

# *VIRGINIA DEPARTMENT OF CORRECTIONS*

## *AGENCY AT A GLANCE*

### *2022*



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

**2022**



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# About the Virginia Department of Corrections

The Virginia Department of Corrections operates secure facilities and Probation and Parole offices to provide care and supervision to approximately 91,000 individuals, including almost 24,000 inmates in custody in VADOC facilities; almost 64,000 supervised in the community by Probation and Parole staff; and approximately 3,200 state responsible inmates housed in local and regional jails.\*

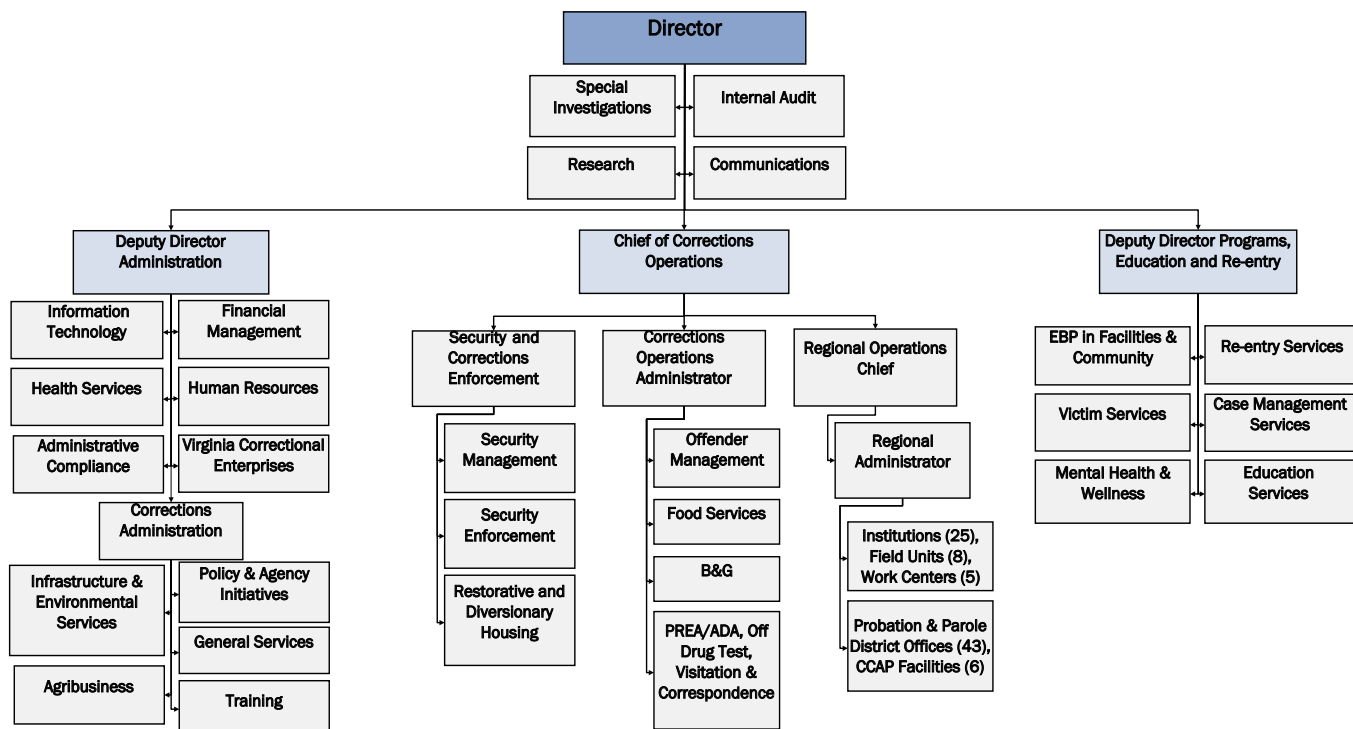
At 20.6 percent, Virginia has the second lowest three-year reincarceration rate among the states that report this rate for State Responsible (SR) inmates. The use of evidence-based re-entry programming and treatment during an inmate's incarceration and supervision in the community after release from custody directly impacts Virginia's recidivism rate.

For FY2023, the Virginia General Assembly authorized 13,145 full time equivalent (FTE) positions for the Virginia Department of Corrections (VADOC). Of these positions, 9,987 FTE positions were filled as of December 31, 2022. As the largest state agency, the Department has a vacancy rate of 24 percent as of December 31, 2022.

## Organizational Structure

The Virginia Department of Corrections operates 26 major institutions, eight field units, five work centers, two special purpose institutions, two secure hospital units, 43 Probation and Parole districts, six Community Corrections Alternative Programs (CCAP), three Regional Offices, three Academies for Staff Development, and one Department headquarters. In addition, Virginia Correctional Enterprises (VCE) maintains plants in 14 locations. Units coordinate their individual roles and functions and work closely together to promote the overarching "Oneness" of the Department, thereby contributing to the successes and goals of the Agency. The organizational units are structured under the Director's Office; Division of Administration; Division of Operations; and Division of Programs, Education, and Re-Entry.

### Virginia Department of Corrections Organizational Chart



\* State Responsible (SR) inmates are those who have been convicted of at least one felony and are sentenced to one year or more. Preliminary SR populations as of December 31, 2022 are derived from headcounts in VADOC facilities and under Community Supervision, while SR estimate in jails is reported by the State Compensation Board.

## ***ABOUT THE VADOC (continued)***

### **Director's Office**

The Director's Office is comprised of the Communications Unit, Internal Audit, Special Investigations, and Research Unit. The Communications Unit serves as the Department's primary external voice, coordinating Departmental activity regarding dissemination of public information; overseeing Department-wide internal and external communications; managing outreach to news media and other stakeholders; advising regarding the dissemination of information related to sensitive issues critical to the agency; responding to Virginia Freedom of Information Act requests; working with the Office of the Attorney General, the Office of the Secretary of Public Safety and Homeland Security, and the Governor's office; overseeing interaction between incarcerated inmates and the news media; and producing the agency's newsletter. The Internal Audit Unit is responsible for conducting audits of Department operations to determine that assets are being properly safeguarded; state and federal laws, policies, procedures, rules, and regulations are being complied with; reliable data are being generated and reported; objectives and goals of the Department and any specific unit are being attained; and resources are being used in an economical manner. In addition, the Internal Audit Unit coordinates audit activities with external agencies, including the Auditor of Public Accounts and the Department of State Internal Auditor. The Special Investigations Unit (SIU) conducts investigations of felony and misdemeanor violations committed in or against the VADOC, including serious allegations of staff misconduct. SIU also provides expertise in polygraph examinations, forensics, economic crime investigations, and digital photography. The Research Unit is responsible for technical, statistical, and research support to agency administration and VADOC's stakeholders, including process measurements, fidelity audits, trends analysis, operations research, forecast, strategic planning, performance measures, legislative analysis, outcome evaluations, educational research, data governance, and Human Subject Research Review Committee (HSRRC) coordination.



### **Division of Administration**

The Division of Administration provides quality services, programs, and communications to citizens, outside organizations, officials, and units within the VADOC that better enable these groups to contribute to the Agency's mission. Administration also provides technical assistance and direct services to promote a safe and healthy environment at all Department work sites and facilities. Administration includes the Academy for Staff Development; Virginia Correctional Enterprises; Agribusiness; Infrastructure and Environmental Services; Information Technology Unit; Financial Management Unit; Policy and Agency Initiatives; General Services; Health Services; Legal Services; Human Resources; Training, and Administrative Compliance (which includes Jail Audits/Inspection and Board of Corrections Support).

## ***ABOUT THE VADOC (continued)***

### **Division of Corrections Operations**

The core function of the Division of Corrections Operations is to ensure the secure operations of correctional facilities (Institutions), Probation and Parole Districts (Community Supervision), and Community Alternative Programs (Community Supervision). Operations offer effective programs that address risk reduction strategies and enhance lasting public safety. Units in the Division of Corrections Operations report to either the Director of Security and Correctional Enforcement, the Director of Corrections Operations Administration, or the Regional Operations Chief. Security and Correctional Enforcement includes the Security Management, Security Endorsement, and Restorative and Diversionary Housing Unit. Corrections Operations Administration includes Food Services, Inmate Management Services, Prison Rape Elimination Act (PREA)/Americans with Disabilities Act (ADA), Visitation Correspondence, and Buildings and Grounds. Regional Operations, whose staff reports to their Regional Administrator, includes Institutions, Field Units, and Work Centers, as well as Probation and Parole District Offices and Community Corrections Alternative Programs (CCAP) Facilities. Regional Operations establishes safety for its staff, those under its custody and supervision, and the public. This foundation of safety and security allows Institutions and Community Supervision to operate together, sharing resources and utilizing evidence-based practices to improve the continuum of care for all individuals under the Department's authority. This targeted care begins to address the needs of inmates from the moment they enter the system until their successful reintegration back into communities. This contribution to long-term public safety for Virginia's citizens is also a primary contributor to recent reductions in recidivism.



### **Division of Programs, Education and Re-entry**

The Division of Programs, Education and Re-entry is responsible for directing the development, implementation, integration, and evaluation of the VADOC re-entry initiative and inmate programs in correctional facilities and community settings in accordance with evidence-based practices. This Division leads VADOC partnership efforts with other agencies and offices at the federal, state, and local level to strengthen coordination of services and programs that impact inmate re-entry approaches and outcomes. Specialized Units under Programs, Education and Re-entry include Victim Services; Mental Health and Wellness; Case Management Services; Evidence-Based Practices in Facilities and Community; Education and Re-entry Services. Education operations provides academic and career and technical educational services to schools in each facility. Academic curriculum spans Adult Basic Education (ABE) and Plaza Comunitaria Spanish literacy through High School Equivalency (HSE) and facilitates postsecondary and college classes at several institutions in collaboration with the Virginia Community College System (VCCS) and the University of Virginia. Career and Technical Education Programs provide opportunities for inmates to acquire the skills needed in various trade and technical program areas in order to be competitive in the job market upon re-entry into society.



# Strategic Plan FY2022-2026

The Strategic Plan is a roadmap for the future of the Department. Starting with the FY2013 Strategic Plan, the Department introduced a new direction along with initiatives to support the new course. Since that time, the VADOC has been implementing initiatives and business practices purposed to create supportive healing environments for staff, inmates, and supervisees. These environments offer opportunities for positive growth and change. Providing programs to professionally develop staff encourages effective and timely change for the Agency and the populations under its care. Safety of staff is of the utmost importance, as this makes possible the role of the Agency to improve long-term public safety through the reintegration of inmates and supervisees into society. The FY2018 Strategic Plan reflected many of these initiatives.

In FY2022, a diverse workgroup of VADOC staff produced a new strategic plan for the agency, as it continues to advance and is viewed as a leader in the field of Corrections. The Strategic Plan serves as the roadmap during this journey; helps to keep public safety and re-entry as the focus; and directly reflects the Agency's values, vision and mission. It keeps all actions interconnected while holding the Agency accountable with outcome measures that are attached to goals that keep performance in the forefront.

## 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.

## Vision

*A premier correctional organization where all individuals achieve their full potential.*

## Values

**Citizenship:** Having an appreciation for the differences and the dignity of individuals; embracing diversity, equity, inclusion, respect, and workplace civility; valuing others' points of view; being fair, empathetic, and dutiful.

**Commitment:** Consciously and boldly contributing to the mission of the Department, exemplifying a positive attitude, self-discipline, moral courage, perseverance, and flexibility.

**Communication:** Purposefully and transparently creating and disseminating information; developing and maintaining a safe container in which people use their authentic voices to collaborate through Dialogue.

**Ethics:** Behaving with high standards of personal and professional conduct.

**Honesty:** Expressing a compassionate, genuine voice; speaking the truth with candor and sincerity; operating with trustworthiness and transparency.

**Learning:** Using scientific evidence to make data-driven decisions; transforming information and experience into knowledge, skills, attitudes and actions; coaching, supporting, and participating in a learning environment.

**Safety:** Ensuring that the physical and psychological safety of the public, staff and individuals in our care is paramount and evident in all we do.

**Support:** Encouraging, reinforcing, challenging, and promoting responsibility and accountability; performing as a team player.

## Goals

**1 Recruit, develop, retain,  
and reward a diverse workforce of corrections professionals.**



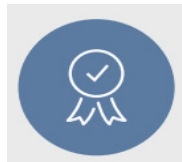
**2 Foster a high level of safety and security.**



**3 Provide opportunities for individuals to live  
healthy, safe, and successful lives.**



**4 Demonstrate and promote operational excellence.**



**5 Champion a progressive and healing environment within  
our organizational culture.**



**6 Cultivate learning, innovation, and  
collaboration.**



# ***Business Practices***

Business practices are the methods and processes followed by the Virginia Department of Corrections (VADOC) in the pursuit of our vision statement. Sound business practices form a foundation for growth and effective development in our staff and work environment. They enhance individual success and facilitate growth and stability in our institutions and communities. The VADOC business practices help to improve efficiency, anticipate and respond to change, and sustain success.

## **Healing Environment**

Initiated Department-wide, our Healing Environment is a change in culture. The Healing Environment is purposefully created by the way we work together and treat each other, encouraging all to use their initiative to make positive, progressive changes to improve lives. It is safe, respectful, and ethical- where people are both supported and challenged to be accountable for their actions.

## **Oneness**

As part of a healing, rewarding, and motivating culture, VADOC promotes organizational Oneness in which we are all part of the same team across the Commonwealth of Virginia. Oneness reminds us that we are one by removing operational silos related to inmate care, focusing everyone on the common mission of making people better, and creating new meaning together. Oneness allows staff to talk together, think together, and learn together in finding common ground that creates our shared meaning.



## **Dialogue**

It is through mutual respect that both supervisors and staff can feel supported, encouraged, and motivated in working towards the goal of lasting public safety. This mutual respect is promoted through the use of dialogue. Effective dialogue is achieved through the development of several communication skills and actions. Dialogic actions are the building blocks of creating a healing, rewarding, and motivating organizational culture. It is through open, two-way communication that innovations arise, problems are solved, and best practices and policies are generated. We are a dialogic organization where staff understand our mission, commit to embodying our values and vision, and provide higher performance because they feel acknowledged, supported, and respected through engagement and collaboration within the VADOC.

## **Working Dialogue**

Designed specifically for the VADOC, Working Dialogue incorporates basic dialogic skills to make it easier to address ideas, opportunities and issues with stakeholders, departments, and those who are affected by the outcome. Working Dialogue follows three steps: (1) understanding the current situation, (2) defining the desired outcome, and (3) laying out the changes required to achieve the desired outcome. Information and perspectives held by different people are incorporated into the changes proposed. Each person has an understanding and voice in the decision-making process. This is how cultural change occurs in the VADOC.



## Business Practices (continued)

### Director's Diversity, Opportunity, and Inclusion (DOI) Council

Diversity encompasses race, gender, ethnic group, personality, cognitive style, tenure, organizational function, education, background, and more. The Director's DOI Council represents a cross section of VADOC staff and promotes the value of diversity and inclusion among staff to foster an environment that recognizes the potential of all people, while acknowledging the unique contributions and differences of the individual. By supporting inclusion, VADOC cultivates meaningful relationships with the surrounding community, increases the organization's ability to cope with change, and expands the creativity of the organization. The Council seeks to educate and inform staff and inmates, evaluate agency policies for opportunities to promote a diverse VADOC, and make recommendations to executive staff on policy and organizational development.

### 3-D: Data Driven Decisions

Management by data is a process by which all VADOC staff use data in order to make decisions, address issues, examine concerns and solve problems. At the center of the model is Evidence-Based Practices which guide all of our re-entry efforts. 3-D encourages staff to use data to examine challenges and develop solutions.

- **Issue Identification** – Considers the VADOC mission, goals and stakeholder input as well as clearly defining the issue.
- **Measurement Design** – Determines what will be the evidence of goal accomplishment with output (process) and outcome (result).
- **Data Analysis** – Determines the method of analysis with data used to answer the question.
- **Action Plan** – Designs the process to implement desired goals (outcomes) with an ambitious yet realistic plan.
- **Implementation** – Puts into practice the actions as defined in the plan to ensure items are done with fidelity (the extent to which the delivery of an intervention adheres to the model).
- **Evaluation** — Reviews the result of evaluation to determine recommendations for continuing, modifying or starting a new action plan.

### VADOC 3-D Model



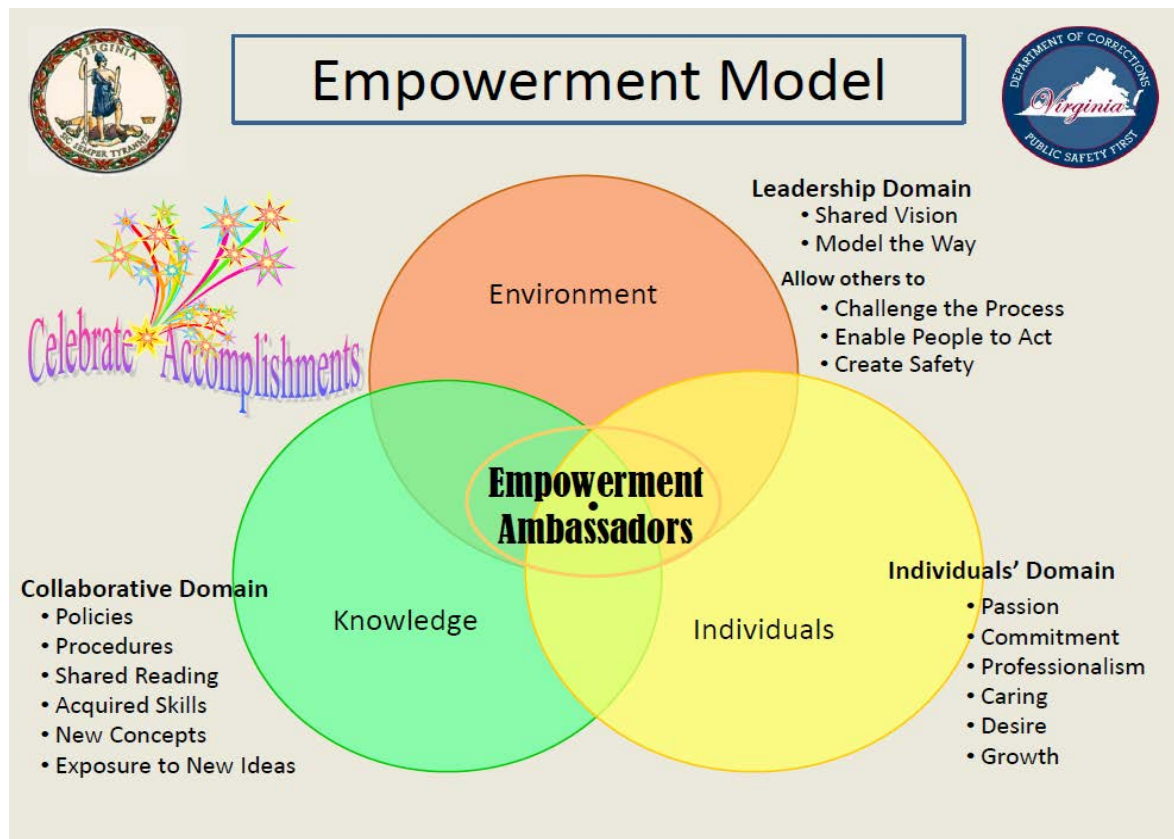
## Business Practices (continued)

### Empowerment Model

VADOC is committed to providing the framework by which staff are empowered as ambassadors within the Department. Empowerment is when one chooses to give the best of their abilities and skills, while accepting challenges and opportunities to grow. The Empowerment Model consists of three domains that, when combined, enables individuals to do their finest and give the best of their talent.

- **Environment** — Leadership models the way, creating a safe environment.
- **Knowledge** — Together, leadership and staff create the knowledge necessary to move the agency forward.
- **Individuals** — One must embody the desire to care and a willingness to learn and grow, while being as professional as possible.

When these three domains are brought together, a safe environment is created in which we can work together, sharing the knowledge necessary to move the Agency forward with individuals who are passionate, committed and caring.



### Learning Teams

The VADOC has taken purposeful steps in becoming a learning organization. VADOC recognizes that staff is the foundation of it being a learning organization. A critical component is the development and nurturing of Learning Teams and infusing them into the culture of the Department. Learning Teams work within a safe container to create and sustain opportunities to share information, have input, practice new skills, and generate knowledge and innovations in a way that fosters positive change and growth together. The participation of all staff in Learning Teams within the VADOC is a vehicle to create shared understanding by engaging all voices in the continued evolution of our organization. This process allows the agency to focus on highly relevant matters.

## ***Business Practices (continued)***

### **Training Opportunities**

The Academy for Staff Development is dedicated to providing progressive, innovative training in support of the Virginia Department of Corrections' (VADOC) mandates, initiatives, and Departmental procedures.

Listed below are several of the training programs and resources that the VADOC provides and offers to its employees:

- The Corridors program** provides employees a foundation for development through assessments, developmental planning, individual and group projects, hybrid classroom instruction, and mentoring.
- The Corrections Crisis Intervention Training (CCIT)** is a first responder training aimed at effectively and humanely interacting with an individual suffering with a mental illness. To add to the number of Institution and Community Officers already trained from 2017 to present, the goal is to train Corrections Officers and to also offer the training to Institutional Non-Security personnel.
- The Effective Practices in Correctional Settings (EPICS)** is the VADOC business model to equip staff with strategies and interventions in core correctional practices that are proven by research to create inmate behavior change.
- The VADOC contracts with the American Correctional Association (ACA)** to provide Leadership Development (LEAD) to the Corrections Professional for Middle Managers and Supervisors, training that addresses the succession planning needs of the Department.
- The Leadership Institute** is a multi-tiered program that properly equips agency leaders with the essential skills to create a workplace where all staff takes equal responsibility for leadership development. This training provides an avenue for employee empowerment where individuals take ownership for their professional and personal development.
- The Basic Skills for New Supervisors (BSNS)** provides training on applicable Virginia Department of Human Recourse Management (DHRM) and VADOC Policies and Procedures relating to supervision of staff. It provides participants with opportunities for virtual classroom activities and class participation and discussion. Lawful Interviewing is also offered as part of BSNS. Lawful Interviewing prepares employees to use the Department's process for hiring employees and to apply this process in the recruitment, interviewing, and selection of applicants for agency positions.
- The Smooth Start phase of BSNS** is led by the Director and his Senior Executive Team, who meet with all newly promoted supervisors to discuss the Agency's Business Practices and leadership skills that will help them be successful leaders within the VADOC.
- VADOC has a Learning Team Network** that is designed to offer a menu of learning team resources. The Learning Team Network provides a variety of learning plans to help meet the needs of learning teams within all work units of the Agency.
- National Institute of Corrections (NIC) Learning Center** and the Agency collaborate to support the corrections field with a variety of classroom and online training programs. NIC is devoted to providing access to NIC learning events and enabling those who want to attain the success they set for themselves.

# Agency Statistics

Inmate and Supervisee Population Statistics as of December 31, 2022 (unless otherwise indicated), which are the most recent complete and accurate data available for all population categories.

	SR Admissions FY2022	SR Confined 12/31/2019	SR Confined 12/31/2022	In Facilities 12/31/2019	In Facilities 12/31/2022	SR Releases CY2022	CCAP 12/31/2022	P&P 12/31/2022
<b>Total</b>	<b>8,711</b>	<b>35,335</b>	<b>26,132</b>	<b>29,066</b>	<b>23,622</b>	<b>12,502</b>	<b>323</b>	<b>64,052</b>
<b>Gender</b>								
Male	87%	92%	93%	93%	94%	88%	78%	77%
Female	13%	8%	7%	7%	6%	12%	22%	23%
<b>Race/Ethnicity</b>								
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%	<1%	<1%
Black (Non-Hispanic)	42%	55%	53%	56%	54%	45%	21%	41%
White (Non-Hispanic)	55%	42%	43%	40%	41%	52%	78%	56%
Unknown (Non-Hispanic)	<1%	<1%	<1%	<1%	<1%	<1%	0%	<1%
Hispanic/Latino	3%	3%	4%	3%	4%	2%	<1%	2%
<b>Age Group*</b>								
29 and Under	28%	21%	16%	19%	16%	17%	22%	19%
30-39	36%	33%	32%	32%	31%	37%	44%	35%
40-49	22%	23%	26%	24%	26%	26%	24%	24%
50-59	11%	16%	16%	17%	17%	14%	9%	15%
60 & Over	4%	7%	10%	8%	10%	6%	<1%	7%
<b>Prior SR Incarcerations</b>								
0	49%	55%	57%	57%	58%	47%	65%	73%
1	23%	23%	22%	23%	22%	24%	18%	14%
2	14%	11%	11%	11%	11%	14%	9%	7%
3	7%	6%	6%	5%	5%	7%	4%	3%
4 or more	7%	5%	4%	4%	4%	7%	4%	3%
<b>Crime Type**</b>								
Violent	41%	61%	69%	66%	72%	36%	15%	30%
Property/Public Order	33%	23%	16%	20%	15%	36%	47%	37%
Drugs	26%	16%	14%	14%	12%	28%	38%	29%
Not Reported	<1%	<1%	<1%	<1%	<1%	<1%	0%	3%

## Legend

**SR** = State Responsible (Felony sentence of one year or more)

**SR Admissions** = SR New Court Commitments (New inmates sentenced to SR incarceration) + SR Parole Violators (SR supervisees who had their parole revoked and returned to SR incarceration)

**SR Confined** = SR inmates incarcerated on the date indicated; includes SR inmates in VADOC Facilities and SR inmates incarcerated in local/regional jails; all information is preliminary as of March 3, 2023 and will change as additional court orders are received, verified, and entered

**In Facilities** = SR inmates incarcerated in VADOC Facilities (Major Institutions, Field Units, Work Centers); this population is a subset of the SR Confined population

**CCAP** = Community Corrections Alternative Program

**P&P** = Probation and Parole (Community Supervision)

\*In previous versions of this report, the age used for the SR Confined and In Facilities used age at admission rather than current age on the date indicated

\*\*Offense information is updated as new information is received and entered into CORIS; all offense information was current as of February 28, 2023

For more information on offender populations, please see:

<https://vadoc.virginia.gov/general-public/population-reports/>

## ***Agency Statistics (continued)***

### **Staff Demographics**

The VADOC is composed of a diverse workforce actively striving to promote lasting public safety in the Commonwealth of Virginia. VADOC provides a multitude of exciting career openings for staff, with meaningful opportunities for professional growth and development. As of December 31, 2022, there were 9,987 full time staff at the Agency. However, the General Assembly appropriated 13,145 full time positions for FY2023, resulting in an 24% percent vacancy rate.

<b>Total FTE positions as of 12/31/2022</b>	<b>9,987</b>
Administration	524
Community Corrections	1,362
Correctional Facilities	8,101

#### **Gender**

Female	47.8%
Male	52.2%

#### **Race/Ethnicity**

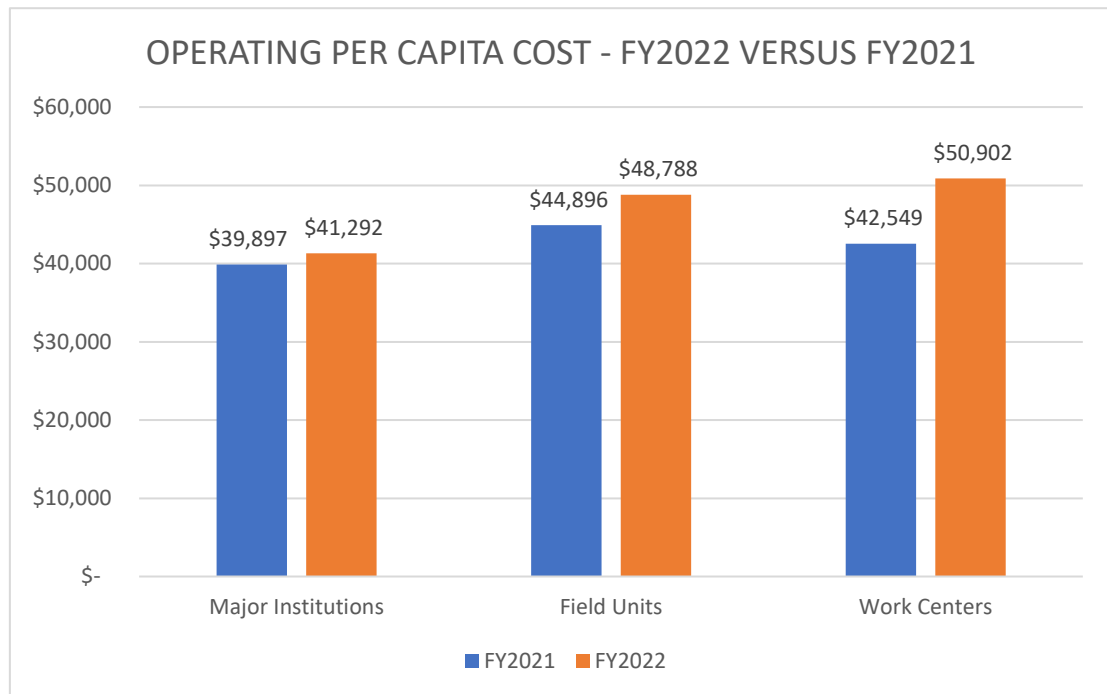
American Indian or Alaskan Native	0.3%
Asian or Pacific Islander	0.9%
Black	39.0%
Hispanic/Latino	2.2%
White	55.3%
Not specified	2.3%



# Agency Budget

## Operating Per Capita Cost

The different facility types have different per capita costs for a variety of reasons. Inmates housed in field units and work centers present lower security risks than those housed in major institutions. These inmates also do not have chronic, serious health problems, therefore they need only modest medical resources. Every facility, regardless of size, incurs fixed costs (administrative/food/medical staff, utilities, repairs, maintenance, etc.) that do not vary directly with population, causing small facilities to experience higher per capita costs than larger ones.



	Average Per Capita			
	FY22	FY21	+ / (-)	% Change
Major Instituions	41,292	39,879	1,413	3.5%
Field Units	48,788	44,896	3,892	8.7%
Work Centers	50,902	42,549	8,353	19.6%

\*Source:

<https://vadoc.virginia.gov/media/1813/vadoc-financial-annual-mis-report-2022.pdf>

# ***Highlights of Recent Accomplishments***

## **The Policy and Initiatives Unit (PIU)**

The Policy and Initiatives Unit staff of four full-time employees and one part-time analyst manages 69 Directives, 237 Department level Operating Procedures, and over 1,000 attachments and forms. In addition, staff participates in operations meetings, ad hoc committees, workgroups, Operation Manager meetings, and Executive/Regional team meetings. This year generated additional updates to terminology and opportunities for revision to process and documentation. Staff worked collaboratively with agency leadership to rewrite 12 procedures that were not on the production schedule and develop seven new procedures. Amendments increased by 24% in 2023. All Annual Reviews were completed for 2022 as required by ACA. Significant progress was made to finalize requirements and options for the Virtual Library replacement. Staff have begun work to convert documents to PDF and continue use of DocuSign software. Procedure Development Managers maintained high volume workloads and additional responsibilities while continuing to automate workflow processes.

**Executive Memo Postings** = 251

**FOIA Request Responses** = 39

**OAG Request Responses** = 66

**Meetings, Committees, Workgroups** (approximate) = 265

## **Agribusiness**

In December, the State Farm Task Force was awarded the “Chesapeake Bay Watershed Implementation Plan Collaboration Excellence Award.” The purpose of this award is to give recognition to an exemplary, interdisciplinary partnership between agencies that achieved substantive progress towards goals outlined in Virginia’s Phase III Watershed Improvement Plan (WIP). The Task Force was formed in July 2020 with a focus of developing and implementing a plan to fence cattle out and restore riparian forest buffers on this approximately 4,000-acre Virginia Department of Corrections property in Goochland and Powhatan Counties. As part of this initiative, the Task Force has integrated the Chesapeake Bay Landscape Professional: Buffer Certificate Series into the project and since 2020 has trained 18 individuals and awarded 13 certificates. Partners receiving this award include the Chesapeake Bay Landscape Professionals, Conservation Services, Inc., Goochland Virginia Cooperative Extension, James River Association, Monacan Soil and Water Conservation District, The Nature Conservancy, Virginia Department of Corrections, and the Virginia Department of Forestry.



## ***Highlights of Recent Accomplishments (continued)***



### **Academy for Staff Development and General Services and Facility Management Unit**

In early November, the Virginia Department of Corrections provided training in Emergency Management and the Incident Command System to a delegation from Colombia at the Academy for Staff Development- Central. This training was provided through a partnership with the United States Department of State and offered international colleagues an opportunity to learn management skills in serious incidents within correctional facilities. The VADOC's own Angel Baugh, HQ Safety and Security Manager, and Carlos Hernandez, Regional Manager- Central Region, led 30 correctional professionals in the training program. The program consisted of training in ethics, utilizing the Incident Command System in correctional facilities, cuffing techniques, use of force, and defensive tactics. Assistant Warden Samuel Gutierrez and his team hosted the training participants for a tour of State Farm, and the Colombian delegation expressed how impressed they were with the staff and management of the facility. The ongoing partnership with the State Department began in 2017 and includes training, dialogue, and education efforts for correctional professionals in other countries. As an award-winning national and international leader in corrections management, VADOC is proud to share its knowledge and expertise to help others.

In May of 2022 the Virginia Department of Corrections received two safety awards issued by the Virginia State Police. VADOC won an award for having the lowest crash rate in the state for its Community Corrections pool cars and won an award for having the lowest crash rate for all its non-pool cars.

### **Infrastructure and Environmental Management Unit (IEMU)**

IEMU received the following in 2022:

Four water plants won awards- Appalachian, Bland, Fluvanna, and State Farm.

Appalachian, Bland, and Fluvanna won the Gold Award for Water Treatment.

State Farm won an award for Water Fluoridation Quality, and one for Excellence on Filtration and Backwash.

Robert Tolbert, an Environmental Manager at Buckingham Correctional Center, received a certificate of appreciation from the CDC and WEF for participation in the VADOC wastewater testing pilot.

## ***Highlights of Recent Accomplishments (continued)***

### **Sentence Calculation**

During the 2020 Special Session of the General Assembly, legislation was passed to award enhanced good time credits to inmates currently serving sentences in VADOC. These changes took effect July 1, 2022. Subsequently, in the 2022 Biennial Budget, the General Assembly modified the application of the enhanced good time credits. The code applied the enhanced good time credits retroactively and mandated that all inmates with reassessed released dates in the past be released within 60 days of the enactment date. The overall total number of inmates impacted by the legislation was approximately 11,000, with 2,676 inmates required to be calculated and released before August 31, 2022.

Successfully achieving this goal required the collaboration of four teams within ITU (VACORIS, Software Release, Data Team, and Delivery Services), Court & Legal, and the VACORIS vendor. In order to accomplish this massive task, they used innovative approaches, such as standing up a new test site, independently deploying the changes within the application, automating the good time reassessment on existing sentences, and automating the calculation of impacted records, as well as providing preliminary result reports for business use and approval. The teams were able to accomplish the above while maintaining their current workload.

Due to the outstanding teamwork, all necessary updates were made to the system by the deadline, which resulted in the successful implementation of the changes and facilitated the release of the impacted inmates.

### **AXON Body Cameras**

The AXON Body Cameras deployed within the Department of Corrections environment provides an enhanced level of safety and security in correctional centers and the community by documenting adherence to policy interactions between staff, visitors, and inmates. This documentation ensures public safety and improves organizational efficiency. The video captured by AXON body cameras also assists with documenting occurrences, corroborates evidence, and provides better transparency and accountability. In addition, this solution provides a cloud-based secure recording environment.

### **Body Scanners**

The Virginia Department of Corrections has implemented the use of the Compass DV Full Body Security X-Ray Screening Systems by Linev (formerly ADANI) for over six years. We started out with pilot use in the latter part of 2016 with full deployment in 2017. We currently have 24 body scanners installed in 22 institutions in addition to 2 mobile units. The primary use of this equipment is for the security screening of staff, visitors and inmates. Utilization of this equipment has allowed us to detect and deter contraband from being smuggled into our facilities through body cavities and other areas not visible to the naked eye or detected through frisk/pat search methods.

### **Background Investigation Unit Case Management**

The new Background Investigation Unit (BIU) Case Management System replaces a 20 year old system and will reduce the amount of time it takes to process background investigations. New cases can be entered into the system by employees in the field as well as at headquarters. Active cases can be accessed depending on “need to know” as well as old cases, including those processed in the legacy system. The new system allows for predefined reports as well as user creation of custom ad hoc reports on demand. This system benefits VADOC by stabilizing the means of creating, tracking, reporting, and closing background investigation cases.

## ***Highlights of Recent Accomplishments (continued)***

### **District 31 Chesapeake Probation & Parole Intensive Opioid Recovery Program**

In December 2019, the district established an Intensive Opioid Recovery Program (IORP), as the result of grant funding from the Department of Behavioral Health and Developmental Services (DBHDS). Currently, the program organization consists of a Senior Certified Substance Abuse Counselor (CSAC) Probation Officer and two Probation & Parole Officers who act as treatment and supervision providers for cases assigned to the program. Participants receive additional support services from Peer Recovery Support Specialists (PRS's) assigned to the district, also funded by DBHDS.

The goal of the program is to immediately (within 24 to 48 hours) identify individuals with history or current opiate use and evaluate them for treatment services, to include Medicated Assisted Treatment (MAT) and counseling services. In addition to Chesapeake residents, the program allows individuals to live in the surrounding jurisdictions of Virginia Beach, Norfolk, and Portsmouth and to remain in the program on supervision with Chesapeake Probation. The program consists of four phases and can take one and a half to two years to complete. Successful completion occurs after demonstrating at least one year of sobriety, along with sustained lifestyle changes. To date, the program has served 115 participants, with 18 successful completions, and 58 currently active Supervisees.

### **Community Corrections Dashboard**

This project enables leadership to monitor for gaps and when appropriate, dialogue with partners to ensure services are available for supervisees. VADOC has developed a Community Corrections Dashboard to track trends and the intersection of supervisee risk with responses that can mitigate those risks.

### **The Chapel, DVD Program**

The Virginia Department of Corrections is working with The Chapel RVA to provide a weekly DVD recording of their Sunday morning worship service to all VADOC facilities and CCAP's. The Chapel RVA is a life-giving, relational church [Christian] with two locations in central Virginia. "Our passion is to provide a place where you can know God, find freedom and make a difference. (Source: Vision Statement on The Chapel RVA website)." The Chapel RVA has two locations in the Richmond, Virginia area, Midlothian and Downtown Campus. The Chapel RVA has shipped out their first DVD of the Sunday, January 22, 2023 morning worship service. The facility administration is broadcasting this programming to the inmate population as the DVDs are received from The Chapel RVA.

### **Drug Task Force**

VADOC operates a Drug Task Force dedicated to investigating illegal drug activities across the agency, involving inmates, employees and civilians. This unit is comprised of a supervisor, seven full-time and three part-time agents, a full-time analyst and two part-time analysts. So far in FY2023, the Drug Task Force has completed 149 investigations. The Task Force has pursued street charges in 23 cases for civilians, 89 cases for inmates and 8 cases for employees.



## ***Highlights of Recent Accomplishments (continued)***

### **Sealed Religious Diet**

The Common Fare and Sealed Religious diet are available at selected institutions designated by the Chief of Corrections Operations and is intended to accommodate inmates whose religious dietary needs cannot be met by the Master Menu. The Common Fare and Sealed Religious menu have been analyzed and certified to meet or exceed minimum daily nutritional requirements. The Common Fare diet provides an appropriate religious diet for those inmates whose religious dietary needs are not met by the Master Menu.

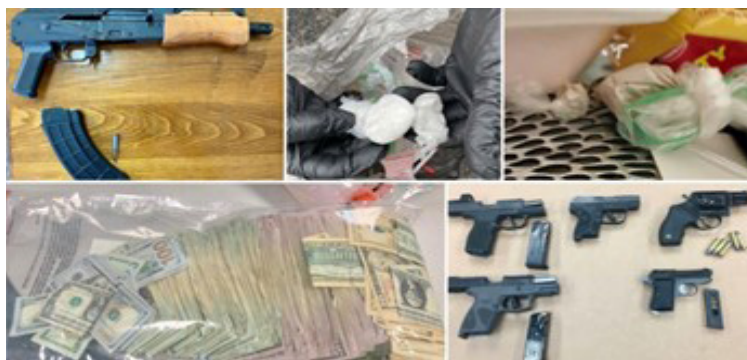
- The Common Fare diet menu meets or exceeds the minimum daily nutritional requirements.
- All foods purchased for the diet, except fresh fruits and vegetables are certified by a recognized Orthodox Standard such as "U", "K", or "CRC".
- The Common Fare diet is Kosher using Kashrut methods.
- No pork or pork derivatives are used.
- The storage and preparation of food items, the cleaning and purification of food service equipment, serving utensils, and contact surfaces, as well as the serving of Common Fare meals comply with religious dietary laws.

The Sealed Religious diet is available to those inmates whose religious dietary needs cannot be met by the Master Menu or the Common Fare diet menu. The sealed religious diet is Kosher.

### **VADOC Helps Round Up Suspects in the Richmond Metro**

The Virginia Department of Corrections recently joined an array of law enforcement entities in Operation Washout. The joint operation led to the arrest of several suspects and the seizure of money, illegal drugs, and firearms in the City of Richmond and the surrounding area. Senior Parole Officer Hunter Reed of Probation and Parole District 1, Richmond, joined with members of the VADOC Extradition, Fugitive, and Emergency Services Unit in the operation, which was led by the U.S. Marshals Service from May 23 to May 27.

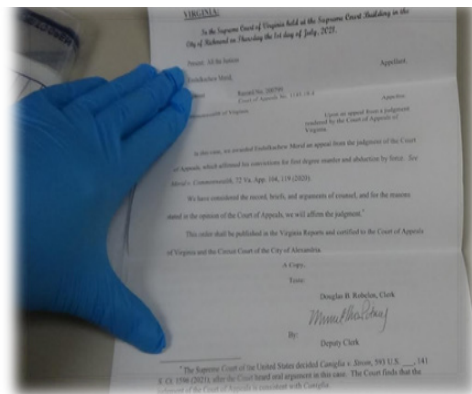
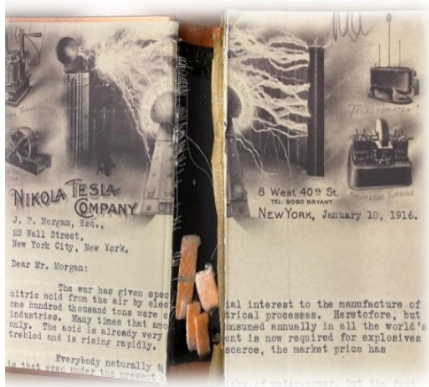
The operation also included the Richmond Police Department, the Chesterfield Police Department, the Chesterfield Sheriff's Office, the Virginia State Police, the Bureau of Alcohol, Tobacco, Firearms and Explosives, the Drug Enforcement Administration and the U.S. Attorney's Office. Operation Washout Results: Arrest of 12 wanted gang members and eight additional fugitives.



## Highlights of Recent Accomplishments (continued)

### Implementation of a Centralized Mail Distribution Center

On July 1, 2022, the Virginia Department of Corrections implemented its first Centralized Mail Distribution Center as part of our continuing efforts to prevent the introduction of drugs and other contraband inside our facilities. The mail center currently provides a centralized location for all legal correspondence intended for inmate receipt to be screened and searched using various detection equipment and search methods. The mail center has been in operation for the past eight months and has successfully processed 20,987 pieces of legal correspondence and counting. As we continue our commitment to maintain the safety of all inmates, staff and the public, we look forward to expanding the current operation to include the screening of books, magazines, publications and religious correspondence.



## ***Highlights of Recent Accomplishments (continued)***

### **Assisting Families of Inmates (AFOI) – Video Visitation Expansion Project – Red Onion State Prison**

The Department has partnered with AFOI to install video visitation equipment in each living area to allow greater inmate access to participate in video visitation. This pilot will go live in the next 45 days. The Department will then expand the infrastructure in all facilities in a phased rollout schedule throughout the next 12 months. As the AFOI has expanded video visitation in the VADOC, participation in video visitation continues to steadily increase. In 2021-2022, there were approximately 13,000 completed video visits. In February 2023, there were approximately 17,000 completed video visits.

### **Central Commissary Warehouse**

On August 1, 2022, the Department transitioned to the Keefe Central Commissary Warehouse operated in Glen Allen, Virginia. The warehouse comprises of 154,000 square feet and fills approximately 17,500 commissary orders weekly. Once the orders are filled for each facility, the orders are transported by a fleet of 40 trucks to deliver to the facilities located across the Commonwealth of Virginia. The commissary warehouse activity stores 1,509 products in the warehouse. There are 75 inmate workers assigned full time at the warehouse. Since the opening of the warehouse, 144 inmates have received 378 certifications. Four inmates have been fully certified on Forklift and were issued their Power Industrial Truck Permits.

### **Freedom Reads Library Program**

The Virginia Department of Corrections has partnered with Freedom Reads to setup a library collection in all facilities. This program will be piloted at Indian Creek Correctional Center and St. Brides Correctional Center. The Freedom Library places a special 500-book collection in all housing units so that reaching for a book can be as spontaneous as human curiosity. This partnership seeks to support the efforts of people in prison imagine new possibilities for their lives.





## ***Highlights of Recent Accomplishments (continued)***

### **Appalachian CCAP Helps Fight Forest Fire**

The Appalachian CCAP supervisees participate with the Virginia Department of Forestry to assist with fighting forest fires in Virginia. The Virginia Department of Forestry comes on site twice a year to provide training to the supervisees who learn about personal safety measures, safety equipment, how to use safety shelters to protect them if surrounded by a fire and how to dig fire lines. During 2022, they have assisted with two separate forest fires. This is an excellent program that really ties into our cognitive community, our substance use programming, and our vocational training. After assisting with forest fires, the supervisees often speak about how good it felt to do something positive for the community and how proud they are of this accomplishment. The supervisees receive certificates for completing the training as well as when they assist with fighting a forest fire.

When a fire broke out on Poor Mountain west of Salem, the Virginia Department of Forestry (VDOF) called in a trained crew from the Virginia Department of Corrections. Eight inmates from Patrick Henry Correctional Unit led by Corrections Officer Gary Flipi spent the day building a firebreak and cleaning up hot spots.

VDOF trains inmates in a variety of wildfire applications with cooperation from the Virginia Department of Forestry. Inmates must be medically sound, pass a physical endurance test, and be certified in First Aid and CPR. After training, inmates are entry-level certified wild land firefighters and must be recertified annually. Their general duties may include digging fire lines, back burning, monitoring for hot spots and basic clean up after the fire has been controlled.

Wise Correctional Unit crews responded to two large wildfires that burnt 364 acres across three counties in Virginia. Their crew provided 192 hours of fire suppression labor over a three-day period. Because of their hard work, 11 homes and 18 additional structures were protected on these fires with an estimated value of \$1,130,000 protected due to suppression efforts.



## ***Highlights of Recent Accomplishments (continued)***

### **Cool Down Room**

In 2022, VADOC implemented a “Cool Down Room” pilot program at five correctional facilities in order to provide staff an opportunity to de-escalate and manage disruptive situations at the facility without resorting to the use of Restorative Housing (formerly Restrictive Housing). The purpose of these rooms are to provide a safe and secure place for inmates to reflect on their behavior choices, manage their emotions, reduce stress and practice self-directed behavior. The pilot program has four goals:

1. To reduce serious incidents by providing an opportunity for inmates to engage in self de-escalation skills.
2. To reduce assignments to the Restorative Housing program for inmates in general population.
3. To reduce the amount of time and resources for staff in managing disruptive situations.
4. To promote a positive culture in the facility.

To date, the pilot program has been expanded to nine total locations. Four new sites will start by the end of March 2023. The agency has a goal of full program implementation at all major correctional facilities by June 1, 2023.





## ***Highlights of Recent Accomplishments (continued)***

### **Expansion of Medication Assisted Treatment**

The Virginia Department of Corrections' Medication Assisted Treatment program has expanded to include continuation of buprenorphine for inmates transferring into VADOC from local and regional jails. Inmates in the continued buprenorphine program will be able to continue their prescribed medication for opioid use disorder while receiving ongoing case management, substance use disorder programming, and peer recovery support services. This program will be offered at six pilot locations.

### **Family Reunification at the Virginia Correctional Center for Women**

Virginia Correctional Center for Women's family reunification home is dedicated to strengthening the bond between incarcerated mothers and their minor children prior to release. Incarcerated mothers enrolled in this 12-week program are afforded the opportunity to engage with their children throughout the week via tablets with structured curriculum for both mother and child, additional weekly video visits, as well as an extended day visitation in the reunification house twice a month. Mothers will be coached on how to implement the skills and techniques learned from parenting curricula in a homelike environment. This experience will foster a level of confidence for mother and comfort for child. The home has been renovated to be child friendly and welcome families.

### **The 2022 OAG Unsung Hero Award**

The agency's Victim Services Director, Amber Leake, received the 2022 OAG Unsung Hero Award. This award recognizes individuals who provide outstanding service and support to victims of crime in the Commonwealth. The program was established in 2017 to acknowledge individuals across the state working tirelessly to aid victims in their recovery and healing, promote trauma-informed responses, challenge permissive or dismissive attitudes towards victims' issues, and effect change. The VADOC Victim Services Unit's dynamic team of eleven staff members serves victims statewide during the post-sentencing phase of the criminal justice system. Since the expansion in 2017, services to crime victims have increased by 178%, and victim requests for notification and services have increased by 61%. The team travels across Virginia to train local, state, and agency partners in the Victim Services Unit's role in corrections and the post-conviction programming available to crime victims. The Unit also facilitates the Victim Impact Program using volunteer victim guest speakers to teach inmates and supervisees how crime impacts the community to help deter future criminal acts.



## ***Highlights of Recent Accomplishments (continued)***

### **Video Education Technology Installation**

Correctional Education has installed video education technology in 15 facilities across the state. Video technology teaches students in various subjects and can be shown on their housing unit and personal TVs at any time of the day. This approach engages more students who are not able to attend in-person class because of lockdowns or other class disruptions. It accelerates program completion for those students who can work independently. It also allows more flexibility with operations and schedule changes needed by wardens.

### **Educational Learning Pods**

Corrections Education has created Educational Learning Pods in two facilities where students are placed in the same housing units. This initiative creates a 24-hour-a-day climate and supportive culture for learning and tutoring. It enables learning to occur directly in the pod so that inmates do not have to move to another location in the facility, such as school. This initiative expedites the learning process because of 24/7 access to instructional materials and tutors.

### **Welding Program at Wise Correctional Unit**

Corrections Education has begun a partnership with Mountain Empire Community College at Wise Correctional Unit. Mountain Empire received a grant and offers welding training to inmates housed at Wise Correctional Unit.

### **Expansion of Mental Health Peer Specialist Pilot Project**

The Peer Specialist Pilot Project in Community Corrections has expanded under the direction of a new program coordinator at Mental Health America of Virginia. The original project started with three pilot sites in one district in each region, but COVID required virtual means to continue providing services. Subsequently, referrals are being made from the Eastern Region Districts, and additional districts have also been added in the Central and Western Regions. For facilities, three pilot sites were implemented and are on track for expansion in 2023. Use of the Department of Behavioral Health and Developmental Services curriculum and trainer allows most inmate peer supporters to be eligible for certification upon release.

### **VADOC & Community Services Boards Promote Recovery Through Connections**

The VADOC partnered with the Virginia Community Service Board to hold a multi-agency summit to discuss co-occurring mental health, substance abuse, and trauma issues for the criminal justice population. The summit, entitled “Building Bridges Co-Occurring Community Treatment Summit on Criminal Justice Populations,” was designed to inspire hope for recovery, build connections, and enhance treatment for the individuals these agencies serve.

### **Coding Program**

The VADOC, in partnership with the non-profit organization Persevere, started a computer coding program in 2022 for 15 inmates at Virginia Correctional Center for Women. The year-long program offers inmates the opportunity to earn up to six industry certifications in coding. Upon completion of the program, the student class cohort and VADOC will work with Persevere to connect participants with employers in the coding industry.

## ***Inmate Services***

Inmate Services provides meaningful opportunities for positive growth for those who choose to change their criminal behavior. Services are aligned within the VADOC so that inmates with long sentences or behavioral problems receive programs that promote positive prison adjustment. Those inmates nearing release receive programs intended to reduce recidivism. Services are also offered to inmates under Community Supervision so that they can continue a successful re-entry into the community.



### **Health Services Unit**

The Health Services Unit (HSU) functions through a corps of 1,500 dedicated VADOC and contract clinicians and other health care professionals who are highly trained in the goals and techniques of modern health science. HSU clinicians provide inmates with over 750,000 patient visits annually, including nurse and physician sick calls, chronic care visits, telehealth visits, dental visits, and other specialty appointments. In addition, HSU operates four infirmaries and long-term care units (or a total of 189 beds) for inmates requiring a higher level of care and has access to secure medical units in two hospitals.

HSU views health care as a holistic activity contributing to the successful re-entry of inmates into communities, while supporting the agency's mission of promoting public safety for the Commonwealth. Over the past decade, the unit has worked to ensure that all inmates receive both routine and urgent medical and dental care through several service enhancements grouped into four categories: access to care, timeliness of care, community collaborations, and quality of care. These categories are detailed as follows.

### **Access to Care**

- VADOC is committed to treating all patients positive for Hepatitis C (Hepatitis C). The Agency Partnered with VCU Health to treat inmates with a Hepatitis C infection, purchased several specialized ultrasound machines to measure liver damage due to Hepatitis C infection, hired additional pharmacy staff to increase internal capacity to treat inmates with Hepatitis C, revised clinical guidelines allowing treatment for all inmates with Hepatitis C upon diagnosis, and continued many other initiatives.
- Increased telemed services at every state correctional facility.
- Expanded on-site specialty clinics in an array of disciplines.
- Implemented tele-dentistry with emergency and urgent care capabilities and initiated mobile dental delivery units to provide temporary support at correctional facilities in isolated areas.

## ***Inmate Services (continued)***

### **Timeliness of Care**

- Expanded provider coverage as well as nursing and psychiatric services at correctional facilities, including Community Corrections Alternative Programs and work centers.
- Partnered with the Virginia Department of Medical Assistance Services to enroll inmates in Medicaid for inpatient services during incarceration and community Medicaid for inpatient and other health services upon release from prison.
- Expanded medical outreach and discharge planning for inmates.
- Continued multiple initiatives to increase recruitment and retention of all healthcare staff across the system.

### **Community Collaborations**

- Expanded collaborations and communications with both VCU Health and UVA Health as well as with providers in communities across the state to improve access for primary and specialty care for inmates.
- Partnered with the University of Virginia to offer clinical experience at VADOC sites.
- Provided tuition assistance for health care staff using a variety of programs.
- Entered into agreements to expand health care services with multiple health systems, to include onsite clinics and clinics at various sites around the state.
- Collaborated with Anthem, VADOC's third party administrator, on several strategies to reduce medical costs without sacrificing quality of care for inmates.
- Worked with specialized units at VCU Health and Southampton Memorial Hospital to expand services to accommodate increasing numbers of inmates.

### **Quality of Care**

- Updated clinical guidelines to ensure they are in accordance with national standards of care.
- Expanded quality assurance and continuous quality improvement activities across all departments.
- Completed multiple site audits by the American Correctional Association with all VADOC sites being accredited.

# ***Mental Health and Wellness – Enabling Healing and Empowering Wellness***

The Mental Health and Wellness Services (MH&W) unit strives to help those under our care and supervision to be better through evidence-informed assessment, evaluation, and treatment. It is our goal to enhance both public safety and individual recovery by enabling healing and empowering wellness. We are a unit of over 200 clinicians who serve approximately 35% of the institutional population who have been assessed as having mental health issues. We have a continuum of care from intake through release into the community. Initial services include intake and assessment of every individual entering the VADOC. We offer wellness information and handouts and have begun introducing groups and Peer Recovery Specialists to the general population. For those with greater mental health needs, services include monitoring, group programming, brief solution-focused individual therapy, case consultations, psychiatric medication and appointment management, and crisis management. Specialized housing units offer increased levels of structure, support, and programming. The MH&W staff have worked to clarify the designation of Seriously Mentally Ill (SMI), update the diagnostic and documentation procedures, and institute particular treatment plan procedures to aid in diagnosis and treatment of the SMI population. Acute mental health needs can be addressed in mental health units and inpatients units that are licensed by the Department of Behavioral Health and Developmental Services and accredited. Upon discharge, discharge summaries are provided to the supervising district and appointments are scheduled with the community or private mental health provider. District Mental Health Clinicians work in probation and parole to serve as consultants and liaisons with community partners including Community Service Boards, jails, and social services.

## **Mental Health Groups**

Psychoeducational and therapy groups are designed to facilitate management of symptoms and improve functioning levels. Groups available may include Distress Tolerance Skills, Coping with Stress, Interpersonal Effectiveness Skills, Emotional Regulation, Houses of Healing, Seeking Safety, Mood Management, Mind over Mood, Mindfulness Skills, Symptom Management, Illness Management and Recovery, Social Skills, Trauma Resolution, Traumatic Stress and Resilience, and Self-Management.

The pandemic created a pause in the ability to conduct therapy groups while also increasing the anxiety, depression, and trauma responses of the population. Therefore, alternative methods of programming and interventions were introduced, such as telebehavioral health, journaling, and The Wellness Channel, which is a multidisciplinary TV channel dedicated to a variety of programming and wellness activities. These alternative methods of treatment remain in place while the groups are also running again.

## **Sex Offender Awareness Program**

Sex Inmate Awareness Program educates inmates on both sex offender specific and ancillary topics shown to be related to risk for re-offense as well as to help ease the transition to supervision in the community. It is offered at all 16 designated treatment sites and required for inmates who are presently incarcerated for a sex offense. Regional positions were added to provide focused assessment and treatment for sex inmates.

## **Sex Offender Residential Treatment (SORT) Program**

As the Department's most intensive level of sex offender treatment, this residential program is housed at Greenville Correctional Center and provides comprehensive assessment and treatment services to inmates at medium to high risk for sex offense recidivism.



## ***Mental Health and Wellness – Enabling Healing and Empowering Wellness (continued)***

### **Trauma Informed Care and Corrections Crisis Intervention Teams**

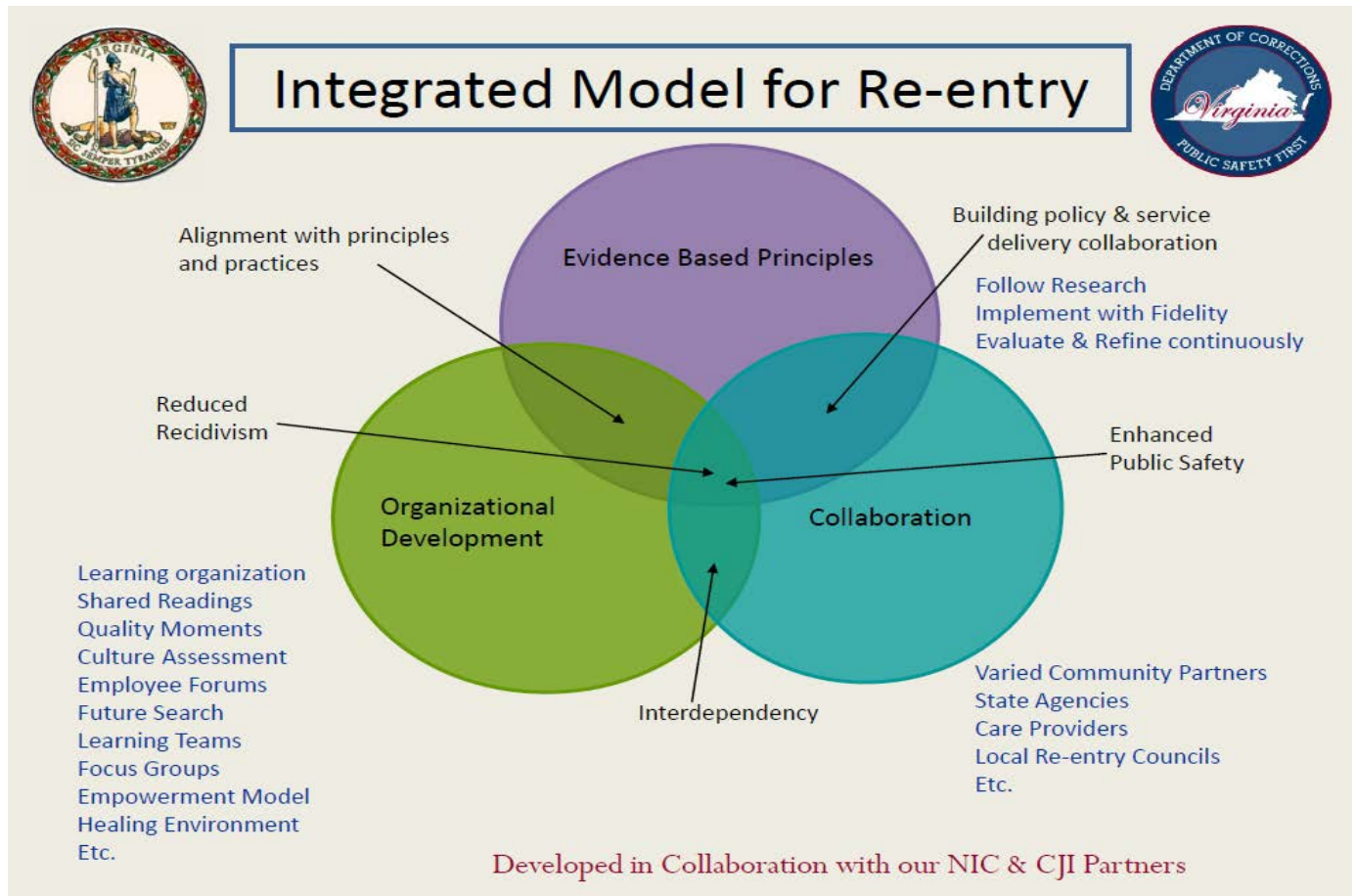
VADOC staff from every region have been trained in “How Being Trauma Informed Improves Criminal Justice System Responses.” This curriculum from the federal SAMHSA (Substance Abuse and Mental Health Services Administration) Gains Center covers what trauma is and the effects of trauma and encourages stakeholders to look at policies and practices to develop a more trauma-informed approach. Understanding that people need respect, information, safety, and choice, this approach facilitates corrections professionals in maintaining safety and promoting recovery through universal trauma-informed responses in corrections. Hundreds of VADOC staff have completed this training, and it is included on the agenda for Basic Skills for Probation Officers as well as Counselors, and it will continue to be offered regionally. “Trauma Informed Correctional Practices” is a VADOC e-learning available to all VADOC staff. This training increases awareness of the many possible trauma triggers inherent in the corrections environment and culture and offers trauma informed practices and intervention strategies. Facilitator Training for “Healing Trauma” and “Exploring Trauma” is available for VADOC staff who plan to run these groups with inmates or supervisees. Facilitators are taught how to create and maintain a safe and therapeutic learning environment and how to model and coach the use of grounding and relaxation techniques.

All of the VADOC trauma-informed training and principles support recovery available through empowerment and the VADOC Healing Environment. All major facilities have sent security staff, mainly Correctional Officers, to be trained to become part of the Corrections Crisis Intervention Team (CCIT) based on the Memphis Model and accredited through the Department of Criminal Justice Services and the Virginia CIT Coalition. These team members are trained to respond to a person experiencing a mental health crisis. The 40-hour training enables officers to more effectively communicate with and understand the particular needs of individuals with mental illness. Thus, they are more able to reduce misunderstandings, de-escalate the situation, and decrease the use of force. This training is ongoing as new team members are trained and experienced team members’ training is refreshed.



# Integrated Model for Re-entry

The Integrated Model for Re-entry prepares inmates for successful re-entry beginning at the time of sentencing and continuing until the inmate is released from prison and/or through successful completion of probation supervision.



When the following converge, we improve inmate outcomes.

**Evidence-Based Principles** – Implement programs and services with fidelity as proven by research to reduce recidivism. Fidelity is the extent to which the delivery of an intervention adheres to the model.

**Organizational Development** – Become a learning organization with Culture Assessment.

**Collaboration** – Collaborate with care providers, community and other state Agency partners.

Outstanding reintegration requires staff to embrace a culture that promotes communication and collaboration, which is achieved, in great part, through the Healing Environment and the practice of Dialogue. Re-entry programs offer a variety of services taught by certified treatment providers, VADOC staff, volunteers, and faith-based organizations. Some of the available programs include substance abuse programs, therapeutic community programs, cognitive behavioral programs, group therapy, parenting and relationship classes, workforce development and pre-release planning.

# ***Re-entry Programs in Facilities***

*Programs vary by location*

**AGGRESSION ALTERNATIVE SKILLS:** This program focuses on how to effectively deal with feelings of anger, along with further practice in applying cognitive self-change and aggression replacement skills to identify problem situations.

**ANGER MANAGEMENT/SAMHSA:** Many inmates with substance abuse and mental health issues are victims of traumatic events that can lead to anger and violence. This 12-week cognitive-behavioral group treatment program uses cognitive, communication, and relaxation interventions to help inmates develop individualized anger management plans.

**ANIMAL/COMPANION ANIMAL VISITATION:** This program uses certified/trained companion dogs maintained by staff handlers to facilitate positive interactions and enhance the well-being of those who interact with the dogs.

**BEHAVIORAL CORRECTIONAL PROGRAM (BCP):** The Behavioral Corrections Program is a 24-month program sentencing option for Circuit Courts that combines intensive substance use disorder treatment program with vocational and other program needs for qualified inmates.

**BEYOND TRAUMA:** Beyond Trauma provides effective gender-responsive, strength-based treatment approaches for women. The program aims to empower and help them recover from trauma in their lives. The curriculum aids women in dealing with trauma that may have later resulted in self-destructive and potentially criminal behavior.

**BEYOND VIOLENCE:** An evidence-based curriculum is designed specifically for women with histories of aggression or violence as both victim and perpetrator. Beyond Violence uses an integrated, trauma-informed approach to address the factors that put women at risk for experiencing and/or perpetuating violence.

**BRAVE PROGRAM:** This program uses journaling to assist inmates who have spent periods in restorative housing to prepare for entering the general population.

**CANINE OBEDIENCE:** Hard-to-adopt dogs from local animal shelters are placed with carefully selected inmates for an intense training program where, upon completion, the dogs are house broken, leash trained, receptive to voice and hand commands, and ready to be adopted.

**CHALLENGE PROGRAM:** This program targets and treats risk factors in high-level-security inmates.

**CHRONIC DISEASE SELF-MANAGEMENT:** This program provides training in coping with frustration, fatigue, pain, isolation, exercising, medication management, communicating with family/friends/professionals, nutrition, and evaluating new treatments.

**CORRECTIVE ACTION (MY CHANGE PLAN, THE CON GAME, THINKING ERRORS, VALUES FOR RESPONSIBLE LIVING):** The Corrective Actions journal series guides inmates through an evaluation of the criminal values that have influenced their lives and helps weigh the consequences of living a life based on criminal values versus responsible values. The Corrective Actions series assists people through the stages of change, providing the appropriate processes along the way.

## ***Re-entry Programs in Facilities (continued)***

*Programs vary by location*

**DECISION POINTS:** A cognitive-behavioral open-ended group, Decision Points employs five modules designed to teach inmates thinking skills necessary for pro-social living.

**DIALOGUE SKILLS TRAINING:** This program equips inmates with dialogue skills to enhance respectful, appropriate, and effective communication. With these skills the inmates will be able to engage with staff and each other in a meaningful and productive way.

**DRIVE TO WORK SEMINAR:** This program allows inmates to understand their own driving records and develop strategies to remove suspensions before release, giving them a head start on restoring their driving privileges.

**ENTREPRENEURSHIP/HOW TO START YOUR OWN BUSINESS:** Inmates will benefit from learning the intricacies of planning, starting, and maintaining a successful business. Inmates will gain valuable information to help them prepare for their return to the community as a contributing member of society.

**GETTING IT RIGHT:** The Getting It Right Interactive Journals aim to help inmates develop attainable, intentional plans to avoid further criminal behavior. The journal series incorporates proven strategies for positive change.

**GOALFRIENDS:** A gender-responsive comprehensive curriculum for women is based on the principles of psychology and neuroscience and provides a step-by-step methodology to learn behaviors and critical skills for goal setting.

**GREENER PASTURES:** This program teaches inmates how to properly feed, groom and care for horses while participating in equestrian classwork and manage a horse farming operation.

**HEALTHY LIVING:** The Healthy Living Program enhances inmates' capacity for adaptive and positive behaviors. The program guides inmates in making good decisions that affect their health and coping skills. Inmates also learn how to improve or maintain a healthy lifestyle.

**HEALING TRAUMA:** This program is designed for working with women in a setting where a short-term intervention is needed. This curriculum promotes a strength-based approach that seeks to empower women and increase their sense of self. This program uses psycho-educational and cognitive-behavioral techniques, expressive arts, body-focused exercises, mindfulness, and relational skills.

**HIGH SECURITY INTENSIVE RE-ENTRY:** Assists inmates whose security levels prevent them from transferring to an intensive re-entry site to prepare for re-entry to the community.

**INMATE REPRESENTATION GROUP:** Provides inmates with an opportunity to offer suggestions on improving conditions at the facility via an inmate-guided body of elders.

**INTENSIVE RE-ENTRY:** The goal of the Intensive Re-entry programs is to prepare inmates for success once they are released into the community.

**LESSONS FROM MAYBERRY:** This program provides inmates with structured modeling for positive interactions with family and other social interactions based on clips from the TV show Andy Griffith.

## ***Re-entry Programs in Facilities (continued)***

*Programs vary by location*

**LIFE SKILLS SERIES:** The Life Skills Series journals offers inmates an organized structure to explore various skills including core skills, daily life, feelings, and healthy relationships.

**MAKING IT ON SUPERVISION:** This program provides inmates with an opportunity to meet with Probation and Parole Officers from the community.

**ORIENTATION:** Orientations inform inmates of the routines, rules, and workings of the institution as well as answer any questions they may have.

**PARENTING (BUILDING FAMILY BRIDGES):** While participating in this program, the inmate will learn basic parenting techniques, how to communicate more effectively, realistic expectations of children, appropriate anger and stress management, alternative methods of discipline, how to work towards a healthy self-esteem, and how to build their child's self-esteem.

**PARENTING (CIRCLE OF PARENTS PEER SUPPORT):** This peer support model provides inmates with a platform that offers an open exchange of thoughts, ideas, resources, and practical techniques when faced with child-rearing challenges. While participating in this program the inmate will learn basic parental practices, promote effective communication, the importance of self-care, health style living, and healthy decision making when raising children.

**PARENTING (INSIDE OUT DADS):** This program connects inmate fathers to their families, helping to improve behavior while still incarcerated and to break the cycle of recidivism by developing pro-fathering attitudes, knowledge, and skills, along with strategies to prepare fathers for release.

**PARENTING (PARNTERS IN PARENTING):** This program focuses on the identified concerns of recovering mothers and encourages skill-building in key areas such as parent-child communications, developmental expectancies, guidance, and discipline, problem-solving, and self-care.

**PEER MENTORING PROGRAM TRAINING:** This program trains mature members of the population to disrupt criminal thinking, provide stability, support, role-modeling, and guidance within the inmate population, and act as a liaison between staff and other inmates.

**PEER SUPPORT PROGRAM:** This program allows inmates to assist others in working through issues of incarceration and adjustment as well as planning for release.

**PREVENTING RECIDIVISM BY EDUCATING FOR PAROLE SUCCESS (PREPS):** PREPS helps inmates identify and recognize certain feelings that will be experienced upon release and gives them the opportunity to address the feelings in a healthy way that does not involve criminal activity.

**PUPS:** This program teaches inmates to raise and train puppies to approximately 15 months of age so that the puppies meet the criteria for Saint Francis of Assisi Service Dog Program.

**READY TO WORK:** Ready to Work prepares inmates for employment by preparing resumes, job applications, interview skills and other occupational skills.



## ***Re-entry Programs in Facilities (continued)***

*Programs vary by location*

**RE-ENTRY MONEY SMART:** Financial and business professionals share their knowledge and insight into all aspects of money to impart to inmates what they need to know about managing their finances.

**RE-ENTRY PLANNING:** This self-paced workbook offers a jump-start for inmates to plan for release. Inmates work on various aspects of life including education, finances, employment, relationships, and physical health.

**RE-ENTRY SEMINARS:** These seminars enhance and expand on information contained in other cognitive community core programming. Each seminar is used to further enrich, develop, and educate inmates by providing more extensive and in-depth information and skill-building activities. Volunteers, presenters, and staff provide a wide range of information that expands on concepts contained in other core re-entry programs.

**RE-ENTRY RESOURCE AND EMPLOYMENT FAIR:** Provides inmates with information from various agencies to assist with successful transition. Local employers and agencies come to the facility to meet with inmates in order to put into place services and appointments prior to release.

**RESOURCES FOR SUCCESSFUL LIVING:** This program assists inmates with identifying and using resources for successful re-entry. It is mostly comprised of seminars, with covered topics like Managing Relationships, Maintaining Health, and using resources like the Virginia Department of Social Services and the Virginia Department of Veterans Services.

**RESTORATIVE HOUSING PROGRAMS:** In order to return inmates to general population from restorative housing as soon as possible, programming was developed to address cognitive thinking errors. The program uses Change Companies workbooks to aid in analyzing and changing these thinking errors.

**RESTORATIVE JUSTICE:** This program aims to teach values, respect, empathy, and forgiveness to inmates in hopes that it will help them handle conflict in a more productive manner.

**REVITALIZATION TRAINING:** This training reviews the VADOC Re-entry Initiative with the inmate population and ensure that the inmates have a clear understanding of the Cognitive Community Model and its purpose.

**ROAD TO SUCCESS:** This program provides inmates with information they need to successfully manage their lives in the community upon release.

**SECURE DIVERSIONARY TREATMENT PROGRAM (SDTP):** A specialized program setting is provided for inmates with a serious mental illness and assaultive/disruptive/hard to manage behaviors. SDTP allows for inmates to receive a variety of cognitive-behavioral, substance abuse, and life skills programs, including self-paced interactive journaling, in a safe environment.

**SEX OFFENDER AWARENESS PROGRAM:** This program educates inmates on the types of sex offenses and promotes accountability, responsibility, and relapse prevention strategies for deviant sexual behavior.

**SHARED ALLIED MANAGEMENT (SAM):** SAM helps inmates learn and practice appropriate in-prison behaviors and skills.

## ***Re-entry Programs in Facilities (continued)***

*Programs vary by location*

**STAR PROGRAM:** Inmates who do not pose active behavior or assaultive problems but refuse to enter general population are motivated and equipped with skills to safely enter the general population housing environment.



**SUBSTANCE ABUSE-COGNITIVE- BEHAVIORAL INTERVENTIONS FOR SUBSTANCE ABUSE (CBI-SA):** This program is an evidence-based substance abuse program designed specifically for correctional populations. The program places heavy emphasis on skill-building activities to assist with cognitive, social, emotional, and coping skills development.

**SUBSTANCE ABUSE-MEDICATION ASSISTED TREATMENT ORIENTATION:** Substance Abuse Medication Assisted Treatment Orientation (SA MAT Orientation) is designed to provide knowledge to inmates or supervisees about medication assisted treatment (MAT). It provides verbal, visual, and written materials to explain available medications, therapies, treatment programs, and contact information for MAT professionals.

**SUBSTANCE ABUSE COGNITIVE THERAPEUTIC COMMUNITY:** This program uses the cognitive community model to assist inmates to overcome their addiction issues and prepare for re-entry.

**SUBSTANCE ABUSE-CRIMINAL CONDUCT AND SUBSTANCE ABUSE TREATMENT FOR WOMEN:** This curriculum includes modeling, role-playing, and interpersonal and quantitative feedback from inmates based on their thoughts, attitudes, and beliefs.

**SUBSTANCE ABUSE DRUG AND ALCOHOL EDUCATION:** This program uses the Hazelden Substance Abuse workbooks to address addiction issues with inmates.

**SUBSTANCE ABUSE-HELPING WOMEN RECOVER:** The purpose of this curriculum is to provide effective gender-specific cognitive-behavioral treatment approaches for women who use alcohol and other drugs. This curriculum integrates treatment of chemical dependence with issues of trauma recovery that women face. This special edition is designed for women in correctional settings.

**SUBSTANCE ABUSE-INTENSIVE SUBSTANCE USE PROGRAM/INTENSIVE DRUG TREATMENT PROGRAM (ISUP/IDTP):** The ISUP is a voluntary cognitive community where inmates participate in group programs, interactive journals, and other behavioral treatment.

**SUBSTANCE ABUSE-RECOVERY OR SUBSTANCE ABUSE-MEDICATION ASSISTED TREATMENT B:** As part of the Medication Assisted Treatment Re-entry Initiative (MATRI), this program combines intensive substance use disorder programming and ongoing counseling services with the FDA-approved MAT medication, Vivitrol (long-acting Naltrexone), to improve outcomes for inmates with opioid use disorder or alcohol use disorder.

## ***Re-entry Programs in Facilities (continued)***

*Programs vary by location*

**SUBSTANCE ABUSE-MEDICATION ASSISTED TREATMENT M:** As part of the Medication Assisted Treatment Re-entry Initiative (MATRI), this program combines intensive substance use disorder programming and ongoing counseling services with the FDA-approved MAT medication, Methadone, to improve outcomes for inmates with opioid use disorder.

**SUBSTANCE ABUSE-MEDICATION ASSISTED TREATMENT V:** As part of the Medication Assisted Treatment Re-entry Initiative (MATRI), this program combines intensive substance use disorder programming and ongoing counseling services with the FDA-approved MAT medication, Buprenorphine, to improve outcomes for inmates with opioid use disorder.

**SUBSTANCE ABUSE-MEDICATION ASSISTED TREATMENT JOURNAL:** The purpose of Substance Abuse Medication Assisted Treatment Journal (SA MAT Journal) is to supplement an individual's medication assisted treatment plan with an interactive workbook specific to his or her recovery journey. The MAT Journal, published by The Change Companies, assists individuals in the areas of communication, forming healthy habits, getting back on track, setting goals, creating a schedule, and moving forward.

**SUBSTANCE ABUSE-12 STEPS (ALCOHOLICS ANONYMOUS AND NARCOTICS ANONYMOUS):** The completely voluntary 12-step program is a set of guiding principles outlining a course of action for recovery from addiction, compulsion, or other behavioral problems.

**SUBSTANCE USING BEHAVIORS:** This journal provides participants with information to identify patterns of behaviors including switching addictions and the progression of their substance use, thereby helping them start the recovery process.

**SUBSTANCE ABUSE – RECOVERY ROUTE:** Recovery route is a curriculum that emphasizes relapse prevention. This program teaches the inmate how to recognize predictors or warning signs of relapse, and how to modify behaviors before a relapse occurs.

**THINKING FOR A CHANGE:** This program teaches inmates appropriate social skills, helps them develop problem solving strategies, and teaches them appropriate cognitive restructuring techniques that subsequently may impact criminogenic risk factors.



## ***Re-entry Programs in Facilities (continued)***

*Programs vary by location*

**THINKING FOR A CHANGE BOOSTER SESSIONS:** These booster sessions are designed to help inmates integrate cognitive-behavioral change, learn new social skills, and strengthen problem-solving skills.

**THINKING FOR A CHANGE PEER SUPPORT:** Open discussion between inmates will allow problem-solving and cognitive skills to be used to address previous thought patterns and negative behaviors.

**TOPICAL SEMINARS:** This program offers periodic seminars to the inmate population and supplements the efforts of other programs, including re-entry.

**TRANSITIONAL WOMEN’S WORK RELEASE (TWWR):** The TWWR is a women’s work release program that combines treatment and recovery interventions, individualized treatment plans, and worker’s education with the goal of placing women in community-based employment.

**TRAUMATIC STRESS AND RESILIENCE:** The goal of this program is to identify personal challenges, strengths, and skills to promote recovery and resilience.

**VIRGINIA ALCOHOL SAFETY ACTION PROGRAM (VASAP) INTERVENTION INTERVIEWS:** This program provides inmates with the opportunity to complete court ordered VASAP intervention interviews and remove barriers to obtain drivers licenses.

**UPLIFT (UNDERSTANDING THE LASTING IMPACT OF FINGER-KNITTING THERAPY):** Inmates will learn the new skill of finger-knitting, engage with others in their community, remain productive while providing a helpful service to others, and develop confidence in themselves and their abilities.

**VETERAN SUPPORT GROUP:** Veterans Support groups are designed for veterans to meet, discuss, and collaborate on veteran-related issues. These groups will have bylaws addressing membership and board members, duties of the board and members, and philanthropic endeavors by the group. The group meets to encourage comradeship and to provide assistance to each other through shared experience.

**VICTIM IMPACT – LISTEN AND LEARN:** This program is geared toward helping inmates to become more aware of the impact that crime has on victims and the community. The program focuses on physical, emotional, financial, and spiritual impacts while providing participants with an opportunity to build empathy and accountability for their actions.

**VIRGINIA EMPLOYMENT COMMISSION TRAINING FOR THE INCARCERATED:** A cooperative agreement between VADOC and VEC assists inmates in gaining financial stability by providing training and educational tools for employment upon release.

**WOMEN’S EMPOWERMENT:** This program addresses cognitive distortions, feelings, gender norms, relationships, communication, consent, trauma effects and resiliency, family dynamics, and safety in the community.

**YOGA:** Inmates meet weekly to practice ways to divert stress and negative thought processes. This practice will help them with their physical and mental awareness of the surroundings by teaching them tools that they can use to exert/handle certain situations where they are facing anxiety and/or stress.

# ***Re-entry Programs in Community Corrections***

*Programs vary by location*

**AGGRESSION ALTERNATIVE SKILLS:** This program focuses on how to effectively deal with feelings of anger, along with further practice in applying cognitive self-change and aggression replacement skills to identify problem situations.

**ANGER MANAGEMENT/SAMHSA:** Many supervisees with substance abuse and mental health issues are victims of traumatic events that can lead to anger and violence. This 12-week cognitive-behavioral group treatment program uses cognitive, communication, and relaxation interventions to help supervisees develop individualized anger management plans.

**ALUMNI AFTERCARE GROUP TRAINING:** This training teaches group dynamics and facilitation skills to CCAP supervisees, enabling them to assist the program facilitator (select CCAP sites).

**COGNITIVE COMMUNITY INTRODUCTION:** This program introduces CCAP participants to the philosophy and structure of the cognitive community.

**COMMUNITY MENTAL HEALTH OUTPATIENT PROGRAMS:** Supervisees are referred to programs with community partners to receive mental health treatment services.

**COMMUNITY RESIDENTIAL PROGRAMS:** These programs assist supervisees who need transitional services. Programs include Born-Again Residential Re-entry Services, Lord Fairfax House, Guest House, Help Me to Help You, Piedmont House, Restoration and Hope House, Compassion House, Franklin Grove, Dominion Services for All People (DSFAP), Dorcus House, Gemeinschaft Home, Secor/Lebanon Community Corrections Center, and Milestone LLC.

**CRIMINAL CONDUCT AND SUBSTANCE ABUSE:** This program addresses effectively preventing criminal recidivism and substance abuse relapse within community based and correctional settings. It is designed to engage clients and encourage active participation in treatment and responsible living.

**DECISION POINTS:** A cognitive-behavioral open-ended group consists of five modules designed to teach supervisees thinking skills necessary for pro-social living.

**DIALOGUE SKILLS TRAINING:** This program equips supervisees with dialogue skills to enhance respectful, appropriate, and effective communications. With these skills the supervisees will be able to engage with staff and each other in a meaningful and productive way.

**DRIVE TO WORK SEMINAR:** This program helps supervisees gather the necessary items and information for their DMV Compliance Summary to get their driver's license after release.

**DRUG COURT:** Intensive supervision, social learning, and cognitive programs provided by District offices in cooperation with the courts addresses needs of supervisees with addiction issues.

**DUAL DIAGNOSIS PROGRAMS:** Community-based programs address issues related to supervisees with both a substance abuse and a mental health diagnosis.



## ***Re-entry Programs in Community Corrections (continued)***

*Programs vary by location*

**GED BOOK PROGRAM:** This program supports preparation for GED testing.

**GOALS:** Goal setting is offered for CCAP participants.

**HELPING WOMEN RECOVER:** This program addresses the special concerns and issues of women with substance use disorders who are in correctional settings.

**ILLNESS MANAGEMENT AND RECOVERY GROUP (IMR):** Evidence-based curriculum designed to provide mental health consumers with the knowledge and skills necessary to cope with aspects of their recovery.

**INTAKE SERVICES:** Intake services are provided to new CCAP participants.

**INTENSIVE RECOVERY OPIOID PROGRAM at Chesapeake Probation and Parole:** State Opioid Response (SOR) is a grant-funded program that offers direct services to participants in the program. The program strives to immediately identify individuals with a past or present history of opioid use and evaluate them for treatment services, including MAT and counseling services. The program allows individuals living in surrounding jurisdictions (Virginia Beach, Norfolk, and Portsmouth) to remain in the program and on supervision with Chesapeake Probation and Parole.

**INTERACTIVE JOURNALING:** Facilitator-led groups use interactive journals from various series within the offerings from the Change Companies.

**INTIMATE PARTNER VIOLENCE PROGRAMS:** Supervisees are referred to intimate partner violence programs with community-based partners to help identify abusive situations and create resilience.

**MEDICATION-ASSISTED TREATMENT (MAT):** This program is designed for supervisees with opioid use disorders. The program provides cognitive-behavioral treatment combined with medication-assisted treatment after release with ongoing referrals, supportive counseling, and probation/parolee supervision.

**MORAL RECONATION THERAPY:** Works with supervisees to examine their thinking patterns, determine if their thoughts are productive or not, and teach new skills for changing.

**ORIENTATION:** Offered at select CCAP sites, orientations inform supervisees of the routine, rules, and workings of the CCAP as well as answer any questions they may have.

**PARENTING (INSIDE OUT DADS):** This program connects fathers to their families, helping them to improve behavior and to break the cycle of recidivism by developing pro-fathering attitudes, knowledge, and skills.

**PARENTING (PARTNERS IN PARENTING):** Partners in Parenting is offered at select CCAPS and focuses on the identified concerns of recovering mothers. It encourages skill-building in key areas such as parent-child communications, developmental expectancies, guidance and discipline, problem-solving, and self-care.

**PEER RECOVERY SPECIALIST GROUPS:** Certified Peer Recovery Support Specialists facilitate group programming designed to support supervisees in their recovery while on supervision.

## ***Re-entry Programs in Community Corrections (continued)***

*Programs vary by location*

**PEER SUPPORT:** This program focuses on pro-social attitudes, self-awareness, stress management, resiliency building, and education on issues related to re-entry.

**READY TO WORK:** Ready to Work prepares supervisees for employment by preparing resumes, job applications, interview skills, and other occupational skills.

**RE-ENTRY MONEY SMART:** This video program features financial and business professionals sharing their knowledge on various aspects of money management.

**RE-ENTRY PLANNING:** This self-paced workbook offers a jump-start for supervisees at CCAP sites. Supervisees work on various aspects of life, including education, finances, employment, relationships, and physical health.

**RE-ENTRY RESOURCE AND EMPLOYMENT FAIR:** Offered at select CCAP sites, this fair provides CCAP supervisees with information from various agencies to assist with successful transition. Local employers and agencies meet with supervisees in order to put into place services and appointments as much as possible prior to transition from CCAP.

**RESOURCES FOR SUCCESSFUL LIVING:** Offered at select CCAP sites, this program assists supervisees with identifying and using resources for successful re-entry. It is mostly comprised of seminars that cover topics like managing new relationships, maintaining health, and using resources.

**SEEKING SAFETY:** This program is offered for supervisees suffering from trauma, substance abuse and/or PTSD.

**SEX OFFENDER TREATMENT:** Contract providers offer therapeutic outpatient groups for sex offenders.

**SUBSTANCE ABUSE 12-STEP PROGRAMS:** Voluntary programs contain a set of guiding principles outlining a course of action for recovery from addiction, compulsion, or other behavioral problems.

**SUBSTANCE ABUSE CCAP-HD AMD/PMD, PHASE 1, PHASE 2, AND PHASE 3:** Offered at select CCAP sites, this program uses a model incorporating elements of relapse prevention, cognitive-behavioral, psychological, educational, and family approaches. It provides program support to create effective treatment for substance-dependent supervisees.

**SUBSTANCE ABUSE INPATIENT/RESIDENTIAL:** Inpatient substance abuse programs are offered by community partners in locations throughout Virginia.

**SUBSTANCE ABUSE OUTPATIENT:** Programs provided by contractors and community-based partners aim to assist supervisees dealing with substance use disorders.

**SUBSTANCE ABUSE RELAPSE PREVENTION:** Offered at select CCAP sites, this workbook-based program consists of topics that include understanding the relapse process, triggers, cravings, high-risk situations, forms of support, and relapse prevention plans.

**THINKING FOR A CHANGE:** This program is designed to teach supervisees appropriate social skills, help them develop problem solving strategies, and teach them appropriate cognitive restructuring techniques that subsequently may impact criminogenic risk factors.

# Work Programs in Facilities

*Programs vary by location*

Functions of the Division of Administration support the Division of Operations through work programs in VADOC facilities. Inmates have the opportunity to work in many kinds of programs provided in facilities. In addition, opportunities are available for inmates to work in Agribusiness, the Corrections Construction Unit and Virginia Correctional Enterprises (VCE). Inmates working for VCE in prison jobs produce goods and provide services that are purchased by state agencies and other entities within the government. Skills gained in the work programs are transferable to employment in those fields upon release. Where applicable, inmates can receive outside certifications for their work skills.

**BINDERY WORKERS:** Set up or operate binding machines that produce books and other printed materials.

**CABINET MAKERS AND BENCH CARPENTERS:** Cut, shape, and assemble wooden articles, or set up and operate a variety of woodworking machines such as power saws, jointers, and mortises to surface, cut or shape lumber, or to fabricate parts for wood products.

**CEMENTING AND GLUING MACHINE:** Operate or tend cementing and gluing machines to join items for further processing.

**COATING/PAINTING/SPRAYING:** Set up, operate, or tend machines to coat or paint products including metal and wood.

**COMMERCIAL PESTICIDE HANDLER:** Licensed by the Virginia Department of Agriculture and Consumer Services (VDACS) to apply agricultural chemicals to crops and livestock.

**COMMERCIAL TRUCK DRIVER LICENSES:** Licensed by DMV to operate Commercial Vehicles.

**COMPUTER OPERATOR:** Monitor and control electronic computer and peripheral electronic data processing equipment to process business, scientific, engineering, and other data.

**CUTTING/PUNCHING/PRESS MACHINE:** Set up, operate, or tend machines to saw, cut, shear, slit, punch, crimp, notch, bend, or straighten metal or plastic material.

**DEMOLITION:** Inmate workers are tasked with the responsible deconstruction of state prison buildings where over 99 percent of building materials are reused, recycled, or sold, thus being diverted from local landfills.



## ***Work Programs in Facilities (continued)***

*Programs vary by location*

**DOCUMENT CONVERSION:** Scanning and transforming large paper files and documents to a digital format that is searchable.

**DRILLING AND BORING:** Set up, operate, or tend drilling machines to drill, bore, ream, mill, or countersink metal/woodwork pieces.

**MACHINISTS:** Fabricate, modify, or repair mechanical instruments and machine tools, or maintain industrial machines.

**MAINTENANCE AND REPAIR WORKERS:** Work with welding, machining, and carpentry, and repairing electrical or mechanical equipment.



**MAINTENANCE WORKERS/ MACHINERY:** Lubricate machinery, change parts, or perform other routine machinery maintenance.

**MILLING AND PLANING MACHINE:** Set up, operate, or tend milling or planing machines to mill, plane, shape, groove, or profile metal or plastic work pieces.

**OFFICE CLERKS:** Perform office clerical duties that require basic knowledge of office management systems and procedures.

**OPTICAL SERVICES:** Training in manufacturing prescription eyewear which may lead to certification as an optical technician.

**RECYCLING AND WASTE DIVERSION:** Inmate workers operate compost and recycling programs in VADOC. In the past year almost 3,000 tons of waste was diverted from Virginia landfills.

**SAWING:** Set up, operate, or tend wood sawing machines.

## ***Work Programs in Facilities (continued)***

*Programs vary by location*

**SOFTWARE APPLICATIONS (ACE Certified 6 Credits):** Provides instruction for using the Microsoft Office application suite and applying those skills and techniques to practical applications.

**WELDING/SOLDERING/BRAZING:** Set up, operate, or tend welding machines, soldering machines, brazing machines or robots that weld, braze, solder, or heat treat metal products.

**FORKLIFT/PALLET JACK OPERATORS:** Receives certification to operate material handling equipment while loading/unloading delivery trucks/trailers.

**FURNITURE FINISHERS:** Shape, finish, and re-finish damaged, worn or used furniture, or new high-grade furniture to specified color or finish.

**GRINDING/LAPPING/POLISHING/BUFFING:** Set-up, operate, or tend grinding and related tools that remove excess material or burrs from surfaces; sharpen edges or corners; and buff, hone, or polish metal or plastic work pieces.

**HEAVY EQUIPMENT OPERATORS:** Operate bull dozers, excavators, backhoes, and land planes.

**JANITORS AND CLEANERS:** Keep buildings in clean and orderly condition and perform heavy cleaning duties such as cleaning floors, shampooing rugs, washing walls and glass, and removing trash.

**JOB PRINTERS:** Set type according to copy, operate press to print job order, proofread for errors and clarity of impression, and correct imperfections.

**LABORERS AND FREIGHT/STOCK/MATERIAL MOVERS:** Manually move freight and stock or perform other unskilled general labor.

**LAUNDRY:** Operate industrial ironers and folders, fold clothing and blankets, maintain cleanliness of machines and work area, and prepare linens for flat irons.

**MACHINE TOOL SETTERS/OPERATORS/TENDERS:** Set up, operate, or tend multiple types of cutting or forming machine tools or robots.



# Academic, Career and Technical Programs

*Programs vary by location*



Correctional Education provides Academic programs including Adult Basic Education, High School Equivalency, Plaza Comunitaria and Special Education. Career and Technical programs include apprenticeship programs, transitional services, life skills education, and job/employability skills training. In addition, Correctional Education offers college equivalent credits through the American Council on Education (ACE) in five of VADOC's Career and Technical Education programs. Those inmates who complete Business Software Applications, Introduction to Computers, Computer Aided Drafting, Communications Arts and Design, and Graphic Communications and Print Production will receive college equivalent credits.

**ADULT BASIC EDUCATION (ABE):** Provides educational skills necessary to function independently in society including, but not limited to, reading comprehension, writing, and arithmetic computation, and culminates with the completion of High School Equivalency (HSE). Eligible inmates are those who do not have a verifiable high school diploma or HSE.

**AUTO BODY REPAIR:** Provides instruction in the use of various hand, electric and pneumatic power tools; and the fundamental principles to straighten and repair various vehicle panels, frames, and body types.

**AUTOMOTIVE TECHNOLOGY AND SERVICE (ASE):** Provides qualified inmates for entry level positions in all categories of the Auto Repair and Maintenance. These categories are Engine Repair, Brakes, Suspension and Steering, Engine Performance, Electrical, and Heating and A/C.

**BARBERING:** Teaches inmates how to dress, groom, and conduct themselves in a professional manner.

**BUILDING MAINTENANCE AND REPAIR:** Inmates learn how to repair electrical, plumbing, and HVAC systems and complete carpentry, masonry, and general everyday maintenance repairs.

**CABINET MAKING:** Provides instruction that will enable the inmates to use blueprints and plans to construct floor and wall cabinets, furniture, jewelry boxes, and miscellaneous toys from raw wood.

**CANINE HANDLER:** Teaches eleven essential components involving training, care, and dog handling. Upon completion of the curriculum, inmates will have knowledge of all aspects of the Canine Handling Industry. The curriculum covers: Introduction to Dog Care, Canine Handling 101, Composition of the Dog, Canine Behavior Essentials, Assessing and Evaluating an Emergency, and Assisting Animals in Distress, Grooming Applications, Popular Parasites and Proper Protection, Training for Positive Results 1 and 2, Understanding Disease and Vaccination, and Dietary Requirements for the Modern Dog.

**CARPENTRY:** Provides instruction that will enable inmates to be qualified workers with carpentry job entry-level skills and validates the basic skills needed for carpentry construction.

## ***Academic, Career and Technical Programs (continued)***

*Programs vary by location*

**COMMERCIAL FOODS:** Provides instruction that will enable inmates to prepare foods for restaurants, cafeterias, and other eating establishments.

**COMMUNICATION ARTS AND DESIGN:** (ACE Certified 6 Credits) Provides hands-on, applied learning in traditional and computer-generated techniques for graphic communication. Inmates are extensively trained in the Adobe Creative Suite software.

**COMPUTER LITERACY:** Provides instruction that will enable inmates to complete the basic tasks involving word processing, spreadsheets, databases, and typing.

**COMPUTER SYSTEMS TECHNOLOGY:** Provides instruction and practice that will enable inmates to install and uninstall personal computer operating systems as well as PC-based software applications.

**CONSTRUCTION SURVEYING:** Provides instruction that will enable inmates to measure and map the earth's surface.

**COSMETOLOGY:** Provides instruction on theory, bacteriology, decontamination and infection control, shampoos, hairstyling, chemical rearranging, manicuring, facials, salon business, and retail sales.

**CUSTODIAL MAINTENANCE/SANITATION:** Teaches inmates how to use a wide variety of cleaning equipment and chemicals safely and effectively.

**DRAFTING/COMPUTER-AIDED DESIGN (CAD):** (ACE Certified 14 Credits) Teaches inmates how to draw and prepare detailed mechanical and architectural plans and apply techniques of lettering, orthographic projection procedures, dimensioning techniques, auxiliary views, working drawings, and pictorial representations.

**ECONOMICS AND PERSONAL FINANCE:** Teaches inmates about money, budgeting, cost of money, banking, credit, insurance, investing, retirement planning, and financial planning and management.

**ELECTRICITY:** Introduces and exposes inmates to job opportunities available in the electrical field, such as residential wiring, commercial electricity, and industrial motor control technology.

**FLOOR COVERING:** Introduces and exposes inmates to various aspects of the floor covering industry, such as blue-print reading and estimation, tile installation, sheet goods installation, and carpet installation.

**GRAPHIC COMMUNICATIONS AND PRINT PRODUCTION:** (ACE Certified 12 Credits) Provides instruction and hands-on training that will enable inmates to acquire entry-level employment skills in the printing industry.

**HIGH SCHOOL EQUIVALENCY (HSE):** Instruction for inmates with 9.0 and above grade-level Test of Adult Basic Education (TABE) scores. Successful completion of this level of instruction requires that the inmate pass a Virginia Department of Education approved HSE test and results in the awarding of an HSE certificate. The Department of Corrections offers the GED® High School Equivalency.

**HORTICULTURE:** Provides instruction that will enable inmates to acquire basic entry-level skills, including greenhouse nursery skills, landscaping design, and management.

## ***Academic, Career and Technical Programs (continued)***

*Programs vary by location*

**HVAC/REFRIGERATION:** Provides real-life experience in corrective and preventive maintenance for domestic, industrial, commercial, and residential appliances and equipment.

**INDIVIDUALIZED EDUCATION PLAN (IEP):** A written educational plan developed for inmates age 22 and under with disabilities to help meet their unique needs.

**INTRODUCTION TO COMPUTERS (ACE Certified 3 Credits):** Provides the fundamentals of keyboarding, file management, and navigation techniques of a Windows-based operating system; oral and written business communications skills; and the basic functions and techniques utilized in software applications.

**LIBRARY:** Provide quality library services for incarcerated individuals to include maintaining collections, teaching library and literacy skills, and support educational goals of their institution.

**MASONRY:** Provides instruction that will enable inmates to learn the fundamentals of laying building materials, such as brick, block, and lintels, to construct or repair walls, partitions, arches, steps, chimneys, and flat paving.

**MOTORCYCLE REPAIR:** Enables inmates to diagnose, repair, and carry out maintenance on motorcycles.

**OPTICAL LENS TECHNOLOGY:** Provides instruction on basic skills that include optical theory, surfacing and finishing techniques, frame fitting and dispensing, frame repair, and equipment maintenance techniques.

**PAINTING AND DRYWALL:** Provides instruction that will enable inmates to hang and finish drywall in both residential and commercial applications.

**PLAZA COMUNITARIA:** A Spanish language literacy program for Spanish-speaking inmates with active detainee status sponsored by the Mexican Government's Instituto Nacional para la Educación de los Adultos (INEA) in cooperation with the Mexican Consulate through an accord with the VADOC.

**PIPE FITTING:** Provides instruction that will enable inmates to procure employment as helpers in the pipe fitting field.

**PLUMBING:** Provides a basic overview of residential and commercial plumbing systems, including the installation of piping systems that serve the plumbing fixtures and plumbing related appliances in the structure.

**ROOFING AND SIDING:** Provides instruction on the fundamentals of roofing and siding installation.

**SHEET METAL:** Provides instruction that will enable inmates to seek entry-level employment with an HVAC or a sheet metal manufacturing company.

**SPECIAL EDUCATION:** An educational evaluator or designee at a VADOC reception site interviews all inmates under age 22. Those who receive Special Education services will have an Individualized Education Plan (IEP) to address their educational, vocational, social, or emotional needs while incarcerated until they reach age 22.

**SMALL ENGINE REPAIR:** Provides instruction that will enable inmates to troubleshoot, repair, and perform maintenance on small gas-powered engines.

## ***Academic, Career and Technical Programs (continued)***

*Programs vary by location*

**UPHOLSTERY:** Teaches inmates how to measure, cut, sew, and apply fabrics as well as repair frames and tie springs, which enables them to qualify for entry-level positions in the upholstery trade.

**WELDING:** Teaches inmates how to cut and weld various metals with several different types of welding systems.





## ***Administrative and Operational Services***



### **Virginia Correctional Enterprises (VCE)**

VCE's mission is to strengthen employment opportunities and marketable skills for inmates through on-the-job training and work development programs, supported by the production and delivery of quality products and services to VCE's customers. VCE's job skills training includes registered apprenticeships, soft skills, and industry and vendor certification programs. VCE collaborates with VADOC Career and Technical Education, Re-entry, and Workforce Development staff to provide a continuum of services to optimally prepare inmate VCE workers for success upon release with a lower recidivism rate. VCE products and services, only sold to state and local government and non-profit agencies, include furniture, clothing, and textiles, digital and offset printing, license plates, printer and toner cartridges, laundry services, optical products, document conversion, and silkscreened and embroidered promotional items. VCE is not supported by the General Fund, with the only funding source being the sale of products and services to customers. VCE employs 160 employees and 1,000 inmates at VCE plants at 14 locations around the Commonwealth.

### **Agribusiness**

VADOC's Agribusiness program maintains a group of various training opportunities for inmates while providing food to the inmate population. The program employs 150 internal VADOC staff and utilizes more than 250 male and female inmates across 26 sites statewide. It works together with Food Services, producing vegetables, milk, meat products, grits, cornmeal, fish, and juice in an effort to reduce the Department's food cost. The Agribusiness operation currently produces over one million pounds of fresh produce annually. In addition, there is a kosher meal preparation facility, flash freeze vegetable processing plant, pallet repair shop, sawmill operation, row crop operation (corn, wheat, soybeans, and sorghum), swine operation, and beef and dairy cattle farms. These many facets of Agribusiness provide opportunities that assist inmates when searching for employment after release. Some of the certifications available to inmates include Commercial Driver's Licenses, ServSafe®, Pesticide Handler's Permits, Beef Quality Assurance and Forklift Operational Permits.





## ***Infrastructure & Environmental Management Unit***

The Infrastructure & Environmental Management Unit (IEMU) was created in 2019 by merging the former Environmental Services and Architecture & Engineering into a cohesive unit. IEMU is responsible for large-scale construction and renovations, agency-wide environmental services, real estate management, and safety regulations and programs.

### **Infrastructure Section**

The Infrastructure Section manages all of the Virginia Department of Corrections' (VADOC) capital construction, major repairs, and facility renovations across a physical plant consisting of more than 1,500 buildings, nine million square feet, and 19,000 acres. The section manages capital outlay and maintenance reserve projects, special projects requested by a facility or region, project design, trade contracts and work orders, professional architectural and engineering contracts, and building code related issues. Typical construction projects include emergency/urgent system repairs or replacements, facility-wide renovations, new construction, architectural and construction design, and site and utilities work. The section works closely with the Virginia Department of General Services' Division of Engineering & Buildings to secure state-issued and in-house permits and to ensure code compliance.

In 2020, the Infrastructure Section successfully worked with the Department of Planning and Budget and the General Assembly to develop an innovative method of funding to be used for a variety of top-priority and emergency projects. Based on the model used for the Higher Education Equipment Trust Fund, the Capital Infrastructure Fund (CIF) was designed to provide a steady infusion of funding rather than have the Department request large amounts for capital projects each biennium that the state cannot address. In its first year of inception, the CIF allowed the Infrastructure staff to expedite several major repair projects in a much more efficient manner than would have been possible if the fund had not been created.

### **CCU**

The Corrections Construction Unit (CCU), a subsection of the Infrastructure Section, was created in the 1970s and is one of the longest running inmate worker re-entry programs in the VADOC. The section employs inmate construction trades workers supervised by highly skilled staff foremen who provide hands-on construction training and skills development. The program creates a gateway for employment opportunities upon inmate release that would otherwise be unavailable to them. This work program has been utilized at all VADOC facilities statewide, resulting in significant cost savings in the areas of carpentry, roofing, plumbing, electrical, HVAC, masonry, and general construction, by providing quick response for small to medium-sized construction projects.

## ***Infrastructure & Environmental Management Unit (continued)***

### **Environmental Management Section**

The Environmental Management Section is responsible for pollution prevention, environmental compliance, environmental remediation, energy savings management, composting, recycling, and remediation and demolition. This section also responds with emergency support in the event of loss of power, heat, or water as well as to certain types of hazardous materials spills or environmental contamination at a facility. The section is responsible for running numerous water and wastewater plants across the state that serve not only the prison populations but many towns and localities as well. These plants produce 640 million gallons of drinking water at 13 locations and treat 840 million gallons of wastewater at 24 locations. Additionally, the Environmental Management Section operates 30 boilers at nine locations that provide heat and both potable and non-potable hot water for staff and inmate use. Several boiler locations also provide high-pressure steam for heating and cooling for Virginia Correctional Enterprises (VCE) and Agribusiness Industrial operations.

The Environmental Management Section is also responsible for planning solar panel projects, general pollution prevention, air permitting, hazardous chemical handling and disposal, environmental regulation compliance, permitting, and state and federal reporting and recordkeeping. Pollution prevention focuses on maintaining institutional compliance with the Federal Clean Air and Clean Water Acts and the Resource Conservation and Recovery Act. Environmental Management staff provide guidance to facilities on above and underground storage tank maintenance and recordkeeping, asbestos testing and removal, hazardous chemical handling and disposal, and erosion and sediment control plans. This section also provides oversight in ensuring that all facilities continue to receive semi-annual certified E2 or E3 status under the Department of Environmental Quality's Virginia Environmental Excellence Program (VEEP). The Environmental Management section is proud of its re-entry efforts as well. The section trains inmate workers in water, wastewater, and boiler plant operations. To date, 47 inmates have earned professional licenses in one of these areas.

### **Sustainability**

The Sustainability section, which is a subsection of the Environmental Management Section, is responsible for supporting facilities and districts with their recycling programs, identifying and promoting best practices, and overseeing sustainability initiatives throughout the agency. These initiatives include the acquisition, usage, and consumption of materials; responsible pest control methods; and overall waste management and reduction. The Sustainability section also ensures compliance with all state recycling and waste-reduction mandates. This section continuously strives to develop innovative ways to reduce waste and to increase sustainability measures within the Department.

### **Real Estate Management Section**

The Real Estate Management section handles all real property purchases, conveyances, dispositions, easements, and leases, including communication antenna site leases, for the VADOC. The section currently manages more than 60 leased spaces for Probation and Parole offices, regional offices, warehouses, and agricultural use locations. The Real Estate Management section works closely with several other state agencies, including the Department of General Services' Division of Real Estate Services, to find appropriately located and adequately sized leased spaces for various VADOC uses.

## ***Infrastructure & Environmental Management Unit (continued)***

### **Safety Section**

The Safety Section is dedicated to ensuring a safe and healthy environment within all VADOC facilities. The section is responsible for developing and implementing safety and health programs designed to protect employees and inmate workers and for promoting and supporting a positive safety and health culture within all divisions of the VADOC. The Safety Section also manages the agency's Enhanced Disinfection Team (EDT), comprised of trained volunteers throughout the state, who are responsible for disinfecting VADOC owned, managed, or leased properties.

The VADOC and the Department of Labor & Industry (DOLI) entered into a strategic partnership in 2016 to create the first VADOC Challenge Program. The VADOC Challenge Program is designed to encourage facilities to voluntarily improve and develop a highly effective safety and health management system that will dramatically reduce or eliminate workplace injuries, illnesses, and fatalities within VADOC sites across the Commonwealth. The VADOC Challenge Program consists of three stages that serve as a guide for facilities desiring to achieve Voluntary Protection Programs (VPP) recognition.

The Virginia Department of Corrections is the first and only correctional organization in the nation with VPP facilities. Lunenburg Correctional Center earned the VPP distinction in March 2002 and has been recertified three times. Augusta Correctional Center earned the honor in January 2006 and has been recertified twice. These sites are identified as having exemplary, comprehensive, successful safety and health management systems in place. Eight facilities are currently progressing through the VADOC Challenge Program working toward earning VPP recognition. The first group of facilities beginning in the 2019 VADOC Challenge Program includes Greensville Correctional Center, Caroline Correctional Unit #2, Virginia Correctional Enterprises Headquarters, Dillwyn Correctional Center, Baskerville Correctional Center, Red Onion State Prison, Green Rock Correctional Center, and Harrisonburg Community Corrections Alternative Program. The Safety section is proud of its innovative work toward providing a safer, healthier VADOC.



## ***Food Services***

Food Services feeds nutritious and palatable meals to inmates and staff while providing training and job opportunities for the inmates. More than 3,400 inmates are employed to assist with an array of Food Service related jobs. Working closely with the Agribusiness Program, Food Services provides over 90,000 meals a day at an average cost of \$2.20 for food/food supplies and \$2.02 in labor costs per inmate per day (as of December 31, 2022). Participants in the program learn how to process, prepare, package, and serve a variety of meals throughout VADOC locations across Virginia. In addition, Food Services maintains a variety of mobile kitchens that can be deployed in the event of emergencies or kitchen renovations. It oversees a kitchen refurbishment center, which trains inmates to properly recondition and repair various commercial sized pieces of kitchen equipment. Under the Food Services umbrella, inmates have many options for trainings to develop skills that will increase their employability, including participation in the Foundation for Culinary Arts and Restaurant Management Program (Levels I and II), ServSafe® Certification, and Cooks and Bakers Apprenticeship Program.



## ***Food Services (continued)***

### **Almost Home Café, New Beginnings Restaurant and Fresh Start Bakery**

Almost Home Café, New Beginnings Restaurant, and Fresh Start Bakery are located at the VADOC's Headquarters in Richmond. The fully operational Cafeteria/Restaurant and Bakery is staffed by female inmates who serve the building's staff and visitors. The inmate workers are securely transported from the Central Virginia Correctional Unit and Chesterfield's Women's CCAP to Headquarters where they provide breakfast and lunch services for purchase. The Cafe/Restaurant/Bakery focuses on teaching the inmates hands-on skills in the hospitality industry. This training gives the inmates the skills required to gain successful employment upon re-entry to society.



The Cafe began as a vision of Director Harold Clarke and became a reality on July 11, 2011, with the grand opening of the Cafe. The Cafe staff oversees the training and mentorship of 15 inmates from the Central Virginia Correctional Unit 13. Through this program the inmates gain knowledge and expertise in the Restaurant/ Cafe setting. They receive their credentials for food services through National Restaurant Association's ServSafe® Program and the Foundations Culinary Arts Program.

The inmates perform an array of customer service-oriented roles: hostess, waitress, chef, bakers, cashier, caterer, administrative assistant, and much more. The Cafe is a complex breakfast and lunch restaurant that offers catering as well. The menu includes upscale entrees, homemade soups, salads, and desserts made from scratch.

This program is an intense learning process and creates the opportunity for the inmates to grow personally and productively work within a team.

The Cafe is operated by Virginia Department of Corrections Staff to include:

- Clifton Fitchett- Food Service Director
- Darlene Joseph- Assistant Food Service Director
- Dawn Weekes- Food Service Supervisor



## ***Food Services (continued)***

### **Food Service Academy**

#### **ServSafe® Food Protection Manager Certification**

The ServSafe® Program Certification is awarded by the National Restaurant Association. Since May 2011, the VADOC has certified more than 17,000 inmates throughout Virginia's facilities.

### **Foundations For Culinary Arts and Restaurant Management**

Foundations for Culinary Arts and Restaurant Management is taught at 28 facilities. The Staff Dining Halls have been converted into restaurants where inmates are taught Culinary Arts and Restaurant Management (Levels I and II). The program is expanding to three more facilities, and 800 inmates have received certifications from this program.

### **Food Service Equipment Refurbishing Center**

The Food Service Equipment and Refurbishing Center offers inmates the opportunity to service and repair commercial food service equipment, using skills that can be used for successful re-entry into society. Training and certifications include:

- Pipe Fitting/Plumbing
- Electrical Wiring/Troubleshooting
- HVAC Applications
- OSHA Certification
- Fabrication and Welding
- Painting and Finishing Work
- Calibration
- Data Entry and Clerical Skills
- Quality Control
- Stock and Parts Distribution
- Preventive Maintenance
- Forklift Safety



## ***Food Services (continued)***

### **Food Service Mobile Kitchens and Food Operations Mobilization Unit**

Food Services includes the Food Operations Mobilization Unit, which is comprised of the Director of Food Services, Regional Food Directors, Food Directors, Assistant Food Directors, Food Operations Managers Senior, and Food Service Supervisors that can respond with Food Service Mobile Kitchens to emergencies within the Department.

Food Service Mobile Kitchens/Trailers respond to emergencies and renovations across the Commonwealth. They include:

- 3 Mobile Kitchens/ One more mobile kitchen being constructed
- Bakery Trailer
- 3 Generator Trailers
- Serving Line Trailer
- 2 Pot and Pan Trailers
- 3 Freezer and Cooler Trailers
- Water Buffalo
- 2 Pot and Pan Wash Trailers
- Preparation Trailer

### **Food Service Academy**

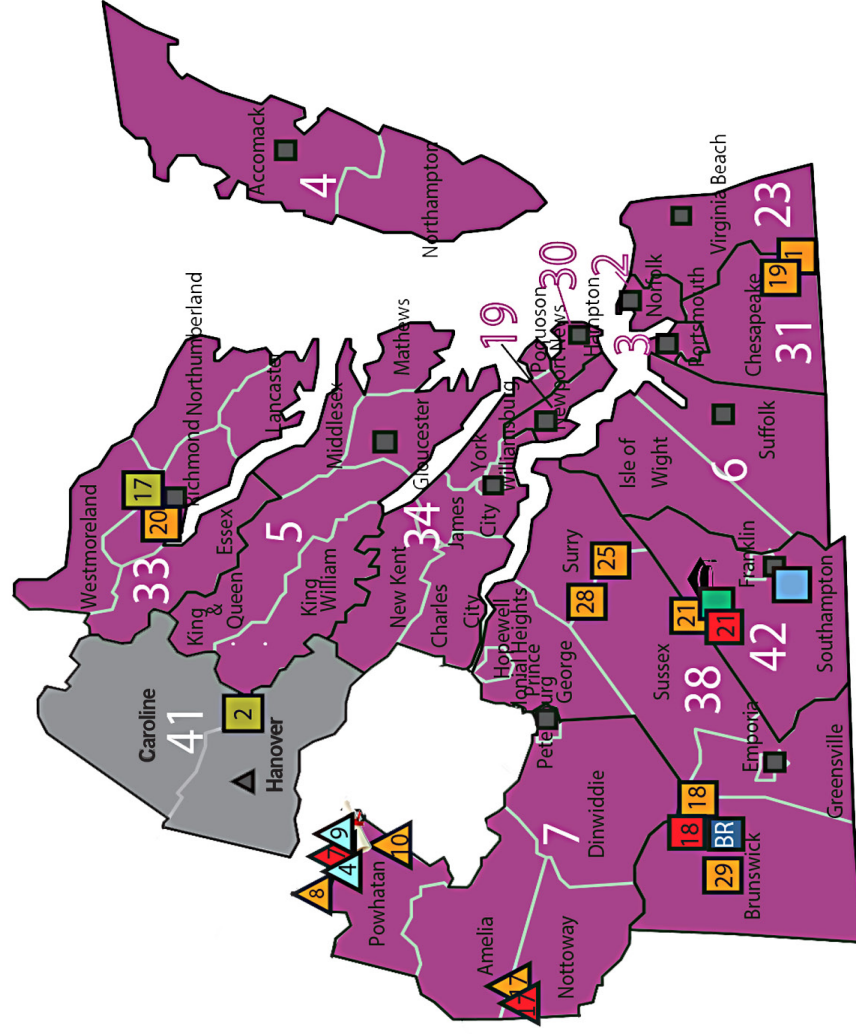
The Food Service Training Academy focuses on strengthening food operations by training and enhancing the skills of our employees. All VADOC Food Service employees are required to attend different levels of training at the Food Service Training Academy on a yearly basis. Food Service Directors, Assistant Directors, and Food Service Manager Seniors classes focus on team building, dialogue with upper management, new updates on policies, and sanitation refreshers. Food Service Supervisors classes focus on menu development, food cost, recipes, equipment usage, Religious Diets, hands-on Culinary Arts training, and professional development.

Additionally, the Academy offers an enhanced Culinary Training course that is designed for New Food Service Supervisors that offers a more in-depth, hands-on training program. This program covers a broader area that consists of tool control, inmate management, basic equipment usage, recipe usage, basic cooking techniques, and food costing requirements. The VADOC Food Service Training Academy utilizes Academy for Staff Development employees, Food Service Directors, and Assistant Directors as Adjunct Trainers that offer a wealth of experience and knowledge to all Food Service employees to help prepare them to effectively perform their job duties.

### **Food Operations Emergency Inmate Response**

We identify inmates at each selected facility to be assigned in Facilities Food Operations Area due to any type of emergency that would facilitate the removal of inmate workers from the Facilities Food Operations Area.

## Eastern Region



NOTE: Administratively, Caroline CU is assigned to the Eastern Region, but District 41 is assigned to the Central Region

Administrative Locations



Eastern Regional  
Office (Capron)



Academy for Staff  
Development -  
Capron

Community Corrections  
Alternative Programs  
(CCAPs)



Brunswick Men's CCAP



County or City Boundary



P&P District Boundary

10 P&P District Label (example)



Eastern Region Locations

Major Institutions

Deerfield Correctional Center **21**  
Greensville Correctional Center **18**  
Haynesville Correctional Center **20**  
Indian Creek Correctional Center **19**  
Lawrenceville Correctional Center **29**  
St. Brides Correctional Center **1**  
Sussex I State Prison **25**  
Sussex II State Prison **28**

Field Units

Caroline Correctional Unit #2 **2**  
Haynesville Correctional Unit #17 **17**

Secure Hospital Units

Southampton Memorial Hospital **1**

Work Centers

Deerfield Men's Work Center **21**  
Deerfield Men's Work Center II **21**  
Greensville Men's Work Center **18**

2 Norfolk P&P - City of Norfolk  
3 Portsmouth P&P - City of Portsmouth  
4 Accomack P&P - Counties of Accomack and Northampton  
5 Gloucester P&P - Counties of Gloucester, King and Queen, Mathews, and Middlesex  
6 Suffolk P&P - County of Isle of Wight and City of Suffolk  
7 Petersburg P&P - Counties of Amelia, Dinwiddie, Nottoway, Powhatan, and the City of Petersburg  
19 Newport News P&P - City of Newport News  
23 Virginia Beach P&P - City of Virginia Beach  
30 Hampton P&P - City of Hampton  
31 Chesapeake P&P - City of Chesapeake  
33 Warsaw P&P - Counties of Essex, Lancaster, Northumberland, Richmond and Westmoreland  
34 Williamsburg P&P - Counties of Charles City, James City, New Kent, and York and the Cities of Poquoson and Williamsburg  
38 Emporia P&P - Counties of Brunswick, Greensville, Prince George, Surry, and Sussex and the Cities of Emporia and Hopewell  
42 Franklin P&P - County of Southampton and City of Franklin





## Administrative Locations



VADOC Headquarters (Richmond)  
(includes Director's Office, Division of Administration, Division of Operations, and Division of Programs, Education, and Re-Entry)



Central Regional Office (Chesterfield)



Academy for Staff Development-Crozier



Virginia Correctional Enterprises-Headquarters

## Community Corrections Alternative Programs (CCAPs)



Chesterfield Women's CCAP



Stafford Men's CCAP

County or City Boundary

P&P District Boundary

10 P&P District Label (example)

Central Region Locations

### Major Institutions

Baskerville Correctional Center	30
Buckingham Correctional Center	15
Coffeewood Correctional Center	22
Dillwyn Correctional Center	3
Fluvanna Correctional Center	24
Nottoway Correctional Center	17
State Farm Correctional Center	10
Virginia Correctional Center for Women	8

### Field Units

Central Virginia Correctional Unit	13
Halifax Correctional Unit	23
Rustburg Correctional Unit	9

### Work Centers

Nottoway Work Center	17
State Farm Work Center	7

### Secure Hospital Units

Medical College of Virginia

### Special Purpose Institutions

Beaumont Correctional Center	4
State Farm Enterprise Unit	9

1 Richmond P&P - City of Richmond

8 South Boston P&P - Counties of Halifax, Lunenburg, and Mecklenburg

9 Charlottesville P&P - Counties of Albemarle, Fluvanna, Goochland, and Louisa and the City of Charlottesville

10 Arlington P&P - County of Arlington and the City of Falls Church

11 Winchester P&P - Counties of Clarke, Frederick, Shenandoah, and Warren and the City of Winchester

21 Fredericksburg P&P - Counties of King George, Spotsylvania, and Stafford and the City of Fredericksburg

24 Farmville P&P - Counties of Appomattox, Buckingham, Charlotte, Cumberland, and Prince Edward

25 Leesburg P&P - Counties of Fauquier, Loudoun, and Rappahannock

26 Culpeper P&P - Counties of Culpeper, Greene, Madison, and Orange

27 Chesterfield P&P - County of Chesterfield and the City of Colonial Heights

29 Fairfax P&P - County of Fairfax and the City of Fairfax

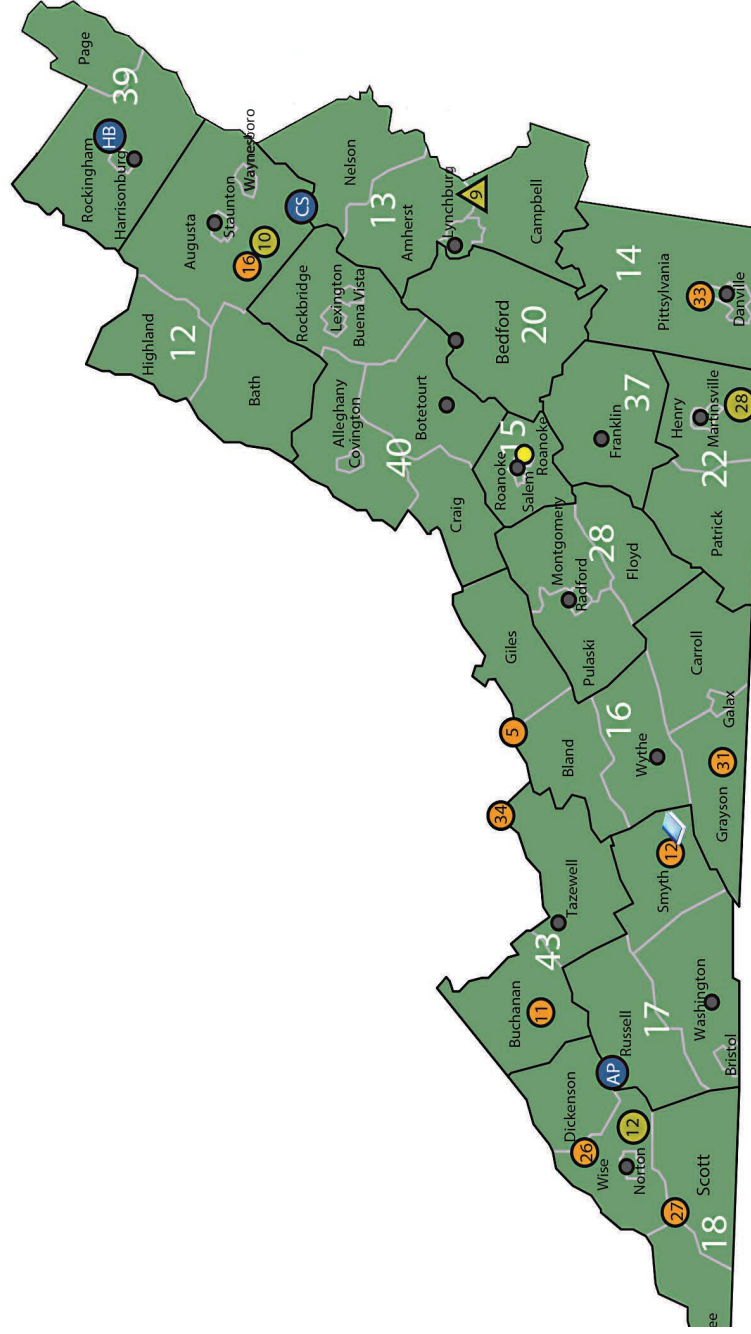
32 Henrico P&P - County of Henrico

35 Manassas P&P - County of Prince William and the Cities of Manassas and Manassas Park

36 Alexandria P&P - City of Alexandria

41 Ashland P&P - Counties of Caroline and Hanover

## Western Region



NOTE: Administratively, Rustburg CU is assigned to the Central Region.



	Population					# of Full Time	# of Full Time
	as of			Security	P&P District	Employees as of	Employees as of
VADOC Location	12/31/2022	Region	Location Type	Level	#	12/31/2019	12/31/2022
Abingdon P&P	1,776	Western	Community	N/A	17	31	35
Accomac P&P	440	Eastern	Community	N/A	4	7	7
Alexandria P&P	345	Central	Community	N/A	36	15	14
Appalachian Mens CCAP	65	Western	CCAP	CCAP	N/A	43	48
Arlington P&P	756	Central	Community	N/A	10	22	22
Ashland P&P	685	Central	Community	N/A	41	14	13
Augusta CC	999	Western	Major Institution	3	N/A	319	157
Baskerville CC	404	Central	Major Institution	2	N/A	145	141
Beaumont CC	162	Central	Special Purpose	Multiple	N/A	*	100
Bedford P&P	372	Western	Community	N/A	20	8	12
Bland CC	568	Western	Major Institution	2	N/A	262	271
Brunswick Mens CCAP	40	Eastern	CCAP	CCAP	N/A	29	42
Buckingham CC	1,097	Central	Major Institution	3	N/A	338	232
Caroline CU	87	Eastern	Field Unit	1	N/A	48	47
Central Virginia CU	109	Central	Field Unit	1	N/A	66	69
Charlottesville P&P	991	Central	Community	N/A	9	26	22
Chesapeake P&P	2,435	Eastern	Community	N/A	31	40	44
Chesterfield P&P	1,781	Central	Community	N/A	27	29	32
Chesterfield Womens CCAP	72	Central	CCAP	CCAP	N/A	45	44
Coffeewood CC	827	Central	Major Institution	2	N/A	248	191
Cold Springs Mens CCAP	48	Western	CCAP	CCAP	N/A	46	38
Cold Springs CU	83	Western	Field Unit	1	N/A	41	47
Culpeper P&P	870	Central	Community	N/A	26	13	16
Danville P&P	944	Western	Community	N/A	14	26	29
Deerfield CC	879	Eastern	Major Institution	2	N/A	314	310
Deerfield Mens WC1 & WC2**	82	Eastern	Work Center	1	N/A	79	79
Dillwyn CC	754	Central	Major Institution	2	N/A	262	212
Emporia P&P	1,035	Eastern	Community	N/A	38	15	15
Fairfax P&P	1,535	Central	Community	N/A	29	50	47
Farmville P&P	584	Central	Community	N/A	24	13	10
Fincastle P&P	1,057	Western	Community	N/A	40	13	13
Fluvanna CC for Women	779	Central	Major Institution	3	N/A	353	279
Franklin P&P	391	Eastern	Community	N/A	42	11	10
Fredericksburg P&P	2,610	Central	Community	N/A	21	33	34
Gloucester P&P	545	Eastern	Community	N/A	5	9	11
Green Rock CC	976	Western	Major Institution	3	N/A	287	280
Greensville CC	2,459	Eastern	Major Institution	3	N/A	773	490
Greensville WC	0	Eastern	Work Center	1	N/A	62	28
Halifax CU	160	Central	Field Unit	1	N/A	85	76
Hampton P&P	850	Eastern	Community	N/A	30	24	20
Harrisonburg Mens CCAP	51	Western	CCAP	CCAP	N/A	36	36
Harrisonburg P&P	1,691	Western	Community	N/A	39	21	22
Haynesville CC	805	Eastern	Major Institution	2	N/A	279	211
Haynesville CU	82	Eastern	Field Unit	1	N/A	44	44
Henrico P&P	1,812	Central	Community	N/A	32	30	32
Indian Creek CC	641	Eastern	Major Institution	2	N/A	238	217
Keen Mountain CC	901	Western	Major Institution	4	N/A	297	290
Lawrenceville CC	1,111	Eastern	Major Institution	3	N/A	***	***
Leesburg P&P	823	Central	Community	N/A	25	23	23
Lunenburg CC	823	Central	Major Institution	2	N/A	278	241
Lynchburg P&P	1,218	Western	Community	N/A	13	28	26
Manassas P&P	1,406	Central	Community	N/A	35	40	39
Marion CTC	220	Western	Special Purpose	Multiple	N/A	248	246
Martinsville P&P	1,176	Western	Community	N/A	22	21	22
MCV Hospital Security Care Unit	8	Central	Special Purpose	Multiple	N/A	80	48

VADOC Location	Population as of 12/31/2022	Region	Location Type	Security Level	P&P District #	# of Full Time Employees as of 12/31/2019	# of Full Time Employees as of 12/31/2022
Newport News P&P	1,351	Eastern	Community	N/A	19	36	35
Norfolk P&P	2,625	Eastern	Community	N/A	2	58	42
Norton P&P	1,587	Western	Community	N/A	18	27	28
Nottoway CC	1,119	Central	Major Institution	3	N/A	386	280
Nottoway WC	114	Central	Work Center	1	N/A	46	43
Patrick Henry CU	79	Western	Field Unit	1	N/A	40	44
Petersburg P&P	1,072	Eastern	Community	N/A	7	25	21
Pocahontas State CC	933	Western	Major Institution	3	N/A	273	301
Portsmouth P&P	1,070	Eastern	Community	N/A	3	33	35
Radford P&P	1,654	Western	Community	N/A	28	25	24
Red Onion SP	722	Western	Major Institution	Maximum	N/A	447	454
Richmond P&P	2,001	Central	Community	N/A	1	55	46
River North CC	881	Western	Major Institution	4	N/A	345	316
Roanoke P&P	1,650	Western	Community	N/A	15	40	39
Rocky Mount P&P	535	Western	Community	N/A	37	10	14
Rustburg CU	78	Central	Field Unit	1	N/A	44	42
Sex Offender Programs - Community	427	Statewide	Community	N/A	Statewide	49^	74^
South Boston P&P	744	Central	Community	N/A	8	10	16
Southampton Memorial Hospital	8	Eastern	Special Purpose	Multiple	N/A	^^	^^
St. Brides CC	1,030	Eastern	Major Institution	2	N/A	260	244
Stafford Mens CCAP	47	Central	CCAP	CCAP	N/A	39	37
State Farm CC	562	Central	Major Institution	2	N/A	281	289
State Farm Enterprise Unit	29	Central	Special Purpose	Multiple	N/A	179	NA
State Farm WC	132	Central	Work Center	1	N/A	74	34
Staunton P&P	1,514	Western	Community	N/A	12	23	24
Suffolk P&P	1,010	Eastern	Community	N/A	6	23	25
Sussex I SP	772	Eastern	Major Institution	5	N/A	323	231
Sussex II SP	659	Eastern	Major Institution	5	N/A	311	219
Tazewell P&P	1,442	Western	Community	N/A	43	27	28
Virginia Beach P&P	2,050	Eastern	Community	N/A	23	45	44
Virginia CC For Women	433	Central	Major Institution	2	N/A	206	164
Voice Verification Biometrics Unit (VVBVU)	11,107	Statewide	Community	N/A	Statewide	10	9
Wallens Ridge SP	987	Western	Major Institution	5	N/A	431	447
Warsaw P&P	392	Eastern	Community	N/A	33	12	12
Williamsburg P&P	854	Eastern	Community	N/A	34	17	19
Winchester P&P	1,579	Central	Community	N/A	11	24	31
Wise CU	84	Western	Field Unit	1	N/A	46	46
Wytheville P&P	1,260	Western	Community	N/A	16	22	25

\*Beaumont CC opened in FY2021

\*\*Deerfield WC1 is currently undergoing renovations; staff and inmates normally assigned to Deerfield WC1 were re-assigned to Deerfield WC2

\*\*\*Lawrenceville CC is operated by a private contractor; staffing information is not available

^Probation Officers assigned to "Sex Offender Programs- Community" are included in the staff numbers for the Districts to which they are assigned; these figures cannot be added to other staff numbers in this table

^^No VADOC staff are assigned to the secure ward at Southampton Memorial Hospital; staffing is provided on an as needed basis





*For more information about the Virginia Department  
of Corrections, please visit the VADOC website at*

*[www.vadoc.virginia.gov](http://www.vadoc.virginia.gov)*

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# *VIRGINIA DEPARTMENT OF CORRECTIONS AGENCY AT A GLANCE 2022*

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## Leadership Team

Harold W. Clarke.....Director

A. David Robinson.....Chief of Corrections Operations

Joseph W. Walters.....Deputy Director Administration

H. Scott Richeson.....Deputy Director Programs, Education & Re-entry

Prepared by the Research Unit  
March 2023