

VIRGINIA DEPARTMENT OF CORRECTIONS

AGENCY AT A GLANCE
2021



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

2021



Table of Contents

1	About the Virginia Department of Corrections
4	Strategic Plan FY2022-2026
6	Business Practices
10	Agency Statistics
12	Agency Budget
13	Highlights of Recent Accomplishments
16	Inmate Services: Health and Mental Health (COVID-19 Response)
21	Integrated Model for Re-Entry
22	Re-entry Programs in Facilities
28	Probation/Parolee Services
31	Work Programs in Facilities
33	Academic, Career and Technical Programs
36	Administrative and Operational Services
44	Virginia Department of Corrections Locations

About the Virginia Department of Corrections

The Virginia Department of Corrections operates secure facilities and Probation and Parole offices to provide care and supervision to approximately 97,000 individuals, including almost 25,000 inmates in custody in VADOC facilities; almost 66,000 supervised in the community by Probation and Parole staff; and approximately 6,000 state responsible inmates housed in local and regional jails.*

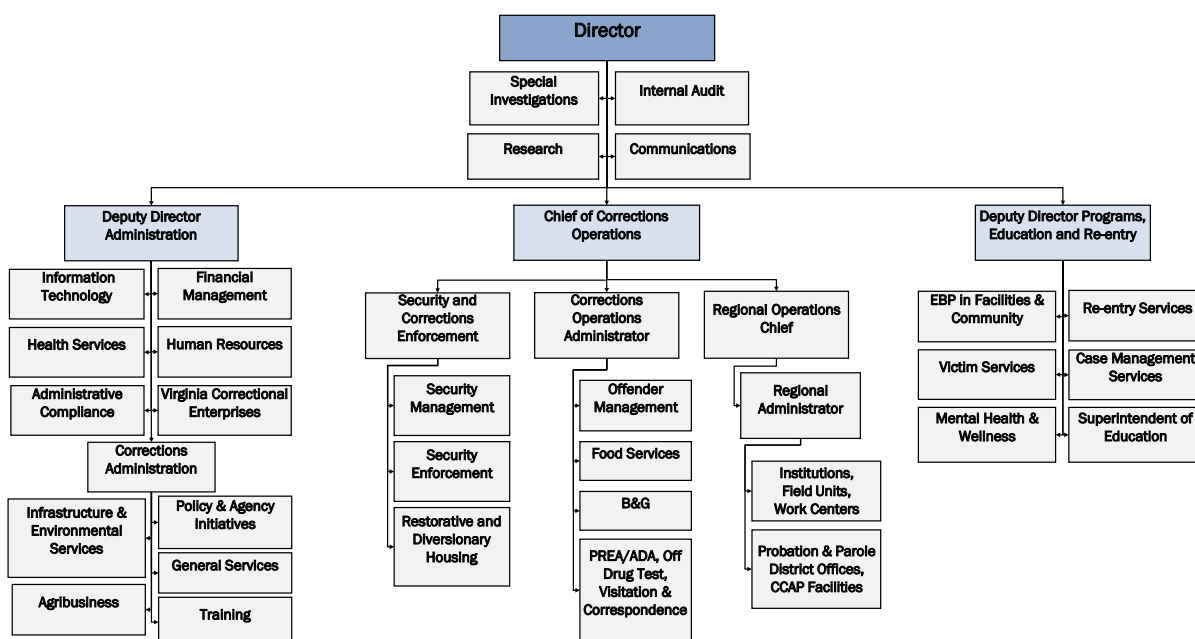
At 23.9 percent, Virginia has the second lowest three-year reincarceration rate among the states that report this rate for State Responsible (SR) inmates. The use of evidence-based re-entry programming and treatment during an inmate's incarceration and supervision in the community after release from custody directly impacts Virginia's recidivism rate.

For FY2022, the Virginia General Assembly authorized 13,294 full time equivalent (FTE) positions for the Virginia Department of Corrections (VADOC). Of these positions, 10,314 FTE positions were filled as of September 30, 2021. As the largest state agency, the Department has a vacancy rate of 22 percent, with 2,980 FTE positions vacant as of September 30, 2021.

Organizational Structure

The Virginia Department of Corrections operates 26 major institutions, eight field units, five work centers, 2 special purpose institutions, 2 secure hospital units, 43 Probation and Parole districts, six Community Corrections Alternative Programs (CCAP), three Regional Offices, three Academies for Staff Development, and one Department headquarters. In addition, Virginia Correctional Enterprises (VCE) maintains plants in 14 locations. Units coordinate their individual roles and functions and work closely together to promote the overarching "Oneness" of the Department, thereby contributing to the successes and goals of the Agency. The organizational units are structured under the Director's Office; Division of Administration; Division of Operations; and Division of Programs, Education, and Re-entry.

Virginia Department of Corrections Organizational Chart



* State Responsible (SR) inmates are those who have been convicted of at least one felony and are sentenced to one year or more. Preliminary SR populations as of August 31st, 2021 are derived from headcounts in DOC facilities and under Community Supervision, while SR estimate in jails is reported by the State Compensation Board

ABOUT THE VADOC (continued)

Director's Office

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

Division of Administration

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

ABOUT THE VADOC (continued)

Division of Corrections Operations

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

Division of Programs, Education and Re-entry

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

Strategic Plan FY2022-2026

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

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

Mission

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

Vision

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

Values

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

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

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

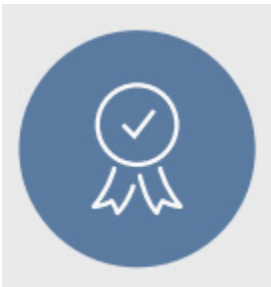
ETHICS: Behaving with high standards of personal and professional conduct.

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

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

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

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



Goals

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

2 Foster a high level of safety and security.

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

4 Demonstrate and promote operational excellence.

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

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

Business Practices

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

Healing Environment

Initiated Department-wide, our healing environment is a change in culture. It is purposeful and encourages all to use their initiative to make positive, progressive changes to improve lives while forming relationships within safe 'containers.' When the 'container,' or pattern of relationships is good, then the atmosphere is conducive to dialoguing, thinking, and working well together. The Healing Environment is safe, respectful and ethical; people are both supported and challenged to be accountable for their actions.

Oneness

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

Dialogue

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

Working Dialogue

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

Business Practices (continued)

Director's Diversity and Inclusion Council

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

3-D: Data Driven Decisions

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

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



Business Practices (continued)

Empowerment Model

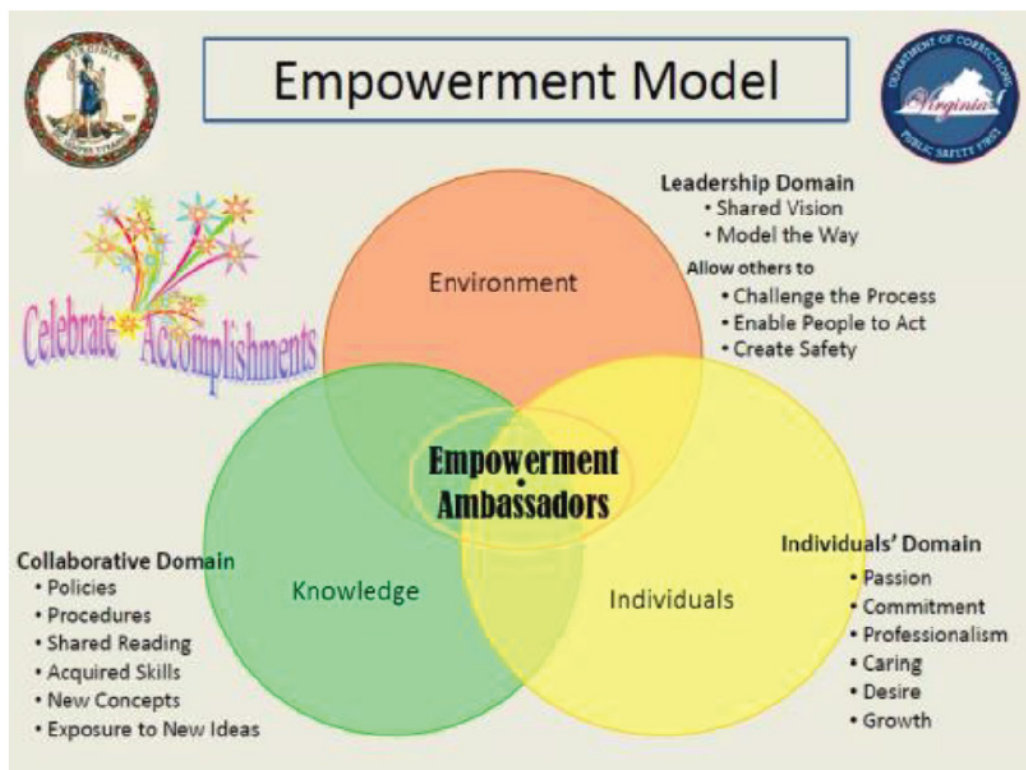
VADOC is committed to providing the framework by which staff are empowered as ambassadors within the Department. Empowerment is when one chooses to give the best of their abilities and skills, while accepting challenges and opportunities to grow. The Empowerment Model consists of three domains that,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

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

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

Learning Teams

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



Business Practices (continued)

Training Opportunities

The VADOC in conjunction with the Academy for Staff Development is dedicated to providing progressive, innovative training in support of the VADOC's mandates, initiatives and Departmental procedures.

- **CORRIDORS** — Corridors provide employees a foundation for development through assessments, development planning, individual and group projects, classroom instruction and mentoring.
- **CCIT** — Corrections Crisis Intervention Training is a first responder training aimed at effectively and humanely interacting with an individual suffering with a mental illness. In addition to the Institution and Community Officers already trained from 2017 to present, the goal is to have 25 percent of all officers trained within five years.
- **EPICS II** — Effective Practices in Correctional Settings is the VADOC business model to equip staff with strategies and interventions in core correctional practices that are proven by research to create inmate behavior change.
- **LEAD** — VADOC contracts with the American Correctional Association (ACA) to provide Leadership Development for the Corrections Professional for Middle Managers and Supervisors which addresses the succession planning needs of the Department.
- **Leadership Institute** — The Leadership Institute is a multi-tiered program that properly equips agency leaders with the essential skills to create a workplace where all staff take equal responsibility for leadership development. This training provides an avenue for employee empowerment where individuals take ownership for their professional and personal development.
- **BSNS- Basic Skills for New Supervisors** provide training on applicable DHRM and VADOC Policies and Procedures relating to supervision of staff. It provides participants with opportunities for virtual classroom activities, and class participation/discussion. Lawful Interviewing is also offered as part of BSNS. Lawful Interviewing prepares employees to use the Department's process for hiring employees and to apply this process in the recruitment, interviewing and selection of applicants for agency positions.
- **BSNS/Smooth Start-** The Director and his Senior Executive Team meet with all newly-promoted supervisors to discuss the Agency's Business Practices and leadership skills that will help them be successful leaders within the Virginia Department of Corrections.



Agency Statistics

Inmate and Supervisee Population Statistics as of June 30, 2021, which is the most recent complete and accurate data available for all population categories.

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

Legend

NCC—New Court Commitments (Inmates sentenced to State Responsible sentences to include both Truth-in-Sentencing and Parole Revocation inmates)

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

DOCFAC—Department of Corrections Facilities (Major Institutions, Field Units, Work Centers)

CCAP—Community Corrections Alternative Programs (CCAP)

P&P—Probation and Parole (Community Supervision)

*Subset of SR Confined

For more information on inmate and supervisee populations, please see: <https://vadoc.virginia.gov/about/facts/default.shtm>

- Inmate and Supervisee Population Data
- Inmate and Supervisee Population Trends

Agency Statistics (continued)

Staff Demographics

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

Full-Time Employees as of 12/31/2019

As of December 31, 2019, there were 11,210 full time staff at the Agency. However, the General Assembly appropriated 12,521 full time positions for FY2020, resulting in a 10 percent vacancy rate.

Total FTE as of 12/31/2019 11,210

Administration	462
Community Corrections	1,342
Correctional Facilities	9,406

Gender

Female	46%
Male	54%

Race/Ethnicity

American Indian or Alaskan Native	<1%
Asian or Pacific Islander	1%
Black	43%
Hispanic/Latino	2%
White	54%

Full-Time Employees as of 6/30/2021

As of June 30, 2021, there were 10,439 full time staff at the Agency. However, the General Assembly appropriated 12,595 full time positions for FY2021, resulting in a 17 percent vacancy rate.

Total FTE as of 6/30/2021 10,439

Administration	489
Community Corrections	1,373
Correctional Facilities	8,577

Gender

Female	46%
Male	54%

Race/Ethnicity

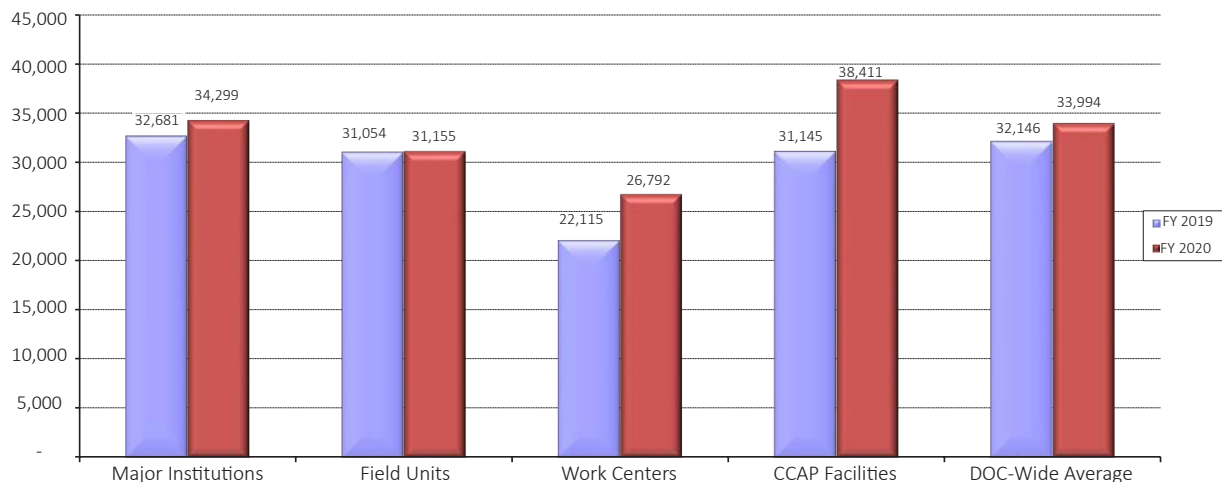
American Indian or Alaskan Native	<1%
Asian or Pacific Islander	1%
Black	41%
Hispanic/Latino	2%
White	56%

Agency Budget

Operating Per Capita Cost

The Department-wide per capita cost of housing inmates and probationers was \$33,994 in FY 2020, up 5.7% above FY 2019. The different facility types have different per capita costs for a variety of reasons. Inmates housed in field units and work centers present lower security risks than those housed in major institutions. These inmates also do not have chronic, serious health problems, therefore they need only modest medical resources. For these reasons, field units and work centers tend to have lower per capita costs than major institutions. Probationers housed in Community Corrections Alternative Program (CCAP) facilities also present lower security risks and have lower medical costs than inmates housed in major institutions. However, the small size of these facilities prevents them from realizing economies of scale. Every facility, regardless of size, incurs fixed costs (administrative/food/medical staff, utilities, repairs, maintenance, etc.) that do not vary directly with population, causing small facilities to experience higher per capita costs than larger ones.

OPERATING PER CAPITA COST- FY 2020 VERSUS FY 2019



The increase in the per capita for Work Centers and CCAP facilities is largely the result of a 21.4% and 7.0% reduction in ADP, respectively

	FY 20	Per Capita	FY 19	Per Capita	+ / (-)
Personal Services	\$ 643,765,294	\$ 22,907	\$ 626,259,990	\$ 21,621	\$ 1,287
Direct Inmate Cost	219,143,739	7,798	211,770,477	7,311	487
Indirect Cost/Recoveries	51,638,054	1,837	53,642,495	1,852	(14)
Continuous Charges	30,601,390	1,089	31,022,982	1,071	18
Property Improvements/Equipment	10,202,392	363	8,444,990	292	71
Total	\$ 955,350,870	\$ 33,994	\$ 931,140,934	\$ 32,146	\$ 1,848

*Source:

VADOC Management Information Summary Annual Report

For the Fiscal Year Ending June 30, 2020

<https://www.vadoc.virginia.gov/media/1623/vadoc-financial-annual-mis-report-2020.pdf>

Highlights of Recent Accomplishments

Golden Eagle Award and the Lucy Webb Hayes Award

The American Correctional Association (ACA) presented VADOC with the Golden Eagle Award and the Lucy Webb Hayes Award in recognition of VADOC's commitment to excellence, public safety, and the well-being of inmates. These are two of the highest honors available to correctional agencies. The Golden Eagle Award is presented to correctional agencies in recognition of achieving accreditation of all aspects of their operations. VADOC has achieved accreditation for all of its facilities, as well as Headquarters Administration, Probation and Parole Field Services, Virginia Correctional Enterprises Administration, and the VADOC Academy for Staff Development. Only 24 of the more than 1,500 correctional agencies in the nation have been previously recognized with this award. The Lucy Webb Hayes Award, named after the wife of President Rutherford B. Hayes, recognizes agencies or programs that have achieved both full ACA accreditation and full compliance with the federal Prison Rape Elimination Act (PREA) for every component of their operations. This level of excellence has only been achieved by 11 previous correctional agencies.

Removal of restrictive housing

On January 6, 2020, the VADOC embarked on a progressive revision of its restrictive housing program by offering a minimum of four hours of out-of-cell time for inmates assigned to those areas. The Department has maintained this practice for the past 20 months thanks to the tremendous efforts and creativity of line staff, counselors, unit managers, administrators and many others in the field. By offering a minimum of four hours of out-of-cell time each day to all inmates in these programs, the Department no longer operates anything that meets the American Correctional Association definition of restrictive housing.

State Transformation in Action Recognition (STAR)

In July of 2021, the Council of State Governments' Southern Legislative Conference awarded VADOC the 2021 State Transformation in Action Recognition (STAR) award for the Department's Secure Diversionary Treatment Program for inmates with a serious mental illness. VADOC's Secure Diversionary Treatment Program allows inmates with a serious mental illness to enter a program where their unique needs are met and supported instead of into a restrictive housing setting. Staff now provides treatment opportunities for these inmates so they can eventually thrive in the general population of the correctional facility or in the community upon release.

Highlights of Recent Accomplishments (continued)

VADOC Expands Medication Assisted Treatment (MAT) Reentry Program

The MAT program has begun the use of Buprenorphine in select Community Corrections Alternative Programs (CCAPs). The Buprenorphine Pilot Program expands the department's Medication Assisted Treatment Re-entry Initiative (MATRI) to provide additional treatment for probationers with an opioid use disorder. This pilot program allows male probationers at Stafford and Brunswick CCAPs and female probationers at Chesterfield CCAP to continue the use of Buprenorphine products in CCAPs.

The Governor's Honor Award for Heroism

A Red Onion State Prison Officer received the Governor's Honor Award for Heroism from Governor Ralph Northam following his intervention in a potentially fatal inmate attack on a fellow correctional officer in late 2018. Officer Tyler Thornsberry's quick response likely saved the life of his co-worker.



National Association of Blacks in Criminal Justice Awards

Virginian members of the NABCI recently received three of seven major awards given annually by the organization. Two of these awards were received by employees of the Virginia Department of Corrections. Alfreda Shinns, Chief Probation and Parole Officer for District 36 Alexandria, received the Owens-Bell Award. This award is given to an individual with outstanding contribution to their chapter, including developing chapter activities and chapter recruitment. Eddie L. Pearson, retired as Lead Warden at Greensville Correctional Center, received the Chairman Emeritus Award. This award is given to an individual who emphasizes minorities as policy makers and developers of criminal justice programs through their dedication to the advancement and goals of the NABCI.

Highlights of Recent Accomplishments (continued)

Governor's Honor Award for Diversification of Energy Sources

The VADOC was awarded the Governor's Honor Award for Diversification of Energy Sources in September of 2019. This award was received for the planning and building of a solar farm at Haynesville Correctional Center. This five-acre solar farm hosts an 852.72 kW solar photovoltaic system with an array of 2,508 photovoltaic modules. This farm will provide about 16 percent of the Haynesville, Virginia facility's electricity needs, and save the facility an estimated \$120,000 annually. Not only have the solar panels reduced both the facility's energy consumption and its reliance on non-renewable energy resources; it has also given inmate workers the opportunity to maintain solar operations and gain job skills in solar panel management.



2019 Excellence in Government Award for Public-Private Partnerships

Through collaborations with Johnson Controls and the Thoroughbred Retirement Foundation, the VADOC received the 2019 Excellence in Government Award from the Virginia Commonwealth University L. Douglas Wilder School of Government and Public Affairs. These collaborations have brought both the Green Heating Ventilation Air Conditioning (HVAC) program at Indian Creek Correctional Center in Chesapeake, and the State Farm Work Center for retired thoroughbreds. The Green HVAC program helps inmates gain technical skills in a classroom and in an energy conservation lab from a partnership with industry leader Johnson Controls. The State Farm Work Center has retired thoroughbreds cared after by inmates, training inmates for the equine industry and farrier sciences. These programs are helping incarcerated individuals return successfully to society with useful job skills.



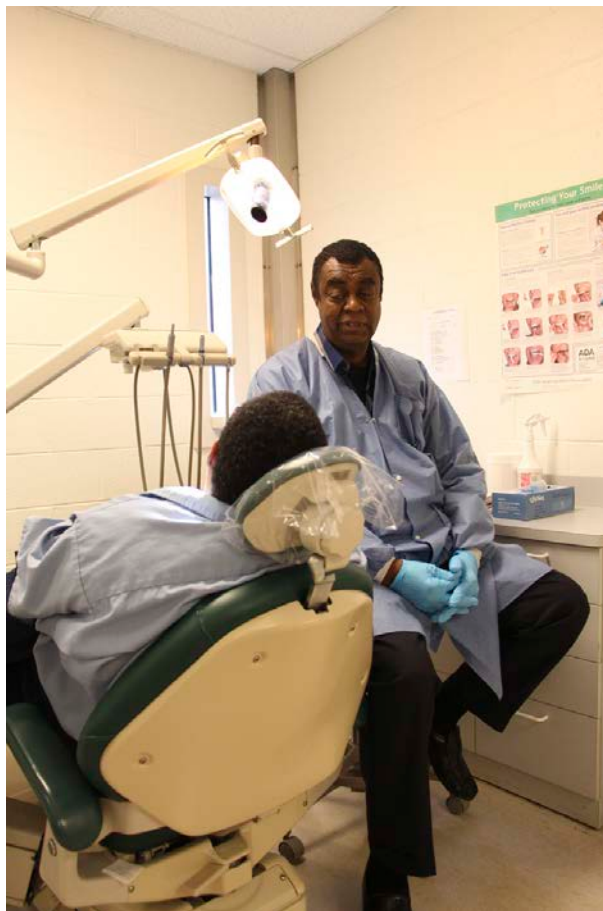
Inmate Services

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

Health Services Unit

The Health Services Unit (HSU) functions through a corps of 1,500 dedicated VADOC and contract clinicians and other health care professionals who are highly trained in the goals and techniques of modern health science. HSU clinicians provide inmates with over 750,000 patient visits annually, including nurse and physician sick calls, chronic care visits, telehealth visits, dental visits, and other specialty appointments. During the COVID-19 pandemic, HSU clinicians ensured continuity of all on-site care while also providing higher level surveillance and infection management to all inmates housed in state correctional facilities. HSU staff coordinated treatment for COVID-19 positive inmates and managed COVID-19 tests for both inmates and staff. In addition, HSU operates four infirmaries and long term care units (or a total of 189 beds) for inmates requiring a higher level of care, and has access to secure medical units in two hospitals.

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



Access to Care

- Suspended co-payments for all medical services since 2019
- VADOC is committed to treating all patients positive for Hepatitis C (Hep C). The agency partnered with VCU Health to treat inmates with Hep C infection; purchased several specialized ultrasound machines to measure liver damage due to Hep C infection; hired additional pharmacy staff to increase internal capacity to treat inmates with Hep C; revised clinical guidelines allowing treatment for all inmates with Hep C upon diagnosis; in addition to many other initiatives
- Increased telemed services at every state correctional facility
- Expanded on-site specialty clinics in an array of disciplines
- Implemented tele-dentistry with emergency and urgent care capabilities, and initiated mobile dental delivery units to provide temporary support at correctional facilities in isolated areas

Timeliness of Care

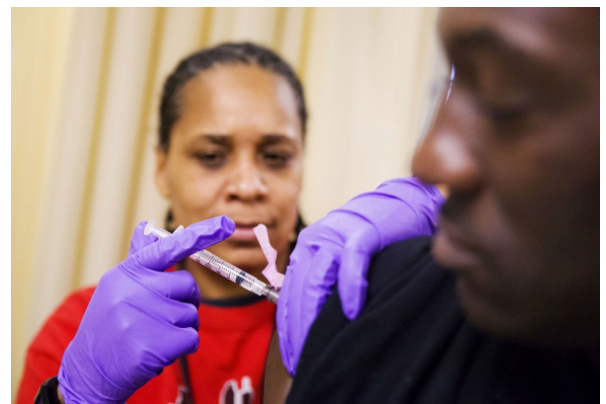
- In response to the opioid epidemic, correctional officers are now carrying Narcan in the event of an opioid overdose
- Expanded provider coverage as well as nursing and psychiatric services at correctional facilities including Community Corrections Alternative Programs and work centers
- Partnered with the Virginia Department of Medical Assistance Services to enroll inmates in Medicaid for inpatient services during incarceration and community Medicaid for inpatient and other health services upon release from prison
- Expanded medical outreach and discharge planning for inmates
- Multiple initiatives to increase recruitment and retention of nurses across the system.

Community Collaborations

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

Quality of Care

- Updated clinical guidelines to ensure they are in accordance with national standards of care
- Partnered with multiple state agencies and academic medical centers to develop appropriate responses to the COVID-19 pandemic
- Initiated quality assurance and continuous quality improvement activities for the dental department
- Completed multiple site audits by the American Correctional Association with all VADOC sites being accredited



COVID-19 Pandemic Response

The COVID-19 pandemic caused substantial economic, health, and social disruptions in Virginia. The Health Services Unit (HSU) rose to the challenges brought on by the pandemic through several initiatives designed to protect both inmates and staff in correctional facilities. Three initiatives that have been key to controlling and mitigating the spread of COVID-19 are summarized below.

Personal Protective Equipment. Surgical facemasks, face shields, gloves, gowns and other personal protective equipment (PPE) are used in clinical environments to protect health care personnel, patients, and others from exposure to infectious diseases, including COVID-19. During the early stages of the pandemic, there were widespread PPE shortages. To overcome this, HSU developed new guidance and strategies for optimizing the agency's existing PPE supplies, while ensuring that staff were trained to correctly use this equipment based on their level of exposure to inmates with confirmed or suspected COVID-19. Use of PPE has been highly effective in protecting both inmates and staff from this disease.

Testing and Screening. Determining whether inmates and staff have COVID-19 or have been exposed to the virus that causes it are critical for controlling the pandemic. To ensure that testing and screening occur systematically, HSU issued medical guidelines requiring inmates with COVID-19-like symptoms to receive molecular testing for diagnostic purposes, as well as all close contacts of individuals with COVID-19. HSU is also coordinating point prevalence testing in facilities during outbreaks to identify asymptomatic inmates and staff. Because individuals with COVID-19 can shed the virus through bodily waste, HSU staff are using wastewater samples at correctional facilities to screen for outbreaks before they occur. In addition, HSU is performing regular COVID-19 testing and screening on staff working in agency infirmaries and assisted living units. Finally, HSU is supporting agency efforts to conduct self-administered antigen testing for all unvaccinated staff as well as all visitors and volunteers entering correctional facilities. Data related to VADOC's response to COVID is available on the agency's public website.



Vaccinations. In addition to PPE and testing, vaccination offers the best protection against COVID-19 infection and serious disease. Starting in January 2021, HSU clinicians began administering COVID-19 vaccines to all inmates and staff interested in receiving them. The vaccine program has been very successful and remains higher than other comparable states. Vaccines continue to be available for all inmates and staff who want them.

Mental Health and Wellness

Approximately 31% of the institutional population has been assessed as having mental health issues. In addition to staffing the Agency's licensed units, Psychology Associates and other Mental Health Staff members offer core and outpatient services to all inmates at the major facilities. These services include crisis management, group therapy, medication management and monitoring, screenings, assessments and brief individual solution-focused sessions on a variety of topics. We are currently working with other disciplines such as Security, Reentry, and Medical on additional specialty housing units (pods) for the seriously mentally ill (SMI) population, as well as for inmates who are vulnerable for other reasons. We have increased the number of Mental Health Clinicians working in the Probation and Parole districts. These district Mental Health Clinicians serve as community liaisons, consultants and trainers to address higher recidivism rates for individuals on probation and those releasing from jail with mental health issues.



Mental Health Groups

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

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

Sex Offender Awareness Program

Sex Offender Awareness Program educates inmates on both sex offender specific and ancillary topics shown to be related to risk for re-offense as well as to help ease the transition to supervision in the community.

Sex Offender Residential Treatment (SORT) Program

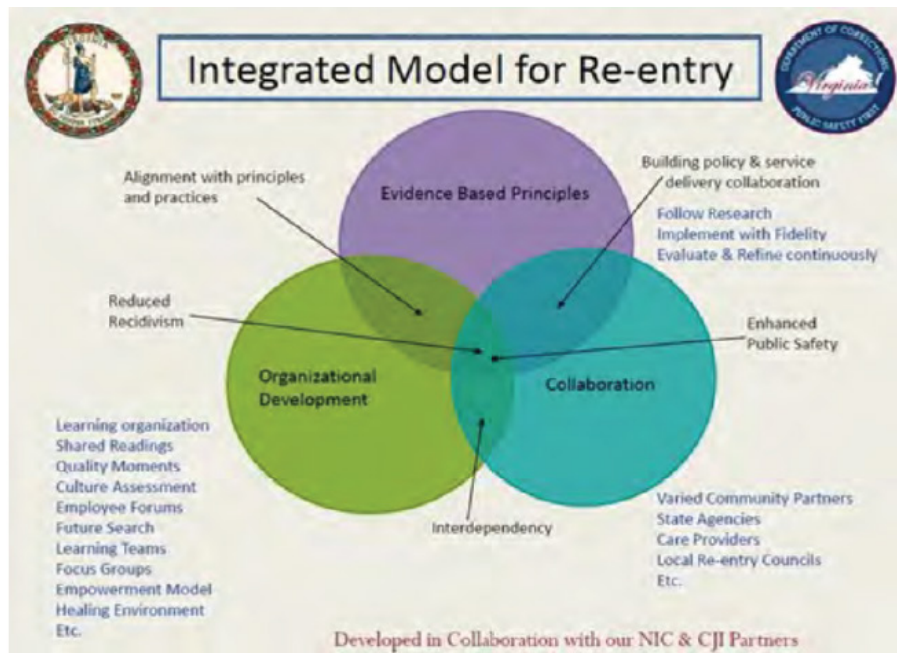
As the Department's most intensive level of sex offender treatment, this residential program is housed at Greenville Correctional Center and provides comprehensive assessment and treatment services to inmates at medium to high risk for sex offense recidivism. Additionally, money from the Legislature supported two additional staff members for the SORT Program as well as two Regional positions to provide focused assessment and treatment for sex offenders.

Trauma Informed Care and Corrections Crisis Intervention Teams

VADOC staff from every region have been trained in "How Being Trauma Informed Improves Criminal Justice System Responses." This curriculum from the federal SAMHSA (Substance Abuse and Mental Health Services Administration) Gains Center covers what trauma is, the effects of trauma, and encourages stakeholders to look at policies and practices to develop a more trauma informed approach. Understanding that people need respect, information, safety, and choice, this facilitates corrections professionals in maintaining safety and promoting recovery through universal trauma informed responses in corrections. Hundreds of VADOC staff have completed this training and it is included on the agenda for Basic Skills for Probation Officers as well as Counselors, and it will continue to be offered regionally. "Trauma Informed Correctional Practices" is a VADOC elearning available to all VADOC staff. This training increases awareness of the many possible trauma triggers inherent in the corrections environment and culture, and offers trauma informed practices and intervention strategies. Facilitator Training for "Healing Trauma" and "Exploring Trauma" is available for VADOC staff who plan to run these groups with inmates or probationers. Facilitators are taught how to create and maintain a safe and therapeutic learning environment, and how to model and coach the use of grounding and relaxation techniques. All of the VADOC trauma informed training and principles support recovery available through empowerment and the VADOC Healing Environment. All major facilities have sent security staff, mainly Correctional Officers, to be trained to become part of the Corrections Crisis Intervention Team (CCIT) based on the Memphis Model and accredited through the Department of Criminal Justice Services and the Virginia CIT Coalition. These team members are trained to respond to a person experiencing a mental health crisis. The 40-hour training enables officers to more effectively communicate with and understand the particular needs of individuals with mental illness. Thus, they are more able to reduce misunderstandings, de-escalate the situation, and decrease the use of force. This is an on-going training as new team members are trained and experienced team members' training is refreshed.

Integrated Model for Re-entry

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



When the following converge, we improve inmate outcome.

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

Organizational Development – Become a learning organization with Culture Assessment.

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

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

Re-Entry Programs in Facilities

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

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

ANIMAL/COMPANION ANIMAL VISITATION: Uses companion dogs to facilitate positive interactions and enhance the wellbeing of those who interact with the dogs.

APPRECIATING REAL TALENT (ART) PROGRAM: The primary goal of the ART program is to allow the inmates to channel better ways to express themselves. Art can help with socialization, develop problem-solving skills, and redirect negative impulses. Inmates will be encouraged to express themselves through various art projects.

BEHAVIORAL CORRECTIONAL PROGRAM (BCP): The Behavioral Corrections Program is a substance abuse treatment program that circuit court judges can directly sentence qualified inmates.

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

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

BUILDING STRONG RELATIONSHIPS: Aims toward preventing abusive behavior in any and all relationships.

CANINE OBEDIENCE: Places hard-to-adopt dogs from local pounds with carefully selected inmates for an intense eight week training program where, upon completion, the dogs are house broken, leash trained, receptive to voice and hand commands, and ready to be adopted.

CHALLENGE PROGRAM: Targets and treats risk factors in high level security inmates.

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

COGNITIVE SELF CHANGE: Helps inmates recognize that people often distort their thoughts about reality to avoid the guilt/shame associated with some behaviors and shows inmates how to go about changing their inaccurate perceptions and thought processes in regards to offending.

Re-entry Programs in Facilities (continued)

COGNITIVE THERAPEUTIC COMMUNITY: Provides intense substance abuse treatment by utilizing the social learning theory and the Cognitive Therapeutic Community treatment modality.

COGNITIVE TRANSITION INITIATIVE (CTI): This program is a new and effective path forward from reliance on the costly use of restorative housing and transitions inmates to general population. The program teaches rational thinking, communication skills, and transition strategies.

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

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

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

DRIVE TO WORK SEMINAR: This program helps inmates gather the necessary items and information for their DMV compliance summary to get their drivers' license back after release.

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

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

GREENER PASTURES: Teaches inmates how to properly feed, groom and care for horses while participating in equestrian classwork.



HEALTH—LIVIN' IT: Teaches the inmates how to obtain and maintain physical and emotional well-being.

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

HEALTHY RELATIONSHIPS: This program focuses on building healthy relationships by enhancing communication skills, conflict resolution, reviews the ripple effects of behaviors, and the importance of treating others with respect.

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

Re-entry Programs in Facilities

(continued)

HIGH SECURITY INTENSIVE RE-ENTRY-PHASE 1 AND 2:

Assists inmates whose security levels prevent them from transferring to an intensive re-entry site to prepare for re-entry to the community.

HUSTLE 2.0 PRESEASON: This program will assist inmates in identifying criminal thinking patterns, develop pro-social problem-solving skills, and learn how to apply these skills. Inmates will learn how to create healthy, pro-social relationships and identities. Employment soft skills and realistic expectations will also be covered.

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

INTENSIVE RE-ENTRY: The goal of the Intensive Re-entry programs is to prepare inmates for success once they are released into the community. The program consists of Phase I, Phase 2, and Process Groups.

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

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

MAKING IT ON SUPERVISION: Provides inmates with an opportunity to meet with Probation and Parole Officers from the community.

MEDICATION INFORMATION: Nursing staff will provide an overview of the various medications, uses, side effects, proper administration techniques, and any vital signs, labs, or tests recommended with the use of an inmates' prescribed medication.

MEDITATION: Meditation programs provide stress-reduction, improved focus, mental and physical grounding, improved health benefits, as well as reconnection of mind and spirit.

MONEYSMART: Features financial and business professionals sharing their knowledge and insight into all aspects of money to impart to inmates what they need to know about managing their finances.

MOTHERS/MEN INSIDE LOVING KIDS (MILK): Enhances the understanding, connection and communication between inmates and their children.

MY PERSONAL HEALTH JOURNAL: Inmates maintain an individual journal for self-realization and reflection focusing on the treatment components targeting identified risk factors.

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

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

PARENTING (CIRCLE OF PARENTS PEER SUPPORT):

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

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

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

Re-entry Programs in Facilities

(continued)

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

PERSONAL FINANCES: This program provides inmates an opportunity to learn about the specifics of personal finance.

PHOENIX CURRICULUM: Provides inmates with individual lessons aimed toward transitioning from special housing to general population.

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

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

READY TO WORK: Prepares inmates for employment by preparing resumes, job applications, interview skills and other occupational skills.

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

RE-ENTRY PRE-COG SEMINARS: These seminars enhance and expand on information contained in other cognitive community core programming. Each seminar is used to further enrich, develop, and educate pre-cog inmates by providing more extensive and in-depth information and skill-building activities.

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

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

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

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

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

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

ROADMAP TO CHANGE: Roadmap to Change is a DVD that traces the pathway of four people as they struggle with making positive changes in their thinking and behavior.

SOCIAL SKILLS: Teaches inmates basic social skills and provides a safe environment for practicing those skills.



Re-entry Programs in Facilities (continued)

SECURE DIVERSIONARY TREATMENT PROGRAM

(SDTP): Specialized program setting for inmates with a serious mental illness and assaultive/disruptive/unmanageable behaviors. Allows for inmates to receive a variety of cognitive-behavioral, substance abuse, and life skills programs, including self-paced interactive journaling, in a safe environment.

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

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

SOCIAL SKILLS: Teaches inmates basic social skills and provides a safe environment for practicing those skills.

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

STARTING POINT: The inmate will maintain an individual journal for self-realization and reflection, focusing on the treatment components targeting identified risk factors. This journal can be completed by self-directed application, individual application, structured group application, or group process.

SUBSTANCE ABUSE-COGNITIVE- BEHAVIORAL INTERVENTIONS FOR SUBSTANCE ABUSE (CBI-SA):

This is an evidence-based substance abuse program designed specifically for correctional populations. The program places heavy emphasis on skill-building activities to assist with cognitive, social, emotional, and coping skills development.

SUBSTANCE ABUSE COGNITIVE THERAPEUTIC COMMUNITY: Uses the cognitive community model to assist inmates to overcome their addiction issues and prepare for re-entry. This includes Phase 1, Phase 2, and process groups.

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

SUBSTANCE ABUSE DRUG AND ALCOHOL EDUCATION: Uses the Hazelden Substance Abuse workbooks to address addiction issues with inmates.

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

SUBSTANCE ABUSE-INTENSIVE SUBSTANCE USE (ISU): The ISU program is a cognitive community where inmates participate in group programs, interactive journals and other behavioral treatment. This program consists of four phases: Orientation, Intensive Recovery Program, Relapse Prevention, and Giving Back.

SUBSTANCE ABUSE-MAT PHASE I: This program is designed for inmates with opioid use disorders. The MAT Phase 1 Program provides pre-release, cognitive-behavioral treatment combined with medication-assisted treatment at the point of release that continues after release through ongoing referrals, supportive counseling, and probation supervision.

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

Re-entry Programs in Facilities (continued)

SUBSTANCE ABUSE-RELAPSE PREVENTION: This is a workbook-based program that consists of topics that include understanding the relapse process, triggers, cravings, high-risk situations, forms of support, and relapse prevention plans.

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

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

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

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

TOPICAL SEMINARS: Offer periodic seminars to the inmate population and supplement the efforts of other programs, including re-entry.

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

TRAUMATIC STRESS AND RESILIENCE: To identify personal challenges, strengths, and skills to promote recovery and resilience.

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

VETERANS PROGRAM: Educates inmates of veterans' benefits, instruct them on available programs, identify resources, and provide support.

VETERANS SUPPORT GROUP: This program helps inmates who are veterans to build self-esteem, self-sufficiency, and identify available resources for veterans upon release.

VICTIM IMPACT – LISTEN AND LEARN: Geared toward helping inmates to become more aware of the impact that crime has on victims and to take responsibility for their actions and begin to make amends. The curriculum makes victims and their rights a central premise.

VIRGINIA EMPLOYMENT COMMISSION TRAINING FOR THE INCARCERATED: An effort between the VADOC and the Virginia Employment Commission to assist incarcerated inmates in their pursuit to gain financial stability by providing the necessary training and educational tools when applying for employment when released back to the community.

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

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

Probationer/Parolee Services

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

ANGER MANAGEMENT/SAMHSA: This program is designed for substance abuse and mental health probationers/parolees with concurrent anger problems. The program is a combined cognitive-behavioral treatment approach that employs relaxation, cognitive, and communication skills interventions.

ALUMNI AFTERCARE AND ALUMNI PEER SUPPORT (select CCAP sites): Peer support group for CCAP probationers.

ART PROGRAM: CCAP Art Program (select CCAP sites) that teaches art skills and methods.

AFTERCARE GROUP TRAINING: Teaches group dynamics and facilitation skills to CCAP probationers enabling them to assist the program facilitator (select CCAP sites).

COMMUNITY MENTAL HEALTH OUTPATIENT PROGRAMS: Probationer/Parolees are referred to programs with community partners to receive mental health treatment services.

COMMUNITY RESIDENTIAL PROGRAMS: Assists probationers/parolees who need transitional services. Includes programs such as Born Again Residential Reentry Services, Lord Fairfax House, Guest House, Help Me to Help You, Piedmont House, Restoration and Hope House, Compassion House, Franklin Grove, Dominion Services for All People (DSFAP), Dorcus House, Gemeinschaft Home, Secor/Lebanon Community Corrections Center, and Milestone LLC.

DECISION POINTS: A cognitive-behavioral open-ended group consisting of five modules designed to teach probationers/parolees thinking skills necessary for pro-social living.

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

DOMESTIC VIOLENCE: Helps probationer/parolees identify abusive situations and develop resilience.

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

DRUG COURT: Intensive supervision, social learning and cognitive programs provided by District offices in cooperation with the courts to address needs of probationers/parolees with addiction issues.

DUAL DIAGNOSIS PROGRAMS: Community-based programs that address issues related to probationers/parolees with both a substance abuse and a mental health diagnosis.

ENHANCING MOTIVATION: Program offered at select CCAP sites designed to assist probationers in moving through the Stages of Change.

Probationer/Parolee Services ***(continued)***

FAMILY SUPPORT: Offered at select CCAP sites to families committed to reestablishing healthy relationships.

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

GENERAL EDUCATION DEVELOPMENT: Provides probationers/parolees with the coursework needed to successfully pass their GED tests.

LIVING IN BALANCE: substance abuse addiction program that draws from cognitive-behavioral, experiential, and Twelve-Step approaches to help probationers/parolees achieve lifelong recovery.

MEDICATION-ASSISTED TREATMENT (MAT) PHASE 2: This program is designed for probationers/parolees with opioid use disorders. This phase provides cognitive-behavioral treatment combined with medication-assisted treatment after release with ongoing referrals, supportive counseling, and probation/parolee supervision.

MORAL RECONATION THERAPY: Works with probationers/parolees to examine their thinking patterns and determine if their thoughts are productive or not, and teaches new skills for changing.

MOTIVATION TO CHANGE: Offered at select CCAP sites to help probationers understand the stages of change, barriers to change, and goal-setting.

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

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

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

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

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

READY TO WORK: Prepares probationers/parolees for employment by preparing resumes, job applications, interview skills and other occupational skills.

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

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

RE-ENTRY RESOURCE AND EMPLOYMENT FAIR: Offered at select CCAP site, CCAP probationers are provided with information from various agencies to assist with successful transition. Local employers and agencies meet with probationers in order to put into place services and appointments as much as possible prior to transition from CCAP.

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

RESTORATIVE JUSTICE: Teaches values, respect, empathy and forgiveness to probationers/parolees in hopes that it will help them handle conflict in more productive manners.

Probationer/Parolee Services ***(continued)***

SEEKING SAFETY: Program offered for probationers/parolees suffering from trauma, substance abuse and/or PTSD.

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

SHOPLIFTING PROGRAM: Provides safe, confidential and non-judgmental places for understanding and recovery from addictive, compulsive and dishonest behavior, primarily shoplifting, fraud and embezzlement.

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

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

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

SUBSTANCE ABUSE OUTPATIENT: Programs provided by contractors and community-based partners aimed to assist probationers/parolees dealing with substance use disorders.

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

THINKING FOR A CHANGE: Designed to teach probationers/parolees appropriate social skills, help them develop problem solving strategies, and teach them appropriate cognitive restructuring techniques that subsequently may impact criminogenic risk factors.

THINKING FOR A CHANGE PEER SUPPORT: Helps probationers/parolees retain the social skills and problem solving skills learned in Thinking for a Change by practicing these skills with each other in a safe and supportive environment.

TOPICAL SEMINARS: Offered at select CCAP sites, periodic seminars are offered that support or supplement the efforts of other programs.

TRAUMA-INFORMED CARE PROGRAMS: The goal of these programs are to help probationers/parolees to identify personal challenges, strengths, and skills in order to promote recovery and build resilience.

VIRGINIA SERIOUS AND VIOLENT SUPERVISEE RE-ENTRY (VASAVOR) INITIATIVE: Provides intensive re-entry assistance to probationers/parolees with violent and serious offense histories.

VICTIM IMPACT-LISTEN AND LEARN: Program geared toward helping probationers/parolees to become more aware of the impact that crime has on victims and to take responsibility for their actions and begin to make amends. The curriculum makes victims and their rights a central premise.



Work Programs in Facilities

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

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

BRILLE TRANSLATION: Transforming books and articles into Braille for the blind.

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

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

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

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

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

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

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

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

DENTAL LAB TECHNICIANS: Construct and repair full or partial dentures or dental appliances.

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



Academic, Career and Technical Programs

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

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

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

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

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

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

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

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



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

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

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

COMMUNICATION ARTS AND DESIGN: (ACE Certified 6 Credits) Provides hands-on, applied learning in traditional and computer generated techniques for graphic communication.

Inmates are extensively trained in the Adobe Creative Suite software.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Academic, Career and Technical Programs *(continued)*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Administrative and Operational Services

Virginia Correctional Enterprises (VCE)

VCE's mission is to strengthen employment opportunities and marketable skills for inmates through on-the-job training and work development programs, supported by the production and delivery of quality products and services to VCE's customers. VCE's job skills training include registered apprenticeships, soft skills, and industry and vendor certification programs. VCE collaborates with DOC Career and Technical Education, Reentry, and Workforce Development staff to provide a continuum of services to optimally prepare inmate VCE workers for success upon release with a lower recidivism rate. VCE products and services, only sold to state and local government and non-profit agencies, include furniture, digital printing, license plates, printer and toner cartridges, laundry services, Braille conversion, and silkscreened and embroidered promotional items. VCE is not supported by the general fund, with the only funding source being the sale of products and services to customers. VCE employs 160 employees and 1000 inmates at VCE plants at 14 locations around the Commonwealth.



Agribusiness

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



Infrastructure & Environmental Management Unit

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

Infrastructure Section

The Infrastructure Section manages all of the Department of Corrections' (DOC) capital construction, major repairs, and facility renovations across a physical plant consisting of more than 1,500 buildings, 9 million square feet, and 19,000 acres. The section manages capital outlay and maintenance reserve projects, special projects requested by a facility or region, project design, trade contracts and work orders, professional architectural and engineering contracts, and building code related issues. Typical construction projects include emergency/urgent system repairs or replacements, facility-wide renovations, new construction, architectural and construction design, and site and utilities work. The section works closely with the Virginia Department of General Services' Division of Engineering & Buildings to secure state-issued and in-house permits and to ensure code compliance.



In 2020, the Infrastructure Section successfully worked with the Department of Planning and Budget and the General Assembly to develop a \$15 million per year (\$30 million per biennium) innovative method of funding to be used for a variety of top-priority and emergency projects. Based on the model used for the Higher Education Equipment Trust Fund, the Capital Infrastructure Fund (CIF) was designed to provide a steady infusion of funding rather than have the Department request large amounts for capital projects each biennium that the state cannot address. In its first year of inception, the CIF allowed the Infrastructure staff to expedite several major repair projects in a much more efficient manner than would have been possible if the fund had not been created.

CCU

The Corrections Construction Unit (CCU), a subsection of the Infrastructure Section, was created in the 1970s and is one of the longest running inmate worker re-entry programs in the DOC. The section employs 25 to 100 inmate construction trades workers supervised by highly skilled staff foremen that provide hands-on construction training and skills development. The program creates a gateway for employment opportunities upon inmate release that would otherwise be unavailable to them. This work program has been utilized at all DOC facilities statewide, resulting in significant cost savings in the areas of carpentry, roofing, plumbing, electrical, HVAC, masonry, paving, and general construction by providing quick response for small to medium-sized construction projects.

Environmental Management Section

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

The Environmental Management Section is also responsible for planning solar panel projects, general pollution prevention, air permitting, hazardous chemical handling and disposal, environmental regulation compliance, permitting, and state and federal reporting and recordkeeping. Pollution prevention focuses on maintaining institutional compliance with the Federal Clean Air and Clean Water Acts and the Resource Conservation and Recovery Act. Environmental Management staff provide guidance to facilities on above and underground storage tank maintenance and recordkeeping, asbestos testing and removal, hazardous chemical handling and disposal, and erosion and sediment control plans. This section also provides oversight in ensuring that all facilities continue to receive semi-annual certified E2 or E3 status under the Department of Environmental Quality's Virginia Environmental Excellence Program (VEEP). The Environmental Management section is proud of its re-entry efforts as well. The section trains inmate workers in water, wastewater, and boiler plant operations. To date, 43 inmates have earned professional licenses in one of these areas.



Sustainability

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

Real Estate Management Section

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

Safety Section

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

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

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



Maintenance Services

Several teams work together to help facility level Buildings & Grounds personnel maintain the Department's 9 million square feet of physical plant and infrastructure.

Division of Administration Architectural and Engineering Services Unit (A&E) provides cost effective facility renewal, repair and improvement through large-scale projects and new construction of bed space to house the State Responsible inmate population. Most projects are funded as Capital and/or Maintenance Reserve appropriations. Functions of A&E include capital planning, finance, budgeting and accounting, procurement and contracting, design, site identification and development, new construction, major repair and renovation, energy contracting, real estate services, in-house construction through the inmate work program (Corrections Construction Unit), and interface with the State Building Official.

A&E Corrections Construction Unit (CCU) employs inmate trades workers supervised by highly skilled staff foremen to provide cost effective construction in the areas of carpentry, roofing, plumbing, electrical, HVAC, masonry, paving, general construction and more through medium sized projects.

Division of Operations Maintenance Services employs a team of highly skilled trades personnel and management staff that provides fast track smaller scale projects using inmate helpers. Recent projects include K-9 pens, interior renovations of staff housing, and reconfiguration of an inmate dormitory. This group oversees a comprehensive preventative and corrective maintenance program and manages the preventive maintenance work order system, Total Management System (TMS), to track work orders and assets through the TMS inventory function to include assets in facility warehouses statewide. All projects are funded through the Operating budget.

While efficient tools for providing maintenance, these inmate programs also offer inmates both re-entry and job opportunities. The Department uses innovative approaches to maintaining DOC facilities at the least cost to taxpayers. Some of these innovations have been recognized through awards from the National Council on Public Private Partnerships, the United States Energy Association, the Design-Build Institute of America, the Virginia Energy Efficiency Council for Energy Leadership in State Government, and the DOC Innovation Award.



Food Services

Food Services feeds nutritious and palatable meals to inmates and staff while providing training and job opportunities for the inmates. More than 3,400 inmates are employed to assist with an array of Food Service related jobs. Working closely with the Agribusiness Program, Food Services provides over 90,000 meals a day at an average cost of \$2.09 for food/food supplies and \$1.71 in labor costs per inmate 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 varieties of mobile kitchens that can be deployed in the event of emergencies or kitchen renovations. It oversees a kitchen refurbishment center, which trains inmates to properly recondition and repair various commercial sized pieces of kitchen equipment. Under the Food Services umbrella, inmates have many options for trainings to develop skills that will increase their employability, including participation in the Foundation for Culinary Arts and Restaurant Management Program (Levels I and II), ServSafe Certification, and Cooks and Bakers Apprenticeship Program.

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 inmates who serve the building's staff and visitors. The inmate workers are securely transported from the Central Virginia Correctional Unit and Chesterfield's Women's 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. This training gives the inmates the skills required to gain successful employment upon reentry to society.

The Cafe began as a vision of Director Harold Clarke and became a reality on July 11, 2001 with the grand opening of the Cafe. The Cafe staff oversees the training and mentorship of 15 inmates from the Central Virginia Correctional Unit 13. Through this program the inmates gain knowledge and expertise in the Restaurant/ Cafe setting. They receive their credentials for food services through National Restaurant Association's ServSafe Program and the Foundations Culinary Arts Program.



Almost Home Cafe (Continued)

The inmates perform an array of customer service oriented roles: hostess, waitress, chef, bakers, cashier, caterer, administrative assistant, and much more. The Cafe is a complex breakfast and lunch restaurant that offers catering as well. The menu includes upscale entrees, homemade soups, salads, and desserts made from scratch. This program is an intense learning process and creates the opportunity for the inmates to grow personally and productively work within a team. Statistics have shown that 80 percent of the inmates that complete the work and education programs offered gain successful employment upon their release.

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

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

ServSafe Food Protection Manager Certification

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

Foundations For Culinary Arts and Restaurant Management

Foundations for Culinary Arts and Restaurant Management is taught at 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 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 Mobile Kitchens and Food Operations Mobilization Unit

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

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

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

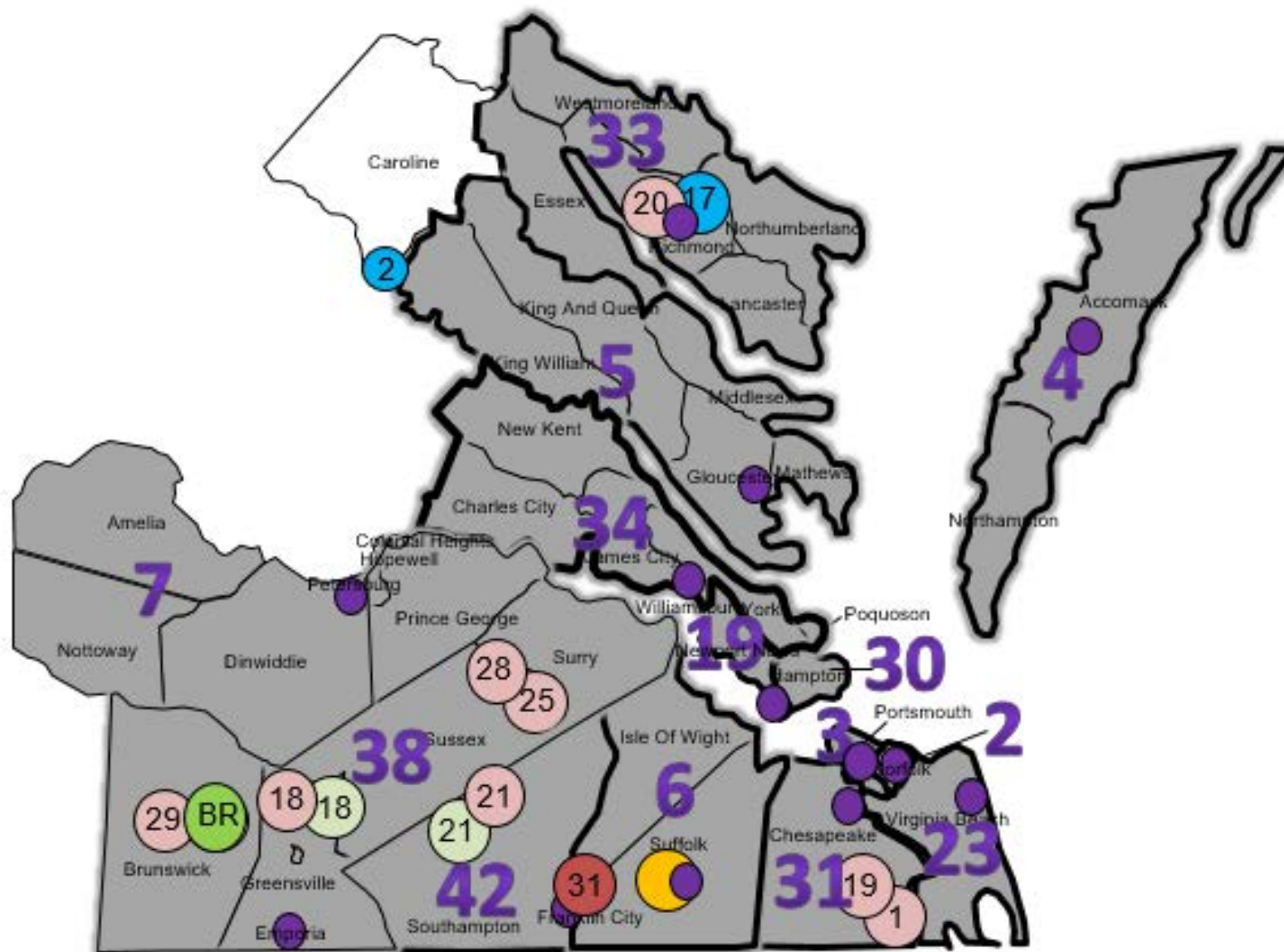
Food Service Academy

The Food Service Training Academy focuses on strengthening food operations by training and enhancing the skills of our employees. All 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 policies, and sanitation refreshers. Food Service Supervisors classes focus on menu development, food cost, recipes, equipment usage, Religious Diets, hands on Culinary Arts training, and professional development. Additionally, the Academy offers an enhanced Culinary Training course that is designed for New Food Service Supervisors that offers a more in depth, hands on training program. This program covers a broader area that 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.

Eastern Region



Administrative Offices

- County or City Boundary
- P&P District Boundary
- 41** P&P District Label (example)
-  P&P District Main Office - Eastern
-  Eastern Regional Office (Capron)

Community Corrections Alternative Programs (CCAPs)

-  Brunswick Men's CCAP

Probation & Parole (P&P) Districts

 Eastern Region

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

Field Units

- Caroline Correctional Unit #2 
- Haynesville Correctional Unit #1 

Major Institutions

- Deerfield Correctional Center 
- Greensville Correctional Center 
- Haynesville Correctional Center 
- Indian Creek Correctional Center 
- Lawrenceville Correctional Center 
- St. Brides Correctional Center 
- Sussex I State Prison 
- Sussex II State Prison 

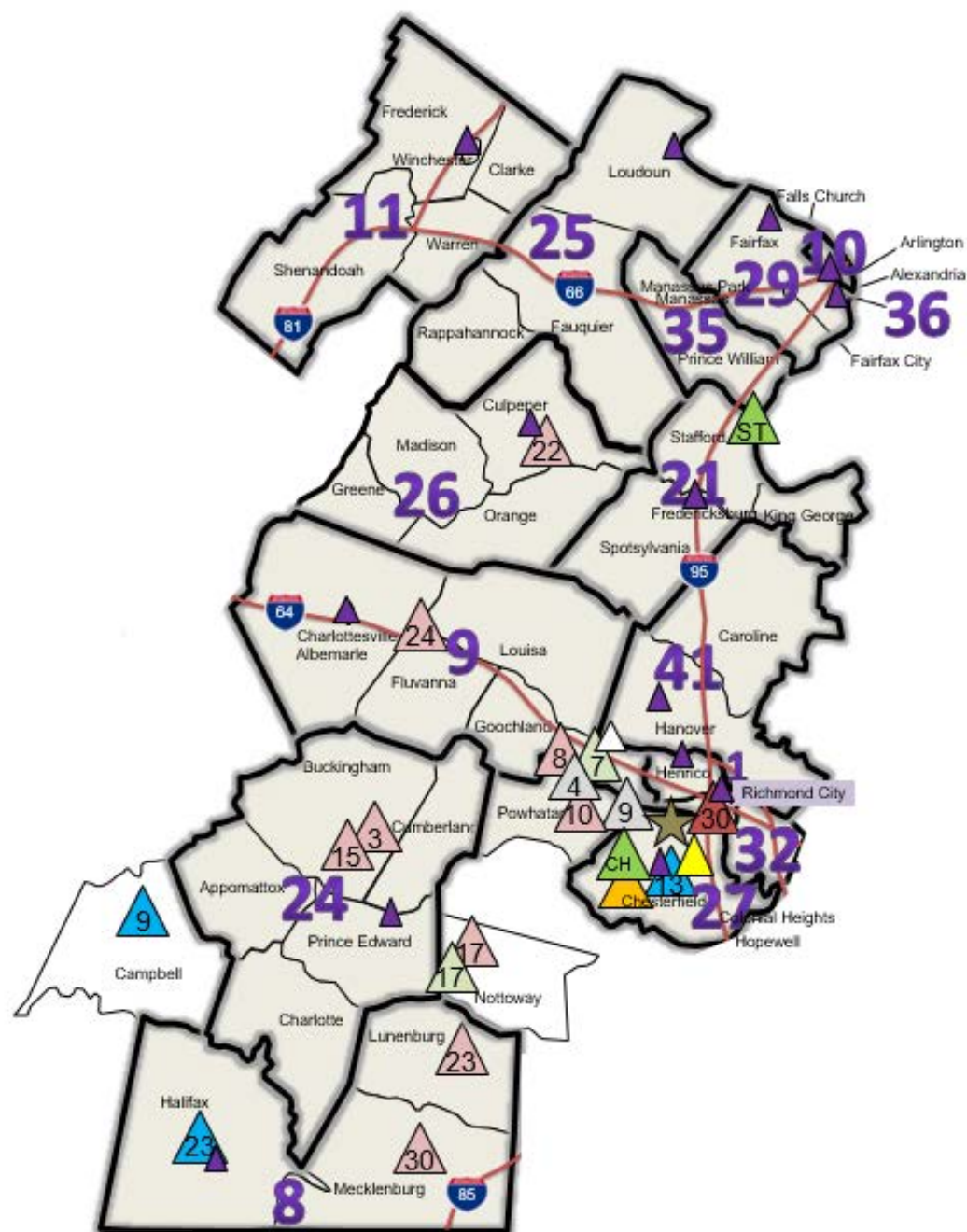
Secure Hospital Units

- Southampton Memorial Hospital 

Work Centers

- Deerfield Men's Work Center 
- Deerfield Men's Work Center II 
- Greensville Work Center 

Central Region

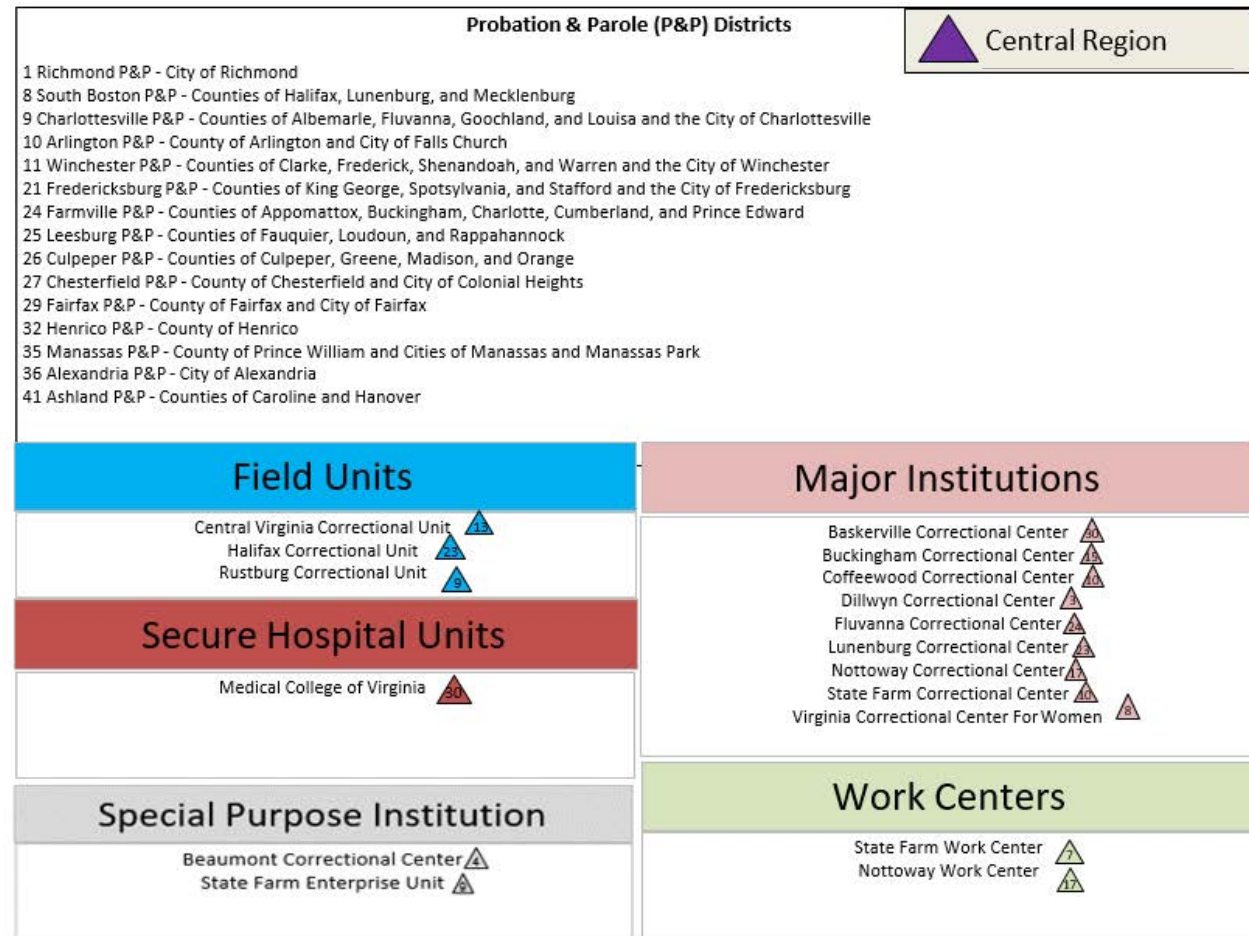


Administrative Offices

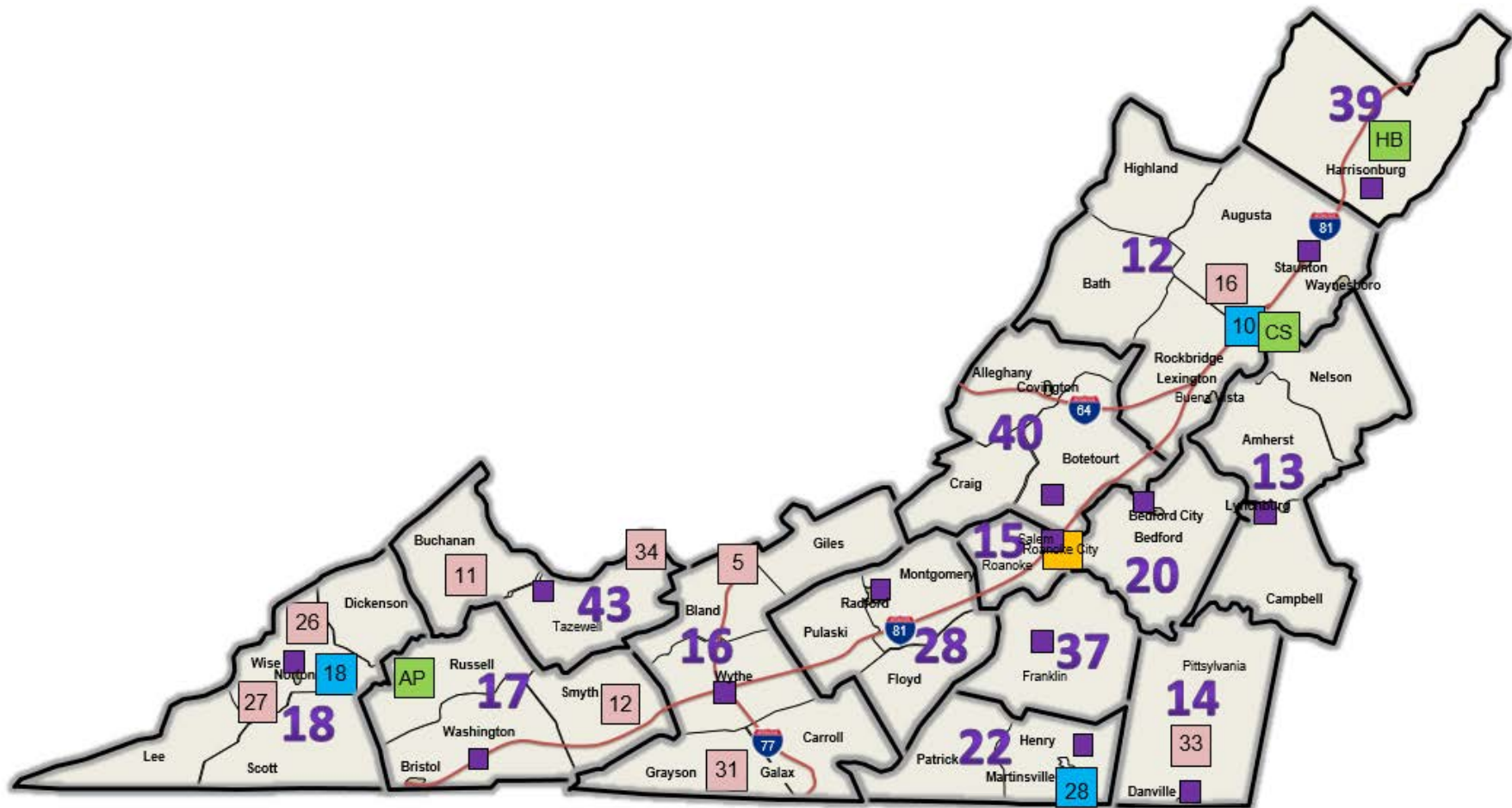
-  VADOC Headquarters (Richmond)
-  County or City Boundary
-  P&P District Boundary
- 41** P&P District Label (example)
-  P&P District Main Office - Central
-  Central Regional Office

Community Facilities

-  Chesterfield Women's CCAP
-  Stafford Men's CCAP



Western Region



Administrative Offices

★ VADOC Headquarters (Richmond)

— County or City Boundary

— P&P District Boundary

41 P&P District Label
(example)

P&P District Main Office - Western

Western Regional Office (Roanoke)

Community Facilities

AP Appalachian Men's CCAP

CS Cold Springs Men's CCAP

HB Harrisonburg Men's CCAP

Probation & Parole (P&P) Districts

Western Region

12 Staunton P&P - Counties of Augusta, Bath, Highland, and Rockbridge and the Cities of Buena Vista, Lexington, Staunton, and Waynesboro
13 Lynchburg P&P - Counties of Amherst, Nelson, and Campbell and the City of Lynchburg
14 Danville P&P - County of Pittsylvania and the City of Danville
15 Roanoke P&P - County of Roanoke and the Cities of Salem and Roanoke
16 Wytheville P&P - Counties of Bland, Carroll, Giles, Grayson, and Wythe and the City of Galax
17 Abingdon P&P - Counties of Russell, Smyth, and Washington and the City of Bristol
18 Norton P&P - Counties of Dickenson, Lee, Scott, and Wise and the City of Norton
20 Bedford P&P - County of Bedford
22 Martinsville P&P - Counties of Henry and Patrick and the City of Martinsville
28 Radford P&P - Counties of Montgomery, Floyd, and Pulaski and the City of Radfo
37 Rocky Mount P&P - County of Franklin
39 Harrisonburg P&P - Counties of Page and Rockingham and the City of Harrisonburg
40 Fincastle P&P - Counties of Alleghany, Botetourt, and Craig and the City of Covington
43 Tazewell P&P - Counties of Buchanan and Tazewell

Field Units

Cold Springs Correctional Unit **10**
Patrick Henry Correction Unit **28**
Wise correctional Unit **18**

Major Institutions

Augusta Correctional Center **18**
Bland Correctional Center **5**
Green Rock Correctional Center **33**
Keen Mountain Correctional Center **11**
Marion Correctional Treatment Center **12**
Pocahontas State Correctional Center **34**
Red Onion State Prison **24**
River North Correctional Center **31**
Wallens Ridge State Prison **27**

VADOC Location	Popula- tion on 6/30/2021	Region	Location Type	Facility Se- curity Level	District Number	Full-Time Employ- ees as of 12/31/2019	Full-Time Em- ployees as of 6/30/2021
Abingdon P&P	1,892	Western	Community	N/A	17	31	32
Accomac P&P	447	Eastern	Community	N/A	4	7	10
Alexandria P&P	432	Central	Community	N/A	36	15	15
Appalachian CCAP	56	Western	CCAP	CCAP	N/A	43	45
Arlington P&P	909	Central	Community	N/A	10	22	23
Ashland P&P	695	Central	Community	N/A	41	14	13
Augusta CC	1,305	Western	Major Insitution	3	N/A	319	258
Baskerville CC	355	Central	Major Insitution	2	N/A	145	120
Beaumont CC	33	Central	Special Purpose	Multiple	N/A	N/A	Included with State Farm CC
Bedford P&P	357	Western	Community	N/A	20	8	10
Bland CC	542	Western	Major Insitution	2	N/A	262	261
Brunswick CCAP	36	Eastern	CCAP	CCAP	N/A	29	44
Buckingham CC	1,079	Central	Major Insitution	3	N/A	338	257
Caroline CU	87	Eastern	Field Unit	Field Unit	N/A	48	43
Central Virginia CU	110	Central	Field Unit	Field Unit	N/A	66	63
Charlottesville P&P	1,008	Central	Community	N/A	9	26	26
Chesapeake P&P	2,279	Eastern	Community	N/A	31	40	40
Chesterfield P&P	1,730	Central	Community	N/A	27	29	31
Chesterfield Womens CCAP	34	Central	CCAP	CCAP	N/A	45	39
Coffeewood CC	825	Central	Major Insitution	2	N/A	248	242
Cold Springs CCAP	33	Western	CCAP	CCAP	N/A	46	45
Cold Springs CU	79	Western	Field Unit	Field Unit	N/A	41	36
Culpeper P&P	805	Central	Community	N/A	26	13	14
Danville P&P	922	Western	Community	N/A	14	26	27
Deerfield CC	867	Eastern	Major Insitution	2	N/A	393	324
Deerfield Men's WC	121	Eastern	Work Center	Work Cen- ter	N/A	Included in Deerfield CC	Included in Deer- field CC
Dillwyn CC	661	Central	Major Insitution	2	N/A	262	231
Emporia P&P	1,051	Eastern	Community	N/A	38	15	15
Fairfax P&P	1,675	Central	Community	N/A	29	50	49
Farmville P&P	553	Central	Community	N/A	24	13	12

VADOC Location	Popula- tion on 6/30/2021	Region	Location Type	Facility Se- curity Level	District Number	Full-Time Employ- ees as of 12/31/2019	Full-Time Em- ployees as of 6/30/2021
Fincastle P&P	998	Western	Community	N/A	40	13	13
Fluvanna CC	942	Central	Major Insitution	3	N/A	353	330
Franklin P&P	390	Eastern	Community	N/A	42	11	11
Fredericksburg P&P	2,693	Central	Community	N/A	21	33	35
Gloucester P&P	532	Eastern	Community	N/A	5	9	12
Green Rock CC	926	Western	Community	3	N/A	287	256
Greensville CC	2,380	Eastern	Major Insitution	3	N/A	773	624
Greensville WC	93	Eastern	Work Center	Work Cen- ter	N/A	62	54
Halifax CU	176	Central	Field Unit	Field Unit	N/A	85	72
Hampton P&P	896	Eastern	Community	N/A	30	24	25
Harrisonburg CCAP	9	Western	CCAP	CCAP	N/A	36	35
Harrisonburg P&P	1,555	Western	Community	N/A	39	21	23
Haynesville CC	732	Eastern	Major Insitution	2	N/A	279	254
Haynesville CU	732	Eastern	Major Insitution	Field Unit	N/A	44	47
Henrico P&P	1,748	Central	Community	N/A	32	30	30
Indian Creek CC	786	Eastern	Community	2	N/A	238	221
Keen Mountain CC	937	Western	Community	4	N/A	297	288
Lawrenceville CC	1,466	Eastern	Major Insitution	3	N/A	Privately run	Privately run
Leesburg P&P	947	Central	Community	N/A	25	23	24
Lunenburg CC	843	Central	Major Insitution	2	N/A	278	242
Lynchburg P&P	1,309	Western	Community	N/A	13	28	26
Manassas P&P	1,589	Central	Community	N/A	35	40	40
Marion CTC	177	Western	Special Purpose	Multiple	N/A	248	250
Martinsville P&P	1,195	Western	Community	N/A	22	21	21
MCV Hospital Security Care Unit	6	Central	Special Purpose	Multiple	N/A	Special Pur- pose	Special Purpose
Newport News P&P	1,527	Eastern	Community	N/A	19	36	33
Norfolk P&P	3,024	Eastern	Community	N/A	2	58	58
Norton P&P	1,483	Western	Community	N/A	18	27	27

VADOC Location	Population on 6/30/21	Region	Location Type	Faculty Security Level	District Number	Full-time Employees as of 12/31/2019	Full-time Employees as of 6/30/2021
Nottoway CC	1,273	Central	Major Insitution	3	N/A	386	327
Nottoway WC	96	Central	Work Center	Work Center	N/A	46	45
Operations Logistics Unit (VVBV)	10,817	State-wide	Community	N/A	N/A	N/A	N/A
Patrick Henry CU	132	Western	Field Unit	Field Unit	N/A	40	42
Petersburg P&P	1,132	Eastern	Community	N/A	7	25	26
Pocahontas State CC	933	Western	Major Insitution	3	N/A	273	285
Portsmouth P&P	1,401	Eastern	Community	N/A	3	33	37
Radford P&P	1,608	Western	Community	N/A	28	25	25
Red Onion SP	724	Western	Major Insitution	Maximum	N/A	447	453
Richmond P&P	2,144	Central	Community	N/A	1	55	50
River North CC	822	Western	Major Insitution	4	N/A	345	318
Roanoke P&P	1,681	Western	Community	N/A	15	40	43
Rocky Mount P&P	521	Western	Community	N/A	37	10	12
Rustburg CU	134	Central	Field Unit	Field Unit	N/A	44	45
Sex Offender Programs - Community	412	State-wide	Community	N/A	N/A	N/A	N/A
South Boston P&P	742	Central	Community	N/A	8	10	12
Southampton Memorial Hospital	8	Eastern	Special Purpose	Multiple	N/A	Special Purpose	Special Purpose
St. Brides CC	856	Eastern	Major Insitution	2	N/A	260	241
Stafford CCAP	19	Central	CCAP	CCAP	N/A	39	37
State Farm CC - Deep Meadow	472	Central	Major Insitution	2	N/A	456	184
State Farm EU - Powathan	205	Central	Special Purpose	Multiple	N/A	179	167
State Farm WC - James River	109	Central	Work Center	Work Center	N/A	74	53
Staunton P&P	1,596	Western	Community	N/A	12	23	22
Suffolk P&P	1,191	Eastern	Community	N/A	6	23	26
Sussex I SP	457	Eastern	Major Insitution	5	N/A	323	260
Sussex II SP	1,095	Eastern	Major Insitution	5	N/A	311	255
Tazewell P&P	1,705	Western	Community	N/A	43	27	27
Virginia Beach P&P	2,328	Eastern	Community	N/A	23	45	40
Virginia CC For Women	391	Central	Major Insitution	2	N/A	206	192
Wallens Ridge SP	1,023	Western	Major Insitution	5	N/A	431	443
Warsaw P&P	458	Eastern	Community	N/A	33	12	12
Williamsburg P&P	919	Eastern	Community	N/A	34	17	19
Winchester P&P	1,566	Central	Community	N/A	11	24	30
Wise CU	98	Western	Field Unit	Field Unit	N/A	46	46
Wytheville P&P	1,288	Western	Community	N/A	16	22	23

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VIRGINIA DEPARTMENT OF CORRECTIONS AGENCY AT A GLANCE 2021

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Prepared by the Research Unit
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