



# COMMONWEALTH of VIRGINIA

*Department of Corrections*

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September 29, 2011

Frank Drew, Chairman,  
Virginia Compensation Board  
P.O.Box 710  
Richmond, Virginia 23218-0710

Dear Chairman Drew:

Please find the attached staffing analyses as set forth in the Acts of the Assembly during the 2011 Session of the legislature. If you should have any questions or concerns please feel free to contact me.

Sincerely,

William T. Wilson

# **Piedmont Regional Jail Staffing Study**

**Virginia Department of Corrections  
Compliance and Accreditation Unit  
July 19, 2011**

## **INTRODUCTION**

During the 2011 session of the General Assembly, the Legislature enacted the following language:

*“The Department of Corrections shall reassess the appropriate staffing ratios for the Piedmont Regional Jail and Western Tidewater Regional Jail. The Department of Corrections shall complete this assessment by October 1, 2011.”*

Piedmont Regional Jail was the first of the multijurisdictional jails in Virginia. It was opened in May 1988, and the localities participating in the regional jail are: Amelia, Buckingham, Cumberland, Lunenburg, Nottoway and Prince Edward. The jail is located in Farmville, Virginia, which is in Prince Edward County. The current Superintendent is Ernest Toney.

## **METHODOLOGY**

The methodology used for this study consisted of physical plant analysis, post audit, staff use study and interviews with key administrative staff of Piedmont Regional Jail.

## **PHYSICAL PLANT DESCRIPTION**

The main jail is a one story facility of linear construction and is comprised mostly of dormitories. There is also a podular housing unit consisting of 48 cells. These cells are divided into two sections of 24 cells each with 12 cells on the ground floor and 12 on a mezzanine section.

When the jail was originally constructed it had a rated capacity of 103 beds. Since that time, there have been two renovations and two major expansions. In 2001, a storage

area and canteen space was converted into dormitories. These areas are referred as O4 and W dorms. Dorm O4 contains 413.28 square feet of floor space or room for 4 beds at a minimum required space of 85 square feet per bed. Dorm W contains 407.31 square feet or 4 beds at a minimum of 85 square feet per bed. These beds were not added to the jail's capacity because the renovations were completed without approval from the Board of Corrections

In 2003, the jail added the I Building, which consists of a control room and two dormitories. Each dormitory contains 3,354 square feet. Based on a minimum of 85 square feet per bed, each dormitory would be rated at 39 beds. In March 2003, the Virginia Department of Corrections added these 78 beds to the rated capacity, thus raising it to 181 beds. However, no additional staffing was given for these beds.

In 2005, the jail completed construction of L Building using federal funds. This building contains a control room and three dormitories. L1 is 3003.5 square feet for a rated capacity of 35 beds; L2 contains 3,029 square feet for a rated capacity of 35 beds and L3 contains 1,342.5 square feet for a capacity of 15 beds. Because these beds were constructed with federal funds and do not require legislative approval, these beds were not added to the rated capacity and thus no additional staffing was received from the Compensation Board.

If staffing is to be re-examined, then the bed space from O4, W, and L1, L2 and L3 should be included in the rated capacity. If this bed space is included, the jail's rated capacity should be 274 beds.

The jail was designed as an indirect/intermittent supervision model. However, due to overcrowding, it is now a semi-direct supervision jail.

## **INMATE POPULATION**

The jail currently has a rated capacity of 181 inmates. The Compensation Board's 2009 Jail Cost Report reflects that the jail had an average daily population of 587 inmates per day. Of these, 213 were federal inmates/detainees. This is an average daily population of 374 state and local inmates. This would suggest that the jail operates at approximately 100% above its rated capacity. Taking federal beds into account, the jail was running at 224% above its rated capacity.

On June 29, 2011, the jail had a population of 716 inmates of which 240 were federal inmates. This leaves a total of 576 local and state responsible inmates. Using the new rated capacity of 274 beds, the jail operates at 101% over its rated capacity for state and local responsible inmates and 161% over if federal inmates are included.

## **FINDINGS AND RECOMMENDATIONS**

Piedmont Regional Jail currently receives funding from the Virginia Compensation Board for a total of 69 positions. Of these positions, 55 are security positions, including the superintendent. Of these 55 positions, 16 are currently emergency positions. There are also 1 administrative position, 2 secretaries, 3 cooks, 6 medical positions, 1 Lids Technician and 1 treatment position approved by the Compensation Board. However, the administrative position, as well as the 2 secretaries and 2 cook positions, are not funded at this time.

If the jail's rated capacity is increased to 274 beds, the jail would be eligible for up to 91 security positions, 11 medical/classification/ treatment positions, 1 administrative, 2 secretary positions and 3 cooks.

Piedmont Regional Jail would like to operate buildings I and L as direct supervision. As stated earlier, these 2 buildings contain 5 housing units and 2 control rooms. Housing unit L 3 is too small to justify direct supervision. However, the other 4 housing units are suited for this type of supervision.

It is therefore recommended that the Compensation Board convert the 16 emergency security positions to permanent status and the administrative and 2 secretary positions should be funded. Additionally, the following new positions should be funded:

I1- Housing Unit - 5 security positions

I2- Housing Unit – 5 security positions

I- Building Rover - 5 security positions

I-Control Room - 5 security positions

L1-Housing Unit - 5 security positions

L2- Housing Unit - 5 security positions

L- Building Rover - 5 security positions

L-Control Room - 5 security positions

The increase would result in a total of 94 security positions. The staff to bed ratio is 2.91 to 1, which is slightly higher than the Compensation Board's standard of 3 to 1. However, the original building is staff intensive and, as stated above, operates well above its rated capacity.

Any recommended additional positions could be funded by either the Compensation Board or by the local jurisdiction, or a combination of both. This does not commit the Compensation Board or any other body to fund any positions that are recommended in this study.



# **Western Tidewater Regional Jail Staffing Study**

**Virginia Department of Corrections  
Compliance and Accreditation Unit  
October 1, 2011**



## **INTRODUCTION**

During the 2011 session of the General Assembly, the Legislature enacted the following language:

*“The Department of Corrections shall reassess the appropriate staffing ratios for Piedmont Regional Jail and Western Tidewater Regional Jail. The Department of Corrections shall complete this assessment by October 1, 2011.”*

Western Tidewater Regional Jail is located at 2402 Godwin Boulevard in Suffolk, Virginia. The facility has been in operation since July 1992. There are three participating localities in the regional jail. They are Suffolk County, The Isle of Wight County and the City of Franklin. The current Superintendent is William “Chris” Smith.

## **METHODOLOGY**

The methodology used for this study consisted of physical plant analysis, post audit, staff use study and interviews with key administrative staff of Western Tidewater Regional Jail. Where appropriate, comparisons with the previous studies completed in 1995 and 2003 of the facility’s operations were reviewed.

## **PHYSICAL PLANT DESCRIPTION**

Western Tidewater Regional Jail, with a rated capacity of 552 beds, represents two building phases. The initial construction consisted of 372 beds and was completed in 1992. Subsequent construction was completed in 1999 and consisted of a 180 bed housing unit addition. These beds were funded by federal and local funds.

The jail consists of a central corridor that terminates at housing units on both ends. At one end are five (5) male housing units linked via traffic corridors. These units are designated A, B, C, D and E Unit (E being the 1999 addition). Each unit is subdivided into 4-8 separate housing pods surrounding an enclosed security control station. A female and juvenile housing unit is located at the opposite end of the central corridor and designated housing unit F. This unit is subdivided into four (4) housing pods surrounding an enclosed security control station. With the exception of housing unit B, all housing pods are designed with lower and mezzanine levels.

Inmate program and support services are centralized. Major support spaces such as food service, medical, laundry, visitation and classrooms are located along the jail's central corridor and removed from the inmate housing areas. Indoor and outdoor recreation areas, although in proximity to housing areas, are accessed from inmate traffic corridors and not directly from the housing pods.

## **CURRENT STAFFING**

Currently, the State Compensation Board has allocated 116 security positions, including the Superintendent. Additionally, the Compensation Board partially funds 14 (treatment/classification/ medical), 4 clerical, 4 cooks and a LIDS Technician positions. The jail also locally funds approximately 40 security positions. This staffing was based on the original 372 beds. Staffing has not been provided by the Compensation Board for the 180 bed addition because the jail held federal inmates and the jail was exempt from paying the Federal Recovery monies back to the Compensation Board. The jail lost this exemption in 2005.

## **INMATE POPULATION**

As stated above, the jail has a rated operational capacity of 552 beds. The 2009 Compensation Board's Jail Cost Report shows that the jail had an average daily population (ADP) of 798 inmates, of which an average of 207 was federal inmates. This would mean an ADP of 591 state and local inmates. This would suggest that the jail operates at approximately 7% above its rated capacity. Taking federal beds into account, the jail operates at 45% above its rated capacity.

During the 2003 staffing study, it was noted that from 1995 to 2003 there was an ADP increase of 3.5% per year for state and local responsible inmates. During the period from 2003 to 2011, there has been a 2.14% increase of ADP per year.

## **FINDINGS**

Western Tidewater Regional jail is a full service jail housing both pretrial and sentenced male and female offenders. The ADP of local and state responsible inmates has increased by 78 inmates per day.

This increase in population has placed additional burdens on jail services, such as intake/release, visitation, inmate movements and medical screenings, just to name a few. Additionally, this increase in population has increased the number of inmates that are eligible for work force and work release programs. However, a shortage of staff due to increased numbers of inmates in housing units has led cuts in programs such as GED, religious services, AA etc.

Interviews with medical staff reveal that the increase in population has led to a backlog in initial physicals and routine blood work. Also, those officers in the intake/release section noted that the increase in population has seriously affected their workload. The unit processes between 45-50 inmates per day and also administers the facility's property and supply needs for both inmates and staff.

The Compensation Board's standards allows for a maximum of 1 security position for every 3 beds of operational capacity. Therefore, since the jail lost its exemption from the federal recovery fees, the federal beds should be counted in the operational rated capacity. If the federal beds are included in the operational rated capacity, the jail would be eligible for up to 184 security staff. Based on an ADP of 798 inmates per day, the jail would be eligible for up to 32 medical/classification/ treatment positions, 8 clerical and 4 cook positions.

## **RECOMMENDATIONS**

The Compensation Board funded security positions for Western Tidewater Regional Jail should be increased from 116 to 160. As stated previously, the jail has a total of 156 security positions, of which 40 are locally funded. This is only an increase of 4 positions, however money currently expended by the jail for the 40 locally funded positions could be used for positions not paid for by the Compensation Board, such as transportation and kitchen officers.

Currently, there are 6 medical positions which are partially paid for by the Compensation Board. Due to increased populations, the nursing staff is spread too thin to handle the 3 medication calls, sick calls, inmate intake physicals etc.

The medical unit is used, at times, 24 hours a day. It is therefore recommended that the facility increase medical staff from its current 6 to 15, thus having adequate coverage.

Currently, the Compensation Board funds 4 cook positions. If the federal beds are now included, the rated capacity of 552 allows the jail to request 5 cooks. There needs to be 5 cooks to cover the facility adequately. This is in line with Compensation Board's standards.

The recommendation of 160 security staff and 37 non-security staff is a total of 58 more positions than currently funded by the Compensation Board. This gives a staffing ratio of 1 security position per every 3.45 beds of rated capacity, which is well below the 3 to 1 staffing ratio required by the Compensation Board's standards.

Recommended staffing is shown in the table below:

Position	Security?		Shift			Relief	FTE
	Yes	No	1st	2nd	3rd		
<b>A. Administrative</b>							
Administrative Assistant		✓	1.0	0.0	0.0	1.00	1.0
Records Clerk		✓	2.0	0.0	0.0	1.00	2.0
Secretary		✓	2.0	2.0	2.0	1.00	2.0
LIDS Technician		✓	1.0			1.00	1.0
<b>Subtotal</b>		✓					<b>6.0</b>
<b>B. Security Staff</b>							
Superintendent	✓		1.0	0.0	0.0	1.00	1.0
Central Control	✓		2.0	2.0	2.0	1.67	10.0
Housing Unit A	✓		3.0	3.0	3.0	1.67	15.0
Housing Unit B	✓		3.0	3.0	3.0	1.67	15.0
Housing Unit C	✓		3.0	3.0	3.0	1.67	15.0
Housing Unit D	✓		3.0	3.0	3.0	1.67	15.0
Housing Unit E	✓		3.0	3.0	3.0	1.67	15.0
Housing Unit F	✓		3.0	3.0	3.0	1.67	15.0
Intake Area	✓		5.0	5.0	5.0	1.67	25.0
Lobby	✓		1.0	1.0	1.0	1.67	5.0
Rovers	✓		2.0	2.0	2.0	1.67	10.0
Medical	✓		1.0	1.0	1.0	1.67	5.0
<b>Subtotal</b>							<b>146.0</b>
<b>C. Programs</b>							
Exterior Work Force	✓		2.0	0.0	0.0	1.00	2.0
Interior Work Force	✓		1.0	1.0	1.0	1.00	1.0
Community Custody Supervisor	✓		1.0	0.0	0.0	1.00	1.0
Community Custody Officer	✓		2.0	2.0	2.0	1.67	10.0
<b>Subtotal</b>						--	<b>14</b>
Medical		✓	3.0	3.0	3.0	1.67	15.0
Classification		✓	5.0	0.0	0.0	1.0	5.0
Treatment		✓	6.0	0.0	0.0	1.0	6.0
Cook		✓	1.0	1.0	1.0	1.62	5.0
Security			5.0	3.0	3.0	--	160.0
Non-Security	✓		5.0	5.0	5.0		37.0
<b>F. Total</b>		✓					<b>197.0</b>

Any recommended additional positions could be funded by either the Compensation Board or by the local jurisdiction, or by a combination of both. This study does not commit the Compensation Board or any other body to fund any positions that are recommended.