

MEHERRIN RIVER REGIONAL JAIL AUTHORITY

ALBERTA, VIRGINIA



ADOPTED BUDGET 2016-2017

CRYSTAL WILLETT
SUPERINTENDENT

BRENT WRIGHT
DEPUTY SUPERINTENDENT

JENNIFER DERRENBACKER, CPA
FINANCE DIRECTOR

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FISCAL YEAR 2017 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 2017. As always, the budget has been prepared with the goal of maintaining low operational costs, while providing exceptional customer service to our user jurisdictions and providing a safe and secure environment for our staff, inmates and community.

Our budget process for the FY2017 budget began in August 2015. 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, fiscal year 2014 and fiscal year 2015. When we begin projecting for fiscal year 2017, we are only two months into fiscal year 2016. 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. 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 \$16,729,818 will carry us through our fifth year of operation here at our main site and through our fourth 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. Within this budget, we will provide a 3% merit increase to our staff effective September 1, 2016. In addition, this budget focuses on staff development and morale by providing more hands-on training above and beyond the annual requirements for our staff. This will be accomplished while ensuring the safety and security of our staff and inmates as well as the citizens of the localities we serve.

As stated above, the budget process is a strenuous task. This document would not be possible with help of all staff. I would like to extend my sincere appreciation to Jennifer Derrenbacker, Finance Director, for all of her hard work and dedication to the budget process and this document.

Sincerely,



Crystal Willett
Superintendent

VISION, MISSION, & CORE VALUES

Vision Statement

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

Mission Statement

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

Core Values

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

STRATEGIC GOALS & OBJECTIVES

Meherrin River Regional Jail is located in southeast Virginia in Brunswick County. Brunswick County is a rural setting with a population of 17,200 and 583 square miles. Brunswick County is best known as the origin place for Brunswick Stew.

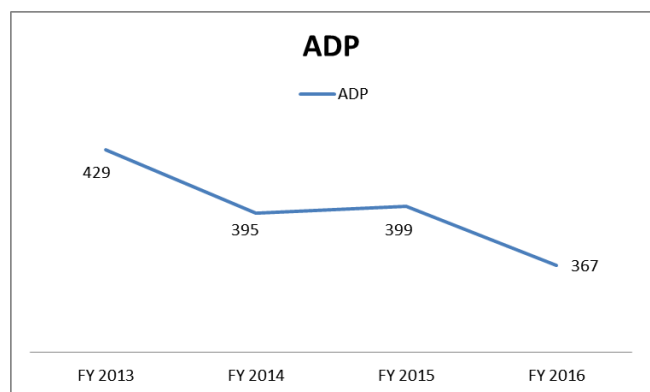
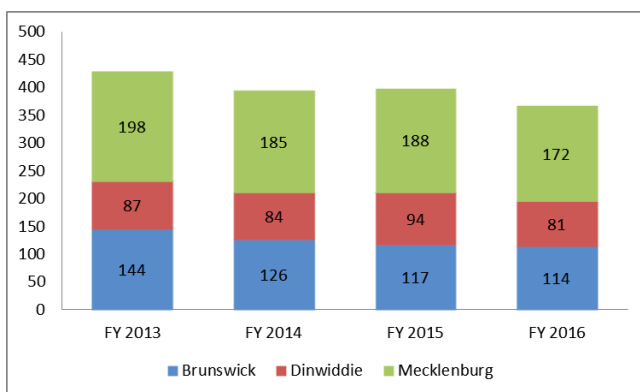
The general purpose of the Jail Authority is to maintain and operate a regional jail facility to meet the needs of the participating jurisdictions. The main facility has total square footage of 156,643 to include 697 beds, consisting of 596 general-purpose beds, a 32-bed work release center, a 6-bed medical housing unit, a 12-bed center for inmate intake, a 12-bed center for transport inmates, a 5-bed center for inmate classification, and 34 special management cells. The satellite facility has total square footage of 40,095 to include 107-beds, consisting of 68 general-purpose beds, a 24-bed work release center, 4-bed medical housing unit, a 7-bed center for inmate intake, and 4 special management cells.

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

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

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

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



SHORT-TERM ORGANIZATION-WIDE FACTORS

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

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

Increase staff development and morale by providing hands-on training in areas such as defensive tactics above and beyond DCJS requirements: Our workforce must be involved and committed to the goals of our facility. The employees must feel they make a difference both to their co-workers as well as to the offenders. In this field, training and knowledge are the keys to success. Employees need to know and support the vision and mission of our facility and work hard every day to achieve those goals. Staff asked for more specific type training in one-on-one session, such as defensive tactics, mental health topics, which we will focus on, as well as additional training from our Training Division to cover fundamentals to ensure our workforce knows what are goals are for the facility.

Continue to enhance our relationships with our user jurisdictions, outside agencies and the public through effective correctional services and community involvement: The work force crews supervised by the localities and by our staff cut down on costs significantly. These crews help maintain parks, schools, county complexes, as well as work on approved special projects. These programs are on a volunteer basis but offenders are eager to participate and generally have a specific skill set that can be helpful with special projects. It is our goal to increase the number of these crews in order to get more help for the localities in an effort to reduce the localities budgets as well as our own.

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 our Compensation Board representative in regards to keeping abreast of state mandated changes in regards to salary reimbursements and per diem payments.

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

There are no service level changes expected in fiscal year 2017.

PRIORITIES & ISSUES

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

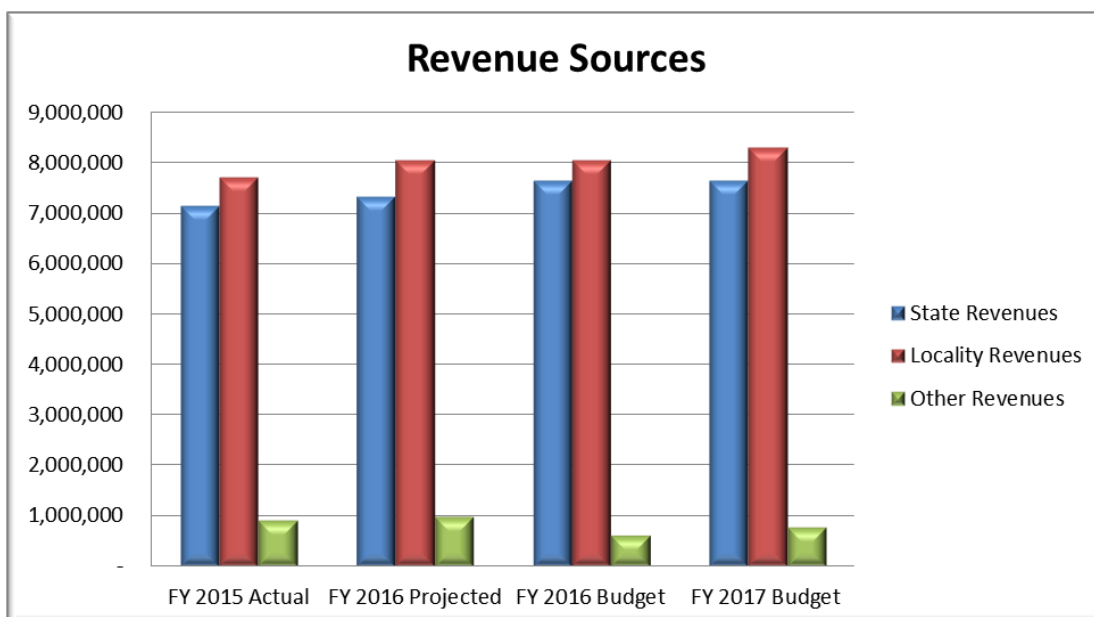
As it is our largest expense, personnel expenses for employee salaries and benefits are a major priority in our fiscal year 2017 budget. Included in these personnel expenses are a 3% raise for all eligible employees effective September 1, 2016. In an effort to minimize the effect of these raises on total operating expenses, the Board amended the budget to re-appropriate FY16 surplus funds to cover the 3% raise.

The Jail expects an increase in our inmate average daily population (ADP) for fiscal year 2017. An increase in ADP positively impacts revenues and other operational expenses, which helps minimize the percentage increase in operational per diem rates to our user localities whose contributions balance the Jail's budget. In FY15 our Operational Per Diem rate to our localities was \$30.89. This increased 19.13% to a \$36.80 Operational Per Diem Rate in FY16 due to a decrease in inmate population. For FY17 the Operational Per Diem rate increases 1.9% to a \$37.50 Operational Per Diem rate.

Revenues are higher in Work Release, Medical Co-Pays, Internet Visitation, and Compensation Board per diem reimbursements as a result of an increased inmate population. The Jail also has many fixed expenses including insurances, medical services contract, food service contract, maintenance contracts, etc. which are affected by this increase in inmate population. As the inmate population increases, the per diem cost to support these fixed expenses decreases proportionately which causes a smaller percentage increase in operational per diem rate for our user localities.

REVENUES

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



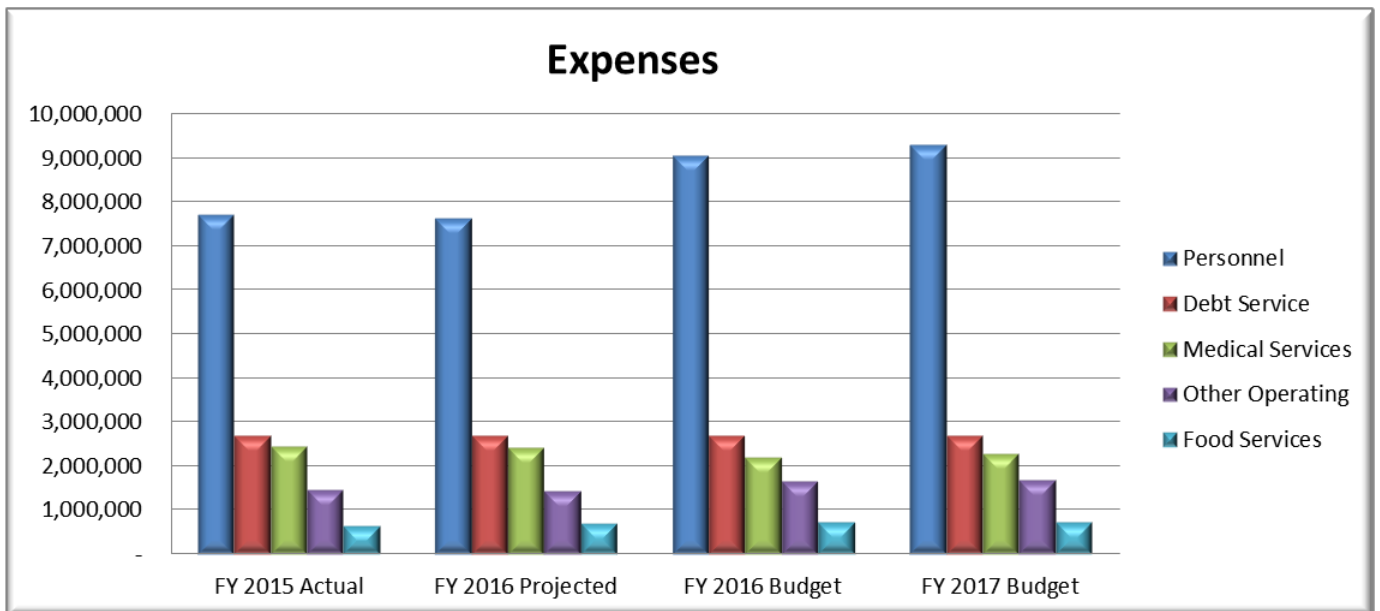
EXPENSES

As an organization that provides a service to our community, we recognize that personnel expenses are by far our largest expense. Our staff is also our greatest resource and in order to retain our highly qualified employees it is important that we continue to provide our employees with competitive pay and benefits. We are happy to include a 3% raise to all eligible full-time employees to be effective September 1, 2016.

Debt service remains fairly constant with a \$ 3,203 increase from our FY 2016 budget. Although the total debt service increases in FY 2017, the actual Debt Service Per Diem rate decreases because it is a fixed expense and our projected inmate population is budgeted to increase in FY 2017.

It is always our goal to minimize expenses wherever possible but contractual obligations do not always allow for this. As such, our medical services and food services pricing will increase in FY 2017 as required by their respective contracts.

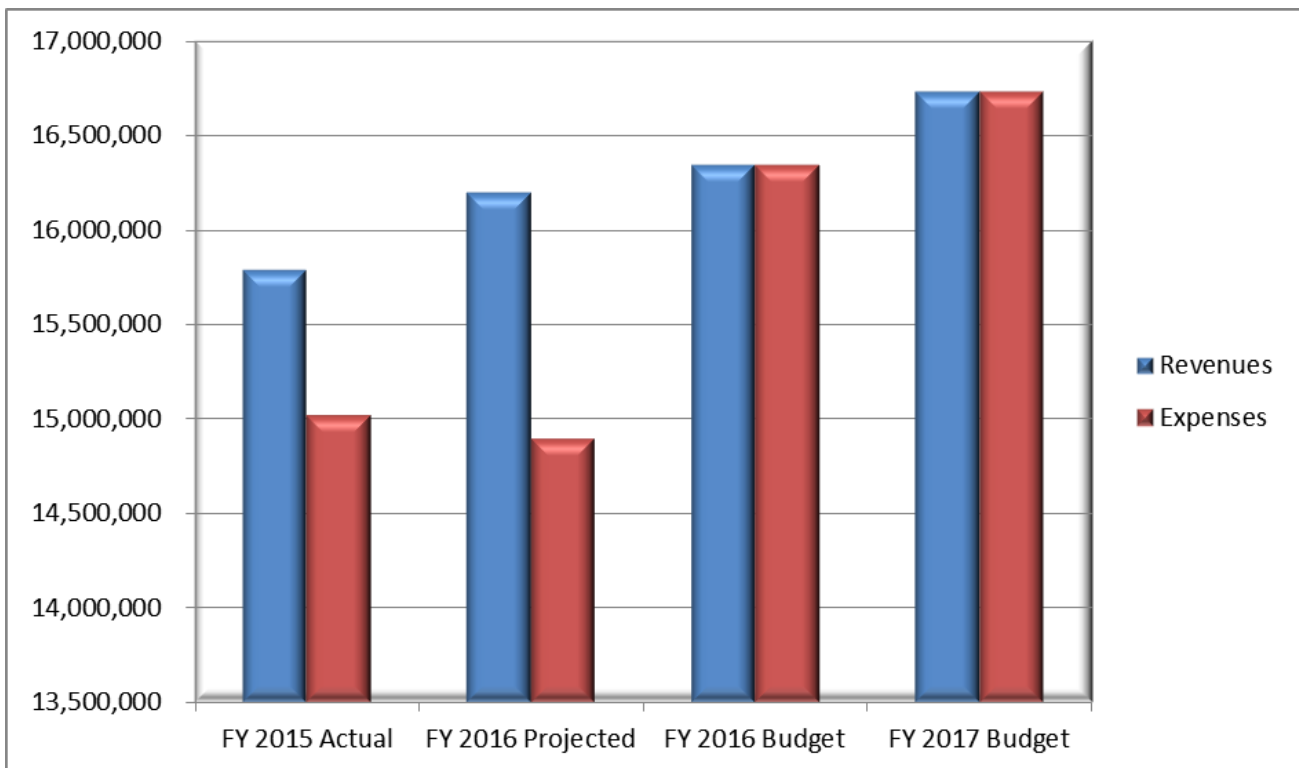
Due to the limited scope of capital expenditures budgeted in fiscal year 2017, the operational impact is deemed to be minimal.



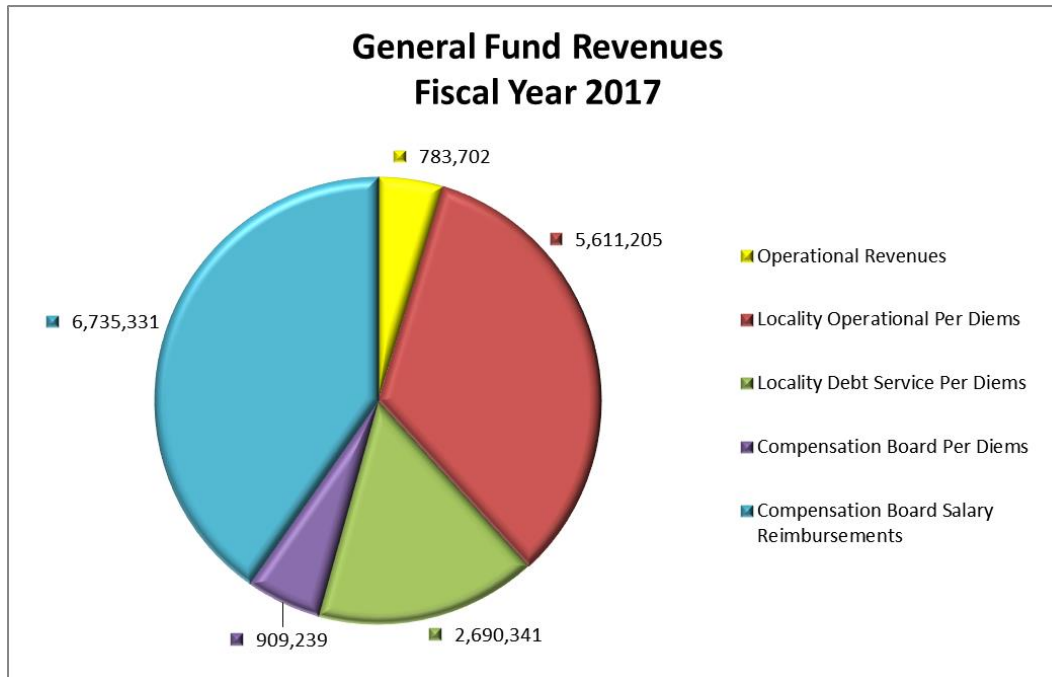
BUDGET OVERVIEW

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.

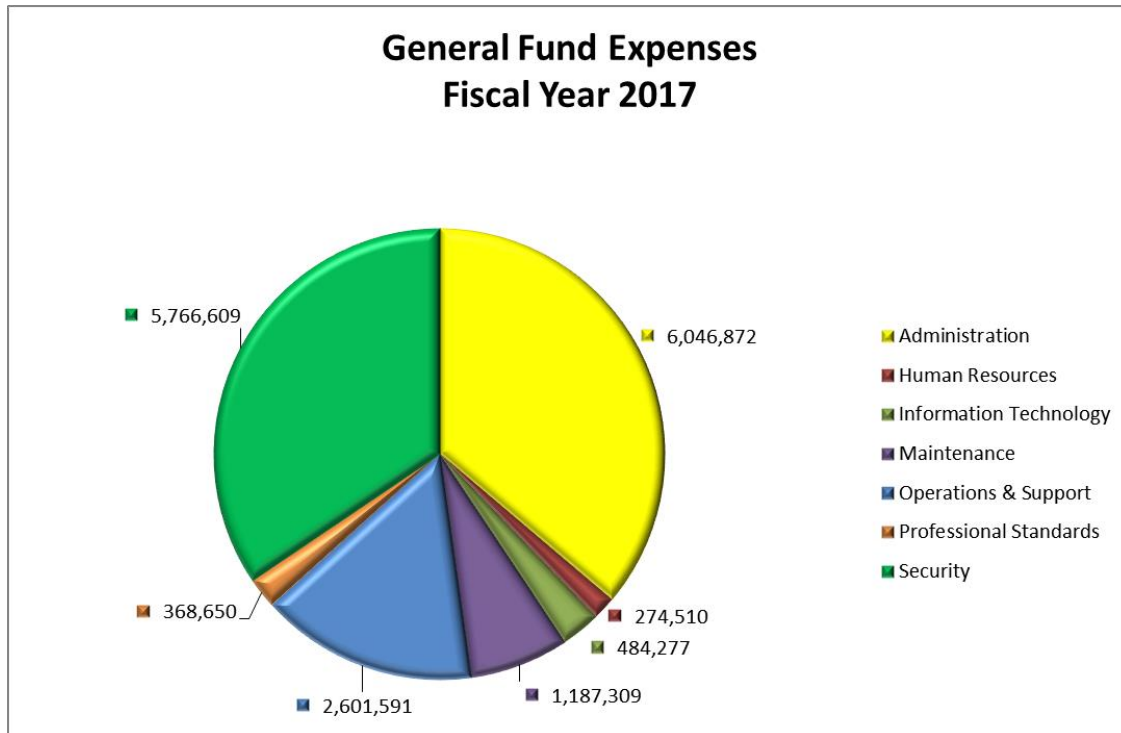


GENERAL FUND REVENUES



- Operational Revenues** – Operational revenues include all revenues generated by the daily operations of the jail. Included in these revenues are inmate phone commissions, work release fees, weekender fees, home incarceration fees, medical co-payments collected from inmates, daily housing fees collected from inmates, internet visitation fees, and other miscellaneous revenues.
- Locality Operational Per Diems** – Locality Operational Per Diems are revenues collected from the Jail's user localities: Brunswick County, Dinwiddie County, and Mecklenburg County, to pay operating expenses not covered by state revenues or jail operating revenues. Fiscal Year 2017's percentages are based on each locality's actual usage in Fiscal Year 2015 and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2017 these percentages are: Brunswick County – 29%, Dinwiddie County – 24% and Mecklenburg County – 47%. A true-up is calculated at year end based on actual inmate populations for each locality.
- Locality Debt Service Per Diems** – Locality Debt Service Per Diems are revenues collected from the Jail's user localities: Brunswick County, Dinwiddie County, and Mecklenburg County, to pay annual principal and interest debt service payments. Fiscal Year 2017's percentages are based on each locality's actual usage in Fiscal Year 2015 and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2017 these percentages are: Brunswick County – 29%, Dinwiddie County – 24% 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 inmates. These revenues are paid quarterly to the jail based on LIDS reports submitted by the Jail's LIDS Technician.
- Compensation Board Salary Reimbursements** – Compensation Board Salary Reimbursements are revenues collected from the State of Virginia Compensation Board to partially reimburse the Jail for personnel expenses. These reimbursements include salaries and a portion of fringe benefits and are paid monthly to the jail based on reports submitted by the Accounting Manager.

GENERAL FUND EXPENSES



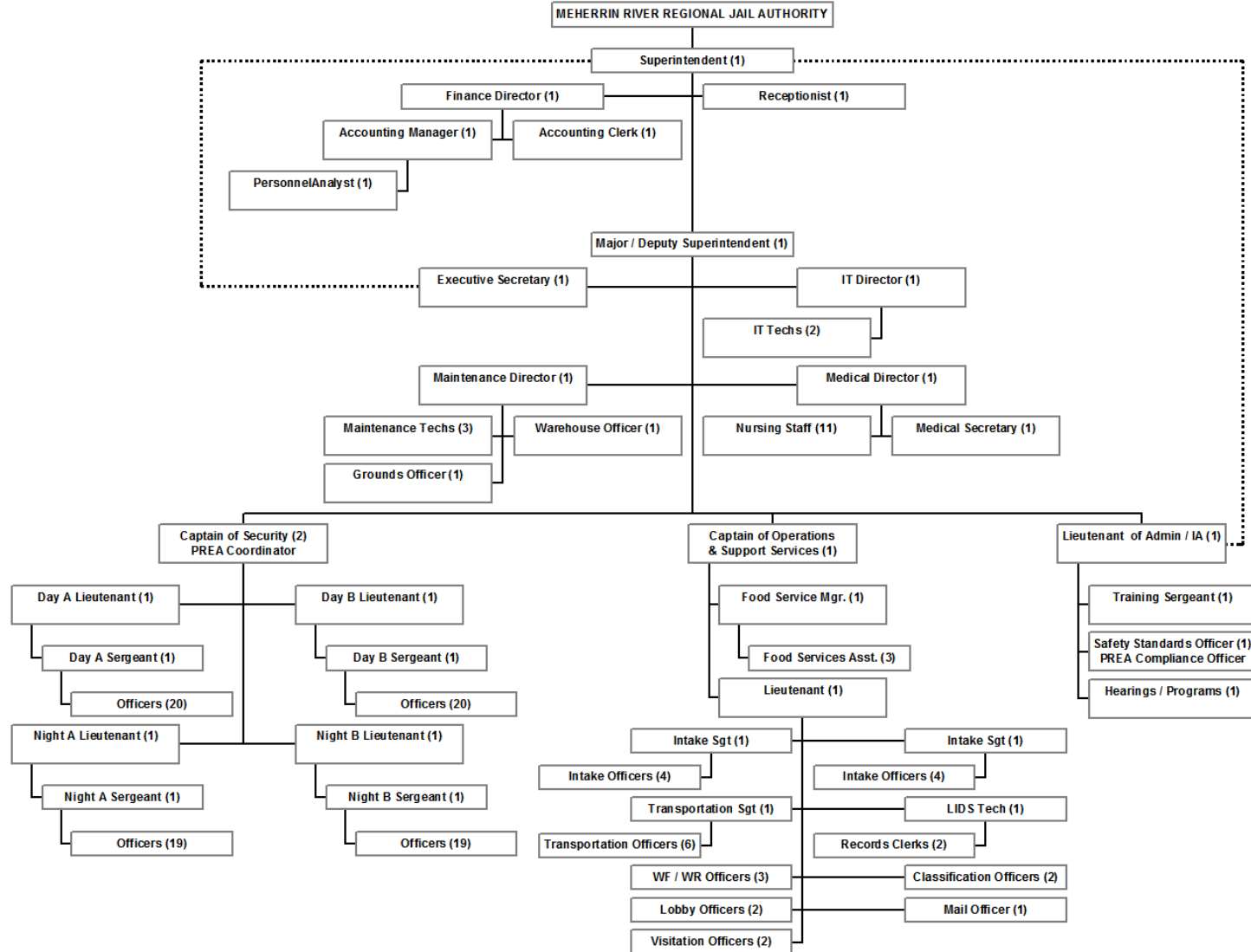
- **Administration** – The Administration Division includes general insurances (not to include health insurance); professional fees to attorneys, accountants and consultants; general office expenses; medical services; debt service payments; and salaries, payroll taxes and benefits of employees within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

REVENUE & EXPENSE SUMMARY
FY 2017
ADOPTED BUDGET

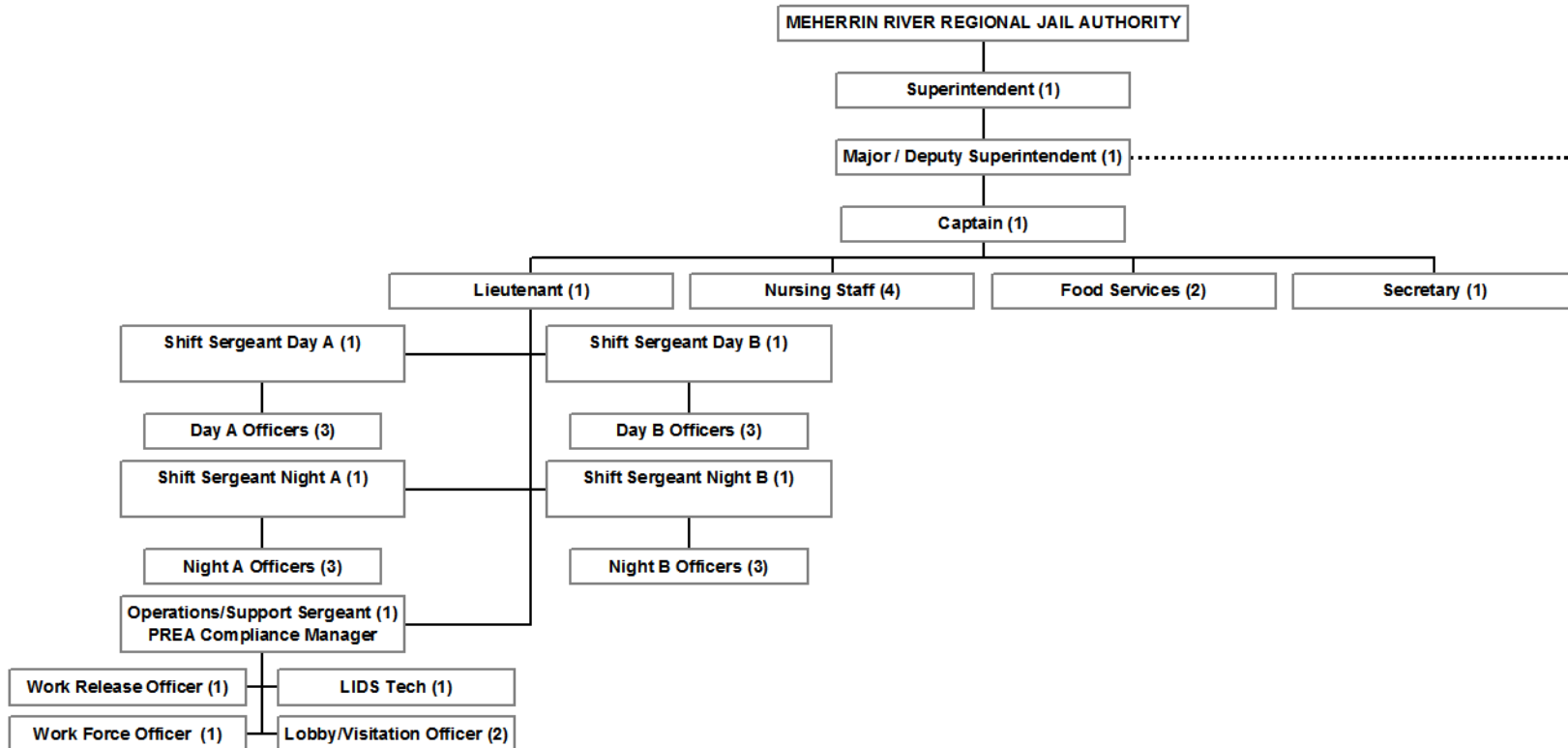
	<u>Actual FY15</u>	<u>Projected FY16</u>	<u>Budget FY16</u>	<u>Budget FY17</u>	<u>% Change</u>
OPERATING REVENUE:					
INTEREST INCOME	92,329.81	95,271.29	91,000.00	92,000.00	1.10%
INMATE PHONES	269,057.20	270,099.72	270,000.00	270,000.00	0.00%
MRRJ WORK RELEASE	63,240.00	66,970.00	47,450.00	51,849.00	9.27%
WEEKENDER FEE	19,575.75	16,540.50	18,000.00	15,000.00	-16.67%
HOME INCARCERATION	17,642.00	7,115.00	11,970.00	7,980.00	-33.33%
MEDICAL CO-PAY	12,800.78	14,126.57	9,060.00	13,153.68	45.18%
MEDICAL REIMBURSEMENTS DOC	50,064.19	60,371.27	-	-	N/A
DAILY FEES	170,706.82	148,547.92	174,000.00	142,439.00	-18.14%
INTERNET VISITATION	7,529.96	10,808.96	5,725.00	7,737.55	35.15%
BED RENTALS	204,300.00	259,340.96	-	-	N/A
COMP BOARD-LIDS	862,773.26	722,189.63	862,140.00	909,239.22	5.46%
COMPENSATION BOARD	6,292,432.03	6,603,729.52	6,782,712.46	6,735,331.00	-0.70%
MISCELLANEOUS REVENUE	18,694.82	11,116.89	7,200.00	6,000.00	-16.67%
BULLETPROOF VEST GRANT	890.33	310.00	-	-	N/A
TELEMEDICINE GRANT	-	30,000.00	-	-	N/A
REAPPROPRIATED FUND BALANCE	-	-	-	177,542.39	N/A
SUBTOTAL	8,082,036.95	8,316,538.23	8,279,257.46	8,428,271.84	1.80%
OPERATIONAL PER DIEM	5,017,868.00	5,372,922.27	5,372,922.27	5,611,204.79	4.43%
DEBT SERVICE PER DIEM	2,689,675.00	2,687,137.50	2,687,137.50	2,690,341.26	0.12%
TOTAL OPERATING REVENUE	15,789,579.95	16,376,598.00	16,339,317.23	16,729,817.89	2.39%
OPERATING EXPENSE:					
PERSONNEL	7,744,195.32	7,641,638.28	9,064,597.38	9,321,464.82	2.83%
OTHER OPERATING EXPENSES	1,481,799.94	1,442,972.36	1,649,429.87	1,697,228.81	2.90%
MEDICAL SERVICES	2,449,383.75	2,423,125.26	2,202,172.38	2,286,533.00	3.83%
FOOD SERVICES	656,597.44	702,751.01	735,980.10	734,250.00	-0.24%
SUBTOTAL	12,331,976.45	12,210,486.91	13,652,179.73	14,039,476.63	2.84%
DEBT SERVICE	2,689,675.00	2,687,137.50	2,687,137.50	2,690,341.26	0.12%
TOTAL OPERATING EXPENSE:	15,021,651.45	14,897,624.41	16,339,317.23	16,729,817.89	2.39%
PER DIEM RATES:					
OPERATIONS PER DIEM	30.89	36.80	36.80	37.50	1.89%
PER DIEM DEBT SERVICE	16.56	18.41	18.41	17.98	-2.32%
TOTAL PER DIEM	47.45	55.21	55.21	55.47	0.48%
JURISDICTIONAL REQUIREMENTS					
					FY 15
					Actual
BRUNSWICK	2,258,031.58	2,504,490.07	2,579,219.13	2,432,053.27	29%
DINWIDDIE	1,830,240.85	1,789,927.40	1,692,612.55	1,971,293.57	24%
MECKLENBURG	3,619,270.57	3,765,642.30	3,788,228.09	3,898,199.21	47%
AVERAGE DAILY POPULATION	399	367	400	410	100%
BRUNSWICK	117	114	128	120	29%
DINWIDDIE	94	81	84	97	24%
MECKLENBURG	188	172	188	193	47%
TOTAL INMATE POPULATION	399	367	400	410	100%

ORGANIZATIONAL CHARTS
ALBERTA

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



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

Funds are appropriated in the 2017 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 & Support

- **Classification**
- **Food Services**
- **Home Incarceration**
- **Lobby**
- **Records**
- **Transportation**
- **Work Force**
- **Work Release**
- **Intake**

Professional Standards

- **Safety and Standards**
- **Training**

Security

- **Security Officers**

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 six exceptions:

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

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

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

FINANCIAL POLICIES

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

THE PURPOSES OF THE FINANCIAL POLICIES ARE AS FOLLOWS:

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

FINANCIAL PLANNING POLICIES

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

BALANCED BUDGET

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

The Jail's budget process is governed by many policies and procedures originally adopted by the Authority Board and revised and maintained by the Superintendent. The Jail is to operate within the budget and the final outcome depends upon the projections used from historical data and trend analysis. Predicting inmate population trends is very difficult to accomplish under normal circumstances when many years of historical data are available. When we add in the fact that we are making predictions on future population trends using a limited amount of historical data, it becomes exponentially more challenging. Consequently, if there were a shortfall in the budget, the localities would be responsible for providing the additional revenue, unless it were possible to secure funds through additional revenue sources and/or attain cost reductions elsewhere. All factors are taken into consideration when preparing the budget to include the economic condition of the State and the role of this on our localities.

REVENUE POLICIES

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

EXPENDITURE POLICIES

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

FUND BALANCE RESERVE POLICIES

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

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

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

RISK MANAGEMENT

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

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

CAPITAL EXPENDITURE POLICIES

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

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

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

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

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

BUDGET PREPARATION, REVIEW & ADOPTION PROCESS

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

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

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

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

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

The proposed budget is presented to the Board Members at the November 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 November 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.

For FY 2017, the Virginia state budget was finalized in March 2016 and the final proposed budget was presented to Board Members at the May board meeting. The Fiscal Year 2017 budget was adopted by Board Members on May 5, 2016.

The Fiscal Year 2017 budget was amended by Board approval at the August 4, 2016 Board Meeting to give a 3% raise to all eligible MRRJ employees effective September 1, 2016. The Board decided to fund this 3% raise by re-appropriating fiscal year 2016 surplus funds.

BUDGET TRANSFERS

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

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

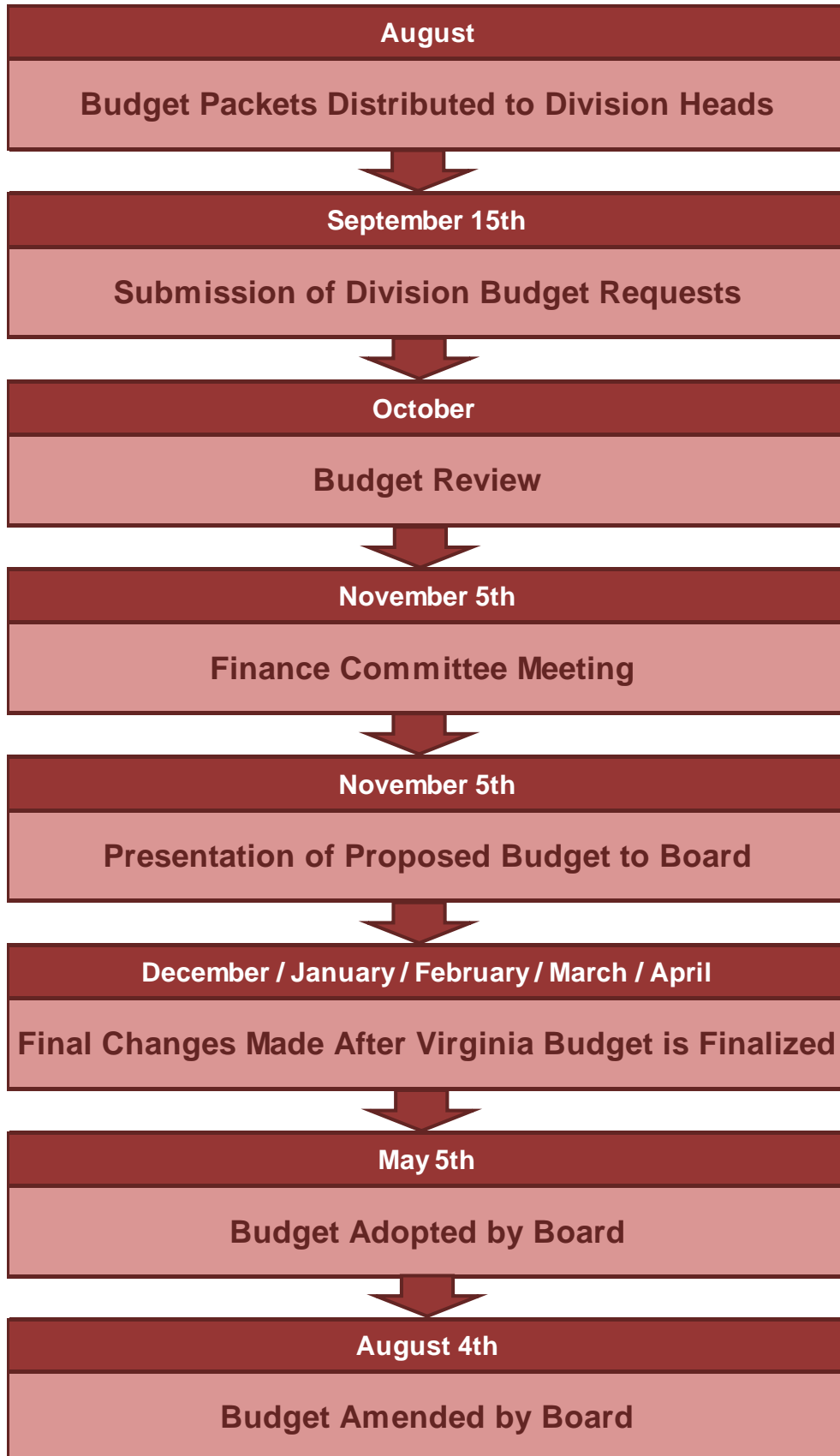
BUDGET AMENDMENTS

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

EMERGENCY BUDGETING GUIDELINES

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

BUDGET CALENDAR



FOUR YEAR CONSOLIDATED FINANCIAL SCHEDULE / FUND BALANCE

	<u>TOTAL GOVERNMENTAL FUNDS</u>			
	<u>Actual FY15</u>	<u>Projected FY16</u>	<u>Budget FY16</u>	<u>Budget FY17</u>
OPERATING REVENUE				
Interest Income	92,330	95,271	91,000	92,000
Inmate Phones	269,057	270,100	270,000	270,000
Work Release	63,240	66,970	47,450	51,849
Weekender Fees	19,576	16,541	18,000	15,000
Home Incarceration	17,642	7,115	11,970	7,980
Medical Co-Payments	12,801	14,127	9,060	13,154
Medical Reimbursements DOC	50,064	60,371	-	-
Daily Housing Fees	170,707	148,548	174,000	142,439
Internet Visitation	7,530	10,809	5,725	7,738
Bed Rentals	204,300	259,341	-	-
Compensation Board-LIDS	862,773	722,190	862,140	909,239
Compensation Board Salary Reimbursements	6,292,432	6,603,730	6,782,712	6,735,331
Miscellaneous Revenue	18,695	11,117	7,200	6,000
Bulletproof Vest Grant	890	310	-	-
Telemedicine Grant	-	30,000	-	-
Reappropriated Fund Balance	-	-	-	177,542
SUBTOTAL	8,082,037	8,316,538	8,279,257	8,428,272
Operational Per Diem	5,017,868	5,372,922	5,372,922	5,611,205
Debt Service Per Diem	2,689,675	2,687,138	2,687,138	2,690,341
TOTAL OPERATING REVENUE	15,789,580	16,376,598	16,339,317	16,729,818
OPERATING EXPENSE				
Personnel	7,744,195	7,641,638	9,064,597	9,321,714
Other Operating Expenses	1,481,800	1,442,972	1,649,430	1,696,980
Medical Services	2,449,384	2,423,125	2,202,172	2,286,533
Food Services	656,597	702,751	735,980	734,250
SUBTOTAL	12,331,976	12,210,487	13,652,180	14,039,477
Debt Service - Bond Payable	2,689,675	2,687,138	2,687,138	2,690,341
TOTAL OPERATING EXPENSE	15,021,651	14,897,624	16,339,317	16,729,818
SURPLUS (DEFICIT)	767,929	1,478,974	-	-
OTHER FINANCING SOURCES (USES)				
State Reimbursement	-	-	-	-
Member Contributions	-	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-
NET CHANGE IN FUND BALANCES	767,929	1,478,974	-	-
FUND BALANCE, BEGINNING OF YEAR	1,372,848	1,372,848	2,851,821	2,674,279
FUND BALANCE, END OF YEAR	2,140,776	2,851,821	2,851,821	2,674,279
% CHANGE	55.94%	107.73%	0.00%	0.00%

Fund Balance changes in FY15 and FY16 are attributable to vacancy savings from Virginia Compensation Board salary reimbursements due to staff vacancies. We receive reimbursements for positions that are vacant throughout the year as well. These vacancy savings are reported at year end as a surplus to the localities.

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

CHANGES IN ENDING FUND BALANCE

Fund Description	2016 Projected Actual Ending Fund	2017 Budgeted Actual Ending Fund	Change in Fund Balance	% Change
General Fund	\$ 2,851,821	\$ 2,674,279	\$ (177,542)	-6.23%
Total Fund Balance	<u>\$ 2,851,821</u>	<u>\$ 2,674,279</u>	<u>\$ (177,542)</u>	<u>-6.23%</u>

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

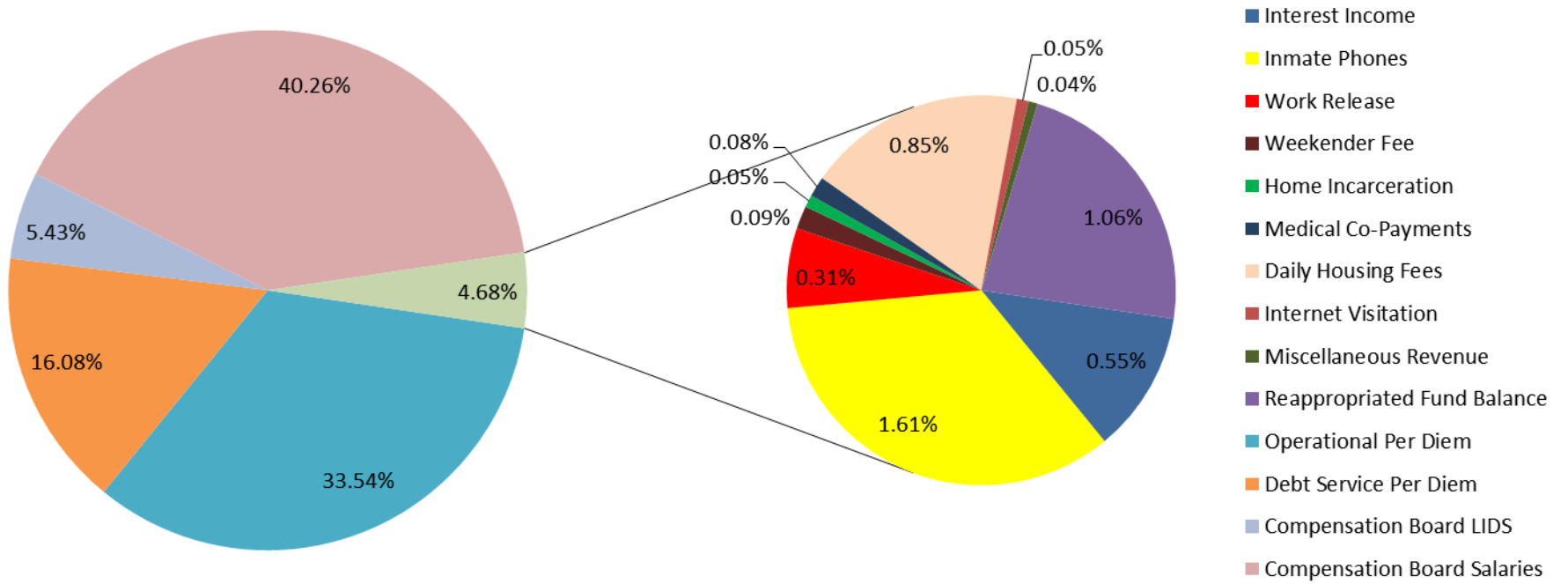
There are no changes in fund balance that are greater than 10% from the prior year.

REVENUES

Total Governmental Funds

	FY 2015 ACTUAL	Percent of Total Revenues	FY 2016 PROJECTED	Percent of Total Revenues	FY 2016 BUDGET	Percent of Total Revenues	FY 2017 BUDGET	Percent of Total Revenues
REVENUES								
<u>Operating Revenues</u>								
Interest Income	92,329.81	0.58%	95,271.29	0.58%	91,000.00	0.56%	92,000.00	0.55%
Inmate Phones	269,057.20	1.70%	270,099.72	1.65%	270,000.00	1.65%	270,000.00	1.61%
Work Release	63,240.00	0.40%	66,970.00	0.41%	47,450.00	0.29%	51,849.00	0.31%
Weekender Fee	19,575.75	0.12%	16,540.50	0.10%	18,000.00	0.11%	15,000.00	0.09%
Home Incarceration	17,642.00	0.11%	7,115.00	0.04%	11,970.00	0.07%	7,980.00	0.05%
Medical Co-Payments	12,800.78	0.08%	14,126.57	0.09%	9,060.00	0.06%	13,153.68	0.08%
Medical Reimbursements DOC	50,064.19	0.32%	60,371.27	0.37%	-	0.00%	-	0.00%
Daily Housing Fees	170,706.82	1.08%	148,547.92	0.91%	174,000.00	1.06%	142,439.00	0.85%
Internet Visitation	7,529.96	0.05%	10,808.96	0.07%	5,725.00	0.04%	7,737.55	0.05%
Bed Rentals	204,300.00	1.29%	259,340.96	1.58%	-	0.00%	-	0.00%
Miscellaneous Revenue	18,694.82	0.12%	11,116.89	0.07%	7,200.00	0.04%	6,000.00	0.04%
Bulletproof Vest Grant	890.33	0.01%	310.00	0.00%	-	0.00%	-	0.00%
Telemedicine Grant	-	0.00%	30,000.00	0.18%	-	0.00%	-	0.00%
Reappropriated Fund Balance	-	0.00%	-	0.00%	-	0.00%	177,542.39	1.06%
	<u>926,831.66</u>	<u>5.87%</u>	<u>990,619.08</u>	<u>6.05%</u>	<u>634,405.00</u>	<u>3.88%</u>	<u>783,701.62</u>	<u>4.68%</u>
<u>Locality Revenues</u>								
Operational Per Diem	5,017,868.00	31.78%	5,372,922.27	32.81%	5,372,922.27	32.88%	5,611,204.79	33.54%
Debt Service Per Diem	2,689,675.00	17.03%	2,687,137.50	16.41%	2,687,137.50	16.45%	2,690,341.26	16.08%
	<u>7,707,543.00</u>	<u>48.81%</u>	<u>8,060,059.77</u>	<u>49.22%</u>	<u>8,060,059.77</u>	<u>49.33%</u>	<u>8,301,546.05</u>	<u>49.62%</u>
<u>State Revenues</u>								
Compensation Board LIDS	862,773.26	5.46%	722,189.63	4.41%	862,140.00	5.28%	909,239.22	5.43%
Compensation Board Salaries	6,292,432.03	39.85%	6,603,729.52	40.32%	6,782,712.46	41.51%	6,735,331.00	40.26%
	<u>7,155,205.29</u>	<u>45.32%</u>	<u>7,325,919.15</u>	<u>44.73%</u>	<u>7,644,852.46</u>	<u>46.79%</u>	<u>7,644,570.22</u>	<u>45.69%</u>
	<u>15,789,579.95</u>	<u>100.00%</u>	<u>16,376,598.00</u>	<u>100.00%</u>	<u>16,339,317.23</u>	<u>100.00%</u>	<u>16,729,817.89</u>	<u>100.00%</u>

FY 2017 BUDGET REVENUES



MAJOR REVENUE SOURCES

Inmate Phones

The Jail has a contract with GTL to provide telephone services to inmates. The Jail receives a monthly amount based on actual usage for recovery costs. There are different rates associated with each type of call: debit, prepaid, international, based on regulatory regulations and the Jail's contract. Based on our current contract, we have included \$270,000 in our FY 2017 budget.

Work Release

Inmates who qualify to participate in the Work Release Program are allowed to leave the Jail each morning and return to the Jail in the evening allowing many inmates to continue working in their current job while serving their sentence. The benefits of this program are that the inmates don't lose their job and they also earn money that can be used to pay restitution, household bills, etc. A requirement of the Work Release Program is that inmates must be on a GPS tracking device. The weekly amount that inmates must pay the Jail is \$ 110 per week, which covers monitoring of the GPS tracking device, weekly drug testing and the operational costs associated with the inmate leaving and returning to the facility. The calculation used to determine our FY 2017 budget amount of \$ 51,849 is shown below.

Amount Per Week:	
Weekly Fee	110.00
Monitoring Expense	(30.80)
Drug Test Expense	(2.50)
Net Revenue	76.70

Description	Number of Inmates	Weekly Amount	Number of Weeks	Total Revenue
Work Release Inmates	13	76.70	52	51,849
TOTAL				<u>\$51,849</u>

Weekender

Inmates who qualify to participate in the Weekender Program are allowed to serve their sentence on weekends, thus allowing them to continue to work during the week. Inmates report to the Jail on Fridays and are released on Sundays, thus serving 2 days. Inmates are required to pay \$ 25 per weekend which covers a weekly drug test and the operational costs associated with the inmate leaving and returning to the facility. The calculation used to determine our FY 2017 budget amount of \$ 15,000 is shown below.

Amount Per Week:	
Weekly Fee	25.00
Drug Test Expense	(2.50)
Net Revenue	22.50

Description	Number of Inmates	Weekly Amount	Number of Weeks	Total Revenue
Weekender Inmates	12.8205	22.50	52	15,000
TOTAL				<u>\$15,000</u>

Home Incarceration

Inmates who qualify to participate in the Home Incarceration Program are allowed to serve their sentence in their homes while on a GPS tracking device. The weekly amount that inmates must pay the Jail is \$ 110 per week, which covers monitoring of the GPS tracking device, weekly drug testing and the operational costs associated with weekly visits by Home Incarceration Officers to administer the drug tests. The calculation used to determine our FY 2017 budget amount of \$ 7,980 is shown below.

Amount Per Week:	
Weekly Fee	110.00
Monitoring Expense	(30.80)
Drug Test Expense	(2.50)
Net Revenue	76.70

Description	Number of Inmates	Weekly Amount	Number of Weeks	Total Revenue
Home Incarceration Inmates	2,008	76.70	52	7,980
		TOTAL		\$ 7,980

Medical Co-Payments

Inmates that receive medications or medical services for sick call, doctor visits, dentist visits, X-rays, etc. incur a medical co-payment charge payable to the Jail. The amount the Jail is able to collect depends greatly on the average daily population (ADP) of the Jail and the indigent rate of the inmate population. To determine the amount to include in our FY 2017 budget, we used the most current information available at the time the budget was built, which was the FY 2015 actual total. The total for FY 2015 was \$ 12,801 for an ADP of 399 inmates. Based on this information we projected that our Medical Co-Payment revenues would be \$13,154 in FY 2017 based on an expected ADP of 410.

Daily Fees

Inmates that are not participating in Work Release, Weekender, or Home Incarceration programs are charged a daily fee that is payable to the Jail. Inmates are charged \$3.00 per day, while Trustee inmates are charged \$1.50 per day. The amount the Jail is able to collect depends greatly on the average daily population (ADP) of the Jail and the indigent rate of the inmate population. For example, for FY 2017 our projected indigent rate is 62.541%. This means that only 37.459% of our inmates have money on their trust accounts from which we can collect daily fees. The calculation used to determine our FY 2017 budget amount of \$ 142,439 is shown below.

Budgeted Population	410
Daily Fee	\$3.00
# of Days per Year	365
Budgeted Indigent Rate	62.541%
Proposed Daily Fees	\$168,172
Less:	
47 Trustees-Pay \$1.50/day	<u>(25,733)</u>
Total Proposed Daily Fees	\$142,439

Internet Visitation

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

operational costs involved to facilitate each visit. To determine the amount to include in our FY 2017 budget, we used the most current information available at the time the budget was built, which was the FY 2015 actual total. The total for FY 2015 was \$ 7,530 for an ADP of 399 inmates. Based on this information we projected that our Internet Visitation revenues would be \$ 7,738 in FY 2017 based on an expected ADP of 410.

Compensation Board – LIDS Per Diem Reimbursements

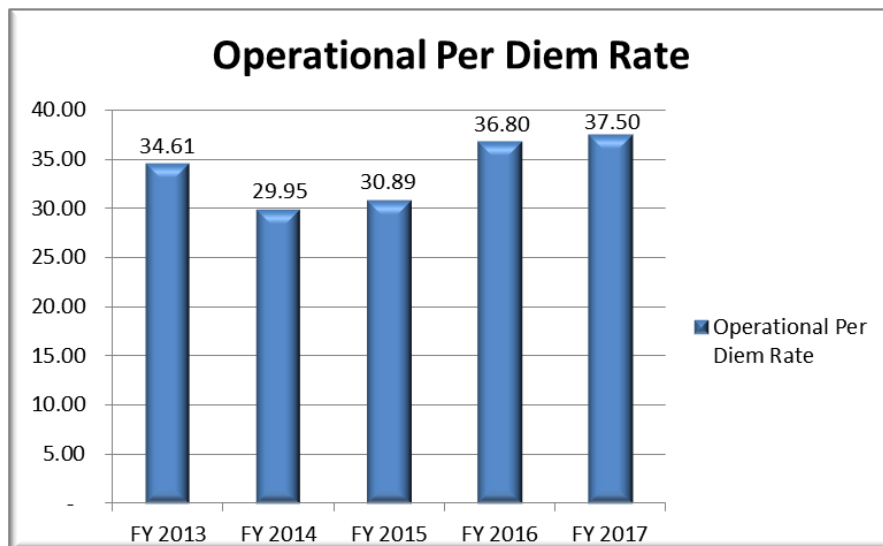
Compensation Board – LIDS Per Diem Reimbursements are revenues collected from the State of Virginia Compensation Board to partially reimburse the Jail for the costs of housing inmates. These revenues are paid quarterly to the jail based on LIDS reports submitted by the Jail’s LIDS Technician. To determine the amount to include in our FY 2017 budget, we used the most current information available at the time the budget was built, which was the FY 2015 actual total. The total for FY 2015 was \$ 884,845 for an ADP of 399 inmates. Based on this information we projected that our Compensation Board – LIDS revenues would be \$ 909,239 in FY 2017 based on an expected ADP of 410.

Compensation Board Salary Reimbursements

Compensation Board Salary Reimbursements are revenues collected from the State of Virginia Compensation Board to partially reimburse the Jail for personnel expenses. These reimbursements include salaries and a portion of fringe benefits and are paid monthly to the jail based on reports submitted by the Accounting Manager. The amount included in the FY 2017 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 2017 budget for Compensation Board Salary Reimbursements is \$6,735,331.

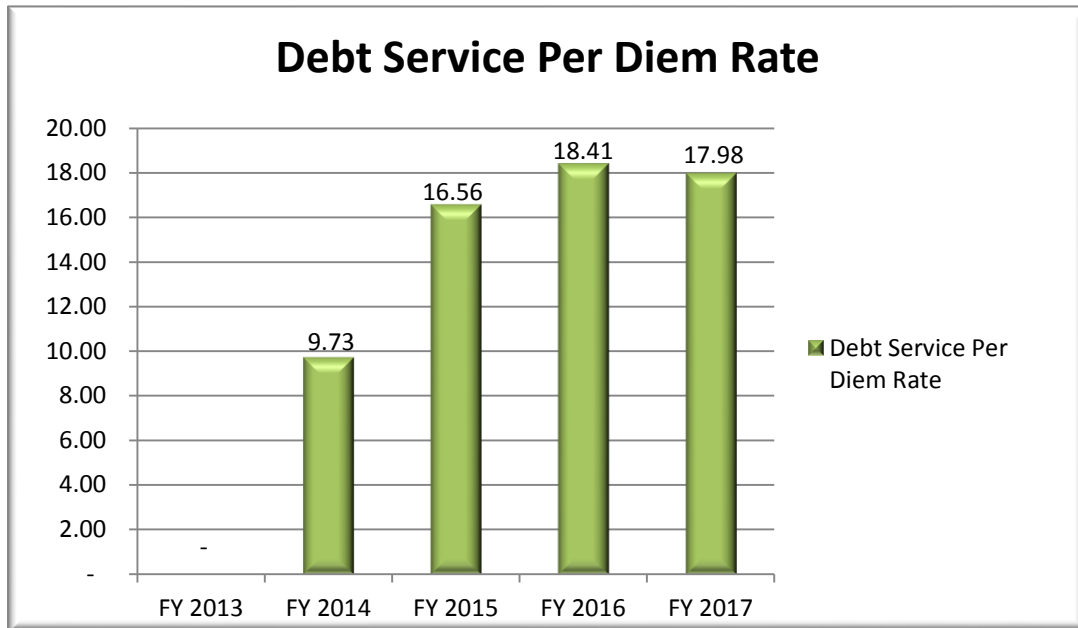
Locality Operational Per Diems

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 2017’s percentages are based on each locality’s actual usage in Fiscal Year 2015 and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2017 these percentages are: Brunswick County – 29%, Dinwiddie County – 24% and Mecklenburg County – 47%. A true-up is calculated at year end based on actual inmate populations for each locality. Below is a graph that illustrates how the Operational Per Diem Rate has changed since the Jail’s first year of operations in FY 2013.



Locality Debt Service Per Diems

Locality Debt Service Per Diems are revenues collected from the Jail's user localities: Brunswick County, Dinwiddie County, and Mecklenburg County, to pay annual principal and interest debt service payments. Fiscal Year 2017's percentages are based on each locality's actual usage in Fiscal Year 2015 and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2017 these percentages are: Brunswick County – 29%, Dinwiddie County – 24% 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.



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, greatly impacts the Debt Service Per Diem amount required to be paid by each locality.

LONG-RANGE FINANCIAL PLAN

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

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

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

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

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

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

FIVE YEAR FINANCIAL PLAN

Fiscal Year	<u>17-18</u>	<u>18-19</u>	<u>19-20</u>	<u>20-21</u>	<u>21-22</u>
IT:					
Server Infrastructure	-	43,900	43,900	-	-
Maintenance:					
Genie Lift	24,000	-	-	-	-
Generator	-	-	-	-	-
Operations & Support:					
Vehicles	22,004	22,004	29,404	64,938	54,567
TOTAL	46,004	65,904	73,304	64,938	54,567

CAPITAL EXPENDITURES / IMPACT ON OPERATING BUDGET

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

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

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

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

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

In fiscal year 2017, the adopted budget only includes the following two capital expenditures:

1. \$9,600 is for a Kawasaki Mule Side by Side All-Terrain vehicle to be used by the Maintenance Division.
2. \$10,494 is for an ASA Firewall to replace the current firewall which reaches end of life in fiscal year 2017.

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 fifth year of operations, the request for capital expenditures has been minimal. However, when a capital expenditure or project is requested and/or recommended, it is reviewed and discussed to determine the impact to the operational budget and if we have the ability to cover with our existing revenue sources or if financing will be needed. The Jail has established a capital reserve account with funds saved during the construction process. This will also be used in conjunction with the operating budget and /or financing as well.

As the jail is a fairly new facility, being in its fifth year of operation in fiscal year 2017, the need for capital expenditures is minimal. Total capital expenditures for fiscal year 2017 are budgeted to be \$20,094 or 0.12% of our \$16,729,818 total budget. Thus, the impact of capital expenditures is considered to be minimal and will be covered within the operational budget.

DEBT

The Jail has long-term debt comprised of a \$40,415,000 Series 2010 VRA bond issued August 18, 2010 for construction of the jail. Interest rates range from 3.104% to 5.00% and mature in various quarterly installments ranging from \$445,488.75 to \$898,080 beginning July 1, 2015 and thereafter through October 10, 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 2017 is shown below.

<u>Due Date</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>
7/1/2016	460,000.00	445,488.75	905,488.75
10/1/2016	460,000.00	445,488.75	905,488.75
1/1/2017	-	439,681.88	439,681.88
4/1/2017	-	439,681.88	439,681.88
TOTALS	920,000.00	1,770,341.25	2,690,341.25

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 2015. The amounts of debt service required to be paid by each locality in fiscal year 2017 are as follows:

Debt Service Due from Localities FY 2017

Payment No.	Due Date	Brunswick County 29%	Dinwiddie County 24%	Mecklenburg County 47%
1	7/1/2016	265,275.51	215,018.28	425,194.96
2	10/1/2016	265,275.51	215,018.28	425,194.96
3	1/1/2017	128,810.92	104,407.31	206,463.66
4	4/1/2017	128,810.92	104,407.31	206,463.66
		788,172.86	638,851.17	1,263,317.23
			TOTAL	<u>2,690,341.26</u>

Future Debt Service Payments are as follows:

Year Ending June 30,	Revenue Bonds	
	Principal	Interest
2018	940,000	1,746,856
2019	965,000	1,721,233
2020	995,000	1,691,560
2021	1,030,000	1,659,160
2022	1,065,000	1,621,915
2023-2027	5,960,000	7,481,310
2028-2032	7,445,000	5,992,383
2033-2037	9,615,000	3,825,250
2038-2041	9,705,000	1,042,210
Total	\$ 37,720,000	\$ 26,781,877

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

POSITION SUMMARY SCHEDULE

Position Summary Schedule General Fund

DIVISIONS	EMPLOYEES				
	2015 Actual	2016 Projected	2016 Budget	2017 Budget	Increase (Decrease)
Administration					
Superintendent	1	1	1	1	0
Deputy Superintendent	1	1	1	1	0
Finance Director	1	1	1	1	0
Executive Secretary	1	1	1	1	0
Captain - Boydton facility	1	1	1	1	0
Major - Boydton facility	0	0	0	0	0
Receptionist	0	0	0	0	0
Account Clerk	1	1	1	1	0
Secretary - Boydton facility	1	1	1	1	0
Nurse - Boydton facility	1	1	1	1	0
Medical Secretary	1	1	1	1	0
Human Resources					
Accounting Manager	1	1	1	1	0
Personnel Analyst	0	0	0	1	1
Information Technology					
Information Technology Director	1	1	1	1	0
Information Technology Technician	2	2	2	2	0
Maintenance					
Maintenance Director	1	1	1	1	0
Maintenance Technicians	3	3	3	3	0
Warehouse Officer	1	1	1	1	0
Grounds Officer	0	1	0	1	1
Operations & Support					
Captain of Operations & Support	1	1	1	1	0
Lieutenant of Operations & Support	1	1	1	1	0
Sergeant - Records	1	1	1	1	0
LIDS Technician	2	1	2	1	(1)
LIDS Technician / Records Supervisor	0	1	0	1	1
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
Officer - Work Release/Home Incarceration	2	2	2	2	0
Officer - Work Force	1	1	1	2	1
Officer - Lobby	2	2	2	4	2
Officer - Visitation	2	2	2	2	0
Officer - Mail	1	1	1	1	0
Sergeant of Intake	1	2	1	2	1
Officer - Intake	8	8	8	8	0
Professional Standards					
Lieutenant of Training	1	1	1	1	0
Sergeant of Training	1	1	1	1	0
Officer - Safety & Standards	1	1	1	1	0
Officer - Hearings & Programs	1	1	1	1	0
Security					
Captain of Security	1	1	1	1	0
Lieutenant of Security	4	4	4	4	0
Sergeant of Security	8	8	8	8	0
Lieutenant - Boydton facility	1	1	1	1	0
Officer - Security	96	94	96	91	(5)
TOTAL GENERAL FUND POSITIONS	165	165	165	166	1

The following changes were made to our position schedule for our FY17 budget:

1. The total change of 1 position is due to the addition of a Personnel Analyst position in the Human Resources Division.
2. While it did not affect our total number of positions, a LIDS Technician position was changed to a LIDS Technician / Records Supervisor position.
3. While they did not affect our total number of positions, five Security officers were reassigned to specialty positions: two (2) officers were reassigned to Lobby Officers, one (1) officer was reassigned to a Grounds Officer, one (1) officer was reassigned to a Work Force Officer and one (1) officer was reassigned to an Intake Sergeant.

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

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.

2017 GOALS

1. Implement additional inmate programs, focusing on re-entry into the community.

Significance

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

Business Impact

- ♦ Promotes inmate morale.

Consequences of not achieving this goal

- ♦ Increased recidivism.

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

Significance

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

Business Impact

- ♦ Ensures the future economic stability of MRRJ.

Consequences of not achieving this goal

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

ADMINISTRATION DIVISION

3. Receive the GFOA Award for Excellence in Financial Reporting for our FY16 CAFR and the GFOA Distinguished Budget Presentation Award for our FY17 Budget

Significance

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

Business Impact

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

Consequences of not achieving this goal

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

PERFORMANCE MEASURES

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

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

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

PERFORMANCE MEASURES	FY 2015 Actual	FY 2016 Projected	FY 2016 Budget	FY 2017 Budget
GFOA Certificate of Excellence in Financial Reporting	Yes	Yes	Yes	Yes
GFOA Distinguished Budget Presentation Award	N/A	Yes	Yes	Yes
Average monthly vendor invoices processed	193	191	189	190
Average vendor checks processed	93	102	90	95
Bank Statements Reconciled	96	108	96	108
<u>Collections from inmate deposits</u>				
Daily Housing Fees	\$ 170,707	\$ 148,548	\$ 174,000	\$ 142,439
Medical Co-Pays	\$ 12,801	\$ 14,127	\$ 9,060	\$ 13,154
Indigent Kits	\$ 1,592	\$ 1,245	\$ 1,427	\$ 1,350
Jail Damage	\$ 83	\$ 419	\$ 79	\$ 450
Pay My Jailer Collections*	\$ 8,327	\$ 4,291	\$ 8,593	\$ 4,500
<u>Medical Services:</u>				
Total Sick Call	37,364	35,002	37,573	37,450
Total Doctor Call	2,177	2,238	2,129	2,400
Total Dentist Call	207	219	221	250
Total Psych Call	3,548	3,468	3,538	3,700
Inmates Seen on Pill Call	3,881	3,569	3,886	3,800

We began working with Pay My Jailer to collect balances owed to MRRJ by released inmates in September 2014.

Division Budget

FUND: General Fund
 FUNCTION: Public Safety
 DIVISION: Administration

Account Code	Account Description	FY 2015 Actual	FY 2016 Projected	FY 2016 Budget	FY 2017 Budget	% Change
PERSONNEL						
4-100-33200-1000-100	Salaries & Wages-Alberta	344,957	350,470	350,706	360,653	2.84%
4-100-33200-1000-200	Salaries & Wages-Mecklenburg	188,747	191,893	144,588	197,335	36.48%
4-100-33200-1030-100	Other Pay-Alberta	-	-	-	-	-
4-100-33200-1030-200	Other Pay-Mecklenburg	-	-	-	-	-
4-100-33200-2100-100	FICA-Alberta	25,860	26,428	26,829	27,590	2.84%
4-100-33200-2100-200	FICA-Mecklenburg	13,912	14,127	11,061	15,096	36.48%
4-100-33200-2210-100	VRS Retirement-Alberta	40,819	41,252	41,734	42,521	1.89%
4-100-33200-2210-200	VRS Retirement-Mecklenburg	22,398	22,876	17,206	23,266	35.22%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	64,433	63,205	115,413	117,035	1.41%
4-100-33200-2300-200	Hospital/Medical Plan-Mecklenburg	33,811	34,187	35,316	50,128	41.94%
4-100-33200-2400-100	Group Life-Alberta	4,087	4,126	4,173	4,725	13.21%
4-100-33200-2400-200	Group Life-Mecklenburg	2,240	2,288	1,721	2,585	50.24%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	686	693	701	649	-7.45%
4-100-33200-2800-200	Retiree Health Ins Credit-Mecklenburg	376	385	289	355	22.83%
TOTAL PERSONNEL		742,328	751,929	749,738	841,938	13.42%
MEDICAL SERVICES						
4-100-33200-3100-100	Medical Services	2,449,384	2,423,125	2,202,172	2,286,533	3.83%
TOTAL MEDICAL SERVICES		2,449,384	2,423,125	2,202,172	2,286,533	-6.65%
OTHER OPERATING EXPENSES						
4-100-33200-3100-200	Legal Services	37,767	36,000	36,000	36,000	0.00%
4-100-33200-3100-300	Accounting Services	8,500	9,000	8,500	14,000	64.71%
4-100-33200-3100-400	Professional Services-Other	33,519	20,804	19,200	40,700	111.98%
4-100-33200-3500	Printing & Binding Services	5,297	5,732	4,500	6,000	33.33%
4-100-33200-3600	Advertising	3,348	7,902	3,000	6,000	100.00%
4-100-33200-5210	Postage	1,801	2,566	2,000	2,500	25.00%
4-100-33200-5305	Motor Vehicle Insurance	10,833	10,833	11,970	12,575	5.05%
4-100-33200-5308	General Liability / Property Insurance	33,145	33,101	38,850	34,760	-10.53%
4-100-33200-5309	Line of Duty Insurance	32,340	33,300	35,385	34,970	-1.17%
4-100-33200-5315	Crime Insurance	715	715	790	750	-5.06%
4-100-33200-5530-100	Substinence & Lodging	543	1,223	1,500	1,500	0.00%
4-100-33200-5540-100	Convention & Education	3,345	2,385	2,945	3,500	18.85%
4-100-33200-5802	Banking Fees	-	-	100	100	0.00%
4-100-33200-5810-100	Dues & Associations	2,531	3,068	4,220	4,565	8.18%
4-100-33200-6001-100	Office Supplies-Alberta	9,926	10,862	20,000	20,000	0.00%
4-100-33200-6001-200	Office Supplies-Mecklenburg	2,672	2,497	2,000	2,000	0.00%
4-100-33200-6012	Books & Subscriptions	35	-	-	-	-
4-100-33200-6014-100	Other Operating Supplies	9,951	9,977	7,895	8,140	3.10%
TOTAL OTHER OPERATING EXPENSES		196,267	189,964	198,855	228,060	16.20%
DEBT SERVICE						
4-100-33200-9049	Principal Expense	880,000	895,000	895,000	920,000	2.79%
4-100-33200-9050	Interest Expense	1,809,675	1,792,138	1,792,138	1,770,341	-1.22%
TOTAL DEBT SERVICE		2,689,675	2,687,138	2,687,138	2,690,341	0.02%
DIVISION TOTAL		6,077,654	6,052,156	5,837,903	6,046,872	-0.51%

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.

2017 GOALS

1. Maintain low cost health insurance plans for employees

Significance

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

Business Impact

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

Consequences of not achieving this goal

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

2. Continue to recruit and maintain an exceptional workforce

Significance

- ♦ Remain efficient in our operations.
- ♦ Keep workforce motivated.
- ♦ Increase morale.

Business Impact

- ♦ Promotes efficiency.
- ♦ Promotes productivity and teamwork within our facility.

Consequences of not achieving this goal

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

HUMAN RESOURCES DIVISION

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

Significance

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

Business Impact

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

Consequences of not achieving this goal

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

PERFORMANCE MEASURES

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

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

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

PERFORMANCE MEASURES	FY 2015 Actual	FY 2016 Actual	FY 2016 Budget	FY 2017 Budget
Number of applications received	251	337	239	250
Number of sworn/certified officers	138	130	148	151
Number of civilians	15	15	15	16
Number of sworn employee promotions	5	4	4	4
Officer New Hires	28	40	23	30
Officer Resignations	43	45	37	40
Officer Vacancies	10	21	0	0
FMLA Applications Processed	5	5	5	5
Workers Compensation Claims	7	4	8	5
Hepatitis B Injections	52	50	52	50
PPD Injections	161	157	152	155
Open Enrollment	151	141	163	151
Employee Medical Exams	24	40	23	30

**Meherrin River Regional Jail
Division Budget**

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

Account Code	Account Description	FY 2015 Actual	FY 2016 Projected	FY 2016 Budget	FY 2017 Budget	% Change
PERSONNEL						
4-100-33200-1000-100	Salaries & Wages-Alberta	44,612	45,356	45,355	77,046	69.87%
4-100-33200-2100-100	FICA-Alberta	3,354	3,421	3,470	5,894	69.87%
4-100-33200-2210-100	VRS Retirement-Alberta	5,294	5,340	5,397	9,084	68.30%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	8,357	8,182	14,950	25,002	67.24%
4-100-33200-2400-100	Group Life-Alberta	530	534	540	1,009	87.00%
4-100-33200-2600	Unemployment Insurance	7,137	749	9,000	9,000	0.00%
4-100-33200-2700	Worker's Compensation	134,689	133,151	143,100	147,087	2.79%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	89	90	91	139	52.88%
TOTAL PERSONNEL		204,062	196,822	221,903	274,261	23.60%
OTHER OPERATING EXPENSES						
4-100-33200-5540-100	Convention & Education	249	199	249	249	0.00%
TOTAL OTHER OPERATING EXPENSES		249	199	249	249	0.00%
DIVISION TOTAL		204,311	197,021	222,152	274,510	23.57%

INFORMATION TECHNOLOGY DIVISION

NARRATIVE

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

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

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

2017 GOALS

1. Consolidate Inmate Accounts in JailTracker

Significance

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

Business Impact

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

Consequences of not achieving this goal

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

2. Begin Using the Incident Reporting Module in JailTracker

Significance

- ♦ Incident reports will be easier to write, track, and follow-up once computerized.
- ♦ Easier to report statistics.
- ♦ Easier to track the status of incidents.

Business Impact

- ♦ Easier access for the Officers to write the incident reports.

INFORMATION TECHNOLOGY DIVISION

- ♦ Incidents can be searched in a variety of ways
- ♦ Better reporting of incidents, can track by types, use of force, status, etc.

Consequences of not achieving this goal

- ♦ The problem will remain the same. Unless we can find another way outside of JailTracker, we will continue to report incidents manually.

3. Monitor Email Flow, MX Records, and Public IP for Domain Blacklisting

Domain Blacklisting is a process in which a blacklist vendor uses set criteria to determine if an email server is sending email that can be considered as spam or junk email. Once an email server is on an email blacklist, email for the business can be interrupted or delayed. The criteria to be blacklisted varies between blacklist vendors. You can be blacklisted by one vendor and not another. It is not uncommon for an email server to be on a public blacklist; however when this happens, you need to work to determine why you are on the particular blacklist and determine the steps to be removed, which will vary from vendor to vendor.

Significance

- ♦ To be proactive in keeping the Jail’s public IP addresses from being blacklisted.

Business Impact

- ♦ Becoming blacklisted greatly reduces legitimate email flow, hampering business.
- ♦ It can be hard and very time consuming to get removed from a blacklist.

Consequences of not achieving this goal

- ♦ We will continue to run the manual free tests which will make us reactive vs proactive. We will have to react to being on a blacklist vs proactively monitoring for conditions that could suggest we are about to be placed on a blacklist.

PERFORMANCE MEASURES

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

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

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

PERFORMANCE MEASURES	FY 2015 Actual	FY 2016 Projected	FY 2016 Budget	FY 2017 Budget
Requests by Outside Agencies for Inmate Phone Calls	108	43	107	46
Workorders Completed	2,319	2,481	1,987	2,656
Barcode Scanners* Used for Cell Checks & Rounds	27	27	27	29
Total Daily Data Back-up Size	3.51 TB	5.53 TB	1.3 TB	7.63 TB

**Meherrin River Regional Jail
Division Budget**

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

Account Code	Account Description	FY 2015 Actual	FY 2016 Projected	FY 2016 Budget	FY 2017 Budget	% Change
PERSONNEL						
4-100-33200-1000-100	Salaries & Wages-Alberta	133,492	139,112	139,112	143,058	2.84%
4-100-33200-1030-100	Other Pay-Alberta	418	-	-	-	-
4-100-33200-2100-100	FICA-Alberta	9,999	10,483	10,642	10,944	2.84%
4-100-33200-2210-100	VRS Retirement-Alberta	15,783	16,364	16,554	16,866	1.89%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	24,914	25,072	45,747	46,424	1.48%
4-100-33200-2400-100	Group Life-Alberta	1,580	1,636	1,655	1,874	13.21%
4-100-33200-2500-100	Hybrid Local Disability Plan-Alberta	196	240	236	240	1.99%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	265	275	278	258	-7.45%
TOTAL PERSONNEL		186,649	193,182	214,225	219,664	2.54%
OTHER OPERATING EXPENSES						
4-100-33200-3305-100	IT Service Contracts-Alberta	87,326	89,153	96,810	66,675	-31.13%
4-100-33200-3305-200	IT Service Contracts-Mecklenburg	35,593	22,332	38,360	41,235	7.49%
4-100-33200-5230-100	Telecommunications-Alberta	56,656	53,302	54,390	60,380	11.01%
4-100-33200-5230-200	Telecommunications-Mecklenburg	9,537	10,914	10,290	10,150	-1.36%
4-100-33200-5250-100	Internet Services-Alberta	13,800	13,800	13,800	13,800	0.00%
4-100-33200-5250-200	Internet Services-Mecklenburg	12,000	12,000	12,000	12,000	0.00%
4-100-33200-5540-100	Convention & Education	1,497	1,497	2,250	2,250	0.00%
4-100-33200-6020-100	IT Operating Supplies-Software	23,587	16,504	16,530	14,760	-10.71%
4-100-33200-6020-200	IT Op Supplies-Computers & Printers	11,491	11,949	14,250	18,970	33.12%
4-100-33200-6020-300	IT Op Supplies-Other IT Supplies	22,298	15,187	16,390	13,900	-15.19%
4-100-33200-8208	Software Cap Proj	-	38,045	-	10,494	-
TOTAL OTHER OPERATING EXPENSES		273,786	284,682	275,070	264,614	-3.80%
DIVISION TOTAL		460,435	477,864	489,295	484,277	-1.03%

MAINTENANCE DIVISION

NARRATIVE

The Maintenance Division provides a safe, secure, and comfortable environment for all visitors, staff, and inmates. The responsibilities of the Maintenance Division include troubleshooting and complex maintenance work on building and kitchen equipment, 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, three (3) Maintenance Officers, one (1) Warehouse Officer and one (1) Grounds Officer. The six officers are on duty five days a week, with at least one staff member on call for emergencies at all times. The Maintenance Director, one (1) Maintenance officer, 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.

2017 GOALS

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

Significance

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

Business Impact

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

Consequences of not achieving this goal

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

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

Significance

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

Business Impact

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

MAINTENANCE DIVISION

Consequences of not achieving this goal

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

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

Significance

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

Business Impact

- ♦ Enables the 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 2015 Actual	FY16 Projected	FY 2016 Budget	FY 2017 Budget
Work Orders Completed	2,523	2,227	2,600	2,384
Major Repairs Completed	1	1	1	1
Facility Inspections	122	202	105	202
Fire Extinguisher Inspections	24	66	24	66
Sprinkler Testing	8	8	8	8

Division Budget

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

Account Code	Account Description	FY 2015 Actual	FY 2016 Projected	FY 2016 Budget	FY 2017 Budget	% Change
PERSONNEL						
4-100-33200-1000-100	Salaries & Wages-Alberta	181,317	217,125	184,339	222,801	20.86%
4-100-33200-2100-100	FICA-Alberta	13,604	16,384	14,102	17,044	20.86%
4-100-33200-2210-100	VRS Retirement-Alberta	21,473	25,575	21,936	26,268	19.75%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	33,895	39,184	60,697	72,301	19.12%
4-100-33200-2400-100	Group Life-Alberta	2,150	2,558	2,194	2,919	33.05%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	361	430	369	401	8.78%
TOTAL PERSONNEL		252,801	301,255	283,636	341,734	20.48%
OTHER OPERATING EXPENSES						
4-100-33200-3310-100	Maintenance Service Contracts-Alberta	20,707	41,117	40,840	42,960	5.19%
4-100-33200-3310-200	Maintenance Service Contracts-Mecklenburg	15,789	16,594	16,740	17,210	2.81%
4-100-33200-3320-100	Repairs & Maintenance-Alberta	23,629	25,627	25,000	31,310	25.24%
4-100-33200-3320-200	Repairs & Maintenance-Mecklenburg	6,837	4,267	10,000	10,500	5.00%
4-100-33200-3325	Repair & Maintenance Supplies	-	-	13,000	15,000	15.38%
4-100-33200-3330	Grounds Equipment	9,515	8,118	10,500	15,900	51.43%
4-100-33200-5110-100	Electrical Services-Alberta	257,548	247,568	285,500	267,500	-6.30%
4-100-33200-5110-200	Electrical Services-Mecklenburg	79,757	74,604	80,000	85,000	6.25%
4-100-33200-5120-100	Heating Services-Alberta	134,844	101,728	185,550	178,250	-3.93%
4-100-33200-5120-200	Heating Services-Mecklenburg	29,275	26,630	31,800	35,250	10.85%
4-100-33200-5130-100	Water Services-Alberta	104,931	104,062	109,100	109,500	0.37%
4-100-33200-5130-200	Water Services-Mecklenburg	21,432	24,795	22,500	22,500	0.00%
4-100-33200-5135-100	Waste Removal-Alberta	1,500	1,500	1,440	1,620	12.50%
4-100-33200-5135-200	Waste Removal-Mecklenburg	2,331	2,331	2,400	2,475	3.13%
4-100-33200-5540-100	Convention & Education	-	-	1,000	1,000	0.00%
4-100-33200-8201	Machinery & Equipment Capital Projects	8,200	7,051	9,000	9,600	6.67%
TOTAL OTHER OPERATING EXPENSES		716,296	685,994	844,370	845,575	0.14%
DIVISION TOTAL		969,097	987,249	1,128,006	1,187,309	5.26%

OPERATIONS & SUPPORT DIVISION

NARRATIVE

The Operations and Support Division consists of many different departments. These departments work under the supervision of a Captain and Lieutenant. The total people working under these 2 officers are 4 Sergeants, 28 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.

Food Service Management

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

Records

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

LIDS

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

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.

Transportation

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

Classification

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

Work Force

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

Work Release and Home Incarceration

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

OPERATIONS & SUPPORT DIVISION

Intake

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

2017 GOALS

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

Significance

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

Business Impact

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

Consequences of not achieving this goal

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

2. Ensure that release procedures are correctly followed

Significance

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

Business Impact

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

Consequences of not achieving this goal

- ♦ Erroneous releases.
- ♦ Community perception issue.

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

Significance

- ♦ Proactively screens inmate population for involvement.

OPERATIONS & SUPPORT DIVISION

Business Impact

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

Consequences of not achieving this goal

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

PERFORMANCE MEASURES

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

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

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

PERFORMANCE MEASURES	FY 2015 Actual	FY16 Projected	FY 2016 Budget	FY 2017 Budget
Inmate Transports	2,435	2,587	2,411	2,775
Gallons of Unleaded Fuel Consumed	15,123	16,665	15,468	17,850
General population meals served per day	1,256	1,206	1,252	1,300
Inmate Files Processed:				
New Committals	3,247	3,552	3,401	3,800
Releases	3,236	3,626	3,393	3,875
Classification Statistics by Level:				
Maximum Security	135	184	425	200
Medium Security	506	643	1,479	675
Minimum Security	833	1,761	2,403	1,885
Inmates Participating in Work Release	12	11	12	13
Inmates Participating in Home Incarceration	3	2	3	2
Work Force Operated by Localities				
Man Hours Brunswick County	3,758	3,047	3,911	3,250
Man Hours Dinwiddie County	772	617	841	660
Work Force Operated by MRRJ:				
Man Hours Worked at MRRJ	445	603	388	650
Man Hours Worked in Localities	475	980	444	1,050
Miles of Highway Collected	344	367	376	400
Bags of Litter Collected	1,876	4,138	2,071	4,430
Inmate Visitations- On-Site	9,072	9,372	8,878	10,050
Inmate Internet Visitations	1,026	1,025	1,067	1,100
Video Arraignments	831	766	845	820

**Meherrin River Regional Jail
Division Budget**

FUND: General Fund
FUNCTION: Public Safety
DIVISION: Operations & Support

Account Code	Account Description	FY 2015 Actual	FY 2016 Projected	FY 2016 Budget	FY 2017 Budget	% Change
PERSONNEL						
4-100-33200-1000-100	Salaries & Wages-Alberta	734,261	987,379	741,319	1,001,661	35.12%
4-100-33200-1000-200	Salaries & Wages-Mecklenburg	125,689	127,784	120,203	131,408	9.32%
4-100-33200-1030-100	Other Pay-Alberta	7,950	8,525			-
4-100-33200-2100-100	FICA-Alberta	55,043	74,449	56,711	76,627	35.12%
4-100-33200-2100-200	FICA-Mecklenburg	9,272	9,409	9,196	10,053	9.32%
4-100-33200-2210-100	VRS Retirement-Alberta	86,882	116,212	88,217	118,096	33.87%
4-100-33200-2210-200	VRS Retirement-Mecklenburg	14,927	15,237	14,304	15,493	8.31%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	137,144	178,055	244,132	325,049	33.14%
4-100-33200-2300-200	Hospital/Medical Plan-Mecklenburg	22,533	22,770	29,350	33,381	13.73%
4-100-33200-2400-100	Group Life-Alberta	8,700	11,622	8,822	13,122	48.74%
4-100-33200-2400-200	Group Life-Mecklenburg	1,493	1,524	1,430	1,721	20.35%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	1,461	1,953	1,483	1,803	21.61%
4-100-33200-2800-200	Retiree Health Ins Credit-Mecklenburg	251	256	240	237	-1.61%
TOTAL PERSONNEL		1,205,607	1,555,175	1,315,406	1,728,651	31.42%
FOOD SERVICES						
4-100-33200-6002-100	Food Service-Alberta	569,323	613,732	663,636	654,636	-1.36%
4-100-33200-6002-150	Food Svc-Alberta Replacement Equip	816	607	500	7,350	1370.00%
4-100-33200-6002-200	Food Service-Mecklenburg	86,458	87,692	71,744	71,744	0.00%
4-100-33200-6002-250	Food Service-Mecklenburg Replacement Equip	-	720	100	520	420.00%
TOTAL FOOD SERVICES		656,597	702,751	735,980	734,250	-0.24%
OTHER OPERATING EXPENSES						
4-100-33200-3335-100	Vehicle Maintenance & Repair-Alberta	10,520	9,939	8,710	18,590	113.43%
4-100-33200-3335-200	Vehicle Maintenance & Repair-Mecklenburg	216	3,418	2,150	2,800	30.23%
4-100-33200-5540-100	Convention & Education	-	-	-	1,900	-
4-100-33200-6005-100	Housekeeping & Janitorial - Alberta	38,713	36,436	39,500	41,300	4.56%
4-100-33200-6005-200	Housekeeping & Janitorial - Mecklenburg	11,060	10,168	13,500	12,150	-10.00%
4-100-33200-6008-100	Gas, Grease, Oil - Alberta	34,735	27,002	42,000	42,860	2.05%
4-100-33200-6008-200	Gas, Grease, Oil - Mecklenburg	1,853	2,285	3,000	3,000	0.00%
4-100-33200-6014-100	Other Operating Supplies	7,446	5,751	8,350	11,160	33.65%
4-100-33200-6017-100	Uniforms & Apparel-Inmates	3,086	1,357	2,490	4,930	97.99%
TOTAL OTHER OPERATING EXPENSES		107,631	96,356	119,700	138,690	15.86%
DIVISION TOTAL		1,969,836	2,354,282	2,171,086	2,601,591	19.83%

PROFESSIONAL STANDARDS DIVISION

NARRATIVE

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

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

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

2017 GOALS

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

Significance

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

Business Impact

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

Consequences of not achieving this goal

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

2. Increase Training Aides/Inventory

Significance

- ♦ DCJS mandated training requires the officers to be qualified in Defensive Tactics, Firearms, CPR-First Aid and Blood Bourne Training.
- ♦ With the additional training equipment MRRJ would be able to go beyond the minimal standards set forth by DCJS.

PROFESSIONAL STANDARDS DIVISION

Business Impact

- Without proper training the officer will not be prepared to provide a safe environment for the staff and inmates.

Consequences of not achieving this goal

- If the goal is not achieved MRRJ staff will not be prepared to meet the daily challenges they encounter.

PERFORMANCE MEASURES

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

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

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

PERFORMANCE MEASURES	FY 2015 Actual	FY 2016 Projected	FY 2016 Budget	FY 2017 Budget
General Instructor	22	16	20	20
Firearms Instructor	5	4	5	5
Defensive Tactics Instructor	6	6	6	6
Advanced Control Tactics Instructor	0	2	2	2
Driving Instructor	1	2	2	2
TASER Instructor	1	3	3	3
Verbal Judo Instructor	0	1	1	1
VCIN Instructor	0	1	1	1
First Aid/CPR Instructor	5	5	5	5
Training of MRRJ Staff:				
Number of Employees	138	130	151	151
Number of Hours	10,958	16,811	11,000	17,000
Re-certify all sworn personnel by their required re-certification date	138	130	148	151
Emergency Response Team:				
Number of Participants	7	6	7	7
Additional Training Hours	240	240	225	240
Inmate Programs:				
Substance Abuse / Anger Management Participants	965	1,421	890	1,525
GED Participants	N/A	78	N/A	85
Bible Study Participants	2,851	3,255	2,532	3,485
Chaplain Counseling Participants	4,033	3,153	4,360	3,375

* The GED program was implemented in FY 2016

**Meherrin River Regional Jail
Division Budget**

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

Account Code	Account Description	FY 2015 Actual	FY 2016 Projected	FY 2016 Budget	FY 2017 Budget	% Change
PERSONNEL						
4-100-33200-1000-100	Salaries & Wages-Alberta	142,538	165,511	147,181	151,355	2.84%
4-100-33200-1030-100	Other Pay-Alberta	-	3,716			-
4-100-33200-2100-100	FICA-Alberta	10,689	12,492	11,259	11,579	2.84%
4-100-33200-2210-100	VRS Retirement-Alberta	16,872	19,499	17,515	17,845	1.89%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	26,632	29,876	48,438	49,116	1.40%
4-100-33200-2400-100	Group Life-Alberta	1,689	1,950	1,751	1,983	13.21%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	284	328	294	272	-7.45%
TOTAL PERSONNEL		198,704	233,372	226,438	232,150	2.52%
OTHER OPERATING EXPENSES						
4-100-33200-5540-100	Convention & Education	2,206	4,187	5,110	6,950	36.01%
4-100-33200-5545	Academy Training	58,177	57,560	59,850	60,340	0.82%
4-100-33200-6010	Police Supplies	14,807	13,328	14,120	18,850	33.50%
4-100-33200-6011-100	Uniforms & Apparel - Staff	22,504	26,187	22,830	26,030	14.02%
4-100-33200-6013	Training Supplies	18,853	24,101	26,420	24,330	-7.91%
TOTAL OTHER OPERATING EXPENSES		116,546	125,363	128,330	136,500	6.37%
DIVISION TOTAL		315,250	358,735	354,768	368,650	3.91%

SECURITY DIVISION

NARRATIVE

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

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

The Boydton facility has 6 housing units, with the total facility having a 107 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.

2017 GOALS

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

Significance

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

Business Impact

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

Consequences of not achieving this goal

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

2. Implement Suggestions from the Inmate Advisory Requests

Significance

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

Business Impact

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

SECURITY DIVISION

Consequences of not achieving this goal

- ♦ Operations and unit schedules will continue to be followed.

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

Significance

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

Business Impact

- ♦ Possibly less offenders are recommitted.

Consequences of not achieving this goal

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

PERFORMANCE MEASURES

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

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

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

PERFORMANCE MEASURES	FY 2015 Actual	FY 2016 Projected	FY 2016 Budget	FY 2017 Budget
Population average per month	399	367	400	410
Inmates hospitalized in absentia	33	27	12	30
Days in absentia	60	47	60	50
Bookings	2,535	2,754	2,483	2,950
Releases	2,746	2,838	2,651	3,050
Length of Stay Number of Days	185	166	185	175
DOC Out of Compliance	110	67	119	75
Incidents of inmate discipline issues:				
Disobeying a direct order	37	54	31	60
Interfering with security operations	29	40	23	45
Possession of contraband	27	43	8	50
Vandalism	13	24	8	25
Assault on any person	15	17	12	20
Percentage of inmate population over jail capacity	0%	0%	0%	0%
Utilization rate of jail	50%	46%	50%	51%
Average Daily Population	399	367	400	410
Inmate Per Diem Rate	47.45	55.21	55.21	55.47
Inmate Searches	26,045	29,394	28,470	31,470

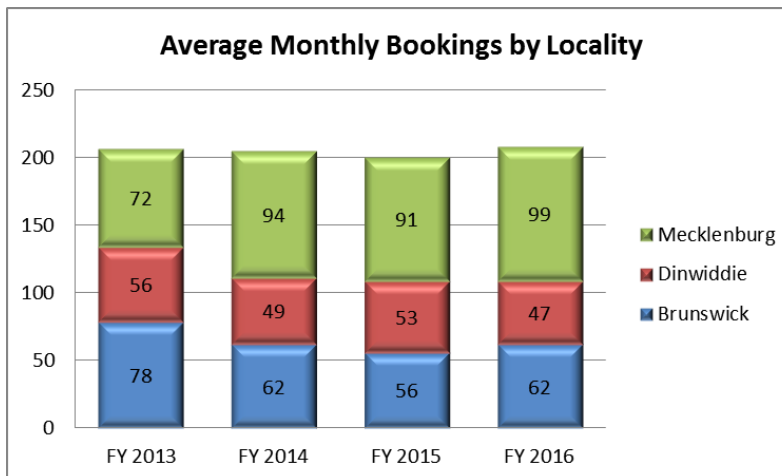
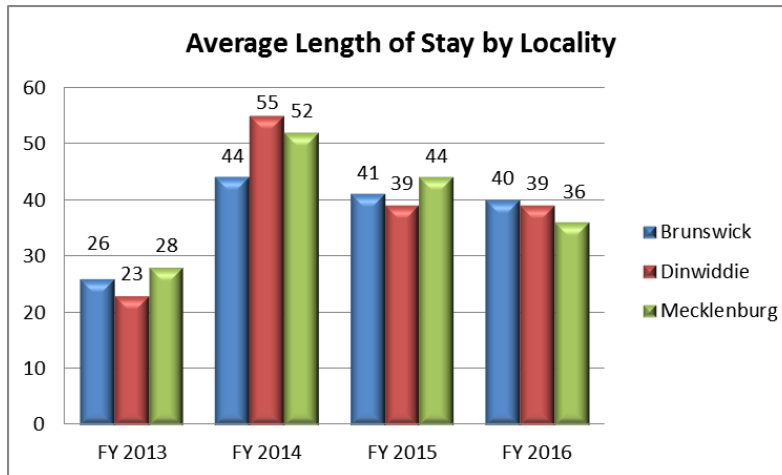
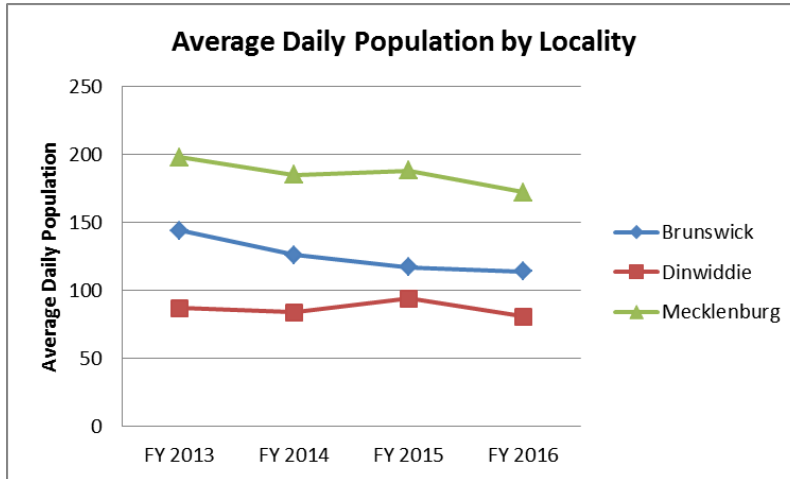
**Meherrin River Regional Jail
Division Budget**

FUND: General Fund
FUNCTION: Public Safety
DIVISION: Security

Account Code	Account Description	FY 2015 Actual	FY 2016 Projected	FY 2016 Budget	FY 2017 Budget	% Change
PERSONNEL						
4-100-33200-1000-100	Salaries & Wages-Alberta	2,600,003	2,258,052	2,932,483	2,724,052	-7.11%
4-100-33200-1000-200	Salaries & Wages-Mecklenburg	902,967	849,865	1,041,487	1,010,013	-3.02%
4-100-33200-1020-100	Overtime-Alberta	16,190	24,611	20,000	20,000	0.00%
4-100-33200-1020-200	Overtime-Mecklenburg	-	1,627	5,000	5,000	0.00%
4-100-33200-1030-100	Other Pay-Alberta	40,043	54,175	-	-	-
4-100-33200-1030-200	Other Pay-Mecklenburg	22,368	20,313	-	-	-
4-100-33200-2100-100	FICA-Alberta	194,907	170,210	225,865	209,920	-7.06%
4-100-33200-2100-200	FICA-Mecklenburg	66,573	62,550	80,056	77,648	-3.01%
4-100-33200-2210-100	VRS Retirement-Alberta	307,651	265,691	348,965	321,166	-7.97%
4-100-33200-2210-200	VRS Retirement-Mecklenburg	107,180	101,291	123,937	119,080	-3.92%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	485,626	407,079	965,615	883,982	-8.45%
4-100-33200-2300-200	Hospital/Medical Plan-Mecklenburg	161,790	151,371	254,356	256,568	0.87%
4-100-33200-2400-100	Group Life-Alberta	30,807	26,571	34,897	35,685	2.26%
4-100-33200-2400-200	Group Life-Mecklenburg	10,718	10,129	12,394	13,231	6.76%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	5,172	4,465	5,865	4,903	-16.40%
4-100-33200-2800-200	Retiree Health Ins Credit-Mecklenburg	1,801	1,703	2,083	1,818	-12.72%
TOTAL PERSONNEL		4,953,796	4,409,703	6,053,002	5,683,068	-6.11%
OTHER OPERATING EXPENSES						
4-100-33200-6006-100	Linen Supplies- Alberta	1,659	3,728	3,850	8,120	110.91%
4-100-33200-6006-200	Linen Supplies-Mecklenburg	1,008	514	460	980	113.04%
4-100-33200-6012	Books & Subscriptions	-	71	250	250	0.00%
4-100-33200-6014-100	Other Operating Supplies	-	159	250	250	0.00%
4-100-33200-6017-100	Uniforms & Apparel -Inmates-Alberta	9,388	10,236	13,160	8,620	-34.50%
4-100-33200-6017-200	Uniforms & Apparel -Inmates-Mecklenburg	2,609	2,571	3,200	2,995	-6.41%
4-100-33200-6018-100	Inmate Supplies-Indigent Kits	47,660	36,647	53,478	50,993	-4.65%
4-100-33200-6018-200	Inmate Supplies-Drug Tests	4,011	4,194	4,640	6,510	40.30%
4-100-33200-6018-300	Inmate Supplies-Property Bags	413	349	400	1,770	342.50%
4-100-33200-6018-400	Inmate Supplies-Razors	1,104	408	984	1,040	5.69%
4-100-33200-6018-500	Inmate Supplies-Miscellaneous Supplies	3,423	1,735	2,433	2,013	-17.27%
TOTAL OTHER OPERATING EXPENSES		71,275	60,613	83,105	83,541	0.52%
DIVISION TOTAL		5,025,071	4,470,316	6,136,107	5,766,609	-6.02%

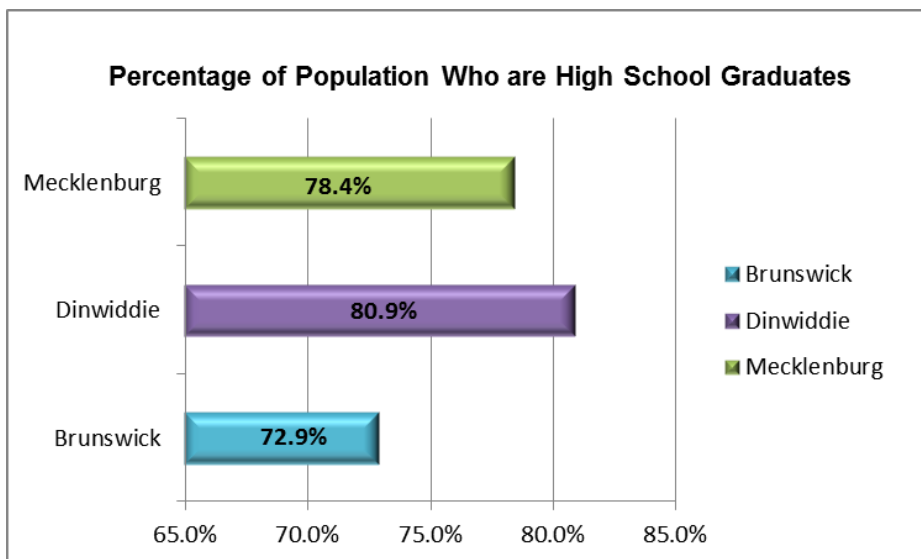
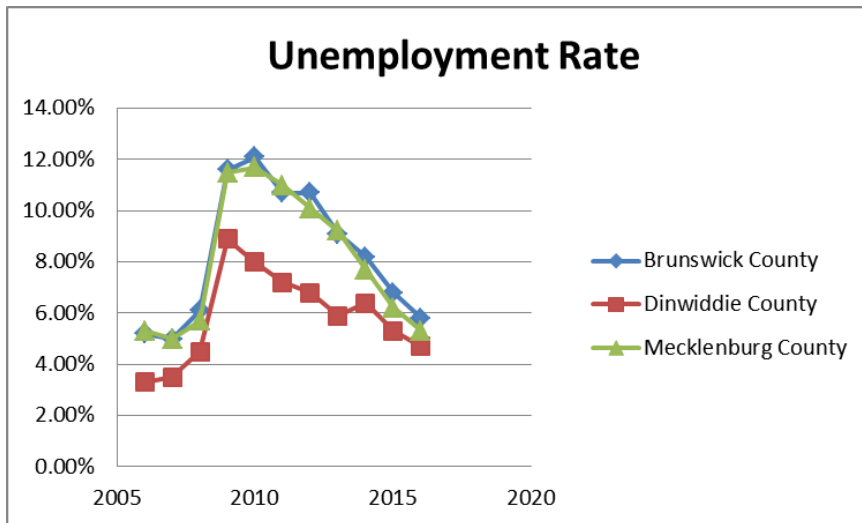
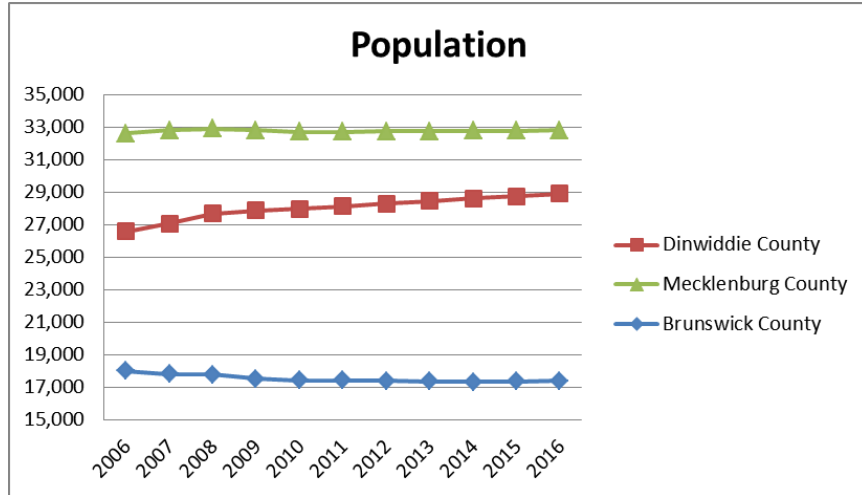
STATISTICAL INFORMATION

Meherrin River Regional Jail Statistics



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

Locality Demographic Data



GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Fund Balance – Difference between fund assets and fund liabilities.

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

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

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

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

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

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

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

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

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

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

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

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

ACRONYMS

ACA – American Correctional Association

ADP – Average Daily Population

CAFR – Comprehensive Annual Financial Report

DCJS – Department of Criminal Justice Services

DOC – Department of Corrections

FICA – Federal Insurance Contributions Act

FMLA – Family Medical Leave Act

GAAP – Generally Accepted Accounting Principles

GED – General Education Diploma

GPS – Global Positioning System

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

IT – Information Technology

LEED – Leadership in Energy and Environmental Design

LIDS – Local Inmate Data System

MRRJ – Meherrin River Regional Jail

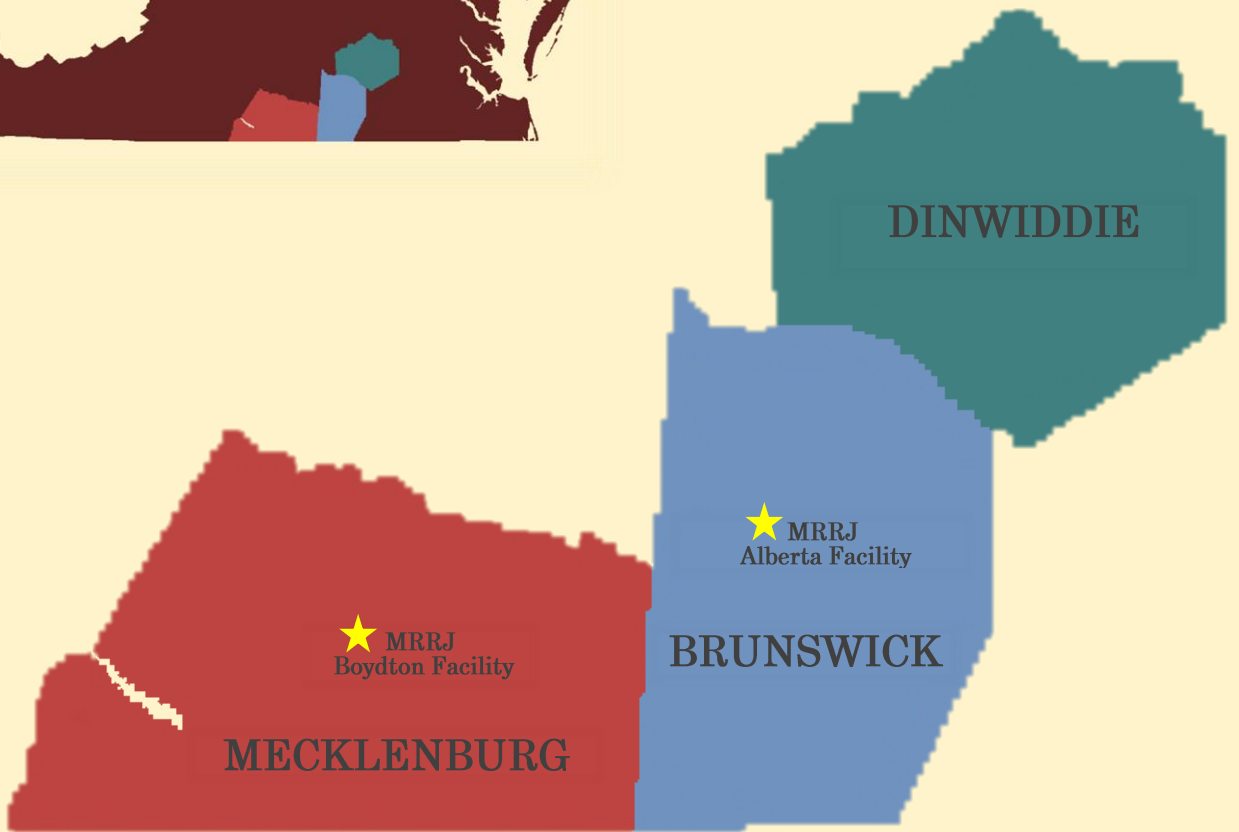
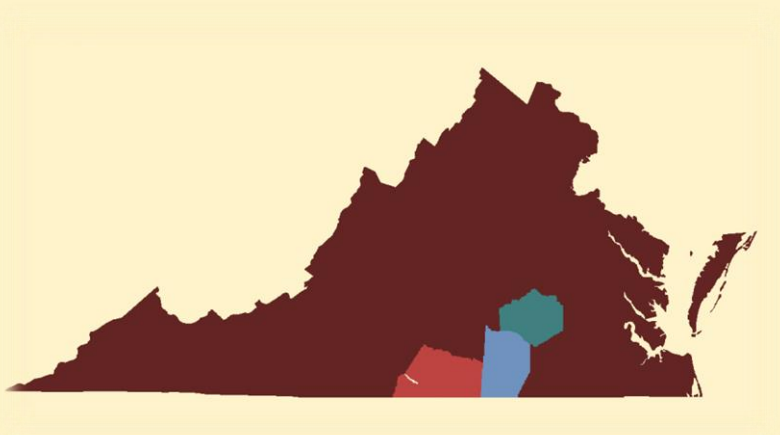
OPEB – Other Post Employment Benefits

PREA – Prison Rape Elimination Act

VCIN – Virginia Criminal Information Network

VRS – Virginia Retirement System

MAP OF BRUNSWICK, DINWIDDIE, & MECKLENBURG COUNTIES



MEHERRIN RIVER REGIONAL JAIL AUTHORITY

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