

MEHERRIN RIVER REGIONAL JAIL AUTHORITY

ALBERTA, VIRGINIA



ADOPTED BUDGET 2020-2021

CRYSTAL WILLET
SUPERINTENDENT

BRENT WRIGHT
DEPUTY SUPERINTENDENT

JENNIFER DERRENBACHER, CPA
FINANCE DIRECTOR



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Meherrin River Regional Jail Authority
Virginia**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

Table of Contents

FISCAL YEAR 2021 BUDGET MESSAGE	1
VISION, MISSION, & CORE VALUES.....	2
STRATEGIC GOALS & OBJECTIVES	3
SHORT-TERM ORGANIZATION-WIDE FACTORS	4
PRIORITIES & ISSUES.....	5
BUDGET OVERVIEW	7
ORGANIZATIONAL CHARTS	11
ALBERTA	11
BOYDTON	12
FUND DESCRIPTIONS & FUND STRUCTURE.....	13
DIVISIONS.....	14
BASIS OF BUDGETING	15
FINANCIAL POLICIES.....	16
BUDGET PREPARATION, REVIEW & ADOPTION PROCESS	19
BUDGET CALENDAR	21
FOUR YEAR CONSOLIDATED FINANCIAL SCHEDULE / FUND BALANCE.....	22
CHANGES IN ENDING FUND BALANCE	24
REVENUES.....	25
LONG-RANGE FINANCIAL PLAN	31
CAPITAL EXPENDITURES / IMPACT ON OPERATING BUDGET	32
DEBT.....	33
POSITION SUMMARY SCHEDULE	35
DIVISION NARRATIVES, ACCOMPLISHMENTS, GOALS, PERFORMANCE MEASURES, & BUDGETS.....	36
ADMINISTRATION DIVISION	36
HUMAN RESOURCES DIVISION	39
INFORMATION TECHNOLOGY DIVISION.....	42
MAINTENANCE DIVISION	45
OPERATIONS DIVISION.....	48
SECURITY DIVISION	51
SUPPORT DIVISION.....	54
TRAINING DIVISION.....	58
STATISTICAL INFORMATION	61
GLOSSARY	63
ACRONYMS	65

FISCAL YEAR 2021 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 2021. 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 FY2021 budget began in August 2019. Because of the timing and the need of our localities' budgetary timelines, we must prepare and present our proposed budget projections using financial data from fiscal year 2013 through fiscal year 2019. When we begin projecting for fiscal year 2021, we are only two months into fiscal year 2020. As you can imagine, this can be quite challenging at times. It is imperative we utilize all data and trends available to project and forecast the needs of our facility.

For our fiscal year 2021 budget the Jail anticipates that inmate average daily population (ADP) will remain unchanged at 400 in fiscal year 2021, which is the same ADP as in fiscal year 2020. Although ADP remains the same, personnel expenses increase by \$157,818 in fiscal year 2021 to provide a 2% merit increase to our staff. The Jail also has many fixed expenses including insurances, IT and maintenance service contracts, etc. which are increasing slightly in fiscal year 2021. Although the inmate population does not change, the per diem cost to support these increasing fixed expenses must increase which causes a higher per diem rate for our user localities. In FY20 our Operational Per Diem rate to our localities was \$42.00. This increased 1.78% to a \$42.75 Operational Per Diem Rate in FY21 because of an increase in expenses. The historical changes in ADP are shown in the graphs on page 3.

I truly appreciate everyone's hard work and dedication to the budget process as well as to our facility as a whole. I feel strongly the adopted budget in the amount of \$18,184,645 will carry us through our ninth year of operation here at our main site and through our eighth year of operation at our satellite site.

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

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

Sincerely,



Crystal Willett
Superintendent

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

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

Mission Statement

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

Core Values

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

STRATEGIC GOALS & OBJECTIVES

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

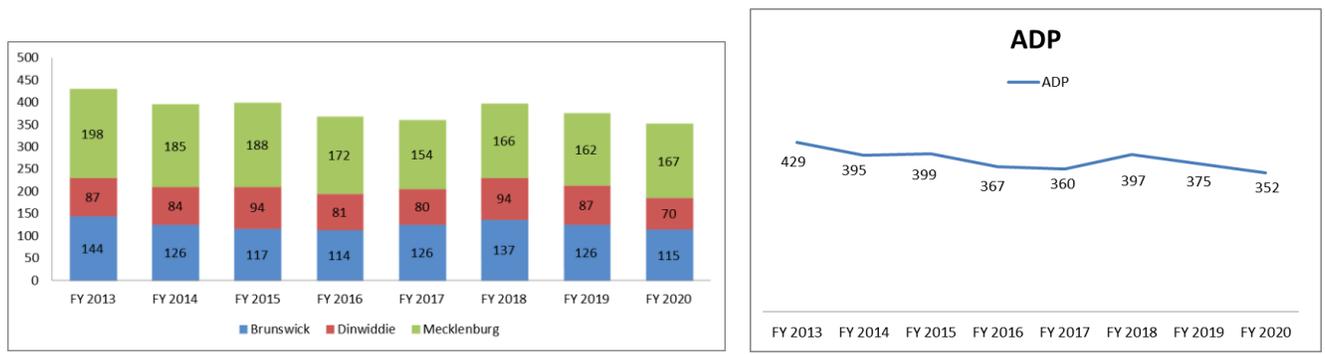
The general purpose of the Jail Authority is to maintain and operate a regional jail facility to meet the needs of the participating jurisdictions. The main facility has total square footage of 156,643 to include 697 beds, consisting of 596 general-purpose beds, a 32-bed work release center, a 6-bed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

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

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

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

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



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

SHORT-TERM ORGANIZATION-WIDE FACTORS

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

Provide a safe, secure and sanitary facility for staff and inmates while maintaining cost saving measures in our operation: As it is each year, the revenue from the State is always an unknown in our operations. The state provides reimbursement for personnel costs for staff salaries and fringe benefits. In addition, we receive funds from the state for LIDS fees for housing inmates. In order for our facility to continue to maintain costs, we must actively watch for rulings in regards to the State's budget. If there are any major impacts to our budget as a result of the State's budget, we must re-evaluate and plan accordingly. By doing so, we will be able to continue to maintain growth in our reserve accounts to include the rate stabilization fund, operating reserve and capital reserve accounts.

Continue to enhance our relationships with our user jurisdictions, outside agencies and the public through effective correctional services and community involvement: The work force crews supervised by the localities and by our staff cut down on costs significantly. These crews help maintain parks, schools, county complexes, as well as work on approved special projects.

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

Promote the image of the Jail by continuing to achieve financial excellence each year. We have received the Government Finance Officers Association's Certificate for Excellence in Financial Reporting Award for every year that we have been in operation and hope to receive this again for FY20, our eighth year of operations. In an effort to be more transparent, in FY16 we began preparing our budget document to meet the Government Finance Officers Association's requirements for the Distinguished Budget Presentation Award. We received the Government Finance Officers Association's Distinguished Budget Presentation Award for our FY16 through FY20 budget documents, and aspire to receive it for the sixth year for our FY21 budget document. These financial certifications support and confirm the Jail's reputation and desire to produce the best financial reports and budget.

There are no service level changes expected in fiscal year 2021.

PRIORITIES & ISSUES

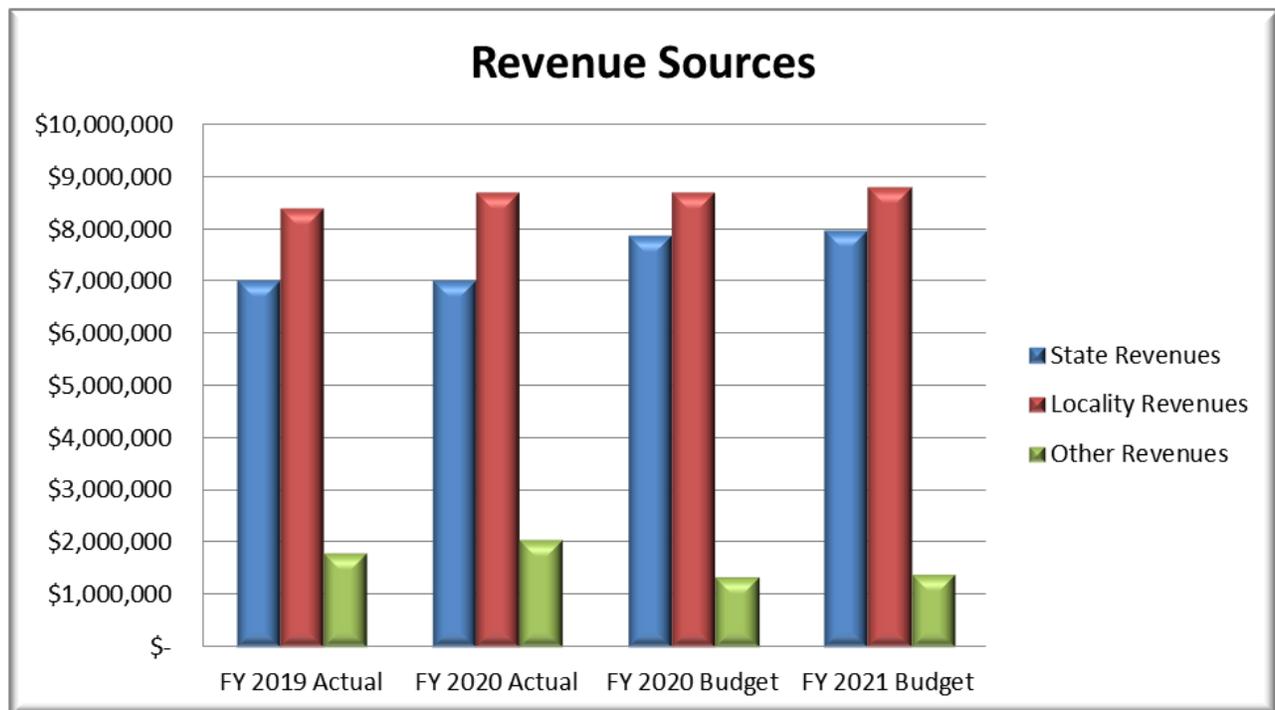
Our priority is to adopt a balanced budget that will support our primary vision. Our goal is to maintain low operational costs while providing exceptional customer service to our user jurisdictions while providing a safe and secure environment for our staff, inmates and community.

As it is our largest expense, personnel expenses for employee salaries and benefits are a major priority in our fiscal year 2021 budget. Included in these personnel expenses is a 2% merit increase to our staff effective July 1, 2020.

These increases in personnel expenses along with increases in other fixed costs, such as insurances and service contracts, increases our total operating expenses thus causing our user localities to be required to contribute a larger portion to balance the Jail's budget. As such, the per diem cost to support these fixed expenses increases proportionately which causes a higher per diem rate for our user localities. In FY20 our Operational Per Diem rate to our localities was \$42.00. This increased 1.78% to a \$42.75 Operational Per Diem Rate in FY21 because of increased fixed costs. For FY21 we included a temporary Reserve Fund to help minimize the effect the increase in fixed expenses has on our user localities. This Reserve Fund is to be used from prior year surpluses only in the event that the Jail's expenses are more than its revenues.

REVENUES

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



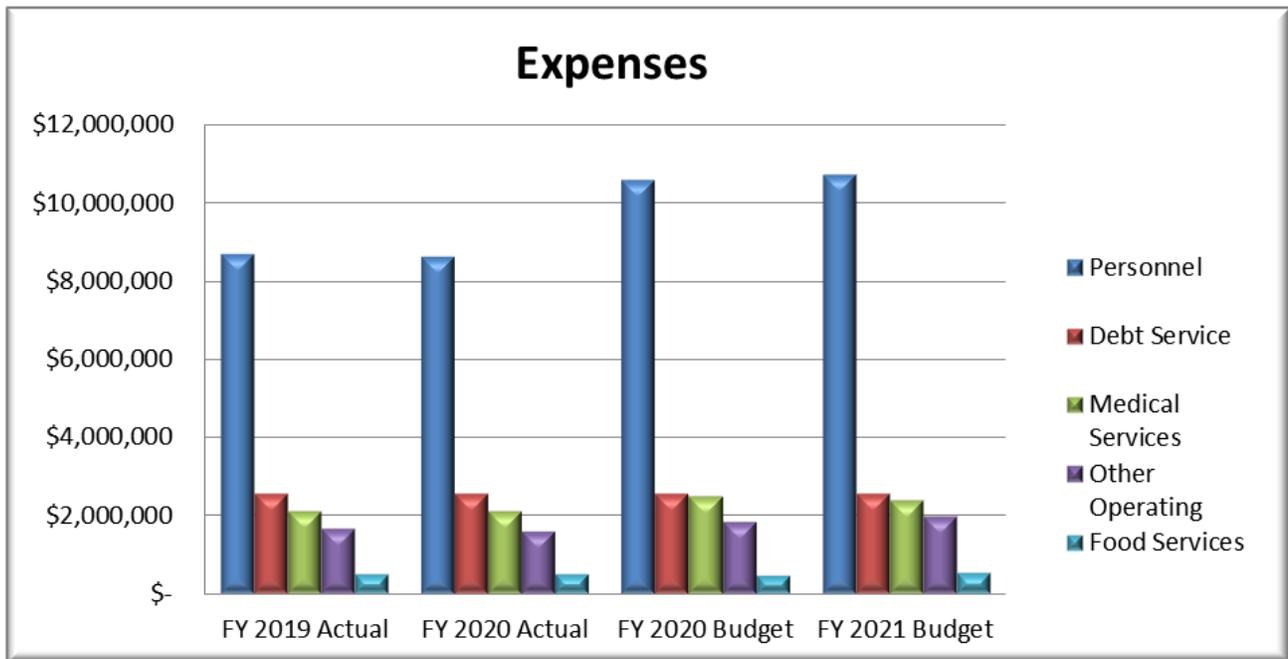
EXPENSES

As an organization that provides a service to our community, we recognize that personnel expenses are by far our largest expense. Our staff is also our greatest resource and in order to retain our highly qualified employees it is important that we continue to provide our employees with competitive pay and benefits. We are happy to include a 2% merit increase to our staff effective July 1, 2020.

Debt service remains fairly constant with a \$2,600 increase from our FY 2020 budget. The Debt Service Per Diem rate increases slightly as a result of the increase in our debt service obligation in FY 2021.

It is always our goal to minimize expenses wherever possible but contractual obligations do not always allow for this; however we always strive to recognize minimal increases through effective negotiations. As such, several annual IT and maintenance service contracts will increase slightly in FY 2021.

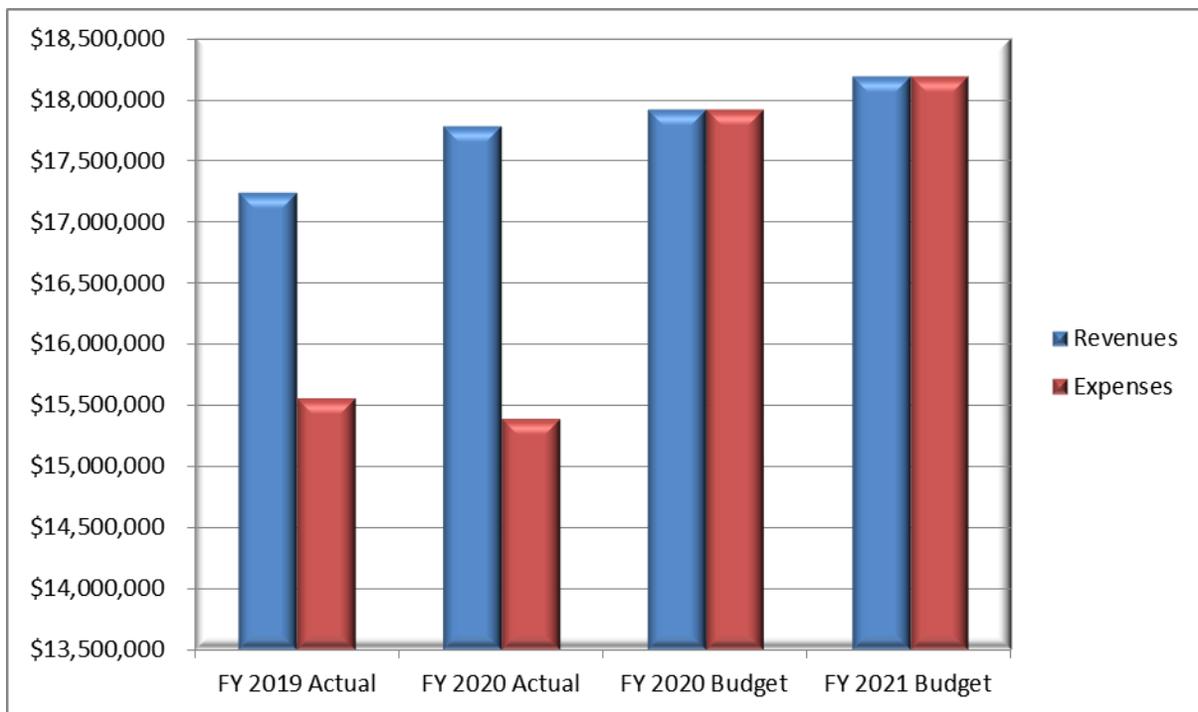
Due to the limited scope of capital expenditures budgeted in fiscal year 2021, the operational impact is deemed to be minimal.



BUDGET OVERVIEW

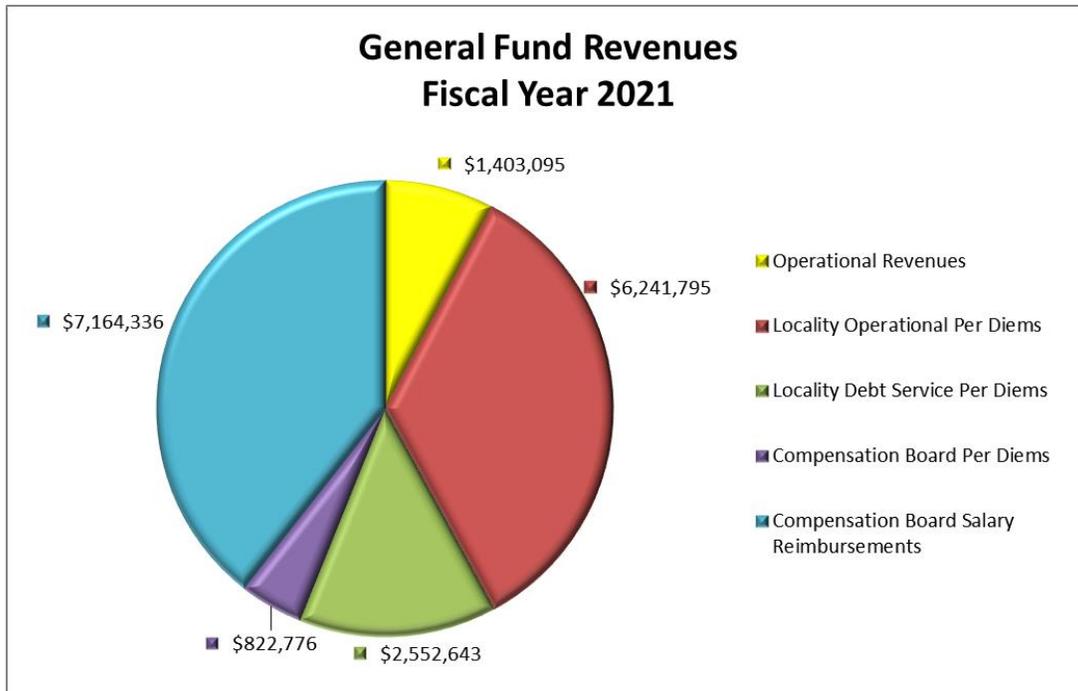
The Jail’s budget has one governmental fund which is the General Fund. The general fund is the operating fund used to account for all revenues and expenses of the jail on a day-to-day basis. The major revenue sources are derived from: the Virginia Compensation Board; Brunswick, Dinwiddie and Mecklenburg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

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



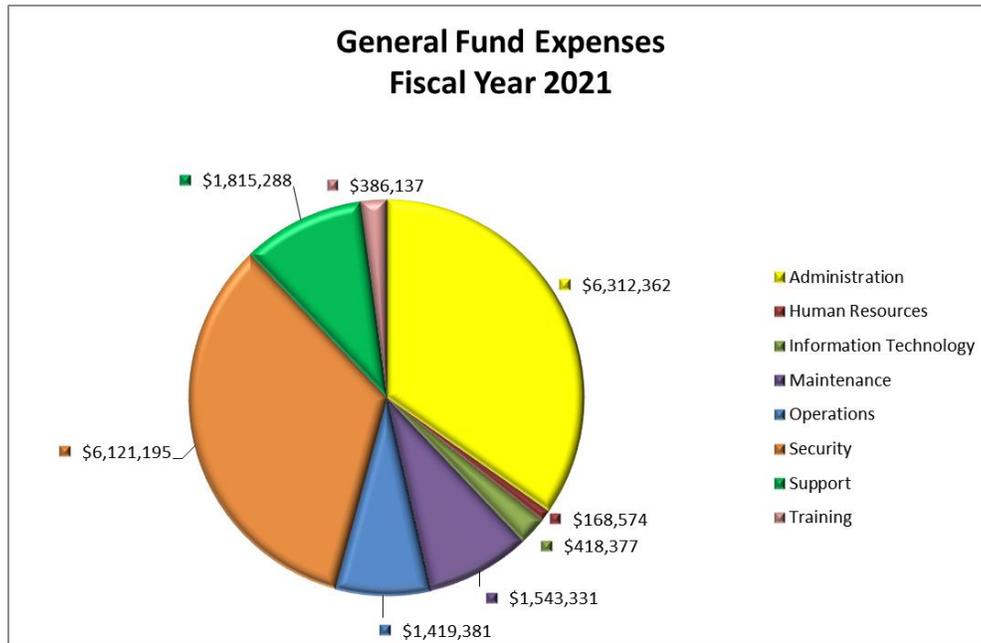
Actual expenses are significantly lower in FY19 and FY20 than budget due to vacancy savings from Virginia Compensation Board salary reimbursements as a result of staff vacancies. We receive reimbursements for positions that are vacant throughout the year as well. These vacancy savings are reported at year end as a surplus to the localities.

GENERAL FUND REVENUES



- Operational Revenues** – Operational revenues include all revenues generated by the daily operations of the jail. Included in these revenues are 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 2021’s percentages are based on each locality’s actual usage in Fiscal Year 2019 and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2021 these percentages are: Brunswick County – 34%, Dinwiddie County – 23% and Mecklenburg County – 43%. A true-up is calculated at year end based on actual inmate populations for each locality.
- Locality Debt Service Per Diems** – Locality Debt Service Per Diems are revenues collected from the Jail’s user localities: Brunswick County, Dinwiddie County, and Mecklenburg County, to pay annual principal and interest debt service payments. Fiscal Year 2021’s percentages are based on each locality’s actual usage in Fiscal Year 2019 and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2021 these percentages are: Brunswick County – 34%, Dinwiddie County – 23% and Mecklenburg County – 43%.
- Compensation Board Per Diem Reimbursements** – Compensation Board Per Diems are revenues collected from the State of Virginia Compensation Board to partially reimburse the Jail for the costs of housing inmates. These revenues are paid quarterly to the jail based on LIDS reports submitted by the Jail’s LIDS Technician.
- Compensation Board Salary Reimbursements** – Compensation Board Salary Reimbursements are revenues collected from the State of Virginia Compensation Board to partially reimburse the Jail for personnel expenses. These reimbursements include salaries and a portion of fringe benefits and are paid monthly to the jail based on reports submitted by the Human Resource Analyst.

GENERAL FUND EXPENSES



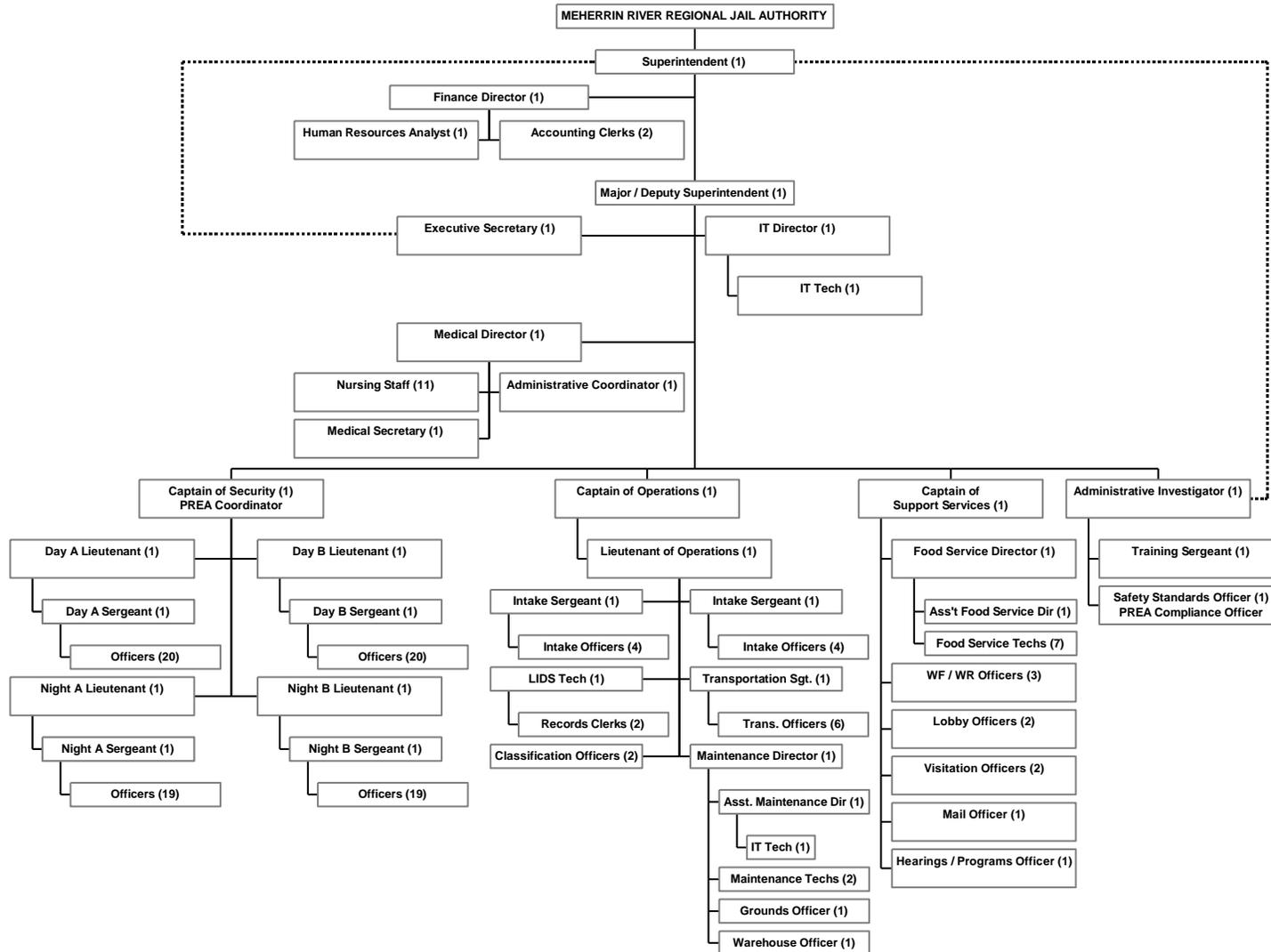
- **Administration** – The Administration Division includes general insurances (not to include health insurance); professional fees to attorneys, accountants and consultants; general office expenses; medical services; debt service payments; and salaries, payroll taxes and benefits of employees within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

**REVENUE & EXPENSE SUMMARY
FY 2021
ADOPTED**

	<u>Adopted FY20</u>	<u>Adopted FY21</u>	<u>% Change</u>
OPERATING REVENUE:			
INTEREST INCOME	98,000.00	110,000.00	12.24%
INMATE PHONES	270,000.00	270,000.00	0.00%
MRRJ WORK RELEASE	44,252.00	49,220.60	11.23%
WEEKENDER FEE	10,530.00	13,413.40	27.38%
HOME INCARCERATION	4,425.00	4,474.60	1.12%
MEDICAL CO-PAY	10,422.76	12,852.38	23.31%
DAILY FEES	121,786.62	126,781.28	4.10%
INTERNET VISITATION	8,771.45	11,904.08	35.71%
COMP BOARD-LIDS	712,303.48	822,776.02	15.51%
COMPENSATION BOARD	7,165,750.13	7,164,336.50	-0.02%
MISCELLANEOUS REVENUE	6,000.00	6,000.00	0.00%
FOOD SERVICE REVENUE	170,191.00	185,061.43	8.74%
SECUREPAK REVENUE	60,000.00	60,000.00	0.00%
RESERVE FUND	553,387.48	553,387.48	0.00%
SUBTOTAL	9,235,819.92	9,390,207.77	1.67%
OPERATIONAL PER DIEM	6,132,396.49	6,241,795.11	1.78%
DEBT SERVICE PER DIEM	2,550,042.52	2,552,642.52	0.10%
TOTAL OPERATING REVENUE	17,918,258.93	18,184,645.40	1.49%
OPERATING EXPENSE:			
WAGES AND BENEFITS	10,581,509.53	10,739,327.05	1.49%
OPERATING COSTS	1,853,557.02	1,989,290.98	7.32%
MEDICAL COSTS	2,481,671.00	2,381,671.00	-4.03%
FOOD COST	451,478.86	521,713.85	15.56%
SUBTOTAL	15,368,216.41	15,632,002.88	1.72%
DEBT SERVICE	2,550,042.52	2,552,642.52	0.10%
TOTAL OPERATING EXPENSE:	17,918,258.93	18,184,645.40	1.49%
TOTAL NUMBER OF LOCAL INMATES			
PER DIEM RATES:			
OPERATIONS PER DIEM	42.00	42.75	1.78%
PER DIEM DEBT SERVICE	17.47	17.48	0.10%
TOTAL PER DIEM	59.47	60.24	1.29%
JURISDICTIONAL REQUIREMENTS			
		FY 18	FY 19
		Actual	Actual
BRUNSWICK	2,988,883.17	34%	2,955,184.93 34%
DINWIDDIE	2,061,844.12	24%	2,039,977.01 23%
MECKLENBURG	3,631,711.72	42%	3,799,275.69 43%
AVERAGE DAILY OCCUPANCY	400		400 100%
BRUNSWICK	138		134 34%
DINWIDDIE	95		93 23%
MECKLENBURG	167		173 43%
TOTAL INMATE POPULATION	400		400 100%

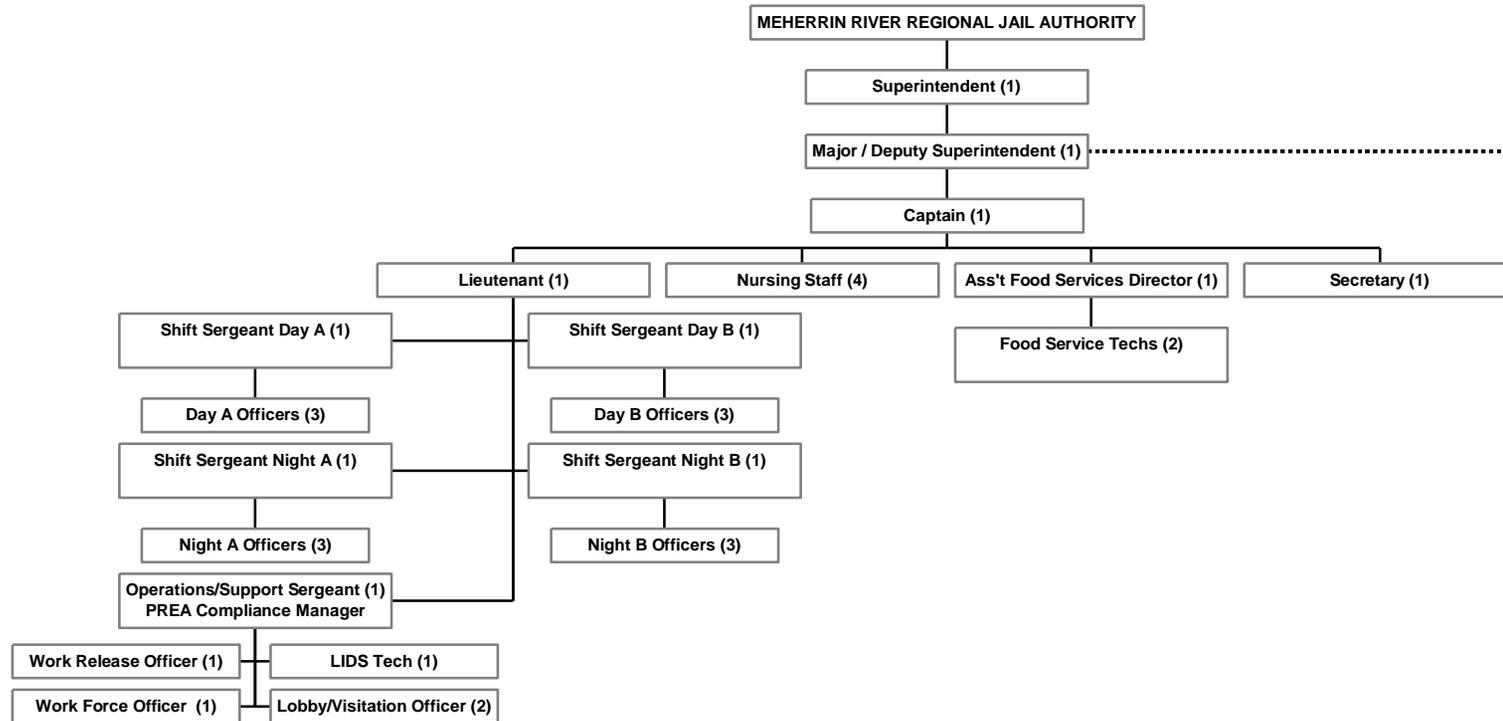
ORGANIZATIONAL CHARTS
ALBERTA

Meherrin River Regional Jail – Alberta
Organizational Structure



BOYDTON

**Meherrin River Regional Jail – Boynton
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 2021 budget for the Governmental Funds of the Jail. The Fiduciary Fund is not subject to appropriation.

DIVISIONS

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

Administration

- Medical Services
- Administrative Functions

Human Resources

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

Information Technology

- Telecommunications
- Internet
- Computer Software
- Computer Hardware

Maintenance

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

Operations

- Classification
- Intake
- Records
- Transportation

Security

- Security Officers

Support

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

Training

- Safety and Standards
- Training

BASIS OF BUDGETING

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

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

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

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

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

This space intentionally left blank

FINANCIAL POLICIES

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

THE PURPOSES OF THE FINANCIAL POLICIES ARE AS FOLLOWS:

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

FINANCIAL PLANNING POLICIES

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

BALANCED BUDGET

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

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

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

REVENUE POLICIES

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

EXPENDITURE POLICIES

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

FUND BALANCE RESERVE POLICIES

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

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

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

RISK MANAGEMENT

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

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

CAPITAL EXPENDITURE POLICIES

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

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

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

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

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

CAPITAL RESERVE FUND POLICY

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

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

BUDGET PREPARATION, REVIEW & ADOPTION PROCESS

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

The budget process begins each year in August when each Division head is given a budget packet for their division which includes detailed information from prior years. Division heads prepare their budgets and submit them to the Finance Director no later than August 31st of each year. Requests for budget allocations must be justified with supporting documentation, regardless of the category for which the request is made.

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

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

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

The Fiscal Year 2021 budget was adopted by Board Members on May 7, 2020.

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

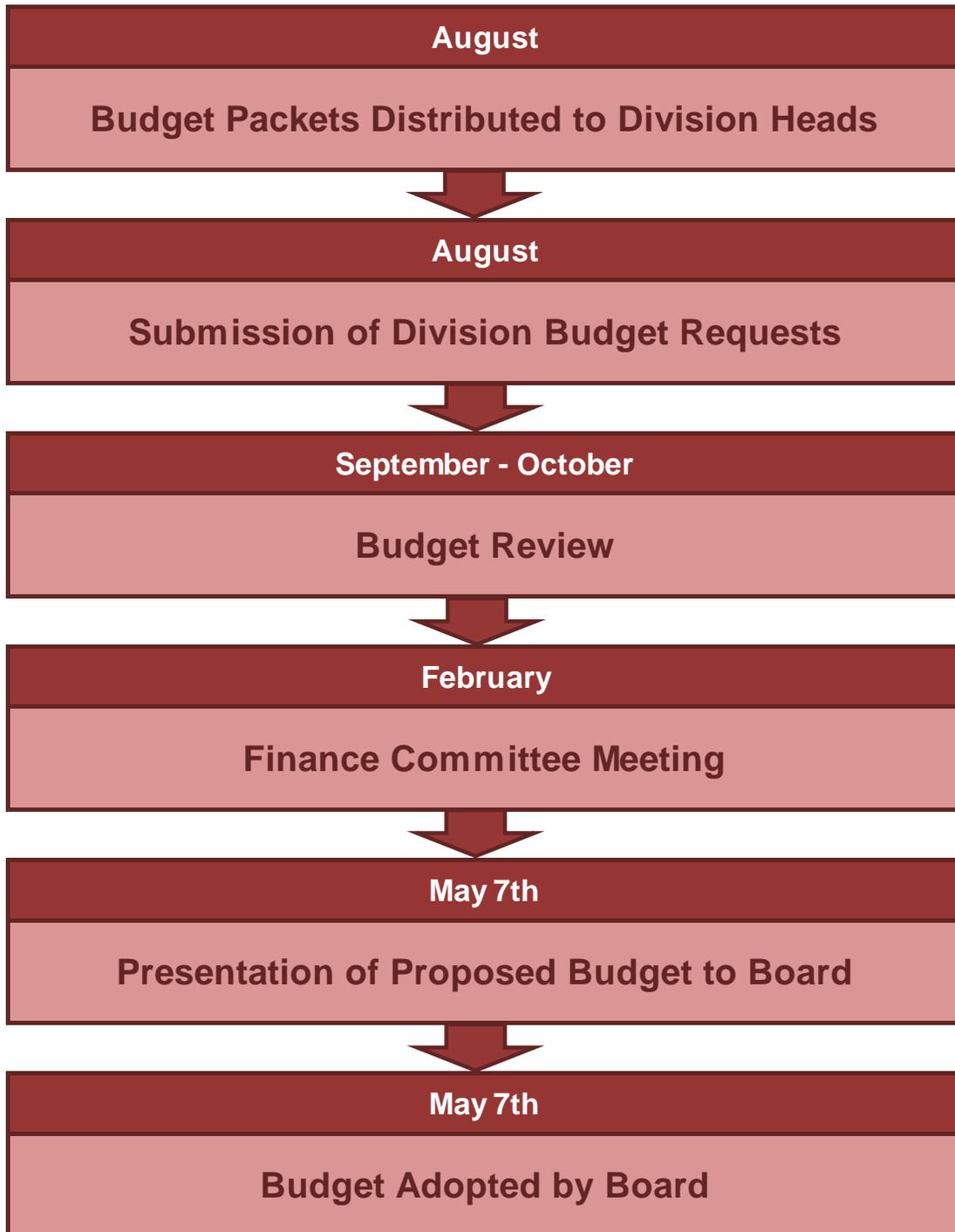
After adoption by the Board, the budget can only be amended by Board approval.

EMERGENCY BUDGETING GUIDELINES

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

This space intentionally left blank

BUDGET CALENDAR



FOUR YEAR CONSOLIDATED FINANCIAL SCHEDULE / FUND BALANCE**FOUR YEAR CONSOLIDATED FINANCIAL SCHEDULE / FUND BALANCE
FY 2021**

	<u>TOTAL GOVERNMENTAL FUNDS</u>				% Change
	<u>Actual FY19</u>	<u>Actual FY20</u>	<u>Budget FY20</u>	<u>Budget FY21</u>	
OPERATING REVENUE					
Interest Income	\$ 126,199.48	\$ 116,664.03	\$ 98,000.00	\$ 110,000.00	12.24%
Inmate Phones	270,000	270,000	270,000	270,000	0.00%
Work Release	56,700	33,610	44,252	49,221	11.23%
Weekender Fees	19,225	10,919	10,530	13,413	27.38%
Home Incarceration	8,860	8,395	4,425	4,475	1.12%
Medical Co-Payments	13,399	12,110	10,423	12,852	23.31%
Medical Reimbursements DOC	13,531	12,999	-	-	-
Daily Housing Fees	94,955	98,614	121,787	126,781	4.10%
Internet Visitation	12,410	13,581	8,771	11,904	35.71%
Bed Rentals	924,631	1,180,955	-	-	-
Compensation Board-LIDS	289,354	191,031	712,303	822,776	15.51%
Compensation Board Salary Reimbursements	6,743,914	6,847,366	7,165,750	7,164,337	-0.02%
Miscellaneous Revenue	27,907	35,925	6,000	6,000	0.00%
Food Service Revenue	180,790	204,779	170,191	185,061	8.74%
SecurePak Revenue	58,404	60,508	60,000	60,000	0.00%
Reserve Fund	-	-	553,387	553,387	0.00%
SUBTOTAL	8,840,278	9,097,455	9,235,820	9,390,208	1.67%
Operational Per Diem	5,851,662	6,132,396	6,132,396	6,241,795	1.78%
Debt Service Per Diem	2,549,715	2,550,043	2,550,043	2,552,643	0.10%
TOTAL OPERATING REVENUE	\$ 17,241,654	\$ 17,779,894	\$ 17,918,259	\$ 18,184,645	1.49%
OPERATING EXPENSE					
Personnel	\$ 8,720,230	\$ 8,618,804	\$ 10,581,510	\$ 10,739,327	1.49%
Other Operating Expenses	1,658,332	1,610,961	1,853,557	1,989,291	7.32%
Medical Services	2,121,072	2,120,116	2,481,671	2,381,671	-4.03%
Food Services	507,942	484,622	451,479	521,714	15.56%
SUBTOTAL	13,007,576	12,834,503	15,368,216	15,632,003	1.72%
Debt Service - Bond Payable	2,549,715	2,552,022	2,550,043	2,552,643	0.10%
TOTAL OPERATING EXPENSE	\$ 15,557,291	\$ 15,386,525	\$ 17,918,259	\$ 18,184,645	1.49%
SURPLUS (DEFICIT)	1,684,363	2,393,369	-	-	-
OTHER FINANCING SOURCES (USES)					
State Reimbursement	-	-	-	-	-
Member Contributions	-	-	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-
NET CHANGE IN FUND BALANCES	\$ 1,684,363	\$ 2,393,369	\$ -	\$ -	-
FUND BALANCE, BEGINNING OF YEAR	7,132,476	8,816,840	11,210,209	11,210,209	0.00%
FUND BALANCE, END OF YEAR	\$ 8,816,840	\$ 11,210,209	\$ 11,210,209	\$ 11,210,209	0.00%
% CHANGE	23.62%	27.15%	0.00%	0.00%	

Explanation of Significant Changes:

Increases in Work Release, Weekender, Medical Co-Pay, Internet Visitation, Compensation Board-LIDS and Food Service revenues in the FY21 budget are based on increasing revenue trends in FY19 and the first several months of FY20.

The increase in Daily Fee Revenue is a result of a projected lower inmate indigent rate in FY21, which means more inmates have money on their trust accounts to pay daily fees.

Fund Balance changes in FY19 and FY20 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.

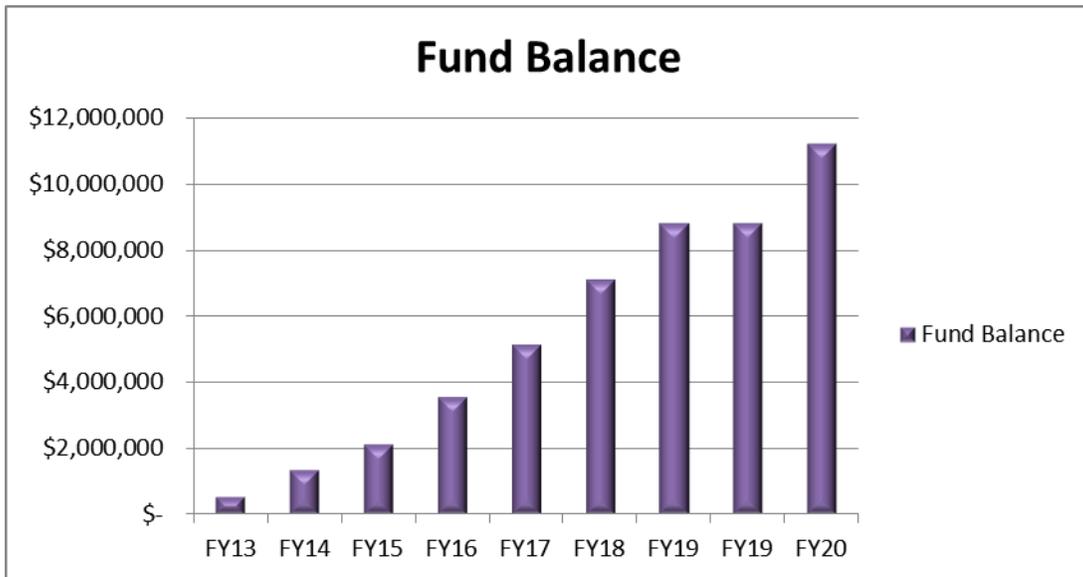
There is a direct correlation between the Compensation Board salary reimbursement revenue and expenditures for these positions. We always budget anticipating to be fully staffed, but as you can imagine this environment proves to have a high turnover rate at times.

This space left intentionally blank

CHANGES IN ENDING FUND BALANCE

Fund Description	2020 Actual Ending Fund Balance	2021 Budgeted Ending Fund Balance	Change in Fund Balance	% Change
General Fund	\$ 11,210,209	\$ 11,210,209	\$ -	0.00%
Total Fund Balance	\$ 11,210,209	\$ 11,210,209	\$ -	0.00%

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

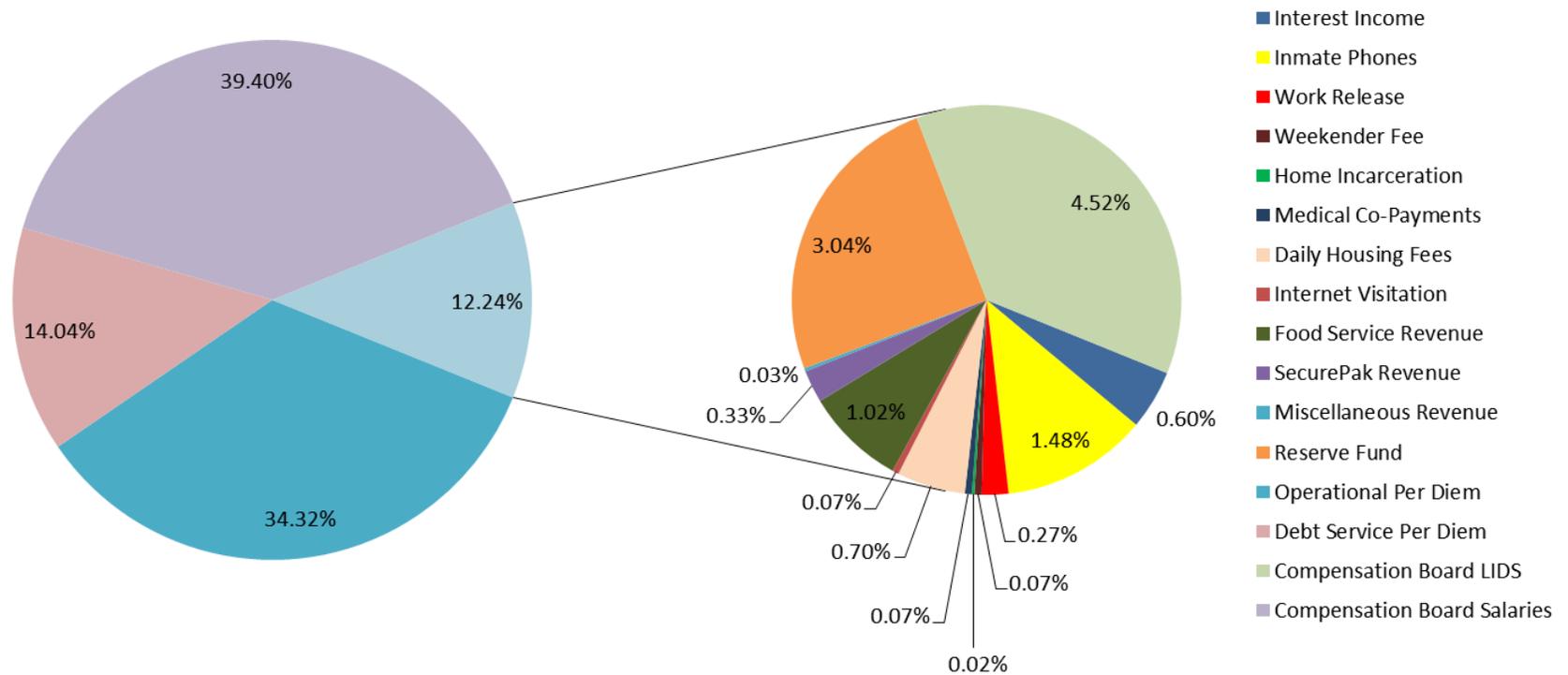


Fund Balance is the difference between assets and liabilities of a governmental fund.

REVENUES

	<u>FY 2019 ACTUAL</u>	<u>Percent of Total Revenues</u>	<u>FY 2020 ACTUAL</u>	<u>Percent of Total Revenues</u>	<u>FY 2020 BUDGET</u>	<u>Percent of Total Revenues</u>	<u>FY 2021 BUDGET</u>	<u>Percent of Total Revenues</u>
REVENUES								
<u>Operating Revenues</u>								
Interest Income	\$ 126,199	0.73%	\$ 116,664	0.66%	\$ 98,000	0.55%	\$ 110,000	0.60%
Inmate Phones	270,000	1.57%	270,000	1.52%	270,000	1.51%	270,000	1.48%
Work Release	56,700	0.33%	33,610	0.19%	44,252	0.25%	49,221	0.27%
Weekender Fee	19,225	0.11%	10,919	0.06%	10,530	0.06%	13,413	0.07%
Home Incarceration	8,860	0.05%	8,395	0.05%	4,425	0.02%	4,475	0.02%
Medical Co-Payments	13,399	0.08%	12,110	0.07%	10,423	0.06%	12,852	0.07%
Medical Reimbursements DOC	13,531	0.08%	12,999	0.07%	-	0.00%	-	0.00%
Daily Housing Fees	94,955	0.55%	98,614	0.55%	121,787	0.68%	126,781	0.70%
Internet Visitation	12,410	0.07%	13,581	0.08%	8,771	0.05%	11,904	0.07%
Bed Rentals	924,631	5.36%	1,180,955	6.64%	-	0.00%	-	0.00%
Miscellaneous Revenue	27,907	0.16%	35,925	0.20%	6,000	0.03%	6,000	0.03%
Food Service Revenue	180,790	1.05%	204,779	1.15%	170,191	0.95%	185,061	1.02%
SecurePak Revenue	58,404	0.34%	60,508	0.34%	60,000	0.33%	60,000	0.33%
Reserve Fund	-	0.00%	-	0.00%	553,387	3.09%	553,387	3.04%
	<u>1,807,010</u>	<u>10.48%</u>	<u>2,059,058</u>	<u>11.58%</u>	<u>1,357,766</u>	<u>7.58%</u>	<u>1,403,095</u>	<u>7.72%</u>
<u>Locality Revenues</u>								
Operational Per Diem	5,851,662	33.94%	6,132,396	34.49%	6,132,396	34.22%	6,241,795	34.32%
Debt Service Per Diem	2,549,715	14.79%	2,550,043	14.34%	2,550,043	14.23%	2,552,643	14.04%
	<u>8,401,377</u>	<u>48.73%</u>	<u>8,682,439</u>	<u>48.83%</u>	<u>8,682,439</u>	<u>48.46%</u>	<u>8,794,438</u>	<u>48.36%</u>
<u>State Revenues</u>								
Compensation Board LIDS	289,354	1.68%	191,031	1.07%	712,303	3.98%	822,776	4.52%
Compensation Board Salaries	6,743,914	39.11%	6,847,366	38.51%	7,165,750	39.99%	7,164,337	39.40%
	<u>7,033,267</u>	<u>40.79%</u>	<u>7,038,397</u>	<u>39.59%</u>	<u>7,878,054</u>	<u>43.97%</u>	<u>7,987,113</u>	<u>43.92%</u>
	<u>\$ 17,241,654</u>	<u>100.00%</u>	<u>\$ 17,779,894</u>	<u>100.00%</u>	<u>\$ 17,918,259</u>	<u>100.00%</u>	<u>\$ 18,184,645</u>	<u>100.00%</u>

FY 2021 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 2021 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 2021 budget amount of \$ 49,221 is shown below.

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

Description	Number of Inmates	Weekly Amount	Number of Weeks	Total Revenue
Work Release Inmates	11	\$ 86.05	52	\$ 49,221
TOTAL				<u>\$ 49,221</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 2021 budget amount of \$ 13,413 is shown below.

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

Description	Number of Inmates	Weekly Amount	Number of Weeks	Total Revenue
Weekender Inmates	11	\$ 23.45	52	\$ 13,413
TOTAL				<u>\$ 13,413</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 2021 budget amount of \$ 4,475 is shown below.

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

Description	Number of Inmates	Weekly Amount	Number of Weeks	Total Revenue
Home Incarceration Inmates	1	\$ 86.05	52	\$ 4,475
		TOTAL		\$ 4,475

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 2021 budget, we used the most current information available at the time the budget was built, which was the FY 2019 actual total. The total for FY 2019 was \$13,399 for an ADP of 417 inmates. Based on this information we projected that our Medical Co-Payment revenues would be \$12,852 in FY 2021 based on an expected ADP of 400.

Daily Fees

Inmates that are not participating in Work Release, Weekender, or Home Incarceration programs are charged a daily fee that is payable to the Jail. Inmates are charged \$3.00 per day, while trustee inmates are charged \$0 per day. The amount the Jail is able to collect depends greatly on the average daily population (ADP) of the Jail and the indigent rate of the inmate population. For example, for FY 2021 our projected indigent rate is 53.555%. This means that only 46.445% of our inmates have money on their trust accounts from which we can collect daily fees. The calculation used to determine our FY 2021 budget amount of \$126,781 is shown below.

Budgeted Population	400
Daily Fee	\$3.00
Number of Days per Year	365
Budgeted Indigent Rate	53.555%
Proposed Daily Fees	\$203,431
Less:	
70 Trustees-Pay \$0/day	<u>(\$76,650)</u>
Total Proposed Daily Fees	\$126,781

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 2021 budget, we used the most current information available at the time the budget was built, which was the FY 2019 actual total. The total for FY 2019 was \$12,410 for an ADP of 417 inmates. Based on this information we projected that our Internet Visitation revenues would be \$11,904 in FY 2021 based on an expected ADP of 400.

Compensation Board – LIDS Per Diem Reimbursements

Compensation Board – LIDS Per Diem Reimbursements are revenues collected from the State of Virginia Compensation Board to partially reimburse the Jail for the costs of housing 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 2021 budget, we used the most current information available at the time the budget was built, which was the FY 2019 actual total. The total for FY 2019 was \$857,744 for an ADP of 417 inmates. Based on this information we projected that our Compensation Board – LIDS revenues would be \$822,776 in FY 2021 based on an expected ADP of 400.

Compensation Board Salary Reimbursements

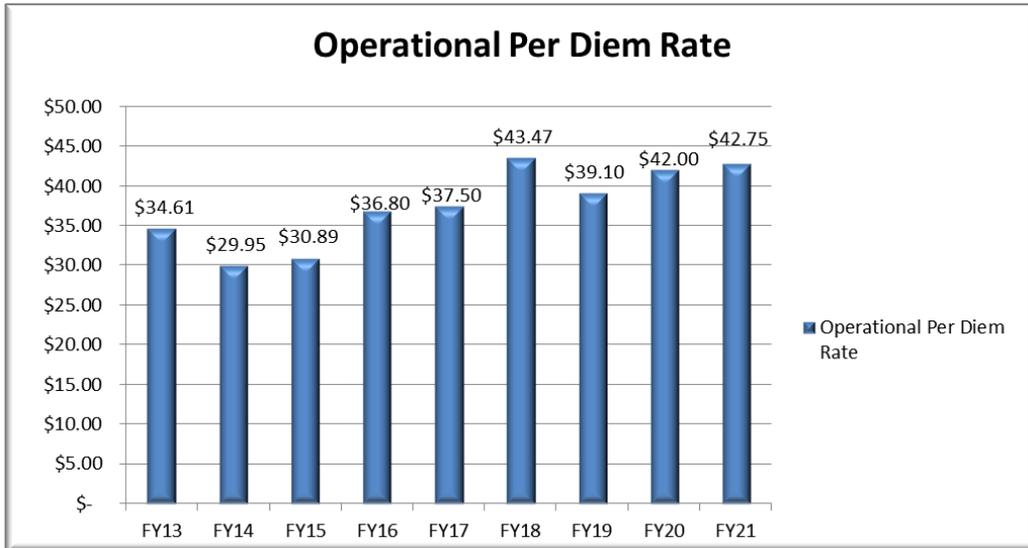
Compensation Board Salary Reimbursements are revenues collected from the State of Virginia Compensation Board to partially reimburse the Jail for personnel expenses. These reimbursements include salaries and a portion of fringe benefits and are paid monthly to the jail based on reports submitted by the Human Resource Analyst. The amount included in the FY 2021 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 2021 budget for Compensation Board Salary Reimbursements is \$7,164,337.

Food Service Revenue

Food Service Revenues are revenues generated from food service operations. The budget for FY 2021 is higher than in FY 2020 as a result of increasing revenue trends in our Just Like Home program. The Just Like Home program is an inmate meals program that provides an opportunity for family to purchase additional restaurant-type meals for inmates twice per week. In addition, the Jail is receiving staff dining revenues which offset the expenses associated with operating our staff dining program. The amount included in the FY 2021 budget for Food Service Revenue is \$185,061 based on data available from FY 2019 and the first few months of FY 2020.

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 2021's percentages are based on each locality's actual usage in Fiscal Year 2019 and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2021 these percentages are: Brunswick County – 34%, Dinwiddie County – 23% and Mecklenburg County – 43%. A true-up is calculated at year end based on actual inmate populations for each locality. In the event of a shortfall due to ADP projections, this change in ADP would be included in the year-end true-up with each locality. The Jail maintains adequate operational reserves and cash balances to ensure that there are no timing concerns associated with any cash flow delay. Below is a graph that illustrates how the Operational Per Diem Rate has changed since the Jail's first year of operations in FY 2013.



Locality Debt Service Per Diems

Locality Debt Service Per Diems are revenues collected from the Jail’s user localities: Brunswick County, Dinwiddie County, and Mecklenburg County, to pay annual principal and interest debt service payments. Fiscal Year 2021’s percentages are based on each locality’s actual usage in Fiscal Year 2019 and localities are invoiced quarterly for their allocated portion of the total locality contribution. For FY 2021 these percentages are: Brunswick County – 34%, Dinwiddie County – 23% and Mecklenburg County – 43%. Below is a graph that illustrates how the Debt Service Per Diem Rate has changed since the Jail’s first year of operations in FY 2013.



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

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

LONG-RANGE FINANCIAL PLAN

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

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

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

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

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

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

FIVE YEAR FINANCIAL PLAN

Fiscal Year	<u>21-22</u>	<u>22-23</u>	<u>23-24</u>	<u>24-25</u>	<u>25-26</u>
IT:					
Server Infrastructure-Dell	47,662	47,662	-	-	-
Server-BAI - IBM	10,773	10,773	4,489	-	-
Polycom Replacements (over 2 years)	12,700	-	-	-	-
Add 4th node to VxRail Server Cluster	24,482	24,482	-	-	-
Maintenance:					
Boiler 3 - Alberta	-	23,404	-	-	-
Pelco-Security Electronics	118,465	-	-	-	-
Continental 70 lb Washer	14,252	14,460	-	-	-
Operations:					
Van (including insert)	-	55,742	114,828	118,273	60,911
SUV (including insert)	34,125	35,149	36,203	37,289	38,408
Support:					
Kettle	-	20,687	-	-	-
Fryer	21,640	-	-	-	-
Dishwasher	-	-	-	29,260	-
Braising Pan	-	-	16,752	-	-
TOTAL	<u>284,099</u>	<u>232,358</u>	<u>172,273</u>	<u>184,823</u>	<u>99,319</u>

CAPITAL EXPENDITURES / IMPACT ON OPERATING BUDGET

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

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

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

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

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

In fiscal year 2021, the adopted budget does not include any capital expenditures because the Board has decided to pay these directly from our capital reserve account. The Jail does not maintain a capital budget fund to account for capital expenditures separate from the General Fund.

The Jail does not have any significant nonrecurring capital expenditures.

Impact of Capital Expenditures on Operating Budget

Each division within the Jail is responsible for submitting the need for all capital expenditures in their individual requests during the budget process. The need for the expenditure is submitted through the budget request in conjunction with the individual division's annual goals and objectives. As a new facility in our ninth year of operations, the request for capital expenditures has been minimal. However, when a capital expenditure or project is requested and/or recommended, it is reviewed and discussed to determine the impact to the operational budget and if we have the ability to cover with our existing revenue sources or if financing will be needed. The Jail has established a capital reserve account with funds saved during the construction process. To ensure that there are sufficient funds in the capital reserve account, a Capital Reserve Fund policy was adopted in FY 2019 with the purpose of providing cash reserves for the procurement of future capital requirements. This will also be used in conjunction with the operating budget and /or financing as well.

As the jail is a fairly new facility, being in its ninth year of operation in fiscal year 2021, the need for capital expenditures is zero. Total capital expenditures for fiscal year 2021 are budgeted to be \$0 or 0% of our \$18,184,645 total budget. Thus, the impact of capital expenditures is considered to be zero.

DEBT

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

The Jail does not have any legal debt limits.

The total debt service required to be paid from the general fund in fiscal year 2021 is shown below.

**Debt Service Schedule
FY 2021**

<u>Due Date</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Payment</u>
7/1/2020	\$ 515,000	\$ 384,781	\$ 899,781
10/1/2020	515,000	\$ 384,781	899,781
1/1/2021	-	376,541	376,541
4/1/2021	-	376,541	376,541
TOTALS	\$ 1,030,000	\$ 1,522,643	\$ 2,552,643

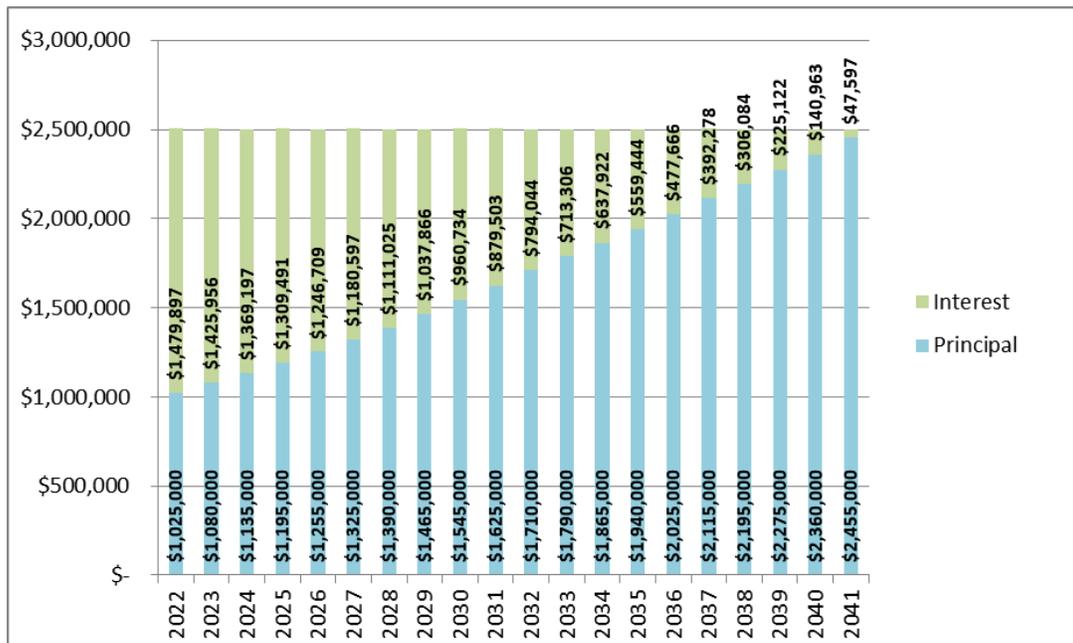
Debt service is paid in its entirety by the Jail's user localities: Brunswick County, Dinwiddie County, and Mecklenburg County based on actual usage percentages in FY 2019. The amounts of debt service required to be paid by each locality in fiscal year 2021 are as follows:

**Debt Service Due from Localities
FY 2021**

Payment No.	Due Date	Brunswick County 34%	Dinwiddie County 24%	Mecklenburg County 42%
1	7/1/2019	\$302,352.27	\$208,715.08	\$388,713.28
2	10/1/2019	302,352.27	208,715.08	388,713.28
3	1/1/2020	126,528.52	87,343.19	162,668.92
4	4/1/2020	126,528.52	87,343.19	162,668.92
		<u>\$857,761.58</u>	<u>\$592,116.55</u>	<u>\$1,102,764.39</u>
			TOTAL	<u><u>\$2,552,642.52</u></u>

Future Debt Service Payments are as follows:

Year Ending June 30,	Revenue Bonds	
	Principal	Interest
2022	1,025,000	1,479,897
2023	1,080,000	1,425,956
2024	1,135,000	1,369,197
2025	1,195,000	1,309,491
2026	1,255,000	1,246,709
2027	1,325,000	1,180,597
2028	1,390,000	1,111,025
2029	1,465,000	1,037,866
2030	1,545,000	960,734
2031	1,625,000	879,503
2032	1,710,000	794,044
2033	1,790,000	713,306
2034	1,865,000	637,922
2035	1,940,000	559,444
2036	2,025,000	477,666
2037	2,115,000	392,278
2038	2,195,000	306,084
2039	2,275,000	225,122
2040	2,360,000	140,963
2041	2,455,000	47,597
Total	\$ 33,770,000	\$ 16,295,400



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

POSITION SUMMARY SCHEDULE

**Position Summary Schedule
General Fund**

DIVISIONS	EMPLOYEES				
	2019 Actual	2020 Actual	2020 Budget	2021 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	0	0	1	1	0
Administrative Coordinator	1	1	1	1	0
Account Clerk	2	2	2	2	0
Secretary - Boydton facility	1	1	1	1	0
Nurse - Boydton facility	1	1	1	1	0
Medical Secretary	1	1	1	1	0
Human Resources					
Accounting Manager	1	1	1	1	0
Information Technology					
Information Technology Director	1	1	1	1	0
Information Technology Technician	1	1	1	1	0
Maintenance					
Maintenance Director	1	1	1	1	0
Assistant Maintenance Director	1	1	1	1	0
Maintenance Technicians	2	2	2	2	0
Warehouse Officer	1	1	1	1	0
Grounds Officer	1	1	1	1	0
Information Technology Technician	1	1	1	1	0
Operations					
Captain of Operations	1	1	1	1	0
Lieutenant of Operations	0	0	0	0	0
Sergeant - Records	1	1	1	1	0
LIDS Technician	1	1	1	1	0
LIDS Technician / Records Supervisor	1	1	1	1	0
Records Clerk	2	2	2	2	0
Sergeant - Transportation	1	1	1	1	0
Officer - Transportation	6	6	6	6	0
Officer - Classification	2	2	2	2	0
Sergeant of Intake	2	2	2	2	0
Officer - Intake	8	8	8	8	0
Security					
Captain of Security	1	1	1	1	0
Lieutenant of Security	4	4	4	4	0
Sergeant of Security	8	8	8	8	0
Lieutenant - Boydton facility	1	1	1	1	0
Officer - Security	90	90	90	89	(1)
Support					
Captain of Support	1	1	1	1	0
Food Service Director	1	1	1	1	0
Assistant Food Service Director	2	2	2	2	0
Food Service Technician	9	9	9	9	0
Officer - Work Release/Home Incarceration	2	2	2	2	0
Officer - Work Force	3	3	3	4	1
Officer - Lobby	4	4	4	4	0
Officer - Visitation	2	2	2	2	0
Officer - Hearings & Programs	1	1	1	1	0
Officer - Mail	1	1	1	1	0
Training					
Administrative Investigator	1	1	1	1	0
Lieutenant of Training	1	1	1	1	0
Officer - Safety & Standards	1	1	1	1	0
TOTAL GENERAL FUND POSITIONS	178	178	179	179	0

The following changes were made to our position schedule beginning in fiscal year 2021:

1. While it did not affect our total number of positions, a Security Officer was transferred to the Support Division as a Work Force Officer.

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

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

ADMINISTRATION DIVISION**NARRATIVE**

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

2021 GOALS**1. Present the proposed balanced budget to the Authority Board.****Significance**

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

Business Impact

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

Consequences of not achieving this goal

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

2. Provide leadership, training and direction to all staff: sworn, civilian, volunteers, etc. in regards to their divisions and in conducting the Jail's business.**Significance**

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

Business Impact

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

Consequences of not achieving this goal

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

3. Receive the GFOA Award for Excellence in Financial Reporting for our FY20 CAFR and the GFOA Distinguished Budget Presentation Award for our FY21 Budget

ADMINISTRATION DIVISION

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 2019 Actual	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget
Years Receiving GFOA Certificate of Excellence in Financial Reporting	7	8	8	9
Years Receiving GFOA Distinguished Budget Presentation Award	4	5	5	6
Average monthly vendor invoices processed	246	236	250	240
Average vendor checks processed	113	107	120	110
Bank Statements Reconciled	111	120	120	120
<u>Collections from inmate deposits</u>				
Daily Housing Fees	\$ 94,955	\$ 98,614	\$ 91,084	\$ 126,781
Medical Co-Pays	\$ 13,399	\$ 12,110	\$ 12,853	\$ 12,852
Indigent Kits	\$ 817	\$ 543	\$ 784	\$ 543
Jail Damage	\$ 1,372	\$ 902	\$ 1,316	\$ 902
Pay My Jailer Collections	\$ 3,738	\$ 3,242	\$ 3,586	\$ 3,243
<u>Medical Services:</u>				
Total Sick Call	29,198	28,898	28,008	28,910
Total Doctor Call	2,437	2,582	2,338	2,583
Total Dentist Call	362	207	347	207
Total Psych Call	3,338	3,913	3,202	3,915
Inmates Seen on Pill Call	4,036	3,789	3,871	3,791

Meherrin River Regional Jail Division Budget						
FUND: General Fund FUNCTION: Public Safety DIVISION: Administration						
Account Code	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	% Change
PERSONNEL						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 462,488	\$ 476,362	\$ 525,421	\$ 538,801	2.55%
4-100-33200-1000-200	Salaries & Wages-Mecklenburg	144,526	143,849	207,597	216,357	4.22%
4-100-33200-1030-200	Other Pay-Mecklenburg	-	7,648	-	-	
4-100-33200-2100-100	FICA-Alberta	34,457	35,634	40,195	41,218	2.55%
4-100-33200-2100-200	FICA-Mecklenburg	10,259	11,306	15,881	16,551	4.22%
4-100-33200-2210-100	VRS Retirement-Alberta	55,521	57,853	63,839	62,162	-2.63%
4-100-33200-2210-200	VRS Retirement-Mecklenburg	16,820	17,308	25,223	24,773	-1.78%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	127,035	150,930	135,941	136,191	0.18%
4-100-33200-2300-200	Hospital/Medical Plan-Mecklenburg	35,412	43,026	58,885	60,276	2.36%
4-100-33200-2400-100	Group Life-Alberta	6,036	6,229	6,883	7,220	4.89%
4-100-33200-2400-200	Group Life-Mecklenburg	1,827	1,900	2,720	2,899	6.61%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	737	709	841	808	-3.86%
4-100-33200-2800-200	Retiree Health Ins Credit-Mecklenburg	223	221	332	325	-2.29%
TOTAL PERSONNEL		895,340	952,975	1,083,756	1,107,581	2.20%
MEDICAL SERVICES						
4-100-33200-3100-100	Medical Services	2,121,072	2,120,116	2,481,671	2,381,671	-4.03%
TOTAL MEDICAL SERVICES		2,121,072	2,120,116	2,481,671	2,381,671	-4.03%
OTHER OPERATING EXPENSES						
4-100-33200-3100-200	Legal Services	36,000	36,000	36,000	36,000	0.00%
4-100-33200-3100-300	Accounting Services	17,000	18,000	18,000	19,500	8.33%
4-100-33200-3100-400	Professional Services-Other	20,218	15,377	17,650	44,600	152.69%
4-100-33200-3500	Printing & Binding Services	5,138	3,892	6,300	6,300	0.00%
4-100-33200-3600	Advertising	2,949	1,095	5,500	3,500	-36.36%
4-100-33200-5210	Postage	2,949	2,846	3,000	3,500	16.67%
4-100-33200-5305	Motor Vehicle Insurance	13,680	14,759	14,500	15,305	5.55%
4-100-33200-5308	General Liability / Property Insurance	38,688	39,289	41,009	39,273	-4.23%
4-100-33200-5309	Line of Duty Insurance	37,750	39,411	40,015	42,809	6.98%
4-100-33200-5315	Crime Insurance	725	725	769	725	-5.66%
4-100-33200-5530-100	Substinance & Lodging	1,067	1,143	1,750	1,750	0.00%
4-100-33200-5540-100	Convention & Education	4,360	1,207	4,615	3,900	-15.49%
4-100-33200-5802	Banking Fees	-	0	100	100	0.00%
4-100-33200-5804	Credit Card Fees	6,961	9,094	6,500	7,500	15.38%
4-100-33200-5810-100	Dues & Associations	5,181	5,583	4,943	6,148	24.38%
4-100-33200-6001-100	Office Supplies-Alberta	11,989	15,165	20,000	20,000	0.00%
4-100-33200-6001-200	Office Supplies-Mecklenburg	2,145	2,202	2,500	2,500	0.00%
4-100-33200-6014-100	Other Operating Supplies	16,180	26,584	13,250	17,057	28.73%
TOTAL OTHER OPERATING EXPENSES		222,981	232,372	236,401	270,467	14.41%
DEBT SERVICE						
4-100-33200-9049	Principal Expense	965,000	995,000	995,000	1,030,000	3.52%
4-100-33200-9050	Interest Expense	1,584,715	1,557,022	1,555,043	1,522,643	-2.08%
TOTAL DEBT SERVICE		2,549,715	2,552,022	2,550,043	2,552,643	0.10%
DIVISION TOTAL		\$ 5,789,108	\$ 5,857,485	\$ 6,351,871	\$ 6,312,362	-0.62%
TOTAL FTE POSITIONS		10	10	11	11	

The significant increase in Professional Services – Other is due to adding NCCHC accreditation in FY 2021.

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

The significant increases in Postage, Credit Card Fees and Dues & Associations are due to historical amounts actually used and the line items being re-evaluated.

The significant decrease in Convention & Education is due a conference in FY 2020 that is not needed in FY 2021.

Significant increases in Other Operating Supplies are a result of additional requests necessary to efficiently operate the Jail.

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.

2021 GOALS

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

Significance

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

Business Impact

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

Consequences of not achieving this goal

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

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

Significance

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

Business Impact

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

Consequences of not achieving this goal

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

HUMAN RESOURCES DIVISION

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 2019 Actual	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget
Number of applications received	658	562	650	650
Number of sworn/certified officers	119	94	140	140
Number of civilians	29	29	29	29
Number of sworn employee promotions	2	14	5	5
Officer New Hires	50	37	45	45
Officer Resignations	50	58	50	50
Officer Vacancies	36	56	30	30
FMLA Applications Processed	10	17	10	10
Workers Compensation Claims	12	8	10	10
Hepatitis B Injections	5	3	10	10
PPD Injections	168	127	160	160
Open Enrollment	146	123	150	150
Employee Medical Exams	48	37	45	45

**Meherrin River Regional Jail
Division Budget**

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

Account Code	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	% Change
PERSONNEL						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 50,700	\$ 52,222	\$ 52,222	\$ 53,266	2.00%
4-100-33200-2100-100	FICA-Alberta	3,777	3,906	3,995	4,075	2.00%
4-100-33200-2210-100	VRS Retirement-Alberta	6,087	6,263	6,345	6,099	-3.88%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	13,926	16,546	13,511	13,464	-0.35%
4-100-33200-2400-100	Group Life-Alberta	662	683	684	714	4.34%
4-100-33200-2600	Unemployment Insurance	852	1,499	5,000	5,000	0.00%
4-100-33200-2700	Worker's Compensation	67,600	77,318	83,031	85,578	3.07%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	81	78	84	80	-4.37%
TOTAL PERSONNEL		143,685	158,515	164,871	168,275	2.06%
OTHER OPERATING EXPENSES						
4-100-33200-5540-100	Convention & Education	299	299	299	299	0.00%
TOTAL OTHER OPERATING EXPENSES		299	299	299	299	0.00%
DIVISION TOTAL		\$ 143,984	\$ 158,814	\$ 165,170	\$ 168,574	2.06%
TOTAL FTE POSITIONS		1	1	1	1	

There are no significant changes in the Human Resources budget.

This space intentionally left blank

INFORMATION TECHNOLOGY DIVISION

NARRATIVE

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

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

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

2021 GOALS

1. Monitor and track inmate hearing data through JailTracker

Significance

- ♦ Historically, the inmate hearing statistics have been recorded and tracked manually. We recently began entering these into our Jail Management System (JMS).
- ♦ This will help keep more accurate statistics and report in various ways.

Business Impact

- ♦ Being able to track hearing information through our JMS will allow our Hearings Officer to keep a more thorough record of hearing status based on infractions and sanctions imposed based on those infractions.
- ♦ Tracking through our JMS will allow the Hearing Officer to both track and schedule within a set number of days ensuring compliance is maintained based on policy.
- ♦ Using the JMS will allow this information to be more readily available to users with applicable access rights.

Consequences of not achieving this goal

- ♦ We will continue to record statistics manually. Manual calculations may be off.
- ♦ Inefficiencies will continue.

2. Work with new Training Officer to incorporate employee training into JailTracker.

Significance

- ♦ With the recent additional of email to all MRRJ staff members, we can better utilize the training module within JailTracker. JailTracker will allow for classes to be entered, add staff to the roster, record class results, etc.
- ♦ Since all staff now has an email account, we can utilize the existing Knowledge Sync module to automate training with notifications.

Business Impact

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

INFORMATION TECHNOLOGY DIVISION

Consequences of not achieving this goal

- ♦ Continue the same method of manual attendance and notification tracking.

3. Provide email encryption

Significance

- ♦ During FY19 there were approximately 200 emails that left MRRJ over the public internet that contained sensitive information such as social security numbers, bank account numbers, taxpayer numbers, driver license numbers, etc.
- ♦ Information over the public internet can be intercepted.

Business Impact

- ♦ It only takes one email containing sensitive information and someone’s information to be compromised. This can affect inmates, staff and the Jail.

Consequences of not achieving this goal

- ♦ Continue to send sensitive email over the public internet unencrypted and risk a business loss of some type.

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 2019 Actual	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget
Requests by Outside Agencies for Inmate Phone Calls	338	293	368	319
Workorders Completed	2,027	1,648	2,204	1,792
Total Daily Data Back-up Size	8.74 TB	7.35 YB	10.5 TB	10.5 TB

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

Account Code	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	%
PERSONNEL						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 105,582	\$ 108,749	\$ 108,749	\$ 110,924	2.00%
4-100-33200-2100-100	FICA-Alberta	7,866	8,135	8,319	8,486	2.00%
4-100-33200-2210-100	VRS Retirement-Alberta	12,675	13,043	13,213	12,701	-3.88%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	29,001	34,456	28,136	28,038	-0.35%
4-100-33200-2400-100	Group Life-Alberta	1,378	1,422	1,425	1,486	4.34%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	168	162	174	166	-4.37%
TOTAL PERSONNEL		156,670	165,967	160,016	161,801	1.12%
OTHER OPERATING EXPENSES						
4-100-33200-3305-100	IT Service Contracts-Alberta	52,931	58,275	56,554	60,115	6.30%
4-100-33200-3305-200	IT Service Contracts-Mecklenburg	29,607	29,320	31,792	30,533	-3.96%
4-100-33200-5230-100	Telecommunications-Alberta	39,490	36,101	32,215	34,875	8.26%
4-100-33200-5230-200	Telecommunications-Mecklenburg	8,645	6,245	8,158	9,185	12.59%
4-100-33200-5250-100	Internet Services-Alberta	7,800	7,800	7,800	7,800	0.00%
4-100-33200-5250-200	Internet Services-Mecklenburg	7,800	7,800	7,800	7,800	0.00%
4-100-33200-5540-100	Convention & Education	1,979	1,913	2,500	5,490	119.60%
4-100-33200-6010	Police Supplies	-	-	-	12,190	
4-100-33200-6020-100	IT Operating Supplies-Software	27,074	39,156	26,399	28,599	8.33%
4-100-33200-6020-200	IT Op Supplies-Computers & Printers	15,323	19,718	23,590	36,650	55.36%
4-100-33200-6020-300	IT Op Supplies-Other IT Supplies	19,552	8,192	15,892	23,339	46.86%
TOTAL OTHER OPERATING EXPENSES		210,202	214,521	212,700	256,576	20.63%
DIVISION TOTAL		\$ 366,872	\$ 380,488	\$ 372,717	\$ 418,377	12.25%
TOTAL FTE POSITIONS		2	2	2	2	

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

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

The significant increase in Computers & Printers is due to upgrading computers to a new operating system.

The significant increase in Other IT Supplies is due to the addition of security awareness training for employees.

MAINTENANCE DIVISION

NARRATIVE

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

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

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

2021 GOALS

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

Significance

- ♦ Minimize equipment failures.
- ♦ Reduce downtime.

Business Impact

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

Consequences of not achieving this goal

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

2. Upgrade to new MTI computer systems and replace the existing analog camera system with a state of the art IP based system.

Significance

- ♦ Increased security and safety.
- ♦ Smoother user friendly operation of controls and cameras.
- ♦ Add or change equipment more easily.
- ♦ Better quality viewing and recording.

MAINTENANCE DIVISION

Business Impact

- ♦ New equipment minimalizes the chance of downtime.
- ♦ Daily operations are not affected.
- ♦ Inmates won't have to be relocated due to equipment failure.

Consequences of not achieving this goal

- ♦ Equipment failure.
- ♦ Daily operation of the jail will be greatly affected possibly causing a decrease in security and safety for officers and inmates.
- ♦ Inmates will have to be relocated.

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

Significance

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

Business Impact

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

Consequences of not achieving this goal

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

PERFORMANCE MEASURES

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

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

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

PERFORMANCE MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget
Work Orders Completed	3,441	3,345	3,301	3,209
Major Repairs Completed	3	1	1	1
Facility Inspections	208	208	208	208
Fire Extinguisher Inspections	1,430	1,464	1,430	1,464
Sprinkler Testing	8	6	8	8

OPERATIONS DIVISION

NARRATIVE

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

Records

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

LIDS

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

Transportation

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

Classification

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

Intake

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

2021 GOALS

1. Tracking and ensuring adherence to all court ordered mental health evaluations and treatments.

Significance

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

Business Impact

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

Consequences of not achieving this goal

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

OPERATIONS DIVISION

2. Properly classify inmates to support daily management and administration.

Significance

- ♦ Enables the jail to place inmates in the proper custody level.
- ♦ To identify the inmates’ psychological needs and to separate non-violent inmates from the more predatory inmates.

Business Impact

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

Consequences of not achieving this goal

- ♦ Could create an unsafe environment for inmates and staff.

PERFORMANCE MEASURES

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

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

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

PERFORMANCE MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget
Intake:				
Bookings	2,115	2,002	2,029	2,003
Releases	2,241	2,200	2,150	2,201
Inmate Transports:				
Local Agencies	1,920	1,377	1,842	1,378
Federal Agencies	584	368	560	368
DOC	175	94	168	94
Medical	143	113	137	113
Inmate Files Processed:				
New Committals	2,115	2,002	2,029	2,003
Releases	2,241	2,200	2,150	2,201
Classification Statistics by Level:				
Maximum Security	149	188	143	188
Medium Security	615	526	590	526
Minimum Security	526	368	505	368

**Meherrin River Regional Jail
Division Budget**

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

Account Code	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	% Change
PERSONNEL						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 858,939	\$ 883,283	\$ 865,687	\$ 809,725	-6.46%
4-100-33200-1000-200	Salaries & Wages-Mecklenburg	93,950	96,768	96,769	98,704	2.00%
4-100-33200-1020-100	Overtime-Alberta	13,354	45,727	-	-	
4-100-33200-1020-200	Overtime-Mecklenburg	2,118	2,810	-	-	
4-100-33200-1030-100	Other Pay-Alberta	8,738	17,118	-	-	
4-100-33200-2100-100	FICA-Alberta	65,639	70,774	66,225	61,944	-6.46%
4-100-33200-2100-200	FICA-Mecklenburg	6,819	7,432	7,403	7,551	2.00%
4-100-33200-2210-100	VRS Retirement-Alberta	103,114	107,272	105,181	93,418	-11.18%
4-100-33200-2210-200	VRS Retirement-Mecklenburg	10,934	11,643	11,757	11,302	-3.88%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	235,931	279,859	223,977	204,672	-8.62%
4-100-33200-2300-200	Hospital/Medical Plan-Mecklenburg	23,020	28,944	27,448	27,498	0.18%
4-100-33200-2400-100	Group Life-Alberta	11,210	11,551	11,341	10,850	-4.32%
4-100-33200-2400-200	Group Life-Mecklenburg	1,188	1,278	1,268	1,323	4.34%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	1,369	1,408	1,385	1,215	-12.31%
4-100-33200-2800-200	Retiree Health Ins Credit-Mecklenburg	145	145	155	148	-4.37%
TOTAL PERSONNEL		1,436,468	1,566,014	1,418,595	1,328,349	-6.36%
OTHER OPERATING EXPENSES						
4-100-33200-3335-100	Vehicle Maintenance & Repair-Alberta	19,586	13,187	27,059	27,928	3.21%
4-100-33200-3335-200	Vehicle Maintenance & Repair-Mecklenburg	497	80	4,854	4,515	-7.00%
4-100-33200-5540-100	Convention & Education	1,955	3,010	2,637	2,325	-11.83%
4-100-33200-6008-100	Gas, Grease, Oil - Alberta	39,532	26,429	40,000	43,000	7.50%
4-100-33200-6008-200	Gas, Grease, Oil - Mecklenburg	3,088	1,917	4,400	4,400	0.00%
4-100-33200-6014-100	Other Operating Supplies	2,858	4,662	7,933	8,864	11.74%
TOTAL OTHER OPERATING EXPENSES		67,517	49,286	86,884	91,032	4.77%
DIVISION TOTAL		\$ 1,503,986	\$ 1,615,300	\$ 1,505,478	\$ 1,419,381	-5.72%
TOTAL FTE POSITIONS		25	25	25	25	

The significant decreases in Personnel expenses are due to employee retirements anticipated in FY 2021.

The significant decrease in Convention & Education is due to alternating employees that attend annual training events.

The significant increase in Other Operating Supplies is due to several Division requests for additional supplies necessary to efficiently operate the Jail.

SECURITY DIVISION

NARRATIVE

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

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

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

2021 GOALS

1. Continue to provide a safe, secure environment through cell searches and common area searches in an effort to reduce contraband.

Significance

- ♦ Searches will help decrease the amount of contraband in the secure facility and reduce the amount of confrontations due to contraband.

Business Impact

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

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

Significance

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

Business Impact

- ♦ Make MRRJ safer for all employees and offenders.

SECURITY DIVISION

Consequences of not achieving this goal

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

PERFORMANCE MEASURES

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

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

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

PERFORMANCE MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget
Population average per month	417	400	400	400
Length of Stay Number of Days	49	61	47	61
DOC Out of Compliance	71	85	68	85
Incidents of inmate discipline issues:				
Disobeying a direct order	358	295	343	295
Interfering with security operations	426	370	409	370
Possession of contraband	141	132	135	132
Vandalism	44	46	42	46
Assault on any person	32	30	31	30
Percentage of inmate population over jail capacity	0%	0%	0%	0%
Utilization rate of jail	52%	50%	50%	50%
Average Daily Population	417	400	400	400
Inmate Per Diem Rate	\$56.14	\$59.47	\$59.47	\$60.24
Inmate Searches:				
Cell Searches	36,321	50,323	34,840	50,343
Common Area Searches	16,203	19,262	15,542	19,270
Nuisance Contraband	4,359	4,507	4,181	4,509
Significant Contraband	22	199	21	199

**Meherrin River Regional Jail
Division Budget**

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

Account Code	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	%
		Change				
PERSONNEL						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 2,183,196	\$ 1,870,692	\$ 3,258,307	\$ 3,384,672	3.88%
4-100-33200-1000-200	Salaries & Wages-Mecklenburg	641,633	551,047	712,702	682,903	-4.18%
4-100-33200-1020-100	Overtime-Alberta	50,212	110,406	40,000	50,000	25.00%
4-100-33200-1020-200	Overtime-Mecklenburg	10,145	28,654	10,000	10,000	0.00%
4-100-33200-1030-100	Other Pay-Alberta	53,801	109,250	-	-	
4-100-33200-1030-200	Other Pay-Mecklenburg	1,527	30,147	-	-	
4-100-33200-2100-100	FICA-Alberta	170,403	156,366	252,321	262,752	4.13%
4-100-33200-2100-200	FICA-Mecklenburg	46,375	45,513	55,287	53,007	-4.12%
4-100-33200-2210-100	VRS Retirement-Alberta	262,089	224,365	395,884	387,545	-2.11%
4-100-33200-2210-200	VRS Retirement-Mecklenburg	74,672	66,303	86,593	78,192	-9.70%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	599,675	592,709	843,012	864,269	2.52%
4-100-33200-2300-200	Hospital/Medical Plan-Mecklenburg	157,213	164,820	202,157	190,253	-5.89%
4-100-33200-2400-100	Group Life-Alberta	28,493	24,463	42,684	45,355	6.26%
4-100-33200-2400-200	Group Life-Mecklenburg	8,111	7,278	9,336	9,151	-1.99%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	3,480	3,111	5,213	5,077	-2.61%
4-100-33200-2800-200	Retiree Health Ins Credit-Mecklenburg	990	890	1,140	1,024	-10.17%
TOTAL PERSONNEL		4,292,016	3,986,016	5,914,637	6,024,200	1.85%
OTHER OPERATING EXPENSES						
4-100-33200-6006-100	Linen Supplies- Alberta	11,674	14,245	11,540	12,622	9.38%
4-100-33200-6006-200	Linen Supplies-Mecklenburg	12	1,336	798	1,179	47.82%
4-100-33200-6012	Books & Subscriptions	230	217	300	300	0.00%
4-100-33200-6017-100	Uniforms & Apparel -Inmates-Alberta	11,879	10,392	13,183	13,595	3.12%
4-100-33200-6017-200	Uniforms & Apparel -Inmates-Mecklenburg	2,213	1,984	2,262	2,416	6.85%
4-100-33200-6018-100	Inmate Supplies-Indigent Kits	50,195	44,120	55,543	53,575	-3.54%
4-100-33200-6018-200	Inmate Supplies-Drug Tests	7,091	5,260	6,151	5,308	-13.71%
4-100-33200-6018-300	Inmate Supplies-Property Bags	867	200	1,814	1,759	-3.03%
4-100-33200-6018-400	Inmate Supplies-Razors	3,703	3,060	5,015	4,505	-10.17%
4-100-33200-6018-500	Inmate Supplies-Miscellaneous Supplies	1,368	3,638	2,011	1,735	-13.70%
TOTAL OTHER OPERATING EXPENSES		89,232	84,451	98,616	96,995	-1.64%
DIVISION TOTAL		\$ 4,381,248	\$ 4,070,467	\$ 6,013,253	\$ 6,121,195	1.80%
TOTAL FTE POSITIONS		104	104	104	103	

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

The significant increases and decreases in Linen Supplies, Drug Tests, Razors and Miscellaneous Supplies are all a result of the Security Division needing more or less inventory depending upon current inventories on hand and expected usage when the FY 2021 budget was prepared.

SUPPORT DIVISION

NARRATIVE

The Support Division consists of many different departments. These departments work under the supervision of a Captain. The total people working under this Captain are 13 officers and 12 civilians. Each department has a mission of its own, but all share the combined mission of completing all tasks in a timely, efficient and cost effective manner. A description of each department within this division is shown below.

Food Service Management

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

Lobby

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

Visitation

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

Mail

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

Work Force

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

Work Release and Home Incarceration

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

Inmate Hearings & Programs

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

2021 GOALS

1. Continue to utilize the Jail's numerous inmate Work Force crews to provide cost saving services to our user localities

Significance

- ♦ This helps maintain the localities' roads and also reduces the inmates' idle time. This also allows for the community/citizens to see the Work Force crews out in the public helping the jurisdictions and our facility achieve our goals and help offset costs to all of us.
- ♦ There are two separate types of Work Force assignments:

SUPPORT DIVISION

- 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. Continue to check all Minimum and Medium security inmates that come into MRRJ to see if they qualify for Work Force

Significance

- ♦ Proactively screens inmate population for involvement.

Business Impact

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

Consequences of not achieving this goal

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

3. Operate the Just Like Home inmate meal program effectively and efficiently.

Significance

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

Business Impact

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

Consequences of not achieving this goal

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

4. Continue to provide quality daily inmate meals at a cost effective price.

Significance

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

SUPPORT DIVISION

Business Impact

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

Consequences of not achieving this goal

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

PERFORMANCE MEASURES

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

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

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

PERFORMANCE MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget
General population meals served per day	1,251	1,200	1,200	1,200
Cost per Inmate Meal	\$0.76	\$0.83	\$0.72	\$0.82
Inmates Participating in Work Release	10	7	10	7
Inmates Participating in Home Incarceration	1	2	1	2
Work Force Operated by Localities				
Man Hours Brunswick County	8,013	7,000	7,686	7,003
Man Hours Dinwiddie County	781	820	749	820
Work Force Operated by MRRJ:				
Man Hours Worked at MRRJ	2,061	1,373	1,977	1,374
Man Hours Worked in Localities	173	783	166	783
Miles of Highway Collected	683	179	655	179
Bags of Litter Collected	10,041	1,937	9,632	1,938
Inmate Visitations:				
On-Site	6,390	4,283	6,129	4,285
Internet	1,428	1,738	1,370	1,739
Professional	2,162	1,990	2,074	1,991
Video Arraignments	756	777	725	777
Inmate Programs:				
Substance Abuse / Anger Management Participants	34	27	33	27
GED Participants	3	3	3	3
Bible Study Participants	28	6	27	6
Chaplain Counseling Participants	93	71	89	71

**Meherrin River Regional Jail
Division Budget**

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

Account Code	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	% Change
PERSONNEL						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 558,356	\$ 535,229	\$ 615,185	\$ 649,662	5.60%
4-100-33200-1000-200	Salaries & Wages-Mecklenburg	212,001	185,881	181,872	222,728	22.46%
4-100-33200-1020-100	Overtime-Alberta	4,921	13,414	-	-	
4-100-33200-1020-200	Overtime-Mecklenburg	2,127	9,173	-	-	
4-100-33200-1030-100	Other Pay-Alberta	5,678	9,044	-	-	
4-100-33200-1030-200	Other Pay-Mecklenburg	-	12,192	-	-	
4-100-33200-2100-100	FICA-Alberta	42,389	41,717	47,062	49,699	5.60%
4-100-33200-2100-200	FICA-Mecklenburg	15,200	15,467	13,913	17,039	22.46%
4-100-33200-2210-100	VRS Retirement-Alberta	67,030	64,194	74,745	74,386	-0.48%
4-100-33200-2210-200	VRS Retirement-Mecklenburg	24,672	22,366	22,097	25,502	15.41%
4-100-33200-2220-100	Hybrid Retirement - Alberta	4,149	3,284	3,636	2,668	-26.61%
4-100-33200-2220-200	Hybrid Retirement - Mecklenburg	945	760	964	993	3.00%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	153,368	169,582	159,165	164,213	3.17%
4-100-33200-2300-200	Hospital/Medical Plan-Mecklenburg	51,944	55,598	51,588	62,051	20.28%
4-100-33200-2400-100	Group Life-Alberta	7,287	6,999	8,059	8,705	8.02%
4-100-33200-2400-200	Group Life-Mecklenburg	2,680	2,455	2,383	2,985	25.27%
4-100-33200-2500-100	Hybrid Local Disability Plan-Alberta	1,963	1,217	2,145	1,387	-35.36%
4-100-33200-2500-200	Hybrid Local Disability Plan-Mecklenburg	558	333	569	516	-9.29%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	890	830	984	974	-1.00%
4-100-33200-2800-200	Retiree Health Ins Credit-Mecklenburg	327	302	291	334	14.81%
TOTAL PERSONNEL		1,156,486	1,150,037	1,184,659	1,283,844	8.37%
FOOD SERVICES						
4-100-33200-3320-100-20	Repairs & Maint- Alberta - Kitchen	14,528	3,765	15,000	20,000	33.33%
4-100-33200-3320-200-20	Repairs & Maint- Mecklenburg - Kitchen	2,620	1,310	5,000	5,500	10.00%
4-100-33200-6002-150	Food Svc-Alberta Replacement Equip	731	2,277	1,792	9,248	415.99%
4-100-33200-6002-250	Food Service-Mecklenburg Replacement Equip	-	-	1,248	179	-85.65%
4-100-33200-6003-100	Food Service-Alberta	453,328	446,140	392,553	457,477	16.54%
4-100-33200-6003-200	Food Service-Mecklenburg	36,735	31,130	35,885	29,310	-18.32%
TOTAL FOOD SERVICES		507,942	484,622	451,479	521,714	15.56%
OTHER OPERATING EXPENSES						
4-100-33200-5540-100	Convention & Education - Alberta	-	153	-	-	
4-100-33200-6011-100	Uniforms & Apparel - Staff	344	676	879	830	-5.55%
4-100-33200-6014-100	Other Operating Supplies	-	40	200	220	10.00%
4-100-33200-6017-100	Uniforms & Apparel-Inmates	3,589	3,829	4,059	6,599	62.59%
4-100-33200-6018-500	Inmate Supplies - Miscellaneous	296	-	808	2,081	157.52%
TOTAL OTHER OPERATING EXPENSES		4,229	4,698	5,945	9,730	63.65%
DIVISION TOTAL		\$ 1,668,657	\$ 1,639,356	\$ 1,642,083	\$ 1,815,288	10.55%
TOTAL FTE POSITIONS		26	26	26	27	

The significant increases in Personnel expenses in the Support Division are a result of the addition of a Work Force Officer at the Mecklenburg facility.

The increases and decreases in Food Service expenses in the Support Division are all a result of the Jail taking over operations of the kitchen from a third party vendor and the changes necessary to operate the kitchen efficiently.

The increases in Other Operating expenses are due to adding an additional Work Force crew and the supplies needed for the new crew.

TRAINING DIVISION

NARRATIVE

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

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

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

2021 GOALS

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

Significance

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

Business Impact

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

Consequences of not achieving this goal

- ♦ If instructors are not available for on-site training, employees must be sent off-site to attend required training.

2. Continue to receive compliance & certification with all VADOC, PREA and USMS Inspections and Audits.

Significance

- ♦ Ensures MRRJ is in compliance with all local, state and federal regulations.
- ♦ Will reduce the chance of costly penalties and reduces the chance of successful civil litigation against MRRJ.

TRAINING DIVISION

Business Impact

- ♦ If MRRJ is in compliance, it verifies that staff is following the Policy & Procedures that have been put in place.
- ♦ If MRRJ maintains compliance it could help obtain additional certifications and recognition.

Consequences of not achieving this goal

- ♦ MRRJ could face significant fines.
- ♦ MRRJ could face significant sanctions from the Board of Corrections.

PERFORMANCE MEASURES

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

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

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

PERFORMANCE MEASURES	FY 2019 Actual	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget
General Instructor	14	14	17	17
Firearms Instructor	5	5	6	6
Defensive Tactics Instructor	5	5	7	7
Advanced Control Tactics Instructor	2	1	3	3
Driving Instructor	1	1	1	1
TASER Instructor	2	2	4	4
Verbal Judo Instructor	1	1	1	1
VCIN Instructor	2	1	3	3
First Aid/CPR Instructor	3	5	5	5
Training of MRRJ Staff:				
Number of Employees	145	123	151	151
Number of Hours	16,000	16,000	16,000	16,000
Re-certify all sworn personnel by their required re-certification date	145	91	151	151
Audit Compliance:				
VADOC	7	8	8	9
USMS	6	7	7	8
PREA	5	6	6	7

**Meherrin River Regional Jail
Division Budget**

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

Account Code	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2020 Budget	FY 2021 Budget	%
PERSONNEL						
4-100-33200-1000-100	Salaries & Wages-Alberta	\$ 126,798	\$ 108,088	\$ 130,602	\$ 141,255	8.16%
4-100-33200-1020-100	Overtime-Alberta	1,814	-	-	-	
4-100-33200-1030-100	Other Pay-Alberta	-	3,784	-	-	
4-100-33200-2100-100	FICA-Alberta	9,582	8,368	9,991	10,806	8.16%
4-100-33200-2210-100	VRS Retirement-Alberta	15,222	12,964	15,868	16,174	1.93%
4-100-33200-2300-100	Hospital/Medical Plan-Alberta	34,828	34,247	33,790	26,969	-20.19%
4-100-33200-2400-100	Group Life-Alberta	1,655	1,413	1,711	1,893	10.63%
4-100-33200-2800-100	Retiree Health Ins Credit-Alberta	202	167	209	212	1.40%
TOTAL PERSONNEL		190,100	169,031	192,171	197,308	2.67%
OTHER OPERATING EXPENSES						
4-100-33200-5540-100	Convention & Education	7,809	2,544	8,800	10,506	19.39%
4-100-33200-5545	Academy Training	73,490	73,575	76,193	81,820	7.38%
4-100-33200-6010	Police Supplies	24,538	13,537	37,009	34,440	-6.94%
4-100-33200-6011-100	Uniforms & Apparel - Staff	55,183	18,994	35,280	30,990	-12.16%
4-100-33200-6013	Training Supplies	29,828	25,491	29,821	28,885	-3.14%
4-100-33200-6014	Other Operating Supplies	1,813	749	3,277	2,188	-33.23%
TOTAL OTHER OPERATING EXPENSES		192,660	134,891	190,381	188,829	-0.81%
DIVISION TOTAL		\$ 382,760	\$ 303,922	\$ 382,551	\$ 386,137	0.94%
TOTAL FTE POSITIONS		3	3	3	3	

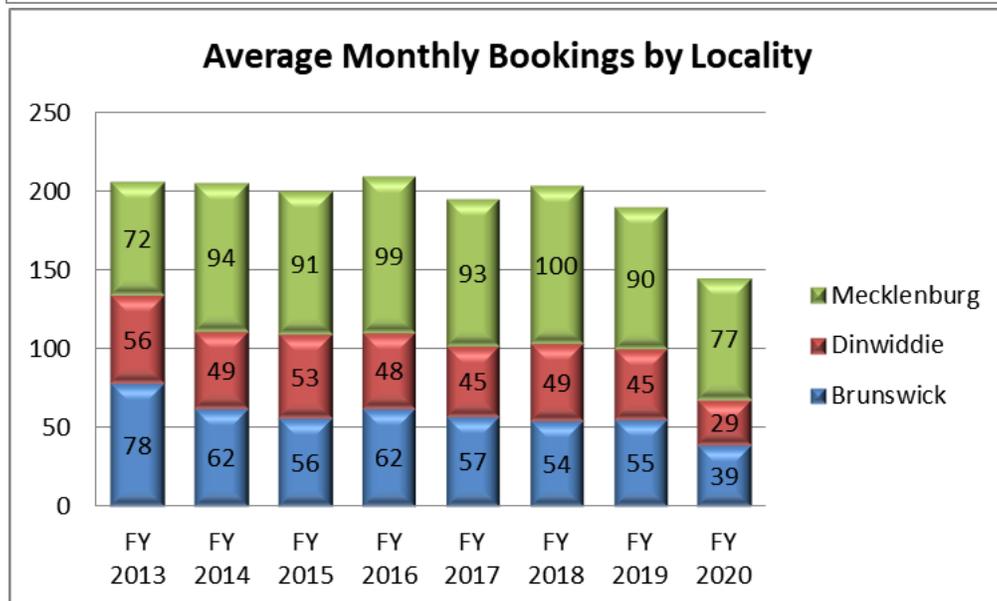
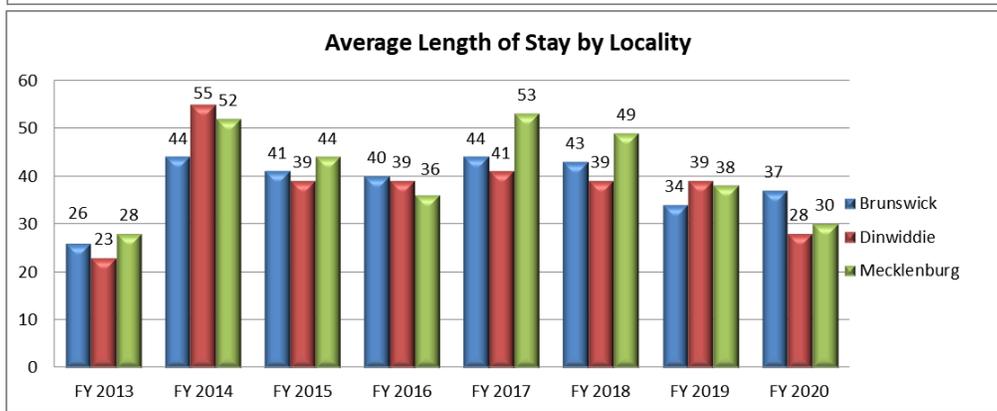
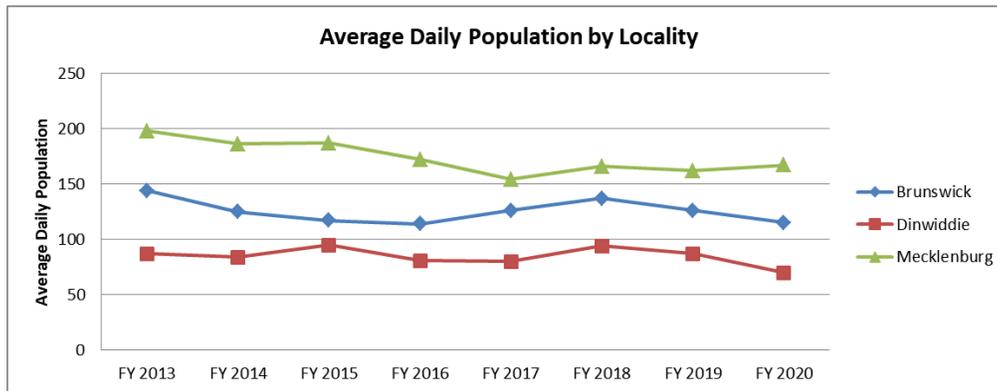
The significant increase in Convention & Education is due to historical amounts actually used and the line item being re-evaluated.

The significant decrease in Uniforms & Apparel Staff is because a new item was requested in FY 2020 and was not needed again in FY 2021.

The significant decrease in Other Operating Supplies is due to several Division requests in FY 2020 that were not needed again in FY 2021.

STATISTICAL INFORMATION

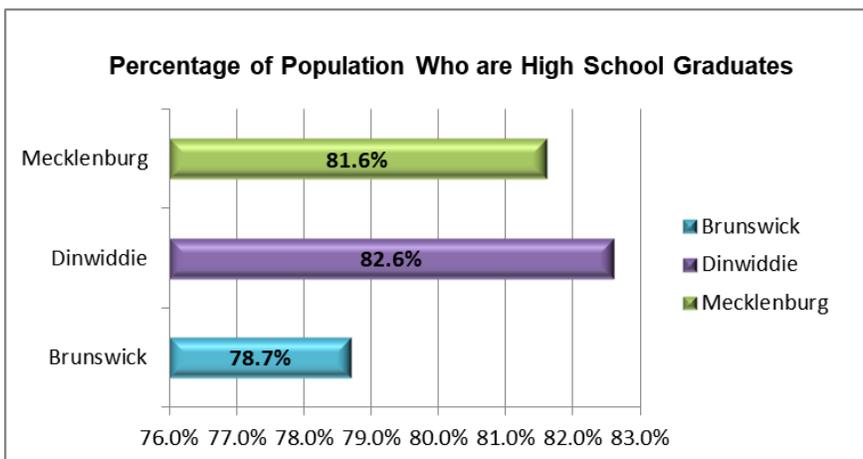
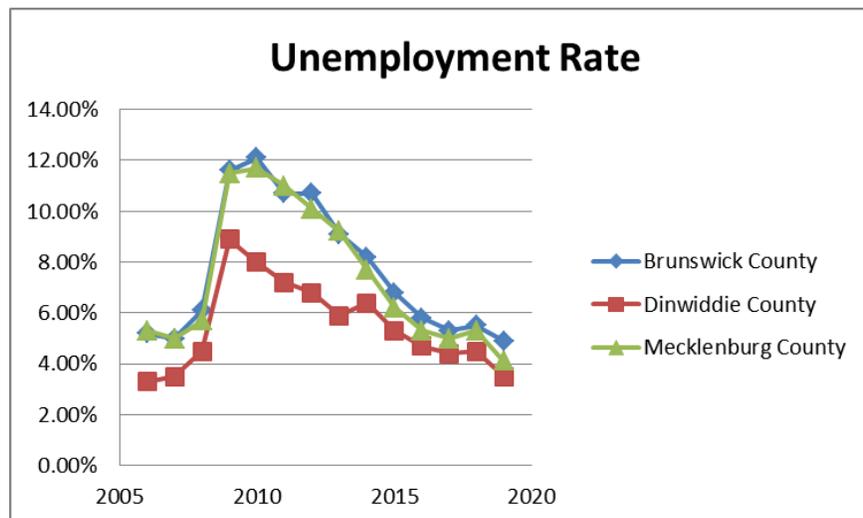
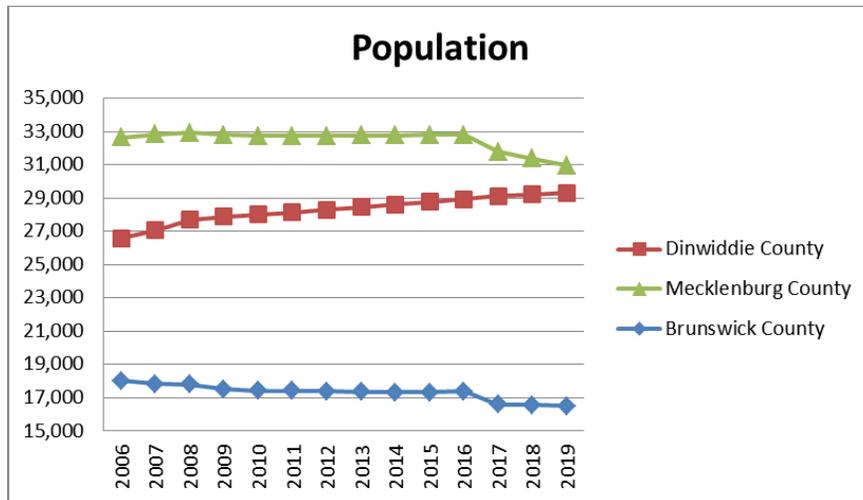
Meherrin River Regional Jail Statistics



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

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

Locality Demographic Data



GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Fund Balance – Difference between fund assets and fund liabilities.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ACRONYMS

ACA – American Correctional Association

ADP – Average Daily Population

CAFR – Comprehensive Annual Financial Report

DCJS – Department of Criminal Justice Services

DOC – Department of Corrections

FICA – Federal Insurance Contributions Act

FMLA – Family Medical Leave Act

GAAP – Generally Accepted Accounting Principles

GED – General Education Diploma

GPS – Global Positioning System

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

IT – Information Technology

JMS – Jail Management System

LEED – Leadership in Energy and Environmental Design

LIDS – Local Inmate Data System

MRRJ – Meherrin River Regional Jail

OPEB – Other Post-Employment Benefits

PREA – Prison Rape Elimination Act

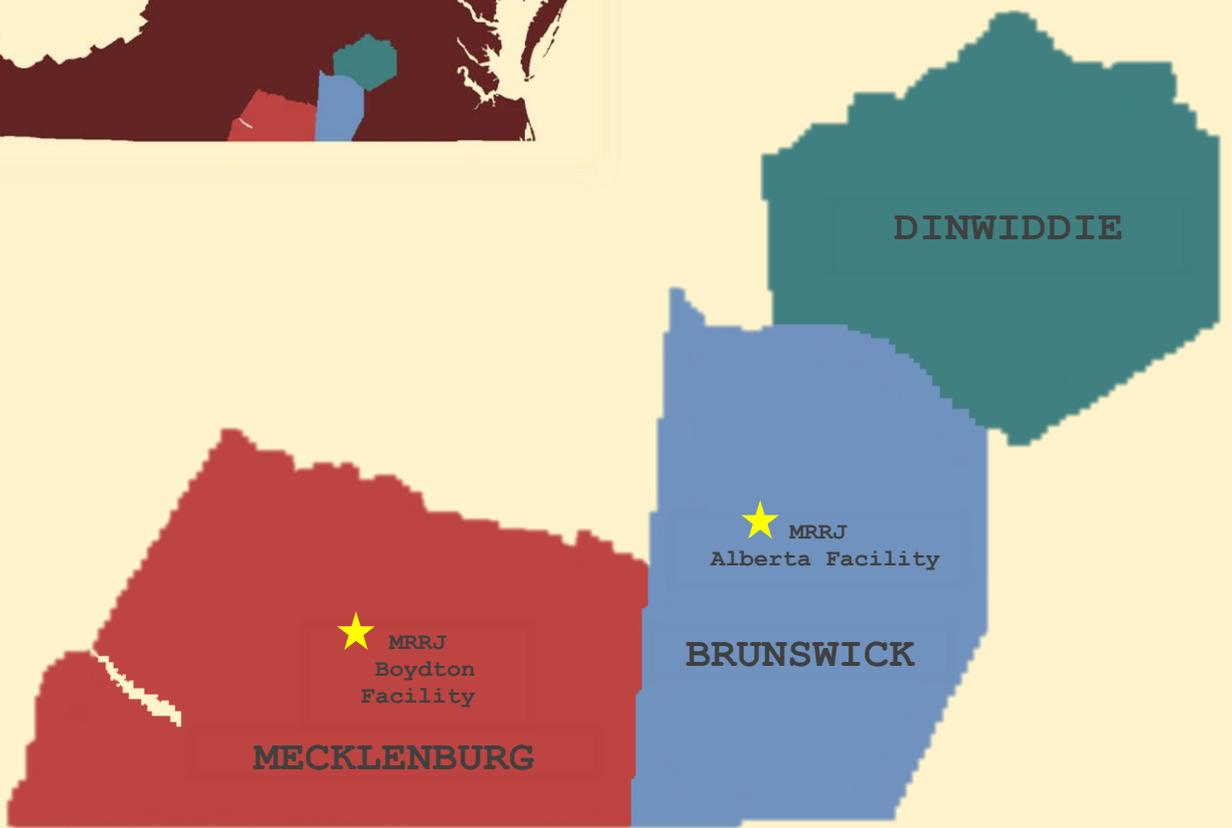
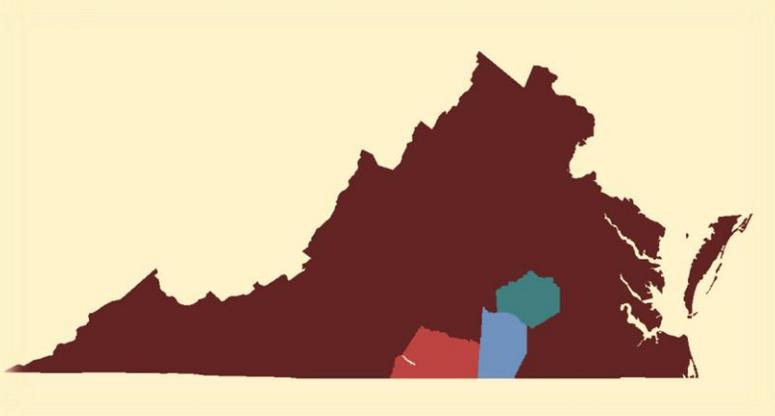
USMS – United States Marshal Service

VADOC – Virginia Department of Corrections

VCIN – Virginia Criminal Information Network

VRS – Virginia Retirement System

MAP OF BRUNSWICK, DINWIDDIE, & MECKLENBURG COUNTIES



MEHERRIN RIVER REGIONAL JAIL AUTHORITY

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