

- Support
- Safety
- Learning
- Honesty
- Ethics
- Communication
- Commitment
- Citizenship

We, the Virginia Department of Corrections, believe we can best fulfill our vision and accomplish our mission by demonstrating and living these values in our daily work:

### Values

Our long term vision is for the VADOC to be a premier correctional organization where all individuals achieve their full potential.

### Vision

*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.

### Mission

## VADOC Strategic Plan FY 2022-2026



# VADOC Agency Insights

## 2022

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

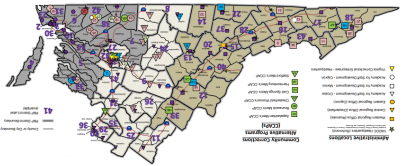
**Western:** 3 CCAPs, 14 P&P Districts, 9 Major Institutions, 3 Field Units, and 1 Regional Office

**Central:** 2 CCAPs, 15 P&P Districts, 9 Major Institutions, 3 Field Units, 2 Work Centers, 1 Secure Hospital Unit, 2 Special Purpose Institutions, and 1 Regional Office

**Eastern:** 1 CCAP, 14 P&P Districts, 8 Major Institutions, 2 Field Units, 3 Work Centers, 1 Secure Hospital Unit, and 1 Regional Office

- 26 Major Institutions
- 43 Probation and Parole Districts (P&P)
- 6 Community Corrections Alternative Programs (CCAP)
- 8 Field Units
- 5 Work Centers
- 2 Secure Hospital Units
- 2 Special Purpose Institutions
- 1 Department Headquarters
- 3 Regional Offices
- Academy for Staff Development (3 locations)
- Virginia Correctional Enterprises (VCE) Headquarters and plants (14 locations)

The VADOC comprises:



### Special Issues

**Safety:** VADOC develops and implements safety and health programs designed to protect employees and inmate workers and promotes and supports a positive safety and health culture within all divisions.

**Vacancies/Staff Salaries:** At the end of December 2020, the vacancy rate for correctional officers and senior correctional officers was 18%. VADOC leadership is working to fill vacancies by increasing staff salaries by 25%.

**COVID-19 Pandemic:** Responded to the COVID-19 pandemic through several initiatives designed to protect both inmates and staff in correctional facilities, including Personal Protective Equipment, testing and screening, and vaccination initiatives.

**Opioids & Cocaine:** VADOC piloted the Buprenorphine Pilot Program, expanding the Medication Assisted Treatment Re-entry Initiative (MATRI) to provide additional treatment for supervisees with an opioid use disorder.

**Mental Health:** VADOC increased the number of Mental Health Clinicians working in the P&P districts, to address higher recidivism rates for individuals on probation and those releasing from jail with mental health impairments.

**Care of Geriatric Inmates:** In FY2018, the VADOC spent more than \$72 million in off-site medical expenditures, with inmates ages 50 and older accounting for 61.2% of the off-site expenditures while only accounting for 22.8% of the State Responsible (SR) confined population.

**Recidivism:** At 22.3 percent, Virginia has the second lowest three-year reincarceration rate among the states that report this rate for SR inmates.

**Leadership Team**  
Harold W. Clarke.....Director  
A. David Robinson.....Chief of Corrections Operations  
Joseph Walters.....Deputy Director, Administration  
Scott Richeson.....Deputy Director, Programs, Education, & Re-Entry

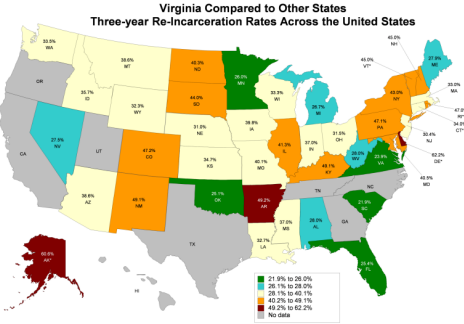
VADOC Employees on June 30, 2021		Category
489	Administration	
1,373	Community Corrections	
8,577	Correctional Facilities	
10,439	Total	
Gender		
46%	Female	
54%	Male	
Race/Ethnicity		
<1%	American Indian or Alaskan Native	
1%	Asian or Pacific Islander	
41%	Black	
2%	Hispanic/Latino	
56%	White	

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

## VADOC Employees

### Recidivism

At 22.3 percent, Virginia has the second lowest three-year re-incarceration rate among the 42 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.



SR inmates who were released from VADOC facilities recidivated at significantly lower rates than those released from regional/local jails (20.4 % versus 24.5%). Second, SR inmates without a history of opioid use recidivated at significantly lower rates than those with a history of opioid use (20.4% versus 31.3%). In addition, inmates with no known mental health impairment recidivated at lower rates than those inmates who were mentally impaired (21.3% versus 26.1%).

Evaluation, Assessment, and Placement

The VADOC conducts a risk/needs assessment on inmates and supervisees prior to placement in any program, service, or vocation in both Facilities and Community Corrections. This assessment helps to determine the appropriate placement based on the assessed treatment needs and level of risk of each inmate/supervisee.

Should an inmate’s behavior or assessment reveal the need for change in placement, the inmate may be reassigned to meet his/her treatment needs. The VADOC aligns with current research on meeting the needs of inmates through proper placement to ultimately increase inmate successful re-entry and, therefore, reduce recidivism.

Institutional Corrections

- Security level represents the appropriate facility placement based on the security classification of an inmate.*
- Work Center**- Administrative security level designation without constant supervision
  - Field Unit**- Work held outside the secure perimeter with constant supervision
  - Level 2** - Dormitory-style setting with a full complement of medical & mental health services
  - Level 3**- Celled setting with a full complement of medical & mental health services
  - Level 4** - Similar to level 3, but with restrictive movement
  - Level 5** - Long term sentencing, similar to level 4 with more restrictive movement
  - Level 6** - Part of the step-down program from segregation comprised of general population
  - Level S**- Placement for recent severe behavior problems or conviction of a crime of exceptional violence and/or notoriety

- Programs provide meaningful opportunities for positive growth for those who choose to change their behavior.*
- Academic and Vocational:** Includes general education development (GED), career and technical education, and job/employability skills training
  - Treatment:** Designed to target and treat substance abuse and cognitive/mental health challenges.
  - Work:** Inmates have the opportunity to work in the facilities. Skills gained in the work programs are transferable to employment in those fields upon release.

Inmate Population Facts

	NCC 2019	SR Confined 12/31/2019	SR Confined 06/30/2021	In Facilities 12/31/2019	In Facilities 6/30/2021	SR Releases 2021	CCAP 06/30/2021	P&P 06/30/2021
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%
*Due to rounding, percentages may not total 100								

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 (CCAPs)

**P&P**—Probation and Parole (Community Supervision)

Community Corrections

**Supervision Levels**  
**Low**- Minimal intervention with supervision primarily by voice recognition monitoring.

**Medium**- Contacts are driven by goals and tasks associated with their risk/needs.

**High**- Intensive supervision to include more contacts, records checks, urinalysis, and treatment referrals.

**Programs and Services**  
Community Corrections provides supervisees with opportunities to enhance their ability to lead crime-free lifestyles through programs and services such as:

- Thinking for a Change
  - Restorative Justice
  - Mental Health Treatment
  - Drug Court Programs
  - Anger Management
  - Life Skills
- Sex Offender Awareness
  - Decision Points
  - Community Residential
  - Family Reunification
  - Re-Entry Peer Support
  - Job Readiness Workshops

Community Corrections Alternative Program (CCAP)

In May of 2017, the VADOC transformed its Detention and Diversion Center programs to bring them in line with evidence-based practices demonstrated to reduce recidivism. We believe the changes will provide improved services for supervisees and will better meet the needs of the sentencing courts.

CCAPs focus on meeting the needs of supervisees who present medium to high risk and needs for special programming, inclising intensive substance abuse treatment and cognitive distortions.

The Central Referral Unit (CRU) consucts consistent assessment of each supervisee’s suitability for CCAPs. The CRU identifies if acceptance into a CCAP or enrollment in a different community program would provide the best opportunity for recidivsim reduction based on the supervisee’s risks and needs. Results and recommendations from the assessment are provided to the Court by the assigned probation officer prior to a sentencing or show cause hearing.

Cost Per Capita (per Inmate)

Facility Type	Average Per Capita			
	FY20	FY19	+/-	% Change
Major Institutions	34,299	32,681	1,618	4.95%
Field Units	31,155	31,054	101	0.33%
Work Centers	26,792	22,115	4,677	21.15%
Community Corrections	38,411	31,145	7,266	23.33%
System-Wide Average	\$ 33,994	\$ 32,146	\$ 1,848	5.75%

The increase in the per capita for Work Centers and CCAPs is largely the result of a 21.4% and 7.0% reduction in ADP due to the COVID-19 pandemic, respectively.

	FY20	Per Capita
Personal Services	\$ 643,765,294	\$ 22,907
Direct Inmate Costs	\$ 219,143,735	\$ 7,798
Indirect Cost/Recoveries	\$ 51,638,054	\$ 1,837
Continuous Charges	\$ 30,601,390	\$ 1,089
Property Improvements/Equipment	\$ 10,202,392	\$ 363
Total	\$ 955,350,870	\$ 33,994