



**VIRGINIA DEPARTMENT OF CORRECTIONS
A DECADE OF PROGRESS: 2011-2020
OCTOBER 2021**

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A Message from Director Clarke



What a decade it has been! The following Decade of Progress report highlights the many ways in which the Virginia Department of Corrections has progressed from 2011 to 2021. Our agency is in the business of helping people to be better, and we are constantly advancing. We champion a progressive and healing environment through a commitment to learning and thinking together.

We are a national leader in the field of corrections, with one of the lowest recidivism rates in the country. This has been made possible by a great deal of hard work and purposeful action all across the agency. From security to medical staff, from teachers to administrators, we have come a long way in recent years. We have dedicated our mental and physical energy to improving the lives of our inmates and supervisees, and we are seeing the results of that dedication.

As an agency, we value the differences and the dignity of individuals; embracing diversity, equity, inclusion. We value safety, commitment, communication, ethics, honesty, learning, and support. We are committed to recruiting, developing, retaining, and rewarding a diverse workforce of corrections professionals that will enable us to continually improve long-term public safety in the Commonwealth.

Over the past decade, we have trained all employees in the use of Dialogue, giving us all a common language to use in solving problems and moving forward; these communication skills proved to be vital as we faced the COVID-19 pandemic together.

We have been recognized nationally with four STAR (State Transformation in Action) awards from the Southern Legislative Conference and an Excellence in Government Award. We have instituted comprehensive staff surveys in order to hear all voices.

We have learned about and followed the integrated model for reentry and the empowerment model; we have implemented telehealth; we have studied gender responsiveness; we have eliminated restrictive housing; we have worked with our communities' reentry councils to help supervisees successfully reintegrate, and so much more.

The work to improve and progress never ends. I invite you to learn more about where we have been and how far we have come over the past decade, and to join us as we journey forward.

Harold W. Clarke
Director, Virginia Department of Corrections

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
Commitment
Communication
Ethics
Honesty
Learning
Support

Dialogue and the Healing Environment

In 2010, the Virginia Department of Corrections (VADOC) was in transition. The goal of the newly elected Governor was to enhance public safety with a focus on reducing victimization, improving the outcomes for inmates returning to their communities, and reducing recidivism by strengthening re-entry programs. Thus, the Virginia Adult Re-Entry Initiative was established. The Governor searched for a new Director for the Department to further that mission. The question for the appointed Director, Harold Clarke, then became, "How could the Department best enhance the programs and services that are working and eliminate those that aren't, while motivating employees and engaging external stakeholders towards a common purpose of effective reintegration of inmates into the community?" Having previously been the Director in Massachusetts, Washington state, and Nebraska, Harold Clarke had an idea of what would help move the Department forward.

By the time Harold Clarke arrived in Virginia, the Department of Corrections had already begun work in moving toward a re-entry-focused agency through the Virginia Adult Re-Entry Initiative Strategic Plan. Many programs and projects were being piloted and introduced. Additionally, the VADOC aimed to be a learning organization and more effective agency through the use of evidence-based practices and programs, and the introduction of Learning Teams. (Learning Teams are small groups of employees that meet regularly to communicate, learn together, practice skills, grow professionally, and continually develop the organizational culture to better achieve its mission.)

The Director realized the VADOC needed a vision and mission to pull the various initiatives and strategies together in a manner that could be understood by every employee, inmate, supervisee, and stakeholder. Creating a Healing Environment was the perfect solution. The VADOC began to purposefully establish a culture where everyone—employees, inmates/supervisees, and stakeholders—would be treated with dignity and respect; they would create together an organizational culture that would prioritize helping people be better through support and accountability. He realized that more than ever before, the vehicle for the expression of the Healing Environment had to be Dialogue.

Dialogue was the foundation that supported the cultural change. Dialogue has been key in aligning goals, breaking down silos, integrating separate pieces, and creating common expectations. Dialogue became the means of bringing people together to talk, think, and learn. Dialogue introduced a common language and specific skills which allowed people to engage with one another with less misunderstanding and increased participation amongst all levels of employees. Dialogue created the atmosphere where voices could be heard and new ideas could emerge.

The introduction of Dialogue at the VADOC occurred in a top-down fashion. After discussing it with his Deputies, the Director introduced the topic through his reading list. All of the Executive Team members and Unit Heads (wardens, superintendents of facilities, and probation chiefs) received the book *Dialogue and the Art of Thinking Together* by William Isaacs. In it, Isaacs emphasizes the power of a Dialogue to open possibilities and see new options by speaking in a way that contributes one to the other.

Following the assignment of the reading, Dialogue Associates Founders Peter Garrett and Jane Ball were brought in to train the Executive Team members in some basic Dialogue skills. They began by looking at the history of the organization and having the leaders think about the culture of the Department at the time they began. David Robinson, the Chief of Corrections Operations, serving directly under the Director, viewed the session as an opportunity for growth. He observed that by reflecting on the history, and learning to think together, the agency would be propelled forward like an arrow from a bow. Following a period of transition and uncertainty, there would be growth, movement forward, and the rise of new leaders.

The first dialogic skills introduced were "check-ins" to learn how to get everyone in the meeting attentive, participating and focused. Executive Team members and Unit Heads were tasked with going back to their staff meetings and using check-ins and then come back together to reflect on the results. For those familiar with Dialogic skills, this will seem like a basic task. However, at the time, it was the first hint of a cultural shift. The VADOC culture did not value hearing everyone's voice, and many meetings were held in a monologue fashion. Now, team members were able to learn about one another, hear one another's authentic voices, and get a sense about not only what other people were thinking, but about who each individual was as a person and as a leader.

Dialogue and the Healing Environment

In 2012, Dialogue Associates also recognized the need to introduce Dialogue skills to all of the nearly 12,000 employees in the VADOC system. They began a Dialogue Practitioner Development Program (DPDP). The DPDP would start with the training of 24 individuals from across the Department to learn Dialogue Skills and then train and introduce these skills to others in the agency.

After the first year of training, it was clear that more Dialogue Practitioners would be needed to assist in getting the entire Department trained. An additional 60+ Dialogue Practitioners were brought into the Dialogue Practitioner Development Program (DPDP) while the first group of Dialogue Practitioners earned certificates as Dialogue Practitioner Trainers. Over the years, the DPDP has continued to grow as Dialogue Practitioner cohorts have been systematically brought in across the State and trained in the basic Dialogue skills at the same time as the more experienced Dialogue Practitioners, who have continued to grow in using their skills, gaining more knowledge about Dialogue and coaching.

There has been no other initiative that has penetrated through this organization at all levels as Dialogue has. Dialogue has taken root within the VADOC and has influenced every employee from every department as a true business practice that supports every other initiative. Dialogue has purpose and meaning for each employee, and has truly created an environment that encourages and enables each and every worker to know their role in working towards the mission.

All of the initiatives of the VADOC, beginning with the Healing Environment as the milieu and Dialogue as the mechanism, come together in service of the mission. The lead-in to the Strategic Plan quotes Director Harold Clarke: "We are in the business of helping people to be better." That is the mission condensed into one easy-to-understand sentence. And the Department must be doing something right. VADOC continues to have one of the lowest recidivism rates in the nation, at 23.9%. Other Virginia state agencies, Departments of Corrections from other states, and even other nations are looking to Virginia for guidance. The Secretary of Public Safety and Homeland Security for Virginia, Brian Moran, stated:

In 2011, under the leadership of Director Harold W. Clarke, the Virginia Department of Corrections initiated a multiyear transformation and has since undergone a wholesale culture change. The department consistently seeks opportunities to enhance existing practices. Now, other states and countries visit regularly to observe our practices and to understand how we have achieved success. The State Department has even partnered with the Virginia Department of Corrections to train other countries' correctional leaders ... Clarke has created a healing environment within the Virginia Department of Corrections by instilling a culture in staff and offenders alike that motivates them to create and foster positive and progressive changes. He operates from the principle that how we treat and engage offenders on the inside affects our communities on the outside; it affects the victims and their families, families of offenders and the men and women in our care, 92 percent of whom will one day be our neighbors.

(Brian J. Moran, Bristol Herald Courier via AP, June 15, 2018)

Life in the Department has changed for all levels of employees. Everyone is encouraged to share their voice. Not only is every employee exposed to Dialogue Skills, but the department has developed dialogic interventions, such as Working Dialogues and Resettlement Journeys, to recognize and address organizational needs and opportunities. These interventions ensure that those impacted by decisions are included and engaged in the decision making and change process. Ideas and programs have been implemented because an employee-who may have previously kept quiet-was able to share their thoughts openly. Skillful conversations and Dialogues are happening at all levels, with people trying to gain common understanding and goals. By communicating more regularly and using Dialogue skills, people are more connected and willing to work together to resolve issues. There is a greater feeling of "oneness" that we are all in this together and have a shared vision towards which we are working.

In October 2020, the Virginia Department of Corrections was recognized as the Academy of Professional Dialogue's first Dialogic Organization, which further demonstrates that Dialogue is no longer just a Department initiative, but the way that VADOC does its business.

In 2021, another progressive step was taken through the introduction of Dialogue Skills Training to the inmate population. In this next phase of organizational development, the Department will train inmates in the same way that staff were trained. This will, no doubt, contribute to the continued success of the organization and the population that is served.

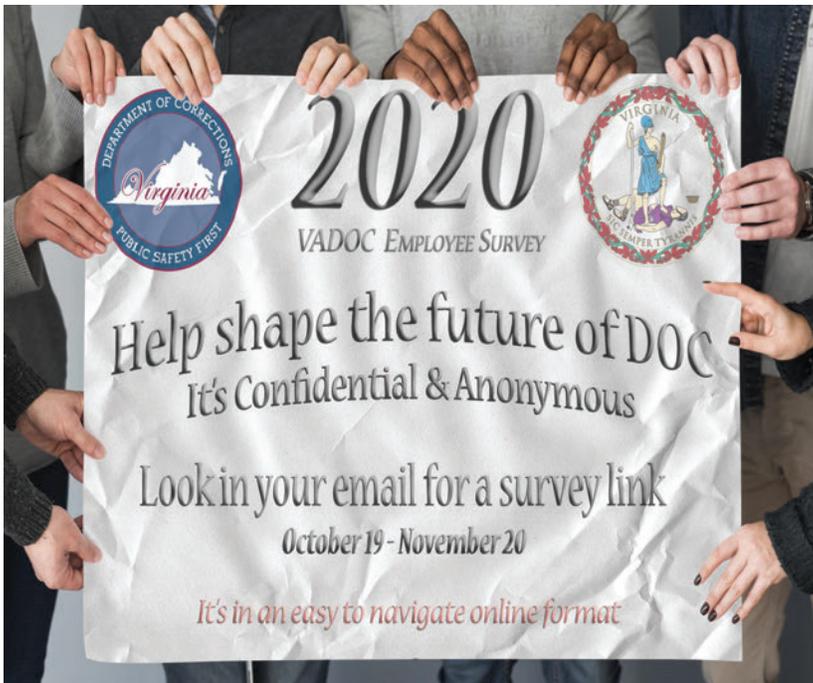
Staff Surveys

Over the last decade, the VADOC has undergone a major cultural shift and implemented a number of initiatives focused on successful re-entry of inmates, reducing recidivism, and promoting public safety. Starting in May 2012, the VADOC invited staff members to participate in six anonymous and voluntary surveys. In the early years (2012- 2015), the agency contracted the survey to the Urban Institute and Virginia Commonwealth University. Since 2017, the VADOC Research Unit has coordinated the survey.

While the first four surveys (2012-2015) invited only full-time employees to participate, the following four surveys (2017-2020) invited all VADOC employees, including part-time, to share their voices. In order to analyze trends, the surveys included many of the same questions from previous years. Examples of questions that were carried forward addressed areas such as job satisfaction; support of the Healing Environment and re-entry efforts; feelings of safety on the job; and how staff perceived agency leadership, supervisors and co-workers.

Although various aspects of the survey remained consistent to analyze trends, there were several changes made over the past few years' surveys to address any potential gaps in the findings. In order to reflect terminology most commonly used throughout the agency, item wording slightly changed; for example, the "Healing Environment Initiative," changed to the "Healing Environment Culture." Another change that was made to the survey was the combination of agency locations (i.e. Headquarters, Regional Offices, Field Offices, Facilities, and VCE) to reflect and represent oneness.

New questions related to specific business practices implemented at the agency were included; examples included survey items about Learning Teams, mentoring, Agency data, Dialogue, and Correctional Crisis Intervention Training. In 2020, questions were added about teleworking and the agency's response to COVID. After executive level staff reviewed all new items and changes, a new survey instrument created and tested by staff from multiple units and positions. To address respondents concerns of responses not remaining anonymous, demographic questions were carefully selected and did not require an answer. Announcements, email reminders, and periodic newsletters with aggregate findings from prior surveys reiterated that respondents were not identifiable.



Over the years, the annual survey has become an important tool used to gather performance measures for the agency. VADOC staff are letting their voices be heard through the survey anonymously and confidentially. In 2020, despite surveying during the COVID pandemic, the agency received a record 6,771 responses, 59% of all VADOC employees. As more staff offer their feedback, the agency will have even stronger indicators of our strengths and weaknesses as an organization.

Empowerment Model

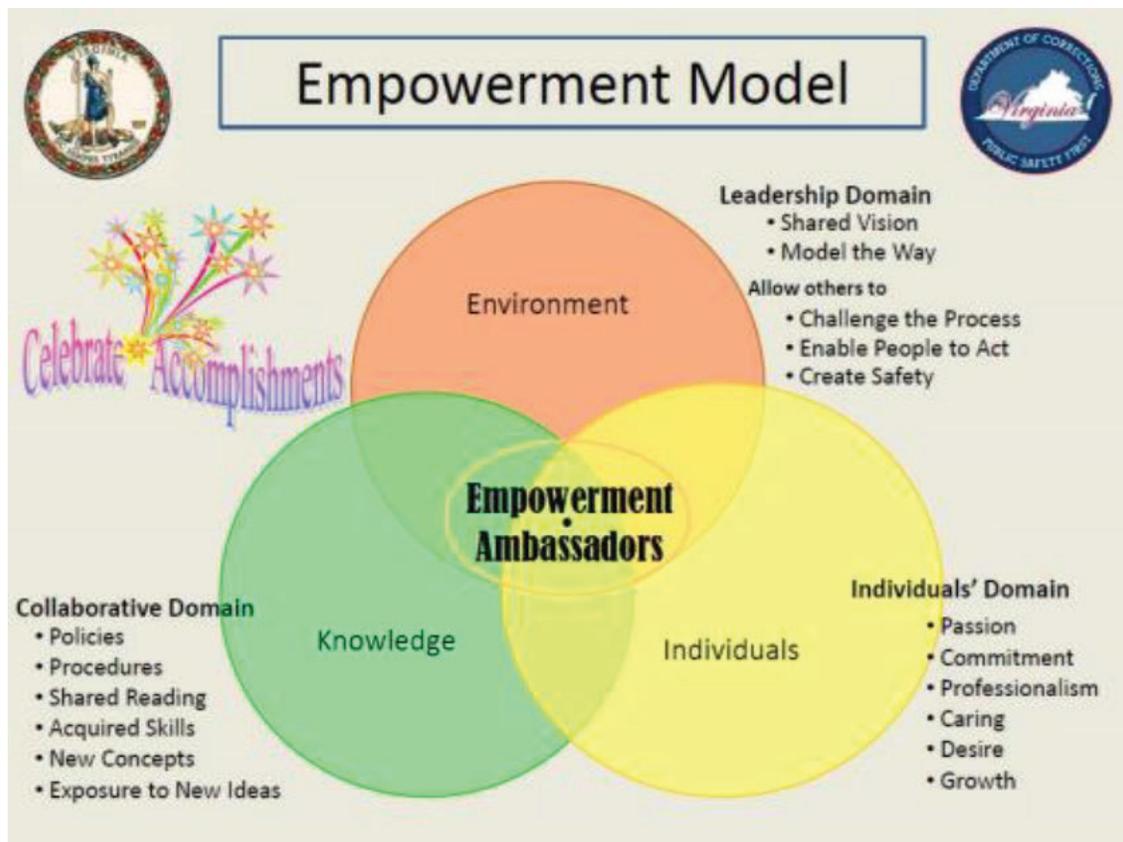
The Virginia Department of Corrections is committed to providing the framework by which staff are empowered as ambassadors within the Department. Empowerment is when one chooses to give the best of their abilities and skills. The Empowerment Model consists of three domains that, when combined, enables 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 has been created in which we can work together, sharing the knowledge necessary to move the Agency forward with individuals who are passionate, committed and caring.



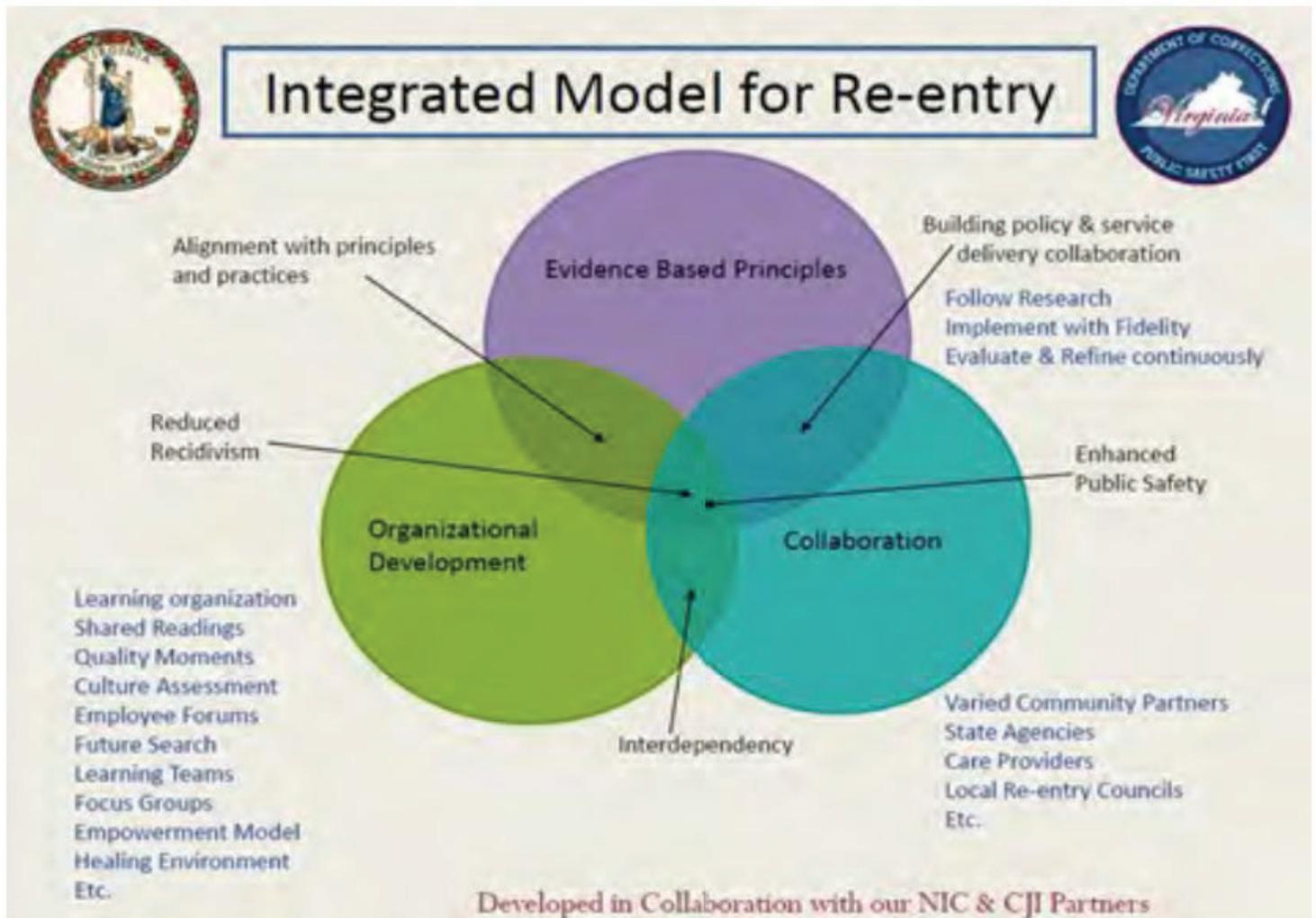
Integrated Reentry Model

The Integrated Model for Reentry prepares inmates for successful reentry 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 converges, we improve inmate outcomes.

Evidence Based Principles – Implement programs and services with fidelity as proven by research to reduce recidivism

Organizational Development – Become a learning organization with culture assessment

Collaboration – Collaborate with care providers, community, and state agencies



Academy for Staff Development

The Academy for Staff Development (ASD) is responsible for providing high-quality comprehensive professional development and competency-based training programs to all employees within the Virginia Department of Corrections (VADOC). While this mission has remained largely the same, the ways in which it is accomplished has been progressively refined over the past ten years. In 2011, the Academy continued to rely heavily on classroom lectures and hands-on, skill-based training to teach staff the knowledge, skills, and abilities they needed to be successful in the correctional environment. Hard copy books and handouts supported curriculum taught in the classroom, and instructors often used Microsoft PowerPoint, videos, and role-plays to supplement their lectures. The focus was on meeting training mandates set forth by the Department of Criminal Justice Services and the American Correctional Association.

Over the last ten years, the Academy has shifted from providing traditional classroom based programs to using technology to offer course material and learning opportunities when appropriate. As a result, the number of computer based eLearning courses increased from 15 courses in 2014 to 121 courses in 2020. The introduction of technology as a method of learning has allowed employees to take advantage of training opportunities and enhance their knowledge and/or abilities while remaining at home with families and without the agency incurring the cost of travel. It is of interest to note that there were 212,777 eLearning courses completed in VADOC in CY2020. The use of eLearning and other technology venues has also allowed the VADOC to reduce their dependence on hard copies of training materials.

The shift towards the use of technology allowed the Academy to continue offering quality programming through virtual platforms when the COVID-19 pandemic made it necessary to severely restrict in person training venues. The Academy continued to offer Basic Correctional Officer Training throughout the pandemic while employing the approved pandemic protocol. This allowed the VADOC to continue to hire and certify new Corrections Officers to address vacancies at all facilities. By August 2020, the Academy had resumed many of the other specialty basic skills programs with delivery in virtual and hybrid formats. By leveraging technology throughout the past several years, VADOC has been able to decrease travel costs, offer specialized training programs to large numbers of employees, and quickly release critical information in a format that can be easily accessed and reviewed multiple times if needed by the end-user.

In addition to shifting to more technology based venues, the Academy has continued to expand its in person classroom training and conferences as well. The Academy added progressive programming such as Corrections Crisis Intervention Team training (C-CIT), launched a VADOC Leadership Institute, and standardized defensive tactics training by partnering with Controlled F.O.R.C.E. The 40-hour C-CIT training program was launched in 2016 and C-CIT was selected as one of the Governor's Initiatives with a goal of training 25% of Corrections Officers by June 30, 2017. This valuable training continues in the VADOC to provide officers the deescalation skills they need to help inmates experiencing a mental health crisis. To date, 1,327 employees have successfully completed C-CIT training; this includes 828 facility security staff currently employed with VADOC at the end of December 2020.

The Academy for Staff Development continues to expand training offerings and professional development opportunities to ensure staff have access to the most recent and relevant training available. In 2019, the VADOC launched its third Academy location in Capron, Virginia using existing resources and infrastructure. In addition to the Eastern campus, the department continues to operate its Academy locations in Crozier and Marion.

Learning Teams

As a learning organization, the Virginia Department of Corrections recognizes the value of providing professional growth opportunities for staff. Learning Teams provide a safe environment where staff can express their genuine attitudes and beliefs about our business practices and our changing culture without fear of retaliation. They also create a Community of Practice (CoP), where skills introduced in training are practiced and learned. Cognitive anthropologist Jean Lave and educational theorist Etienne Wenger in their 1991 book *Situated Learning* (Lave & Wenger 1991) first proposed this concept. CoPs are a practice-based framework for collaborative learning and promoting engagement with new knowledge and emerging practices; they help close the gap between policy, research and practice.

The VADOC first implemented Learning Teams in 2006 at Wallens Ridge State Prison. Learning Teams were instrumental in changing the culture at that facility, so the department expanded their use statewide. In 2011, three probation and parole districts were selected for a pilot to improve learning teams in community corrections. In 2012, all 43 districts and parole districts were facilitating learning teams. In 2015, learning teams increased to include all institutions, field units, and work centers. In 2016, VADOC incorporated all headquarters, regional office, and other administrative staff into the learning team process. Now, all VADOC employees are assigned to learning teams, which meet once a month.

Learning teams are facilitated by staff known as Subject Matter Specialists (SMSs). SMSs receive training and coaching in effective communication strategies and group facilitation. The SMS promotes a safe container within the team, which provides a space where all genuinely and respectfully express what they think and feel. SMSs also utilize the expertise of other team members to assist in facilitation of topics to foster a shared learning process.

Structured learning plans are provided to guide the SMS in content that promotes the use of business practices such as Dialogue, Healing Environment, Effective Practices in Correctional Settings (EPICS II), Risk and Needs Assessment, Case Planning, Communication Skills, Leadership Skills, Strategic Planning, and other important topics. Unit heads or other departmental leaders also provide ad hoc topics to discuss other operational or organizational matters. Learning Teams are an essential part of implementation of new practices and greatly contribute to VADOC's organizational development.

Correctional Education

Academic Programs

Adult education has undergone fundamental reform in the last eight years. With increased rigor and assessing learners' depth of knowledge to meet 21st century standards. Our Correctional Education Academic Programs have redeveloped and expanded their services to meet the needs of learners and teachers. In 2014, VADOC transitioned from 2002 series GED(R) paper-based testing to the 2014 GED(R) computer-based testing. Consequently in 2014, VADOC GED(R) pass rates fell considerably due to the increased rigor of the new test. As the conceptual framework underpinning theories of adult education changed, our teachers have been provided with extensive training along with new resources and materials. This resulted in VADOC making considerable gains, earning the honor of the Nation's #1 Turnaround State granted by GED®. The pass rate was an astounding 82% which exceeded the State and National pass rates. One of the strategies that we used to turn our program around was the Personal Learning Plan. This plan was essential in helping students become active participants in accomplishing their goals. This document was updated in 2020 to include new components of the federal Workforce Innovation and Opportunity Act (WIOA).

The VADOC has continuously met or exceeded the state and national pass rate every year since (2015-2020). Additionally, we have provided consultation and assistance to local jails in establishing their computer-based GED(R) testing and have been invited by GED Testing Service® to serve on their Corrections Forum board which assists in establishing protocols and access in corrections across the nation. As a leader in performance and pass rates, GED Testing service have invited us to present our best practices at their annual conferences in 2015, 2016, and 2019.

Correctional Education

Academic Programs

Another assessment change for Adult Education was the adult basic education assessment; Test of the Adult Basic Education (TABE), in which VADOC transitioned from the 9/10 series to the 11/12 series in 2018. Again, the rigor and the knowledge assessed was increased, but our teachers were able to transition their learners to utilize higher order thinking skills, qualify for the GED(R) while maintaining an 81% pass rate on the GED(R).

Academic programs also expanded their services and programs. Building Opportunities of Knowledge (BOOK) program was implemented at select Probation and Parole offices in 2013 and 2015. The learners' success in this educational program led to the relief of more than \$18,000 in court fines and fees for participating probationers.

The Special Education manual was updated in 2020 to better equip teachers with the needs of learners with disabilities. We have also added an accommodations specialist which has been instrumental in providing resources and tools so learners can access the GED(R) and other credentialing assessments. Since 2018, we have had over ten learners with disabilities achieve the GED(R) or CTE Certification. We have also added assistive technology to our classrooms to ensure that students with disabilities can access all programs (Academic and CTE). Distance learning programs statewide were added in 2020 to meet the challenges of COVID. Despite the limitation of face-to-face instruction, our Academic Teachers were still able to successfully prepare our students for GED(R) where we achieved a pass rate of 81%.

CTE

VADOC Correctional Education Career and Technical Education (CTE) is an essential program in reducing recidivism as participants who complete certifications have a 14.2% rate of recidivism (2021). CTE has updated and expanded program offering and Industry Certifications to include Economics and Personal Finance, Occupational Safety and Health Administration 10 Hour Construction and Residential, National Center for Construction Education and Research Certifications (NCCER), National Occupational Competency Testing Institute (NOCTI), Microsoft Office Specialist (MOS), Internet Core Competency Certification (IC3), and Computing Technology Industry Association (COMPTIA) A+ Certification to name a few. Additionally, industry recognized state of the art equipment, such as virtual reality (VR) welding, paint simulators, etc. were purchased, in lieu of actual equipment, to allow learners to be knowledgeable with tools of trade and 21st Century skills needed for gainful employment. Our CTE instructors along with their students completed several live work projects at facilities with this equipment and training, which saved the state thousands of dollars.

In efforts to award college credits through CTE, VADOC completed a rigorous accreditation process with American Council on Education Accreditation in 2013. As a result, VADOC became the first correctional entity to award college credits in Software Applications, Introduction to Computers, Print Production, Graphics Communication and Computer Aided Drafting. This effort was recognized nationally in 2016 as VADOC was the STAR Award recipient by the Southern Legislative Councils. The female inmates at Fluvanna Correctional Center were recognized by the American Board of Opticianry (ABO) for completing Optical Lens Technology certifications. Our continuous efforts of improvement and credentialing has been recognized by the Governor's Office, and in 2018 corn hole boards were donated to Governor Northam's initiative in 2018 for community involvement.

Colleges and Universities

In 2015, VADOC was one of 67 state and federal prisons to be included in the pilot launch of the Second Chance Pell Grant that included Green Rock Correctional Center and Haynesville Correctional Centers. In 2016-2017, Green Rock Correctional Center partnered with Danville Community College to offer college credits for those enrolled in CTE programs. To date, there are now college programs in at least 11 of our facilities, with over 350 students enrolled. With the expansion of the Second Chance Pell grant program, VADOC partnered with Virginia Community College Systems and established a Consortium in June of 2019.

Motivational Interviewing

In reducing recidivism, VADOC recognizes that every interaction between staff and a probationer/inmate is an opportunity to influence behavior change. Short interactions between a staff and probationers/inmates can disrupt criminal thinking and reinforce positive behaviors. In this regard, every staff member, regardless of job description, in DOC receives communication skills training based on research as a tool to help those in our care to change. These communication skills are used in everyday interactions with inmates/probationers to help them stop and think before acting, solve problems, and become motivated for positive change.

Understanding these effective communication skills and utilizing them in various correctional situations has become a core component of training referred to as Effective Communication Strategies. VADOC's focus on communication skills development has largely revolved around enhancing core listening skills. Specifically, staff are trained to: 1) ask open-ended questions to elicit more information from probationers/inmates; 2) use affirmations generously to reinforce pro-social behaviors and encourage the behavior to be repeated; 3) use reflections to demonstrate that they are listening by repeating back to the probation/inmate what the individual is communicating; and 4) use summaries when the probationer/inmate has communicated quite a bit of information and the staff would like to ask another question or move the conversation in a new direction. These situations include working with a difficult/resistant inmate, deescalating tense situations, interviewing a female probationer/inmate, understanding an inmate's/probationer's motivation to change, providing structured feedback and correction to an inmate/probationer when they have engaged in disregarding rules and conditions, or other unhealthy behaviors. Additionally, effective communication skills are used when correctional professionals, institutional and community practitioners, teach inmates/probationers skills that they can use when making healthy, pro-social decisions (e.g.) problem solving.

In our continuation of improving correctional staff skills, Effective Practices in Correctional Settings (EPICS II) has been implemented in both community and institutional correctional settings. In 2014, VADOC sent four Evidence-Based Practices (EBP) Unit staff for more advanced training to Colorado to become Motivational Interviewing trainers. Motivational Interviewing training was provided for groups of staff with specific roles within DOC, including Community Correctional Qualified Mental Health Professionals (QMHPs) and Community Corrections Effective Practices in Correctional Settings (EPICS) Coaches.

Effective communication strategies are the foundational learning associated with EPICS. Learning teams (communities of practice) and individual coaching are integral processes to VADOC's development of staff proficiencies in effective communication strategies and EPICS. These skills are also utilized within Dialogue, Healing Environment, and all other DOC business practices.

Intensive Reentry Programs

The Cognitive Community (CC) program model was first introduced in Virginia as a pilot program in 2004. The program is 12 months in length, consisting of two phases, and is designed to intensify re-entry services as inmates approach release. The program is designed as a community model similar to Therapeutic Community Programs in that it offers structure and accountability through a morning meeting, afternoon meeting, structure board, and peer accountability system. Inmates are introduced to key concepts of right living, and they are provided support and feedback within the program. Inmates continue programming specific to reentry needs, such as cognitive restructuring, substance use disorder, workforce development, parenting, and anger management. As a result of the Virginia Adult Reentry Initiative (VARI) Strategic Plan, Cognitive Community (CC) Intensive Reentry Programs (IRPs) expanded in 2011 from two initial pilot locations to a total of 14 facilities statewide. Later, two high security IRPs were also developed; the Department currently has 16 IRP sites statewide. Unique to the IRPs are specific DOC employee positions that enrich the program experience. Two such positions include Treatment Officers and Senior Reentry Probation Officers. Treatment Officers are specially trained correctional officers skilled in effective communication and motivational interviewing. Treatment Officers interrupt criminal logic in their day-to-day operations, as well as facility programs. Senior Reentry Probation Officers are specially trained probation officers who visit the IRPs to engage inmates prior to release regarding court order obligations, probation/parole stipulations and community resources. Throughout the years, the IRPs have been enhanced with evidence based programs, inmate experiential training and effective staff training. Most recently, criteria changes for program eligibility have ensured the program is aligned with risk, needs, and responsivity.

Corrections Crisis Intervention Teams (CCIT)

Crisis Interventions Teams (CIT) or Corrections Crisis Intervention Teams (CCIT) at the VADOC, have emerged as the evidence based model of specialized law enforcement response to mental health emergencies. In 2011, the National Institute of Corrections began formalized training for small correctional groups to learn CIT for their organizations and Virginia was selected to participate.

Since then, the VADOC has developed a curriculum based on the Virginia CIT Coalition Model and in accordance with the Virginia Code and the Department of Criminal Justice Services requirements. As of July 2021, 1,329 staff members, predominantly Correctional Officers, have been trained as CCIT in the VADOC.

CCIT is a 40 hours, 5-day training curriculum. It is comprised of classroom instruction, practical exercises, and site visits; delivered by mental health experts, trained security professionals, and CCIT trained first responders. CCIT training provides Correctional Officers with the skills and understanding of how to maintain calm and how to act in a mental health crisis situation

Due to the pandemic, CCIT has changed over the past year. A redesign was put in place to change the DOC's CCIT program into a 2 part hybrid class that takes place in eLearning, Webinars and a part 2 in-class to wrap up the 40-hour course. Community site visits were replaced with a self-paced research assignment dealing with local community support services available to those with mental health issues.

Effective Practices in Correctional Settings II (EPICS II)

Effective Practices in Correctional Settings II (EPICS II) was developed by Christopher Lowencamp, PhD., based on research that officers utilizing core correctional practices can impact a supervisee/inmates' behavior, promoting lasting public safety. EPICS II is a set of skills used in daily interactions with supervisees to develop rapport, increase motivation to change, and address skill deficits while holding the supervisee accountable. In 2013, the VADOC began to implement these skills with our probation officers. Officers receive training over three days and are assigned an EPICS coach to ensure they are able to perform the skills with fidelity. During the peer coaching process, the officer will review the skill steps and identify opportunities for skill use with their coach. Officers will then record themselves performing the skills. The Coach reviews these recordings to ensure the skill is performed with proficiency.

There are seven skills that officers are trained to utilize in EPICS II. Role Clarification establishes a supervision alliance while developing rapport. Behavioral Analysis leads probationers through a series of events utilizing the cognitive behavior chain. Probationers identify patterns of thinking errors, people, and emotions that contributed to their criminal behavior. There are two skills associated with this process: Explaining the Behavioral Analysis and Reviewing the Behavioral Analysis. Effective Use of Reinforcement emphasizes the benefits of pro-social behavior to increase motivation toward positive change. Effective Use of Disapproval emphasizes the consequences of negative behavior to increase motivation toward positive change. Cognitive Model teaches a probationer how to examine their thinking around criminal behavior and develop replacement thoughts to support better future outcomes. Problem Solving teaches probationers how to approach a problem and develop an action plan for their chosen solution.

In 2018, we concluded the statewide implementation for EPICS II in all 43 Probation and Parole Districts. We are now in the sustainability phase where all new officers receive their training during basic probation officer training and must complete their EPICS II coaching process within the first twelve months of hire. Supervisors continue to work with officers to identify opportunities to use these skills after the coaching process is complete.

VADOC has also invested in the use of these important skills with our Community Corrections Alternative Programs (CCAPS) and our institutions. In 2017, three institutions piloted the implementation. In 2019, we began a statewide roll-out in institutions. As of June 2021, we have twenty-six institutions participating in EPICS II training and coaching. While the pandemic has presented many challenges for corrections, VADOC has continued to train staff in the use of these vital skills by adapting to a virtual format for both training and coaching.

Skills for Inmate Assessment and Responsivity in New Goals & Effective Supervision (SOARING)

In partnership with George Mason University, the VADOC utilizes Skills for Inmate Assessment and Responsivity in New Goals & Effective Supervision (SOARING), a series of implementation strategies to increase the use of evidence-based practices (EBPs) in daily interactions between community probation and parole officers with their supervisees. SOARING enhances critical Probation Officer skills while managers learn important coaching and feedback practices as well as motivational approaches. Research shows that the use of core correctional practices in officer interactions can significantly reduce recidivism.



SOARING includes three components: 1) eLearning where staff complete modules to ensure understanding of the purpose and the use of EBPs, 2) observations where supervisors observe staff interactions with their supervisees and provide feedback on skill use, and 3) Plan Do Study Act (PDSA), a quality improvement process where the districts review their data and develop plans to improve their outcomes.

The initiative began with three pilot sites in 2013: Fairfax, Portsmouth, and Roanoke. In 2015, it was expanded to include nine additional sites: Culpeper, Hampton, Leesburg, Lynchburg, Martinsville, Newport News, Richmond, Tazewell, and Virginia Beach. In 2019, nine additional sites were added: Arlington, Ashland, Chesapeake, Chesterfield, Franklin, Harrisonburg, Staunton, Warsaw, and Wytheville, for a total of 21 probation districts utilizing the SOARING model.

SOARING coaches and staff have one cycle (four months) to complete all 6 eLearning modules: 1) Risk Need Responsivity, 2) Engagement & Motivation, 3) Case Planning, 4) Problem Solving, 5) Desistance, and 6) Criminal Lifestyle. Each Module has three sections: Basic, Intermediate and Advanced.

Once eLearning is completed, staff enter the observation phase. The observation cycles are as follows: January 1st through April 30th, May 1st to August 31st, and September 1st to December 31st. During each cycle, a SOARING coach will observe an officer conducting three to five officer/supervisee interactions. The following skills will be observed during the interactions: Working Relationship, Role Clarification, COMPAS Assessment, Reviewing the Behavioral Analysis, Case Planning, Case Plan-Driven Supervision, Effective Use of Reinforcement, Effective Use of Disapproval, Cost-Benefit Analysis, Cognitive Model, and Problem Solving. Once the observation is complete and the supervisee has exited, the Coach will provide immediate feedback to the officer following a structured feedback model being sure to anchor their coaching. Coaches score each skill utilized during the interaction in an observational database. Data is provided to the districts after each cycle, which includes both district and officer level data to promote skill proficiency. EBP Managers assist district staff in understanding their data and selecting opportunities to utilize the PDSA Quality Improvement Process.

All three waves completed the eLearning phase with 100% compliance. All new staff begin eLearning as part of the Basic Skills classes and complete all modules within the first six months of hire. As for the observational phase, we achieved an 85% observation rate for all eligible staff in the cycle that concluded in December 2019. SOARING observations were suspended in March of 2020 due to the pandemic but are resuming for all waves September 1, 2021.

Over the past 20 years, prison systems across the nation have increasingly relied on restrictive housing as a management status for inmates deemed as a risk to the safety of other incarcerated inmates or prison staff. Typically, inmates were assigned to “Administrative Segregation” due to assaultive and disruptive behaviors at lower security level prisons, escape histories, or extremely violent and notorious crimes. Inmates were managed constitutionally but traditionally with high security control limiting socialization and lack of design for progression into lower security levels or general population. Since 2011, the Virginia Department of Corrections (VADOC) has remained dedicated to developing a culture change and reducing the use of restrictive housing. VADOC spearheaded an organizational shift and managed the initial risk in the institutional setting to accelerate reentry skill-building. The Wallens Ridge and Red Onion State Prison Restrictive Housing Reduction Step-Down Program ensures people returning to the community have the tools they need to succeed. By focusing on risk reduction in addition to traditional risk control, inmates progress to a general population setting through an interactive journaling series utilized independently and in group settings, through the use of therapeutic modules and programming. Inmates are evaluated on several different characteristics including behavior, personal hygiene, cell compliance, and overall respect toward staff and other inmates.

VADOC’s reform efforts have been nationally recognized. In 2013, the Southern Legislative Conference presented Virginia the State Transformation in Action Recognition (STAR) Award, for its diligent work toward reducing restrictive housing. In 2014, the General Assembly passed Senate Joint Resolution 184 “commending the Virginia Department of Corrections for its outstanding leadership and dedication to public safety in administering the Step Down program.” In 2016, the U.S. Department of Justice, in its Report and Recommendations Concerning the Use of Restrictive Housing, highlighted five jurisdictions that have undertaken particularly significant reforms in recent years, featuring Red Onion State Prison. Virginia has served as a support to thirteen different states who have toured, observed, and applied aspects of the step-down operations in their own jurisdictions.

In December 2016, the Vera Institute of Justice (Vera)—in partnership with the U.S. Department of Justice Programs, Bureau of Justice Assistance (BJA)—selected Virginia as one of five new states to join the Safe Alternatives to Segregation Initiative (SAS Initiative). In recognition of the infrastructure that VADOC already had in place as part of its ongoing efforts to reduce the use of restrictive housing, Vera offered to provide targeted technical assistance to VADOC. Vera assisted VADOC with its reform efforts, provided recommendations, and developed a partnership of learning from cultural reform. The Vera Institute of Justice Report highlighted “Great Successes” of Virginia’s Restrictive Housing Reforms and offered support for future initiatives. Vera found that VADOC staff reported “witnessing improved behavior, a calmer environment and higher staff morale in the Restrictive Housing Units.”

Based upon the documented success of this incentivized step-down process, with enhanced conditions of confinement, VADOC began a Restrictive Housing Pilot Program in four medium security level institutions in April 2016. This program was successfully expanded to all male facilities by November 2018. From January 2016 to June 2020, VADOC decreased its restrictive housing population statewide by 58% (-877).

In 2020, VADOC completely eliminated restrictive housing by increasing the minimum amount of out-of-cell time to 4 hours a day, 7 days a week. This progressive decision was made to offer more meaningful opportunities for inmates to participate in

Evaluation of Detention and Diversion Centers

Detention and Diversion Centers were created in 1995. They were designed to provide services to individuals who needed more than regular probation but less than incarceration. These programs were primarily intended for individuals who were convicted of non-violent offenses in the Circuit Courts. Both Detention and Diversion Centers were based on a model of military style regimen similar to the Boot Camp Program which was created the same year and was intended for younger participants.

Participants in the Detention and Diversion Centers were under the terms of supervised probation while in the program and monitored by a Probation Officer assigned to that facility. When compliance problems arose while in the Detention and Diversion Center, the participant would be returned to the sentencing court for resentencing.

The Detention Center was designed for very close regimen and structure which was coupled with remedial education, life skills, vocational training, and supervised group community service projects. The Diversion Centers had slightly less military structure, enabled participants to be employed in the communities in the surrounding areas, provided education and life skills. Both the Detention and Diversion Centers were over five months in duration. The majority of participants were referred to both the Detention Center followed by the Diversion Center and the total duration for both programs was approximately eleven months. At one time, there were seven programs operating, one of which was designed for women.

In 2013, Virginia secured a Justice Reinvestment Initiative Grant to evaluate the Detention and Diversion Centers for their effectiveness in reducing recidivism. The Counsel of State Governments conducted the program evaluations as well as recidivism outcome studies to make their evaluation. The findings indicated the following: internal programming was not sufficient to change behavior, emphasis was on sanctions rather than a balance of positive behavioral reinforcements, and that the acquisition of proven skills and pro-social thinking were not a requirement of program completion. Additionally, a review of the risk profile of the program participants revealed that 40% of the population was at low risk to re-offend. It is contrary to models of Evidence Based Practices in correctional settings to co-mingle low and high-risk inmates and using intensive resources on low-risk inmates is not a best practice. Recidivism results indicated that 45% of low-risk participants were rearrested within 2 years and 65% of high-risk participants were arrested within 2 years.

Following the results of this external review an internal evaluation was conducted to compare recidivism of Detention and Diversion Participants with control groups of individuals who had been sentenced to jail or prison. The recidivism evaluation examined both the two year and three year rearrest rates for both groups. The results of this study revealed that the rearrest rates of the Detention and Diversion graduates was significantly higher than the control groups of jail and prison cohorts for both the two and three year rearrest periods.

As a result of the internal and external evaluations of the programs, planning commenced in haste to modify the components to address the identified shortcomings. Special attention was given to the following: enhancing programming to address individual risk, needs, and responsivity, ensuring that program completion was based on meeting minimum treatment dosage, and targeting a high-risk population. These are the essential components of the current CCAP Program.

Redesign to CCAPs

In May 2017, the VADOC converted all five Detention and Diversion Centers to Community Correction Alternative Programs (CCAPs). CCAPs are designed to offer Circuit Court judges an alternative to incarceration that provides intensive, residential treatment in a controlled setting. A multi-disciplinary steering committee developed the program components based on evidence-based principles that promote targeted interventions for identified criminogenic needs. The goal of the program is to provide a structured environment where participants acquire and practice the skills necessary to sustain positive behavioral changes and long-term recovery. This sentencing option is devised to reach our target population of non-violent felony defendants, either at initial sentencing and/or at probation revocation proceedings. The Parole Board is also authorized to refer parole and post-release violators to CCAP.

Before acceptance into the program, the Department of Corrections must determine eligibility and suitability based on an assessment of each supervisee's risks and needs. The determination of each supervisee's risks and treatment needs is central to participation in the CCAP. The program accepts supervisees who have moderate to high criminal recidivism risks with significant treatment needs. The research-based acceptance criteria supports some individuals who are a low risk of recidivism to address their needs more effectively through community resources. On a case-by-case basis, supervisees assessed as low risk but who have significant treatment needs may be accepted if treatment resources are not available in the local community or if other resources options have been exhausted.

The programming duration is determined by the assessed needs of each participant and their progress in acquiring the critical skills needed for successful community reentry, ranging from 22 to 48 weeks. The participants receive cognitive behavioral treatment, substance use disorder, vocational, and educational services, as well as an opportunity to engage in community employment. Supervisees needing intensive substance use disorder treatment, the majority of referrals, are assigned to specialized CCAP facilities that provide intensive treatment. These facilities also offer cutting-edge medication assisted treatment (MAT) through a pilot program to support their progress in counseling at the time of release. In addition, all CCAPs offer supervisees Narcan (Naloxone) take-home kits prior to release.

Initially, when programming for the CCAP programs was redesigned in 2017 to include opiate and other drug use treatment, the demand for this service created waiting lists for program entry. In these circumstances, the supervisee served time on the wait list either incarcerated in the local jail or at home in the community, depending on the discretion of the sentencing court. The current wait for CCAP entry has been reduced to less than two months. In February 2020, Brunswick CCAP, a new male intensive site, opened due to the significant demand for substance use disorder services. The Department currently has 816 CCAP beds with five sites for men and one site for women. CCAPs continued to operate during the pandemic to provide these vital services to our community.

Risk/Needs

Risk and needs assessments are used at different decision points within the criminal justice system to assist in making determinations about the likelihood that a person will engage in future criminal behavior, and to help make decisions about the programs and services needed to reduce future recidivism. The use of these assessments is considered an evidence-based practice in the field of corrections. Beginning April 1, 2011, the COMPAS risk and needs assessment was fully implemented across all facilities and probation and parole districts. Policies and practices were changed to include the use of COMPAS during intakes, annual reviews, during placement on probation supervision, and during probation case reviews.

Correctional Offender Management Profiling for Alternative Sanctions (COMPAS) is a fourth-generation (meaning it is automated, uses both static and dynamic measures, is highly researched, and integrates with case planning) decision-support tool. VADOC's purpose in the use of COMPAS is to help counselors and probation officers prioritize supervision and program resources to provide interventions that reduce recidivism to those inmates and supervisees with the highest needs.

VADOC has a diverse population with a range of needs. COMPAS Lite, Basic, Long-Term, Reentry, and EBP, as well as the Case Supervision Review, are all COMPAS versions integrated by VADOC at different points during incarceration and/or supervision to meet different requirements and needs. In addition to COMPAS, over the past ten years VADOC has also integrated a menu of risk and needs screeners and assessments designed to not only complement COMPAS results, but provide additional information to accurately assess and screen special populations. These include women, sex offenders, and those with mental health and substance abuse issues. Examples include the WRNA-T for women, the Static-99 and Acute/Stable for sex inmates, the Brief Mental Health Screener (male and female versions), and the ASAM. Risk and Needs Assessments are complex and require a tremendous amount of ongoing training and support to staff to implement the tools correctly. A primary training focus during the past ten years has been on teaching risk and needs assessment as an evidence-based practice to new counselors and probation officers. Pre-coursework and Basic Skills curriculum includes training on navigation of the tool, scoring using criminal records, interpretation of risk and needs scales, program prioritization, and case planning. Ongoing training and focus groups are used to implement upgrades to our current menu of assessments and screeners and solicit field staff feedback on how to make training more effective.

Over the past five years, additional trainings have been implemented to support supervisors in facilities conduct reviews to ensure fidelity of instrument usage, and for the past three years VADOC and Northpointe (developers of the instrument) have collaborated to train "COMPAS Point-Person" roles at every facility and probation district to assist staff with proper scoring and navigation, as well as update staff on new versions of the instrument that are released several times throughout the year. A Master Trainer Committee was formed in 2015 to oversee large-scale rollouts, curriculum development, and communication. During COVID-19, all staff training was converted and continued using virtual approaches.

The ability to make data-driven decisions is an integral part of the VADOCs approach to business. In order to support this practice, over the past ten years VACORIS reports and Executive Dashboards were developed to assist staff and supervisors with compliancy, workload, and matching criminogenic needs to programming. Scale and assessment reconfigurations are periodically done to ensure inclusivity and fidelity. In 2019, VADOC, in collaboration with Northpointe and the Virginia State Police, conducted a validation study to ensure the predictive capability of the EBP COMPAS. The VADOC routinely engages in security audits focused on maintaining the security and integrity of COMPAS data across the organization.

Future improvements in risk and needs assessments currently in planning include shortened assessment versions, more transparency in scoring, and the addition of gender-neutral trauma scales.

3-D Model: Data Driven Decision Making

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



Voice Verification Biometrics (VVB)

In concert with a robust Risk/Needs/Responsivity tool such as COMPAS, in late 2015 the Virginia Department of Corrections began centralizing low risk probationers and parolees under a single unit. The unit stood up fully in late June of 2016.

Voice verification Biometrics (VVB), operating under the Operations Logistics Unit, uses voice and facial verification biometrics, as well as location determination during interactions. It now accounts for eleven thousand participants, which is one-quarter of all persons under active supervision in communities across the Commonwealth.

The Virginia Department of Corrections effectively facilitates the transfer of lower risk cases to the level of service aligned with an assessed risk, rather than perceived ease of supervision, as over-supervision has no impact on reducing recidivism, and can actually have the opposite effect in some cases. Additionally, time spent over-supervising an individual with a lower risk of recidivism is time diverted from those with a greater risk to re-offend. In the broadest sense, public safety is enhanced when limited resources are positioned where they have the greatest impact. To that end, the Department's commitment to reaching and maintaining low recidivism across all risk levels is directly impacted by diverting lower risk individuals to this centralized unit. Less time spent over-supervising low-risk offenders means more time working with those where involvement most likely reaps the greatest rewards.

The VVB employs a chief and deputy chief, eight full-time specialists, and five part-time specialists. Caseloads range in the 1,600 – 1,700 range for six specialists. A seventh handles travel requests, a small caseload, and provides support to the others. The eighth handles training for district officers as well as a small caseload of both English and Spanish speaking individuals. One part-time specialist handles all incoming cases to assure individuals are properly enrolled and assigned to the correct specialist, another handles all interstate compact correspondence for approximately seven hundred cases, and three act as support, handling weekend calls and other matters as they occur. The cost of this unit is a fraction of keeping these individuals in the various districts. Staff work from home, interaction occurs via technology, and staff interaction is limited to actual supervision concerns, and the process is documented in our supervision based management system.

Presently, the Virginia Department of Corrections employs the services of Shadowtrack, a house arrest monitoring system, for low-risk supervision. Having this contractor and approach in place in early 2020, the Department was well positioned to face and meet the challenges of Covid-19. As district offices shuttered for safety reasons and personal contact was all but impossible, the VVB trained district staff on the use of Shadowview, a component of Shadowtrack. This tool provided virtual contacts with location verification, instant messaging, contact type indicators, and notes, be they otherwise intended for the office, home, or community. Virginia's commitment toward lower risk supervision in 2015 paid off in 2020/21 for all levels of supervision.

Efficiency Measures

The VADOC's Operations Efficiency Measures (OEM) represent key indicators to the safe and effective operations of the agency. These measures are collected, developed, and reported at least biannually by the Research Unit. Operational Unit Heads are required to submit measurements that are not available in agency databases quarterly to the Research Unit for compilation in the report. Examples of OEM include total serious assaults in facilities, compliance in completing and reporting risk/needs scores on inmates and probationers/parolees, drug testing at facilities, security staff trained in Corrections Crisis Intervention Training, grievances submitted, and total inmates earning their GED.

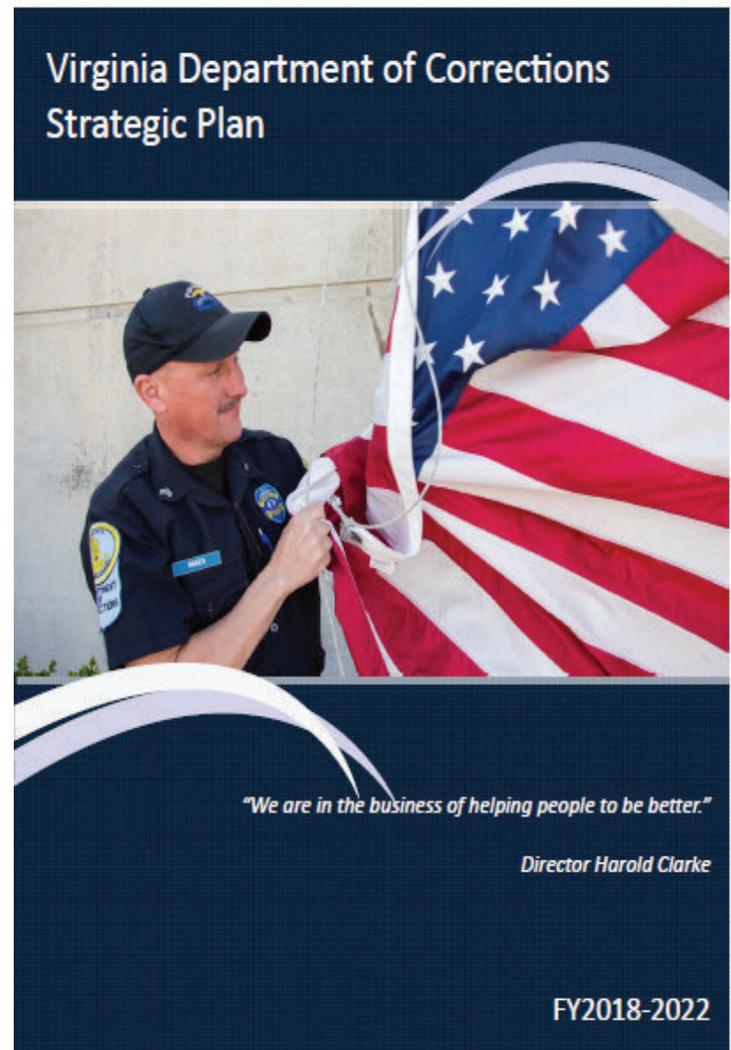
The OEM report has expanded from highlighting 60 measures in 2015 to 72 measures in 2020, and they continue to evolve as the needs of the agency may shift. All measures are shown by DOC location, region, and security level (in the case of facilities). Data entered into VirginiaCORIS is used to make most of the measurements, but some of the OEM not collected in the database are gathered by surveying VADOC facilities, districts, and Community Corrections Alternative Programs (CCAPs).

With the trend data that the OEM Report provides, VADOC leaders are able to "manage by data" and use these measures to guide their decision making.

Strategic Plan

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 both staff and inmates. 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 into society.

The Agency 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.



COVID Response

The Virginia Department of Corrections has done an extraordinary job keeping staff, inmates, and supervisees as safe as possible during the COVID-19 pandemic. The evidence available after more than a year of this unprecedented public health crisis points to the testing, care, and vaccination of Virginia state responsible inmates as being expeditious and effective, leaving no doubt that the DOC's proactive measures saved lives.

The VADOC undertook copious major operational changes in response to COVID-19, and the doctors, nurses, and medical staff at the Department have worked around the clock to provide care to inmates. The Department has followed Centers for Disease Control and Prevention (CDC) guidelines for corrections throughout the pandemic and works closely with the Virginia Department of Health (VDH), the University of Virginia, and Virginia Commonwealth University.

In March, 2020 the VADOC established an Emergency Operations Center (EOC) to manage the COVID-19 pandemic response for correctional facilities and probation offices across the state. The department also developed a satellite EOC tasked with monitoring personal protective equipment (PPE) supplies, planning for inventory needs, and providing logistical support to more than 80 locations across Virginia.

Inmate visitation was suspended March 12, 2020, and inmates housed in Virginia's state correctional facilities stayed connected with friends and family through video visitation. From March of 2020 through March of 2021, inmates conducted 144,699 video visits. By comparison, 3,257 video visits were made from March 2019 through March 2020. Almost all intake of new inmates from local jails had to cease.

Early on in the pandemic, the VADOC managed to test for the novel coronavirus on a scale that most congregate settings, from prisons to nursing homes, were unable to do. Wide-scale point prevalence surveillance testing enabled the Department to monitor, treat, and quarantine positive cases sooner, rather than after symptoms developed, in an effort to keep asymptomatic staff and inmates from spreading the virus.

The Department developed COVID-19 medical guidelines expeditiously and followed a pandemic sanitation plan. The medical guidelines were regularly updated as CDC and VDH guidance changed and more was learned about the virus. Virginia Correctional Enterprises manufactures both utility face masks and cleaning supplies approved by the EPA for use in combating the coronavirus, so there has been no shortage of either in the facilities. Inmates and staff continue to be required to wear appropriate PPE at all times, including medical-grade PPE, such as N-95 masks, when appropriate, as per CDC guidelines for congregate settings.

On April 22, 2020, the Virginia General Assembly approved a proposed budget amendment from Governor Ralph Northam giving the director of the VADOC authority to release inmates early during the novel coronavirus pandemic. The authority to release state inmates early due to the coronavirus pandemic ended at midnight on July 1, 2021, following the early release of 2,185 state responsible inmates. Medically-compromised inmates were prioritized for early release.

The VADOC began vaccinating its medical staff against COVID-19 in early January 2021, as part of Virginia's first phase of inoculations. In mid-January, the Department began a system-wide effort to vaccinate as many staff and inmates as possible. By July 2021, 72% of DOC inmates and CCAP probationers had received at least one dose of the COVID-19 vaccine and 65% were fully vaccinated. VADOC medical staff continue to administer the Moderna vaccine. Global consulting firm Deloitte has assisted the Department regarding the strategy for vaccine deployment in collaboration with VDH. The Department lost 56 inmates and five staff to COVID-19.



Annual Diversity SWOT

Under Director Clarke, the Virginia Department of Corrections monitors and strategically develops policy and practice with diversity, equity and inclusion in mind. In FY2011, the agency published the first Demographic report that breaks down each part of the agency populations by demographic characteristics. Building on that, starting in FY2014, the data dashboards and reports have been provided to evaluate DEI in all aspects of inmate and supervisee experiences including programs, security levels, educational opportunities, discipline and others. This information is used by Unit Heads to conduct annual SWOT (Strengths, Weakness, Opportunities, and Threats) analysis. In addition, starting in 2020, Staff Dialogue sessions were used to further understand the context of the DEI data. Through these evaluations, areas were identified for further work and statewide workgroups were formed to investigate and make appropriate policy recommendations. As the agency matures in its DEI aspirations, monthly data dashboards are being developed for Unit Heads to monitor along with their Executive Teams to quickly identify and address issues of concern. The goal of DEI SWOT is to continually monitor for DEI concerns within VADOC populations and to create and implement appropriate policies and procedures.

Diversity Council

The Director's Diversity Council has transitioned to the Director's Diversity & Inclusion Council to more accurately reflect the change in industry. The Council not only has a focus on diversity but also inclusion. Our diversity strategy has evolved to identify the importance of individuals in a diverse group feeling included. The Director's Diversity & Inclusion Council developed a strategic plan that ultimately was the foundation for the VADOC's Diversity, Equity, & Inclusion Plan that was submitted to the Governor's Office on July 1, 2021. The Council has progressed to create greater accountability at the individual and regional level. Council members are on-boarded in a manner that better ensures the members are equipped with specific knowledge, skills and abilities relevant to diversity, equity, equality, inclusion, and culture and the VADOC business practices. Council members are further equipped with information about their individual role and how their contributions positively affect the overall organization.

VADOC is working to hire a Chief Diversity Officer (CDO) that will report to Human Resources with accountability to the Senior Executive Leadership Team. This position will be responsible for the implementation, coordination, and management of the agency's diversity and inclusion initiatives, programs, policies, practices, goals, and key performance measures. Additionally, this person will Chair the Director's Diversity & Inclusion Council, as well as ensure the agency meets its Diversity, Equity and Inclusion Plan goals.

The HR Director serves as VADOC's representative on the Diversity, Equity and Inclusion (DEI) State Partnership Pilot group. This group consists of State agencies who are the early DEI adopters that meet regularly with the State's Chief Diversity, Equity and Inclusion Officer and staff to discuss DEI best practices, challenges and potential ways for working together to achieve our DEI goals.

Female Project

In February 2018, VADOC convened an oversight committee and a series of seven cross-disciplinary working dialogues to assess the steps needed to create and sustain a gender-responsive, trauma-informed approach to the custody and care of females within our women's facilities. Recommendations from these dialogues were presented to Director Clarke, along with a systemic implementation plan entitled "The Pursuit of Wellness" for women's facilities. In October 2019, all VADOC-incarcerated women were transferred to the Central Region so that an administration with a specialized focus on the specific needs of women could be developed. VADOC also wanted to provide enhanced opportunities for gender-specific programming and vocational and educational opportunities that would increase the earning potential for women upon release from incarceration.



Placing all women in one region and under one administration leadership team resulted in a series of changes and improvements for women in VADOC custody. The Center for Gender and Justice, a nationally recognized policy, programming, and research center, provided a series of staff trainings, inmate focus groups, and training for facility executive teams and statewide personnel on gender-responsivity and trauma-informed care, and the application of those principles to facility management. VADOC integrated those core concepts into a series of on-line trainings through the Academy for Staff Development. Trauma-informed principles are now integrated in Basic Skills training for Counselors and Probation officers, and included in training related to the Women's Risk and Needs Assessment (WRNA). Implementation of the WRNA began in 2018 within facilities after training, then moved to pilot probation districts, with full implementation using a newly developed virtual platform expected by the end of 2021.

Programming has expanded to include gender-specific substance abuse and trauma curricula, and a program for those with histories of perpetrator and/or victims of violence. Vocational, educational, and agribusiness opportunities have expanded to include college coursework offerings, agribusiness certifications, and specialized programs such as caring for horses, welding, and other non-traditional technology-related vocations. Several years ago, VADOC was able to begin its first Transitional Women's Work-Release Program at State Farm Work Center, with an emphasis on seeking opportunities for work that will provide a living wage upon release from incarceration.

Fluvanna Correctional Center for Women and the Virginia Correctional Center for Women began development of a continuum of care and support for incarcerated pregnant females, with the "Mothering from Within" program consisting of education, a doula-assisted birth program, separation and custody planning, and lactation support services at FCCW developed several years ago. A nursery for women inmates with children born while incarcerated is scheduled for completion in August 2021 at VCCW. In addition, in 2019 VCCW began remodeling a building on grounds to eventually house a Family Reunification House to help qualified female inmates from other locations within the region to practice safe parenting skills and family reintegration activities with their children prior to release from incarceration. Recognizing that there are women who will be incarcerated for the remainder of their lives, FCCW instituted a Compassionate Aide training program in conjunction with a local hospice to provide trained inmates with the skills needed to help other women transition at the end of life.

Parenting Peer Support groups, gender-specific women's clothing for inmates, medically-assisted treatment at several women's locations, and a Wellness Director position at FCCW are additional examples of changes made to improve the well-being and health of women in VADOC custody and care. Future planning includes organizational development work to assist and coach facilities on the application of gender-responsive policies and practices, and continued expansion of programming for women.

Mental Health Services

Following the Covid-19 pandemic, Mental Health Services was transformed into Mental Health and Wellness (MHW) Services to reflect the work they have done, and will continue to do, to assist with inmate and probationer wellness beyond mental health disorders. MHW staff have helped those under our care and supervision to manage COVID fatigue, depression, and anxiety even among inmates who had never before experienced mental health issues.

MHW staff are available to help inmates with mental health needs manage and improve their health and well-being. Over the past 10 years, the staff has grown and expanded in order to support the process of recovery across a continuum of care from initial incarceration through release into the community. Staff are assigned to cover every institution, CCAP, and Probation District, and all mental health care is provided free of charge. Inmates are screened and assessed at intake, at least annually throughout their incarceration if they have any mental health issue, and at discharge. The assessments have become more comprehensive over the past decade and the core services provided have expanded.

Depending on the individual's needs, level of functioning, and available resources, core outpatient services include:

- Screening
- Assessment
- Crisis Management
- Group Therapy
- Medication Management
- Monitoring
- Brief Individual Solution-Focused Sessions
- Connections with external stakeholders including Community Service Boards, Reentry Councils, and local and regional jails

Over the past decade, the number of mentally ill inmates has expanded from 18% of the population to approximately 30% of the institutional population. In the community, the percentage of mentally ill probationers, especially concurrent with substance abuse issues, has also exploded. Therefore, the number and type of group therapies offered has expanded. Specifically, 22 District Mental Health Clinicians were hired to support linking mentally ill probationers to community treatment services.

Services range from lower level wellness activities to evidence-based programs to 6 specialized Mental Health Units throughout the State that are licensed by the Department of Behavioral Health and Developmental Services to serve those with the most significant mental illnesses. Additional staffing over the decade has also included Group Techs, Administrative Assistants, expanded Sex Offender Services, and other internal and external contractors to provide additional services such as psychological and neuropsychological evaluations and behavior management plans.

MHW staff have received extensive training opportunities on topics such as Autism, Neurocognitive Disorder (Dementia), Cultural Competency, Trauma Informed Care, Dialectical Behavior Therapy, the Ethics of Correctional Mental Health, Diagnosis, and more to keep abreast of issues that affect our population as well as the most up-to-date treatments and programs.

Health Services

In the past decade, the Health Services Unit has followed the evolution of medical care in the United States and the Commonwealth and adjusted services provided for our inmates. Those enhancements can generally be classified in four(4) categories, 1. Increase in Access to Care, 2. Timeliness of Care, 3. Collaborations, and 4. Quality of Care. The following are achievements and enhancements to the medical care provided to our inmates over the last decade.

1. *Increase in Access to Care*

- Eliminated all co-payments for any medical service
- Following the evolution of Hepatitis C (Hep C) treatment in the community, the Health Services Unit partnered with and entered into contracts with the Virginia Commonwealth University's health system for their expertise and treatment of the disease; the Department thereafter purchased three FibroScan machines, started internal treatment of Hep C, and changed the clinical guidelines and now all inmates are eligible for treatment upon diagnosis
- Began Medication Assisted Treatment for addiction recovery
- Increased telemed services at every institution in the Department
- During the COVID19 pandemic, expanded telemed services even further
- Expanded on-site specialty clinics in an array of disciplines
- The dental department implemented a mobile dental initiative
- Continued expansion of transgender/gender dysphoria treatment
- The Health Service Unit has expanded services and policies with release planning

2. *Timeliness of Care*

- Upon an opioid overdose emergency, Correctional Officers are now able to administer opioid reversing medication such as Narcan
- Implementation of tele-dental services
- Expanded provider coverage, nursing services, and psychiatric services at many institutions including Community Corrections Alternative Programs and work centers
- With the Commonwealth's expansion of Medicaid, the Department enrolled most inmates in incarcerated Medicaid and community Medicaid upon their release from prison with partnership with the Department of Medical Assistance Services
- Expanded medical outreach and discharge planning by the Health Services Unit
- Created a nursing registry program that improves recruitment and retention of part-time nurses
- The Health Services Unit's clinical leaders significantly expanded the self-medication program

Health Services

3. *Collaborations*

- Significantly expanded collaborations and communications with the Virginia Commonwealth University and University of Virginia health systems in access to care and access to specialty care, as well as with private providers in the community
- VADOC has become a practicum site for the University of Virginia's psychiatry school
- Creation of tuition paid education opportunities at Piedmont Virginia Community College's nursing program
- Expanded services at Southampton Memorial Hospital, other local hospitals, and local providers
- Continuous collaboration with Anthem, our third party administrator (TPA), on reducing medical costs without sacrificing quality of care

4. *Quality of Care*

- The Health Service Unit continuously edits the clinical guidelines according to National standards
- VADOC enacted a continuous quality improvement (CQI) program and policy and is currently in collaboration with the National Commission on Correctional Health Care (NCCHC) consultant division for future CQI activities
- In cooperation with the Joint Commission on Health Care on their study on quality of health care in prisons, etc., the Code of Virginia was amended by adding in Article 3 of Chapter 1 of Title 53.1, a section numbers 53.1-17.1 by adding the Department's continuous quality improvement committee
- The dental department has initiated quality assurance and continuous quality improvement activities
- Implemented an electronic medication record in the Health Services Unit
- As the Department of Corrections expanded privatizing medical services, it created a contract monitoring system



Almost Home Cafe Program

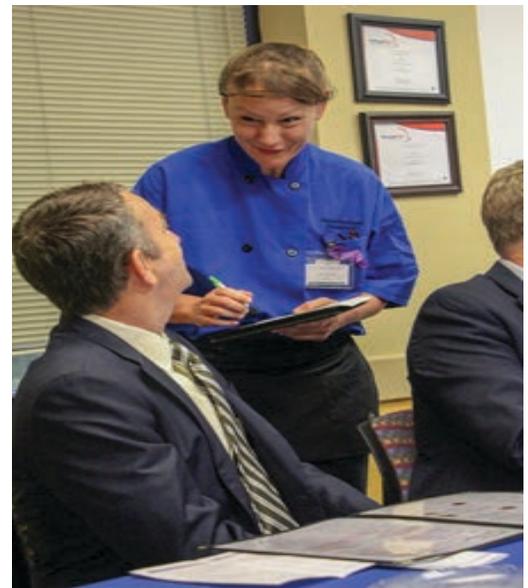
Welcome to the “Almost Home” Cafe and the “New Beginnings Restaurant”, a Restaurant that focuses on teaching inmates hands-on skills in the hospitality industry. This training gives people the skills required to gain successful employment upon reentry into society. The Café began as a vision of Director Harold Clarke and became a reality on July 11, 2011 with the grand opening of the Cafe.

The Café staff oversees the training and mentorship of 15 inmates from the Central Virginia Correctional Unit. Through this program, the inmates gain knowledge and expertise in a Restaurant/Café 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, cashier, caterer, administrative assistant, and much more. The Café is a complex breakfast and lunch restaurant that offers catering as well. The menu includes upscale entrees, homemade soups and salads, and desserts made from scratch.

The inmates receive on the job training in combination with classroom instruction at CVCU. The classroom instruction includes Foundations Level 1 & 2 which is a blended coverage of Culinary Arts and managerial skills. After completion of the 15-month correspondence course, students will have three Food Service Certificates, all recognized through the National Restaurant Association: which include SERVSAFE, Foundations Level 1 and Level 2. We also offer Manage First courses to those that are interested in taking their culinary education to the next level.

This program is an intense learning process and creates the opportunity for inmates to grow personally and productively work within a team. Statistics that show that 80 percent of the inmates that complete the work and education programs offered, gain successful employment upon their release.



Virginia Correctional Enterprises (VCE)

Over the last 10 years, VCE has grown and evolved as it continued to train inmate workers for future success and to meet customer's needs. In the last two years alone, a great deal of work has been accomplished to position VCE for future success. While preparing the inmate worker for success upon reentry has always been the mission of VCE, a staff position is now dedicated to Workforce Development at VCE, with responsibility for program development and implementation, coordinating and expanding registered apprenticeships and vendor certifications at VCE's 14 plant sites. 2020 marked a time of tremendous collaboration for VCE with staff in Department of Corrections (DOC) Career and Technical Education, DOC Workforce Development, DOC Reentry, and DOC Research Units to build upon DOC Reentry success to improve release success for VCE inmate workers. The recidivism rate for inmates released in FY2015 who worked for VCE during incarceration was 17.1%, lower than the already impressive 23.1% recidivism rate for DOC as a whole for the same year.

VCE Operating Revenues averaged approximately \$48.7 million per year for the decade. As a completely self-supporting agency that receives no funding from the General Assembly, VCE revenues solely support all costs, including staff and inmate worker payroll, operation of plants at 14 different sites, purchases of equipment, transportation and delivery of raw materials and customer orders.

In positioning itself for the next 10 years and beyond, VCE right-sized the organization in 2019, reducing staff payroll and consolidating manufacturing sites for improved efficiency. Over the course of 2020, VCE upgraded its Enterprise Resource Planning system software to better meet the needs of VCE in the present and future. VCE also created a new customer-centric website (www.govce.net) that simplified navigation for customers, spotlights critical aspects of VCE's mission of training inmates for future success, added a Customer Satisfaction survey that allows VCE to measure itself against competitors to always improve, and added Quickship and Clearance sections.

In accordance with Code of Virginia §53.1-48 that allows for exceptions for purchase from VCE, a mandatory source, in specific circumstances, VCE developed and implemented an online release request portal that reduced average turnaround time for customers from four days to four hours and eliminated duplicate requests. Additionally, the portal allows VCE to track results by industry for future product development needs to better meet customer needs.

Other recent accomplishments at VCE include the development of a four-year strategic plan and achieving full accreditation by the American Correctional Association under the Standards for Correctional Industries.

As it did elsewhere, the pandemic brought about change at VCE, both in how VCE managed its business, as well as its product offerings. VCE implemented telework opportunities for a number of headquarters employees, resulting in a safer workplace for those not able to telework. Customers had new needs as a result of the pandemic and VCE quickly pivoted to quickly develop and manufacture a number of new items, including cloth face masks, washable isolation gowns, plastic safety barriers, ventilated headboards, and face shields. VCE staff and inmate workers were proud to participate in manufacturing solutions to help state and local agencies be safer workplaces.

DMV IDs

In 2012, the Virginia Department of Corrections and Department of Motor Vehicles partnered to provide DMV identification cards to inmates released from incarceration. This identification is critical for individuals releasing to the community, to ensure they have access to employment, housing, and services. The DMV Identification initiative began with four mobile DMV Offices and developed into the statewide DMV Connect traveling system. DOC Staff assist the inmate population in securing necessary documents prior to release, such as birth certificates and social security cards. As inmates approach their release date, they are scheduled for a DMV meeting. The DMV mobile team visits correctional facilities on-site regularly to verify necessary documents, update the inmate photo and provide a compliance summary. This summary offers specific details regarding driving license suspensions and action steps to resolve the matters. Once issued, the ID is mailed to the facility and held until release. Inmates are provided their original documents (birth certificate, social security card), along with DMV IDs at the time of release. To enhance the partnership, in 2020 the DMV began issuing Real IDs and offering the Veteran indicator when applicable. In addition, DMV and DOC have collaborated over the years to offer DMV Mobile visits to Probation/Parole Offices, specifically servicing those individuals under probation and parole supervision with the VADOC. Throughout the COVID-19 Pandemic, such visits were increased due to limited access to the correctional facilities. The collaboration between DOC and DMV has resulted in over 30,000 identification cards for those under the supervision of the Department of Corrections.



Re-entry Councils

To enhance collaboration and expand resources to formerly incarcerated individuals, the Reentry Councils were formed after the Prisoner Reentry Policy Academy in 2003. This initiative was developed to coordinate the planning and provision for transitional and reentry services among state, local, and non-profit agencies. As of today, there are over 40 local and regional Reentry Councils operating virtually and/or in-person statewide. In recent years, the Reentry Councils furthered their reach by providing professional development trainings, job fairs, and a host of community engagement events. Oversight to the Reentry Council is a shared responsibility between VADOC and the Department of Social Services.

HVAC Training Program with Johnson Controls

Reducing recidivism and providing a safe environment for inmates, staff, visitors, and, ultimately, the greater community are two of the main priorities for the DOC. Efficiency upgrades in facilities, re-entry initiatives, and partnerships all play key roles in addressing these priorities. The Green HVAC Vocational Program developed by Johnson Controls is one example of a partnership designed to reduce recidivism while creating a positive environmental impact for inmates and corrections officers.



The program, which operates at Indian Creek Correctional Center (ICCC), provides inmates with technician training taught by experienced instructors in learning labs with heating, ventilation, and air conditioning (HVAC) equipment and controls. The goal is to equip inmates with marketable skills, helping them become productive contributors to the community.

Providing training programs that prepare inmates for jobs in the HVAC industry can help reduce recidivism while addressing the current labor shortage in the HVAC industry. Projections indicate that more than two million technical roles could go unfilled in the coming years due to a lack of skilled workers. Meanwhile, the industry is busier than ever as concerns about COVID-19 are emphasizing the importance of HVAC systems to ensure better indoor air quality and minimize airborne disease transmission.

Since its implementation at Indian Creek Correctional Center in 2012, seventy-one (71) inmates have graduated from the Green HVAC Vocational Program. Sixty-eight (68) have not returned to prison, making the recidivism rate for those who completed the Green HVAC Vocational Program less than 5%.

Edward Higgins, a student who completed the program at ICCC, credits it for his ability to obtain a great HVAC job and for inspiring him to complete a bachelor's degree in mechanical engineering from Old Dominion University. With his degree and newfound skills, he has been promoted to leader of the HVAC technician team by his employer. A key element of his learning and participation in the Green HVAC Vocational Program involved a grasp of the basics. "The knowledge base that I built allowed for me to make quicker, direct correlations between theory and practice and also gave me an advantage to advance into more technical roles," Higgins said. With this training under his belt, Higgins is looking forward to advancing his education and his profession.

In addition to helping students like Higgins obtain jobs in the HVAC field, the Green HVAC Vocational Program is also helping DOC optimize building performance to save community resources. The training facility is funded through energy savings generated by the energy-efficiency upgrades made under the Johnson Controls performance contract with the DOC. Under the contract, Johnson Controls is helping DOC bolster energy, water, and operational efficiency throughout its facilities.

Overall, the Green HVAC Vocational Program has proven to be an innovative and effective method of improving the lives of inmates, increasing facility and public safety, and allowing the DOC to be good stewards of public funding. The program received the 2019 Excellence in Government Award for the public-private partnership's impact on inmate lives.

Low State Responsible (SR) Recidivism

Like most correctional agencies, recidivism is an important measure of the success of inmates and supervisees. However, VADOC has also taken the extra steps to study recidivism to better understand why some recidivate and others do not. Starting in FY2015, VADOC started using regression analysis to understand the “why” of recidivism. Through this analysis, VADOC has been able to identify actionable factors that lead to recidivism in order to help future released inmates and supervisees do better. For example, in FY2015 it was identified that inmates with mental health impairments were significantly more likely to recidivate. While stabilized during incarceration in VADOC facilities, once released, there was inconsistent continuity of mental health services. Accordingly, VADOC requested, and received mental health professionals to help transition released inmates with mental health impairments to the community and help connect them with the needed services. Since that time recidivism among released inmates with mental health impairments has steadily declined. Other factors identified as contributing to recidivism include opioid use, cocaine use, and remaining in a local/regional jail for their entire incarceration.

Community Recidivism

Almost two-thirds (63% to 66%) of supervisees do not have State Responsible (SR) incarceration prior to starting supervision. Accordingly, in traditional recidivism analysis, they will never be tracked or monitored for outcomes. Starting in FY2013 (FY2013 community starters, the report was finalized in FY2018), VADOC started tracking community supervision starters. Like the studies of SR Releases, community starters are tracked for recidivist events and regression modeling is used to look at factors associated with the likelihood of recidivism. Similarly, actionable factors such as mental health impairment, opioid use and cocaine use have been found to be indicators of risk. VADOC makes this information available system wide and at the district level and includes demographic and characteristic differences among districts in its reporting.

Highlights

The Incident Module in VirginiaCORIS was activated in 2010, which allowed for Virginia Department of Corrections (VADOC) to record details on incidents that occurred. Since the activation of the Incident Module in 2010, incident reporting has improved by adding/modifying incident natures, operating procedure, and general reporting.

The incident natures have changed over time to include all desired incident types, remove unnecessary natures, and updated to reflect current terminology.

- In 2017, incident natures were added specifically for Probation and Parole Districts to report incident that occur within the community. New natures for serious assaults and injuries were added to separate out inmates and staff serious assaults/injuries.
- In 2017, lockdowns moved to a separate module in VACORIS and were no longer reported as an incident.
- In 2016, seizure of suspected and confirmed drugs were added. In 2019, the drug-related incident natures were modified to help improve reporting. The natures involving a confirmed drug were removed and natures for seizure of drugs on staff or a visitor were added. Drug alert natures were added to help see what events preceded the drug seizure. In addition to the seizure of drug natures, suspected overdoses and naloxone administered were added to the incident module.
- In 2016, medical condition emergency transports were added for confirmed, suspected, or not drug/alcohol reasons. In 2020, these natures were modified so the medical emergency transport nature does not specify the reason as they were being used incorrectly and encouraged to add the suspected drug/alcohol overdose nature if the medical emergency transport was for a suspected overdose.

Within the incident report, staff can specify what type of restraints were utilized during the incident. In 2014, four and five point restraints were added if it was for security or medical/mental health purposes. In 2020, all restraint types changed to reflect who ordered them to help reduce confusion and increase accuracy in reporting restraint usage.

Operation Procedure 38.1: Reporting Serious or Unusual Incidents is updated as needed to reflect the current needs of the agency. For example, Operating Procedure 38.1 was updated to add the serious injury criteria and information on reporting seizure of suspected drugs to better help accurate reporting.

Throughout the past years, collaboration efforts across the agency have increased to help increase the accuracy of incident reporting and provide support to the agency. The Research Unit has begun to work in collaboration with the Mental Health Services Unit to ensure the data in CORIS accurately reflects attempted suicides.

The Prison Rape Elimination (PREA) Audits

The Prison Rape Elimination Act (PREA) is a federal law intended to prevent, detect, and address sexual abuse of inmates. The PREA standards were published on June 20, 2012 and became effective in August 2012. They apply to all levels of adult prison and jails, juvenile confinement facilities, lockups, and community confinement facilities.

In compliance with the requirements of the federal PREA standards, Operating Procedure 038.3, Prison Rape Elimination Act was developed. The policy states that Virginia Department of Corrections has a zero-tolerance for sexual abuse and sexual harassment in our facilities and offices. To ensure compliance, every employee is required to complete PREA awareness training annually. Training is provided to inmates during reception into corrections and, again upon arrival to each new facility. All contractors and volunteers must also receive PREA awareness training prior to being in contact with inmates and/or probationers.

A Statewide PREA/ADA Supervisor oversees three Regional PREA/ADA Analysts, which is one for each region. Each facility has designated an employee as the PREA Compliance Manager to serve as the contact person for the facility and to coordinate the efforts to comply with the PREA standards and assist with audit documentation. A Sexual Abuse Hotline, available in English and Spanish, has been established to provide inmates with the opportunity to report sexual abuse and sexual harassment by dialing #55 via the inmate phone system. A PREA Hotline Coordinator maintains the responsibility for reviewing and transmitting the calls to the appropriate facilities for investigation. Information for reporting abuse is also available on the VADOC's public website, which provides a 24/7 confidential reporting hotline number, a Third Party Response Form and PREA Grievance email account.

To ensure compliance with the federal PREA Standards, each facility in Virginia is required to undergo a PREA audit every three years. The audits, which are conducted by DOJ Certified PREA Auditors, require 100% compliance and Virginia has always been found to be fully compliant. Virginia Department of Corrections' first PREA audit was in 2014 and Virginia was the first state to have a prison audited and found to be fully compliant. Every audit report as well as VADOC's Annual PREA Statistical Reports are available on the VADOC public website.

Improvements with Drug and other Contraband Detection

Like many other correctional agencies, the Virginia Department of Corrections has been faced with the persistent problem of contraband smuggling. One of the Department's main objective is to ensure a high level of safety and security for all DOC staff, visitors and inmates. Over the last decade, a substantial amount of contraband has been recovered with a significant portion of this contraband being drugs among other unauthorized items. As a result, the DOC has been implementing various processes and additional security measures in an effort to detect drugs and other contraband in order to prevent contraband from entering our facilities.



The use of emerging technologies has proven to be a benefactor in assisting with detecting contraband and making our facilities safe. In 2014, DOC first implemented the use of CEIA Cell Phone Detector equipment. Cell Phone Detection Towers were obtained for the purpose of detecting unauthorized cell phones that may be concealed on one's person (inmates, staff, visitors). The unique mobility of these towers allow for usage throughout multiple areas of the facility allowing for maximum coverage. While every front entry search area of our facilities are equipped with a cell detection tower, these towers have also been utilized targeting our inmate population during feeding, recreation, school, and other inmate movement activities.

In 2016, DOC deployed its first pilot use of the CONPASS DV Full Body Security X-Ray Screening System. The body scanning equipment is designed to effectively capture external and internal images of any anomalies to include illegal drugs, cell phones, and other contraband that potentially pose a threat to the security and safety of the facility. Since initial deployment, the department has seen a significant reduction in incidents of confirmed or suspected contraband as well as a decrease of inmate overdoses and deaths due to drug usage. Currently, the DOC has body scanning equipment installed at 14 facilities along with a mobile unit (MIP Trailer).

In addition to equipment use, changes to current DOC policies and facility practices have been a successful contributor to the improvement of drug and contraband detection. In 2017, several enhancements were made to our visitation, inmate strip searches, inmate visitor searches, facility searches, and incoming inmate correspondence procedures.

While the use of Detection Canines have been in existence well beyond a decade, DOC continues to strengthen its Canine Detection program through continuous training and remaining abreast of emerging trends. We have made several enhancements to our canine program in the last ten years and currently have 38 narcotic detection teams as well as 7 additional contraband teams (cell phone, tobacco).

The Department will continue to make strides in improving its overall efforts of eliminating contraband from entering our facilities. We are constantly facilitating work groups and dialogues with our stakeholders (inmate family members, advocate groups, etc.) as it is important to recognize that they play a significant role in ensuring we are operating in a safe and conducive environment for all.

In the words of our Director, "We are in the business of making people better". The collaborative efforts of various staff, processes and equipment have all contributed to the improvement of drug and contraband detection inside our facilities continuing to support the Departments mission of "Lasting Public Safety".

Development of the Operations & Logistics Unit (OLU)

In 2015, a team was assembled by Mr. Randall Mathena to brainstorm the creation of a centralized unit for Statewide and Regional management of serious incidents. A two-phase approach was developed that would include: (1) a 24-hour incident call center with a field component of coordinators, specialists, and analysts to assist at facility/district sites as needed, and (2) an emergency operations center. Various technologies were put in place to allow for rapid dissemination of incident call information and immediate collaboration of essential managers to handle the more serious incidents. By September 2015, the Operations & Logistics Unit (OLU) incident call center went “live.” The former VADOC Gang Unit personnel became the base for OLU, but expanded their focus from that of gang-management to that of gathering and analyzing all sources of information to develop actionable intelligence that is disseminated to Executive Staff at Unit-, Regional-, and Headquarters-level as needed.

OLU has worked to promote the “one team” goal of the department by collaborating with both institutional and community personnel when considering how to streamline processes. Over time, the need for a team to manage the thousands of probationers on low-level-supervision led to the development of the OLU Voice Verification Biometrics Unit (OLU VVBU). With additional technologies put in place by VVBU managers, this has helped to reduce the workload of the probation officers in the districts, allowing them to focus on those probationers needing a higher-level of supervision.

OLU expanded into the Special Operations Unit as collaboration increased among our staff, the Statewide K9 Unit, and the Special Investigations Unit (SIU). The need to address the drug trafficking issues within the department led to the development of the VADOC Drug Task Force, with the initial base of sworn law enforcement officers coming from SIU and the analysts coming from OLU. To address the presence of contraband devices within the prisons, a team of cell phone extraction technicians was developed who are trained and certified as mobile forensic data analysts. A team of small unmanned aerial systems (sUAS) pilots was also trained in anticipation of developing an agency drone program.

Our Special Operations Team continues to be innovative and forward-thinking, using “outside-the-box thinking” to tackle problems and to maintain relevance to and further enhance the public safety mission of the VADOC.



Sustainability/Recycling

Sustainability is based on a simple principle as described by Environmental Protection Agency (EPA): Everything that we need for our survival and well-being depends, either directly or indirectly, on our natural environment. To pursue sustainability is to create and maintain the conditions under which humans and nature can exist in productive harmony to support present and future generations.

The DOC began applying this principle by tracking certain metrics to assist with water usage, energy utilization, and landfill waste reduction. Operating Procedure (302.3) was established in November 2018 to provide guidance for each facility to follow. This operating procedure establishes a Sustainability Plan to promote conservation and efficiency in DOC operations while reducing environmental impact and dependence on imported fossil fuels and other non-renewable resources and to put forward policies that will eliminate single use plastic in order to protect the Chesapeake Bay and other marine ecosystems within Virginia.

The 2011 Sustainability Report captured the metrics that would track the usage and changes of renewable and non-renewable resources. This report is still being utilized, and each institution tracks its usage on a quarterly basis to be totaled annually. This data is summarized and certain metrics—landfill waste and food waste composted—are reported to EPA and Department of Environmental Quality.

Over the past ten years, DOC has made great accomplishments within recycling and composting by reducing the waste generated to be landfilled. In 2011, more than 14,400 tons of waste was taken to landfills for disposal, while in 2021, only 7,100 tons went to landfills for disposal—a 49% reduction. In 2011, DOC emphasized diverting food waste from landfills and began a composting program. This program has grown over the past 10 years, and in 2020 produced 1,170 tons of compost while diverting nearly 650 tons of food waste from landfills.

Building on the water reduction and composting successes, the DOC began an extensive recycling program. Items such as plastic, pallets, cardboard, aluminum, and construction and demolition debris are recycled. In 2019, 14.5 tons of plastic and 445 tons of cardboard were recycled, while 16,000 pallets were reused in composting or returned for reuse. During the demolition of Mecklenburg Correctional Center, 2,727 tons of steel were recycled, and all of the concrete and masonry was crushed (150,000 tons) for reuse as aggregate, while only 107 tons of the total demolition project were landfilled.

For its hard work, dedication, and innovation in renewable energy efforts, the DOC has earned six (6) Governor's Environmental Excellence Awards for Innovative Programs.



Renewable Energy (Solar)

Reinforcing public confidence through operational excellence is a strategic goal of the DOC. For the Infrastructure & Environmental Management Unit, the objectives of safeguarding and managing natural resources and being fiscally responsible translate into generating energy savings through renewable energy initiatives. Driven by Executive Orders, new legislation, and an environmentally-conscious staff, IEMU has sought ways to not only reduce the cost of electricity, but also reduce reliance on non-renewable energy sources.

To reach the Governor's goal of a 16% renewable energy use by 2022, the DOC applied for grant monies and sought to create private partnerships with energy experts, engineering, photovoltaic installers, and others, to guide, fund, and implement innovative energy saving methods rarely attempted in correctional settings. These partnerships resulted in two solar electric generation projects. A grant from the American Recovery and Reinvestment Act of 2009 fully funded a \$2.3 million solar panel project at St. Brides Correctional Center. Rooftop solar panels on housing units were used to preheat ground water, reducing propane use in showers, kitchens and bathrooms. Installation of these panels, completed in 2012, offsets the facility's fuel costs by more than \$35,000 annually.

With the success at St. Brides realized, in 2019 the DOC sought funding from the U.S. Department of Energy's Office of Efficiency and Renewable Energy via the Virginia Department of Mines, Minerals and, and Energy (DMME) grant program and partnered with James Madison University to create a five acre solar farm at Haynesville Correctional Center. The Haynesville project was a larger effort and naturally had larger results. The solar energy generated allows the facility to receive about one-fifth of its electricity from a renewable resource. The DOC received the 2018 Governor's Honor Award for Diversification of Energy Sources for the Haynesville Solar Project.



Technology Improvements

The Information Technology Unit (ITU) of the Virginia Department of Corrections (VADOC) currently employs 65 full-time team members to support more than 12,000 agency staff across the Commonwealth.

VirginiaCORIS

In 2006, VADOC began the replacement of several legacy applications with a single, integrated inmate management system, VirginiaCORIS. Currently, institutions, community corrections, Division of Correctional Education, and the Virginia Parole Board use VirginiaCORIS as their primary tool for managing inmates. The jails also use the system for reporting to the State Compensation Board. VirginiaCORIS supports more than 12,000 VADOC staff and hundreds of external users from State Compensation Board, jails, VSP, Office of Attorney General, and various law enforcement agencies.

Since its initial rollout, we have implemented numerous system enhancements and integrations. Below are some of our major accomplishments for 2011-2021.

In 2012, the Department of Correctional Education began using VirginiaCORIS to track an inmate's education enrollment and testing results. The Parole Board also began using VirginiaCORIS to determine parole eligibility, voting outcomes, and parole violations. During 2012, VirginiaCORIS established an integration with the Department of Consolidated Laboratory Services for the testing of drug screens.

Since then, VirginiaCORIS has added multiple modules, including Financials, LIDS (for jail compensation), Release Authorization, Lockdown, and Transports. In 2015, VADOC collaborated with Shadowtrack for curfew monitoring, GPS, and drug screening services for our community corrections population. In 2016, a CORIS mobile app was deployed to DOC users. The app gives Probation Officers access to their caseload, supervision notes, photos, and GPS monitoring. In 2019, VirginiaCORIS added a Medicaid integration with the Department of Medical Assistance Services. In 2020, they began an automated control system pilot that will track inmate movement within the facilities and this year we are starting a pilot for the Supreme Court integration which will import criminal history in CORIS.

Field Technology

The Field Technology team has initiated modernization efforts as of late 2017, which include collaborating with VADOC operations, business owners, and court and legal teams to standardize the usage of Inmate Law Libraries through the development of consistent business practices, as well as policy and technology implementation best practices.

Field Technology has successfully set up highly controlled internet access at 43 locations and enabled internet-based education and program services for inmates, such as Online Optical Testing, Online Test of Adult Basic Education Testing, the Drive 2 Work Program, Substance Abuse Program and Online Law Libraries. Field Technology Team also switched over 41 Law Libraries across the state from offline Law Libraries to online using highly controlled Internet Access.

Field technology has also delivered fast paced roll outs / scale up across the agency for new priority products as determined by the CIO or the Deputy CIO. Examples include rapid testing and roll out of Zscaler VPN across the agency during the beginning of the pandemic, Google Drive Roll Out Across the Agency, Pilot for Mobile RSA tokens and roll out to IT Unit, GlobalProtect VPN replacement roll out across the agency, and the successful pilot for next generation endpoint protection CrowdStrike at the agency.

Technology Improvements

Information Security

Each year, Information Security processes about 10,000 ticket requests for account management/assistance. They have migrated agency data/infrastructure from Chesterfield to the new VITA east end facility. In order to meet new federal prescription mandates, this group has managed implementation of Medical Access Tokens (Sapphire). They have also managed the implementation of the mainframe upgrade (Bluezone), Mobile Device Management (MDM), and wireless capabilities dedicated to medical's portable devices.

Information Security Governance has reduced existing IT Security audit points by almost 50%. It has implemented Security Training for HQ staff owning IT systems, managing system data, or administering systems and their accounts, and has redeveloped Security Awareness Training to be compliant with VITA's Information Security Standard SEC 527. It has also redeveloped the Information Security roadmap to include identifying critical impacts if data is corrupted/lost or systems experience significant outages. It continues to develop and re-develop over 15 agency-wide and/or IT Governance procedures to keep data and systems confidential, accurate and available for use.

Administration & Operations

Below are some of the successes that ITU Administration & Operations are experienced over the past decade:

- Migration from the legacy CISCO Unity Call Manager to UCaaS
- Microsoft Surface Pro Project to support Probation and Parole
- Implementation of Asset Panda Inventory system
- Bandwidth Upgrades for 90% of the DOC Probation and Parole offices
- Downsizing of the DOC HQ Data Center
- Transitioned from pure analog to hybrid analog/digital environment- now fully digital
- Implemented Session Initiated Protocol to H323 signaling to support external connections
- Implemented Polycom Codec and Polycom Real Presence Desktop system
- Expanded non-contact visitation across all disciplines with virtual meeting rooms
- Implemented Hearing Impaired visitations
- Implemented Bereavement/Deathbed visitations for Inmates
- Transitioned from appliances to virtual servers at QTS for non-bridge core equipment

Technology Improvements

Telework

Prior to the COVID-19 Pandemic, the VADOC did not approve many telework arrangements. Previously, the telework arrangement was usually approved for a brief period and used to transition those on short-term disability back into the workplace. Due to the nature of the VADOC's work, employees working within our institutions are generally not in a position to telework. As a result, those employees working in other locations were typically reluctant to request telework. After the COVID-19 pandemic, many employees who work in district, regional, and headquarters (outside the prisons) locations have been approved to telework. The agency has recognized significant success with the additional use of telework. Staff have demonstrated increased productivity with telework. Currently, the VADOC still has numerous staff working in a hybrid (telework and office) and full-time telework. The VADOC has plans to continue to operate in this fashion indefinitely.



Virtual meetings

With the onset of COVID-19, critical communication was essential to safe and effective operations. VADOC quickly pivoted to utilize virtual meetings to provide critical information to staff and to communicate both internally and externally. Through the virtual interactions the agency has been able to be productive, effective and keep staff, inmates, supervisees and the public as safe as possible.

Technology Improvements

Electronic Learning

Electronic Learning, prior to 2011, had no structured process or strategy. With the building of the eLearning Unit, changes were embraced that provided for professional eLearning programs that supported the department's learning initiatives and adhere to ACA, DCJS and industry standards. Over the years many changes occurred. The awareness of the effects that the use of paper had on the environment gained notoriety and further added to the benefits of Electronic Learning. Electronic Learning for VADOC has made significant changes in the last four to five years, and leaps and bounds since COVID-19 appeared on the scene.

Let's start with the increased demand for eLearning (Asynchronous) courses over the last few years, prior to COVID-19 and forward. In 2017, VADOC had approximately 22 eLearning courses the eLearning unit was responsible for maintaining. That number doubled by the end of 2018, and at the end June 2021, the eLearning Unit developed and maintained approximately 120 eLearning courses. This reflects approximately a 445% increase from 2017 to June 2021 (six are COVID-19 related). The demand for electronic training continues to grow with the demand for synchronous training, in the form of webinars, which outpaced asynchronous (eLearning) courses in 2020.

As we shift into synchronous (webinars) training, bear in mind that this platform of training grew with the COVID-19 pandemic over the last year. Prior to 2020, webinars existed in outside training opportunities. However, since COVID-19 restrictions eliminated the classroom option for those courses that could be taught in a virtual platform, this grew the virtual offerings from one or two, at random times, to over 200 scheduled Webinars (Webex) Training, also known as synchronous training (virtual face-to-face method).

A third method of training grew in popularity since the presence of COVID-19. This is a hybrid approach. This approach has become popular with courses that need hands-on training to be effective, as well as content that can be covered in either a synchronous or asynchronous form. This hybrid approach reduces the need for physical face-to-face contact, thus providing a safer environment to VADOC staff. While this method is a new addition to webinars, eLearning courses have been a prerequisite for many of the ACA classroom sessions as well as the Basic Skills curriculum for a number of years.

All three approaches to learning have allowed the VADOC to continue staff training when physical contact and face-to-face were restricted. This pandemic has altered meetings and conferences as well as staff development. Meetings through Google Meet and Webex Meet have changed the way we gather and hold meetings, and have continued to thrive as restrictions are lifted. Electronic Learning has shown us that success can occur with knowledge transfer even with a remote platform, and in an effective manner, thus reducing travel expenses and hours spent on the road.

While Electronic Learning has shown us the benefits of training, with positive comments, there are a few drawbacks that must be mentioned. First, our culture has delivered face-to-face training for decades, and while that is a must in security training, we do have staff lacking technical skills and slow to gain the comfort needed to embrace these new adopted practices. Another drawback in electronic learning is the equipment needed to get the most from these remote sessions.

To mention a few needs, electronic equipment enhancement such as webcams, microphones, laptops (computer space), not to mention the need for increased bandwidth for video participation leads the pack. In order to participate to the fullest extent in these electronic learning opportunities, equipment must keep up with the needs of these delivery methods. While this is a new direction for VADOC, it has proven to be effective in meeting our training needs, and evidence shows, it is here to stay. Thus, we must embrace, participate, evaluate, and improve as we go forwards into the future.

Combining Deep Meadow, Powhatan Enterprise, Powhatan Infirmary into State Farm Correctional Complex

The past decade has seen a great deal of progressive change at the State Farm Complex. Prior to 2011, State Farm was home to multiple correctional facilities operating under 3 separate administrations: Powhatan Correctional Center (PCC) and its satellite units Powhatan Reception & Classification Center (PRCC) and Powhatan Medical Unit (PMU), James River Correctional Center (JRCC) and its satellite unit James River Work Center (JRWC), and Deep Meadow Correctional Center (DMCC) with its satellite unit at Virginia Commonwealth University Hospital Security Care Unit (SCU@VCU.)

After the closure of JRCC in 2011, JRWC was assigned under the administration of DMCC and continued its primary mission of providing inmate workers for Agribusiness operations and the Capital Construction Unit (CCU.) Near the end of 2014, PCC main compound was closed leaving its 2 satellite units PRCC and PMU still operating. Virginia Correctional Enterprises shops and Agribusiness Milk Processing Plant located inside the Powhatan compound had utilized PCC inmate workers to carry out production for many years. The inmate workers were relocated to PRCC and these operations continued.

After the PCC closure, a reorganization of State Farm was necessary as Deep Meadow, an intensive reentry site, was the only remaining major institution on the complex. DMCC became the primary facility with JRWC, PRCC, PMU and SCU@VCU all coming together under one administration led by Warden Jeffrey Dillman with Assistant Wardens at DMCC, PRCC, and JRWC. For the first time, all correctional facilities at State Farm were united as one leadership team. Human Resources, Accounting, Food Service, and Operations all came together under one umbrella to serve the entire State Farm Correctional Complex. There were many challenges throughout the process but the State Farm Team worked together and became one. An Assistant Warden would also be added at SCU@VCU to meet the increasing demand for on site management of the Department's inmate medical needs at VCU Hospital.

In 2015, State Farm became home to the newly formed Operations and Logistics Unit. The OLU established a centralized intelligence and operational command center for the entire VADOC and has been vital to the successful management of many critical incidents and emergency situations. Operations continue to expand and meet a variety of public safety needs for the VADOC and the citizens of the Commonwealth.

2016 and 2017 brought more changes in leadership and mission for State Farm. Warden John Walrath became Unit Head for the complex and PRCC focused its operation on the VCE and Agribusiness shops. The reception and classification function was relocated to Nottoway Correctional Center (NCC.) A dormitory housing unit at DMCC was converted into Deep Meadow Infirmary (DMI) to meet the growing need for acute medical care of the Department's inmate population.

The increasing scope, mission, and multitude of operations at State Farm Correctional Complex continued to create necessary adjustments in management structure. In 2018, the administration transitioned to a dual Warden model, with John Walrath becoming Lead Warden and Thomas Meyer named as the Warden of Facility Operations.

To truly reflect the unity of the complex and its shared mission, a common identity was needed. On January 1, 2019, with approval from Director Harold Clarke, Secretary of Public Safety and Homeland Security Brian Moran, and Governor Ralph Northam, the names of the facilities were officially changed. DMCC became State Farm Correctional Center (SFCC), PRCC became State Farm Enterprise Unit (SFEU), JRWC became State Farm Work Center (SFWC), PMU became State Farm Infirmary (SFI), and DMI became State Farm Infirmary Annex (SFIA).

Another significant change occurred in October 2019 when SFWC transitioned from a men's work center to a women's work center under the administration of Virginia Correctional Center for Women (VCCW.) The Department recognized a need for responsibility to the growing female inmate population and moved to centralize female facilities within one region. The female work center inmates assumed most of the Agribusiness jobs at State Farm, however, there still remained a need for male work center inmates in some capacities such as the Capital Construction Unit. A work center dormitory was established at SFCC to accommodate these needs and currently houses inmates who are approved to work outside of the secured perimeter and at off-site locations such as DOC Headquarters.

Combining Deep Meadow, Powhatan Enterprise, Powhatan Infirmery into State Farm Correctional Complex

In 2020, VADOC acquired the closed Beaumont Correctional Center (BMCC) from the Virginia Department of Juvenile Justice with the intent to relocate the inmates and staff at SFEU and SFI and close these older facilities. BMCC will be a stand-alone facility under the management of Warden Eric Aldridge. Plans and renovations are underway to create an increased capacity infirmery and medical center along with housing for the VCE shop and Milk Plant workers who will continue with their services.

With the transfer of SFWC and pending closure of SFEU, State Farm Correctional Complex has transitioned back to a more traditional leadership model under Warden Meyer. SCU@VCU remains a satellite of SFCC with the upcoming addition of a new VCU Outpatient Clinic to streamline and enhance medical services for inmates across the VADOC.

State Farm has been in existence for well over a century, with its beginnings dating back to 1894. The last 10 years have been some of its most eventful, progressive and successful. The teamwork and togetherness at State Farm Correctional Complex is reflected in its Healing Environment Initiative, "Standing Together We Rise As One." State Farm continues to do just that.

Combining State Farm Work Center with Virginia Correctional Center for Women (VCCW)

In 2018, a group of working dialogues regarding female facilities were conducted in an effort to improve the flow of female inmates within the agency. The work group focused on the pursuit of wellness and gender responsive operations as it relates to the female population.

At this time there were two female work centers (Deerfield Women's Work Center and Brunswick Work Center) in the Eastern Region and the remaining three female facilities (Central Virginia Correctional Unit, VCCW, and FCCW) were in the Central Region.

To improve continuity of operations and decision making, it was determined that all female facilities needed to be managed under the same region. In 2019, State Farm Work Center (previously under State Farm Correctional Complex) was converted from males to females and all female inmates from BWC and DWWC were moved to State Farm Work Center. State Farm Work Center was moved under the supervision of VCCW.

This move to the Central Region has provided strong female systems linkage and management, in addition to consistent female focused decision making. With all facilities being in the same region, the Unit Heads frequently communicate to ensure consistency in operations.

Telehealth

Correctional healthcare is provided through complex processes that include the use of internal correctional providers as well as external community providers. When community specialty services are needed, many correctional officer man hours are required and detailed planning must take place. The Virginia Department of Corrections (VADOC) has been using end point stationary telehealth for many years, the COVID pandemic was strictly through stationary, end-point technology.

In March 2020, with the acceleration of the pandemic, stationary telehealth was no longer adequate or safe for our staff and quarantined inmates. Inmate movement, both internally and externally, had to be significantly reduced to prevent spread of the infection, but the clinical staff needed to continue providing quality care. VADOC quickly responded to the call and began to transform the existing telehealth process to a more mobile and flexible model that included tablets, cell phones, and portable laptops. Partnering with Virginia's two academic healthcare systems, the Health Services Unit leadership created a statewide inclusive telehealth plan. VCU offered the use of several Dictum mobile devices for a telehealth connection trial with Deerfield CC. UVA provided guidance in the development of a telehealth workgroup that met weekly to plan and discuss VADOC telehealth needs and robust telehealth program initiation. Other collaborations with UVA included:

- Guided VADOC in the submission of FCC Rural Health grant to obtain 33 SIM card iPads, 30 iPhones and 51 iPad carts for mobile telehealth. Assistance was also provided with device selection, programming and platform decisions using allowable, secure platforms with shared security infrastructure.
- Provided assistance with in-person mobile telehealth equipment delivery and training to many VADOC facilities during the height of the pandemic
- Designated a UVA Health Access team member to serve as telehealth schedule communication liaison with DOC by creating a DOC-specific Epic referral work queue to proactively identify upcoming scheduled appointments
- Helped create a secure mobile device configuration template and worked with AT&T to develop and test the creation of a mobile device emergency shut down process
- Collaborated in the identification and testing a variety of cell signal enhancement capability devices for the mobile device that were being used in quarantine areas

The implementation of the mobile device in our correctional facilities allowed our providers and nurses to see patients in the COVID positive zones without risking exposure or spreading the virus. We also found that through the use of telehealth, our internal providers that required quarantining at home could continue to see patients.

The use of telehealth (both stationary and newly implemented mobile) gave us the opportunity to continue providing quality care and reduce external transports. We are extremely grateful for the support from our academic healthcare systems during the chaotic moments of the pandemic.



Food Services

Food Services feeds nutritious and palatable meals to inmates and staff while providing training and job opportunities for the offenders. More than 3,400 offenders 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 \$2.09 for food/food supplies and \$1.71 in labor costs per offender per day (as of July 1,2021). 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 offenders to properly recondition and repair various commercial sized pieces of kitchen equipment. Under the Food Services umbrella, offenders 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.

Almost Home Café, New Beginnings Restaurant and Fresh Start Bakery

Almost Home Café, New Beginnings Restaurant and Fresh Start Bakery are located at VADOC's Headquarters in Richmond. The fully operational Cafeteria / Restaurant and Bakery is staffed by female offenders 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 Detention and Diversion Center 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.

Foundations For Culinary Arts and Restaurant Management

Foundations for Culinary Arts and Restaurant Management is taught at twenty eight 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 Mobile Kitchens

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 Services

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
- Fork Lift Safety

Food Service Academy

The Food Service Training Academy focuses on strengthening food operations by training and enhancing the skills of our employees. All of the 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 polices 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 consist 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 the 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 used in Facilities Food Operations Area due to COVID 19 or any other type of emergency that would facilitate the removal of inmate workers from the Facilities Food Operations Area.

Agribusiness

In August of 2011, the first five inmate graduates of the Commercial Driver's License (CDL) reentry program received their license. Since then, the program has equipped 37 inmates to receive their CDL license before release and four are currently enrolled. The training has occurred at the DOC – Market Produce Distribution Center located in Jarratt Virginia. The inmates have each passed required written and pre-trip exams administered by DMV in order to possess a CDL learner's permit. The inmates then begin driving with a staff member until they are qualified to take the final rode test with Department of Motor Vehicles (DMV) staff and become a Licensed Commercial Driver. This program has benefitted inmates as well as the department.

Since 2016, Agribusiness have added aquaponics to the green house operations located at Wise Correctional Unit and Deerfield Correctional Complex. The inmates are learning how to farm raise tilapia in a greenhouse setting in conjunction with hydroponically grown lettuce. The Deerfield Complex is also producing farm raised catfish in a pond setting. The fish fillets are served to inmates and staff creating a true farm to table experience at a reduced cost. The program has generated over 2000 pounds of fish annually.

In 2019, Agribusiness began implementing a kosher meal-packaging program for VADOC Food Service. An existing food processing facility was modified and certified by a local rabbi. Cooking and packaging equipment has been put into place that also meets the kosher criteria. The Kosher kitchen is now in operation, producing the required amount of entrees for the current Orthodox Jewish members of the Virginia prison population. This program creates a considerable savings to food service while also allowing inmates a great opportunity to learn about food processing. Inmates in this facility receive their ServSafe certification which is recognized by the food industry across the country.

During the last decade, Agribusiness has also begun producing ice cream at the State Farm Milk Plant and single serve pizzas at Bland Correctional Center. A gristmill has also been installed at the Deerfield Complex, which takes corn grown on the farm and produces grits, cornmeal and bread mixes for food service.

