

Report of the Superintendent of The Peumansend Creek Regional Jail



Relay for Life of Caroline County!



**Presented to
The Caroline County
Board of Supervisors
July 2010**

**Peumansend Creek Regional Jail
Bowling Green, Virginia**

Certified by the Virginia Board of Corrections

Accredited by:

**National Commission on Correctional Health Care
American Correctional Association – Correctional Industries
American Correctional Association – Adult Local Detention Facilities**

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NOTE: Items appearing in blue print represent data new to this year’s report.

PEUMANSEND CREEK REGIONAL JAIL PROFILE

Facility Location:	Route 301 South, mile marker 119
Mailing Address:	P. O. Box 1460 Bowling Green, VA 22427
Delivery Address:	11093 S. W. Lewis Memorial Drive
Website Address	www.pcrj.org
Number of Employees:	100.5*
Number of Contract Employees:	4
Inmate Population:	56 females/280 males/336 total
Custody of Inmate:	Minimum/Medium
Construction Design:	32 – 4 person wet rooms 38 – 4 person dry rooms 42 – single cells 14 – orientation, dry rooms
Programs:	Jail Industries General Education Diploma (GED) Adult Basic Education (ABE)** Literacy Drug Education Life Skills** Specialized Female Offender Programs Culinary Arts Vocational Program



*Due to budget shortfall, the Authority reduced staffing to 100.5.

**Due to budget shortfall, the Authority eliminated the program.

**PEUMANSEND CREEK
REGIONAL JAIL
PROFILE**

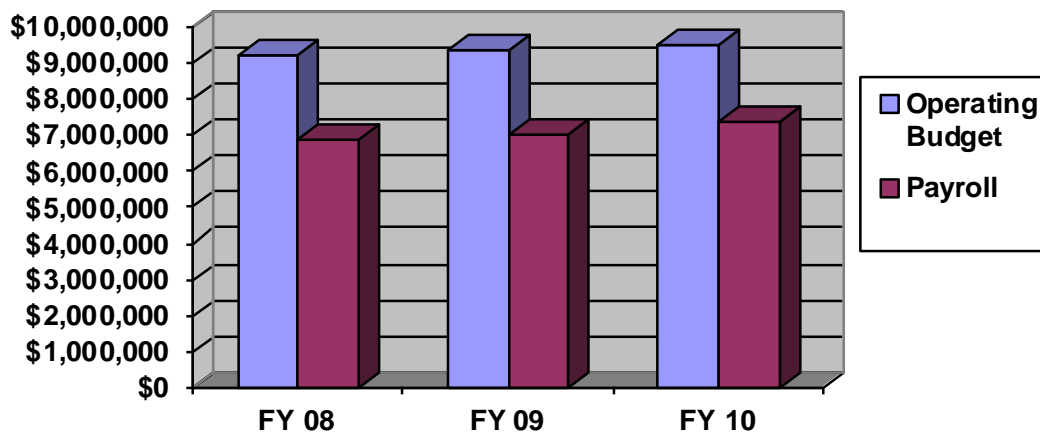
Unit Staff:	7 Management 3 Administrative/Clerical Staff 82 Security Staff 11.5 Programs 14 Support 5 Medical
Facility Size:	Seven buildings totaling 172,249 total square feet
Contractor:	Bell, BCI, Inc.
Finance:	Participating Jurisdictions Commonwealth of Virginia
Operate:	Peumansend Creek Regional Jail Authority
Architectural Design:	Campus Style, Podular
Management Style:	Direct Supervision
Management Concept:	T ogether E veryone A ccomplishes M ore
Philosophy:	"Man is responsible for his own behavior."
*Accreditation:	Adult Local Detention Facilities, American Correctional Association Correctional Industries, American Correctional Association Medical Section, National Commission on Correctional Health Care

*Due to budget shortfall, the Authority declined to re-accredit.

HISTORY

The Peumansend Creek Regional Jail Authority is an independent political subdivision created by the following jurisdictions located in the Commonwealth of Virginia:

- City of Alexandria
- City of Richmond
- Arlington County
- **Caroline County**
- Loudoun County
- Prince William County



	Operating Budget	Payroll
FY 08	\$9,212,093	\$6,843,614
FY09	\$9,358,216	\$6,989,737
FY10	\$9,506,475	\$7,337,996

In an effort to assist the participating jurisdictions in these difficult financial times, PCRJ has maintained the budget to the previous year in fiscal years 02, 03, 04, 08 and 09. During the budget shortfalls of FY10, the Authority budget was reduced by 10%. When budget shortfalls continued for 11, the budget was maintained.

OVERVIEW

The Peumansend Creek Regional Jail is a coed extension facility for the participating jurisdictions and a holding facility for the Virginia Department of Corrections confining minimum and medium custody, non-violent, sentenced adult offenders. The Peumansend Creek Regional Jail Authority does not confine juveniles under the age of 18 within the facility. The Peumansend Creek Regional Jail does not incarcerate direct booking inmates

but inmates who have completed the booking and intake processes at the participating jurisdictions and DOC.

The original bed allocations among the participating jurisdictions are as follows:

City of Alexandria	50	Prince William County	75
Arlington County	60	City of Richmond	100
Caroline County	3	Additional Beds	8
Loudoun County	40	Total Beds	336

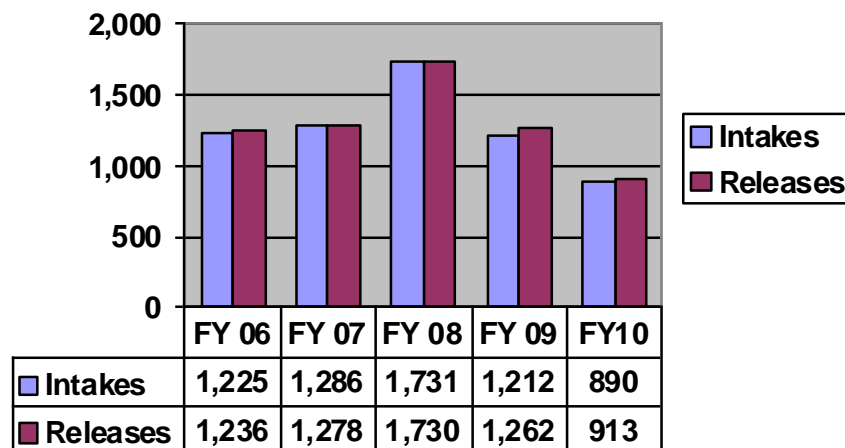
Inmate Population by Jurisdiction

	Alexandria	Arlington	Caroline	Loudoun	Prince William	Richmond	VDOC	Other
FY08	44	199	4	399	852	220	13	0
FY09	27	165	3	394	447	135	25	0
FY10	36	155	2	335	232	125	5	0

All inmates are expected to participate in a graduated work program where inmates start out in non-paying facility confined jobs and work their way to paying jobs. The showcase job assignment is Peumansend Creek Industries where inmates are paid for creating a product or service for other government agencies or non-profit organizations.

All inmates are expected to participate in programs during their incarceration. Programs include GED, ABE, Literacy, Life Skills, and Substance Abuse Education.

Intakes and Releases



COST DEFRAYMENT PROGRAM

The 2003 session of the Virginia General Assembly passed House Bill 2765, becoming law on July 1, 2003, and amended the Code of Virginia section numbered 53.1-131.3 and allows for the Superintendent to establish a jail cost defrayment program, not to exceed one dollar per day, unless federal or state contract precludes. Such funds shall be retained in the locality where the funds were collected and shall be used for general jail purposes. The money collected will be used to defray the cost of an inmate's confinement. The Cost Defrayment Program became effective January 1, 2004.

Cost Defrayment Funds Collected

One dollar per day is collected from each inmate, regardless of jurisdictional responsibility notwithstanding, to begin on the first day of confinement to the Peumansend Creek Regional Jail and continue for each day of confinement, not including the day of release.

FY 08	\$70,662
FY09	\$58,160
FY10	\$54,257

MISSION STATEMENT

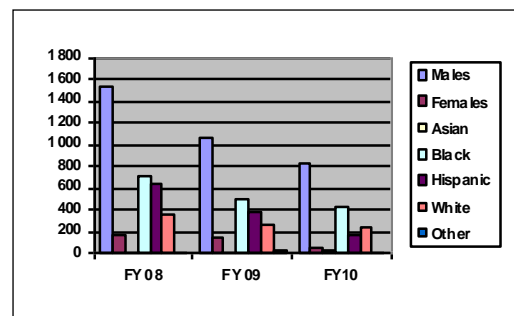
The mission of this facility is to provide detention services and those related operations deemed necessary for the protection of society, the health and custody of the inmates, and provide a safe working climate for the staff. Related services and programs will be provided to the inmate population whereby an inmate will have an opportunity to participate in these services and programs as determined in the assessments conducted by the classification staff at the time of intake.

Inmate Statistical Profile

	Bookings	Average Length of Stay	Average Age	Average Daily Population
FY 08	1,731	53	30	294
FY 09	1,212	60	30	243
FY 10	890	79	31	247

INMATE SEX/RACE PROFILE

If an inmate wants to participate in an activity, s/he must leave their housing unit and take responsibility for their participation. Inmates are moved from their housing to participate in recreation, education programs, laundry exchange, visitation, work assignment, medical service, commissary, receipt of mail and meal consumption. No service is brought to the inmate.



Inmate Sex/Race Profile

	Males	Females	Asian	Black	Hispanic	White	Other
FY 08	1,547	184	6	706	632	370	17
FY 09	1,067	145	19	514	383	274	22
FY 10	824	66	20	423	178	282	17

SECURITY

The Peumansend Creek Regional Jail places a heavy emphasis on security of the perimeter to ensure that all inmates are housed in such a manner as to prevent escapes and to provide for the control of the inmates. Safety of the community is very important to us. The perimeter fence is equipped with motion detectors. All entrances and exits are controlled by remote locks and are monitored by cameras. The inmate housing areas are controlled by trained security staff. Entry to each housing area is granted by the Control Center when requested by the Housing Officer. Movement within the campus is monitored by staff assigned to supervise the area. All security operations are under the direction of the Deputy Superintendent of Security.

Radio Upgrade

In May 2008, the jail replaced the two radio repeaters with an M/A Com Repeater and Duplexer system. The older system, having been installed during the initial construction of the facility, had experienced numerous failures and outlived its life cycle.

Security System Replacement

The facility is in process of replacing security systems which integrates cameras, intercoms, speakers, doors, to include the hardware and software to communicate with the equipment. The existing software is no longer supported. It is becoming more difficult to find parts to repair the hardware because the hardware is obsolete. More critical is the system is not reliable due to mechanical failures.

The management is working with a consultant to write an assessment of our current system, create a design for a new system and to write the specifications for a request for proposal to install a new system.

We expect to award the bid and have the system installed in late 2010 or early 2011.

Emergency Evacuation Respirators

In April 2008, the facility replaced its Self Contained Breathing Apparatus (SCBA) units with more convenient, cost effective, and maintenance free Emergency Evacuation Respirators (EER). The new respirators will be used primarily to prevent smoke and particle inhalation in the event of an actual fire or bacterial emergency. The EER units conform to the requirements for NIOSH standard N-99,



which means the efficiency is at 99% at 0.3 microns and easily protects against smoke and particles such as bacterial contaminants (anthrax, smallpox).

Joint Agency Fire Drill

On August 9, 2006, a joint rescue drill was conducted with the facility, Caroline County Fire & Rescue and Fort A. P. Hill. The exercise provided a learning opportunity for all agencies. A tour was conducted for the agencies upon conclusion of the drill. Future drills are anticipated.

Security Threat Groups

The Peumansend Creek Regional Jail continues to take a proactive stand in its efforts to combat gang activity also known as security threat groups. Through the creation of a Security Threat Group Coordinator position and the provision of up-to-date training opportunities, the jail takes this growing national threat very seriously. In an effort to detect and deter gang activity, both within and outside of the facility, the jail has taken steps to identify, track and prevent gang affiliations within the facility. Through observing, interviewing, and being vigilant for any distinguishing dress, tattoos, drawings, and brands which might identify gang affiliations, the facility is developing an informational database that not only is being used to enhance the facility's security but also is being shared with other local and state investigators.

The jail's latest tool in identifying gang-affiliated inmates, newly committed to the facility, consists of the use of Ultra-Violet or black light lighting fixtures. Because gang members are now using tattooing ink that can only be seen under ultra-violet lights, the jail installed ultra-violet lighting fixtures in its inmate Clothing Exchange area in May 2006. These lighting fixtures allow security staff to identify gang related tattoos that otherwise would have gone undetected.

Various illegal substances may also be identified under a black light. All mail is scanned with a black light prior to distribution to the inmates.

Annual Review of Policies and Procedures

Reflective of current events, the 2009 annual review of policies and procedures saw the creation of two new emergency policies: Pandemic Events and Workplace Threats and Violence. The policies were created when the department assessed its resources and evaluated how it could best respond to these types of incidents.

Maintenance

PCRJ, through the use of aggressive preventative maintenance practices, has been able to extend the useful life of facility assets and equipment beyond the normal life cycle. This year we have developed a phased replacement schedule to address the need to systematically replace facility equipment and ensure sufficient funding is budgeted to maintain security systems and operational requirements.

In order to reduce costs, a series of lights were identified, which could be turned off altogether or at specific times, throughout the facility. This has contributed to serious cost reductions in the electric bill without jeopardizing safety.

In another cost reduction measure approximately 100 fire extinguishers were eliminated or replaced with smaller extinguishers without jeopardizing safety.

CLASSIFICATION



The Peumansend Creek Regional Jail classification is modeled after the National Institute of Corrections objective jail classification plan. Classification is an administrative decision-making process designed to serve public and institutional safety objectives. It does not give an inmate the right to receive a particular classification assignment, nor does it obligate the Administration to provide a particular classification assignment. Classification is an objective means of identifying and categorizing various inmate traits, characteristics, and potential risks so as to have inmates in a safe, humane manner. Proper classification ensures secure Jail operations and facilitates staff and public safety. It also allows inmates to be assigned to programs and services that constructively occupy their time in custody; thereby facilitating the orderly management of the Jail. Inmates will not be classified or housed by race, color, creed, or national origin, but will be separated by gender, legal status or for other management reasons.

Evaluation

Classification decision-making is organized into a five-stage data collection and management process and a periodic review of inmate status, and revision of inmate status as needed in response to changes in inmate behavior or circumstances.

Initial Risk and Needs Assessment: Safety and security issues will be considered based upon information available at intake, information provided by the participating jurisdictions, observations of the intake staff, and information supplied by the inmate.

Classification Interview: Within seventy-two hours of entry into the orientation unit each inmate will be interviewed by qualified classification staff. The purpose of this interview is to gather additional information regarding personal/social needs, program interests, and housing assignment criteria.

Periodic Review: General Population



inmate classification assignments will be reviewed normally within 120 days of admittance, to determine if the classification and housing assignment is appropriate, and every 180 days thereafter if the inmate is still incarcerated. If further action is needed, the Classification Counselor shall initiate such action.

Housing Classification

The Jail will maintain a sufficient number of differing types of cells and rooms appropriate for all categories of inmates incarcerated. This housing classification includes the following:

- Dry Rooms – plumbing utilities are shared communally with the rest of the living unit, doors to rooms do not lock from the outside; inmates housed in this area will be predominately minimum custody inmates.
- Wet Rooms – toilet and wash basin utilities are placed in the rooms, doors to rooms do lock from the outside; inmates housed in this area will be predominately medium custody inmates.
- Medical Cells – single cells, equipped with negative pressure ventilation when medically indicated plumbing utilities are in the cells, doors to cells do lock from the outside; inmates will be assigned by medical staff only.
- Single Cells – single cells with toilet and wash basin utilities placed in the cell, doors to the cells do lock from the outside; inmates housed in this area will be segregation inmates.

To ensure the health and safety of all involved, separate management will be maintained between the following categories of inmates:

- Male and female inmates.
- Inmates who may be violent or harmful to themselves or others.
- Inmates with special problems.
- Separation and protective custody inmates.
- Inmates with contagious or communicable diseases.
- Inmate workers.
- Inmates requiring disciplinary detention.
- Inmates requiring administrative segregation.
- Age
- Enemies of Record

Security Classification

After obtaining the above information, the following classifications decisions will be made:

- Maximum Security - an inmate who has been brought to the facility who clearly exceeds the prior listed criteria; or thorough successive adverse behavioral issues or

a single act of violence, present a serious assault or escape risk and is being recommended for return to the participating jurisdiction.

- Medium Security - an inmate who is in need of one or more program assignments, is within the first thirty to forty-five days of initial incarceration at PCRJ, or who has committed a discipline infraction, or has been removed from a job assignment outside the housing unit.
- Minimum Security - an inmate who is currently enrolled or completed one or more program assignments.

PROGRAMS



The Peumansend Creek Regional Jail currently has a variety of programs in operation. Individual counseling is provided by both full time staff counselors and religious counselors. The facility offers a number of programs designed to help the inmate upon his re-entry into the community to be a law-abiding citizen. All programs are designed to assist the inmate in taking responsibility for his own life. The programs assist the inmate in acquiring the skills to do this. All inmates assigned to the Peumansend Creek Regional Jail participate in a combination

of programs to assist them with their re-entry into the community.

Each program contains a pre and post-test pertaining to that particular program. The pre-test measures the current working knowledge of an inmate in a particular area; the post-test measures the level of growth at the conclusion of instruction. By executing pre and post-tests we have the potential to measure the effectiveness of our programs. Both the pre and post-test should serve as monitors for areas of interest, concerns, and necessity.

Education Class

The facility offers an academic education program for inmates who have not obtained their high school diploma. The academic education program consists of Literacy, Adult Basic Education, and G. E. D. classes. Test of Adult Basic Education (TABE) is administered to inmates who do not have a G. E. D. or High School diploma prior to assignment to an education class. The test provides a reliable estimate of an individual's reading, mathematics, and language skills. The results of the TABE



are used to place the inmate in Literacy, Adult Basic Education, or G. E. D. classes.

In 2009, the computers in the inmate education lab were replaced. The lab contains a software system which assists in GED certifications.

G. E. D.'s Awarded

FY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
08	9	5	4	4	2	4	0	6	2	1	5	8
09	2	2	4	5	4	5	0	7	3	0	3	3
10	7	4	5	5	3	4						

Life Skills Class

Life Skills classes operate on the premise that people entering or returning to the penal system may have had little or no opportunity to acquire the necessary tools to establish themselves in society.

Substance Abuse Education Class

The Substance Abuse Subtle Screening Inventory (SASSI) is administered to every inmate entering the Peumansend Creek Regional Jail. The purpose of the inventory is to measure the level of an inmate's chemical dependence. The results are used to enhance the inmate's understanding and acceptance of his personal involvement with the substance abuse class.

Specialized Programs

The Peumansend Creek Regional Jail offers several support programs to address the needs of the female offender. The programs are designed to allow female inmates to address issues surrounding abuse, emotional issues, domestic violence, and parenting. Volunteers conduct the special support programs and include:

- **MILK: Mothers Inside Loving their Kids** – parenting program
- **Survivors of Abuse** – resolving abuse issues
- **Healing Homes and Hearts** – preparing to return home

Work Program

All inmates are assigned to a work assignment while incarcerated at the Peumansend Creek Regional Jail. Inmates are assigned entry-level jobs upon their arrival. After excelling at a lower level they may progress to the next level of job assignments until they reach the showcase job assignment of Jail Industries. The work program consists of the following levels:

Level One

While inmates are participating in program assignments, they are assigned to facility jobs such as food service, laundry, janitorial service, maintenance, landscaping, etc. These jobs are non-paying.

Level Two

Once an inmate demonstrates an ability to successfully progress through a program assignment and has performed satisfactorily on a job assignment, s/he may be eligible for a paying job assignment on the facility site. Examples of these job assignments are commissary and the Jail Industry program.



Level Three

Once an inmate demonstrates an ability to perform satisfactorily at the Level Two job assignments and has completed program assignments, the inmate may be eligible for Level Three job assignments. The job assignments are community service and public works. These are paying jobs.

Inmate Worker Statistics

	FY 08	FY 09	FY 10
Industry Workers	426	564	708
Work Crew Workers	93	54	19

Industry Program



The Peumansend Creek Regional Jail operates a jail industry program known as **Peumansend Creek Industries** which produces goods and services for sale to local and state governmental agencies and non-profit organizations. The program employs inmates who learn job skills and earn a wage. With the income the inmate receives, he/she pays court costs, fines, and restitution as well as saving funds to assist with paying bills when released. The industry program currently has shoe-resoling, promotional products, embroidery, silk screening, printing, banners, hygiene kits, woodworking, agriculture, and work crew operations.

Peumansend Creek Industries continues to offset facility operating expenses by supplying \$50,000 per year. The Industries also is self-sufficient in that it supports the salaries of staff assigned to Industries and the wages of the inmate workers.

In 2009 PCI hired an Industries Marketing Coordinator to assist in soliciting new business.

<i>Industry Profits</i>		
FY 08	FY 09	FY 10
\$55,303	(\$18,202)	\$25,542

Agricultural Industry Program

In 2003, over twelve and a half acres of land were designated to grow various crops, initiating an agricultural industry for PCI. In that same year, PCI cleaned and fertilized approximately two acres of land and planted sweet potatoes. Over 2000 plants were planted, however there was minimal yield from the potatoes.

The agricultural program is designed to provide inmates an opportunity to enhance his/her ability to become productive members of the community through participation in the paid work experience. The crops are grown to supply the Peumansend Creek Regional Jail, its six (6) participating jurisdictions and other regional jails, or ultimately the State.

Because of shortages in staffing, PCI did not produce a garden in 2005 – 2007, however, 2008 started with the planting of fruit trees – 14 apple, 6 nectarine and 10 blackberry bushes were put out in February. This was followed with the planting of 50 rows of string beans, 11 rows of corn, 3 rows of watermelon, and 2 rows each of cucumbers, zucchini and yellow squash.

In 2009 the garden was replanted with the main crops of green beans, corn, onions, peppers, squash, and tomatoes.

The 2010 garden preparations began in April with one officer and six inmate workers tilling the grounds and planting. A large crop is anticipated, with over 100 plants each of watermelons, cantaloupes and honeydew melons in the ground. Additionally, two fields are planted with squash varieties, including straight neck, butternut and zucchini. There is also one large field of bush beans, 50 sweet potato plants, 100 green pepper plants, 200 each tomato, onions, and cucumber plants, and approximately 20 eggplants.

The Peumansend Creek Regional Jail's industries program was re-accredited in October 2009 with a score of 100% compliance. Accreditation is valid for three (3) years.



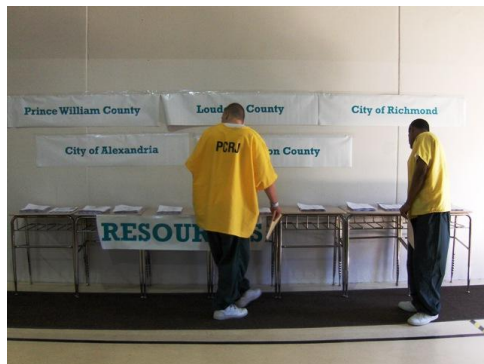
Inmate Job Fair

In April 2003, the Peumansend Creek Regional Jail conducted the first Inmate Job Fair. Forty-eight percent of the inmate population participated with seven local businesses accepting our invitation.

In 2005, eighty inmates participated. Sixty-seven invitations were extended to area businesses and the

military. Seven local organizations took part in the Job Fair.

In 2007, the fair was expanded to include service agencies from the participating jurisdictions beneficial to an inmate's reintegration into society, and thus the Inmate Job and Informational Fair was assumed. Approximately 50% of the inmate population took advantage of this program. Over 380 agencies were contacted to participate in this program. Several submitted helpful information & materials for distribution, and representatives from seven agencies attended.



On May 20, 2009, PCRJ hosted its fourth – soon to be annual – Inmate Job and Informational Fair with 229 inmates in attendance. Sixty-one agencies were invited to participate, of which 36 representatives attended while others submitted information and materials for distribution to the inmate population. Agencies represented included the Virginia Employment Commission, Caroline County Department of Social Services, Bank of America, Virginia Department of Rehabilitative Services, Clear Point Financial Group, Virginia Department of Motor

Vehicles, United Way of Greater Richmond, Germanna Community College, Department of the Navy, FAHASS, Richmond OAR, Job Corps, Virginia Cares, City of Alexandria Department of Health Services, Bailey's Crossroads' Community Shelter, Virginia Adult Education, and the Virginia Cooperative Extension Agency.

[The 2010 Inmate Job Fair is scheduled for September 21.](#)

Recreation – Indoor And Outdoor

Indoor and outdoor recreation activities are available to inmates seven days per week. While in recreation, inmates may participate in table games, basketball, volleyball, table tennis, softball, and other organized activities.

The jail encompasses two full-sized basketball courts, a softball diamond, gymnasium, and space for soccer. The facility is equipped with single recreation yards for inmates in segregation.



In June 2008, the jail assigned the duties of the recreation officer to the Housing Unit Officers, thus allowing the reallocation of two security positions to better address the shift assignment needs of the facility.

PCRJ Television Channel

Channel 32 on the PCRJ lineup is dedicated to facility information such as special events, revised policies, new books in the library, etc. It is a convenient mechanism for staff to use in order to get information out to the inmates quickly. This began in January 2006.

COMMISSARY



Up to three times per week, inmates may purchase items from the commissary. The Commissary exists to benefit the inmate population. All profits from the sale of Commissary items are used to improve the quality of life for the inmates, specifically to support inmate recreation programs and support services. The Commissary funds the salaries of one staff member, Commissary Operator, and two Commissary inmate workers, as well as the facility's part-time Chaplain. Additionally, Commissary profits support the inmate legal and leisure libraries, are used to purchase inmate recreation equipment, and to pay for cable television for inmates.

The commissary is structured into four levels to reflect an inmate's positive/negative behavior and institutional adjustment. As the inmate progresses through institutional expectations, the inmate can earn the access to additional commissary items and increased spending limits. When an inmate fails to progress through institution expectations, the access to commissary items and spending limits are reduced.

In 2009, hot water dispensers were placed in dayrooms of minimum security housing for ease in making instant soups, hot drinks, etc. This eliminates the use of a microwave for these products.

<i>Commissary Profits</i>	
FY 08	\$13,598
FY 09	\$7,667
FY 10	\$8,634

TELEPHONES

A Direct Debit calling option was added to the inmate telephone system on July 1, 2004. This system allows inmates to pay for calls using money from their commissary accounts. The Direct Debit calling option provides a convenience for the inmates as well as additional revenue for the Inmate Welfare Fund. Families may now pay in advance online in order to receive calls from the inmates.

Profits from the inmate telephone calls are used for wages for inmates working in areas such as laundry, food service, maintenance, etc.

In May 2009, a software system was put into place where inmates utilize the telephone system to order and purchase commissary items. The implementation of this mechanism frees staff from the paperwork of processing orders.

An additional service, Inmate Banker, is available to the public in order to make deposits into an inmate's account at www.inmatebanker.com. Deposits to inmate accounts will be available for use on the next business day. The Inmate Banker was put into service March 1, 2009.

LIBRARY – Leisure and Legal

The facility provides all inmates the opportunity to participate in library services. The general library provides material for research, leisure reading material, and a mechanism to allow inmates to check out materials for use in the housing area. Inmates are also provided access to a comprehensive collection of legal material, including books and software, for research.



The library is dedicated to Captain L. Pierson from the Alexandria Office of the Sheriff for her contributions to the Authority during the early development of the Peumansend Creek Regional Jail Authority. She helped organize the projected goals the Authority wanted to achieve in establishing a jail to include programs elements and the creation of the jail industries.

In FY 04, proceeds were used to replace all old and used books needing replacement with new books to include best sellers and other self-improvement materials.

RELIGIOUS SERVICES

A part-time Chaplain coordinates religious services and provides counseling to inmates and staff. Religious services are available to the inmate population on a weekly basis. Community volunteers from various religious denominations provide services and support Bible Studies.

Participation in special religious holidays is provided to the inmate population. Examples of these are: Ramadan, Ash Wednesday, Lent Service, Passover, and Palm Sunday.



Accentuate

Many of the Caroline County and Bowling Green churches are too small to support a ministry or large group of volunteers. In response, PCRJ instituted a program called Accentuate whereby individual churches may provide individual spiritual counseling to the inmate population when a volunteer is available.

Accentuate is a religious program which will be made available to discipline-free inmates who have been at the facility at least ninety (90) days. The intent of the program is to allow volunteers an opportunity to visit with an inmate on a one-to-one basis in a private setting.

The program will encompass as many beliefs of most major faith groups, dependent upon the volunteers available, and, to the extent practical.

Chaplain's Chat

Realizing Chaplains and volunteers who serve at jails and prisons share many of the same inmate issues, the Peumansend Creek Regional Jail instituted the "Chaplain's Chat" program, where religious volunteers and facility chaplains can meet and share information. The first meeting was held at PCRJ on June 14, 2005 with 28 guests in attendance. Discussion included topics such as the Prison Rape Elimination Act (PREA), Security Threat Group Awareness, Suicide Prevention, and the diverse culture of the inmate population.

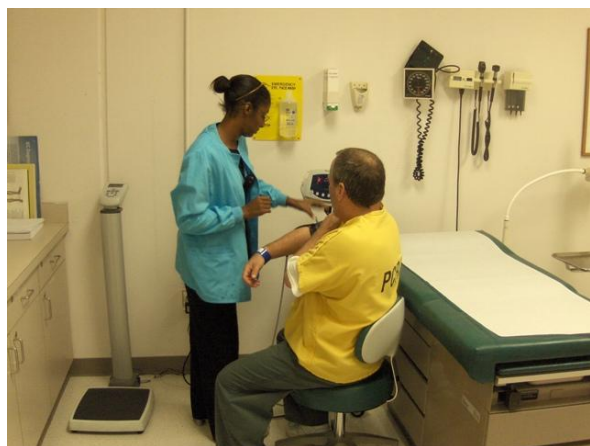
Chaplain Brenda Braam joined PCRJ as a part-time employee. Among the many items on her agenda is reviving the Chaplain's Chat program. The most recent Chaplain's Chat was held April 24, 2009.

Faith Outreach Dinner

In August of 2008, the Peumansend Creek Regional Jail held its sixth annual Faith Outreach Dinner. The Faith Outreach Dinner is a time for sharing and expressing a special thank you to all our volunteers who provide religious activities. It is also an opportunity to enlist new kinsmen into the assembly. Invitations were extended to all Caroline County churches, as well as several in Spotsylvania and Fredericksburg. The latest program was well received, with over 75 guests in attendance.



MEDICAL SERVICES



All inmates receive medical services while confined to the facility. Inmates, who have funds, share in the cost of some services at a nominal co-pay rate. The facility has a state of the art medical area staffed by licensed professional staff. A contract physician, psychologist, and dentist are on 24-hour call to ensure all inmate physical and emotional needs are met. Dental services are available as needed.

As part of the effort to prevent suicide in the facility, during orientation inmates are shown a video which discusses "Suicide Awareness" within the jail. This video explains to the inmates what things to be alert to as signs of depression and possible suicidal tendencies, and what part they can play in avoiding harm

to themselves and/or others. Based on a similar project in Ohio, the film was made using facility equipment and facility staff and inmates in the production.

In 2007, a Suicide Awareness Poster was created and placed in all inmate living areas. The poster educates the inmates in the signs of pending suicidal behavior and provides direction for what action the inmate may take if he sees these warning signs in a fellow inmate.

In February 2007, the medical area was re-accredited by the National Commission on Correctional Health Care. These standards are set to assure the health, safety, and welfare of our inmate population and the critical components of a health care system. Accreditation status is awarded to only those facilities which meet or exceed these standards. Accreditation is an on-going process and is valid for three years. Re-accreditation is scheduled for October 2009, but due to economic restrictions, the Authority agrees to forgo the costs of accreditation in 2009.

Major Tasks in Medical

ACTIVITY	FY 08	FY 09	FY 10
Sick Calls Conducted	2,554	2,368	2,853
Nursing Assessments	332	365	351
Inmate TB Testing	298	292	278
Dental Visits	704	855	829
Hospitalizations	5	2	6
Emergency Services Usage – INMATES	3	3	6
Emergency Services Usage – STAFF	0	1	0
Emergency Services Usage – VISITORS	0	0	0
Deaths	0	0	0
Rape	0	0	0
Sexual Assault	0	0	0

NOTE: Sick Call numbers down because captured better in chronic clinic care.

Co-Payment Program for Inmate Medical Service

The Virginia General Assembly passed Senate Bill 527 in 1994 which amended the Code of Virginia to allow local correctional institutions to require inmates to pay for certain medical services. This Legislation became law effective July 1, 1994.

The Peumansend Creek Regional Jail, in accordance with the Commonwealth of Virginia Board of Corrections' Model Plan for Jail Prisoner Medical Treatment Programs (March 2003), instituted medical service fees reflecting 2009 prices. These service fees include charges of \$10.00 for nurses' sick call, and \$20.00 for professional services to include doctor's call, dental call and/or dental procedures. There is a \$35.00 for cancellation fee for

inmate-generated cancellations of medical appointments scheduled outside of the facility, and a \$35.00 fee for professional services for eyeglasses. A five-dollar (\$5.00) handling fee applies to prescriptions and other fees may apply as indicated.

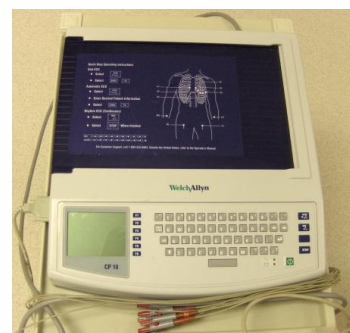
The funds received from inmates for medical services rendered are deposited in the Jail's operating account and are utilized to help pay for the contract physician and dentist, and the inmate pharmacy expenses.

Inmate Medical Co-Pay Funds Collected

FY 08	FY 09	FY 10	Total to Date
\$15,295	\$12,265	\$14,653	\$111,114

EKG and Vital Signs Monitoring

A 12 lead, interpretive EKG machine, along with a vital signs monitoring machine, are being used to assess and monitor the cardiac status of inmates with complaints of chest pain. The interpretive module enables the medical staff to report to the physician via phone and/or fax a cardiac rhythm strip enabling him to assess the situation and recommend treatment options. This method provides the physician documented evidence of the inmates' condition often enabling treatment to be safely administered on-site rather than requiring a trip to the emergency room for evaluation. By avoiding a trip via local EMS transport, this saves the facility and Caroline County money.



Pharmacy Services

Westwood Pharmacy, located in Richmond, Virginia, is the current supplier of pharmacy services at PCRJ. Since the switch to Westwood in May 2007, the cost of medication has decreased significantly, while service and lead times have greatly improved. Medications are typically received on the day the order is placed, allowing for prompt inmate treatment. Westwood also offers discounts for many non-prescription medical supplies and equipment.

Mobile X-Ray

Dynamic Mobile Imaging began providing on-site digital mobile imaging services for inmates at a significant cost savings. X-rays may be viewed immediately allowing faster detection of any significant issues which may be present.

Career Training Solutions Nursing Students

Career Training Solutions, located in Fredericksburg, is a vocational school which prepares students for careers in nursing as well as phlebotomy. The Health Services Administrator works cooperatively with the Allied Health Clinical Coordinator for Career Training Solutions in order to provide the students with an opportunity to learn about correctional health nursing. The Peumansend Creek Regional Jail hosts a tour for the graduating students, giving them an opportunity to see first-hand what a correctional setting is like. The

graduates have the opportunity to talk with staff, ask questions, and look around the medical area. Several LPN classes have been afforded the opportunity to spend clinical days at the facility learning firsthand the daily responsibility of a correctional nurse. This cooperative agreement with Career Training Solutions benefits the school and students by introducing them to a little known career path and benefits the facility by developing a hiring pool.

H1N1 Vaccination

The Peumansend Creek Regional Jail took a very aggressive course of action in response to the epidemic of the H1N1 virus, also called Swine Flu. All staff were offered the H1N1 vaccination in addition to the seasonal flu virus inoculation. Both were offered free of charge. All inmates were offered the H1N1 vaccination at no charge, as well. Vaccinations ceased on March 31, 2010 when the drug expired and no new drugs were generated.

FOOD SERVICE



The facility contains a full service kitchen equipped to serve three (3) hot meals per day. Inmates are brought from the housing areas to the dining halls and served cafeteria-style meals. Inmates confined to single cells are served meals in their cell from temperature-controlled carts.

The staff have access to a separate dining hall inside the secure perimeter, where they are served the same meal as the inmate population, as well as a salad bar and a seasonal bar – cold cut

sandwiches in the summer and soups and baked potatoes in cooler months. The staff dining décor is bistro style with seasonal tablecloths and flower arrangements, plants, poster art, and a wooden chef holding the daily menu board.

Food Service Profile – Meals Served

FY08	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Inmate	27,967	27,640	26,362	26,212	24,453	25,335	28,003	25,849	28,479	27,012	27,971	26,714
Staff	1,838	1,894	1,700	2,014	1,845	1,950	1,850	1,940	1,945	1,985	1,975	1,862
FY09	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Inmate	28,244	26,538	23,498	21,844	21,053	21,284	19,759	18,624	20,600	21,391	23,313	22,325
Staff	1,926	1,905	1,845	1,885	1,740	1,840	1,720	1,625	1,825	1,811	1,773	1,798
FY10	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Inmate	23175	24408	23091	23266	22407	21921	22280	19854	22676	23083	23336	21105
Staff	1950	1855	1935	1995	1910	1860	1810	1625	1795	1615	1630	1610

Average Cost per Meal

FY08	FY09	FY10
\$0.86	\$0.90	\$0.80

VISITATION – Contact and Non-Contact



The facility believes the family unit is a critical part of the inmate's success at the facility as well as his release and re-integration into the community. The inmate is allowed and encouraged to receive approved visitors on the weekend. To encourage visitation and assist the family, the facility has placed a number of toys and books inside and outside the visitation area for children. While the adults are visiting, the children can play or otherwise be entertained by reading or being read to.

Inmates who have exhibited good behavior in minimum custody and have complied with the requirements of the institutional program and work program are provided contact visitation. Contact visitation privileges allow an inmate to limited touch his/her visitor, hold a baby, or converse with visitors without electronic filters.

For those inmates who have not exhibited good behavior or have refused to comply with the requirements of the institutional program or work program are provided non-contact visitation. Non-contact visitation allows an inmate to converse over a telephone with visual capability through a lexan window. All inmates start out in the non-contact visitation and are provided opportunities to work their way into the contact visitation stage.



The lobby is bright and contains beverage machines, restroom facilities, and chairs for resting. The walls contain educational posters and pamphlets for the visitors regarding HIV/AIDS contraction, health issues, etc. We believe in visitor exposure to this information because they are the support people to our inmate population and these are the people to whom the inmate will return.

Visitors may voice their comments on cards in the lobby area. The card has a place to note the address, telephone number, and/or e-mail address of the visitor. The cards may then be placed in a locked box located in the lobby. The Superintendent maintains sole access to the box and replies to each card indicating a return destination. The cards are logged and contents are reviewed by the management staff in an effort to evaluate facility operations.

The Visitor Information Booklet and facility directory identify a dedicated extension visitors may call to voice a comment. Extension 100 is reviewed by the Superintendent and monitored in the same manner as the cards available in the lobby.

COMMUNITY SERVICE

Staff

It is the goal of the facility and staff to be good neighbors and active participants in community service and events throughout the year. Staff enthusiastically participate in various activities and drives each year. A favorite of all staff is the **Relay for Life® of Caroline County**. This annual fundraiser for the American Cancer Society unites the staff as a family with the local community.

Through a variety of fundraisers, the **PCRJ Cell Blockers**, a Relay for Life team of the Peumansend Creek Regional Jail raised nearly \$4,000 in 2008, and brought in \$5,000 in 2009! In 2010, despite the state of the economy, PCRJ Cell Blockers rallied and collected nearly \$2,500 for the American Cancer Society.



PCRJ staff continues to partner with the **Caroline County Department of Social Services** to support social activities throughout the year. Hygiene items, school supplies and non-perishable food items are collected and donated at various intervals. A financial donation is given to support **Operation Shoebox** during the Christmas season. In addition to \$60 collected during the 2009 Christmas season, many staff members filled and donated shoeboxes.

A new program, "**Helping the Food Bank One Item at a Time**" was implemented in the spring of 2009. A drop box is available at all times and staff is encouraged to bring an item or two whenever they are able. Once the box is filled, the food is delivered to the Department of Social Services. So far, nearly 200 items have been delivered as a result of this program. Staff also donated over \$100 to give the Food Bank to purchase necessary supplies.

School supplies collected in FY10 totaled over 1,200 pieces, and 110 hygiene items were also donated by staff.

Staff also participate in the annual **Law Enforcement Torch Run for Special Olympics**, and for several years have supported the **Caroline County Sheriff's Department and the Fire & Rescue Departments** by donating stuffed toys for these organizations to give children who may be distressed when they arrive on a call. Since the year 2000, staff have donated over 2,200 stuffed toys.

Inmates

Even our inmates make a contribution to the community.

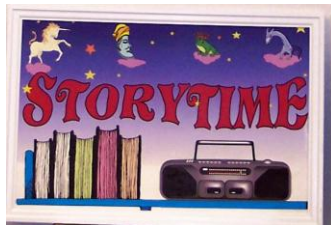
The female inmates crochet blankets, which are donated to **Project Linus**, a national non-profit organization which assists traumatized children. Since the start of the program in March 2001, the inmates have created over **1,650** blankets.



Beautiful Beginnings is a program created for male inmates to create headpieces to be donated to the Massey Cancer Center in Richmond for use by cancer patients who have lost their hair due to treatment. To date, over **360 headpieces** have been donated.

Inmates at Peumansend Creek Regional Jail are given the opportunity to participate in the “**Locks of Love**” program by donating their hair to create wigs for cancer patients. To date, **37** inmates have provided their “locks” for this deserving program.

In 2006, PCRJ introduced a new program called “**Comfort Keepers**” in which inmates may volunteer to crochet and stuff pillows to be donated to area hospitals. Since its start, **132 pillows** have been produced and donated.



Storytime is a program created for minimum custody inmates to maintain ties with family members. The inmates may select a children's book and read the book on a cassette tape to send to their children. The program is strictly voluntary and monitored by designated volunteers.

During the 2006 Caroline County Relay for Life®, an inmate hand-labeled all of the luminary bags for the ceremony. His talent of calligraphy was shared with the residents of Caroline County, making every bag truly special.

CONDITIONS OF CONFINEMENT

The Peumansend Creek Regional Jail Authority operates a top-notch facility. Criteria from the Commonwealth of Virginia Board of Corrections, Standards for Local Jails and Lockups and the American Correctional Association, Commission on Accreditation for Corrections, Adult Local Detention Facilities dictate that a detention facility must meet acceptable sanitary standards. We have met and exceeded the criteria. The old concepts of the dank, dirty, dungeon-like atmosphere simply do not exist here. This facility is clean, sanitary, and tidy. It is a safe place. It has to be.

We are responsible for the care of some 336 human beings and we do not take that responsibility lightly. Our medical care is excellent. Our menus are wholesome and nutritious as well as varied and appealing.

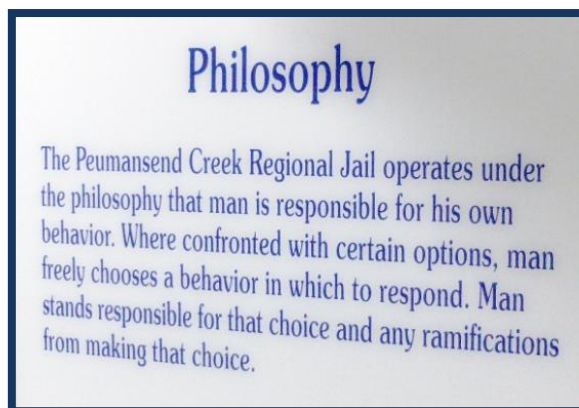
During incarceration, a grievance mechanism is in place whereby inmates can formally lodge complaints regarding conditions of confinement. Staff will evaluate those concerns and make adjustments where/when deemed necessary.

An Exit Questionnaire is administered by staff to all inmates upon release. The purpose of this tool is to evaluate and examine the conditions of confinement and quality of life of the inmate population.

Upper management review statistics regarding inmate grievances and inmate discipline actions in an effort to keep on the pulse of the institution.

The philosophy by which we operate is, "Man is responsible for his own behavior." This philosophy is applied to inmates as well as staff. Each person is also expected to live with the consequences of his or her actions.

The Peumansend Creek Regional Jail is the only facility in the Commonwealth of Virginia to obtain three accreditations while maintaining the State certification. It is one of the finest direct supervision jails in the country and probably the most unique facility in the nation.



Serious Incidents and Living Conditions Profile

FY 10

Escapes	0	Work Stoppages	0
Fires	0	Deaths	0
Vehicle Accidents (at fault)	0	Incidents of Rape	0
Riots	0	Incidents of Sexual Assault	0

TECHNOLOGY – Changing The Role Of Detention Staff



The housing officer at Peumansend Creek Regional Jail is much more than a conventional detention officer. This housing officer is a facilitator of services, evaluator of inmate job performance, and a serves as a primary conduit to classification staff and the inmate worker coordinator regarding the adjustment of the inmate. To accomplish all these tasks, the officer relies heavily on software systems. Technology, a high priority at the facility, frees staff of routine tasks and delivers information on demand wherever it is needed. Intercoms link inmate

“Planning With Vision; Achieving With Enthusiasm”

rooms to the Housing Unit console and also to the Control Center. Rooms are opened by the console and backed up by keys. Detention Officer security rounds are recorded by an electronic reader and then downloaded into a database system which provides automated reporting.

The officer must be competent in computer operation. Policy and procedures, post orders, master schedules, medical appointments, class rosters, job assignments, and more are accessed by the Housing Officer using a desktop computer connected to a local network. The officer also has access to all staff position descriptions, inmate job descriptions, staff handbook, inmate handbook, volunteer handbook, visitor information guide, safety manual, menus, and many other documents. E-mail is available to each staff member to facilitate quick and efficient exchange of information. When staff want to communicate verbally with other staff, especially supervisors, they can make use of the automated voice mail system. An automated logbook entry system is currently being instituted

To further combat attempts to smuggle illegal drugs into the jail, the jail introduced the use of an ultra-violet light device to detect drug- laced mail deliveries. Because many drugs glow under ultra-violet light, their detection can be facilitated with this new hand held device.

The facility installed a number of handpunch readers throughout the facility to automate the timekeeping required to track inmate work hours and granting of good time. A handpunch reader is a biometric device which accurately identifies an individual's handprint as a method of clocking in and out. Inmates now punch in and out using these devices rather than staff members recording time manually. This new technology also provides a means of easy and convenient retrieval of the data. The inmate worker payroll is calculated based on hours reports pulled from this system. Additionally, similar reports are produced for the purpose of calculating and granting good time.



Class attendance is recorded in the programs area by use of handpunch readers. Each inmate is required to put his hand into a reader which records his identity for class attendance. Tests are graded by using the scantron reader. GED education is managed with the aid of a computer lab where progress is automatically recorded. Using technology in these ways eliminates the need for traditional class rosters and grade books. And, as a bonus, managers are able to review a wealth of data in order to make more informed decisions.

The jail management software system provides automated booking, housing, classification and medical assignments, and a digital imaging system. The reports generated allow management to keep track of trends in the institution. A tracking system is also in place for inmate grievances and discipline issues, allowing management to monitor specific needs and identify trends. The law library is provided on CDs, which saves space, is more cost effective than maintaining printed law books, and is much easier to update.

Employee work hours are captured and calculated using a handpunch reader and reporting software. Employees punch in and out using a handpunch reader thus eliminating the need for completion of paper timecards. Employee attendance is then monitored and authorized by supervisors through the use of software installed on their computers at their workstations. The Human Resource Generalist is then able to simply transfer a single computer file will all the hours of data into the payroll system for processing.



STAFF TRAINING

All employees, including volunteer staff, go through an orientation and training period which instructs them in the overall organization and the specific management structure of the Peumansend Creek Regional Jail. Instruction is also provided to all staff on the basics of operating within a detention facility, (e.g. fundamentals of security, rights and privileges of inmates, etc.), personnel policies, and the overall philosophy and

management style of the PCRJ.

In addition, security staff are provided 10 weeks of intensive classroom training and 40 hours of on-the job training which meets or exceeds all criteria of the American Correctional Association and the Commonwealth of Virginia. Thereafter, security staff continue to receive at least 24 hours of additional training every two years.

While other staff do not receive this intensive security training, all staff are provided with continual special training sessions relative to the overall operation of the facility and specific to their areas of expertise. The Peumansend Creek Regional Jail Authority encourages staff to continue their professional growth through enrolling in local colleges and universities and by attending seminars, workshops, and other functions. In many instances, where such continued training is directly related to their job performance, the Peumansend Creek Regional Jail Authority may provide funding for the staff member to attend.

Training Statistics

FY 10	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Staff	66	85	95	75	106	87	44	27	78	0	4	17
Hours	242	234	388	449	177	178	330	60	164	0	4	19

Staff Certifications

All PCRJ security and maintenance staff attend the Rappahannock Regional Criminal Justice Academy within one year of employment. The RRCJA is a 10-week Jail Officer Basic certification course. During 2009, PCRJ sent one employee to the Jail Officer Basic

Course. To date in 2010, three employees have attended and received certification as a Certified Jail Officer.

Currently all staff receive CPR/First Aid and AED training within their first thirty days of employment, and are re-trained annually. PCRJ has six American Red Cross certified CPR/First Aid and AED instructors. Instructors maintain their certification by teaching a minimum of one class per year.

In addition to the CPR/First Aid and AED Instructors, the facility staff consists of the following certifications: 16 General Instructors, four Firearms Instructors, two Interpersonal Communications Instructors, and two Defensive Driving Instructors Certification; 21 VCIN Operators, one Cultural Diversity Instructor, two Defensive Tactics Instructors, one VCIN Instructor, three Survival Spanish Instructors, two Glock Armorers, and two Remington Armorers.

Specialized Outside Training

During FY10, 63 employees attended specialized outside training for a total of 612 hours. Such training included:

Course Title	Number of Staff Attended	Number of Hours Total
Addiction Studies Conference	1	18
Conflict and Crisis Management	2	16
Effective Communication and Social Styles	3	24
Legal Issues in Today's Jails	6	144
Planning for Congregate Care Facilities	4	32
Terrorism Awareness	2	32
Cultural Awareness	3	6
Legal Update	3	12
Preventing Workplace Violence	2	12
Stress Management & Suicide Awareness	1	8

All managers and supervisors were mandated to receive the OSHA training regarding workplace violence starting in 2009.

Field Training Officer (FTO)

In July of 2005, PCRJ enacted a Field Training Officer Program which had been nearly two years in the making. Three staff members were selected to perform the role of Field Training Officer (FTO). The FTOs received a formal orientation prior to assuming their duties. This program teaches the new employee performance based tasks by



listening, observing, performing and repetition. Then new employees are rated based on performance based testing by the Field Training Officers.

The Field Training Officer has become a vital role at PCRJ. Since inception, the turnover rate has been dramatically reduced. The new employee feels more confident in his/her ability to perform his/her duties. Combined with the Interpersonal Communications training they also feel more confident in dealing with confrontational situations.

In June 2007, a fourth FTO was selected. With this new FTO all four shifts have the capability to provide on-to-one on-the-job training for new staff members.

Master Jail Officer (MJO)

During FY08, PCRJ participated in the Master Jail Officer program as developed by the Virginia Compensation Board. To participate in this program, applicants are required to submit a letter of interest which includes their qualifications, to the Jail's Career Development Board (CDB). The CDB then reviews, interviews and analyzes a presentation from the officer before selection. To date, five security officers have been selected for this designation. Additional funding for this designation is provided by the Virginia Compensation Board.

In 2009, the Superintendent was selected to sit on the Master Jail Officer audit committee for the Compensation Board.

Rape and Sex Crime Investigations

In May of 2006 four staff members from PCRJ attended the Rape and Sex Crimes Investigations Course offered by the Public Agency Training Council. This training gave the attendees a working knowledge of sexual terminology, provided an insight to develop investigative strategies for victims and suspects, and also enabled them to develop a knowledgeable presentation to civic groups.

With the staff attending this training it allows PCRJ to further comply with the Prison Rape Elimination Act as well as the new American Correctional Association standards dealing with sexual misconduct.

THE PEOPLE WHO MAKE IT ALL POSSIBLE

PCRJ Authority

Faced with overcrowding in their local jails, the participating jurisdictions agreed to build an institution whose prime purpose is to offer programs and services, to include a jail industry, and to assist with reintegrating the inmates into society. Each participating jurisdiction transports non-violent, able-bodied offenders to the facility.

All participating jurisdictions maintain their own jails but they have been able to reduce their populations by forwarding this select group of inmates to the Peumansend Creek Regional Jail.

Each Peumansend Creek Regional Jail Authority member jurisdiction has two votes – one from the city/county administration and one from the Sheriff's Office. The governing body of

each jurisdiction designates the administrative Authority member and any alternates. Only those so designated and present at Authority meetings can vote on behalf of the city/county.

Staff

The Peumansend Creek Regional Jail is one of the largest employers in Caroline County. The facility has steadily increased, over the past six years, the number of Caroline County residents in its employ to nearly 50%. This information is detailed in the following chart:

Percentage of Caroline County Hires

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
FY08	36%	36%	37%	37%	37%	39%	39%	29%	30%	31%	30%	30%
FY09	33%	34%	34%	36%	36%	36%	36%	36%	36%	36%	36%	35%
FY10	35%	35%	35%	35%	35%	35%	35%	35%	35%	42%	42%	42%

Employees are competitively compensated for their skills and receive an outstanding benefit package. The package includes:

Annual Leave:	<u>Years of Service</u>	<u>Hours Earned Each Year</u>
	Less than 5	104
	5 to 10	130
	More than 10	182
Sick Leave:	104 hours per year	
Overtime:	Paid at 1.5x base pay	
Holidays:	Twelve	
Medical Insurance:	Free for Employee – Anthem Healthkeepers & Anthem Blue Cross/Blue Shield – KeyCare	
Dental Insurance:	Free for Employee – MetLife	
Vision Insurance:	Included in Medical Coverage	
Life Insurance:	VRS paid by Authority; additional available	
Disability Insurance:	Available	
Retirement:	VRS paid by Authority	
Authority Buy Back:	For perfect attendance each year, up to 40 hours of annual leave may be bought by Authority.	
Sick Leave Buy Back:	After retirement, buy back at \$1.50 per hour.	
Automatic Bank Deposit:	Available	
Merit Salary Review:	Depending on quality of annual performance appraisals; merit increase is reflected.	

Family Medical Leave: Available after twelve months of consecutive employment.

The detention center work environment is traditionally not known as a highly rewarding and high profile profession. The Peumansend Creek Regional Jail emphasizes the importance of retaining and maintaining morale of staff in order to achieve the most efficient but at the same time, positive work environment. The employee also has an important role in promoting within themselves and co-workers a sense of positive morale to assist the morale of the whole work environment. The management of the Peumansend Creek Regional Jail conducts activities and/or recognizes staff through a variety of incentives to assist staff in achieving positive morale and demonstrating to staff members that their efforts are appreciated. Staff are encouraged to suggest any additional programs they feel may be appropriate.

Employee of the Month: Nomination by the Supervisor, selected by the Superintendent

Employee of the Year: Competes with other Employees of the Month on a written exam and an oral board

Spot Award: Awarded by the Superintendent in the form of money or certificate for a suggestion or action which contributed to a significant cost savings to the Authority.

Perfect Attendance: During the specified six-month period, the Superintendent may issue a pin and/or other incentive for perfect attendance during each designated six-month period.

Birthday Recognition: The Superintendent will issue a card to each employee during the month of their birthday.

Year of Service: At the end of each year of service, the Superintendent will issue a card to recognize the continued service.

Initial Hire: During the first month of employment, the Superintendent will issue a card to each new employee welcoming him/her to the facility.

National Correctional Workers Week: National Correctional Workers Week is celebrated during the first full week in May. This week is also celebrated as National Nurse's Week and National Volunteer's Week. The PCRJ celebrates all these weeks as National Correctional Workers Week. As designated by the Superintendent, a variety of activities will be scheduled to recognize the contributions of all employees of the Authority.

Holiday Appreciation: For those holidays designated by the Superintendent a special gift, token or recognition may be provided to all staff or those staff specifically working the holiday.

Community Service: Those staff members participating in a community service activity such as cleaning the roadway, becoming a blood donor, planting flowers at a nursing home, etc., may be recognized for

their efforts in the form of a certificate or plaque.

Score Boarding:	Achievements by staff may be posted in the form of a scoreboard for review by all staff members. An example of score boarding may be accident free days, accident free miles, can tab collections, etc. Scoring will be maintained by staff designated by the Superintendent.
Facility Family Functions:	As designated by the Superintendent staff may involve their family in activities sponsored by the facility. Examples of these functions may be a Christmas party, Easter Egg Hunt, Facility Picnic, Halloween Party, etc.
Superintendent Award:	<p>On occasion the Superintendent may choose to reward an individual for not one single achievement but for consistent outstanding performance. This award may be presented at any time. It is presented sparingly and given for very special effort, teamwork, extraordinary attitude, etc. It may or may not have a cash award.</p> <p>During the 2005 Staff Christmas Party, three individuals received the Superintendent's Award:</p> <ul style="list-style-type: none">• Paul Taylor, Supply Officer – Caroline County resident, for his cost savings measures in the Supply area of the facility. He is also instrumental in supply use efficiency.• Donna Raleigh, Human Resource Generalist – For her outstanding work in reducing the turnover rate at the facility (one month, the rate was at 1%) and her service in the support section of the facility.• Hassan Abadi, Food Service Manager – For his work in developing menus and most effective food service management.
Open Door Policy:	The Superintendent and all managers maintain an open door policy with all facility staff.
We Heard Something Good About You:	Whenever an outside visitor, contractor, professional, etc., reports to the management staff that a staff member from this facility is found to be portraying themselves in an exemplary professional manner, the Superintendent may issue the employee a card stating to the effect, "We heard something good about you." The card will include a message from the Superintendent detailing what information was shared.
Competitions:	Periodically the Superintendent will conduct competitions among sections/shifts and award the winners of competitions. Examples of these may be which section/shift can collect the

most cans for a food drive or pulling names out of a hat for a turkey for Thanksgiving. Results of these competitions will be published for all staff.

Ethnic Sensitivity/
Cultural Enrichments:

Throughout the year staff will be provided with literature explaining a specific ethnic holiday or special event. The purpose of this literature is to educate staff members to cultural values, practices and of other ethnic groups which must work together in the work environment. Examples of these events are St. Patrick's Day, Passover, Cinco de Mayo, Ramadan, etc.

Recruitment Incentive
Bonus:

Each staff member is eligible to receive a Recruitment Incentive Bonus if they refer a person for hire who is eventually hired. Here is how it works:

1. The applicant completes the application and records the recruiting employee's name as a referral.
2. If the applicant successfully completes the screening process and is hired, the recruiting employee receives a two hundred dollar (\$200.00), Recruitment Incentive Bonus.
3. If the new employee stays for six (6) months, the recruiting employee receives another one hundred dollar (\$100.00), Recruitment Incentive Bonus.
4. If the new employee stays with the jail for one year and successfully completes the probationary period, the recruiting employee receives an additional two hundred dollar (\$200.00), Recruitment Incentive Bonus.

Carpe Diem Award:

Latin for "Seize the Day" or "Grab the Day," the award is provided to a group or individual who has achieved or accomplished tasks, which the administration has determined as a priority. The award may take the form of a plaque, statue, special meal, special gift, or the group may be asked by the Superintendent to select the award they wish.

Screening/Vaccinations:

1. Tuberculosis Screening

All new employees will receive, at no cost to the employee during their initial physical examination, a screening test (PPD test) to determine past exposure to TB. Semi-annually all employees will receive a PPD test.

2. Hepatitis B Virus Vaccine

Hepatitis B vaccination will be made available, at no

cost to the employee, to all staff members determined to be at risk for exposure during the performance of their regularly assigned duties.

3. Influenza Immunization

Annually, usually during the month of October, the Authority makes available the latest flu immunization at no charge to the employee.

4. Tetanus Immunization

After five years of service, the Authority will make available the Tetanus vaccine to prevent the bacillus causing rigidity and spasmodic contraction of voluntary muscles at no charge to the employee.

5. Pneumonia Vaccination

After five years of service, the Authority will make available the Pneumonia Vaccine to prevent the acute chronic disease caused by viruses, bacteria, and/or physical and chemical agents and characterized by inflammation of the lungs. The vaccination is provided at no charge to the employee.

6. Meningococcal Vaccination

After ten years of service, the Authority will make available the Meningococcal Vaccine for prevention of meningitis, an inflammation of any and all of the linings of the brain and spinal cord caused by a bacterial infection. The vaccination is provided at no charge to the employee.

7. Shingles Vaccination

The Authority will make available to all employees, age 60 or older, the Shingles Vaccine for prevention of shingles. The vaccination is provided at no cost to the employee.



Separating the two locker rooms is the employee exercise room with several pieces of exercise equipment including two (2) stationary bicycles, two (2) treadmills, and a glider. There are also a number of free weights and a weight machine, providing opportunities for a full range of body shaping and strengthening.

Outfitted by proceeds from the employee welfare fund, a

staff lounge is furnished with three massaging/heated recliners, a lush sofa with overstuffed matching chair and ottoman, a wooden rocker and matching glider, and an art deco chair with matching ottoman. The lounge's ocean/water motif resonates with the name of the facility. A bright border surrounds the room and metal art pieces decorate the walls. Vending machines, a refrigerator, a microwave oven, and a sink complete the picture.



Adjacent to the lounge area is the employee library. The library consists of 209 books, magazines, guides, 9 audiotapes, 135 videotapes, 63 correspondence courses, and handbooks which can be checked out for review by the staff. The latest institutional policy and procedure revisions are available alongside an employee suggestion box that goes straight to the Superintendent.

Down the hall from the staff lounge are separate locker rooms for male and female staff consisting of a locker for each employee, seating areas, and disabled accessible showers and restroom facilities. The hallways in the area are decorated with employee wellness posters addressing such topics as nutrition, health issues, stress relief, violence in the workplace, community interest, childcare, and many other topics of interest.

Volunteers

Volunteers enhance and expand the services and programs offered to the inmates. Volunteers permit increased personal contact for the inmates, broaden community resources for the facility, and increase public awareness of the correctional system. Volunteers supplement, but never supplant, activities of employees of the facility.

PCRJ Volunteers	
2009	2010
75	270

The volunteers express their interests and capabilities they have to offer as a volunteer on the application to volunteer. Their assignment to a specific area of the jail is based on this information. Volunteers are interviewed, screened, given a handbook, and provided orientation training prior to being used as a volunteer. They are provided a code of ethics, informed on the rules and regulations of the facility, trained on staff and inmate relations, counseled on confidential information, informed on what to do in case of emergencies and are elicited to submit suggestions regarding the facility. Volunteers may be used in religious services, staff assistance, speakers, substance abuse counseling, and tutoring or academic training.

PROFESSIONALISM

The management staff actively participate in the American Jail Association's Certified Jail Manager program. The staff were required to qualify – provide credentials which were evaluated by the Association. After evaluation, they were invited to sit for written testing and must demonstrate proficiency in the areas of security, programs, finance, legal issues, and other broad subjects which only experience can provide. The Superintendent, the

Deputy Superintendent of Security, the Deputy Superintendent of Support Services, the Deputy Superintendent of Programs and the Health Services Administrator are all Certified Jail Managers.

All Shift Commanders (Lieutenants) are required to complete the American Correctional Association Certified Course for Supervisor I and Supervisor II. Upon completion, they will apply for the Certified Jail Manager.

The security supervisors (Sergeants) are required to complete the American Correctional Association Certified Course for Correctional Officer I and Correctional Officer II.

The Food Service Manager submitted his credentials for examination and was certified as a Professional Food Service Manager by the American Correctional Food Service Association. One of the Food Service Supervisors completed the ServSafe Certification by the National Restaurant Educational Foundation.

The counselors have obtained certificates for the “Supervising Substance Abuse Offenders” from the American Correctional Association. The substance abuse counselors have also received their SASSI (Substance Abuse Subtle Screening Inventory) testing certification.

The Health Services Administrator, one facility LPN, and the Medical Records Clerk are Certified Correctional Health Professionals (CCHP). The CCHP designation identifies the individual as one who has demonstrated mastery of national standards and the knowledge expected of leaders working in the field of correctional health care. The Peumansend Creek Regional Jail has served as a host test site for the National Commission on Correctional Health Care for the Certified Correctional Health Professionals examination. The Health Services Administrator serves as monitor.



OPERATIONAL MANDATES

The Peumansend Creek Regional Jail is the only regional jail operated independently from any supporting government agency. This means all human resource functions such as insurance, payroll, compliance regulating, recruitment, etc., and all finance operations such as budget, accounting, procurement, supply, contracts, etc. are maintained by the staff at PCRJ and not supported or provided by any other government agency.

All facility manuals, handbooks, and plans were completed prior to receiving inmates and have been examined on an annual basis since opening. The documents include:

- PCRJ Policy and Procedure
- Post Order Manual
- Master Schedule

- Job Description Manual
- Forms Manual
- Nursing Manual (First Medical Manual)
- Protocol Manual (Second Medical Manual)
- Exposure Control Plan
- Safety Manual
- Field Training Officer Manual
- MSDS Manual
- Employee Handbook
- Inmate Handbook
- Volunteer Handbook
- Tour Book
- Visitor's Information Booklet
- PCRJ Inmate Orientation Film
- PCRJ Inmate Suicide Prevention Orientation Film
- PCRJ Inmate Orientation Film and Inmate Suicide Prevention Film in Spanish and subtitled for the Hearing Impaired
- Consultant/Contractor Handbook
- The Sanitation & Safety Inspection Help Guide (For Kitchen, Industries and Commissary)
- Hearing Committee Member Help Guide
- Staff Representative Help Guide

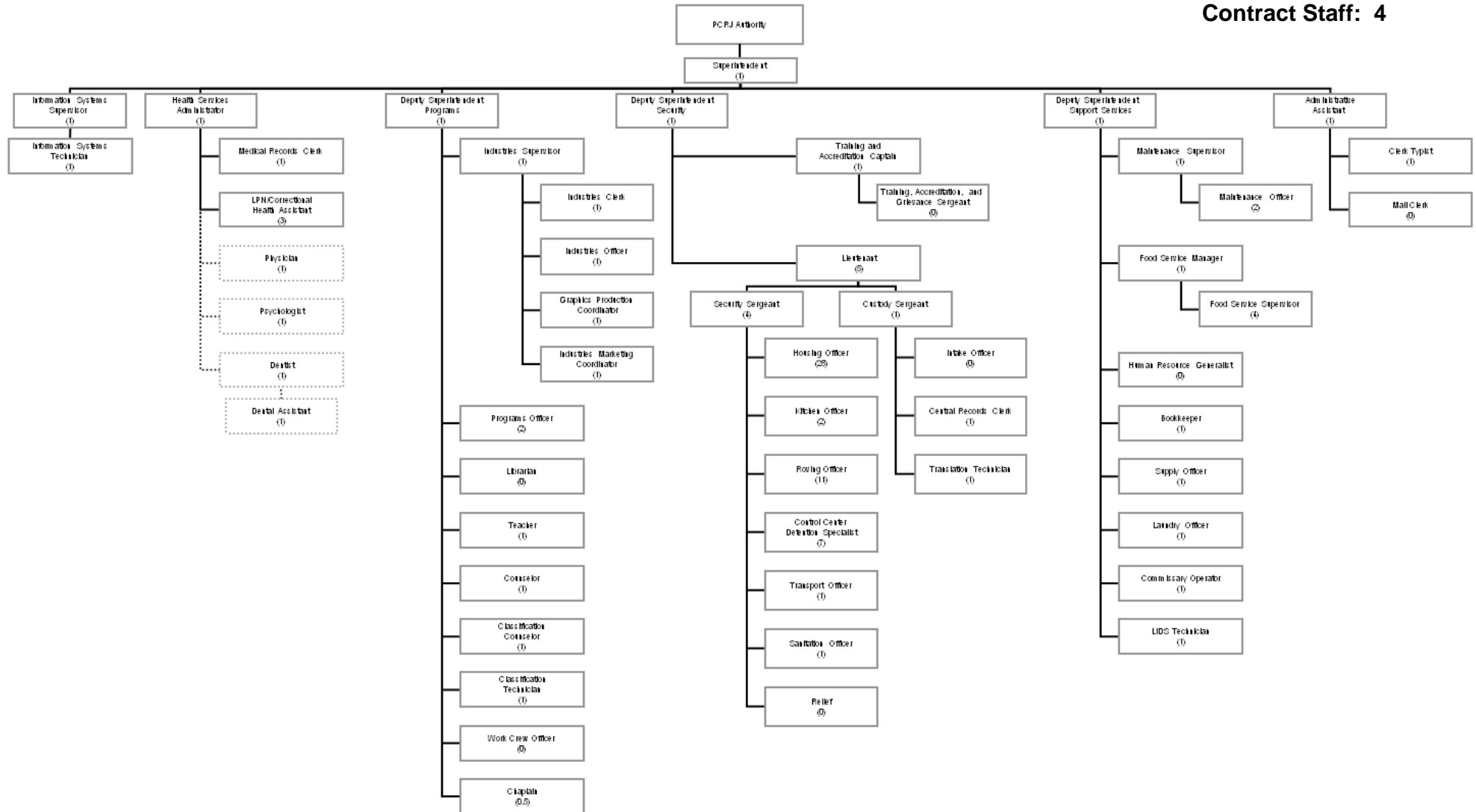
CONCLUSION

The Peumansend Creek Regional Jail is a state of the art, progressive, direct supervision model facility. The paradigmatic showcase institution is not replicated anywhere in the nation. This joint effort of the six government localities is an achievement which each jurisdiction can be especially proud. The Caroline County Board of Supervisors can be especially honored since the facility rests in their county. They should never be shy to tour or have others tour the institution.

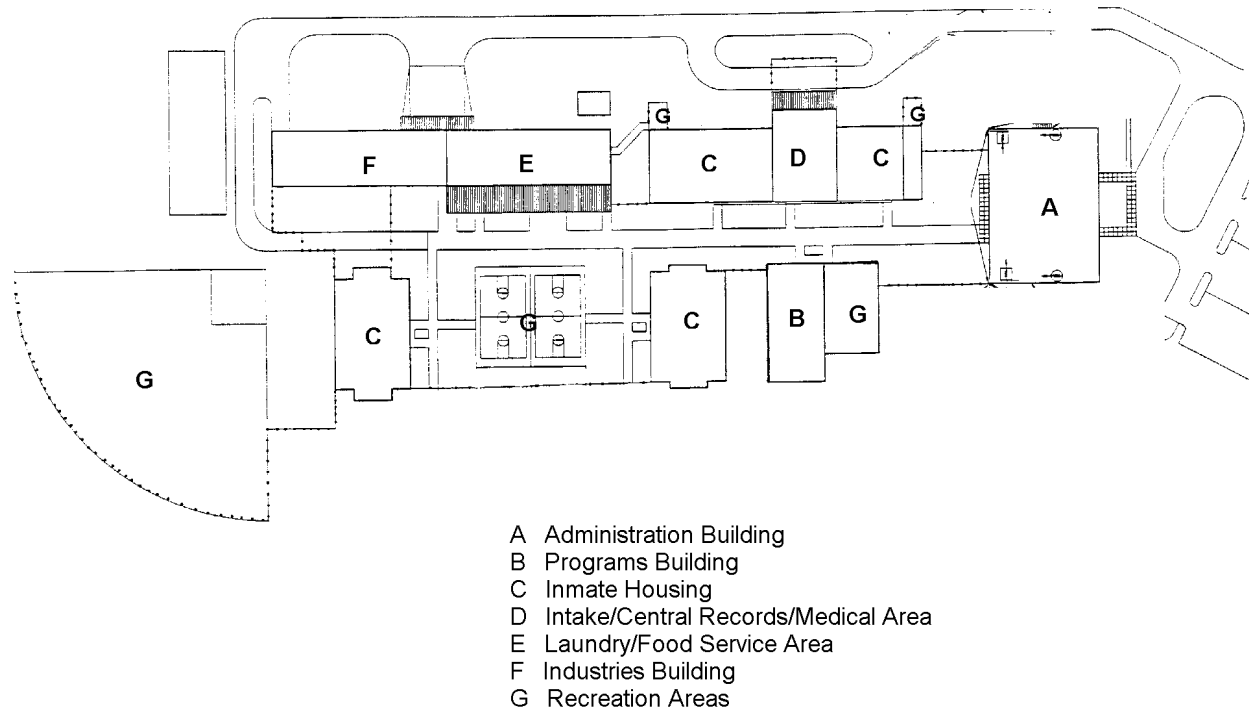
If there are any questions regarding this report or any issue regarding the Peumansend Creek Regional Jail, please feel free to contact the Jail Superintendent, Sandra Thacker, at 804-633-3694.

PEUMANSEND CREEK REGIONAL JAIL CHAIN OF COMMAND

Total Staff: 100.5
Contract Staff: 4



CAMPUS STYLE FACILITY



PCRJ is a campus style, fourth generation, direct supervision facility located in Bowling Green, Virginia.

Attachment 3

PEUMANSEND MODEL

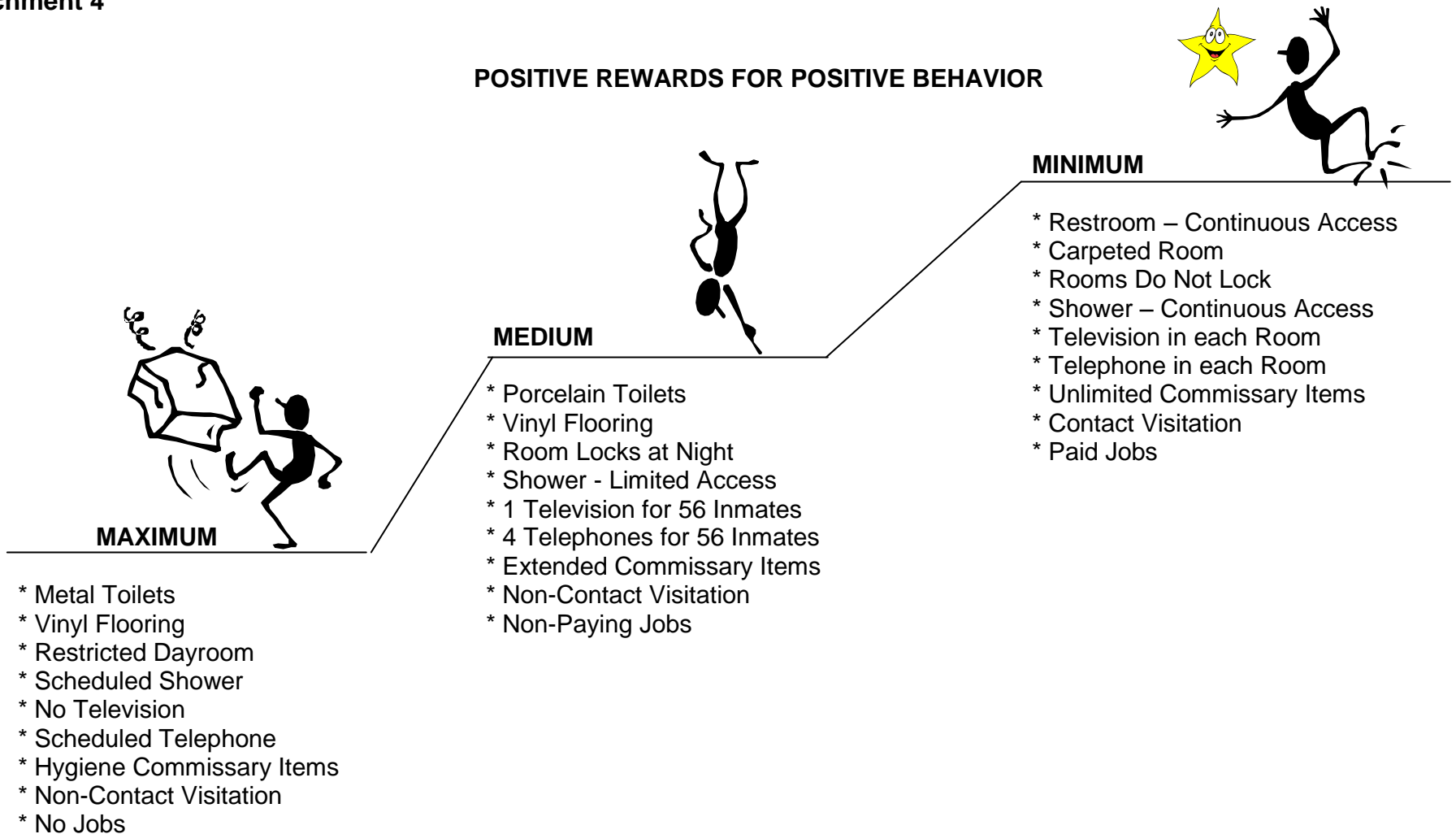
TRADITIONAL ROLE			FOURTH GENERATION
Housing Officer	<ul style="list-style-type: none"> Manual Record Keeping Responding to Incidents Mustering Inmate for Service Handling Inmate Materials 	↔	<ul style="list-style-type: none"> Uses technology Securing Access to Services Releasing Inmate for Service Proactive to Situations Automating Information and Forwarding Data Facilitates/Evaluates Inmate Work Performance
Commissary Operator	<ul style="list-style-type: none"> Bagging Items Checking Account Balances Debiting Accounts Transporting Groceries to Inmates 	↔	<ul style="list-style-type: none"> Managing the Store Training Inmates to Operate a Store Inmates Pick Up Their Groceries Evaluates Inmate Work Performance
Mail Staff	<ul style="list-style-type: none"> Sorts and Inspects Mail Delivers Mail to Inmates Retrieves Outgoing Mail 	↔	<ul style="list-style-type: none"> Sorts and Inspects Mail Delivers Mail to Central Location Retrieves Mail from a Central Location
Laundry Officer	<ul style="list-style-type: none"> Exchanges Laundry Items Carts Items to the Inmates 	↔	<ul style="list-style-type: none"> Manages the Laundry Operation Trains Inmates to Operate a Laundry Evaluates Inmate Work Performance
Nurse	<ul style="list-style-type: none"> Service Provider Care Giver 	↔	<ul style="list-style-type: none"> Educates Inmates on Health Care
Hair Care	<ul style="list-style-type: none"> Supervises Haircuts Schedules Appointments 	↔	<ul style="list-style-type: none"> Conducts Cosmetology School Instructs Inmates Evaluates Inmate Work Performance
Counselor	<ul style="list-style-type: none"> Maintains Caseloads Conducts Counseling Sessions 	↔	<ul style="list-style-type: none"> Instructs Life Skills, Substance Abuse Education Classes Administers Individual Counseling
Maintenance Staff	<ul style="list-style-type: none"> Repair Items in Jail Oversees Inmate's Work 	↔	<ul style="list-style-type: none"> Conducts Vocational Class Instructs Inmates Evaluates Inmate Work Performance

Attachment 3

PEUMANSEND MODEL (cont'd)

TRADITIONAL ROLE			FOURTH GENERATION
Food Service Staff	<ul style="list-style-type: none"> • Prepares Meals • Oversees Inmate's Work 	↔	<ul style="list-style-type: none"> • Conducts Vocational Class • Instructs Inmates • Evaluates Inmate Work Performance
Programs Staff	<ul style="list-style-type: none"> • Supervises Inmates 	↔	<ul style="list-style-type: none"> • Teaches Inmates a Skill • Administers Community Service Projects • Evaluates Inmate Work Performance
Industries	<ul style="list-style-type: none"> • <i>DOES NOT EXIST</i> 	↔	<ul style="list-style-type: none"> • Reduces Idleness • Creates Wages to Assist Inmates in Payment of Debts • Teaches Inmates a Skill • Teaches Inmates How to Maintain a Job in Society • Evaluates Inmate Work Performance

POSITIVE REWARDS FOR POSITIVE BEHAVIOR



As an inmate progresses through positive behavior and quality work performance, he climbs the ladder of rewards which define his quality of life at PCRJ.

CONTACT INFORMATION

Peumansend Creek Regional Jail Authority

	<u>Last</u>	<u>First</u>	<u>Title</u>	<u>Phone</u>	<u>Fax</u>	<u>E-mail</u>
Alexandria	Lawhorne	Dana	Sheriff	703-838-4766	703-838-6307	dana.lawhorne@alexandriava.gov
	Hartmann	James K.	City Manager	703-838-4300	703-838-6343	jim.hartmann@alexandriava.gov
	Evans	Michele	Assistant City Manager	703-838-4300	703-838-6343	michele.evans@alexandraiva.gov
Arlington	Arthur	Beth	Sheriff	703-228-4466	703-228-4463	BArthu@arlingtonva.us
	Kidwell	David	Major	703-228-4492	703-228-7284	dkidwe@arlingtonva.us
	Carlee	Ron	County Manager	703-228-3112	703-228-3295	countymanager@arlingtonva.us
	Billman	Nicole	Mgmnt. and Budget Analyst	703-228-3411	703-228-3401	nbillman@arlingtonva.us
Caroline	Lippa	A. A. "Tony"	Sheriff	804-633-1122	804-633-1124	sheriff@carolinesheriff.org
	Moser	C. "Scott"	Major	804-633-1126	804-633-1124	smoser@co.caroline.va.us
	Ashcraft	Percy C.	County Administrator	804-633-5380	804-633-4970	pashcraft@co.caroline.va.us
	Partin	Alan	Assistant County Administrator	804-633-5380	804-633-4970	apartin@co.caroline.va.us
Loudoun	Simpson	Stephen O.	Sheriff	703-777-0407	703-771-5744	ssimpson@loudoun.gov
	*Wyant	Chuck	Captain	703-777-0405	703-777-0498	cwyant@loudoun.gov
	Bowers	Kirby	County Administrator	703-777-0200	703-777-0325	coadmin@loudoun.gov
	Sandy	John	Asst. County Administrator	703-771-5962	703-777-0325	jsandy@loudoun.gov
Prince William	Hill	Glen	Sheriff	703-792-6415	703-792-7576	ghill@pwcgov.org
	Meletis	Pete	Colonel	703-792-6417	703-792-7576	pmeletis@pwcgov.org
	Peacor	Melissa	County Executive	703-792-6600	703-792-7484	mpeacor@pwcgov.org
Richmond	Woody	C.T.	Sheriff	804-646-0930	804-646-4430	sheriff@ci.richmond.va.us
	Carter, Jr.	Irvin M.	Budget Director	804-646-0995	804-648-8330	carterim@ci.richmond.va.us
	Williams	Garland	Sr. Budget & Mngmnt. Analyst	804-646-3083	804-646-7913	williagw@ci.richmond.va.us

Attachment 5

Legal Counsel	<u>Last</u>	<u>First</u>	<u>Company</u>	<u>Phone</u>	<u>Fax</u>	<u>e-mail</u>
	Hefty	William H.	Hefty & Wiley, P.C.	804-780-3143	804-225-8356	billhefty@verizon.net
	Wiley	Roger	Hefty & Wiley, P.C.	804-780-3143	804-225-8356	roger.wiley4@verizon.net

Peumansend Creek Regional Jail Management Team**Phone: 804-633-0043****Fax: 804-633-3170****e-Mail: pcrj@pcrj.org****Web: <http://www.pcrj.org>**

Sandra Thacker	Superintendent	x122	thacker@pcrj.org
Ron Elliott	Deputy Superintendent of Security	x119	ronelliott@pcrj.org
Thelma Gardner	Deputy Superintendent of Programs	x144	gardner@pcrj.org
Bill Ayres	Deputy Superintendent of Support Services	x118	ayres@pcrj.org
Diane Purks	Health Services Administrator	x148	purks@pcrj.org
Kim Whitmore	Information Systems Supervisor	x136	whitmore@pcrj.org
Lynda Tate	Administrative Assistant	x114	tate@pcrj.org

SUPERINTENDENT'S RESUME

SANDRA DENISE THACKER

EDUCATION:

August 1976 to May 1978 Southern Illinois University; Carbondale, Illinois
Master of Science in Administration of Justice
Major: Corrections
Minor: Counseling

August 1972 to May 1976 Ashland College; Ashland, Ohio
Bachelor of Science in Education
Major: Education-Secondary
Minor: History
Political Science
Sociology

CERTIFICATIONS:

November 2000 **Certified Jail Manager**
American Jail Association

March 2006 **Certified Litigation Specialist – Public Employment Litigation**
Americans for Effective Law Enforcement

January 2007 **Certified Litigation Specialist – Corrections**
Americans for Effective Law Enforcement

PUBLICATIONS:

May/June 2003 **AMERICAN JAILS, Hagerstown, Maryland**
Article: Peumansend Creek Industries – Turning the Dream Into Reality. Authored article regarding the industries at the Peumansend Creek Regional Jail.

March/April 2003 **AMERICAN JAILS, Hagerstown, Maryland**
Article: A New Principle, A New Generation. Authored article regarding the concept of a fourth generation jail with a new principle of direct supervision based on the Peumansend Creek Regional Jail in Bowling Green, Virginia.

August 2000 **AMERICAN JAILS, Hagerstown, Maryland**
Article: Planning with Vision. Authored article regarding the Virginia Association of Regional Jails and the annual conference.

June 1991 **The Female Offender. What Does the Future Hold, ACA**
Co-researched and co-authored publication regarding the status of the

“Planning With Vision; Achieving With Enthusiasm”

Attachment 6

female offender in America.

October 1988

CLASSIFICATION, INNOVATIVE CORRECTIONAL PROGRAMS,
Richmond, Kentucky

Article: Direct Supervision Classification. Authored an article on a classification instrument designed for direct supervision jails.

Spring 1987

AMERICAN JAILS, Hagerstown, Maryland

Article: Direct Supervision. Co-authored an article on Direct Supervision Jail in Bexar County, Texas, the largest direct supervision jail.

PROFESSIONAL ORGANIZATIONS:

2000-Present	Certified Jail Manager – American Jail Association
1995-Present	Virginia Association of Regional Jails
	President (2000-2001)
	Vice-President (1999-2000)
	Secretary (1998-1999)
1982-Present	American Correctional Association
1985-Present	American Jail Association
2000-Present	Regional Coordinator for Project Linus
1992-1995	Women in Corrections Committee
1990-1992	Citizen Participation Committee-ACA
1989-1992	Female Offender Task Force-ACA
1985-1995	Texas Correctional Association
1983-1985	President-Nevada Correctional Association
1983-1985	Chairperson-Nevada Women's Task Force for the ACA
1983-1985	American Society of Public Administration
1982-1985	Nevada Correctional Association

EXPERIENCE:

**December 1995
to Present**

PEUMANSEND CREEK REGIONAL JAIL AUTHORITY

Bowling Green, Virginia

Position: Regional Jail Superintendent

Assisted in design, development, planning and directing all administrative, operation and program functions under the direction of a twelve member Regional Jail Authority. The direct supervision facility, 336 coed capacity with planned expansion for 672, is a program intense facility with an industries project on site. Accreditation maintained from the NCCHC, ACA-ALDF and ACA Correctional Industries. Responsible for the day-to-day operation and management of security, programs, medical and financial aspects of the facility.

Attachment 6

May 1991
to
December 1995

WACKENHUT CORRECTIONS CORPORATION
Fort Worth, Texas
Position: Facility Administrator (Warden)

Operated and opened the 400 male parole violator podular direct supervision facility under contract with the State of Texas Board of Pardons and Paroles. As the chief executive officer of the site, responsible for security, program implementation, computerized support system, staff recruitment and development, inmate management while responsible for an operating budget of \$5.1 million. Responsible for health, safety and welfare of staff and inmate population; ensures each function established a working relationship with maximum efficiency with other functions of the facility while compliant with professional standards, statutory requirements and contractual obligations. Extensive public relations was an integral part of the job.

January 1989
to May 1991

WACKENHUT CORRECTIONS CORPORATION
San Antonio, Texas
Position: Assistant Facility Administrator

Coordinated and opened the 619 multi-custody coed private correctional direct supervision facility. Directly managed four Shift Commanders, System Support Supervisor, Training Supervisor, Laundry Supervisor, Recreation Specialists and Policy and Procedure/Grievance Coordinator with a total of 130 staff under my management. As a Senior Manager, responsible for development of policy and procedures, budget, and program development. Monitored operations for compliance with Texas Jail Standards. During absence of the Facility Administrator, relieved in this position.

June 1988
to January 1989

MARYLAND DEPARTMENT OF CORRECTIONS
Jessup, Maryland
Position: Facility Administrator

Operated and managed a 250-bed direct supervision pre-release male facility with 107 staff. Directly supervised the Business Manager, Chief of Security, Food Service Manager, Maintenance Supervisor, Medical Director, Classification Manager and Programs Supervisor. Developed community resources to assist in the reintegration of the inmate upon release. Assisted in project presentations to the Governors office concerning program implementation. Achieved standards compliance with the State of Maryland. Member of pre-release audit team for standards compliance and quality control. Auditing and labor negotiations were pivotal parts of the job.

Attachment 6

**March 1985
to June 1988**

**BEXAR COUNTY ADULT DETENTION CENTER
San Antonio, Texas
Position: Classification Manager**

Wrote, designed and implemented the first behavioral based classification plan for direct supervision jails and designed the software support systems. Coordinated and monitored the classification plan for a multi-custody coed population of 1,400 under the Federal Court Order, Devonish vs. Garza. Wrote and implemented policy, procedure, and post orders for classification, inmate discipline, and inmate grievance mechanisms. Trained, supervised and managed a staff of 35 within the classification section. As a member of the management team, acted as an instructor for new personnel in the Jailer Academy. Responsible for writing and monitoring the section's budget. Involved in overall budget, staffing, training and design of the new facility. Monitored, supervised, and placed all student interns from area colleges into internship positions at the Detention Center.

**April 1982
to March 1985**

**CITY OF LAS VEGAS DEPARTMENT OF DETENTION AND
CORRECTIONAL SERVICES
Las Vegas, Nevada
Position: Division Chief, Services Support Officer**

Planned and coordinated the opening of the first jail for the City of Las Vegas, a 96 coed direct supervision misdemeanor center. As a member of the management team, monitored and wrote the policy and procedure manual, post orders, emergency procedures, classification procedures, and inmate grievance and disciplinary mechanism. Monitored division's compliance on standards for accreditation by the National Sheriff's Association and American Correctional Association awarded in April 1983. Supervised and monitored food, medical, and linen service contracts for the department. Supervised and implemented the training of all department staff. Developed and designed the Peace Officer Standards in Training Academy of the City of Las Vegas which was certified in 1983. Acted during the absence of the Assistant Director.

**February 1981
to April 1982**

**PIMA COUNTY SHERIFF'S DEPARTMENT
Tucson, Arizona
Position: Chief of Security**

Directly supervised and monitored all detention staff and their functions within a multi-custody coed linear intermittent population of 300 while implementing policies and procedures within the security section under the Federal Court Order, Erickson vs. Boykin. Planned and coordinated the opening of the Women's Division and Psychiatric

"Planning With Vision; Achieving With Enthusiasm"

Attachment 6

Unit. Performed as a permanent member of the Classification Team and Pretrial Trustee Committee. Coordinated and supervised activities between Kino Hospital, Detective Bureau, Internal Affairs, and the County Jail. Performed as a member of the transition team for the new direct supervision Detention Center. Acted during the absence of the Operations Manager which included bureau briefing of the Director on center incidents.

**August 1980
to
February 1981**

Position: **Shift Commander**

Directly supervised and monitored a detention staff on the 3rd shift (1400 hours to 2200 hours) within a 300 multi-custody coed population county jail. Coordinated and monitored inmate activities of booking, intake, feeding, shake-down, clothing, visitation, medical, recreation, disciplinary hearings, and counseling. Due to no classification personnel being assigned to this shift, I classified incoming inmates into the living areas. Prepared evaluations of all subordinate staff, post assignments, shift scheduling, and monitored routine and emergency operations of staff and inmates.

**September 1978
to August 1980**

**COOK COUNTY DEPARTMENT OF CORRECTIONS
Chicago, Illinois
Position:** **Deputy Sheriff-Corrections Officer**

Responsible for the security, safety and accountability within a maximum custody 800 male population podular remote jail (Division V). Responsible for enforcement of rules and regulations within the institution and as a deputized officer. Worked under constant and extensive interaction with inmate population in a variety of custody assignments to include all armed and unarmed posts. Attended and graduated from the Corrections Officer Academy, class of 78-16. Acting during the absence of the block sergeant.

**May 1977
to 1978**

**FEDERAL METROPOLITAN CORRECTIONAL CENTER (MCC)
Chicago, Illinois
Position:** **Unit Assistant (15 month contract)**

Responsible for security, safety, and accountability within an 80 male community based corrections unit and a 132 pretrial direct supervision unit for multi-custody male inmates. Worked as Recreation and Relief Officer for the entire institution. Served as a member of the Unit Team, Unit Discipline Committee, and as a unit team member classifying incoming inmates and parole board cases. Conducted transactional analysis counseling sessions for 40 inmates. Counseled inmates to personal and program goals.

Attachment 6

PART-TIME EXPERIENCE:

**August 1990
To May 1991** **SAN ANTONIO COLLEGE (SAC),
San Antonio, Texas
Position: Associate Professor**

Taught Jail Operations and Community Resources in Corrections to students at a community college. Responsible for instruction, evaluation and counseling students to educational goals.

**August 1985
to May 1990** **UNIVERSITY OF TEXAS AT SAN ANTONIO (UTSA)
San Antonio, Texas
Position: Associate Professor**

Taught American Criminal Justice System to lower division students and The Correctional Process to upper classmen at a leading university in Texas. Responsible for instruction, evaluation, and counseling students to educational goals.

**August 1982
to
December 1984** **CLARK COUNTY COMMUNITY COLLEGE
Las Vegas, Nevada
Position: Teaching Associate**

Developed, designed and assisted in teaching the Peace Officers Standards in Training Academy for college credit at a local community college. Responsible for instruction, evaluation, and counseling students to educational goals.

PROFESSIONAL APPOINTMENTS:

2000-present **Virginia Board of Corrections
Liaison Committee**

Three year appointment as member of committee to improve relations throughout the state between jails, prisons and law enforcement.

2001-present **Advisory Board Member to the Virginia Department of Education**

Oversight of Special Education in Jails.

REFERENCES: Available upon request.

DEPUTY SUPERINTENDENT OF SECURITY'S RESUME

RONNIE L. ELLIOTT

OBJECTIVE: To provide effective and progressive management in the field of Corrections Planning and Administration.

QUALIFICATIONS

- Over 12 years experience in providing management in jail facilities.
- Experienced in developing and administering jail operating budgets
- Knowledgeable of progressive management approaches such as the merits of "Total Quality Management"
- Ability to communicate effectively with the public and all members of the criminal justice system
- Knowledgeable of the objectives of good jail design and transition planning
- Knowledgeable of contemporary prison security systems and their applications
- Knowledgeable of appropriate inmate programs and services
- Knowledge of the planning process for jail renovation, expansion and construction
- Knowledge of Construction Project Delivery Options (i.e. Design/Bid/Build vs. Design/Build)

EMPLOYMENT HISTORY

July 2003 – April 2005

Virginia Department of Corrections
6900 Atmore Drive
Richmond, VA 23225
Telephone: (804)674-3499 ext. 1717

Position: Local Facilities Section Supervisor

Provide jails oversight of Code of VA requirements of annual unannounced inspections for compliance with Board of Correction's life, health, and safety Standards in accordance with the Board's Minimum Standards For Jails & Lockups. Report inspection results and compliance status to the Board and recommend jail certification status changes. Oversee annual security inspections of all DOC prison facilities. Provide technical assistance to localities statewide in the areas of jail planning, construction funding reimbursement, jail design, staffing, and security. Related activities include verifying the need for jail construction, assessing staffing efficiencies, and reporting recommendations to the Board for approval. Serve as the Department's liaison on the Board's Liaison Committee.

Reason for Leaving: Dissatisfied with pay compensation and desire to realize more intrinsic rewards while working in a progressive jail setting.

April 1994 – June 2003

"Planning With Vision; Achieving With Enthusiasm"

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Virginia Department of Corrections
Division of Field Operations
P. O. Box 26963
6900 Atmore Drive
Richmond, VA 23261

Position: Local Facilities Manager

Responsible for providing technical assistance to localities statewide in the areas of jail construction, reimbursement, design, staffing, and security. Related activities included collecting and organizing data for submittal in report to the State Compensation Board and the State Board of Corrections. Additionally, oral presentations to citizens' groups, correctional practitioners, and county and city boards were required.

November 1993 – March 1994

Chesterfield County
Department of General Services
Division of Construction Management
P. O. Box 40
Chesterfield, VA 23832

Position: Transition Coordinator for the Riverside Regional Jail

Provided technical and operational input on issues affecting the design of the 804 bed Riverside Regional Jail. Developed operational scenarios and facility staffing recommendations in conjunction with the planning consultants, (i.e. Correctional Services Group, Inc.). Related activities included contacting and seeking consultations with jail services, (e.g. medical, kitchen, inmate telephone systems, etc.), detention equipment and automated jail management systems' suppliers. Resulting recommendations were offered in light of initial and long term projected costs.

November 1990 - November 1993

Chesterfield County Sheriff's Office
P. O. Box 7
Chesterfield, VA 23832

Position: Jail Administrator

Responsible for the overall administration of a jail having an average daily inmate population of 380 but an operational capacity of 156. Monitored the work of 87 security and treatment personnel. Developed the jail's \$3 million operating budget and monitored all expenditures. Reviewed all policies and procedures, contracts, purchase orders and inmate program changes. Ensured compliance with all applicable state and federal laws and standards. Encouraged staff involvement in the development of policies and procedures by the establishment of an employee "Ways and Means Committee". Instituted the jail's

Attachment 7

“smoke-free” policy. Oversaw the design of a 100 bed addition and the development of the transition plan for its opening.

April 1980 - November 1990

Richmond City Sheriff's Office
1701 Fairfield Way
Richmond, VA 23223

Positions: Classification Officer, Classification Unit Supervisor, Director of Correctional Services, Director of Planning & Development, Chief Deputy

Prior to accepting the Jail Administrator position with the Chesterfield County Sheriff's Office, I served in the position of Chief Duty for 3 years. This position had overall administrative responsibility for the Sheriff's Office, being responsible for a total of 320 sworn department staff and a daily average inmate population of 1,200. Specifically, it was responsible for the creation and/or review of all policies and procedures, budget reviews of a \$15 million annual budget, the coordination of inmate programs, liaison with general district and circuit court judges and ensuring the jail's compliance with all relevant laws and standards.

April 1979 - April 1980

Psychiatric Institute of Richmond
5001 Fifth Ave.
Richmond, VA

Position: Intake/Admission Counselor

Determine the appropriateness of referrals of adolescents to the agency's in-patient hospital program. Conduct tours of the hospital complex for parents and guardians.

June 1978 - April 1979

Colonial Personnel Services
3501 Skipwith Road
Richmond, VA

Position: Employment Counselor

Solicit businesses to use employment services. Attempt to match and place job applicants with employers seeking their skills.

Attachment 7

August 1974 - March 1978

Westbrook Psychiatric Hospital
1500 Westbrook Avenue
Richmond, VA 23227

Position: Mental Health Technician (part-time while in college)

Provide hospital program orientations to new patients. Take and record patients' vital signs, escort them to various programs and generally discuss their concerns.

November 1970 - April 1974

Best Products Co. Inc.
4900 West Marshall Street
Richmond, VA 23230

Position: Sporting Goods Dept. Manager

Oversee shipping/receiving, warehouse operations, inventory control, payroll accounting, and personnel scheduling for a high volume retail department.

Education

Virginia Commonwealth University

- 1988 - Completed all core course work towards a Master of Administration of Justice/Public Safety
- 1978 - Bachelor of Science, Psychology Major

Professional and Community Affiliations

Member of:

American Jail Association

American Correctional Association

Mount Zion Baptist Church (Currently serving as Deacon Chairman)

References: Upon request

DEPUTY SUPERINTENDENT OF PROGRAMS' RESUME

THELMA GARDNER

OBJECTIVE: To obtain a position in Correctional Management and or Social Service Field.

WORK EXPERIENCE:

March 2002 – Present **PEUMANSEND CREEK REGIONAL JAIL**
Bowling Green, VA

Deputy Superintendent of Programs

Responsible for direct supervision and maintenance of standards for librarian, classification counselor, work crew officers, counselors and education staff; planning future program growth and refinement ; and establish a system to collect data to analyze the quality of program delivery. Direct supervision includes scheduling subordinate work schedules, vacations and other leave time; monitoring subordinates; accomplishment of assigned duties including the supervision of staff under their authority. Evaluating subordinates job performances, issuing corrective action if required and providing written evaluations as well as recommendations to management regarding salary increases, assuring that subordinate staff are appropriately trained to fulfill their perspective duties and to comply with all policies, procedures and directives of PCRJ. Yearly budget development; monitoring the services provided to Special Management housing areas; develop draft policies, procedures and post orders for annual policy revision; manage the Classification Program; manage the overall operation of the jail industry program and ensure the jail industry program maintains compliance with the American Correctional Association Correctional Industry Standards; provide notary service for inmates when necessary and, in the absence of the Superintendent, act as Superintendent when so designated.

February 2001 – March 2002 **COMMUNITY SUPERVISION AND CORRECTIONS DEPARTMENT**, Dallas Co., TX

Community Supervision Officer I

Incumbent performed investigative casework involving community supervision clients; protects society through supervision of persons under community supervision and through enforcement of the Condition of Community Supervision; assists the person under community supervision to effect his own rehabilitation and ensures compliance with the special Condition of Supervision; counsels and supervises the community supervision client; develops and implements supervision plans; effectively uses community resources in case planning and the rehabilitation efforts of the community supervision client; maintains case records in accordance with policy;

completes documentation of daily activities in case file narratives and daily worksheets; timely accurately reports violations of community supervision; carries out such courtroom duties as may be assigned; prepares monthly statistical data reports; prepares correspondence to other criminal justice agencies; and other duties as assigned by the unit Supervisor or Assistant Supervisor.

**August 2000 –
February 2001**

RACE TRAC PETROLEUM, INC.

Fort Worth, Texas

Trainer

Responsible for training swing and night managers on daily functions of operating a store. Trained managers on inventory, daily store operations, putting invoices into the computer, balancing daily and night reports; completing the cash report on computer to send to corporate office; how to create cash drawers for the next shift; repairing gas pumps hoses and trouble shooting pumps; providing customer service. Traveled to various store locations to train employees.

**March 1996 –
May 2000**

**WACKENHUT CORRECTIONS CORPORATION –
NORTH TEXAS INTERMEDIATE SANCTION FACILITY**

Fort Worth, Texas

Assistant Facility Administrator

Incumbent was responsible for direct supervision of the Chief of Security, counselors, teacher and volunteer coordinator and selection of said staff; daily supervision and maintenance of programs and security operations; time management of assigned personnel; planning future programs and security growth and refinement; evaluations of programs compliance with applicable Standards and expectations to include contract compliance; data input, validation of data consistency and generation of appropriate reports for programs documentations; yearly budget development for assigned sections and submitting same to Business Manager for incorporation into the facility budget coordinating and supervising the student intern and volunteers with service they provide to the facility; coordinating training for subordinates; monitoring the services provided to the Special Management housing areas; delivery of services of the offender Law library and supervision of the Offender Work Program; part of the management team in the annual revision of the policy and procedure manual; indirect supervision of captains and lieutenants; acts as Facility Administrator in the absence of the Facility Administrator.

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January 1993 –
March 1996

WACKENHUT CORRECTIONS CORPORATION –
NORTH TEXAS INTERMEDIATE SANCTION FACILITY
Fort Worth Texas

Assistant Facility Administrator of Programs

Responsible for daily supervision and maintenance of standards for counselor and education staff; selection of said staff; time Management of assigned personnel; development of yearly Budgets for assigned sections; evaluation of programs and Contract compliance. Responsible for coordination and supervision of interns and volunteers; coordinate training for subordinates; monitor the service provided to the Special Management housing areas. Delivery of service to the Law library; manages the facility Offender Work Program and Classification; serves as a member Management team in the annual revision of the policy and procedure manual. Act as Facility Administrator in the absence of the Facility Administrator.

October 1991 –
January 1993

WACKENHUT CORRECTIONS CORPORATION -
NORTH TEXAS INTERMEDIATE SANCTION FACILITY
Fort Worth, Texas

Academic Instructor

Function as an academic instructor for offender in General Education Development. Prepared offenders academically for monthly testing through Fort Worth Adult Education Center; provided academic testing of offenders to determine academic levels and needs; maintained daily attendance record monthly stats, contact hours and student daily progress through classroom observation testing and case files documentation.

January 1986 –
September 1991

TEXAS DEPARTMENT OF CRIMINAL JUSTICE -
INSTITUTIONAL DIVISION
Huntsville, Texas

Clinical Social Worker II

Psychiatric Center: The Social Worker II serves as an advocate, liaison, counselor and resource person for a caseload of patients or clients. Specific duties includes participation in treatment team meeting; corresponding with outside agencies and families of patients; collecting and collating mental health/social histories ;tracking patients; participation in therapeutic programs. Function under the immediate supervision of social worker supervisor or unit psychologist with program supervision provided by the Chief of Social Work or his designee.

EDUCATION:

Bachelor of Science – Business Education
Texas College, December 1979

HONORS:

Cum laude, Who's Who in American Colleges and Universities.

“Planning With Vision; Achieving With Enthusiasm”

DEPUTY SUPERINTENDENT OF SUPPORT SERVICES' RESUME

William T. Ayres

OBJECTIVE: Deputy Superintendent Support Services

EDUCATION

MS Degree, Systems Management, May 1985
University of Southern California, Los Angeles, CA

BS Degree, Business Administration, June 1974
United States Naval Academy, Annapolis, MD

PROFILE

- High energy problem solver who enjoys making decisions.
- Resourceful, skilled in analyzing system problems.
- Professional supervisor with proven leadership skills.
- Excellent written, oral and interpersonal skills.
- Highly organized with attention to detail.

PROFESSIONAL EXPERIENCE

1996-Present **Deputy Superintendent of Support Services** ,
Peumansend Creek Regional Jail, Bowling Green, VA

- Administers and promulgates activities for implementing and monitoring fiscal policies and procedures and human resource policies and procedures for the Peumansend Creek Regional Jail.
- Establishes a system to coordinate the submission of invoices received for goods and services previously approved for purchase and payment for these purchases and services.
- Monitors the fiscal budget and advises the Superintendent on areas that require management review. Assists section supervisors in projecting expenditures and preparing purchase requests in accordance with policies and procedures.
- Directs and manages all activity dealing with human resources for all staff at PCRJ, including payroll, benefit package, insurance, accounting of time and attendance, taxes, the maintenance of personnel files, worker's compensation, and accident claims and all State and Federal acts such as Fair Labor Standards Act (FLSA), Family Medical Leave Act (FMLA), etc.
- Supervises all activities related to the ordering and appropriate distribution of all equipment, supplies, and services; oversees the day-to-day operations to ensure that invoices are submitted for payment in a timely manner.
- Advises the Superintendent of all fiscal activities that occur within the facility.
- Directly supervises staff assigned to LIDS, Human Resources, bookkeeping, commissary, maintenance, supply, laundry, and food service. Direct supervision

"Planning With Vision; Achieving With Enthusiasm"

Attachment 9

includes scheduling subordinate work schedules, vacation, and other leave time; time management of assigned personnel; monitoring subordinate's accomplishment of assigned duties including the supervision of staff under their authority; evaluating subordinate's job performances, issuing correction action if required, and providing written evaluation, as well as recommendations to management regarding salary increases; assuring that subordinate staff are appropriately trained to fulfill their respective duties and to comply with all policies, procedures, and directives of PCRJ.

- Assists in the development of policies and procedures related to the activities of fiscal management and personnel management; Develops draft policies, procedures, and post orders for all sections under incumbent's authority; submits same to Superintendent for approval, and ascertains that approved policies, procedures, and post orders have been properly implemented and are being currently followed.
- Monitors bookkeeping activities to include receiving and processing of inmate funds, inmate payroll, processing checks for inmates being released, processing checks for petty cash disbursements to include prior authorization, and ensuring proper receipts.
- Obtaining documentation for all commitments of the Inmate Trust Account, Inmate Industries Account, the Commissary Account, Telephone Account, Inmate Welfare Account, and the Employee Welfare Account; and facility operating accounts.
- Submits reports to the Jail Authority as required by current directives; authorizes disbursements from the commissary fund including stock replenishment and operations as required by current directives.
- Operates computer systems, including PC and specifically designed software and hardware for the Inmate Management Information System, inmate payroll, staff payroll, and fiscal management.
- Conducts inventories of supplies and equipment as directed.
- Serves as a member of the facility management team and advises on and recommends items to be included as facility policy. Serves as a member of the management team in the annual revision of the policy and procedures manual.
- In the absence of the Superintendent, acts as Superintendent when so designated.
- Accepts on call status. Attends seminars, workshops, conferences, etc., as required by PCRJ. Provides other services and performs other duties as assigned.

1993-1996 **Director Budget Department**, Navy Military Personnel Pay Account, Arlington, VA

- Managed **entire budgeting/execution operations** involving in excess of \$25 million of disbursements annually with a staff of 14.
- Supervised multiple projects simultaneously in high pressure environment, consistently meeting strict deadlines.
- **Analyzed account execution**, briefed senior management recommending reallocation of resources monthly.
- Ensured **compliance with governing payroll policies and procedures**.
- **Directed reimbursement** of Navy military personnel cost from other state and federal agencies.

Attachment 9

1989-1993 **Directed Fiscal Control Department**, Navy Military Personnel Command, Arlington, VA

- **Managed allocation/accounting of \$15 million annual budget** with a staff of 8.
- **Audited fund utilization ensuring compliance** with regulations/governing statutes.
- Developed multi year budgets justifying requirement for additional funding.
- **Developed and implemented automated system** to track resources utilizing PC with data base and spreadsheet application programs.

1985-1989 **Director Support Services Department**, Ship Repair Facility, Newport, RI.

- Managed **logistics and contacting function** of ship maintenance activity with a staff of 45.
- **Responsible for execution/accounting of \$10 million in operating funds annually and a \$6 million repair part inventory.**
- Developed annual financial plan including cost of utilities, telephones, vehicle rental/repair, office equipment maintenance, consumable supplies, repair of industrial plant equipment, and replacement parts for ship maintenance actions.
- **Supervised maintenance** of buildings, vehicles, material handling equipment, and computer hardware.
- As contracting official **developed extensive network of area vendors/contractors** to provide ship repair services.

1982-1985 **Director Warehousing/Shipping Department**, Navy Logistic Center, Pearl Harbor, HI

- **Managed warehouse operation** with 35 buildings, 170 employees, 180,000 line items ranging from bulk steel to medical supplies to food in support of operating Naval units.
- **Supervised personnel assignments** to maximize efficiency in meeting daily work load of 3,000 issues/receipts.
- Managed material packing and shipping operation ensuring DOT regulation were met in packing materials for surface and air shipment.

1979-1981 **Budget Execution Coordinator**, Pacific Fleet, San Diego, CA

- **Developed allocation plan** to distribute operating funds to 350 Pacific Fleet ships.
- **Provided financial guidance** to operating units on developing financial plans and accounting practices.
- **Coordinated budget development** utilizing data from ship's accounting reports.
- Developed financial plan for Surface Fleet ensuring contingency funds were distributed by end of fiscal year.

1977-1979 **Support Services Department Head**, USS Brewton

Attachment 9

- **Responsible for all support functions of ship with a crew of 300 include: payroll, food service, laundry, barber shop, retail store, repair part inventory and management/accounting of \$3 million annual operating budget.**
- Ensured sufficient levels of supplies were maintained to support extended at sea periods.
- **Developed cross training program** for staff of 20 to ensure excellent service provided in all functional areas.

Job-related skills:

Conversant with computer applications:

Word Perfect
MS Word

Lotus 1-2-3
Quattro Pro

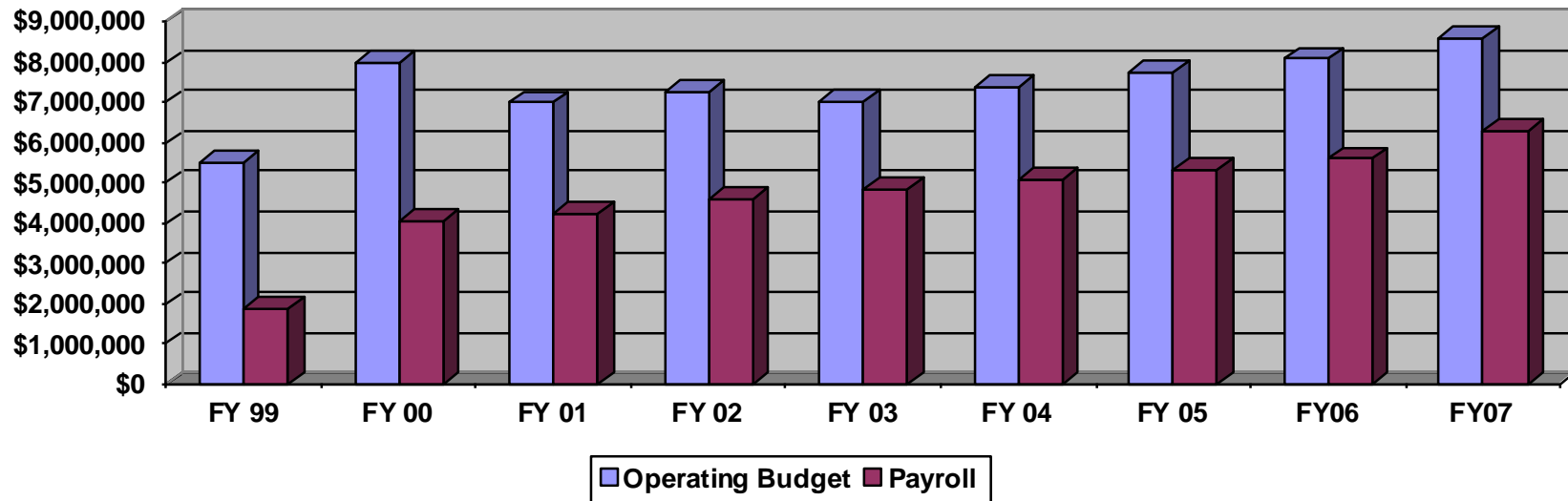
DBASE IV
Power Point

Harvard
Graphics

Appendix A

FY 99 – FY 07 DATA

	FY 99	FY 00	FY 01	FY 02	FY 03	FY04	FY05	FY06	FY07
Operating Budget	\$5,494,050	\$7,980,333	\$6,985,138	\$7,253,746	\$7,025,700	\$7,395,800	\$7,759,413	\$8,069,187	\$8,595,632
Payroll	\$1,854,315	\$4,031,914	\$4,227,647	\$4,594,328	\$4,826,236	\$5,059,700	\$5,302,765	\$5,586,335	\$6,265,206



<u>Inmate Population by Jurisdiction</u>								
	FY 00	FY01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
Alexandria	80	119	109	123	143	93	67	103
Arlington	115	189	187	238	199	253	266	241
Caroline	0	0	0	18	9	7	5	3
Loudoun	58	102	112	154	228	275	402	457
Prince William	77	107	237	196	239	343	266	289
Richmond	137	211	236	207	191	214	182	180
VDOC	208	178	64	51	19	22	10	13
Other	0	36	25	17	77	43	27	0

Severe Incidents and Living Conditions Profile

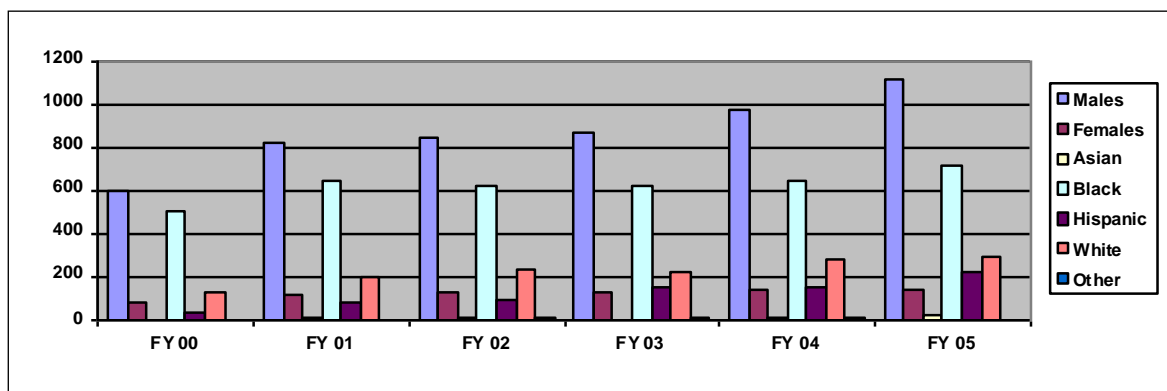
ACTIVITY	DATES					
	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05
Escapes	0	0	0	0	0	0
Fires	0	0	0	0	0	0
Vehicle Accidents (at fault)	0	0	0	0	0	0
Riots	0	0	0	0	0	0
Work Stoppages	0	0	0	0	0	0
Deaths	1	0	0	0	0	0
Incidents of Rape	0	0	0	0	0	0
Incidents of Sexual Assault	0	0	0	0	0	0

Inmate Statistical Profile

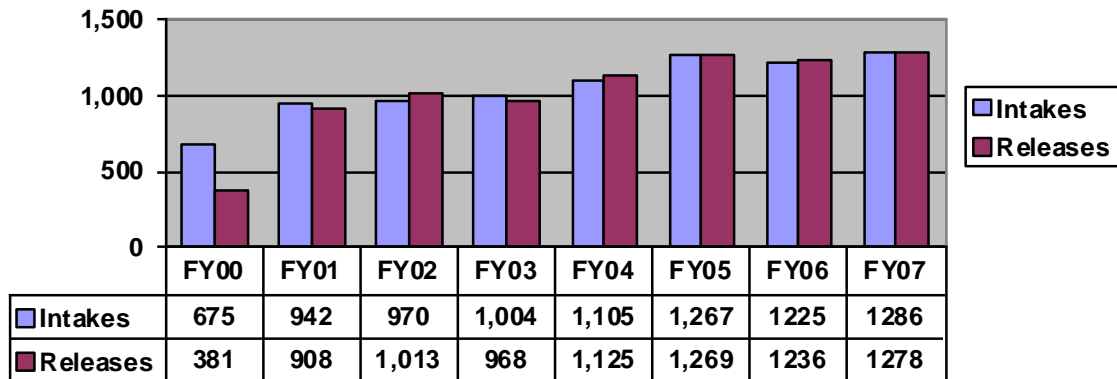
Dates	No. of Bookings	Average Length of Stay	Average Age	Average Daily Population
FY 00	675	67	31	149
FY 01	942	91	31	308
FY 02	970	90	31	321
FY 03	1004	89	31	314
FY 04	1105	78	31	303
FY 05	1250	72	32	308
FY 06	1,225	71	31	294
FY 07	1,286	69	31	296

Inmate Sex/Race Profile

Year	Males	Females	Asian	Black	Hispanic	White	Other
FY 00	593	82	1	505	37	131	1
FY 01	826	116	8	646	86	198	4
FY 02	839	131	7	622	99	233	9
FY 03	872	132	4	617	151	220	12
FY 04	969	136	6	650	158	283	8
FY 05	1113	137	23	709	226	287	5
FY 06	1,091	134	17	581	275	346	6
FY 07	1,137	149	17	634	297	330	8



Intakes and Releases



G. E. D.'s Awarded

	1999	2000	2001	2002	2003	2004	2005	2006	2007
JAN		2	6	0	11	1	6	1	3
FEB		1	5	2	1	2	3	5	5
MAR		0	6	0	7	3	3	8	7
APR		5	6	6	6	2	0	7	13
MAY		8	0	5	2	4	9	3	3
JUN		0	14	7	2	2	0	0	2
JUL		5	0	0	3	3	6	0	1
AUG		3	4	7	1	0	0	0	4
SEP	0	7	3	6	4	7	2	2	5
OCT	0	5	4	7	2	0	9	9	1
NOV	0	0	2	2	3	3	3	3	2
DEC	0	11	4	0	2	7	7	7	3

Inmate Worker Statistics

	1999	2000	2001	2002	2003	2004	2005	2006	2007
Industry Workers	43	149	179	245	286	169	185	223	449
Work Crew Workers	0	118	287	186	132	72	68	54	102

Appendix A

Industry Profits

FY 00 - \$ 82,140
FY 01 - \$ 58,200
FY 02 - \$176,300
FY 03 - \$ 43,953
FY 04 - \$ 85,000
FY 05 - \$125,969
FY 06 - \$ 91,460
FY 07 - (\$ 14,335)

Commissary Profits

FY 00 - \$ 22,344
FY 01 - \$ 11,588
FY 02 - \$ 19,526
FY 03 - \$ 29,798
FY 04 - \$ 26,865
FY 05 - \$ 10,774
FY 06 - \$12,353
FY 07 - \$15,251

*FY07 - Due to investment in new machinery.

Cost Defrayment Funds Collected

FY 04	\$35,934 *Represents a 6-month time period
FY 05	\$79,626
FY 06	\$77,510
FY 07	\$79,282

Major Tasks In Medical

	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
Sick Calls Conducted	2,261	7,571	4,989	6,518	7,109	4,448	2,680	2,952
Nursing Assessments	444	390	361	333	427	495	405	469
Inmate TB (PPD) Testing	91	280	305	240	358	358	302	316
Dental Visits	300	785	718	966	976	846	783	681
Hospitalizations	1	2	1	4	9	2	6	6
Emergency Services Usage – INMATES	4	5	6	10	15	9	15	14
Emergency Services Usage – STAFF	3	3	2	1	3	4	1	0
Emergency Services Usage – VISITORS	0	0	1	0	0	0	0	0
Deaths	1	0	0	0	0	0	0	0
Incidents of Rape	0	0	0	0	0	0	0	0
Incidents of Sexual Assault	0	0	0	0	0	0	0	0

Inmate Medical Co-Pay Funds Collected

FY 03	FY 04	FY 05	FY 06	FY 07
\$18,503	\$16,112	\$15,798	\$17,207	\$13,546

Food Service Profile – Meals Served

	2000		2001		2002		2003		2004		2005		2006		2007	
	Inmate	Staff	Inmate	Staff	Inmate	Staff	Inmate	Staff	Inmate	Staff	Inmate	Staff	Inmate	Staff	Inmate	Staff
JAN	8,737	1,251	26,443	1,252	27,842	1,451	28,895	1,463	27,993	1,465	26,914	1,390	26,096	1,215	28,398	1,459
FEB	8,495	1,165	23,910	1,057	25,922	1,268	27,118	1,265	26,208	1,357	25,939	1,296	23,232	1,148	27,922	1,582
MAR	28,230	1,477	28,236	1,477	30,622	1,412	30,240	1,336	27,006	1,730	30,204	1,477	26,218	1,528	26,131	1,544
APR	28,186	1,128	29,770	1,145	29,852	1,410	30,153	1,413	24,836	1,594	28,664	1,381	25,703	1,420	26,828	1,584
MAY	28,126	1,272	31,085	1,247	31,717	1,390	29,991	1,452	28,447	1,672	29,881	1,513	27,849	1,467	27,617	1,426
JUN	27,770	1,044	29,202	1,132	26,680	1,331	29,934	1,463	28,381	1,978	27,855	1,619	27,198	1,537	28,660	1,483
JUL	27,701	881	31,927	1,096	26,481	1,509	28,852	1,459	27,780	1,731	28,398	1,459	26,336	1,516	27,697	1,838
AUG	27,293	1,047	29,575	1,278	27,933	1,558	29,196	1,491	27,681	1,657	27,922	1,582	27,146	1,705	27,640	1,894
SEP	26,248	1,136	29,414	1,144	25,549	1,403	27,553	1,458	28,437	1,744	26,131	1,544	28,313	1,508	26,362	1,700
OCT	26,975	1,012	28,754	1,404	29,368	1,556	28,774	1,574	27,240	1,595	26,828	1,584	29,363	2,094	26,212	2,014
NOV	29,380	1,203	28,476	1,436	27,947	1,447	27,570	1,373	26,317	1,479	27,617	1,426	28,709	1,585	24,453	1,845
DEC	27,238	1,196	28,630	1,480	26,912	1,434	27,489	1,474	28,807	1,504	28,660	1,483	27,487	2,112	25,335	1,950
Total	294,379	13,812	345,422	15,148	336,825	17,169	345,765	17,221	329,133	19,506	335,013	17,754	323,650	18,835	323,255	20,319
Grand Total	308,191		360,570		353,994		362,986		348,639		352,767		342,485		343,574	

Average Cost per Meal

FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07
\$1.79	\$1.50	\$1.49	\$1.38	\$1.48	\$1.69	\$0.98	\$0.95

Appendix A

Mary Field Home for Adults Hygiene Items

Item	2003	2004	2005
Toilet Paper	525	703	786
Paper Towels	185	207	199
Soap	162	255	743
Shaving Cream	52	N/A	N/A
Disposable Shavers	641	N/A	N/A
Mouthwash	N/A	72	<i>August</i>
Laundry Detergent	N/A	29	<i>October</i>

Canned/Non-Perishable Food Drive

2001	1100 cans
2002	2994 items
2003	9,880 pounds
2004	1,140 pounds

Stuffed Toy Drive

2000	111
2001	186
2002	695
2003	180
2004	165
2005	128

PCRJ Volunteer Statistics

2000	2001	2002	2003	2004	2005
32	27	2	15	*31	144

Training Statistics

	2000		2001		2002		2003		2004		2005	
	Staff	Hours	Staff	Hours	Staff	Hours	Staff	Hours	Staff	Hours	Staff	Hours
JAN	71	1058	113	1616	135	1681	80	1043	68	1982	80	276
FEB	97	908	201	2636	112	2114	67	1401	124	1806	124	381
MAR	83	1030	166	2654	123	1503	326	1901	132	1676	111	312
APR	40	989	250	2606	111	608	200	2355	67	1041	66	341
MAY	47	2151	189	3021	133	720	140	1058	140	1058	77	529
JUN	70	1696	141	2401	138	820	74	2408	157	533	66	163
JUL	66	1850	154	632	195	1072	105	1915	122	1439		
AUG	66	1704	98	756	130	1220	93	1014	146	1423		
SEP	58	2096	100	1019	106	301	68	2318	47	582		
OCT	85	1963	136	1155	132	1165	62	2318	100	308		
NOV	133	1553	116	417	123	1482	79	664	6	55		
DEC	107	574	87	660	33	467	91	203	21	161		
Total	923	17,572	1751	19,573	1471	13,153	1395	18,189	1,130	12,064	524	2,002

Percentage of Caroline County Hires

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1999									30%	30%	30%	30%
2000	31%	34%	29%	29%	31%	33%	28%	25%	29%	29%	28%	28%
2001	27%	29%	33%	33%	33%	33%	33%	33%	33%	30%	31%	31%
2002	32%	33%	27%	29%	29%	30%	29%	31%	34%	34%	32%	34%
2003	36%	34%	34%	34%	35%	34%	32%	36%	36%	34%	33%	34%
2004	33%	34%	35%	35%	36%	36%	35%	35%	36%	40%	40%	42%
2005	46%	46%	45%	41%	42%	41%	41%	42%	39%	38%	38%	38%
2006	41%	42%	39%	38%	38%	38%	38%	38%	38%	38%	37%	37%
2007	37%	40%	40%	40%	40%	40%	37%	37%	37%	39%	37%	37%