

At the regular meeting of the RSW Regional Jail Finance and Personnel Committee held at the RSW Regional Jail on April 25, 2017 at 12:00 pm:

Present: Mary Beth Price (County Administrator, Shenandoah County), Douglas Stanley (County Administrator, Warren County), Debbie Keyser (County Administrator, Rappahannock County), Russell Gilkison (Superintendent, RSW Regional Jail), Lori Clinedinst (Finance Director, RSW Regional Jail), Penny Holt (Director of Nursing, RSW Regional Jail), (Stephanie Smith (Administrative Assistant, RSW Regional Jail), Mike Elwell (Chief Executive Officer, Northwestern Community Services).

Absent: None

Welcome and Introductions

Ms. Price called the meeting to order at 12:10 pm.

Adoption of Minutes

On a motion by Mr. Stanley, seconded by Ms. Keyser, and by the following vote, the RSW Regional Jail Finance and Personnel Committee adopted the minutes of March 23, 2017 as presented:

Aye: Keyser, Price, Stanley

Mental Health Services

Mr. Gilkison introduced Mr. Mike Elwell from Northwestern Community Services. Mr. Gilkison stated that he invited Mr. Elwell to this meeting to give an update to the Authority as to the services provided by Northwestern Community Services to the RSW Regional Jail and their evaluation of those services up to this point.

Mr. Elwell noted how much of an issue it is being an incarcerated person who has a mental illness. Often when a mentally ill person comes into a jail, their mental illness gets worse. With 35-40% of the jail's population having a diagnosable mental illness, Mr. Elwell has been pleased with the kind of work that has been done at RSW but Mr. Elwell is concerned about the liability that RSW and Northwestern Community Services both carry on RSW's population. Northwestern currently has staff at RSW five days a week, whether that needs to increase is up to the RSW Authority, but the issue is that it becomes a very difficult population to manage from Northwestern's standpoint. Mr. Elwell thinks that staff is comfortable with how suicides are addressed. He believes there is a good system in place for recognizing inmates who are suicidal, placing them on suicide watch, and then successfully making the determination that the inmates are no longer suicidal and removing them from watch. Mr. Elwell stated that he is concerned mostly about the daily occurrences at RSW. Mr. Elwell does not believe that RSW has enough psychiatric time, and that it is a critical issue. With approximately 40% of the population having a mental illness, Mr. Elwell recommended that the Committee evaluate the number of psychiatric

hours at RSW. Mr. Elwell stated that his staff is having frustrations about how quickly they can respond to inmate's needs and issues. If an inmate becomes depressed or suicidal on the weekend there is a large lag time before the occurrence of an intervention and this period of time raises concern because it increases liability. Another issue Mr. Elwell is concerned about is the connection to the individual in an outpatient setting. With the same individuals coming into and out of the jail system there seems to be no connection to those individuals in the community and that needs to change. Outpatient services need to be made available for these individuals in an attempt to help reduce the 'revolving door' of these individuals going into the jail system. The mental health system as a result of deinstitutionalization has created this problem for jails and prisons. They have become a large, by default, mental health institution with virtually no treatment. Mr. Elwell stated that there are constantly backups in terms of when assessments are done by the Qualified Mental Health Professional (QMHP) at RSW, and that can be a bad thing because it means that the big issues are not always addressed in a timely manner. Mr. Elwell is recommending a change in staffing at RSW to add some additional hours to cover the evenings and weekends. He stated that he understands that the budget for FY18 has already been approved but this is just something for the Board to consider. There is a new manager starting at Northwestern who will be overseeing crisis who will be spending some time at RSW with the QMHP. There is also a new employee who will act as a backup for the QMHP at RSW who will be spending some time at the jail as well to learn how things work.

Ms. Price noted that Mr. Elwell stated that he has staff at RSW five days per week and asked how many hours they are at the jail. Mr. Gilkison stated the QMHP is at RSW forty hours per week but she is more than likely working more hours than that because she is trying to answer inmate requests as they come in 24 hours per day. Ms. Price asked if any additional personnel would also be an employee of Northwestern to which Mr. Elwell confirmed. Mr. Stanley asked about the possibility of having an additional person who is only part-time. Mr. Elwell stated that he may have an opportunity with a new hire who could potentially work part-time at RSW and part-time with Northwestern. Mr. Gilkison noted that it is typical with a facility who has a population this size to have two full time mental health professionals. Mr. Gilkison stated that currently 40-46% of RSW's medication budget is spent on psychiatric medications. The psychiatric hours are done through the contract service with Rappahannock Creative Health Care, and Mr. Gilkison plans to discuss a recommendation from Mr. Elwell on how many hours he believes need to be added. Mr. Gilkison stated that for the interim he believes that adding additional QMHP hours from Northwestern would be beneficial and help to decrease liability as well. Mr. Gilkison stated that the evening and weekend hours that are not covered by a QMHP can put a huge strain on security staff in trying to monitor those who have expressed depression or suicidal thoughts. Ms. Holt stated that RSW has had 95 people in FY17 so far on suicide watches.

Ms. Price thanked Mr. Elwell for coming to the meeting and sharing this information and stated that the Board will discuss what he has proposed. Mr. Elwell thanked the Committee and stated that he will be working with the Superintendent on the upcoming contract renewal for July 1, 2017.

Ms. Price asked if the new contract with Northwestern Community Services will incorporate any additional hours. Mr. Gilkison stated that the contract renewal has not yet been discussed. Mr. Gilkison plans to discuss what the cost of additional hours with Northwestern Community Services would be as well as additional hours with Rappahannock Creative Health Care for the psychiatrist and will bring that information back to the Authority Board for discussion when he has it.

Superintendent's Report

Mr. Gilkison reported on the following items:

RSW Facility Grounds and Maintenance

Kitchen Walk-in Coolers:

In January of 2017 staff began to notice the flooring of the walk-in refrigeration units lifting and heaving in the center of all four of the units in the kitchen. The flooring is tongue and groove insulated panels that are locked together by a mechanical fastener. The panels are manufactured by Bally Refrigerated Boxes and were installed under the construction of the facility. After the manufacturer's final inspection a report was generated to what they feel is not a defect of the panel but that the concrete slab under their panel is heaving. James Marstin of JRM consulting services is currently working with Mosely Architects to find a solution. The following is the latest update that was received by Gary Westfall from Mosely Architects:

“Based upon field investigation and a report by James Marstin regarding the installed conditions it is our opinion that the walk in boxes were not installed per the manufacturer's standard details.

It appears that the slab depression used for the boxes is not large enough or was grouted solid after the installation of the floor and wall panels.

Our food service consultant agrees that lack of the required expansion space for the cooler and freezer panels could result in the buckling of the floor that is occurring.

My expectation is that there will need to be some destructive testing performed in the presence of the food service subcontractor and a remediation plan developed based upon the findings.

I have contacted Shockey representatives Rob Sum and Thomas Keaton (voice mail only at this point) to initiate discussions as to how to proceed with confirming these observations and developing a plan for the remediation of the problem. We have not formally discussed the details but will keep you apprised of progress.”

Inmate Work Force:

Seasonal grass cutting and grounds maintenance has started on the property. Inmate workforce will begin preparing the vegetable garden plot as time and weather permits.

Mr. Gilkison stated that he has received a lot of requests from the Counties to do additional projects and staff is trying to keep up as best as possible. Mr. Gilkison stated that workforce scheduling has been difficult to accommodate all of the requests and asked that if anyone has a request to be patient and know that staff is doing everything to get these tasks accomplished as fast as possible, it may just take some time.

Staffing and Recruitment

There have been 0 applications received in April.

1. Correctional Officers: 32 positions available. There are two officers that started in April. There are also two applicants who were given conditional offers this month.
2. Deputy Superintendent: Vacancy.
3. Registered Nurse (RN): 1 Vacancy.
4. Licensed Practical Nurse (LPN): 3 Vacancies.
5. Squad Sergeant: 1 Vacancy.
6. Custodian: 1 Vacancy

Penny Holt, Nursing Director for RSW will be going out on FMLA beginning in May for several weeks taking her out of the rotation to back fill for vacancies, leaving only two LPNs to provide medical hours to the facility. In response to the medical staff shortage, Mr. Gilkison requested a contract from Maxim Healthcare Services to provide RN, LPN, and Medication AID services to RSW until recruitment occurs to fill the medical vacancies. This is an emergency procurement of services and has been reviewed by RSW legal counsel.

RFPs and Contracts

1. An emergency contract has been signed with Maxim Healthcare Services for nursing and medication aide staffing services.
2. The agreement with Ms. Mary Earhart for accounting services needs to be signed. This agreement is estimated between \$6,000 and \$9,000.

Inmate Programs

There are multiple new programs coming to RSW:

1. The first class, which began on March 9, 2017, is called Sense of Self and will be held by Mr. John Steven Smith with the Front Royal Church of Christ. The purpose of this class is to assist inmates with the behavioral improvement of their lives. This class is offered to the male general population inmates and will be held on the 2nd and 4th Thursdays of the month.
2. The second new class is titled Cross Roads Bible Study and will be held by Pastor Eli with the Discipleship Community Church. This class is scheduled to begin at the end of April and will be held the 1st and 3rd Fridays of the month.
3. A new class called Boundaries will be beginning on May 1st and will run 12-16 weeks. This class is meant to help inmates learn how to set up healthy boundaries while exploring biblically based answers to their life questions.
4. There is also a Bible Study for Jehovah's Witness beginning soon which will be a brief study of the Bible that focuses on the main themes in the Bible.

5. The Pawsitive Partners program is set to begin on May 01, 2017. Interviews were conducted on April 20, 2017 and four female participants have been selected to participate in the program.

Average Daily Population

The Average Daily Population for March was 334 inmates per day. The locality breakdown was as follows:

Rappahannock County	17 or	5.09%
Shenandoah County	160 or	47.90%
Warren County	157 or	47.01%

Other

1. On April 12th, a tour was given to Shenandoah University Criminal Justice major students. This is the second time staff has done this for the university and they plan to continue to schedule these with RSW each semester. There is currently one officer who is a senior with Shenandoah University working fulltime at RSW and one scheduled to start employment at the facility sometime in May.
2. RSW Regional Jail had four Officers graduate the Rappahannock Regional Criminal Justice Academy on April 11, 2017. Those graduating were:

Officer Isaiah Boyd
Officer Sean O'Neil
Officer Alisha Siver
Officer Lisa Williamson

Officer Alisha Siver received the Sgt. Ricky L. Timbrook performance achievement award. This award is given by instructors, academic staff and students for outstanding performance, attitude, and effort by a student. Officer Sean O'Neil received the Top Academic Award.

Monthly Jail Statistics

A monthly jail statistics spreadsheet was included in the agenda packet. There were no questions regarding the statistics.

Monthly Expense Report

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

Reclassification of Custodian to Two Part-Time Receptionists

Mr. Gilkison stated in an effort to assist the operation of the facility, he is requesting to utilize the funding of the custodian position to pay for two part-time receptionists to cover the lobby on evenings and weekends during the hours of public visitation. Currently this post is covered by an officer. The custodian position has been vacant for approximately thirty days and the janitorial duties have been able to be performed with inmate labor. Mr. Stanley stated that so long as the custodian duties are performed he sees no problem. Ms. Price asked if in the future a custodian was needed could it be a part-time position as well which Mr. Gilkison confirmed. Mr. Gilkison stated that he feels that greater need for staff right now is to have a night/weekend receptionist at least until some of the officer vacancies are filled.

On a motion by Mr. Stanley, seconded by Ms. Keyser, and by the following vote, the RSW Regional Jail Finance and Personnel Committee authorized the funding of the custodian position to be used to fund up to two part-time receptionists to cover the lobby on evenings and weekends during the hours of public visitation:

Aye: Keyser, Price, Stanley

Medical Report

Ms. Holt reported on the following items:

March has been another very busy month for those entering the facility with substance use and detoxing. There were 50 new committals who were placed on various withdrawal protocols, the highest number staff has seen this fiscal year. The number of cases that were on alcohol (ETOH) protocols was alarming. Those individuals withdrawing from alcohol and benzodiazepines are closely monitored for seizures, which can be life-threatening, as well as dehydration.

On April 6, 2017, RSW hosted a meeting with members of Warren Memorial Hospital (WMH) Emergency Medicine and Nursing, the Director of Emergency Medicine for Valley Health, Director of Pharmacy at WMH, Addictions Recovery Services, Director of Nursing at NRADC, RSW medical provider RCHC and RSW Medical Director for a candid discussion on providing services for those pregnant females addicted to opiates. The group approved a preliminary plan for these patients to be seen at Winchester Medical Center (WMC) OB Hospitalist through the emergency department when they present in moderate withdrawal. The goal is to bridge these patients with methadone at WMC until they can be seen by the intake physician at Addiction Recovery Services and start their methadone protocol. A meeting in May is being planned to continue the discussion with the goal of having a well-defined plan for the care of these patients and their unborn.

RSW has had one patient who was booked in on March 2, 2017 and has multiple chronic health conditions. This person has been in and out of the hospital multiple times during his incarceration at RSW. He was arrested in Shenandoah County as a fugitive from justice with

extradition to West Virginia. Mr. Gilkison stated that this inmate was picked up by West Virginia today.

Ms. Holt has attached the statistics for the medical department for the fiscal year of 2017. Currently staff is looking at outcomes involving those individuals with diabetes. Upon their first visit to the RSW healthcare provider, blood work is ordered to see how controlled their diabetes is and then follow-up blood work is provided quarterly for comparison. Information will be upcoming in the next quarter.

Ms. Price asked in regard to the medical stats if the QMHP measure shows the number of visits that the QMHP sees which Ms. Holt confirmed.

Financial Report

Ms. Clinedinst reported on the following items:

The fiscal year is three quarters of the way complete. Salary and Benefit spending is still below average. Overtime is up because of the staff at the Academy and the current number of vacancies. Overtime is at 316% used but regular salaries is at 60%.

Contractual Services continues to run high. A large batch of invoices was received from Valley Health that had been adjusted to Medicaid pricing. The total cost of the invoices was \$275,151, RSW paid \$88,032. This is a savings of \$187,119.

The following line items are over budget: Repairs and Maintenance Services; Advertising and Recruitment; Internet and Cable Services (Does not include inmate Cable); and Travel (Food & Lodging). The remaining budget line items are on track.

RSW has already realized over 83% of projected Revenue. \$77,690 in vacancy savings was received in March to help offset the cost of medical care and services for the inmates. \$819,226 was received from Virginia Resources Authority when the Acquisition fund was closed in March. Those funds have been deposited into the Operating Reserve Account.

While researching where most people are looking for jobs, it seems that advertising on ZipRecruiter.com may prove to be the most advantageous route for RSW to take and will give a much broader audience. To date, RSW has spent a total of \$8,465 on newspaper advertising and hasn't seen many results. RSW spends an average of \$665 per month to Northern Virginia Daily alone. ZipRecruiter costs \$246 per month to place three ads, or \$375 for placing up to ten ads.

The Payroll / Financial Services Clerk Genesis Walker, the HR Benefits Specialist Marie Fritts and Ms. Clinedinst now have the capability to scan information into Open RDA. Ms. Walker is scanning all invoices she pays and Ms. Fritts is working on scanning personnel documents into each individual personnel file. Ms. Clinedinst is scanning deposit information in. The Inmate Accounts Clerk Crystal Rector, is scanning documents into Jail Tracker and attaching them to the inmates' record.

Innovisit Digital Video Visitation

Mr. Gilkison stated that Innovisit Digital Video Visitation is the provider of RSW's video visitation system, not just for public visitation but for attorney visits as well. Some of the stations are starting to wear down/break with use, so staff has asked Innovisit for prices to get those stations repaired. Innovisit has responded to this inquiry with a support. The service contract is actually cheaper than if individual units were sent out to be repaired. Mr. Gilkison stated that the cost of a replacement station is \$2,000. Mr. Gilkison stated that he is asking for Innovisit's Basic Support and Hot Swap agreement which is \$6,990 per year. This would not only cover the replacement of stations but would cover any of the servers and hardware as well. Mr. Stanley asked if there is money still in the budget for FY17 to cover this cost, which Mr. Gilkison confirmed that there is.

On a motion by Mr. Stanley, seconded by Ms. Keyser, and by the following vote, the RSW Regional Jail Finance and Personnel Committee approved the support agreement with Innovisit Digital Video Visitation for their Basic Support + Hot Swap in the amount of \$6,990 per year:

Aye: Keyser, Price, Stanley

State Criminal Alien Assistance Program (SCAAP)

Mr. Gilkison stated that the Committee has discussed this topic over the last few meetings regarding the money that can be obtained through illegal aliens that are incarcerated at RSW. Originally, RSW was approached by a contract service who would retrieve this money for RSW. Mr. Gilkison stated that staff decided that this could be handled internally rather than by using an outside source because the numbers are not great enough at RSW to justify that. Mr. Gilkison has reached out to the Bureau of Justice and has been informed that a regional jail is not allowed to request these funds. Each locality may request those funds individually. Mr. Gilkison has since contacted some other regional jails to see how they handle this situation. The response he got is that the localities are using the regional jail as their representative to apply for the funds for them. RSW would have to have an agreement signed from each jurisdiction saying that RSW can be a representative to submit for the funds for each locality and then when it is time to draw the funds down the individual counties will have to do that, they will not allow RSW to draw down those funds. There are only certain things that these funds can be used for, a list of which was included in the agenda packet. These funds can cover salaries for correctional officers, overtime costs, corrections work force recruitment and retention, construction of corrections facilities, training/education for offenders, training for corrections officers related to offender population management, consultants involved with offender population, medical and mental health services, vehicle rental/purchase for transport of offenders, prison industries, pre-release/reentry programs, technology involving offender management/inter-agency information sharing, disaster preparedness continuity of operations for corrections facility. That money would then have to come back to the jail somehow. Mr. Stanley asked how much money could be retrieved. Mr. Gilkison stated that it is probably not going to be a huge sum and it would vary based on the population, he believes NRADC got back around \$12,000 last year but they have a higher population of foreign born individuals than what RSW has. Mr. Gilkison stated that even though it isn't much money he still feels that it is worth signing up for. Mr. Stanley suggested asking the finance person from each county to have a meeting to coordinate their roles in the participation in this program. Ms. Price stated that an agreement would need to be drawn up by the Hefty's to

bring to the governing bodies of each jurisdiction to get approved. Mr. Gilkison stated that he will ask NRADC for an example of the agreement that they have with their participating jurisdictions.

On a motion by Mr. Stanley, seconded by Ms. Keyser, and by the following vote, the RSW Regional Jail Finance and Personnel Committee approved that the necessary paperwork be filed to participate with the State Criminal Alien Assistance Program (SCAAP):

Aye: Keyser, Price, Stanley

Proposed Salary Scale Adjustment

During the budget preparation this year a salary study was included to evaluate RSW Regional Jail Sworn Staff salaries in comparison to the surrounding law enforcement agencies. This study was conducted due to the retention and recruitment difficulties staff has been having at RSW. Through this study it was discovered that the starting salaries at RSW are not up to par with the surrounding jurisdictions. In this study, information was received from eighteen other law enforcement agencies and regional jails from the Shenandoah Valley and Central Virginia. The results of this study clearly show that the starting salary for a Jail Officer at RSW is not competitive with the other law enforcement agencies in this area. The average starting salary for a Jail Officer/Deputy Sheriff from the eighteen jurisdictions who responded to the study is \$37,432. RSW's current starting salary for a Jail Officer in FY17 is \$33,118 and it has been asked in the budget for FY18 to increase the RSW starting salary for a Jail Officer to \$37,288. This would help RSW to become more competitive and get as close to that average starting salary as possible. Mr. Gilkison is asking for this salary scale adjustment in an effort to increase recruitment and retention and to help maintain the staffing levels at RSW. So far in April 2017 no applications for a Jail Officer have been received.

The comparison of the current salary scale and the proposed salary scale were included in a handout passed to everyone at the meeting. Mr. Gilkison explained that what was done to create the proposed salary scale is step E on the current salary scale was moved down to become the new step A. The 2% increase from the Compensation Board has also been included in the proposed scale. To compensate for this increase farther down the scale, Sergeant were reclassified from a grade R9 to an R8, and Lieutenants were reclassified from a grade R10 to an R9. This was done to keep these salaries in line with the other jurisdictions. There was no scale adjustment done for the lower grades R1-R5 other than the 2% compensation board increase. Mr. Stanley asked if there was any difficulty recruiting for those positions in the lower grades. Mr. Gilkison stated that recruitment and retention has been pretty successful at the administrative positions in grades R1-R5. Mr. Stanley asked how many salary increases have been given since July 1, 2014 at RSW. Mr. Gilkison stated that staff has received one 2% cost of living increase. Mr. Stanley stated that Warren County has received a total of 10% over that same time period. Mr. Stanley stated that this new salary scale is in line with the salary scales of the three participating jurisdictions at RSW.

Ms. Keyser asked what impact healthcare has. Mr. Gilkison stated that the costs for healthcare are increasing 9% for FY18. Ms. Keyser asked about the employee contributions from a recruiting standpoint. Mr. Gilkison stated that he feels RSW is very competitive as far as healthcare rates.

Mr. Gilkison stated that when the budget was submitted the amount to cover the costs of this proposed salary scale were factored in. Mr. Stanley asked staff to send this presentation along with a letter to the Authority Board a month in advance of the next meeting explaining why this is what is being proposed. This topic will be discussed at the next Authority Board meeting.

On a motion by Mr. Stanley, seconded by Ms. Keyser, and by the following vote, the RSW Regional Jail Finance and Personnel Committee made a recommendation that the RSW Regional Jail Authority Board approve the proposed changes to the salary structure with the moved pay grades for the positions as presented. Mr. Stanley added the caveat that with the many correctional officer positions that are open something needs to be done to address the disparity between the starting salary for those positions and the average in the area. Ms. Keyser pointed out that the amount to cover this increase is already included in the FY18 budget:

Aye: Keyser, Price, Stanley

Other Outstanding Issues

There were no other outstanding issues to discuss.

Closed Session

On a motion by Mr. Stanley, seconded by Ms. Keyser and by the following vote, the RSW Regional Jail Finance and Personnel Committee went into closed session pursuant to Code Section 2.2-3711.A.1 to discuss the assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific public officers, appointees, or employees of any public body and the discussion and consideration of filling the Deputy Superintendent position for the RSW Regional Jail.

Aye: Keyser, Price, Stanley

On a motion by Mr. Stanley, seconded by Ms. Keyser, and by the following roll call vote, the RSW Regional Jail Authority Board 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:

Keyser, Aye; Price, Aye; Stanley, Aye;

Meeting Schedule

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

- May 25, 2017 at 1:00 pm
- June 22, 2017 at 1:00 pm
- July 27, 2017 at 1:00 pm

All meetings will take place at the RSW Regional Jail.

Adjournment

With no further business to discuss, the regular meeting of the RSW Regional Jail Finance and Personnel Committee was adjourned at 1:33 pm.

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

Date Approved