

At the regular meeting of the RSW Regional Jail Finance and Personnel Committee held at the RSW Regional Jail on July 28, 2016 at 1:00 pm:

Present: Debbie Keyser (County Administrator, Rappahannock County), Conrad Helsley (Board of Supervisors, Shenandoah County), Douglas Stanley (County Administrator, Warren County), William Wilson (Superintendent, RSW Regional Jail), Russell Gilkison (Deputy Superintendent, RSW Regional Jail), Lori Clinedinst (Finance Director, RSW Regional Jail), Stephanie Smith (Administrative Assistant, RSW Regional Jail), Brendan Hefty (Legal Counsel, Hefty Wiley and Gore), Brandy Rosser (Grants and Special Projects Coordinator, Warren County)

Absent: Mary Beth Price (County Administrator, Shenandoah County).

Welcome and Introductions

Mr. Stanley called the meeting to order at 1:00 pm. Mr. Stanley thanked Mr. Helsley for filling in for Ms. Price while she is on vacation. Mr. Stanley also introduced Mr. Jacob Dodson who is interning with Warren County Administration for the summer. Mr. Dodson will be going into his second year at the University of Virginia in the fall.

Adoption of Minutes

On a motion by Ms. Keyser, seconded by Mr. Stanley, and by the following vote, the RSW Regional Jail Finance and Personnel Committee adopted the minutes of June 23, 2016 as presented:

Aye: Helsley, Keyser, Stanley

Superintendent's Report

Mr. Wilson reported on the following items:

This month marked the second anniversary of RSW Regional Jail operation. Mr. Wilson said that it is hard to believe that another year has gone by. He added that it has not been an easy year, especially with the shortage of staff and personnel changes in key positions; however, Mr. Wilson stated that he feels RSW has turned the corner. Staff is starting to work better as a team, not only in administration, but facility wide. Because of the reduced number of staff, approximately 98% of the budgeted \$77,000 for overtime money has been expended. However, approximately \$1.8 million in salaries and fringe benefits has been saved. Efforts are being made to increase the number of staff to help reduce the necessity of overtime. Four new correctional officers have been hired and they began work on Monday. A new kitchen manager has been hired and he is doing well. Members of the staff have been going to job fairs and working with local colleges in order to recruit staff. RSW had a booth at the Freedom Festival at the Warren

County Fairgrounds on July 2nd and July 3rd. RSW will also be participating in another job fair at Lord Fairfax Community College in August.

Mr. Wilson also reported that over the past two years RSW has had three deaths, one of which was a suicide. During all three instances Mr. Wilson feels that staff performed in a professional manner. In addition to these three events, staff has been able to save several lives due to withdraws, overdoses, suicide attempts, self-mutilations, etc. While these types of events do not occur regularly, they do take place and due to the professional and courageous acts of staff, lives have been saved. Unfortunately these types of events are rarely broadcasted in local media outlets.

When RSW Regional Jail first opened, staff was inexperienced, especially when it came to direct supervision of inmates. Mr. Wilson said that he feels that staff has matured as a unit and that they are continuing to learn new things each day. Many staff members came straight out of the Academy with little or no training when the facility opened and were left to fend for themselves. A Correctional Officer Training course has now been implemented at RSW. New officers now receive training in the policies and procedures with a Correctional Training Officer. By having new officers mentored by experienced officers that can instill the RSW values, the Jail is able to bring about more consistency and comradery between shifts and help to ensure that staff is following policies and procedures.

Programs for inmates have blossomed over the last year. RSW has increased the amount of man hours that the Work Force inmates have provided to all three localities. The GED program was started last July and has had its third graduate. Although that may not seem like a lot, the GED success rate has declined dramatically across the United States since the test was changed last year. It is a much harder test than those given in previous years. Inmates also have access to religious programming, along with programs for anger management and developing life skills.

On July 12th Mr. Wilson met again with the Northern Shenandoah Valley Regional Commission to discuss the possibility of having public transportation routes extended to RSW. This expansion would not only assist RSW inmates with transportation, but would also help local residents have better access to Valley Health's Urgent Care facility in the Riverton Commons Shopping Center and to various businesses located in the Route 340/522 corridor. The transportation surveys that were returned showed a need for the expansion and the Regional Commission is in the process of determining the best times and costs for the proposed expanded route.

Shenandoah and Warren Counties have both signed letters of intent for possible grant funding to start pre-trial services in the Counties. Rappahannock County belongs to a different Judicial Circuit; therefore will not be part of the funding for this grant. There is a meeting with all the concerned parties scheduled for July 22, 2016 at the Samuels Public Library in Front Royal at 3:00 pm.

Staffing

Vacancies

1. Officers: There are currently 21 correctional officer vacancies. Four officers started on July 18, 2016.
2. Licensed Practical Nurse/Registered Nurse (LPN/ RN): There is currently one vacancy for an LPN/RN. There is one newly hired LPN that is scheduled to start work on August 8, 2016.
3. Quality Mental Health Counselor: This position will be filled by Northwestern Community Services Board. They have signed an agreement with RSW and have posted the position on their website. The contract begins September 1, 2016, but RSW agreed to start when the position is filled.
4. Payroll Clerk: There is currently one vacancy for a payroll clerk. This position is still vacant and staff has received a few applications.

Requests for Proposals (RFP) and Contracts

1. The RFP for medical and psychological services has been reviewed and a vendor will be recommended during closed session today. The interviews for pharmaceutical services will be held August 1st and August 2nd. The interviews for dental services will be held August 8th and August 9th.
2. The IFB for haircutting services has been awarded and the vendor started on July 10th.

Programs

1. RSW recently had its first female inmate graduate with her GED. She is now on trustee status.
2. The Fathers-in-Training class has started a new session.
3. The Healing from Trauma class started slowly, but now has 11 participants.
4. Over 75 milk crates of squash and approximately 225 pounds of green beans have been harvested from the garden. Cucumbers and green peppers are starting to come in.

Strategic Plan

Mr. Wilson discussed the following strategic plan:

Programs: Develop effective programs that reduce recidivism and allow inmates to successfully re-enter the community.

1. RSW has an abundance of classes available for inmates. The Jail offers religious programs, life skills, anger management, how to deal with trauma and addiction classes.
2. RSW has recently started holding Muslim classes.
3. RSW offers a GED program and has had three inmates graduate and receive their GEDs.
4. Fathers-in-Training has approximately ten inmates from work release participating in the program.

Positive Work Culture: Develop and implement strategies that promote a positive work culture that will attract and retain quality employees who provide exemplary public service. Through use of the CTO program, officers are more familiar with the operation of the jail and encounter a mentor that has demonstrated a positive attitude. Staff is encouraged to apply for training and positions as they become available. RSW staff is now communicating better, although there is still room for improvement in that area.

Community Outreach and Collaboration: Develop and promote proactive, collaborative outreach within the communities RSW serves.

1. RSW is involved with the Drug Task Force the Gang Task Force.
2. RSW Work Force is cutting the grass in the median from Toray Drive to Fairgrounds Road so the public sees inmates working. Work Force is also cleaning up the ramps on Interstate 81 in Shenandoah County and other highways around the area.
3. RSW is a participant in the Northern Shenandoah Valley Re-entry Council.
4. RSW inmates assisted in the clean-up at the Freedom Festival, and will be doing so at the Warren County Fair as well. Next week they will be doing grounds work at the Little League Field in Front Royal.
5. RSW staff will be participating in the Guns and Hoses softball tournament for Shenandoah County Parks and Recreation.

Financial Sustainability: Develop and implement a strategy to create alternative revenue streams and plan for rising costs, ensuring that each manager accepts responsibility for reducing expenses while meeting the needs of the organization.

1. RSW increased the cost of jail keep charged to inmates from \$1 to \$2 per day. This increased revenues by approximately \$40,000.

2. RSW is currently looking into grants for pretrial services.

Effective Policies and Procedures: Establish and implement a framework that includes the vision, philosophies, goals, and policies and procedures to be followed by all members of the agency.

1. Policies are being distributed to all staff after being reviewed by Command Staff. Staff is encouraged to notify Command Staff through the chain of command with any discrepancies or changes they feel should be made.
2. During the weekly Command Staff meetings, staff discusses any policies and procedures that we feel are not working properly.

Performance Management: Provide for an effective performance management system that conveys expectations and provides accountability.

Training: Provide essential training to enable highly competent, professional employees and to ensure the safety and security of the facility and community.

1. RSW has initiated the Correctional Officers Training program that pairs a new hire with a trained certified officer. This has helped to get new hires familiar with the facility's policies and procedures in order to help standardize the operation of the facility. It also introduces officers to all the positions available.
2. RSW uses PoliceOne to offer online training for officers which they can do at their own convenience or desire. The Department of Criminal Justice Services gives credit for most of the courses provided they register for the class through proper channels.
3. RSW has been encouraging and approving training for officers that is available and relevant to their positions here. For example we had an officer interested in working with gangs. He received training and is now tracking any gang members housed in the facility.

Career Development: Create an environment and support mechanisms for RSW staff members to advance in their professional careers through education and other development opportunities.

1. RSW is helping to develop careers by offering training to staff. Several staff members have gone through general instructor school. One staff member went through firearms instructor school, and another will be attending. Those that are receiving their general instructor certification will be given the opportunity to receive specialized certifications in areas such as defensive tactics, riot control, hostage negotiation, etc.

- Supervisors are being encouraged to mentor their subordinates to eventually take their place.

Other

- The RSW Work Force continues in assisting VDOT in the picking up of trash on Interstate 81. They have been mowing the median strip on 522 from Toray Road to Fairgrounds Road. For the month of June, Work Force supplied 3,357 man hours of service within the communities. So far this month they have worked set up and clean up detail at the Freedom Festival, helped to replace a floor at the North Warren Fire Station and mowed the lawn at the Academy. They will be picking up trash on the Interstate ramps in Shenandoah County over the next week.
- The Average Daily Population for June was 292 inmates per day. The locality breakdown was as follows:

Rappahannock County	14 or 4.7%
Shenandoah County	110 or 37.7%
Warren County	168 or 57.6%

Monthly Jail Statistics

A monthly jail statistics spreadsheet was included in the agenda packet. Mr. Stanley asked if the trend of the population numbers being low was running statewide. Mr. Wilson confirmed that it was.

Monthly Expense Report

A monthly jail expense report was included in the agenda packet. There were no questions regarding the report.

Resolution to Withdraw from Rappahannock Regional Criminal Justice Academy

A copy of the Resolution to Withdraw from Rappahannock Regional Criminal Justice Academy was included in the agenda packet. Mr. Wilson stated that this Resolution was given to him by Sheriff McEathron. This Resolution needs to be given to the Rappahannock Regional Criminal Justice Academy (RRCJA) to inform them that RSW Regional Jail wishes to withdraw from the Academy to join Skyline Regional Criminal Justice Academy (SRCJA). According to Sheriff McEathron, the tuition rates for RSW's participation in SRCJA should not increase from the rates the Jail is paying now with RRCJA. Those localities/agencies planning to join the new Academy currently own the building in Middletown that has been used for training. There are

plans to sell this building and those funds will be used to help with expenses for the new Academy.

On a motion by Ms. Keyser, seconded by Mr. Helsley, and by the following vote, the RSW Regional Jail Finance and Personnel Committee recommended to the RSW Regional Jail Authority Board the adoption of the Resolution to Withdraw from Rappahannock Regional Criminal Justice Academy:

Aye: Helsley, Keyser, Stanley

Cafeteria 125 Plan

The RSW Regional Jail Cafeteria 125 Plan document was included in the agenda packet. Ms. Clinedinst explained that there was a Cafeteria 125 Plan document created before RSW opened, but that the document could not be located. Ms. Clinedinst has re-typed this document, and Mr. Hefty and the auditors have looked it over. Mr. Stanley questioned whether the contents in this document are optional and considered employee contribution only, which Ms. Clinedinst confirmed. Ms. Keyser commented that this document does not include much detail on leave of absences and how health insurance premiums would be handled or when somebody would have their benefits terminated should they take an extended leave of absence. Ms. Keyser stated that she believes this detail needs to be added to the document. Mr. Stanley agreed that this matter should be addressed before the document is approved.

On a motion by Mr. Helsley, seconded by Ms. Keyser, and by the following vote, the RSW Regional Jail Finance and Personnel Committee postponed further discussion of the Cafeteria 125 Plan until the August meeting and tasked Ms. Clinedinst and Mr. Hefty with addressing any changes or updates needed to the document:

Aye: Helsley, Keyser, Stanley

Medical Report

Mr. Wilson stated that RSW continues to try to watch medical costs. The expenses of medications are reviewed every quarter. When an inmate has high medical expenses, staff works to have that inmate furloughed or released on bail so that RSW does not have to take on the high cost of their medical expenses.

Mr. Gilkison stated that he and Ms. Holt attended a four day training class in Colorado that covered information regarding correctional healthcare. Mr. Gilkison stated that he and Ms. Holt will speak more about this training at the August meeting, but they received a lot of good information in reference to the administration, contracts, and liability issues of correctional healthcare.

Mr. Helsley noted that an LPN will be starting work at RSW in August and asked if the medical department will be fully staffed once she begins work. Mr. Wilson stated that there is still one vacancy for an LPN/RN.

Financial Report

Ms. Clinedinst stated that she has been working with Accounting Consultant Mary Earhart and her staff to ensure that everything is ready for FY 2017. RSW has switched to a new chart of accounts which has presented a challenge in getting the old and the new numbers coordinated. Ms. Earhart and her staff are familiar with Open RDA, which is the accounting software used at RSW, so they have been very helpful. Ms. Clinedinst stated that she has received notification that the fourth quarter 2016 payment from the Compensation Board has been received for the amount of \$172,000.

The commissary account is now being maintained through Open RDA. This means that any charges or purchases that are made for the inmate programs are being paid directly out of the commissary account. This eliminates the task of the Inmate Accounts Clerk having to write a check once a month from the commissary account to reimburse the operating account.

The new chart of accounts that RSW has implemented is broken down by department. Each department director has been given their own budget so that they have a clearer view of how much of the overall budget applies to their department.

Mr. Stanley asked Ms. Clinedinst when the audit can be expected to be completed. Ms. Clinedinst stated that Robinson Farmer Cox is scheduled to be here to conduct the audit in the third week of September and that the Workers Compensation audit is scheduled to begin the day after Robinson Farmer Cox is finished. Mr. Stanley asked if the true-up for FY2016 would be able to be completed in November or December and Ms. Clinedinst stated that it should be completed in October or November. Mr. Stanley asked if all outstanding items outlined in the FY2015 audit letter had been addressed and Ms. Clinedinst said that they have.

On a motion by Ms. Keyser, seconded by Mr. Helsley, and by the following vote, the RSW Regional Jail Finance and Personnel Committee approved the financial report as presented:

Aye: Helsley, Keyser, Stanley

Front Royal Trolley Survey Results

Mr. Wilson stated that the Front Royal Trolley survey was conducted and the proposed expansion looks like it will be feasible. RSW handed out this survey to individuals coming to RSW for visitation, and a large portion of them stated that they would use the trolley service if it ran to the facility. Mr. Wilson also stated that the trolley service would be of great use in aiding RSW's Work Release inmates in getting to work. Mr. Stanley stated that in the development of the structure of the service, multiple options are being considered for both the mornings and afternoons so that the service could be utilized for those trying to get to work. The service would

also run on the weekends for those attending visitation. Mr. Wilson stated that the current ridership of the trolley is approximately 34 riders per day. If RSW had 15 inmates that used the service twice a day, then RSW alone could potentially double the trolley's ridership. Mr. Stanley noted that RSW has the ability to use canteen money to help support the program since it would be benefitting the inmates. Mr. Stanley also noted that there should be another update regarding the potential for implementing the service.

Outstanding Issues

There were no outstanding issues to discuss.

Closed Session

On a motion by Mr. Helsley, seconded by Ms. Keyser, and by the following vote, the RSW Regional Jail Finance and Personnel Committee went into closed session pursuant to Section 2.2-3711.A.29 of the Code of Virginia to discuss the award of a public contract involving the expenditure of public funds, including interviews of bidders or offerors, and discussion of the terms or scope of such contract, where discussion in an open session would adversely affect the bargaining position or negotiating strategy of the public body:

Aye: Helsley, Keyser, Stanley

On a motion by Ms. Keyser, seconded by Mr. Helsley, and by the following roll call vote, the RSW Regional Jail Finance and Personnel Committee returned to open session and certified that only public business matters lawfully exempted from the open meeting requirements of the Freedom of Information Act and identified in the motion to go into closed session were heard, discussed, or considered in the closed session:

Helsley, aye; Keyser, aye; Stanley, aye;

On a motion by Ms. Keyser, seconded by Mr. Helsley, and by the following vote, the RSW Regional Jail Finance and Personnel Committee recommended that the RSW Regional Jail Authority Board accept Rappahannock Creative Healthcare proposal for approximately \$150,000 per year on a three year contract in response to the January 2016 Request for Proposals for Physical and Psychiatrist services:

Mr. Stanley added that this contract will save RSW Regional Jail a considerable amount of money and will help the bottom line for all of the participating jurisdictions.

Aye: Helsley, Keyser, Stanley

Meeting Schedule

The meeting schedule for the RSW Regional Jail Finance and Personnel Committee is as follows:

- August 25, 2016 at 1:00 pm
- September 22, 2016 at 1:00 pm
- October 27, 2016 at 1:00 pm

All meetings will take place at the RSW Regional Jail.

Adjournment

On a motion by Mr. Helsley, seconded by Ms. Keyser, and by the following vote, the regular meeting of the RSW Regional Jail Finance and Personnel Committee was adjourned at 1:57 pm:

Aye: Helsley, Keyser, Stanley

Mary Beth Price, Chairman
RSW Regional Jail Finance and Personnel Committee

Date Approved