

- Support
- Safety
- Learning
- Honesty
- Ethics
- Communication
- Commitment
- Citizenship

Values
We, the Virginia Department of Corrections, believe we can best fulfill our vision and accomplish our mission by demonstrating and living these values in our daily work:

Vision
Our long term vision is for the VADOC to be a premier correctional organization where all individuals achieve their full potential.

Mission
We are in the business of helping people to be better by safely providing effective incarceration, supervision, and evidence-based re-entry services to inmates and supervisees.

VADOC Strategic Plan FY 2022-2026



VADOC Agency Insights

2022

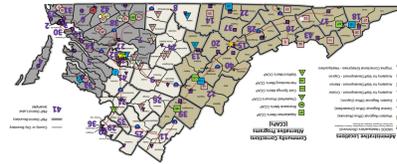
“We are in the business of helping people to be better.”
- Harold W. Clarke, Director

Western: 3 CCAPs, 14 P&P Districts, 9 Major Institutions, 3 Field Units, and 1 Regional Office

Central: 2 CCAPs, 15 P&P Districts, 9 Major Institutions, 3 Field Units, 2 Work Centers, 1 Secure Hospital Unit, 2 Special Purpose Institutions, and 1 Regional Office

Eastern: 1 CCAP, 14 P&P Districts, 8 Major Institutions, 2 Field Units, 3 Work Centers, 1 Secure Hospital Unit, and 1 Regional Office

- 26 Major Institutions
- 43 Probation and Parole Districts (P&P)
- 6 Community Corrections Alternative Programs (CCAP)
- 8 Field Units
- 2 Secure Hospital Units
- 5 Work Centers
- 2 Special Purpose Institutions
- 1 Department Headquarters
- 3 Regional Offices
- Academy for Staff Development (3 locations)
- Virginia Correctional Enterprises (VCE) Headquarters and plants (14 locations)



The VADOC comprises:

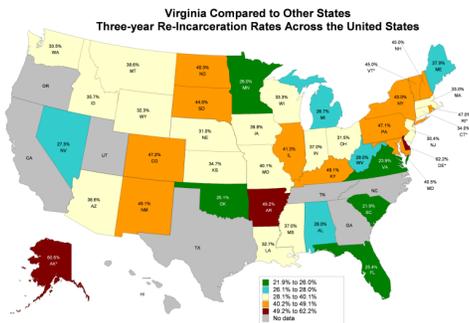
| VADOC Employees on June 30, 2021 | |
|-----------------------------------|--------|
| Category | 489 |
| Administration | 1,373 |
| Community Corrections | 8,577 |
| Correctional Facilities | 10,439 |
| Total | 20,905 |
| Gender | |
| Female | 46% |
| Male | 54% |
| Race/Ethnicity | |
| American Indian or Alaskan Native | <1% |
| Asian or Pacific Islander | 1% |
| Black | 41% |
| Hispanic/Latino | 2% |
| White | 56% |

The VADOC is composed of a diverse workforce actively striving to promote lasting public safety in the Commonwealth of Virginia. The VADOC provides a multitude of exciting career openings and meaningful opportunities for employee's professional growth and development.

VADOC Employees

Recidivism

At 22.3 percent, Virginia has the second lowest three-year re-incarceration rate among the 42 states that report this rate for State Responsible (SR) inmates. The use of evidence-based re-entry programming and treatment during an inmate's incarceration and supervision in the community after release from custody directly impacts Virginia's recidivism rate.



SR inmates who were released from VADOC facilities recidivated at significantly lower rates than those released from regional/local jails (20.4 % versus 24.5%). Second, SR inmates without a history of opioid use recidivated at significantly lower rates than those with a history of opioid use (20.4% versus 31.3%). In addition, inmates with no known mental health impairment recidivated at lower rates than those inmates who were mentally impaired (21.3% versus 26.1%).

Special Issues

Safety: VADOC develops and implements safety and health programs designed to protect employees and inmate workers and promotes and supports a positive safety and health culture within all divisions.

Vacancies/Staff Salaries: At the end of December 2020, the vacancy rate for correctional officers and senior correctional officers was 18%. VADOC leadership is working to fill vacancies by increasing staff salaries by 25%.

COVID-19 Pandemic: Responded to the COVID-19 pandemic through several initiatives designed to protect both inmates and staff in correctional facilities, including Personal Protective Equipment, testing and screening, and vaccination initiatives.

Opioids & Cocaine: VADOC piloted the Buprenorphine Pilot Program, expanding the Medication Assisted Treatment Re-entry Initiative (MATRI) to provide additional treatment for supervisees with an opioid use disorder.

Mental Health: VADOC increased the number of Mental Health Clinicians working in the P&P districts, to address higher recidivism rates for individuals on probation and those releasing from jail with mental health impairments.

Care of Geriatric Inmates: In FY2018, the VADOC spent more than \$72 million in off-site medical expenditures, with inmates ages 50 and older accounting for 61.2% of the off-site expenditures while only accounting for 22.8% of the State Responsible (SR) confined population.

Recidivism: At 22.3 percent, Virginia has the second lowest three-year reincarceration rate among the states that report this rate for SR inmates.

Leadership Team

Harold W. Clarke.....Director
A. David Robinson.....Chief of Corrections Operations
Joseph Walters.....Deputy Director, Administration
Scott Richeson.....Deputy Director, Programs, Education, & Re-Entry

Evaluation, Assessment, and Placement

The VADOC conducts a risk/needs assessment on inmates and supervisees prior to placement in any program, service, or vocation in both Facilities and Community Corrections. This assessment helps to determine the appropriate placement based on the assessed treatment needs and level of risk of each inmate/supervisee.

Should an inmate's behavior or assessment reveal the need for change in placement, the inmate may be reassigned to meet his/her treatment needs. The VADOC aligns with current research on meeting the needs of inmates through proper placement to ultimately increase inmate successful re-entry and, therefore, reduce recidivism.

Institutional Corrections

Security level represents the appropriate facility placement based on the security classification of an inmate.

- **Work Center**- Administrative security level designation without constant supervision
- **Field Unit**- Work held outside the secure perimeter with constant supervision
- **Level 2** - Dormitory-style setting with a full complement of medical & mental health services
- **Level 3**- Celled setting with a full complement of medical & mental health services
- **Level 4** - Similar to level 3, but with restrictive movement
- **Level 5** - Long term sentencing, similar to level 4 with more restrictive movement
- **Level 6** - Part of the step-down program from segregation comprised of general population
- **Level S**- Placement for recent severe behavior problems or conviction of a crime of exceptional violence and/or notoriety

Programs provide meaningful opportunities for positive growth for those who choose to change their behavior.

- **Academic and Vocational:** Includes general education development (GED), career and technical education, and job/employability skills training
- **Treatment:** Designed to target and treat substance abuse and cognitive/mental health challenges.
- **Work:** Inmates have the opportunity to work in the facilities. Skills gained in the work programs are transferable to employment in those fields upon release.

Inmate Population Facts

| | NCC 2019 | SR Confined 12/31/2019 | SR Confined 06/30/2021 | In Facilities 12/31/2019 | In Facilities 6/30/2021 | SR Releases 2021 | CCAP 06/30/2021 | P&P 06/30/2021 |
|--|----------|------------------------|------------------------|--------------------------|-------------------------|------------------|-----------------|----------------|
| Total | 11,893 | 35,335 | 30,110 | 29,066 | 24,369 | 11,686 | 151 | 66,186 |
| Gender | | | | | | | | |
| Male | 85% | 92% | 93% | 93% | 94% | 86% | 78% | 76% |
| Female | 15% | 8% | 7% | 7% | 6% | 14% | 22% | 24% |
| Race/Ethnicity | | | | | | | | |
| American Indian or Alaskan Native (Non-Hispanic) | <1% | <1% | <1% | <1% | <1% | <1% | <1% | <1% |
| Asian or Pacific Islander (Non-Hispanic) | <1% | <1% | <1% | <1% | <1% | <1% | 0% | <1% |
| Black (Non-Hispanic) | 45% | 55% | 54% | 56% | 56% | 47% | 27% | 42% |
| White (Non-Hispanic) | 52% | 42% | 42% | 40% | 40% | 50% | 72% | 55% |
| Unknown (Non-Hispanic) | <1% | <1% | <1% | <1% | <1% | <1% | 0% | <1% |
| Hispanic/Latino | 3% | 3% | 3% | 3% | 3% | 3% | <1% | 2% |
| Age Group | | | | | | | | |
| 29 and Under | 32% | 43% | 42% | 45% | 45% | 34% | 24% | 22% |
| 30-39 | 34% | 30% | 31% | 29% | 30% | 34% | 70% | 58% |
| 40-49 | 20% | 16% | 17% | 16% | 16% | 19% | 7% | 18% |
| 50-59 | 11% | 8% | 8% | 8% | 8% | 11% | 0% | 2% |
| 60 & Over | 3% | 2% | 2% | 2% | 2% | 3% | 0% | <1% |
| Prior SR Incarcerations | | | | | | | | |
| 0 | 51% | 55% | 55% | 57% | 57% | 50% | 54% | 47% |
| 1 | 23% | 23% | 23% | 23% | 23% | 24% | 26% | 31% |
| 2 | 13% | 11% | 12% | 11% | 11% | 12% | 11% | 12% |
| 3 | 7% | 6% | 6% | 5% | 5% | 7% | 5% | 5% |
| 4 or more | 7% | 5% | 5% | 4% | 4% | 7% | 5% | 4% |
| Crime Type | | | | | | | | |
| Violent | 33% | 53% | 59% | 60% | 67% | 35% | 23% | 26% |
| Non-Violent | 39% | 18% | 18% | 17% | 17% | 37% | 44% | 38% |
| Drugs | 27% | 11% | 14% | 11% | 12% | 25% | 32% | 30% |
| Not Reported | 2% | 18% | 9% | 11% | 4% | 2% | 2% | 6% |

*Due to rounding, percentages may not total 100

Legend

NCC—New Court Commitments (Inmates sentenced to State Responsible sentences to include both Truth-in-Sentencing and Parole Revocation inmates)
SR—State Responsible (Felony sentence of one year or more)
DOCFAC—Department of Corrections Facilities (Major Institutions, Field Units, Work Centers)
CCAP—Community Corrections Alternative Programs (CCAPs)
P&P—Probation and Parole (Community Supervision)

Community Corrections

Supervision Levels

Low- Minimal intervention with supervision primarily by voice recognition monitoring.

Medium- Contacts are driven by goals and tasks associated with their risk/needs.

High- Intensive supervision to include more contacts, records checks, urinalysis, and treatment referrals.

Programs and Services

Community Corrections provides supervisees with opportunities to enhance their ability to lead crime-free lifestyles through programs and services such as:

- Thinking for a Change
- Restorative Justice
- Mental Health Treatment
- Drug Court Programs
- Anger Management
- Life Skills
- Sex Offender Awareness
- Decision Points
- Community Residential
- Family Reunification
- Re-Entry Peer Support
- Job Readiness Workshops

Community Corrections Alternative Program (CCAP)

In May of 2017, the VADOC transformed its Detention and Diversion Center programs to bring them in line with evidence-based practices demonstrated to reduce recidivism. We believe the changes will provide improved services for supervisees and will better meet the needs of the sentencing courts.

CCAPs focus on meeting the needs of supervisees who present medium to high risk and needs for special programming, including intensive substance abuse treatment and cognitive distortions.

The Central Referral Unit (CRU) conducts consistent assessment of each supervisee's suitability for CCAPs. The CRU identifies if acceptance into a CCAP or enrollment in a different community program would provide the best opportunity for recidivism reduction based on the supervisee's risks and needs. Results and recommendations from the assessment are provided to the Court by the assigned probation officer prior to a sentencing or show cause hearing.

Cost Per Capita (per Inmate)

| Facility Type | Average Per Capita | | | |
|----------------------------|--------------------|------------------|-----------------|--------------|
| | FY20 | FY19 | +/- | % Change |
| Major | | | | |
| Institutions | 34,299 | 32,681 | 1,618 | 4.95% |
| Field Units | 31,155 | 31,054 | 101 | 0.33% |
| Work Centers | 26,792 | 22,115 | 4,677 | 21.15% |
| Community Corrections | 38,411 | 31,145 | 7,266 | 23.33% |
| System-Wide Average | \$ 33,994 | \$ 32,146 | \$ 1,848 | 5.75% |

The increase in the per capita for Work Centers and CCAPs is largely the result of a 21.4% and 7.0% reduction in ADP due to the COVID-19 pandemic, respectively.

| | FY20 | Per Capita |
|--|-----------------------|------------------|
| Personal Services | \$ 643,765,294 | \$ 22,907 |
| Direct Inmate Costs | \$ 219,143,735 | \$ 7,798 |
| Indirect Cost/Recoveries | \$ 51,638,054 | \$ 1,837 |
| Continuous Charges | \$ 30,601,390 | \$ 1,089 |
| Property Improvements/Equipment | \$ 10,202,392 | \$ 363 |
| Total | \$ 955,350,870 | \$ 33,994 |