,606	12,852	12,110	-5.77%
Medical Reimbursements DOC	12,999	45,134	-	-	-
Daily Housing Fees	98,614	129,828	126,781	103,243	-18.57%
Internet Visitation	13,581	25,040	11,904	13,581	14.09%
Bed Rentals	1,180,955	522,561	-	-	-
Compensation Board-LIDS	191,031	658,564	822,776	880,124	6.97%
Compensation Board Salary Reimbursements	6,847,366	6,688,743	7,164,337	7,538,928	5.23%
Miscellaneous Revenue	35,925	40,302	6,000	6,000	0.00%
Food Service Revenue	204,779	302,900	185,061	222,441	20.20%
SecurePak Revenue	60,508	68,643	60,000	60,000	0.00%
Grant Revenue	-	134,463	-	-	-
Reserve Fund	-	-	553,387	553,387	0.00%
<b>SUBTOTAL</b>	<b>9,097,455</b>	<b>9,038,689</b>	<b>9,390,208</b>	<b>9,919,173</b>	<b>5.63%</b>
Operational Per Diem	6,132,396	6,241,795	6,241,795	5,758,905	-7.74%
Debt Service Per Diem	2,550,043	2,552,643	2,552,643	2,504,897	-1.87%
<b>TOTAL OPERATING REVENUE</b>	<b>\$ 17,779,894</b>	<b>\$ 17,833,127</b>	<b>\$ 18,184,645</b>	<b>\$ 18,182,975</b>	<b>-0.01%</b>
<b>OPERATING EXPENSE</b>					
Personnel	\$ 8,618,804	\$ 7,552,115	\$ 10,739,327	\$ 10,845,508	0.99%
Other Operating Expenses	1,610,961	1,870,409	1,989,291	1,926,798	-3.14%
Medical Services	2,120,116	2,182,629	2,381,671	2,381,671	0.00%
Food Services	484,622	563,325	521,714	524,101	0.46%
<b>SUBTOTAL</b>	<b>12,834,503</b>	<b>12,168,478</b>	<b>15,632,003</b>	<b>15,678,078</b>	<b>0.29%</b>
Debt Service - Bond Payable	2,552,022	2,552,643	2,552,643	2,504,897	-1.87%
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 15,386,525</b>	<b>\$ 14,721,121</b>	<b>\$ 18,184,645</b>	<b>\$ 18,182,975</b>	<b>-0.01%</b>
SURPLUS (DEFICIT)	2,393,369	3,112,006	-	-	-
<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>\$ 2,393,369</b>	<b>\$ 3,112,006</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>FUND BALANCE, BEGINNING OF YEAR</b>	<b>8,816,840</b>	<b>11,210,209</b>	<b>14,322,215</b>	<b>14,322,215</b>	<b>0.00%</b>
<b>FUND BALANCE, END OF YEAR</b>	<b>\$ 11,210,209</b>	<b>\$ 14,322,215</b>	<b>\$ 14,322,215</b>	<b>\$ 14,322,215</b>	<b>0.00%</b>
<b>% CHANGE</b>	<b>27.15%</b>	<b>27.76%</b>	<b>0.00%</b>	<b>0.00%</b>	

**Explanation of Significant Changes:**

The decrease in Interest Income is due to the maturity of our US Treasury Bonds and having to re-invest at lower market rates.

The increase in Inmate Phone revenue is due to a Request for Proposals being issued for inmate phones and the increased Minimum Annual Guarantee as a result of the new contract.

The decrease in Daily Fee revenue is a result of a projected higher offender indigent rate in FY22, which means less offenders have money on their trust accounts to pay daily fees.

The increase in Internet Visitation is due to the public lobby being closed during the coronavirus pandemic and the increase in virtual visitations.

The increase in Food Service revenue is due to increasing revenues generated by the Just Like Home program.

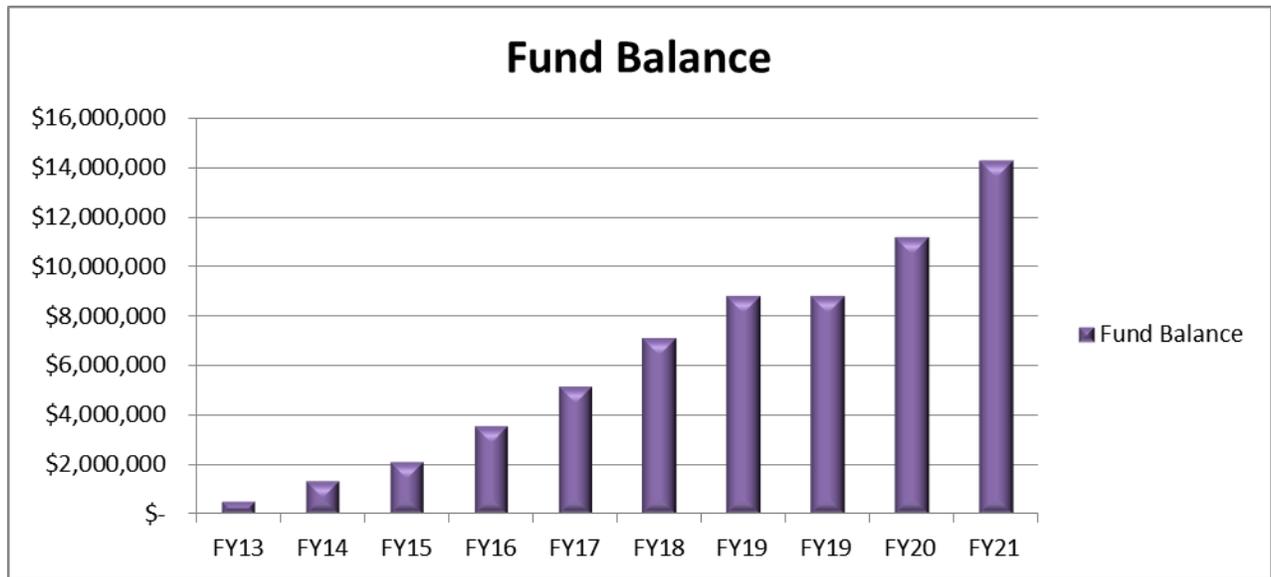
Fund Balance changes in FY20 and FY21 are attributable to vacancy savings from Virginia Compensation Board salary reimbursements due to staff vacancies. We receive reimbursements for positions that are vacant throughout the year as well. These vacancy savings are reported at year end as a surplus to the localities.

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**CHANGES IN ENDING FUND BALANCE**

<b>Fund Description</b>	<b>2021 Actual Ending Fund Balance</b>	<b>2022 Budgeted Ending Fund Balance</b>	<b>Change in Fund Balance</b>	<b>% Change</b>
General Fund	\$ 14,322,215	\$ 14,322,215	\$ -	0.00%
<b>Total Fund Balance</b>	<b>\$ 14,322,215</b>	<b>\$ 14,322,215</b>	<b>\$ -</b>	<b>0.00%</b>

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

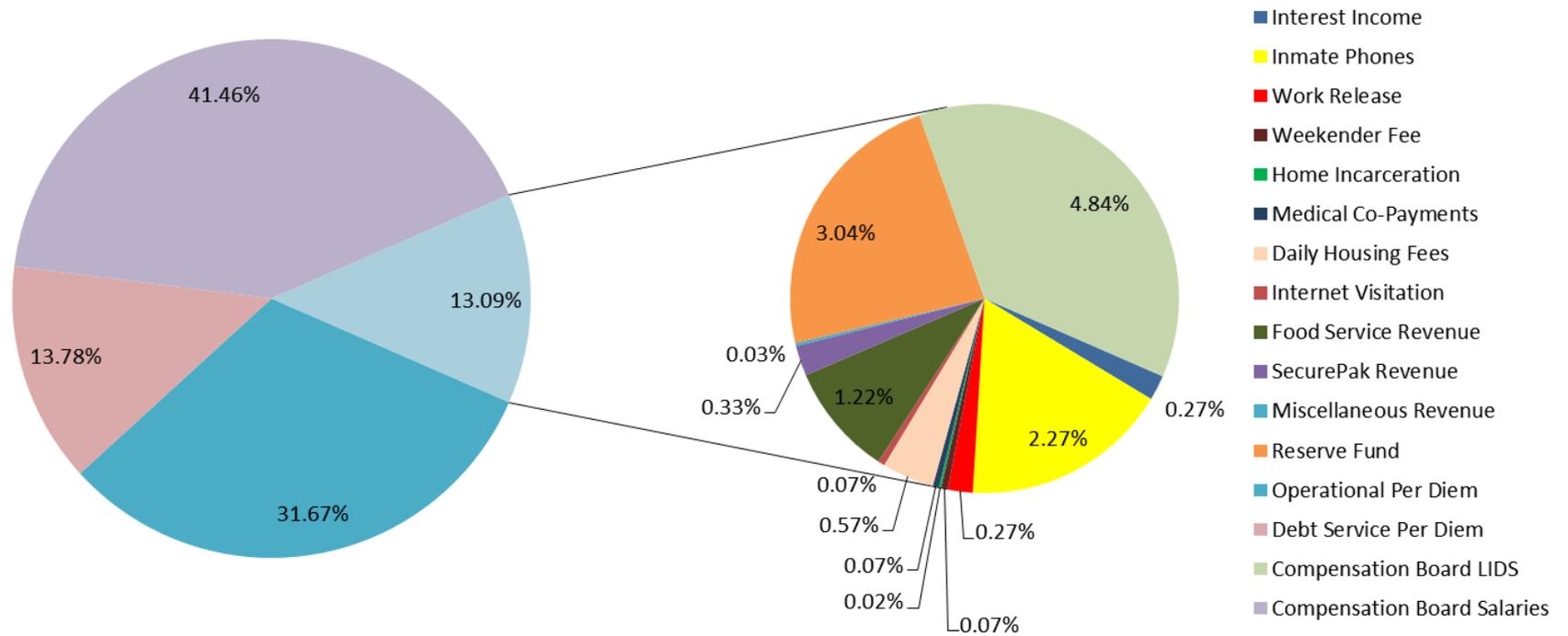


Fund Balance is the difference between assets and liabilities of a governmental fund.

**REVENUES**

	<u>FY 2020 ACTUAL</u>	<u>Percent of Total Revenues</u>	<u>FY 2021 ACTUAL</u>	<u>Percent of Total Revenues</u>	<u>FY 2021 BUDGET</u>	<u>Percent of Total Revenues</u>	<u>FY 2022 BUDGET</u>	<u>Percent of Total Revenues</u>
<b>REVENUES</b>								
<u>Operating Revenues</u>								
Interest Income	\$ 116,664	0.66%	\$ 97,154	0.54%	\$ 110,000	0.60%	\$ 49,750	0.27%
Inmate Phones	270,000	1.52%	270,000	1.51%	270,000	1.48%	412,500	2.27%
Work Release	33,610	0.19%	22,130	0.12%	49,221	0.27%	49,221	0.27%
Weekender Fee	10,919	0.06%	12,489	0.07%	13,413	0.07%	13,413	0.07%
Home Incarceration	8,395	0.05%	7,130	0.04%	4,475	0.02%	4,475	0.02%
Medical Co-Payments	12,110	0.07%	13,606	0.08%	12,852	0.07%	12,110	0.07%
Medical Reimbursements DOC	12,999	0.07%	45,134	0.25%	-	0.00%	-	0.00%
Daily Housing Fees	98,614	0.55%	129,828	0.73%	126,781	0.70%	103,243	0.57%
Internet Visitation	13,581	0.08%	25,040	0.14%	11,904	0.07%	13,581	0.07%
Bed Rentals	1,180,955	6.64%	522,561	2.93%	-	0.00%	-	0.00%
Miscellaneous Revenue	35,925	0.20%	40,302	0.23%	6,000	0.03%	6,000	0.03%
Food Service Revenue	204,779	1.15%	302,900	1.70%	185,061	1.02%	222,441	1.22%
SecurePak Revenue	60,508	0.34%	68,643	0.38%	60,000	0.33%	60,000	0.33%
Reappropriated Fund Balance	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Grant Revenue	-	0.00%	134,463	0.75%	-	0.00%	-	0.00%
Reserve Fund	-	0.00%	-	0.00%	553,387	3.04%	553,387	3.04%
	<u>2,059,058</u>	<u>11.58%</u>	<u>1,691,381</u>	<u>9.48%</u>	<u>1,403,095</u>	<u>7.72%</u>	<u>1,500,122</u>	<u>8.25%</u>
<u>Locality Revenues</u>								
Operational Per Diem	6,132,396	34.49%	6,241,795	35.00%	6,241,795	34.32%	5,758,905	31.67%
Debt Service Per Diem	<u>2,550,043</u>	<u>14.34%</u>	<u>2,552,643</u>	<u>14.31%</u>	<u>2,552,643</u>	<u>14.04%</u>	<u>2,504,897</u>	<u>13.78%</u>
	<u>8,682,439</u>	<u>48.83%</u>	<u>8,794,438</u>	<u>49.32%</u>	<u>8,794,438</u>	<u>48.36%</u>	<u>8,263,801</u>	<u>45.45%</u>
<u>State Revenues</u>								
Compensation Board LIDS	191,031	1.07%	658,564	3.69%	822,776	4.52%	880,124	4.84%
Compensation Board Salaries	<u>6,847,366</u>	<u>38.51%</u>	<u>6,688,743</u>	<u>37.51%</u>	<u>7,164,337</u>	<u>39.40%</u>	<u>7,538,928</u>	<u>41.46%</u>
	<u>7,038,397</u>	<u>39.59%</u>	<u>7,347,308</u>	<u>41.20%</u>	<u>7,987,113</u>	<u>43.92%</u>	<u>8,419,052</u>	<u>46.30%</u>
	<u>\$ 17,779,894</u>	<u>100.00%</u>	<u>\$ 17,833,127</u>	<u>100.00%</u>	<u>\$ 18,184,645</u>	<u>100.00%</u>	<u>\$ 18,182,975</u>	<u>100.00%</u>

### FY 2022 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 \$412,500 in our FY 2022 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 2022 budget amount of \$ 49,221 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 Inmates	Weekly Amount	Number of Weeks	Total Revenue
Work Release Inmates	11	\$ 86.05	52	\$ 49,221
<b>TOTAL</b>				<b><u>\$ 49,221</u></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 2022 budget amount of \$ 13,413 is shown below.

Amount Per Week:	
Weekly Fee	\$ 25.00
Drug Test Expense	(1.55)
<b>Net Revenue</b>	<b>\$ 23.45</b>

Description	Number of Inmates	Weekly Amount	Number of Weeks	Total Revenue
Weekender Inmates	11	\$ 23.45	52	\$ 13,413
<b>TOTAL</b>				<b><u>\$ 13,413</u></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 2022 budget amount of \$ 4,475 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 Inmates	Weekly Amount	Number of Weeks	Total Revenue
Home Incarceration Inmates	1	\$ 86.05	52	\$ 4,475
<b>TOTAL</b>				<u><u><b>\$ 4,475</b></u></u>

**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 2022 budget, we used the most current information available at the time the budget was built, which was the FY 2020 actual total. The total for FY 2020 was \$12,110 for an ADP of 400 offenders. Based on this information we projected that our Medical Co-Payment revenues would be \$12,110 in FY 2022 based on an expected ADP of 400.

**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 2022 our projected indigent rate is 58.929%. This means that only 41.071% of our offenders have money on their trust accounts from which we can collect daily fees. The calculation used to determine our FY 2022 budget amount of \$103,243 is shown below.

Budgeted Population	400
Daily Fee	\$3.00
Number of Days per Year	365
Budgeted Indigent Rate	58.929%
<b>Proposed Daily Fees</b>	<b>\$179,893</b>
<b>Less:</b>	
70 Trustees-Pay \$0/day	<u>(\$76,650)</u>
<b>Total Proposed Daily Fees</b>	<b>\$103,243</b>

**Internet Visitation**

Internet visitation allows offenders to visit with family members and friends through a secure internet connection. Family members and friends login on their personal computer or Android smartphone device and visit with the offender who is sitting in front of a monitor in their housing unit. The Jail has a contract with GTL to provide these services for a fee depending on the length of the visit. The Jail receives a portion of this revenue for the operational costs involved to facilitate each visit. To determine the amount to include in our FY 2022 budget, we used the most current information available at the time the budget was built, which was the FY 2020 actual total. The total for FY 2020 was \$13,581 for an ADP of 400 offenders. Based on this information we projected that our Internet Visitation revenues would be \$13,581 in FY 2022 based on an expected ADP of 400.

**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. To determine the amount to include in our FY 2022 budget, we used the most current information available at the time the budget was built, which was the FY 2020 actual total. The total for FY 2020 was \$880,124 for an ADP of 400 offenders. Based on this information we projected that our Compensation Board – LIDS revenues would be \$880,124 in FY 2022 based on an expected ADP of 400.

**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 2022 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 2022 budget for Compensation Board Salary Reimbursements is \$7,538,928.

**Food Service Revenue**

Food Service Revenues are revenues generated from food service operations. The budget for FY 2022 is higher than in FY 2021 as a result of increasing revenue trends in our Just Like Home program. The Just Like Home program is an offender meals program that provides an opportunity for family to purchase additional restaurant-type meals for offenders twice per week. The amount included in the FY 2022 budget for Food Service Revenue is \$222,441 based on data available from FY 2020 and the first few months of FY 2021.

**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 2022's percentages are based on each locality's actual usage in Fiscal Year 2020 and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2022 these percentages are: Brunswick County – 33%, Dinwiddie County – 20% and Mecklenburg County – 47%. A true-up is calculated at year end based on actual offender populations 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 2022’s percentages are based on each locality’s actual usage in Fiscal Year 2020 and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2022 these percentages are: Brunswick County – 33%, Dinwiddie County – 20% and Mecklenburg County – 47%. Below is a graph that illustrates how the Debt Service Per Diem Rate has changed since the Jail’s first year of operations in FY 2013.



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

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

**LONG-RANGE FINANCIAL PLAN**

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

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

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

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

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

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

**FIVE YEAR FINANCIAL PLAN**

<b>Fiscal Year</b>	<b><u>22-23</u></b>	<b><u>23-24</u></b>	<b><u>24-25</u></b>	<b><u>25-26</u></b>	<b><u>26 -27</u></b>
<b>IT:</b>					
<i>Dell Server, 5 Year, annual lease</i>	47,662	-	-	-	-
<i>IBM Server, 5 Year, annual lease</i>	10,773	4,489	-	-	-
Add 4th node to VxRail Server Cluster	24,482	-	-	-	-
Replace Firewall	-	16,000	-	-	-
Extend Warranty & Support on Dell Servers and software	-	25,000	25,000	25,000	-
<b>Maintenance:</b>					
Scag Mower	-	8,437	-	-	-
Boiler 1 - Alberta	-	-	24,829	-	-
Boiler 2 - Alberta	-	24,106	-	-	-
Boiler 3 - Alberta	23,404	-	-	-	-
Continental 70lb Washer	14,460	-	-	-	-
Security Electronics	-	-	-	64,000	-
<b>Operations:</b>					
Van (including insert)	55,842	117,268	123,131	64,644	135,752
SUV (including insert)	39,993	41,993	44,092	46,297	48,612
<b>Support:</b>					
Steamer	-	-	-	-	18,148
Fryer	-	21,640	-	-	-
Braising Pan	-	-	20,098	-	-
Dishwasher	-	-	-	-	29,260
Mixer	-	-	-	19,667	-
Range	-	-	-	-	16,752
<b>TOTAL</b>	<b>216,616</b>	<b>258,933</b>	<b>237,150</b>	<b>219,608</b>	<b>248,524</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.

In fiscal year 2022, 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.

The Jail does not have any significant nonrecurring capital expenditures.

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

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

As the jail is a fairly new facility, being in its tenth year of operation in fiscal year 2022, the need for capital expenditures is zero. Total capital expenditures for fiscal year 2022 are budgeted to be \$0 or 0% of our \$18,182,675 total budget. Thus, the impact of capital expenditures is considered to be zero.

**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 2022 is shown below.

**Debt Service Schedule  
FY 2022**

<u>Due Date</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>
7/1/2021	\$ 512,500	\$ 376,541	\$ 889,041
10/1/2021	512,500	\$ 376,541	889,041
1/1/2022	-	363,408	363,408
4/1/2022	-	363,408	363,408
<b>TOTALS</b>	<b>\$ 1,025,000</b>	<b>\$ 1,479,897</b>	<b>\$ 2,504,897</b>

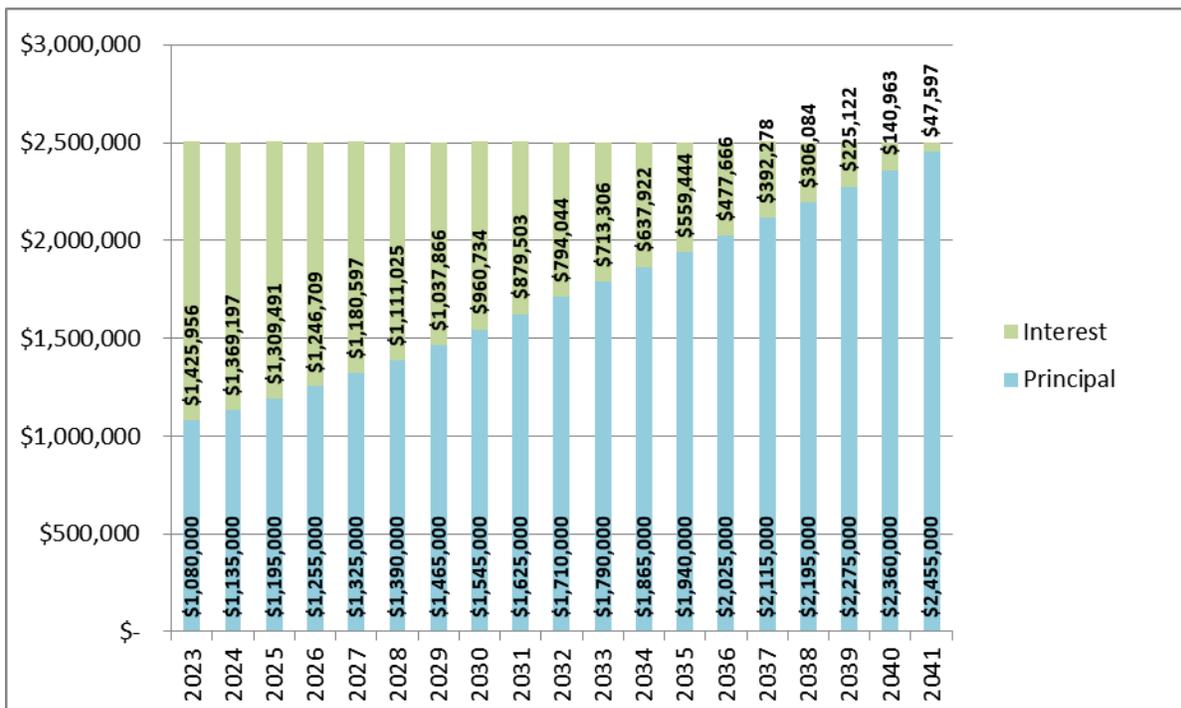
Debt service is paid in its entirety by the Jail's user localities: Brunswick County, Dinwiddie County, and Mecklenburg County based on actual usage percentages in FY 2020. The amounts of debt service required to be paid by each locality in fiscal year 2022 are as follows:

***Debt Service Due from Localities  
FY 2022***

<b>Payment No.</b>	<b>Due Date</b>	<b>Brunswick County 33%</b>	<b>Dinwiddie County 20%</b>	<b>Mecklenburg County 47%</b>
1	7/1/2021	\$290,217	\$177,389	\$421,435
2	10/1/2021	\$290,217	\$177,389	\$421,435
3	1/1/2022	\$118,630	\$72,510	\$172,267
4	4/1/2022	\$118,630	\$72,510	\$172,267
		\$817,694	\$499,798	\$1,187,404
			<b>TOTAL</b>	<b>\$2,504,897</b>

Future Debt Service Payments are as follows:

Year Ending June 30,	Revenue Bonds	
	Principal	Interest
2023	1,080,000	1,425,956
2024	1,135,000	1,369,197
2025	1,195,000	1,309,491
2026	1,255,000	1,246,709
2027	1,325,000	1,180,597
2028	1,390,000	1,111,025
2029	1,465,000	1,037,866
2030	1,545,000	960,734
2031	1,625,000	879,503
2032	1,710,000	794,044
2033	1,790,000	713,306
2034	1,865,000	637,922
2035	1,940,000	559,444
2036	2,025,000	477,666
2037	2,115,000	392,278
2038	2,195,000	306,084
2039	2,275,000	225,122
2040	2,360,000	140,963
2041	2,455,000	47,597
<b>Total</b>	<b>\$ 32,745,000</b>	<b>\$ 14,815,503</b>



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

**POSITION SUMMARY SCHEDULE**

**Position Summary Schedule  
General Fund**

DIVISIONS	EMPLOYEES				
	2020 Actual	2021 Actual	2021 Budget	2022 Budget	Increase (Decrease)
Administration					
Superintendent	1	1	1	1	0
Deputy Superintendent	1	1	1	2	1
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	2	2	2	2	0
Secretary - Boydton facility	1	1	1	1	0
Nurse - Boydton facility	1	0	1	0	(1)
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
Lieutenant of Operations	0	0	0	0	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	90	90	90	72	(18)
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	1	1	1	1	0
<b>TOTAL GENERAL FUND POSITIONS</b>	<b>178</b>	<b>177</b>	<b>179</b>	<b>161</b>	<b>(18)</b>

The following changes were made to our position schedule beginning in fiscal year 2022:

1. An additional Deputy Superintendent (Major) position was added to the Administration Division.
2. The nurse position was removed from the budget. This position is now employed by our third party medical provider.
3. To provide raises, compression and increase our officer starting salary, as well as minimizing increases to our localities 18 officer positions were removed from personnel expenses in our FY22 budget.

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

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

Please note that our satellite facility in Mecklenburg was temporarily closed for a portion of FY 2021 and this is reflected in the FY 2021 actual amounts.

**ADMINISTRATION DIVISION****NARRATIVE**

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

**2022 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 individual 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: sworn, civilian, volunteers, etc. in regards to their divisions and 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 FY21 ACFR and the GFOA Distinguished Budget Presentation Award for our FY22 Budget

**Significance**

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

**Business Impact**

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

**Consequences of not achieving this goal**

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

### PERFORMANCE MEASURES

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

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

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

#### Administration Performance Measures FY 2022

PERFORMANCE MEASURES	FY 2020 Actual	FY 2021 Actual	FY 2021 Budget	FY 2022 Budget
Years Receiving GFOA Certificate of Excellence in Financial Reporting	8	9	9	10
Years Receiving GFOA Distinguished Budget Presentation Award	5	6	6	7
Average monthly vendor invoices processed	236	229	240	230
Average vendor checks processed	107	109	110	110
Bank Statements Reconciled	120	120	120	120
<u>Collections from offender deposits</u>				
Daily Housing Fees	\$ 98,614	\$ 129,828	\$ 126,781	\$ 103,243
Medical Co-Pays	\$ 12,110	\$ 13,606	\$ 12,852	\$ 12,110
Indigent Kits	\$ 543	\$ 1,207	\$ 543	\$ 1,201
Jail Damage	\$ 902	\$ 521	\$ 902	\$ 518
Pay My Jailer Collections	\$ 3,242	\$ 3,809	\$ 3,243	\$ 3,790
<u>Medical Services:</u>				
Total Sick Call	28,898	28,453	28,910	28,311
Total Doctor Call	2,582	2,175	2,583	2,164
Total Dentist Call	207	349	207	347
Total Psych Call	3,913	4,506	3,915	4,484
Offenders Seen on Pill Call	3,789	4,095	3,791	4,075

**Meherrin River Regional Jail  
Division Budget**

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

Account Code	Account Description	FY 2020 Actual	FY 2021 Actual	FY 2021 Budget	FY 2022 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 476,362	\$ 493,936	\$ 538,801	\$ 664,545	23.34%
4-100-33200-1000-200	Salaries & Wages-Mecklenburg	143,849	100,451	216,357	170,587	-21.15%
4-100-33200-1030-100	Other Pay-Alberta	-	4,000	-	-	-
4-100-33200-1030-200	Other Pay-Mecklenburg	7,648	1,000	-	-	-
4-100-33200-2100-100	FICA-Alberta	35,634	40,356	41,218	50,838	23.34%
4-100-33200-2100-200	FICA-Mecklenburg	11,306	8,860	16,551	13,050	-21.15%
4-100-33200-2210-100	VRS Retirement-Alberta	57,853	55,068	62,162	76,090	22.41%
4-100-33200-2210-200	VRS Retirement-Mecklenburg	17,308	11,686	24,773	19,532	-21.15%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	150,930	141,577	136,191	168,338	23.60%
4-100-33200-2300-200	Hospital/Medical Plan-Mecklenburg	43,026	30,123	60,276	45,285	-24.87%
4-100-33200-2400-100	Group Life-Alberta	6,229	6,591	7,220	8,905	23.34%
4-100-33200-2400-200	Group Life-Mecklenburg	1,900	1,373	2,899	2,286	-21.15%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	709	732	808	997	23.34%
4-100-33200-2800-200	Retiree Health Ins Credit-Mecklenburg	221	154	325	256	-21.16%
<b>TOTAL PERSONNEL</b>		<b>952,975</b>	<b>895,907</b>	<b>1,107,581</b>	<b>1,220,709</b>	<b>10.21%</b>
<b>MEDICAL SERVICES</b>						
4-100-33200-3100-100	Medical Services	2,120,116	2,182,629	2,381,671	2,381,671	0.00%
<b>TOTAL MEDICAL SERVICES</b>		<b>2,120,116</b>	<b>2,182,629</b>	<b>2,381,671</b>	<b>2,381,671</b>	<b>0.00%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-3100-200	Legal Services	36,000	36,000	36,000	36,000	0.00%
4-100-33200-3100-300	Accounting Services	18,000	19,000	19,500	21,000	7.69%
4-100-33200-3100-400	Professional Services-Other	15,377	30,631	44,600	25,674	-42.43%
4-100-33200-3500	Printing & Binding Services	3,892	2,645	6,300	6,300	0.00%
4-100-33200-3600	Advertising	1,095	6,309	3,500	2,000	-42.86%
4-100-33200-5210	Postage	2,846	2,996	3,500	3,500	0.00%
4-100-33200-5305	Motor Vehicle Insurance	14,759	15,305	15,305	14,929	-2.46%
4-100-33200-5308	General Liability / Property Insurance	39,289	39,273	39,273	40,611	3.41%
4-100-33200-5309	Line of Duty Insurance	39,411	42,809	42,809	43,080	0.63%
4-100-33200-5315	Crime Insurance	725	725	725	725	0.00%
4-100-33200-5530-100	Subsistence & Lodging	1,143	222	1,750	1,750	0.00%
4-100-33200-5540-100	Convention & Education	1,207	1,268	3,900	3,900	0.00%
4-100-33200-5802	Banking Fees	-	-	100	100	0.00%
4-100-33200-5804	Credit Card Fees	9,094	13,164	7,500	9,500	26.67%
4-100-33200-5810-100	Dues & Associations	5,583	6,378	6,148	5,383	-12.44%
4-100-33200-6001-100	Office Supplies-Alberta	15,165	15,599	20,000	20,000	0.00%
4-100-33200-6001-200	Office Supplies-Mecklenburg	2,202	811	2,500	2,500	0.00%
4-100-33200-6014-100	Other Operating Supplies	26,584	61,312	17,057	14,100	-17.34%
4-100-33200-9060	Other Interest Expense	-	14,226	-	-	-
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>232,371</b>	<b>308,674</b>	<b>270,467</b>	<b>251,052</b>	<b>-7.18%</b>
<b>DEBT SERVICE</b>						
4-100-33200-9049	Principal Expense	995,000	1,030,000	1,030,000	1,025,000	-0.49%
4-100-33200-9050	Interest Expense	1,557,022	1,522,643	1,522,643	1,479,897	-2.81%
<b>TOTAL DEBT SERVICE</b>		<b>2,552,022</b>	<b>2,552,643</b>	<b>2,552,643</b>	<b>2,504,897</b>	<b>-1.87%</b>
<b>DIVISION TOTAL</b>		<b>\$ 5,857,484</b>	<b>\$ 5,939,853</b>	<b>\$ 6,312,362</b>	<b>\$ 6,358,330</b>	<b>0.73%</b>
<b>TOTAL FTE POSITIONS</b>		<b>10</b>	<b>9</b>	<b>11</b>	<b>11</b>	

The significant increases in Personnel Expenses - Alberta is due to the addition of a Major position.

The significant decreases in Personnel Expenses – Mecklenburg is due to removing a nurse position.

The significant decrease in Professional Services – Other is due to not needing NCCHC accreditation in FY 2022.

The significant decrease in Advertising is a result of changing to a new online employment application platform and not needing to continually advertise job openings as we have in previous years.

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

The significant decrease in Dues & Associations is due to an item in the FY 2021 budget that is not needed in FY 2022.

The significant decrease in Other Operating Supplies is a result of items purchased in FY 2021 that are not needed in FY 2022.

## 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.

### 2022 GOALS

#### **1. Continue to maintain low cost health insurance plans for employees**

##### **Significance**

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

##### **Business Impact**

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

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

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

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

##### **Significance**

- ♦ Be proactive in the face of a national jail officer shortage to help alleviate the trickle down to our agency.
- ♦ Ensure our agency is competitive with neighboring jails & law enforcement agencies.
- ♦ Keep workforce motivated.
- ♦ Increase morale.

##### **Business Impact**

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

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

- ♦ Extensive amounts of overtime.
- ♦ Decrease in morale.

## HUMAN RESOURCES 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 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.

<b>PERFORMANCE MEASURES</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Budget</b>
Number of applications received	562	425	650	500
Number of sworn/certified officers	94	75	151	133
Number of civilians	29	25	29	25
Number of sworn employee promotions	14	3	5	5
Officer New Hires	37	50	45	50
Officer Resignations	58	52	50	50
Officer Vacancies	56	34	30	18
FMLA Applications Processed	17	22	10	20
Workers Compensation Claims	8	14	10	10
Hepatitis B Injections	3	0	10	10
PPD Injections	127	129	160	160
Open Enrollment	123	100	150	160
Employee Medical Exams	37	53	45	50

**Meherrin River Regional Jail  
Division Budget**

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

Account Code	Account Description	FY 2020 Actual	FY 2021 Actual	FY 2021 Budget	FY 2022 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 52,222	\$ 54,137	\$ 53,266	\$ 56,750	6.54%
4-100-33200-1030-100	Other Pay-Alberta	-	500	-	-	-
4-100-33200-2100-100	FICA-Alberta	3,906	4,423	4,075	4,341	6.54%
4-100-33200-2210-100	VRS Retirement-Alberta	6,263	6,036	6,099	6,498	6.54%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	16,546	15,517	13,464	14,376	6.77%
4-100-33200-2400-100	Group Life-Alberta	683	722	714	760	6.54%
4-100-33200-2600	Unemployment Insurance	1,499	10,748	5,000	5,000	0.00%
4-100-33200-2700	Worker's Compensation	77,318	71,280	85,578	83,026	-2.98%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	78	80	80	85	6.55%
<b>TOTAL PERSONNEL</b>		<b>158,515</b>	<b>163,444</b>	<b>168,275</b>	<b>170,836</b>	<b>1.52%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-5540-100	Convention & Education	299	349	299	299	0.00%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>299</b>	<b>349</b>	<b>299</b>	<b>299</b>	<b>0.00%</b>
<b>DIVISION TOTAL</b>		<b>\$ 158,814</b>	<b>\$ 163,793</b>	<b>\$ 168,574</b>	<b>\$ 171,135</b>	<b>1.52%</b>
<b>TOTAL FTE POSITIONS</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	

There are no significant changes in the Human Resources budget.

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## **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 system, video visitation, copiers, and offender cable TV.

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

### **2022 GOALS**

#### **1. Work with the Training Officer to incorporate employee training into JailTracker.**

##### **Significance**

- ♦ With the recent addition of email to all MRRJ staff members, we can better utilize the training module within JailTracker. JailTracker will allow us to create classes, add staff to the class rosters, record class results, etc.
- ♦ Utilize the existing Knowledge Sync module to automate training with notifications.

##### **Business Impact**

- ♦ Easier and more automated method of tracking classes.
- ♦ Since it is in JailTracker, this information can be obtained anywhere the program is installed with the appropriate access rights.
- ♦ No need for a dedicated external database program.

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

- ♦ Lack of automated systems
- ♦ Not using our resources to the fullest potential.

#### **2. Migrate Just Like Home website to a new vendor to enforce order restrictions.**

##### **Significance**

- ♦ Increasing issues with the order and tax export files missing data or not being delivered on time.
- ♦ The current vendor is not able to set ordering restrictions as requested by the Jail to prevent multiple orders for offenders.

##### **Business Impact**

- ♦ The Jail needs to have the export files consistently and on time with the correct information.
- ♦ Orders need to be restricted per order cycle to prevent multiple orders for offenders.

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

- ♦ The order export files will likely continue to have issues requiring additional staff time to research, correct, and re-generate the files, possibly getting some orders incorrect.
- ♦ Without restrictions in place for orders, offenders will continue to receive multiple orders each cycle allowing the possibility of hoarding and/or other security issues.

## 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.

### Information Technology Performance Measures FY 2022

PERFORMANCE MEASURES	FY 2020 Actual	FY 2021 Actual	FY 2021 Budget	FY 2022 Budget
Requests by Outside Agencies for Offender Phone Calls	293	294	319	300
Workorders Completed	1,648	1,593	1,792	1,600
Total Daily Data Back-up Size	7.35 TB	10.67 TB	10.5 TB	13.5 TB

**Meherrin River Regional Jail  
Division Budget**

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

Account Code	Account Description	FY 2020 Actual	FY 2021 Actual	FY 2021 Budget	FY 2022 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 108,749	\$ 112,523	\$ 110,924	\$ 117,321	5.77%
4-100-33200-1030-100	Other Pay-Alberta	-	1,000	-	-	
4-100-33200-2100-100	FICA-Alberta	8,135	9,193	8,486	8,975	5.77%
4-100-33200-2210-100	VRS Retirement-Alberta	13,043	12,545	12,701	13,433	5.77%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	34,456	32,253	28,038	29,719	6.00%
4-100-33200-2400-100	Group Life-Alberta	1,422	1,502	1,486	1,572	5.77%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	162	167	166	176	5.76%
<b>TOTAL PERSONNEL</b>		<b>165,967</b>	<b>169,183</b>	<b>161,801</b>	<b>171,197</b>	<b>5.81%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-3305-100	IT Service Contracts-Alberta	58,275	53,008	60,115	61,979	3.10%
4-100-33200-3305-200	IT Service Contracts-Mecklenburg	29,320	27,889	30,533	32,238	5.58%
4-100-33200-5230-100	Telecommunications-Alberta	36,101	35,860	34,875	40,560	16.30%
4-100-33200-5230-200	Telecommunications-Mecklenburg	6,245	6,255	9,185	9,780	6.48%
4-100-33200-5250-100	Internet Services-Alberta	7,800	7,800	7,800	7,800	0.00%
4-100-33200-5250-200	Internet Services-Mecklenburg	7,800	7,800	7,800	7,800	0.00%
4-100-33200-5540-100	Convention & Education	1,913	1,199	5,490	6,680	21.68%
4-100-33200-6010	Police Supplies	-	12,949	12,190	8,111	-33.46%
4-100-33200-6020-100	IT Operating Supplies-Software	39,156	31,434	28,599	24,437	-14.55%
4-100-33200-6020-200	IT Op Supplies-Computers & Printers	19,718	31,718	36,650	25,856	-29.45%
4-100-33200-6020-300	IT Op Supplies-Other IT Supplies	8,192	26,849	23,339	22,973	-1.57%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>214,521</b>	<b>242,761</b>	<b>256,576</b>	<b>248,214</b>	<b>-3.26%</b>
<b>DIVISION TOTAL</b>		<b>\$ 380,488</b>	<b>\$ 411,944</b>	<b>\$ 418,377</b>	<b>\$ 419,411</b>	<b>0.25%</b>
<b>TOTAL FTE POSITIONS</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	

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

The significant increase in Convention & Education is due to switching to a more robust continuing education platform.

The significant decrease in Police Supplies is due to multiple radio consoles & repeaters in the FY 2021 budget that were not needed in the FY 2022 budget.

The significant decrease in Software is due to items that were included in the FY 2021 budget that are not needed in the FY 2022 budget.

The significant decrease in Computers & Printers is due to upgrading computers to a new operating system in the FY 2021 budget that is not needed in the FY 2022 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 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.

### **2022 GOALS**

#### **1. Continue to 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 wall in front of the targets at the Gun Range.**

##### **Significance**

- ♦ Provide better protection for target operational system located behind the wall.
- ♦ Improve visual appearance.
- ♦ Prevent accidental ricochet of bullets.

## MAINTENANCE DIVISION

**Business Impact**

- ♦ The new wall will help prevent damage related down time.
- ♦ Officers won't have to be qualified at a different facility due to equipment damage.
- ♦ Visually improves the look of the gun range.
- ♦ No accidental ricochet of bullets.

**Consequences of not achieving this goal**

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

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

**Significance**

- ♦ To maintain our ability to repair existing and future equipment.
- ♦ To improve our ability to correct equipment issues more effectively.

**Business Impact**

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

**Consequences of not achieving this goal**

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

## PERFORMANCE MEASURES

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

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

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

PERFORMANCE MEASURES	FY 2020 Actual	FY 2021 Actual	FY 2021 Budget	FY 2022 Budget
Work Orders Completed	3,345	3,729	3,209	3,710
Major Repairs Completed	0	0	1	1
Facility Inspections	208	205	208	208
Fire Extinguisher Inspections	1,464	1,165	1,464	1,464
Sprinkler Testing	6	8	8	8

**Meherrin River Regional Jail  
Division Budget**

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

Account Code	Account Description	FY 2020 Actual	FY 2021 Actual	FY 2021 Budget	FY 2022 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 305,494	\$ 276,921	\$ 320,819	\$ 349,305	8.88%
4-100-33200-1020-100	Overtime-Alberta	693	519	-	-	
4-100-33200-1030-100	Other Pay-Alberta	3,043	10,750	-	-	
4-100-33200-2100-100	FICA-Alberta	23,132	22,625	24,543	26,722	8.88%
4-100-33200-2210-100	VRS Retirement-Alberta	36,640	30,873	36,734	39,995	8.88%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	96,792	79,374	81,092	88,484	9.11%
4-100-33200-2400-100	Group Life-Alberta	3,995	3,695	4,299	4,681	8.88%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	460	410	481	524	8.88%
<b>TOTAL PERSONNEL</b>		<b>470,249</b>	<b>425,168</b>	<b>467,968</b>	<b>509,711</b>	<b>8.92%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-3310-100	Maintenance Service Contracts-Alberta	85,401	84,134	77,945	80,939	3.84%
4-100-33200-3310-200	Maintenance Service Contracts-Mecklenburg	31,493	33,084	36,800	38,108	3.56%
4-100-33200-3320-100-10	Repairs & Maintenance-Alberta - Facility	43,055	66,511	55,000	96,335	75.15%
4-100-33200-3320-200-10	Repairs & Maintenance-Mecklenburg - Facility	16,307	25,417	25,000	33,500	34.00%
4-100-33200-3325	Repair & Maintenance Supplies	8,776	-	7,067	7,773	9.99%
4-100-33200-3330	Grounds Equipment	6,226	16,303	22,469	15,995	-28.81%
4-100-33200-5110-100	Electrical Services-Alberta	238,599	206,223	256,460	255,718	-0.29%
4-100-33200-5110-200	Electrical Services-Mecklenburg	70,586	58,013	80,603	79,676	-1.15%
4-100-33200-5120-100	Heating Services-Alberta	69,810	114,576	163,193	80,300	-50.79%
4-100-33200-5120-200	Heating Services-Mecklenburg	11,631	6,479	20,780	14,191	-31.71%
4-100-33200-5130-100	Water Services-Alberta	193,010	181,597	140,635	156,139	11.02%
4-100-33200-5130-200	Water Services-Mecklenburg	9,603	3,015	21,050	19,479	-7.47%
4-100-33200-5135-100	Waste Removal-Alberta	1,300	2,450	1,950	1,950	0.00%
4-100-33200-5135-200	Waste Removal-Mecklenburg	3,960	3,960	4,360	4,158	-4.63%
4-100-33200-5540-100	Convention & Education	-	-	2,000	2,000	0.00%
4-100-33200-6005-100	Housekeeping & Janitorial - Alberta	53,212	133,799	50,000	55,000	10.00%
4-100-33200-6005-200	Housekeeping & Janitorial - Mecklenburg	6,277	2,913	8,000	8,000	0.00%
4-100-33200-6006-100	Linen Supplies - Alberta	4,011	4,322	5,071	5,266	3.85%
4-100-33200-6011	Uniforms & Apparel - Staff	180	2,079	2,782	3,020	8.57%
4-100-33200-6014-100	Other Operating Supplies	1,591	2,718	3,454	3,644	5.50%
4-100-33200-6020-400	Security Electronics	35,414	87,092	90,745	63,668	-29.84%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>890,443</b>	<b>1,034,686</b>	<b>1,075,364</b>	<b>1,024,859</b>	<b>-4.70%</b>
<b>DIVISION TOTAL</b>		<b>\$ 1,360,691</b>	<b>\$ 1,459,854</b>	<b>\$ 1,543,331</b>	<b>\$ 1,534,570</b>	<b>-0.57%</b>
<b>TOTAL FTE POSITIONS</b>		<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	

The significant increases in Repairs & Maintenance – Facility are due to the Jail getting older and requiring more repairs and the fact that most items are no longer under warranty.

The significant decrease in Grounds Equipment is due to items being purchased in the FY 2021 budget that will not need to be purchased again in FY 2022.

The significant decreases in Heating Services are due to switching to a new vendor on state contract.

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

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

The significant decrease in Security Electronics is due to items being purchased in the FY 2021 budget that will not need to be purchased again in FY 2022.

## 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.

### **2022 GOALS**

#### **1. Tracking and ensuring 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. Develop a system to track and manage the number of offenders scheduled to report for weekends and delayed confinement.

**Significance**

- ♦ Ensure that adequate quarantine beds are available within the Jail.

**Business Impact**

- ♦ Establish a maximum number of weekender and delayed confinement beds that are available to ensure there are adequate quarantine beds for new arrests.
- ♦ Coordinate with the Commonwealth’s Attorney and Courts for each jurisdiction to limit the number of weekenders and delayed confinement offenders.

**Consequences of not achieving this goal**

- ♦ Not having any quarantine beds available for new arrests due to having a large number of weekender and delayed confinement 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 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.

PERFORMANCE MEASURES	FY 2020 Actual	FY 2021 Actual	FY 2021 Budget	FY 2022 Budget
Intake:				
Bookings	2,002	1,643	2,003	1,635
Releases	2,200	1,752	2,201	1,743
Offender Transports:				
Local Agencies	1,377	192	1,378	191
Federal Agencies	368	105	368	104
DOC	94	69	94	69
Medical	113	138	113	137
Offender Files Processed:				
New Committals	2,002	1,643	2,003	1,635
Releases	2,200	1,752	2,201	1,743
Classification Statistics by Level:				
Maximum Security	188	102	188	101
Medium Security	526	453	526	451
Minimum Security	368	346	368	344

**Meherrin River Regional Jail  
Division Budget**

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

Account Code	Account Description	FY 2020 Actual	FY 2021 Actual	FY 2021 Budget	FY 2022 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 883,283	\$ 815,165	\$ 809,725	\$ 920,029	13.62%
4-100-33200-1000-200	Salaries & Wages-Mecklenburg	96,768	82,826	98,704	100,771	2.09%
4-100-33200-1020-100	Overtime-Alberta	45,727	48,373	-	-	-
4-100-33200-1020-200	Overtime-Mecklenburg	2,810	8,113	-	-	-
4-100-33200-1030-100	Other Pay-Alberta	17,118	36,952	-	-	-
4-100-33200-1030-200	Other Pay-Mecklenburg	-	9,079	-	-	-
4-100-33200-2100-100	FICA-Alberta	70,774	66,601	61,944	70,382	13.62%
4-100-33200-2100-200	FICA-Mecklenburg	7,432	7,306	7,551	7,709	2.09%
4-100-33200-2210-100	VRS Retirement-Alberta	107,272	90,881	93,418	105,343	12.77%
4-100-33200-2210-200	VRS Retirement-Mecklenburg	11,643	9,635	11,302	11,538	2.09%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	279,859	233,650	204,672	233,056	13.87%
4-100-33200-2300-200	Hospital/Medical Plan-Mecklenburg	28,944	24,837	27,498	26,752	-2.72%
4-100-33200-2400-100	Group Life-Alberta	11,551	10,878	10,850	12,328	13.62%
4-100-33200-2400-200	Group Life-Mecklenburg	1,278	1,132	1,323	1,350	2.10%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	1,408	1,208	1,215	1,380	13.62%
4-100-33200-2800-200	Retiree Health Ins Credit-Mecklenburg	145	127	148	151	2.09%
<b>TOTAL PERSONNEL</b>		<b>1,566,014</b>	<b>1,446,763</b>	<b>1,328,349</b>	<b>1,490,790</b>	<b>12.23%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-3335-100	Vehicle Maintenance & Repair-Alberta	13,187	9,117	27,928	29,675	6.25%
4-100-33200-3335-200	Vehicle Maintenance & Repair-Mecklenburg	80	194	4,515	3,182	-29.53%
4-100-33200-5540-100	Convention & Education	3,010	-	2,325	2,350	1.08%
4-100-33200-6008-100	Gas, Grease, Oil - Alberta	26,429	20,856	43,000	43,500	1.16%
4-100-33200-6008-200	Gas, Grease, Oil - Mecklenburg	1,917	1,958	4,400	4,400	0.00%
4-100-33200-6014-100	Other Operating Supplies	4,662	7,439	8,864	6,791	-23.39%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>49,286</b>	<b>39,563</b>	<b>91,032</b>	<b>89,897</b>	<b>-1.25%</b>
<b>DIVISION TOTAL</b>		<b>\$ 1,615,300</b>	<b>\$ 1,486,327</b>	<b>\$ 1,419,381</b>	<b>\$ 1,580,688</b>	<b>11.36%</b>
<b>TOTAL FTE POSITIONS</b>		<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	

The significant increases in Personnel Expenses - Alberta are due to the reclassification of the Records Supervisor position.

The significant decrease in Vehicle Maintenance & Repair – Mecklenburg is due to historical amounts actually used and the line item being re-evaluated.

The significant decrease in Other Operating Supplies is due to several items being purchased in the FY 2021 budget that will not need to be purchased again in FY 2022.

## **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.

### **2022 GOALS**

#### **1. Continue to 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. Analyze and use statistical data to reduce the number of fights, assaults, use of force, etc.**

##### **Significance**

- ♦ To identify trends and repeat occurrences so they can possibly be avoided in the future.

##### **Business Impact**

- ♦ Make MRRJ safer for all employees and offenders.

## SECURITY DIVISION

### Consequences of not achieving this goal

- ♦ Offenders and employees could be at risk for physical assault.
- ♦ Assaults and fights may occur that could be prevented.

### 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.

PERFORMANCE MEASURES	FY 2020 Actual	FY 2021 Actual	FY 2021 Budget	FY 2022 Budget
Population average per month	400	402	400	400
Length of Stay Number of Days	61	33	61	33
DOC Out of Compliance	85	118	85	117
Incidents of offender discipline issues:				
Disobeying a direct order	295	249	295	248
Interfering with security operations	370	258	370	257
Possession of contraband	132	45	132	45
Vandalism	46	31	46	31
Assault on any person	30	20	30	20
Offender Searches:				
Cell Searches	30,190	28,151	32,032	28,011
Common Area Searches	7,585	8,230	8,048	8,189
Nuisance Contraband	4,315	4,086	4,578	4,066
Significant Contraband	194	158	206	157

**Meherrin River Regional Jail  
Division Budget**

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

Account Code	Account Description	FY 2020 Actual	FY 2021 Actual	FY 2021 Budget	FY 2022 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 1,870,692	\$ 1,701,993	\$ 3,384,672	\$ 3,164,163	-6.51%
4-100-33200-1000-200	Salaries & Wages-Mecklenburg	551,047	307,717	682,903	734,607	7.57%
4-100-33200-1020-100	Overtime-Alberta	110,406	103,161	50,000	50,000	0.00%
4-100-33200-1020-200	Overtime-Mecklenburg	28,654	23,769	10,000	10,000	0.00%
4-100-33200-1030-100	Other Pay-Alberta	109,250	130,956	-	-	
4-100-33200-1030-200	Other Pay-Mecklenburg	30,147	49,560	-	-	
4-100-33200-2100-100	FICA-Alberta	156,366	139,057	262,752	245,883	-6.42%
4-100-33200-2100-200	FICA-Mecklenburg	45,513	27,142	53,007	56,962	7.46%
4-100-33200-2210-100	VRS Retirement-Alberta	224,365	189,752	387,545	362,297	-6.51%
4-100-33200-2210-200	VRS Retirement-Mecklenburg	66,303	35,798	78,192	84,113	7.57%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	592,709	487,842	864,269	801,527	-7.26%
4-100-33200-2300-200	Hospital/Medical Plan-Mecklenburg	164,820	92,276	190,253	195,014	2.50%
4-100-33200-2400-100	Group Life-Alberta	24,463	22,713	45,355	42,400	-6.51%
4-100-33200-2400-200	Group Life-Mecklenburg	7,278	4,205	9,151	9,844	7.57%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	3,111	2,522	5,077	4,746	-6.51%
4-100-33200-2800-200	Retiree Health Ins Credit-Mecklenburg	890	471	1,024	1,102	7.57%
<b>TOTAL PERSONNEL</b>		<b>3,986,016</b>	<b>3,318,934</b>	<b>6,024,200</b>	<b>5,762,658</b>	<b>-4.34%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-6006-100	Linen Supplies- Alberta	14,245	11,030	12,622	11,821	-6.35%
4-100-33200-6006-200	Linen Supplies-Mecklenburg	1,336	-	1,179	1,179	0.00%
4-100-33200-6012	Books & Subscriptions	217	345	300	300	0.00%
4-100-33200-6017-100	Uniforms & Apparel -Inmates-Alberta	10,392	11,693	13,595	13,835	1.77%
4-100-33200-6017-200	Uniforms & Apparel -Inmates-Mecklenburg	1,984	388	2,416	2,601	7.66%
4-100-33200-6018-100	Inmate Supplies-Indigent Kits	44,120	41,319	53,575	52,748	-1.54%
4-100-33200-6018-200	Inmate Supplies-Drug Tests	5,260	4,921	5,308	5,227	-1.52%
4-100-33200-6018-300	Inmate Supplies-Property Bags	200	874	1,759	1,859	5.69%
4-100-33200-6018-400	Inmate Supplies-Razors	3,060	2,550	4,505	4,335	-3.77%
4-100-33200-6018-500	Inmate Supplies-Miscellaneous Supplies	3,638	382	1,735	2,691	55.07%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>84,451</b>	<b>73,501</b>	<b>96,995</b>	<b>96,597</b>	<b>-0.41%</b>
<b>DIVISION TOTAL</b>		<b>\$ 4,070,467</b>	<b>\$ 3,392,435</b>	<b>\$ 6,121,195</b>	<b>\$ 5,859,255</b>	<b>-4.28%</b>
<b>TOTAL FTE POSITIONS</b>		<b>104</b>	<b>104</b>	<b>104</b>	<b>86</b>	

The significant increase in Miscellaneous Supplies is a result of the Security Division needing more inventory based on current inventory on hand and expected usage when the FY 2022 budget was prepared.

## **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 & Hearings Officer is responsible for administering offender programs such as Substance Abuse, Anger Management, Counseling & GED programs for the offender population.

### **2022 GOALS**

#### **1. Continue to strive to keep a full staff in the kitchen, on the civilian side and the offender side.**

##### **Significance**

- ♦ This helps to ensure a smooth operation and also provides offenders to help complete the operations of the kitchen.
- ♦ This allows civilian employees of the kitchen to get vacations and days off when needed.

## **SUPPORT DIVISION**

### **Business Impact**

- ♦ Promotes effectiveness and efficiency in the kitchen.
- ♦ Reduces offender idle time.
- ♦ Allows more eyes in the kitchen to ensure all duties are conducted.

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

- ♦ Savings no longer exist.
- ♦ More stress put on the civilian and the offender workers.
- ♦ Increased idle time for the offenders.

## **2. Operate the Just Like Home offender meal program effectively and efficiently.**

### **Significance**

- ♦ The Just Like Home program allows family and friends the opportunity to purchase additional restaurant-type meals for offenders.
- ♦ This provides offenders with additional contact with family and friends, as well as giving them something to look forward to.

### **Business Impact**

- ♦ The Just Like Home program provides an additional revenue source to help offset the costs associated with operating the kitchen.

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

- ♦ This could cause a decrease in Just Like Home orders, which in return reduces revenue for the Jail.

## **3. Continue to 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.

## **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.

<b>PERFORMANCE MEASURES</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Budget</b>
General population meals served per day	1,200	1,206	1,200	1,200
Cost per Offender Meal	\$0.83	\$0.85	\$0.82	\$0.86
Offenders Participating in Work Release	7	4	11	11
Offenders Participating in Home Incarceration	2	2	1	1
Work Force Operated by Localities				
Man Hours Brunswick County	7,000	7,452	7,003	7,415
Man Hours Dinwiddie County	820	338	820	336
Work Force Operated by MRRJ:				
Man Hours Worked at MRRJ	1,373	250	1,374	249
Man Hours Worked in Localities	783	0	783	0
Miles of Highway Collected	179	3	179	3
Bags of Litter Collected	1,937	34	1,938	34
Offender Visitations:				
On-Site	4,283	0	4,285	0
Internet	1,738	3,104	1,739	3,089
Professional	1,990	2,237	1,991	2,226
Video Arraignments	777	2,218	777	2,207
Offender Programs:				
Substance Abuse / Anger Management Participants	27	17	27	17
GED Participants	3	1	3	1
Bible Study Participants	6	0	6	0
Chaplain Counseling Participants	71	24	71	24

**Meherrin River Regional Jail  
Division Budget**

FUND: General Fund  
FUNCTION: Public Safety  
DIVISION: Support

Account Code	Account Description	FY 2020 Actual	FY 2021 Actual	FY 2021 Budget	FY 2022 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 535,229	\$ 496,745	\$ 649,662	\$ 635,159	-2.23%
4-100-33200-1000-200	Salaries & Wages-Mecklenburg	185,881	105,558	222,728	231,120	3.77%
4-100-33200-1020-100	Overtime-Alberta	13,414	13,032	-	-	
4-100-33200-1020-200	Overtime-Mecklenburg	9,173	7,418	-	-	
4-100-33200-1030-100	Other Pay-Alberta	9,044	27,295	-	-	
4-100-33200-1030-200	Other Pay-Mecklenburg	12,192	7,701	-	-	
4-100-33200-2100-100	FICA-Alberta	41,717	40,585	49,699	48,590	-2.23%
4-100-33200-2100-200	FICA-Mecklenburg	15,467	9,311	17,039	17,681	3.77%
4-100-33200-2210-100	VRS Retirement-Alberta	64,194	55,381	74,386	72,726	-2.23%
4-100-33200-2210-200	VRS Retirement-Mecklenburg	22,366	12,280	25,502	26,463	3.77%
4-100-33200-2220-100	Hybrid Retirement - Alberta	3,284	5,844	2,668	2,912	9.13%
4-100-33200-2220-100	Hybrid Retirement - Mecklenburg	760	255	993	1,078	8.54%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	169,582	142,382	164,213	160,895	-2.02%
4-100-33200-2300-200	Hospital/Medical Plan-Mecklenburg	55,598	31,654	62,051	61,355	-1.12%
4-100-33200-2400-100	Group Life-Alberta	6,999	6,629	8,705	8,511	-2.23%
4-100-33200-2400-200	Group Life-Mecklenburg	2,455	1,442	2,985	3,097	3.77%
4-100-33200-2500-100	Hybrid Local Disability Plan-Alberta	1,217	1,958	1,387	1,525	9.98%
4-100-33200-2500-200	Hybrid Local Disability Plan-Mecklenburg	333	90	516	590	14.27%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	830	736	974	953	-2.23%
4-100-33200-2800-200	Retiree Health Ins Credit-Mecklenburg	302	161	334	347	3.77%
<b>TOTAL PERSONNEL</b>		<b>1,150,037</b>	<b>966,456</b>	<b>1,283,844</b>	<b>1,273,000</b>	<b>-0.84%</b>
<b>FOOD SERVICES</b>						
4-100-33200-3320-100-20	Repairs & Maint- Alberta - Kitchen	3,765	12,761	20,000	20,000	0.00%
4-100-33200-3320-200-20	Repairs & Maint- Mecklenburg - Kitchen	1,310	2,316	5,500	5,500	0.00%
4-100-33200-6002-150	Food Svc-Alberta Replacement Equip	2,277	15,287	9,248	2,686	-70.95%
4-100-33200-6002-250	Food Service-Mecklenburg Replacement Equip	-	299	179	630	251.65%
4-100-33200-6003-100	Food Service-Alberta	446,140	522,806	457,477	463,496	1.32%
4-100-33200-6003-200	Food Service-Mecklenburg	31,130	9,856	29,310	31,788	8.46%
<b>TOTAL FOOD SERVICES</b>		<b>484,622</b>	<b>563,325</b>	<b>521,714</b>	<b>524,101</b>	<b>0.46%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-5540-100	Convention & Education - Alberta	153	578	-	583	
4-100-33200-6011-100	Uniforms & Apparel - Staff	676	175	830	899	8.34%
4-100-33200-6014-100	Other Operating Supplies	40	3,139	220	2,226	911.98%
4-100-33200-6017-100	Uniforms & Apparel-Inmates	3,829	3,481	6,599	8,991	36.24%
4-100-33200-6018-500	Inmate Supplies - Miscellaneous	-	-	2,081	1,990	-4.35%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>4,698</b>	<b>7,372</b>	<b>9,730</b>	<b>14,689</b>	<b>50.97%</b>
<b>DIVISION TOTAL</b>		<b>\$ 1,639,356</b>	<b>\$ 1,537,153</b>	<b>\$ 1,815,288</b>	<b>\$ 1,811,790</b>	<b>-0.19%</b>
<b>TOTAL FTE POSITIONS</b>		<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>	

The significant increase in Hybrid Local Disability Plan – Mecklenburg is due to the number of employees that are enrolled in the VRS Hybrid Retirement plan in FY 2022.

The significant decrease in Food Service Replacement Equipment- Alberta is due to items being purchased in the FY 2021 budget that do not need to be purchased again in FY 2022.

The significant increase in Food Service Replacement Equipment- Mecklenburg is due to the condition of some kitchen equipment that will need to be replaced in FY 2022.

The significant increase in Other Operating expenses is due to requests for additional items needed in the FY 2022 budget.

The significant increase in Uniforms & Apparel Inmates is due to needing more inventory based on current inventory on hand and expected usage when the FY 2022 budget was prepared.

## **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.

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

### **2022 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. 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 onto officers with less familiarity in corrections.

## TRAINING DIVISION

**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.
- ♦ 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 which 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 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	FY 2020 Actual	FY 2021 Actual	FY 2021 Budget	FY 2022 Budget
General Instructor	14	12	17	17
Firearms Instructor	5	3	6	6
Defensive Tactics Instructor	5	5	7	7
Advanced Control Tactics Instructor	1	1	3	3
Driving Instructor	1	0	1	1
TASER Instructor	2	1	4	4
Verbal Judo Instructor	1	1	1	1
VCIN Instructor	1	1	3	3
First Aid/CPR Instructor	5	3	5	5
Training of MRRJ Staff:				
Number of Employees	123	50	151	133
Number of Hours	16,000	9,853	16,000	14,000
Re-certify all sworn personnel by their required re-certification date	91	50	151	151
Audit Compliance:				
VADOC	8	9	9	10
USMS	7	8	8	9
PREA	6	7	7	8

**Meherrin River Regional Jail  
Division Budget**

FUND: General Fund  
FUNCTION: Public Safety  
DIVISION: Training

Account Code	Account Description	FY 2020 Actual	FY 2021 Actual	FY 2021 Budget	FY 2022 Budget	% Change
<b>PERSONNEL</b>						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 108,088	110,334	\$ 141,255	\$ 169,000	19.64%
4-100-33200-1020-100	Overtime-Alberta	-	-	-	-	
4-100-33200-1030-100	Other Pay-Alberta	3,784	1,000	-	-	
4-100-33200-2100-100	FICA-Alberta	8,368	9,015	10,806	12,929	19.64%
4-100-33200-2210-100	VRS Retirement-Alberta	12,964	12,301	16,174	19,351	19.64%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	34,247	31,625	26,969	42,810	58.74%
4-100-33200-2400-100	Group Life-Alberta	1,413	1,472	1,893	2,265	19.64%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	167	164	212	254	19.64%
<b>TOTAL PERSONNEL</b>		<b>169,031</b>	<b>165,911</b>	<b>197,308</b>	<b>246,607</b>	<b>24.99%</b>
<b>OTHER OPERATING EXPENSES</b>						
4-100-33200-5540-100	Convention & Education	2,544	1,330	10,506	12,630	20.22%
4-100-33200-5545	Academy Training	73,575	78,221	81,820	84,655	3.46%
4-100-33200-6010	Police Supplies	13,537	37,314	34,440	40,647	18.02%
4-100-33200-6011-100	Uniforms & Apparel - Staff	18,994	17,952	30,990	31,120	0.42%
4-100-33200-6013	Training Supplies	25,491	26,477	28,885	29,611	2.51%
4-100-33200-6014	Other Operating Supplies	749	2,558	2,188	2,527	15.51%
<b>TOTAL OTHER OPERATING EXPENSES</b>		<b>134,891</b>	<b>163,852</b>	<b>188,829</b>	<b>201,190</b>	<b>6.55%</b>
<b>DIVISION TOTAL</b>		<b>\$ 303,922</b>	<b>\$ 329,762</b>	<b>\$ 386,137</b>	<b>\$ 447,797</b>	<b>15.97%</b>
<b>TOTAL FTE POSITIONS</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	

The increases in Personnel Expenses are due to increasing the starting pay of the Safety & Standards Technician and compression raises to employees.

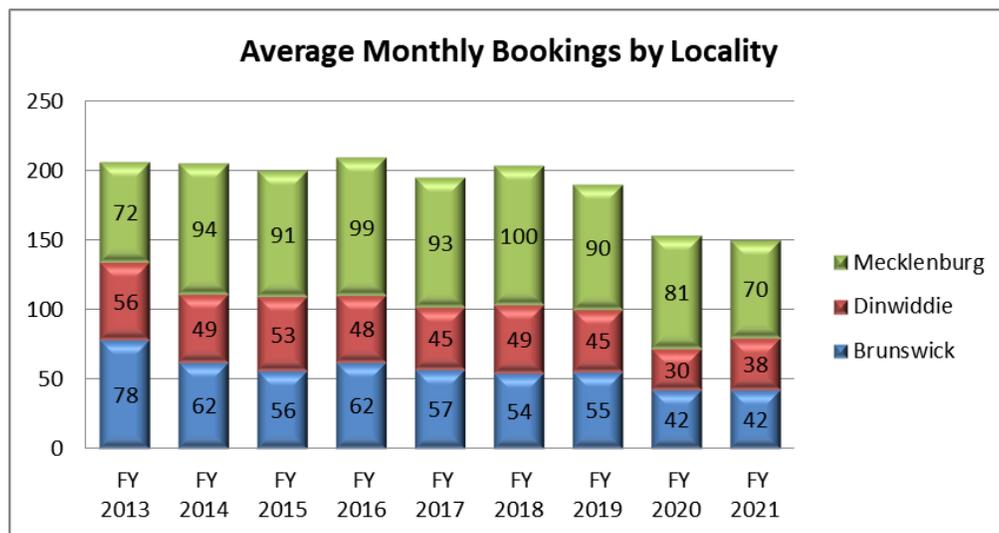
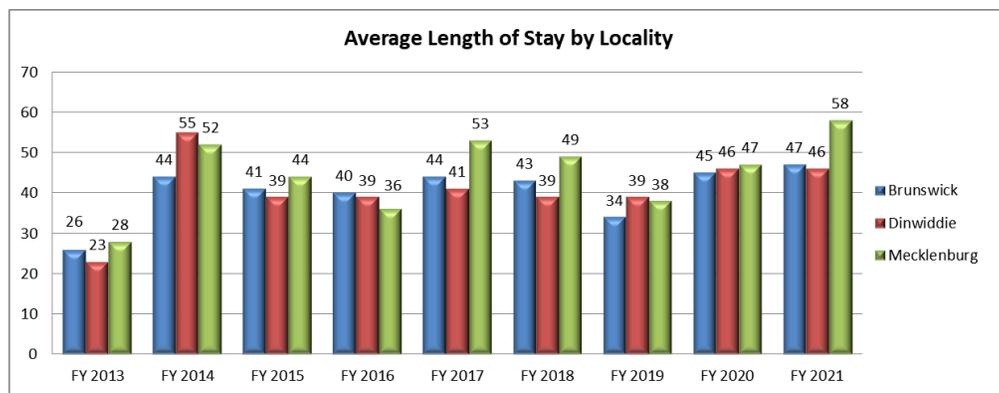
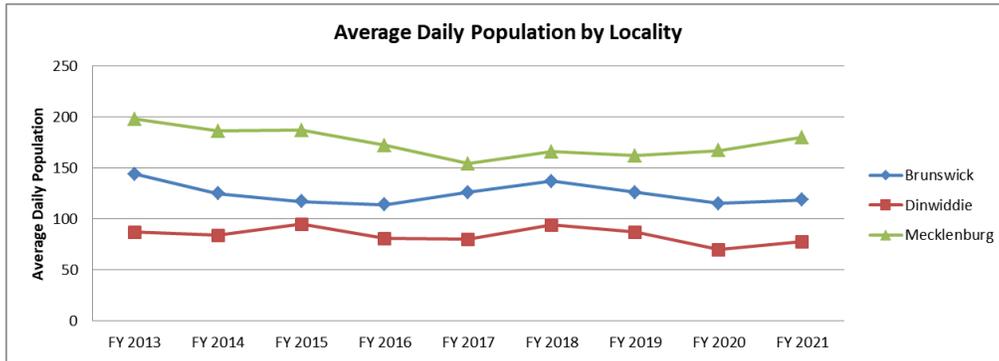
The significant increase in Convention & Education is due to additional classes included in the FY 2022 budget.

The significant increase in Police Supplies is due to adding protective equipment for firearms instructors in the FY 2022 budget.

The significant increase in Other Operating Supplies is due to several requests for additional supplies included in the FY 2022 budget.

**STATISTICAL INFORMATION**

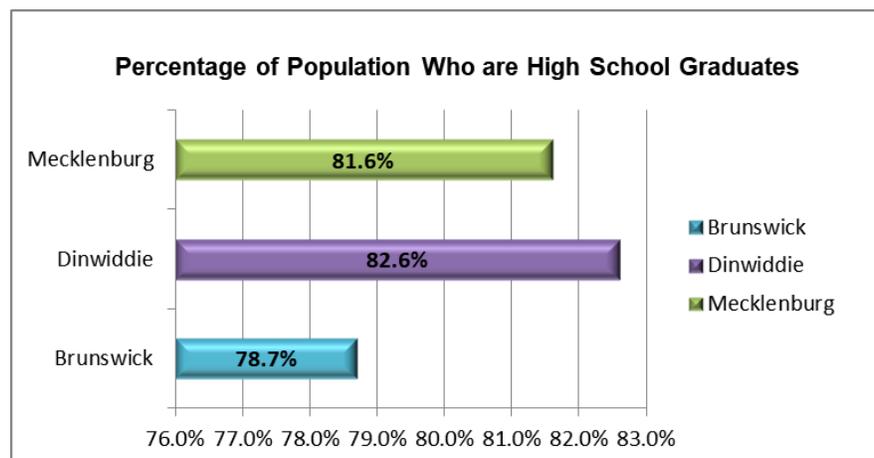
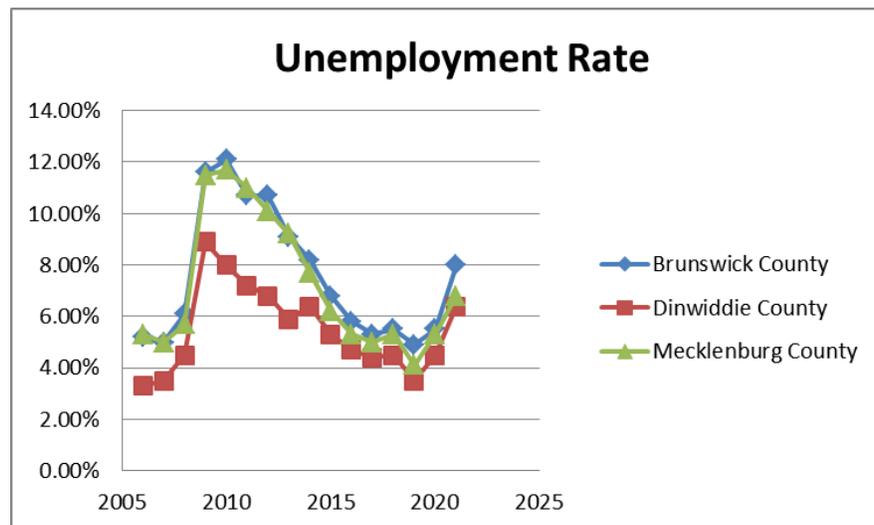
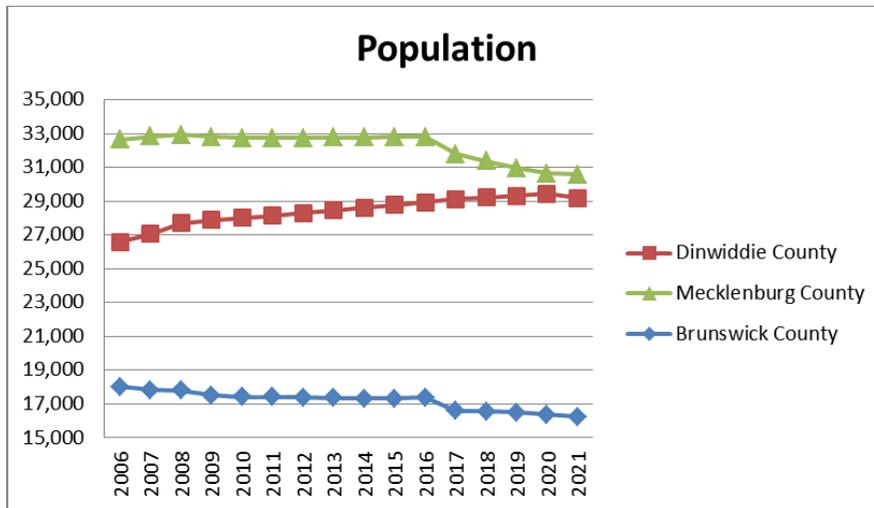
**Meherrin River Regional Jail Statistics**



**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.

### Locality Demographic Data



## **GLOSSARY**

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

**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

**OPEB** – Other Post-Employment Benefits

**PREA** – Prison Rape Elimination Act

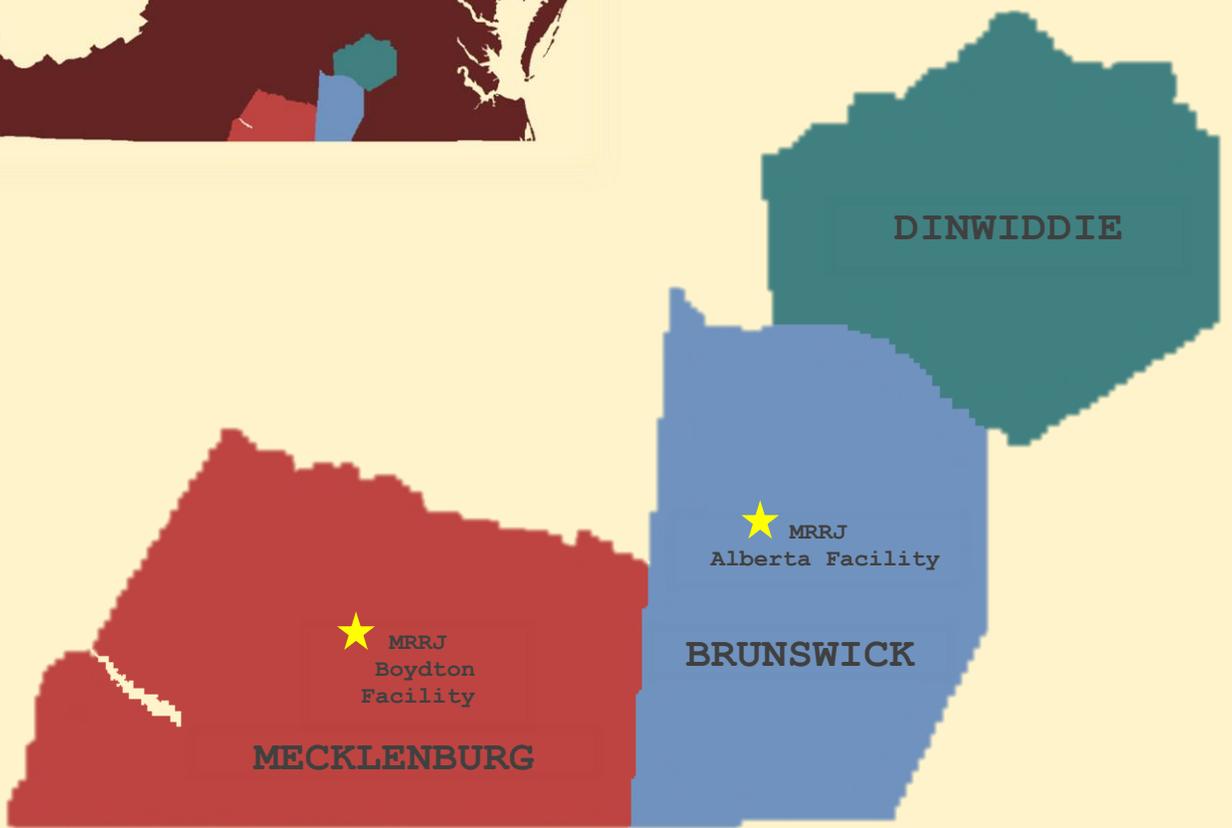
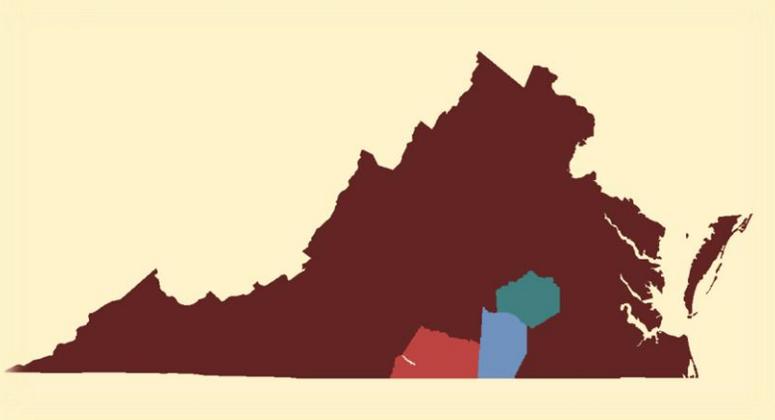
**USMS** – United States Marshal Service

**VADOC** – Virginia Department of Corrections

**VCIN** – Virginia Criminal Information Network

**VRS** – Virginia Retirement System

# MAP OF BRUNSWICK, DINWIDDIE, & MECKLENBURG COUNTIES



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## MEHERRIN RIVER REGIONAL JAIL AUTHORITY

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