



Virginia Department of Corrections

SECURITY STAFF ASSESSMENT AND RELIEF FACTOR RECALCULATION – FINAL REPORT

Staffing and Facility Space Assessment |
November 2024

This document contains the report of findings and/or best opinion of the authors at the time of issue.

This Document is prepared by CGL Companies

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Executive Summary

Since 1974, the Virginia Department of Corrections has used a shift relief factor formula to determine the number of full-time security staff needed within its correctional facilities. In the decades since establishing, the relief factor calculation has been refined from its origination in efforts to fairly predict the security staffing needs of each institution. The last formal calculation of record was conducted in 2006 by MGT of America, LLC and resulted in a state-wide average calculation of 5.13, meaning the Department required 5.13 full-time equivalents (FTEs) to fill one security post 24 hours per day, 7 days per week.

In April 2024, The Virginia Department of Corrections retained CGL Management Group, LLC (CGL) to complete a state-wide security staffing assessment. The primary objective of the study was to recalculate and update the relief factors for each institution.

MAJOR FINDINGS

The 2024 updated state-wide calculation rose 21 percent over the relief factors currently used by the Department, meaning, with the Department's current staffing approach, it will take an additional 21 percent of security staff (1,353 FTEs) to fill its authorized posts. Exhibit 1 provides a comparison of the 2024 3-year average relief factor calculation to the recorded historic relief factors:

Exhibit 1 New Relief Factor Comparison

24 Hour/7 Day RF Comparison	1997	2006 (MGT)	Current (Dept Adjustments)	New (2024)	Current to New Change
State-wide Total	5.13	5.15	5.19	6.30	21%

On a state-wide level, the following exhibit provides a summary of all relief calculations on a regional basis and by institution type. Complete calculations for each institution are included within this report and individual institution calculations can be found in the Appendices.

Exhibit 2 Relief Factor Summary

Virginia Department of Corrections - State-wide Relief Factors 3-Year Average (2021-2023)													
Average Relief Factors	24hr/7day	12hr/7day	16hr/7day	8hr/7day	8hr/5day	8hr/2day	12hr/5day	12hr/2day	16hr/5day	10hr/7day	10hr/5day	10hr/4day	10hr/2day
State-wide Average	6.30	3.15	4.20	2.10	1.50	0.60	2.25	0.90	3.00	2.63	1.88	1.50	0.75
Eastern	6.26	3.13	4.17	2.09	1.49	0.60	2.24	0.89	2.98	2.61	1.86	1.49	0.75
Western	6.44	3.22	4.29	2.15	1.53	0.61	2.30	0.92	3.07	2.68	1.92	1.53	0.77
Central	6.20	3.10	4.13	2.07	1.48	0.59	2.21	0.89	2.95	2.58	1.84	1.48	0.74
Correctional Centers	6.32	3.16	4.21	2.11	1.51	0.60	2.26	0.90	3.01	2.63	1.88	1.51	0.75
Correctional Units	6.08	3.04	4.06	2.03	1.45	0.58	2.17	0.87	2.90	2.53	1.81	1.45	0.72
Alternative Programs	6.54	3.27	4.36	2.18	1.56	0.62	2.34	0.93	3.12	2.73	1.95	1.56	0.78
Work Camps	6.26	3.13	4.18	2.09	1.49	0.60	2.24	0.89	2.98	2.61	1.86	1.49	0.75

The remainder of this study includes CGL's assessment of current security staffing within the Department's institutions and provides recommendations to lessen the impact of the staffing need identified with the updated relief calculations. CGL was contracted to visit at least 20 percent of its correctional centers and field units to observe security staffing practices and provide recommendations to assist the Department in identifying opportunities for change. CGL was tasked with providing a comparative assessment from its experience with staffing models in other state prison systems to evaluate how the Virginia DOC approached security staffing and to identify opportunities for improvement or change. There is not a large variety of different staffing models observed in prison settings. Within this assessment, CGL explored three staffing models and complemented this with comparative approaches and benchmarking with other prison systems. Within this assessment, we reference the practices and benchmarks from the:

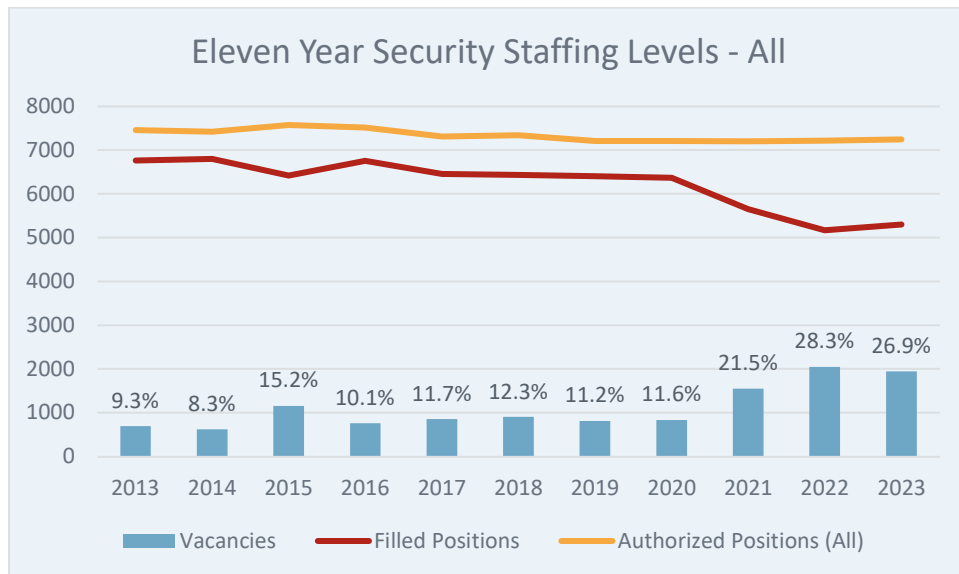
- Pennsylvania DOC
- Washington DOC
- Iowa DOC
- Minnesota DOC
- Ohio DOC
- South Dakota
- New Jersey Women's Prison

Chapter 6 – Conclusions and Recommendations provides a complete summary and list of findings and recommendations. Below is a summary of our major findings.

Security staffing of a state correctional system has changed drastically in the past couple decades. Once, security officers were assigned to indirect supervision housing facilities with one officer in a control center and another (or two) assigned to tour through housing units periodically to conduct counts, wellness checks, conduct security integrity inspections, and ensure the safety of those in the housing units. As the industry evolves, it is safer and more important for officers to have more contact and longer presence in housing units to deter poor behavior. With the implementation of direct supervision philosophies, more officers are required in staffing allotments to have a continuous presence in housing units. Officer roles have expanded to include counseling and involvement in an individual's programming needs. And, with the growing special needs populations who require additional attention, extensive medical care, and more supervision, the number of corrections officers needs to grow. Adequate security staffing of an institution is no longer an easy task and finding the right staff to put in the right environment is becoming increasingly more challenging.

The Virginia Department of Corrections is currently funded for a level of security staff to support its operation and fill identified posts on each facility's Post Audit. Over the last decade, the Department has only been able to fill an average of 84 percent of its security staff.

Figure 1 Eleven Year Look at Security Staffing



The Virginia DOC is critically and, in many cases, dangerously short-staffed. Short-staffed not due to lack of funding, but lack of the ability to hire, train, and retain enough staff to fill positions within the institution. The lack of security staff impacts every aspect of facility operations and results in facilities that are unsafe and inefficient.

- The low staffing levels are causing good, existing staff to work tirelessly extra hours, lowering morale and creating burnout. Without addressing, the Department will continue to experience turnover of staff.
- Non-security staff performing functions that are normally relegated to a corrections officer.
- Supervisory staff, up to captain levels, performing line officer responsibilities.
- Post Audits that have not been updated regularly and adjusted to compensate for low staffing levels, in essence, invalidating the security staffing plans.
- Housing units without supervision.
- High levels of external transportation that strain facility staffing levels.
- Unconventional posts that are not commonly observed in state prison systems.
- Duplicative roles of supervisor/management positions.
- Compromised security due to lack of staffing.
- Differences in management philosophy (direct supervision versus indirect supervision).
- A higher-than-average number of new officer training hours that is driving the relief factors up, coupled with a high number of new hires.

- Although the Staffing Committee has conducted Post Audit assessments every two years and identified staffing needs, the DOC has often been unsuccessful with its requests for additional staffing.

While dangerously short staffed in some facilities, the VADOC staff and leadership have done an excellent job in maintaining safety and security, especially considering the trend of increasing violent offenders and individuals with behavioral disorders observed throughout the industry.

RECOMMENDATIONS TO LOWER THE RELIEF FACTOR CALCULATION

There are a few ways in which to reduce the identified FTE need in Virginia, but each will take time to realize the impact after implementation.

- **Reduce the new hire training hours – work with the state corrections academy to reduce the wait time between Phase 2 and Phase 3.** For our calculations, we used an estimated 200 hours of delay before a new hire receives a seat in an academy. This estimate is generously low given the poll of wardens that reflected some wait up to 400 hours. Reducing this wait time would reduce the overall training hours used in the relief factor calculations.
- **Move portions of the Field Training Program earlier –** Some state prisons have achieved minor improvements by moving the Field Training Program, or the control room and report writing portions, earlier and before attendance at the academy. If wait times between Phase 2 and Phase 3 cannot be reduced, advancing portions of the Field Training Program could reduce the total training hours and reduce the training hours used in the relief factor.
- **Similarly, if the Department chose to hire non-security personnel to fill current security positions, as suggested above, and these individuals became candidates for correctional officer positions, a portion of the Field Training Program could already be completed as part of the non-security new hire training, again reducing the hours from Phase 4.**
- **Revisit and update all Post Audits –** the Virginia Post Audits have been in place for many years and receive amendments upon request from wardens or pursuant to Department initiatives. CGL recommends having a complete overhaul of Post Audits to re-establish necessary security posts. Throughout the remainder of this study, we make several recommendations to reconsider existing posts, and the level of employee required. Re-aligning Post Audits to meet current needs in the Department would reduce the number of FTEs required.

- **Reducing vacancies throughout the state – vacancies are a challenge in most state prison systems. The answer to filling vacancies is complicated as it requires understanding the reason for the vacancies. Some reasons learned in Virginia – Salaries compared to surrounding employment opportunities (other correctional agencies at the county and federal levels); work environment compared to opportunities outside of corrections; staff retention; facility cultures; and individual employment priorities of the new hires.**
- **CGL recommends a state-wide study of its external transportation needs and development of a Centralized Transportation Unit to lessen the burden on individual facilities.**
- **In exploring methods to minimize transportation, CGL recommends the Department explore opportunities to repurpose existing or closed facilities to create a centralized special needs institution which will have an impact to the volume of external transportation activity.**
- **CGL recommends a state-wide study of its implementation and use of Unit Management to align it with industry practices that support a unified facility culture. Within this recommendation, we suggest evaluating the need for two managers who might have conflicting roles in unifying staff of a building.**

The following is a list of CGL's recommendations to consider replacing current security posts with non-security employees to alleviate the pressure on security staffing:

- **Investigations and Intelligence Posts – in many facilities, we observed ranking staff dedicated to an investigations office and staffed with multiple supervisors and officers. Security staff are essential to these posts. However, other DOC systems have non-security analysts assigned to pull videos, listen to telephones, watch video visitation, read e-mails, and handle administrative functions; enabling the security staff to conduct investigations. Facilities that have just security staff spend inordinate amounts of time handling the administrative aspects of this unit. Additionally, the ranking staff (captains and lieutenants) are generally responsible for the unit, but not directly involved in the day-to-day processing and investigating of information.**
- **Property Units – in several facilities, we observed sergeants and officers assigned to handle inmate property. As mentioned earlier, many DOCs have relegated this responsibility to non-security staff or third-party vendors.**

- **Laundry Units** - in several facilities, we observed sergeants and officers assigned to handle inmate laundry. As mentioned earlier, many DOCs have relegated this responsibility to non-security staff or third-party vendors.
- **Control Room Gun Posts** – in the higher custody facilities, we observed a second corrections officer assigned to control rooms, designated as the “Gun Post”. These officers are responsible for observing interactions in the units and have less lethal munitions to be used for control if necessary. These posts are not unique to Virginia, but not often staffed in every control room.
- **Canine Unit** – Canine Units are an exceptional tool within corrections for deterrence and in contraband detection. Distinctly, the Virginia Canine Unit is comprised of narcotic detection dogs and patrol dogs. Patrol canine dogs are rare in correctional systems, but have proven effective in the Virginia DOC.

SAFE POPULATION LEVELS

With the newly calculated relief factors and updated security staffing levels, CGL was tasked with calculating safe population levels of each institution given different correctional officer staffing levels of 100 percent, 75 percent, 50 percent, and 35 percent. The authorized staffing level for each institution’s security Post Audit is based upon the full bed capacity of the facility. To calculate the safe population levels for each staffing scenario, CGL calculated a staff to inmate ratio using the authorized staffing levels and provided our methodology for determining the calculations. Exhibit 3 is CGL’s calculation for safe population levels of each institution.

Exhibit 3 Safe Population Levels Compared to Design Capacity

Safe Population Levels Compared to Design Capacity												
Facility Name	Facility Type	Region	Authorized Officer FTE	Design Capacity	Beds at 100% Staffing	Percent Design Capacity	Beds at 75% Staffing	Percent Design Capacity	Beds at 50% Staffing	Percent Design Capacity	Beds at 35% Staffing	Percent Design Capacity
Virginia CC for Women	Correctional Center	Central	145.95	282	596	211%	449	159%	270	96%	174	62%
Bland CC	Correctional Center	Western	191.47	527	675	128%	589	112%	354	67%	228	43%
Wallens Ridge CC	Correctional Center	Western	350.06	1016	1162	114%	1076	106%	648	64%	417	41%
St Brides CC	Correctional Center	Eastern	188.45	1174	1214	103%	579	49%	349	30%	224	19%
Red Onion CC	Correctional Center	Western	370.13	1016	1002	99%	1138	112%	685	67%	440	43%
Fluvanna CC	Correctional Center	Central	289.84	1230	1357	110%	891	72%	536	44%	345	28%
Nottoway CC	Correctional Center	Central	304.5	736	1477	201%	936	127%	563	77%	362	49%
Marion CC	Correctional Center	Western	172.28	388	369	95%	530	137%	319	82%	205	53%
Buckingham CC	Correctional Center	Western	282.75	608	1189	196%	869	143%	523	86%	336	55%
State Farm CC	Correctional Center	Central	204.3	430	717	167%	628	146%	378	88%	243	57%
Deerfield CC	Correctional Center	Eastern	214.61	900	1020	113%	660	73%	397	44%	255	28%
Keen Mountain CC	Correctional Center	Western	241.78	697	1131	162%	743	107%	447	64%	288	41%
Greenville CC	Correctional Center	Eastern	646.08	1951	3056	157%	1987	102%	1195	61%	769	39%
Dillwyn CC	Correctional Center	Central	209.84	600	951	159%	645	108%	388	65%	250	42%
Indian Creek CC	Correctional Center	Eastern	183.9	600	1060	177%	565	94%	340	57%	219	36%
Haynesville CC	Correctional Center	Eastern	199	600	958	160%	612	102%	368	61%	237	39%
Coffeewood CC	Correctional Center	Central	201.48	600	1033	172%	620	103%	373	62%	240	40%
Pocahontas CC	Correctional Center	Western	208.93	1014	1061	105%	642	63%	387	38%	249	25%
Lunenburg CC	Correctional Center	Central	220.05	600	998	166%	677	113%	407	68%	262	44%
Green Rock CC	Correctional Center	Western	204.17	1014	1050	104%	628	62%	378	37%	243	24%
Sussex SP	Correctional Center	Eastern	330.56	1121	1222	109%	1016	91%	612	55%	393	35%
River North CC	Correctional Center	Western	268.92	1000	1016	102%	827	83%	498	50%	320	32%
Cold Springs CU	Correctional Unit	Western	33.6	60	118	197%	103	172%	62	104%	40	67%
Caroline CU	Correctional Unit	Eastern	37.24	84	142	169%	115	136%	69	82%	44	53%
Central VA CU	Correctional Unit	Central	50.06	140	290	207%	154	110%	93	66%	60	43%
Halifax CU	Correctional Unit	Central	66.55	160	256	160%	205	128%	123	77%	79	49%
Patrick Henry CU	Correctional Unit	Western	28.44	84	142	169%	87	104%	53	63%	34	40%
Rustburg CU	Correctional Unit	Central	35.74	84	157	187%	110	131%	66	79%	43	51%
Wise CU	Correctional Unit	Western	38.02	60	120	200%	117	195%	70	117%	45	75%
Baskerville CC	Correctional Center	Central	105.95	270	484	179%	326	121%	196	73%	126	47%
Beaumont CC	Correctional Center	Central	188.19	306	400	131%	579	189%	348	114%	224	73%
Appalachian CCAP	Alternative Program	Western	28.9	60	106	177%	89	148%	53	89%	34	57%
Brunswick CCAP	Alternative Program	Eastern	27.69	150	214	143%	85	57%	51	34%	33	22%
Chesterfield Women's CCAP	Alternative Program	Central	29.23	150	168	112%	90	60%	54	36%	35	23%
Cold Springs CCAP	Alternative Program	Western	32.9	110	150	136%	101	92%	61	55%	39	36%
Harrisonburg CCAP	Alternative Program	Western	24.94	84	126	150%	77	91%	46	55%	30	35%
Lawrenceville CC	Correctional Center	Eastern	-	-	-	-	-	-	-	-	-	-
Deerfield WC	Work Camp	Eastern	22.05	116	216	186%	68	58%	41	35%	26	23%
Deerfield WC 2	Work Camp	Eastern	30.8	200	200	100%	95	47%	57	28%	37	18%
State Farm WC	Work Camp	Central	74.06	300	328	109%	228	76%	137	46%	88	29%
Nottoway WC	Work Camp	Central	39.48	200	200	100%	121	61%	73	37%	47	23%
Totals			6523	20722	28131		20058		12067		7762	

When staffing levels reach 50 percent or lower, difficult decisions need to be made to begin discontinuing regularly scheduled activities and services in the building. **CGL recommends every facility establish a contingent operational plan to guide shift commanders during times when officer staffing becomes limited.**

CGL recommends the VADOC explore increasing its use of housing state prisoners in county jails to reduce the number of intakes entering the prison system as a method to reduce population levels when security staffing levels fluctuate.

FACILITY SUPPORT SPACE ASSESSMENTS FINDINGS

- The ages of the institutions range between 14 years old (River North) and 92 (Virginia Correctional Center for Women) with the average age of 42. Many of the correctional facilities in the United States are between 25 and 40 years of age. The life expectancy of a correctional facility, properly maintained with corrective and preventive maintenance could exceed 45 years.
- The estimated outstanding debt for deferred maintenance is in excess of \$55 million and does not include facility level improvements and changes that have not risen to the level of the list provided.

To fully understand the facility conditions and outstanding debt, CGL recommends the state complete Facility Condition Assessments if one has not been completed in the last five years.

Chapter 1 – Introduction

In April 2024, the Virginia Department of Corrections (DOC) contracted CGL Management Group to conduct a comprehensive analysis of its formulas and relief factors used to determine security staffing levels within each state correctional institution. The primary objective of this comprehensive analysis was to recalculate the relief factor formulas to accurately and fairly predict the number of Full Time Equivalents (FTEs) necessary to staff security posts in each of the individual DOC facilities. As a result, Chapter 2 of this report provides a usable relief factor formula for the various post configurations, including but not limited to the following shift schedules:

24hr/7day	12hr/7day	16hr/7day	8hr/7day	8hr/5day	8hr/2day	12hr/5day	12hr/2day	16hr/5day	10hr/7day	10hr/5day	10hr/4day	10hr/2day

Complete calculations for each facility are available in Appendix A. Updated calculations for each facility's Post Audits are available in Appendix B.

Our assessment included a combination of data analysis, staff interviews, and physical plant assessments of at least 20 percent of the 41 correctional housing institutions (Correctional Centers, Correctional Units, Correctional Work Camps, and Community Corrections Alternative Programs). In total, CGL visited 16 (39 percent) of the correctional institutions. Exhibit 4 provides a list of institutions and field units visited along with dates of each assessment. Individual assessment reports are included in this report in Appendix C.

Exhibit 4 - Schedule of Institutions Visited

Institution Name	Date Visited
Greensville Correctional Center	May 30, 2024
Sussex I State Prison	May 29, 2024
Wallens Ridge State Prison	July 18, 2024
Red Onion State Prison	July 17, 2024
Dillwyn Correctional Center	August 14, 2024
Buckingham Correctional Center	August 14, 2024
Fluvanna Correctional Center	August 15, 2024
Beaumont Correctional Center	July 22, 2024
State Farm Correctional Center	July 22, 2024
Haynesville Correctional Center	July 29, 2024
Caroline Correctional Unit	July 29, 2024
Nottoway Correctional Center	July 9, 2024
Green Rock Correctional Center	July 10, 2024
St Brides Correctional Center	August 13, 2024
Deerfield Correctional Center	August 14, 2024
Harrisonburg Community Corrections Alt Program	August 13, 2024

Additional objectives to the study include recommendations for safe inmate population levels for each institution based upon different corrections officer staffing levels, using the newly calculated relief factors:

- 100 percent,
- 75 percent,
- 50 percent, and
- 35 percent.

Chapter 3 of this report provides our methodology to approach safe population levels and provides recommendations and considerations to achieve safe inmate populations given the different staffing scenarios.

The outcomes of the comprehensive analysis include CGL’s observations of staffing challenges within the DOC. Chapter 4 includes an overall impression and assessment of security staffing observed in the sites visited. Additionally, this chapter provides an overview summary of how the Virginia DOC staffing model compares to staffing models observed in other state correctional systems and how Virginia might find efficiencies through changes in current practice.

Chapter 5 provides a summary of common themes observed in those facilities visited regarding the use and overuse of support space. The corrections industry is continuously evolving and with operational changes, often buildings need to adapt to accommodate change. Buildings built two decades ago, no longer meet the need of today’s incarcerated population and need to adjust spaces to achieve programmatic and treatment needs. Each facility was evaluated and rated based upon age, deferred maintenance, design capacity, and support space.

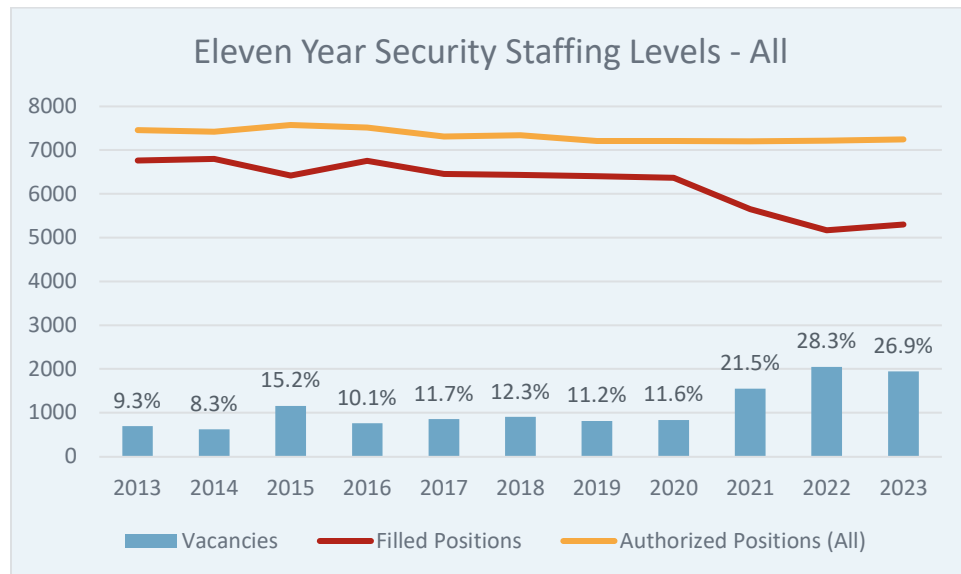
Lastly, Chapter 6 provides CGL’s findings and recommendations to provide improvements to the current staffing model. Some of the recommendations are low-hanging topics that can be discussed and addressed internally. Others will take external support and potentially additional assessments to codify and make lasting change.

BACKGROUND

This assessment is intended to address the Legislative HB30 Budget Amendment requirements. Specifically, the Department of Corrections is to provide an “assessment of its use of staffing posts and facility space with the goal of maximizing efficiency in light of the lower inmate population and correctional officer staffing level as compared to a decade ago.”

The Department’s authorized and filled position levels over the past ten years are summarized in the following Exhibit:

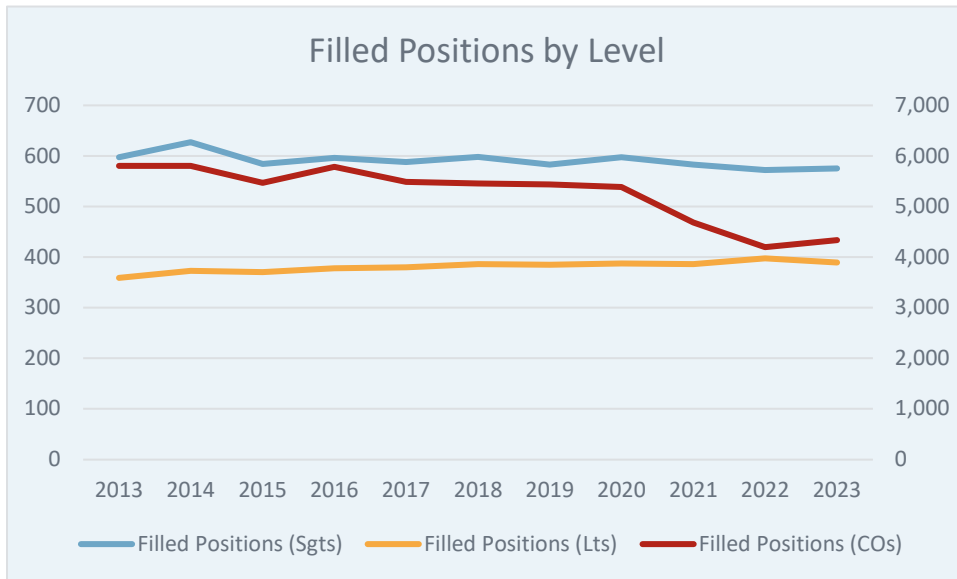
Figure 2 Eleven Year Look at Security Staffing



The Department’s “authorized” (funded) security staffing levels of correctional officer, sergeant, and lieutenant **decreased 2.82 percent** between 2013 and 2023. Of the “authorized” positions, an average of **84 percent** has been “filled”, dropping from **91 Percent** in 2013 to **73.1 percent** in 2023. The number of “filled” security positions dropped overall **22 percent** since 2013.

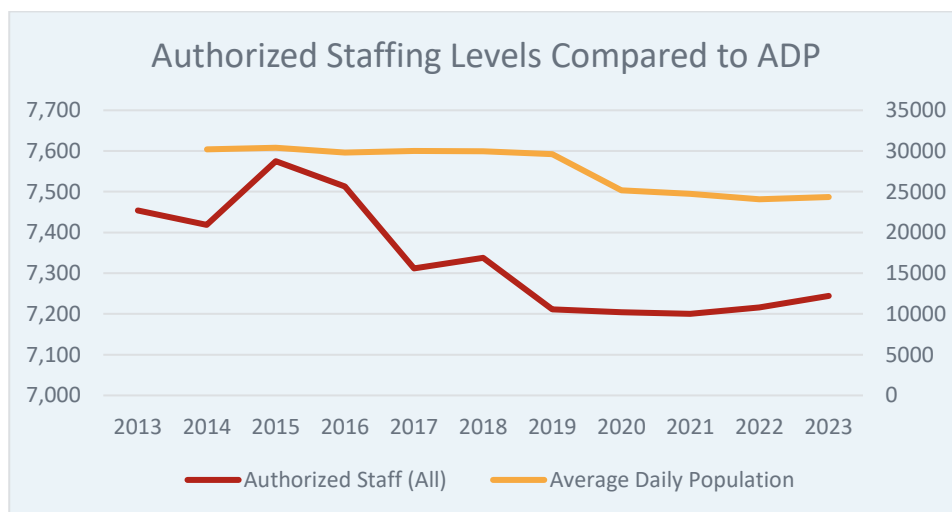
The security staffing levels of correctional officer saw the greatest decrease in filled positions at **25 percent**. The sergeants level experienced a slight reduction of **4 percent**. And the lieutenant level saw an overall **increase of 8 percent** as shown in the following Exhibit.

Figure 3 Security Staffing Levels by Filled Positions



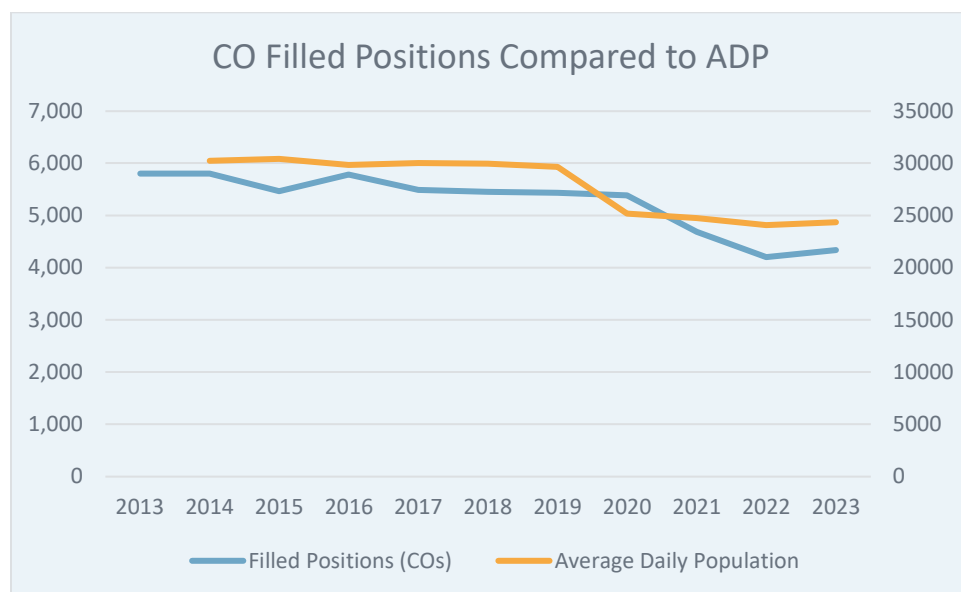
During the same time, the state-wide average daily population (ADP) **decreased 19.4 percent**. Overlaying the total number of “authorized” positions to the ADP (Figure 4 below), we observe only a **slight decrease in overall “authorized” positions of 2.2 percent**. Between 2013 and 2020, the “authorized” positions decreased to a low of 3.3 percent and since (2021 to 2023), have increased 0.6 percent.

Figure 4 Authorized Security Staffing Levels Compared to the ADP



Although the “authorized” security positions have only reduced slightly, when we overlay the ADP over the “filled” corrections officer positions, we observe a larger **decrease (25.4 percent)** in officers available to manage the population. In comparing the “filled” corrections officer positions to the ADP over the 11-year period, the level of staff available to supervise the care and custody of the inmate population appears to remain nearly consistent for the decade with an average **Staff to Inmate ratio of 1 to 5.4** – note, this calculation is based upon the existing relief factor calculations observed by the Department and current “filled” positions. This calculation also takes into consideration all corrections officer positions within the DOC to include those assigned to positions outside of corrections facilities, such as training and administration.

Figure 5 Filled Corrections Officers Compared to the ADP



VADOC’S APPROACH TO STAFFING

VADOC has been a leader in the development and use of relief factors to govern its level of security staff within its institutions. Dating back to 1974, with the establishment of the “Sharp Formula” by Dr. E. Preston Sharp, the Department has used relief factor calculations to guide security staffing decisions. In 1984, the Joint Legislative Audit and Review Commission (JLARC) launched its own study and review of the “Sharp Formula” and its formula components. “With a slight modification to the formula components, the JLARC methodology did not include an actual review of the employees’ leave usage, but instead sampled the leave usage records of security staff in the Department. As a result, some modifications were made to the formula

based on the data collected relative to the actual usage by security employees of the Department.”¹

Since 1984, the Department has evolved its approach to evaluating its staffing needs, improving upon the Sharp and JLARC formulas, implementing a bi-annual survey of leave usage for every security staff person in each facility to update relief factors, and creating a Staffing Committee to bi-annually conduct a Post Audit review of each facility’s security posts.

In researching formal calculations of the Department’s historic relief factors, CGL was able to determine a formal relief factor assessment and calculation was conducted in 1997. In 1998, a staffing assessment was conducted by Security Response Technologies; however, relief factor calculations were excluded from that assessment. In 2006, MGT of America, Inc. was contracted to update the relief factor calculations. At the time, MGT noted in its May 2006 *Security Staff Relief Formula Review for the Virginia Department of Corrections – Final Report* that “since 2001, the department has not applied the recalculated relief factor to its staffing rosters due to its impact on the staffing needs of the facilities. As a result, the present rosters are based on the relief calculation from 1997.”

In 2006, the MGT study resulted in a newly calculated relief factor for all institutions and field units. Interviews with the Department’s Staffing Committee advised the last known formal calculation of state-wide relief factors dated back to before 2012, but no formal assessment report was provided aside from the 2006 MGT assessment. In comparison to current relief factors recognized and used by the Department, the MGT relief factors appear to be the most current formal calculation with minor adjustments made by the Department’s Staffing Committee. Although the Staffing Committee has conducted Post Audit assessments every two years and identified staffing needs, the DOC has often been unsuccessful with its requests for additional staffing.

The MGT and current Department relief factors will be used as a baseline for comparison purposes.

What is a Relief Factor?

The use of a Shift Relief Factor (SRF or RF) is common practice throughout the corrections industry. As defined by the National Institute of Corrections (NIC) in its 2003 publication *Staffing Analysis Workbook for Jails – Second Edition*, “The term ‘relief factor’ or ‘shift relief factor’ (SRF)...have traditionally described the number of full-time-equivalent staff (FTE) needed

¹ *Security Staff Relief Formula Review for the Virginia Department of Corrections*,” MGT of America, Inc, May 11, 2006.

to fill a post or position that is relieved (covered on a continuous basis).” Since 1987, the National Institute of Corrections (NIC) recognized the RF to be a standard for developing staffing levels within corrections. In 2001, the NIC improved upon its development of the RF through the development and calculation of Net Annual Work Hours (NAWH). In this new method of calculating a relief factor from the NAWH, the calculation requires collecting and analyzing information that will provide an accurate depiction of the real number of staff hours that are available to be scheduled for each full-time position in the budget.

VADOC has been a long practitioner in the recognition and use of a relief factor to determine its security staffing levels. However, over time, its use of the relief factor devolved into a budgeting process to meet its operational needs. Through our assessment of data reviews and interviews with the Staffing Committee members, the current relief factor is no longer valid as it has not been recalculated in over a decade. Further exacerbating the situation, the current relief factors have been adjusted to provide less security coverage in institutions in efforts to meet the changing needs within the Department.

Since initiating the practice of using relief factors to determine security staffing needs, the Department switched from the typical three 5 day/8-hour work periods to 12-hour work periods as have many state prison systems. Under the 12-hour work period model of staffing, two squads are created to cover the daytime shifts 7-days per week and two squads are created to cover the nighttime shifts 7-days per week. Collectively, it takes the same number of FTEs regardless of an 8-hour shift or a 12-hour shift. One challenge many departments encounter is how to apply the relief FTEs equally between squads.

In the 8-hour work schedule, a set number of personnel are assigned to a work period along with relief personnel. Some FTEs are assigned to specific posts, while others are assigned to relief positions, covering posts for regular days off throughout the week. Below is a sample master roster for a weekly 8-hour schedule (one shift) demonstrating the post coverage seven days per week.

Figure 6 Sample of Typical 5 Day/8-Hour Shift Roster

Sample Master Roster – Intake Shift 2

Staff Name	Post	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Captain	Captain Intake/Transportation	OFF						OFF
Lieutenant 1	Lieutenant Intake		LT 2	LT 2				
Officer 1	Law Enforcement Lobby	Officer 9	Officer 9					
Officer 2	Booking Officer 1			Officer 9	Officer 9			
Officer 3	Booking Officer 2					Officer 9	Officer 10	
Officer 4	Booking Officer 3	Officer 10						Officer 10
Officer 5	Booking Officer 4		Officer 10	Officer 10				
Officer 6	Booking Officer 5				Officer 11	Officer 11		
Officer 7	Property Officer						Officer 11	Officer 11
Officer 8	Release Officer	Officer 11	Officer 12					
Lieutenant 2	Relief Lieutenant	OFF	Intake LT	Intake LT	Relief	Relief	Relief	OFF
Officer 9	RDO 2001	LE Lobby	LE Lobby	BKG 1	BKG 1	BKG 2	OFF	OFF
Officer 10	RDO 2002	BKG 3	BKG 4	BKG 4	OFF	OFF	BKG 2	BKG 3
Officer 11	RDO 2003	Release	OFF	OFF	BKG 5	BKG 5	Property	Property
Officer 12	RDO 2004/RFM	OFF	Release	Relief	Relief	Relief	Relief	OFF
Officer 13	RFM		OFF	OFF				
Officer 14	RFM				OFF	OFF		
Officer 15	RFM						OFF	OFF

The sample master roster above is for a small booking operation which identifies 10 essential posts needed per 8-hour work period and using a 1.8 relief factor (8 hours/5 days relief factor). However, by observing the days off and coverage needed 7-days per week, the master roster reflects the total of 17.85 FTEs (rounded to 18 FTEs) per work period once the relief factor is applied.

- 1 Captain (1 FTE)
- 1.81 Lieutenants (rounded to 2 FTEs)
- 15.04 Officers (rounded to 15 FTEs)

When switching to a 12-hour schedule, the master roster switches from three 8-hours work periods (1 day shift, 1 afternoon shift, 1 overnight shift) to four 12-hour work periods (2 day shifts and 2 night shifts). While the total number of FTEs needed remained the same, the distribution per shift changes to a total of 13.63 FTEs per shift once the relief factor is applied:

- 1 Captain (1 FTE)
- 1.35 Lieutenants (rounded to 1 FTE)
- 11.28 Officers (rounded to 11 FTEs)

In the 8-hour example, two lieutenants (1.81 rounded to 2 FTEs) would be assigned to the work period (for this example we assume the daytime work period). In the 12-hour example, only 1 lieutenant (1.35 rounded to 1 FTE) would be assigned to each work period. The remaining relief factor (.35 in this example), combined with the second daytime 12-hour work period equals an additional FTE position ($.35 + .35 = .70$ rounded to 1 FTE). Theoretically, this 1 FTE should be split between the two daytime work periods as a relief post for absences due to vacations, training, sick leave, etc. The same logic applies to all employee levels that observe a relief factor.

When departments fail to calculate and use the fractional portions of a relief factor calculation to provide relief between the work periods, it often gets lost or repurposed as a new post and unnecessarily creates the need for additional FTEs.

Therefore, agencies that operate on 12-hour shifts must be diligent in maintaining the integrity of the relief factor positions and use them as intended.

Conventional Use of a Relief Factor

The conventional practice in determining a correctional facility's security staffing needs is through the development of a **valid** security post plan, identifying the posts required to safely manage the inmate population and maintain operational security practices required by departmental policy and regulatory standards. A valid security post plan includes those positions necessary to control the facility security and provide safety to other staff and the population, along with visitors and volunteers to the facility. A valid post plan also has to provide staffing to support inmate access to programs and services.

What makes a security post plan valid?

Post plans are thoughtfully devised with the understanding of the services needed, based upon the design of the institution, responsive to the inmate management philosophy, and with the consideration of the population security level involved. For example, institutions are designed with a specific level of control and security. Those with control centers adjacent to housing units were designed intentionally to have staff in the control center opening/closing doors, managing administrative functions, and observing the safety of the housing officer working inside the housing unit. Direct supervision management philosophies intend to always have housing officers present while inmates are inside the housing unit. A valid post plan is responsive to the design and operating philosophy of the institution and when posts are not filled, or when relief factors are trimmed, it invalidates the post plan, meaning that someone

made the determination that a security post could no longer be complied with, or was no longer necessary. The result is that facility security is diminished from the design intent.

The figure below provides a sample of a typical post deployment plan layout found in many correctional staffing plans. It demonstrates the need of staffing on each shift, determines whether it requires relief (meaning it needs to always have a staff present), calculates the total number of hours staff need to be present, and then calculates a relief factor to identify the total number of FTEs required.

Figure 7 Sample of a Typical Post Deployment Plan

Standard Post Deployment Plan											
Position	Adm Shift	Days	Nights	Hours per day	Days per week	Relief	Hours per Week	Hours per year	Total Posts	SRF	Total
Facility Shift Commander	1			8	5	No	40	2087	1	1	1
First Line Supervisor		1	1	12	7	Yes	168	8766	2	3.15	6.3
Housing Officer - Medium Custody		1	1	12	7	Yes	168	8766	2	3.15	6.3
Housing Officer - Maximum Custody		2	1	12	7	Yes	252	13149	3	3.15	9.45
Control Officer		1	1	12	7	Yes	168	8766	2	3.15	6.3
Recreation Officer		1		12	5	Yes	60	3131	1	2.25	2.25
Property Officer	1			8	5	Yes	40	2087	1	1.5	1.5

This approach requires careful planning and understanding of security needs within the institution. Some positions, such as higher custody housing units, could require additional staffing during the daytime and less during the overnight hours when inmates are confined to their bunks or inside their cells. Additionally, it provides the opportunity to understand how the total FTEs get dispersed between shifts.

A valid post deployment plan needs to identify the essential positions that are required to safely manage the institution. This is occasionally done through the identification of priority positions and understanding which services can be temporarily discontinued in the event of a staff absence. Posts that can be temporarily discontinued without staff present are usually identified as non-relief posts. Priority designations also identify the minimum staffing levels required during a staffing crisis or emergency event. The VADOC practices the designation of priority positions.

With this approach, the total FTEs can be calculated for allocating budgets to facilities and applying a breakdown of FTEs to be assigned to each 12-hour shift.

VADOC Use of a Relief Factor

The VADOC uses a similar process of developing a post deployment plan and prioritizing posts that must be filled during lean staffing periods. The Department has Post Audits for each facility

depicting essential positions and applying a relief factor to the post based upon hours of the day and days of the week.

Figure 8 Sample VADOC Post Plan

	VIRGINIA DEPARTMENT OF CORRECTIONS					Post Audit 401_F1X_2-13	
Post Audit							
Facility Name:	Indian Creek Correctional Center					Date:	August 10, 2023
Post Number	Title	Shift		Duty		Staff Required	
		Day	Night	Hrs	Days		
1	Chief of Security	X		8	5	1.00	Major
2	Shift Commander	X	X	24	7	5.05	Captain/Lieutenant
3	Operations Supervisor	X	X	24	7	5.05	Lieutenant
4	HU 1/2/3 Unit Manager	X		8	5	1.00	Unit Manager
5	HU 4/5/6 Unit Manager	X		8	5	1.00	Unit Manager
6	Yard Commander	X		12	7	2.52	Lieutenant
7	HU 1/2/3 Commander	X		8	5	1.00	Lieutenant
8	HU 4/5/6 Commander	X		8	5	1.00	Lieutenant
9	HU 1/2/3 Supervisor	X	X	24	7	5.05	Sergeant
10	HU 4/5/6 Supervisor	X	X	24	7	5.05	Sergeant
11	HU7 Supervisor	X		12	7	2.52	Sergeant
12	Institutional Training Officer	X		8	5	1.00	Lieutenant
13	Assistant Training Officer	X		8	5	1.00	Sergeant
14	Visiting Supervisor	X		8	2	0.48	Sergeant
15	Institutional Investigator	X		8	5	1.00	Sergeant
16	Intelligence Officer	X		8	5	1.00	
17	Master Control	X	X	24	7	5.05	
18	Master Control	X		12	7	2.52	
19	Entry Search/Control	X	X	24	7	5.05	
20	Tower #1	X		8	5	1.20	



The use of the Post Audit within the VADOC serves the same purpose as the typical post deployment plan and achieves a similar result. Each Post Audit further elaborates on the total number of FTEs per position level assigned to each shift.

Chapter 2 – Staffing and Relief Factor Analyses

This chapter summarizes the CGL relief factor analysis and our findings for each facility. To begin with, we introduce the concept of developing the relief factor and how it was used to determine staffing levels in the Virginia DOC. Then we provide our assessment of how the Department uses the relief factor and recommendations to improve.

To calculate the net annual work hours (NAWH), our analysis had to identify the variables that removed security personnel away from being able to fulfill security responsibilities of a post. Corrections personnel require mandatory training periodically throughout the year, manage unanticipated responsibilities that pull them away from an assignment, and receive leave benefits as part of their employment. Regardless of what pulls an officer away from a security post responsibility, enough personnel must be available to fulfill the Department's obligations.

There are two primary elements in determining staffing needs:

- **Post Plan:** A defined post plan identifies where security posts are located (control rooms, inmate housing units, transportation units, etc.), the frequency with which the post is filled (5 days or 7 days per week) and whether the post can/cannot be left vacant (requires relief).
- **Shift Relief Factor:** A shift relief factor (relief factor) is a measurement indicating the number of full-time staff needed to cover a single post assignment. When correctly calculated it considers the actual leave usage of staff, as well as training and breaks that pull them away from covering a post. For example, if a relief factor is 1.95, then it takes 1.95 FTEs (or nearly 2 employees) to fill a post.

Our experience across the US has found shift relief factors rising over time because of three causes:

- **Increased use of leave time:** The main driver of higher shift relief factors is increased use of leave time by staff. Leave time usage, including use of FMLA, has increased significantly in the past decade. During the COVID-19 pandemic, leave usage soared in most law enforcement systems and has not fallen as the pandemic receded.
- **High turnover rates:** Shift relief factors are impacted by high turnover rates as newly hired staff are not able to fill a post for a significant period while they are in pre-service training.
- **Increasing training requirements:** In some jurisdictions, litigation and operational needs have increased the amount of annual training staff must attend off post.

As a result of this trend, outdated shift relief factors understate the number of staff needed to complete a set amount of work. In many jurisdictions, the calculated shift relief factor is more than 10 percent higher than what was previously used, thus accounting for a need for at least 10 percent more staff just to get the same amount of work done.

CGL approached the task of developing a shift relief factor for the Virginia Department of Corrections by applying the generally accepted methodology used by many justice system agencies throughout the United States. Detailed descriptions of the methodology may be found in the *Staffing Analysis Workbook for Jails, 2nd edition* published in 2003 by the National Institute of Corrections².

Figure 9: Shift Relief Factor Calculation – 8 Hour Shift

$$\text{Shift Relief Factor} = \frac{\text{Total Hours Post Must be Filled} = 2922 \text{ (8 hrs./day x 365.25 workdays in a year),}}{\text{Hours Employee Can Fill a Post (2,087 Assigned hours minus leave, training, breaks)}}$$

Figure 10: Shift Relief Factor Calculation – 12 Hour Shift

$$\text{Shift Relief Factor} = \frac{\text{Total Hours Post Must be Filled} = 4,383 \text{ (12 hrs./day x 365.25 days)}}{\text{Hours Employee Can Fill a Post (4,383 Assigned hours minus leave, training, breaks)}}$$

The shift relief factor is calculated by dividing the **hours per year a post must be filled**, by the **hours an average employee is available to fill a post** (Net Annual Work Hours). The NAWH are calculated by subtracting leave usage, training time away from post, and any break time from the total hours the employee is assigned to work in a year.

² Liebert, D. and Miller, R., *Staffing Analysis Workbook for Jails*, National Institute of Corrections, 2001.

Therefore, two data elements must therefore be determined to arrive at an accurate relief factor:

- **Total Hours Post Must Be Filled in a Year:** The total hours a post must be filled is easily calculated. An 8-hour shift must be filled approximately 2,922 hours. This is calculated by multiplying the number of work days in a year (365.25 days in a typical work week, accounting for leap years) by the hours present on post during a shift (8 hours). A 12-hour shift must be filled 4,383 hours. This is calculated by multiplying the number of days in a year (365.25 when leap year is considered) by the hours present on post during a shift (12 hours).
- **Total Hours Average Employee Can Fill a Post (NAEH):** This element provides the hours per year an average employee is actually available to fill a post. It takes into account the following:
 - **Hours assigned to fill a post:** Employees working an 8-hour shift are assigned to fill a post approximately 2,087 hours per year. (An average of 40 hours per week multiplied by 52.18 weeks per year with leap year considered). Employees working a 12-hour shift are assigned to fill a post approximately 2,191.5 hours per year (an average of 42 hours per week multiplied by 52.18 weeks per year with leap year considered). Considering the 12-hour work schedule, each pay period contains an extra 4 hours of work compensated through overtime, compensatory time, additional breaks, or flexible work schedules. Therefore, staff availability at straight time is calculated at 2087 similar to a 8-hour shift.
 - **Hours away from assigned post coverage:** Even though an employee may be assigned to work 2,087 hours per year, they will not actually be able to fill a post to that level. This is due to three factors:
 - use of leave time,
 - training time that takes them away from post coverage, and
 - break time during their shift.

Development of the NAWH is calculated by subtracting hours for these 3 factors from the hours assigned to fill a post.

Once an accurate relief factor is developed, it is applied to those posts that require relief.

- **Relief Posts:** Most security staff posts within a correctional facility must be filled 24 hours a day, 365 days a year. A common example includes housing unit posts that supervise in-custody individuals in the living units. Because these posts cannot be left

vacant, they are designated as “relief posts” or “relievable”. In determining the number of FTEs needed, the calculated shift relief factor will be applied to all relief posts.

- **Non-Relief Posts:** There are also some posts that can be left vacant when staff aren’t available. For example, posts that have administrative duties and don’t directly supervise the incarcerated population can be closed when staff aren’t present. Because these posts are not relieved, the shift relief factor is not applied to them in the staffing analysis.

THREE FACTORS THAT REDUCE STAFF AVAILABILITY FOR POST COVERAGE

The following represents the average calculation of time away from post coverage for leave, training, and breaks for all corrections officers, sergeants, lieutenants, and captains within the Virginia DOC.

Leave Data: The state provided three years’ worth of comprehensive leave data (2021 through 2023) identifying the total hours of security staff leave usage. As the state transitioned payroll tracking systems mid-year 2021, some of the 2021 data was duplicated. For our calculations, adjustments were made to reduce the double counting of leave data found in the “Disability Credit” leave field as it was duplicative of the “STD – No Worker Compensation” field. The following exhibit provides the state-wide total average of leave usage for security staff by employee level.

Exhibit 5 – State-Wide Average Leave Use by Security Level

Average Leave Use				
	2021	2022	2023	3-Year Ave
Correctional Officers	392.03	366.61	369.43	376.02
Sergeants	449.15	399.15	378.95	409.08
Lieutenants	455.28	421.44	505.74	460.82
Captains	488.42	478.34	398.93	455.23

Each facility’s leave usage was calculated individually to provide the most accurate calculation. Total leave was calculated from all absences tracked by the Department and divided by the average number of employees at each level, not the total funded positions. Individual leave use and calculations for each facility are available in Appendix A.

Overall, the VADOC’s leave usage is within average limits commonly seen in other correctional systems CGL has evaluated. However, in comparison to other state correctional systems, the VADOC’s officer leave usage is on the lower end of the comparison.

Exhibit 6 – Leave Usage Comparison to Other DOCs

Average 3-Year Leave Comparison - Officer Level	
Virginia DOC (2021-2023)	375.64
Sioux Falls, SD (2021-2023)	302.32
New Jersey Women's (2019-2021)	530.22
Minnesota (2020-2022)	456.31

Training Time: Two types of training must be considered in the shift relief factor calculation: required annual training and new hire/new promotion training.

- **Annual Training:** The Department provided a summary of annual training requirements for each level of security staff from officer to lieutenant. As each facility does not consistently track leave for training in the payroll system, a state-wide training average had to be calculated based upon the average number of employees in a position each year. After research, each level is estimated to receive 77.5 hours of annual training per year. Annual training requirements include:
 - In-Service
 - Firearms training and qualifications
 - Security Awareness
 - Department Initiatives
 - Special teams training (FTO, SRT, K-9, Vehicle Ops, etc.)
- **New Hire and New Promotion Training:** Newly hired correctional officers must complete a total of 640 hours of pre-service training before they can fill a post. During our research and through a poll of all facility wardens, new hires generally wait an additional 200 hours between Phase 2 and Phase 3 waiting for an opening in the state-wide training academy. This extends the new hire availability to approximately 840 hours before a facility can realize the benefit of the new hire. Exhibit 7 provides the breakdown of new hire training hours:

Exhibit 7 – Summary of New Hire Training Hours

New Hire	Hours	Description
Initial Orientation	40	HR, Benefits, uniforms, tours, policies
Phase 1	80	Site training - all staff receive
Phase 2	120	Facility training - security - 2 weeks classroom 1 week shadowing
Ave wait for academy	200	State-wide average wait for academy seat
Phase 3	200	Off-site Academy training
Phase 4	200	Facility FTO
Total New Hire	840	

To accurately calculate training hours throughout the state, the total number of new hires completing all phases of training and the number who completed only a portion of the training needs to be factored. The Department provided CGL with state-wide completion rates for the first three phases of training and the number of terminations during the fourth phase.

Exhibit 8 Total New Hires

New Hires	Completing Phases 1-3	Estimated Completing Phase 4
2021	900	670
2022	1,043	773
2023	1,328	1084

CGL used the Department’s information on employees who separated employment between 4 to 6 months in our training calculations to estimate the number of new hires who completed Phase 4 training each year.

Exhibit 9 Department Tracked Separations

Department Tracked Separations				
Separations	0 to 3 Months	4 to 6 Months	7 to 9 Months	10 to 12 Months
FY22	456	230	191	140
FY23	455	270	206	128
FY24	466	244	163	114

With the information provided, CGL calculated the total training hours for new hires. Once calculated, the total needs to be spread across the average number of corrections officers in the department. Exhibit 10 provides our assumption of new hire training hours based upon the data provided:

Exhibit 10 Total New Hire Training Hour Calculations

New Hire Training	Total New Hires	Orientation 40 Hours	Phase 1 80 Hours	Phase 2 120 Hours	Ave Wait to Academy	Phase 3 200 Hours	Phase 4 200 Hours	Total Hours	Ave Per New Hire	Ave Per All Officers
2021	900	36,000	72,000	108,000	180,000	180,000	134,000	710,000	788.89	142.14
2022	1,043	41,720	83,440	125,160	208,600	208,600	154,600	822,120	788.23	189.21
2023	1,328	53,120	106,240	159,360	265,600	265,600	216,800	1,066,720	803.25	248.48

- New Promotion Training: New supervisor training, consisting of 44.5 hours was provided for those newly promoted to a sergeant’s position. The number of new promotions

were provided and the new promotion hours were spread across the total average number of sergeants state-wide.

Exhibit 11 New Promotion Training Hour Calculations

New Sergeant Trg	# New Sergeants	Training Hours	Ave Per All Sgts
2021	145	6452.5	6.09
2022	180	8010	16.35
2023	196	8722	21.54

The below Exhibit provides our summary of the state-wide average training hours experienced by each security employee.

Exhibit 12 Annual Average Training Hours

Year	New Hire Training	Annual Training Hours	Estimated Total Training Hours Away From Post
Officers			
2021	142.14	77.5	219.64
2022	189.21	77.5	266.71
2023	248.48	77.5	325.98
3-Year Officer Average			270.78
Sergeants			
2021	6.09	77.5	83.59
2022	16.35	77.5	93.85
2023	21.54	77.5	99.04
3-Year Sergeant Average			92.16
Lieutenants		77.5	77.50
Captains		77.5	77.50

In our relief factor calculations for individual facilities found in Appendix A, each year's training hours are applied. The training hours at the officer levels are extremely high in comparison to other state correctional systems. This is predominantly due to two factors:

- The 200 hours a new hire waits to attend the academy
- High turnover of employees and filling vacancies with new hires

Exhibit 13 provides a brief comparison of recent annual and new hire training averages from other state DOC systems:

Exhibit 13 – Three-Year Average Training Hour Comparison – Officer Level

Average Training Comparison - Officer Level		
Virginia DOC (2021-2023)	270.78	
Sioux Falls, SD (2021-2023)	121.03	55% lower
New Jersey Women's (2019-2021)	118.20	56% Lower
Minnesota (2020-2022)	73.03	73% Lower

Breaks: The last factor that gets incorporated into the relief factor calculation is break time off post. All employees are afforded time off post for meal breaks or stress relief breaks. The Department's practice is to allow 12-hour employees an hour break from post and 8-hour employees 30 minutes. In a review of facility Post Audits, more than 50 percent of each facility's security posts are comprised of 12-hour employees and a small portion of the Post Audits are 8-hour, non-relievable posts. For the purposes of calculating the relief factor, the 1-hour break afforded to the 12-hours positions most often occurring on the post rosters was used for calculations and factored into each facility's available work hours.

The relief factor calculations provided in the below Exhibit represent a three-year average calculation for the facility. Each calculation includes a combined average of all levels: officers, sergeants, lieutenants, and captains. Individual calculations for each facility and broken down by each level are available in Appendix A.

Exhibit 14 Three-Year Average Relief Factor Calculation

Virginia Department of Corrections - State-wide Relief Factors 3-Year Average (2021-2023)															
Facility Name	Facility Type	Region	24hr/7day	12hr/7day	16hr/7day	8hr/7day	8hr/5day	8hr/2day	12hr/5day	12hr/2day	16hr/5day	10hr/7day	10hr/5day	10hr/4day	10hr/2day
Virginia CC for Women	Correctional Center	Central	6.33	3.16	4.22	2.11	1.51	0.60	2.26	0.90	3.01	2.64	1.88	1.51	0.75
Bland CC	Correctional Center	Western	6.51	3.25	4.34	2.17	1.55	0.62	2.32	0.93	3.10	2.71	1.94	1.55	0.77
Wallens Ridge CC	Correctional Center	Western	6.31	3.15	4.20	2.10	1.50	0.60	2.25	0.90	3.00	2.63	1.88	1.50	0.75
St Brides CC	Correctional Center	Eastern	5.91	2.96	3.94	1.97	1.41	0.56	2.11	0.84	2.82	2.46	1.76	1.41	0.70
Red Onion CC	Correctional Center	Western	6.34	3.17	4.23	2.11	1.51	0.60	2.27	0.91	3.02	2.64	1.89	1.51	0.76
Fluvanna CC	Correctional Center	Central	6.25	3.12	4.17	2.08	1.49	0.60	2.23	0.89	2.98	2.60	1.86	1.49	0.74
Nottoway CC	Correctional Center	Central	6.32	3.16	4.21	2.11	1.51	0.60	2.26	0.90	3.01	2.63	1.88	1.51	0.75
Marion CC	Correctional Center	Western	6.72	3.36	4.48	2.24	1.60	0.64	2.40	0.96	3.20	2.80	2.00	1.60	0.80
Buckingham CC	Correctional Center	Western	6.49	3.24	4.33	2.16	1.54	0.62	2.32	0.93	3.09	2.70	1.93	1.54	0.77
State Farm CC	Correctional Center	Central	6.03	3.01	4.02	2.01	1.43	0.57	2.15	0.86	2.87	2.51	1.79	1.43	0.72
Deerfield CC	Correctional Center	Eastern	6.35	3.17	4.23	2.12	1.51	0.60	2.27	0.91	3.02	2.65	1.89	1.51	0.76
Keen Mountain CC	Correctional Center	Western	6.31	3.15	4.20	2.10	1.50	0.60	2.25	0.90	3.00	2.63	1.88	1.50	0.75
Greensville CC	Correctional Center	Eastern	6.40	3.20	4.26	2.13	1.52	0.61	2.28	0.91	3.05	2.67	1.90	1.52	0.76
Dillwyn CC	Correctional Center	Central	6.21	3.11	4.14	2.07	1.48	0.59	2.22	0.89	2.96	2.59	1.85	1.48	0.74
Indian Creek CC	Correctional Center	Eastern	6.24	3.12	4.16	2.08	1.49	0.59	2.23	0.89	2.97	2.60	1.86	1.49	0.74
Haynesville CC	Correctional Center	Eastern	6.32	3.16	4.21	2.11	1.51	0.60	2.26	0.90	3.01	2.63	1.88	1.51	0.75
Coffeewood CC	Correctional Center	Central	6.38	3.19	4.26	2.13	1.52	0.61	2.28	0.91	3.04	2.66	1.90	1.52	0.76
Pocahontas CC	Correctional Center	Western	6.25	3.12	4.17	2.08	1.49	0.60	2.23	0.89	2.98	2.60	1.86	1.49	0.74
Lunenburg CC	Correctional Center	Central	6.49	3.25	4.33	2.16	1.55	0.62	2.32	0.93	3.09	2.70	1.93	1.55	0.77
Green Rock CC	Correctional Center	Western	6.12	3.06	4.08	2.04	1.46	0.58	2.19	0.87	2.91	2.55	1.82	1.46	0.73
Sussex SP	Correctional Center	Eastern	6.56	3.28	4.37	2.19	1.56	0.62	2.34	0.94	3.12	2.73	1.95	1.56	0.78
River North CC	Correctional Center	Western	6.44	3.22	4.29	2.15	1.53	0.61	2.30	0.92	3.07	2.68	1.92	1.53	0.77
Cold Springs CU	Correctional Unit	Western	6.17	3.09	4.11	2.06	1.47	0.59	2.20	0.88	2.94	2.57	1.84	1.47	0.73
Caroline CU	Correctional Unit	Eastern	5.86	2.93	3.90	1.95	1.39	0.56	2.09	0.84	2.79	2.44	1.74	1.39	0.70
Central VA CU	Correctional Unit	Central	6.20	3.10	4.14	2.07	1.48	0.59	2.22	0.89	2.95	2.58	1.85	1.48	0.74
Halifax CU	Correctional Unit	Central	5.64	2.82	3.76	1.88	1.34	0.54	2.01	0.81	2.68	2.35	1.68	1.34	0.67
Patrick Henry CU	Correctional Unit	Western	6.06	3.03	4.04	2.02	1.44	0.58	2.17	0.87	2.89	2.53	1.80	1.44	0.72
Rustburg CU	Correctional Unit	Central	6.01	3.00	4.00	2.00	1.43	0.57	2.15	0.86	2.86	2.50	1.79	1.43	0.72
Wise CU	Correctional Unit	Western	6.65	3.32	4.43	2.22	1.58	0.63	2.37	0.95	3.16	2.77	1.98	1.58	0.79
Baskerville CC	Correctional Center	Central	6.25	3.12	4.16	2.08	1.49	0.59	2.23	0.89	2.97	2.60	1.86	1.49	0.74
Beaumont CC	Correctional Center	Central	6.26	3.13	4.18	2.09	1.49	0.60	2.24	0.89	2.98	2.61	1.86	1.49	0.75
Appalachian CCAP	Alternative Program	Western	6.53	3.27	4.35	2.18	1.55	0.62	2.33	0.93	3.11	2.72	1.94	1.55	0.78
Brunswick CCAP	Alternative Program	Eastern	6.25	3.13	4.17	2.08	1.49	0.60	2.23	0.89	2.98	2.61	1.86	1.49	0.74
Chesterfield Women's CCAP	Alternative Program	Central	6.26	3.13	4.17	2.09	1.49	0.60	2.24	0.89	2.98	2.61	1.86	1.49	0.75
Cold Springs CCAP	Alternative Program	Western	7.05	3.53	4.70	2.35	1.68	0.67	2.52	1.01	3.36	2.94	2.10	1.68	0.84
Harrisonburg CCAP	Alternative Program	Western	6.63	3.31	4.42	2.21	1.58	0.63	2.37	0.95	3.16	2.76	1.97	1.58	0.79
Lawrenceville CC	Correctional Center	Eastern	6.27	3.14	4.18	2.09	1.49	0.60	2.24	0.90	2.99	2.61	1.87	1.49	0.75
Deerfield WC	Work Camp	Eastern	6.35	3.18	4.23	2.12	1.51	0.60	2.27	0.91	3.02	2.65	1.89	1.51	0.76
Deerfield WC 2	Work Camp	Eastern	6.35	3.18	4.23	2.12	1.51	0.60	2.27	0.91	3.02	2.65	1.89	1.51	0.76
State Farm WC	Work Camp	Central	6.03	3.02	4.02	2.01	1.44	0.57	2.15	0.86	2.87	2.51	1.79	1.44	0.72
Nottoway WC	Work Camp	Central	6.32	3.16	4.21	2.11	1.50	0.60	2.26	0.90	3.01	2.63	1.88	1.50	0.75

The Department requested a relief factor be developed for the newly attained Lawrenceville Correctional Center. The Lawrenceville Correctional Center was a privately run facility at the beginning of this study and was assumed by the Department as of August 1, 2024. No staffing or leave data was provided for the Lawrenceville facility for this study; however, the Department advised the facility design is like the Green Rock and Pocahontas facilities. Further, the Staffing Committee uses the existing relief factor for the River North facility as the newest addition to the Department for planning purposes. In this study, we used an average relief factor calculation from the three facilities (Green Rock, Pocahontas, and River North) to estimate a usable relief factor for planning purposes.

Exhibit 15 State-Wide and Region Summary of Three-Year Relief Factors

Virginia Department of Corrections - State-wide Relief Factors 3-Year Average (2021-2023)													
Average Relief Factors	24hr/7day	12hr/7day	16hr/7day	8hr/7day	8hr/5day	8hr/2day	12hr/5day	12hr/2day	16hr/5day	10hr/7day	10hr/5day	10hr/4day	10hr/2day
State-wide Average	6.30	3.15	4.20	2.10	1.50	0.60	2.25	0.90	3.00	2.63	1.88	1.50	0.75
Eastern	6.26	3.13	4.17	2.09	1.49	0.60	2.24	0.89	2.98	2.61	1.86	1.49	0.75
Western	6.44	3.22	4.29	2.15	1.53	0.61	2.30	0.92	3.07	2.68	1.92	1.53	0.77
Central	6.20	3.10	4.13	2.07	1.48	0.59	2.21	0.89	2.95	2.58	1.84	1.48	0.74
Correctional Centers	6.32	3.16	4.21	2.11	1.51	0.60	2.26	0.90	3.01	2.63	1.88	1.51	0.75
Correctional Units	6.08	3.04	4.06	2.03	1.45	0.58	2.17	0.87	2.90	2.53	1.81	1.45	0.72
Alternative Programs	6.54	3.27	4.36	2.18	1.56	0.62	2.34	0.93	3.12	2.73	1.95	1.56	0.78
Work Camps	6.26	3.13	4.18	2.09	1.49	0.60	2.24	0.89	2.98	2.61	1.86	1.49	0.75

To benchmark how the Virginia relief factor calculations compare to other correctional systems, we provided a summary of calculations completed since 2019 by CGL. Virginia's new relief factor calculation is an average 0.35 higher than those compared and .44 higher than the other state prison systems in the table. The below exhibit is inclusive of state and county correctional systems and the years relief factors were calculated.

Exhibit 16 Benchmarking Relief Factor Calculations

Benchmark - Relief Factor Comparison				
Observed Relief Factors Across the Country	Year	24hr/7 day	VA Ave	Difference
St Louis County Jail	2021	6.19	6.30	0.11
Riverside Regional Jail	2021	7.57	6.30	-1.27
Chesterfield County Jail	2024	5.34	6.30	0.96
Iowa State Prison	2020	5.59	6.30	0.71
South Dakota State Prison	2023	5.62	6.30	0.68
Minnesota State Prison	2022	6.00	6.30	0.30
Tarrant County Jail	2019	5.31	6.30	0.99
Clinton County Jail PA	2021	5.55	6.30	0.75
New Jersey Women's Prison	2022	6.24	6.30	0.06
Bernalillo, New Mexico	2021	6.45	6.30	-0.15
Kent County Michigan	2022	5.72	6.30	0.58
King County Washington	2022	5.85	6.30	0.45

In comparison to earlier relief factors recognized by the Department, the new calculations represent a 21 percent increase, meaning it will take 21 percent more security staff to do the same amount of work based upon the Department's current Post Audits. This is a significant change and will have a major impact on staff funding for the state. Exhibit 17 provides a brief comparison of the identified relief factors from 1997 through 2024.

Exhibit 17 New Calculation Comparison to Historic Relief Factors

24 Hour/7 Day RF Comparison	1997	2006 (MGT)	Current (Dept Adjustments)	New (2024)	2006-2024 Change	Current to New Change
State-wide Total	5.13	5.15	5.19	6.30	22%	21%

Applying the Relief Factors

To determine the number of security staff needed, relief factors were applied to each facility's Post Audit. As discussed with the Department, we used the three-year facility-wide relief factor as the consistent calculation to apply consistently across all Post Audits. Exhibit 18 provides these calculations and FTE needs.

Exhibit 18 Three-Year Average Relief Factor Applied to Post Audits

Comparison of Current FTE versus Neede FTEs With Updated Calculations									
Facility Name	Facility Type	Region	Authorized FTEs	FTEs with Current Calculations	FTEs with New Calculations	Difference	Officer FTEs with Current Calculation	Officer FTEs with New Calculations	Difference
Virginia CC for Women	Correctional Center	Central	160	159.70	190.76	31.06	121.21	145.95	24.74
Bland CC	Correctional Center	Western	200	200.40	227.79	27.39	167.48	191.47	23.99
Wallens Ridge CC	Correctional Center	Western	347	347.16	403.49	56.33	299.77	350.06	50.29
St Brides CC	Correctional Center	Eastern	211	211.35	237.44	26.09	167.18	188.45	21.27
Red Onion CC	Correctional Center	Western	356	355.57	434.36	78.79	301.66	370.13	68.47
Fluvanna CC	Correctional Center	Central	287	287.44	353.21	65.77	233.38	289.84	56.46
Nottoway CC	Correctional Center	Central	293	293.43	357.42	63.99	248.43	304.50	56.07
Marion CC	Correctional Center	Western	170	170.30	205.32	35.02	142.05	172.28	30.23
Buckingham CC	Correctional Center	Western	273	273.36	332.28	58.92	231.54	282.75	51.21
State Farm CC	Correctional Center	Central	205	204.52	257.46	52.94	159.94	204.30	44.36
Deerfield CC	Correctional Center	Eastern	228	227.87	267.19	39.32	181.39	214.61	33.22
Keen Mountain CC	Correctional Center	Western	244	244.43	288.92	44.49	203.77	241.78	38.01
Greensville CC	Correctional Center	Eastern	638	637.84	770.00	132.16	530.74	646.08	115.34
Dillwyn CC	Correctional Center	Central	199	199.06	254.93	55.87	162.08	209.84	47.76
Indian Creek CC	Correctional Center	Eastern	185	185.37	223.69	38.32	151.65	183.90	32.25
Haynesville CC	Correctional Center	Eastern	210	210.47	245.25	34.78	169.69	199.00	29.31
Coffeewood CC	Correctional Center	Central	197	196.76	247.43	50.67	158.79	201.48	42.69
Pocahontas CC	Correctional Center	Western	211	211.38	252.70	41.32	173.57	208.93	35.36
Lunenburg CC	Correctional Center	Central	212	212.31	263.81	51.50	174.83	220.05	45.22
Green Rock CC	Correctional Center	Western	209	209.24	246.88	37.64	171.79	204.17	32.38
Sussex SP	Correctional Center	Eastern	318	318.24	393.88	75.64	266.31	330.56	64.25
River North CC	Correctional Center	Western	270	270.34	333.75	63.41	216.20	268.92	52.72
Cold Springs CU	Correctional Unit	Western	39	39.34	44.86	5.52	29.33	33.60	4.27
Caroline CU	Correctional Unit	Eastern	43	42.73	46.10	3.37	34.40	37.24	2.84
Central VA CU	Correctional Unit	Central	51	50.62	62.40	11.78	40.32	50.06	9.74
Halifax CU	Correctional Unit	Central	69	69.48	75.19	5.71	61.31	66.55	5.24
Patrick Henry CU	Correctional Unit	Western	35	35.14	39.53	4.39	25.34	28.44	3.10
Rustburg CU	Correctional Unit	Central	37	37.35	43.75	6.40	30.26	35.74	5.48
Wise CU	Correctional Unit	Western	38	38.45	47.25	8.80	30.83	38.02	7.19
Baskerville CC	Correctional Center	Central	111	111.25	128.57	17.32	91.20	105.95	14.75
Beaumont CC	Correctional Center	Central	170	169.56	226.49	56.93	139.76	188.19	48.43
Appalachian CCAP	Alternative Program	Western	30	30.47	37.98	7.51	23.03	28.90	5.87
Brunswick CCAP	Alternative Program	Eastern	33	33.01	38.43	5.42	23.46	27.69	4.23
Chesterfield Women's CCAP	Alternative Program	Central	35	35.37	42.66	7.29	24.02	29.23	5.21
Cold Springs CCAP	Alternative Program	Western	34	34.33	44.48	10.15	25.40	32.90	7.50
Harrisonburg CCAP	Alternative Program	Western	28	28.27	35.88	7.61	19.50	24.94	5.44
Lawrenceville CC	Correctional Center	Eastern	-	-	-	-	-	-	-
Deerfield WC	Work Camp	Eastern	27	26.72	31.40	4.68	18.54	22.05	3.51
Deerfield WC 2	Work Camp	Eastern	33	32.86	39.15	6.29	25.68	30.80	5.12
State Farm WC	Work Camp	Central	70	69.58	85.09	15.51	59.95	74.06	14.11
Nottoway WC	Work Camp	Central	40	39.96	46.80	6.84	33.96	39.48	5.52
Totals			6,546	6,551.03	7,903.97	1,352.94	5,369.74	6,522.89	1,153.15

Once applied, the total FTEs needed, including the officer, sergeant, lieutenant, and captain levels is 1,353 FTEs. In calculating the officer needs within each facility, the total is 1,153 FTEs.

Exhibit 19 summarizes the total FTE needs by total state-wide, then broken down by facility type.

Exhibit 19 FTE Needs Summarized

Summary of Institutions	Authorized FTEs	FTEs with Current Calculations	FTEs with New Calculations	Difference	Officer FTEs with Current Calculation	Officer FTEs with New Calculations	Difference
Summary of All Institutions	6,546	6,551.03	7,903.97	1,352.94	5,369.74	6,522.89	1,153.15
Summary of Correctional Centers	5904	5907.35	7143.02	1235.67	4864.41	5923.19	1058.78
Summary of Correctional Units	312	313.11	359.08	45.97	251.79	289.65	37.86
Summary of Alternative Programs	160	161.45	199.43	37.98	115.41	143.66	28.25
Summary of Work Camps	170	169.12	202.44	33.32	138.13	166.39	28.26

Full calculations for each facility are available in Appendix A.

METHODOLOGIES TO REDUCE RELIEF FACTORS

There are a few ways in which to reduce the identified FTE need in Virginia, but each will take time to realize the impact after implementation.

- **Reduce the new hire training hours – work with the state corrections academy to reduce the wait time between Phase 2 and Phase 3. For our calculations, we used an estimated 200 hours of delay before a new hire receives a seat in an academy. This estimate is generously low given the poll of wardens that reflected some wait up to 400 hours. Reducing this wait time would reduce the overall training hours used in the relief factor calculations.**
- **Move portions of the Field Training Program earlier – Some state prisons have achieved minor improvements by moving the Field Training Program, or the control room and report writing portions, earlier and before attendance at the academy. If wait times between Phase 2 and Phase 3 cannot be reduced, advancing portions of the Field Training Program could reduce the total training hours and reduce the training hours used in the relief factor.**
- **Revisit and update all Post Audits – the Virginia Post Audits have been in place for many years and receive amendments upon request from wardens or pursuant to Department initiatives. CGL recommends having a complete overhaul of Post Audits to re-establish necessary security posts. Throughout the remainder of this study, we make several recommendations to reconsider existing posts, and the level of employee required. Re-aligning Post Audits to meet current needs in the Department would reduce the number of FTEs required.**

- **Reducing vacancies throughout the state – vacancies are a challenge in most state prison systems. The answer to filling vacancies is complicated and multifaceted as it requires understanding the reason for the vacancies. Some reasons learned in Virginia – Salaries compared to surrounding employment opportunities (other correctional agencies at the county and federal levels); work environment compared to opportunities outside of corrections; staff retention; facility cultures; and individual employment priorities of the new hires.**

Chapter 3 - Safe Population Levels

One of the pressing questions in the corrections industry during staff shortages is should inmate population levels be adjusted in facilities as staffing levels change for the safety of both the staff and the inmate population? Several large state correctional systems have reduced capacity or closed facilities due to the lack of staff. As discussed earlier in this report, developing a valid post deployment plan takes into consideration the safety and security needs of the institution. A valid post deployment plan is based upon the staffing needs of a facility at full bed capacity to account for fluctuations in population levels and to ensure staff are available for maximum housing capacity. The Virginia DOC Post Audits were developed based upon full capacity of each facility according to Department officials.

This portion of the assessment is relegated to look specifically at the correctional officer staffing levels within each institution. There is no validated methodology for determining safe population levels based upon varying levels of staffing in comparison to the number of inmates housed. Many states use a staff to inmate ratio as a guide in determining safe staffing levels; however, there is only a published measurement for state prison systems and not a formal guideline. The Bureau of Justice Statistics (BJS) publishes statistics on staffing levels in correctional systems across the country and cite the average staff to inmate ratio observed. In its November 2021 publication (*Census of State and Federal Adult Correctional Facilities, 2019 - Statistical Tables – NCJ 301366*) the BJS reports “At midyear 2019, the overall ratio of prisoners to security staff in confinement facilities was 5 to 1; 10 to 1 in federal, 9 to 1 in private, and 5 to 1 in state confinement facilities.”

The use of a staff to inmate ratio is misleading depending upon how and when the ratio is calculated. Shifts with higher activity have a higher number of security staff available when compared to an overnight shift when the population is asleep, and activity levels are low. In general, staffing ratios compare the facility population to the total number of security officers assigned to the facility.

Since the Virginia DOC Post Audits are based upon full facility capacities, using the *newly calculated* staffing relief factor, CGL was able to calculate the officer to inmate ratio for the corrections officer funded positions within each institution to use as a guide in developing safe population levels. Exhibit 20 provides a summary of these calculations:

Exhibit 20 Staff to Inmate Ratios

Facility Name	Facility Type	Region	Authorized Officer FTE	Design Capacity	Full Capacity	Full Capacity Ratios	Design Ratios
Virginia CC for Women	Correctional Center	Central	145.95	282	596	4.1	1.9
Bland CC	Correctional Center	Western	191.47	527	675	3.5	2.8
Wallens Ridge CC	Correctional Center	Western	350.06	1016	1162	3.3	2.9
St Brides CC	Correctional Center	Eastern	188.45	1174	1214	6.4	6.2
Red Onion CC	Correctional Center	Western	370.13	1016	1002	2.7	2.7
Fluvanna CC	Correctional Center	Central	289.84	1230	1357	4.7	4.2
Nottoway CC	Correctional Center	Central	304.5	736	1477	4.9	2.4
Marion CC	Correctional Center	Western	172.28	388	369	2.1	2.3
Buckingham CC	Correctional Center	Western	282.75	608	1189	4.2	2.2
State Farm CC	Correctional Center	Central	204.3	430	717	3.5	2.1
Deerfield CC	Correctional Center	Eastern	214.61	900	1020	4.8	4.2
Keen Mountain CC	Correctional Center	Western	241.78	697	1131	4.7	2.9
Greensville CC	Correctional Center	Eastern	646.08	1951	3056	4.7	3.0
Dillwyn CC	Correctional Center	Central	209.84	600	951	4.5	2.9
Indian Creek CC	Correctional Center	Eastern	183.9	600	1060	5.8	3.3
Haynesville CC	Correctional Center	Eastern	199	600	958	4.8	3.0
Coffeewood CC	Correctional Center	Central	201.48	600	1033	5.1	3.0
Pocahontas CC	Correctional Center	Western	208.93	1014	1061	5.1	4.9
Lunenburg CC	Correctional Center	Central	220.05	600	998	4.5	2.7
Green Rock CC	Correctional Center	Western	204.17	1014	1050	5.1	5.0
Sussex SP	Correctional Center	Eastern	330.56	1121	1222	3.7	3.4
River North CC	Correctional Center	Western	268.92	1000	1016	3.8	3.7
Cold Springs CU	Correctional Unit	Western	33.6	60	118	3.5	1.8
Caroline CU	Correctional Unit	Eastern	37.24	84	142	3.8	2.3
Central VA CU	Correctional Unit	Central	50.06	140	290	5.8	2.8
Halifax CU	Correctional Unit	Central	66.55	160	256	3.8	2.4
Patrick Henry CU	Correctional Unit	Western	28.44	84	142	5.0	3.0
Rustburg CU	Correctional Unit	Central	35.74	84	157	4.4	2.4
Wise CU	Correctional Unit	Western	38.02	60	120	3.2	1.6
Baskerville CC	Correctional Center	Central	105.95	270	484	4.6	2.5
Beaumont CC	Correctional Center	Central	188.19	306	400	2.1	1.6
Appalachian CCAP	Alternative Program	Western	28.9	60	106	3.7	2.1
Brunswick CCAP	Alternative Program	Eastern	27.69	150	214	7.7	5.4
Chesterfield Women's CCAP	Alternative Program	Central	29.23	150	168	5.7	5.1
Cold Springs CCAP	Alternative Program	Western	32.9	110	150	4.6	3.3
Harrisonburg CCAP	Alternative Program	Western	24.94	84	126	5.1	3.4
Lawrenceville CC	Correctional Center	Eastern	-	1536	1593		
Deerfield WC	Work Camp	Eastern	22.05	116	216	9.8	5.3
Deerfield WC 2	Work Camp	Eastern	30.8	200	200	6.5	6.5
State Farm WC	Work Camp	Central	74.06	300	328	4.4	4.1
Nottoway WC	Work Camp	Central	39.48	200	200	5.1	5.1
Average Staffing Ratio						4.6	3.3

The state-wide staff (corrections officers) to inmate ratio is 1:4.6, or 10 security officers for every 46 inmates.

Using the above state-wide figure, CGL was able to calculate different safe population levels for each facility, given the different security staff (corrections officer) scenarios of 100 percent, 75 percent, 50 percent, and 35 percent. The exhibit below provides our population calculations for each scenario. As staffing levels decrease, staff available to supervise housing units or respond to emergencies shrink. As the staffing levels shrink with each scenario, we lowered the ratios to account for the variance in staffing, assuming security control positions, transportation, and others to manage inmate services remain and the facilities attempt to remain in full-service operation.

In completing these calculations, it must be emphasized and explained that corrections officer assignments within an institution extend beyond those who provide supervision, care, custody, and control within housing units. Daily services for security control (control rooms, towers, transportation, perimeter patrols, etc.) and population services (mail processing, feeding, programs, visitation, etc.) require corrections officers for safety and supervision outside of the housing units. Therefore, closing housing units and reducing population levels to save staff is challenging given facility designs and requirements to deliver services. For example, at the Dillwyn Correctional Center, the closure of one housing unit reduces the population by 152 beds, but only saves 19 corrections officer FTEs. Two housing units reduces the population by 314 total beds, but only saves 38 corrections officer FTEs. In this exercise, we assume all normal facility operations continue for the remaining population without impact on services and staff available to perform those services (security control, visitation, programming, education, recreation, etc.).

With the reverse process of this calculation, taking 50 percent staffing and determining the safe or appropriate population level is more challenging. Using Dillwyn again as an example, the newly calculated corrections officer level at Dillwyn is 209.84 FTEs based upon full capacity. If the staffing level was 50 percent (or 105 FTEs), one could theoretically attempt to remove 105 positions by closing five of the six housing buildings (765 beds out of 951 total), but only 88 corrections officer posts would be cut. Therefore, to realistically reach the 105 FTE count, facilities would need to alter and reduce regular daily operations and scale back on services, amend security control procedures to maintain custody and supervision of the 186 beds left open.

Given each of these considerations, CGL proceeded to calculate the safe population levels by using the overall staffing ratio and under the assumption the facility remains in full operation without reducing inmate programming and services. Using this assumption, the 100 percent staffing ratio is 1:4.6 consistent with the Post Audits and newly calculated staffing levels. At 75 percent, we reduced the ratio slightly to 1:4.1 as correctional facilities continuously observe a

slight level of lower staffing levels due to high turnover, functional vacancies, and overtime reduction initiatives. At 50 percent, we again reduced the ratio to 1:3.7. At this level of staffing and full operations, safety and security are being compromised as staff available to respond to situations and emergencies is scarce and supervisory staff are performing officer functions. Available staff to respond to emergencies are limited. At 35 percent, we again reduced the ratio to 1:3.4 as only the minimal amounts of correctional officers will be available on each shift to perform housing unit responsibilities and basic security control of the building. In this last scenario, facility operations should be ceased apart from meeting basic human needs (medical care, shelter, and food).

Exhibit 21 Calculated Population Levels

Facility Safe Population Levels														
Facility Name	Facility Type	Region	Authorized Officer FTE	Design Capacity	Full Capacity	Operational Capacity	100% Staffing	Population Level (1:4.6)	75% Staffing	Population Level (1:4.1)	50% Staffing	Population Level (1:3.7)	35% Staffing	Population Level (1:3.4)
Virginia CC for Women	Correctional Center	Central	145.95	282	596	435	146	596	109	449	73	270	51	174
Bland CC	Correctional Center	Western	191.47	527	675	596	191	675	144	589	96	354	67	228
Wallens Ridge CC	Correctional Center	Western	350.06	1016	1162	953	350	1162	263	1076	175	648	123	417
St Brides CC	Correctional Center	Eastern	188.45	1174	1214	1100	188	1214	141	579	94	349	66	224
Red Onion CC	Correctional Center	Western	370.13	1016	1002	769	370	1002	278	1138	185	685	130	440
Fluvanna CC	Correctional Center	Central	289.84	1230	1357	939	290	1357	217	891	145	536	101	345
Nottoway CC	Correctional Center	Central	304.5	736	1477	1406	305	1477	228	936	152	563	107	362
Marion CC	Correctional Center	Western	172.28	388	369	180	172	369	129	530	86	319	60	205
Buckingham CC	Correctional Center	Western	282.75	608	1189	1018	283	1189	212	869	141	523	99	336
State Farm CC	Correctional Center	Central	204.3	430	717	618	204	717	153	628	102	378	72	243
Deerfield CC	Correctional Center	Eastern	214.61	900	1020	901	215	1020	161	660	107	397	75	255
Keen Mountain CC	Correctional Center	Western	241.78	697	1131	920	242	1131	181	743	121	447	85	288
Greensville CC	Correctional Center	Eastern	646.08	1951	3056	2150	646	3056	485	1987	323	1195	226	769
Diltwyn CC	Correctional Center	Central	209.84	600	951	809	210	951	157	645	105	388	73	250
Indian Creek CC	Correctional Center	Eastern	183.9	600	1060	879	184	1060	138	565	92	340	64	219
Haynesville CC	Correctional Center	Eastern	199	600	958	847	199	958	149	612	100	368	70	237
Coffeewood CC	Correctional Center	Central	201.48	600	1033	898	201	1033	151	620	101	373	71	240
Pocahontas CC	Correctional Center	Western	208.93	1014	1061	1000	209	1061	157	642	104	387	73	249
Lunenburg CC	Correctional Center	Central	220.05	600	998	863	220	998	165	677	110	407	77	262
Green Rock CC	Correctional Center	Western	204.17	1014	1050	1000	204	1050	153	628	102	378	71	243
Sussex SP	Correctional Center	Eastern	330.56	1121	1222	1132	331	1222	248	1016	165	612	116	393
River North CC	Correctional Center	Western	268.92	1000	1016	940	269	1016	202	827	134	498	94	320
Cold Springs CU	Correctional Unit	Western	33.6	60	118	100	34	118	25	103	17	62	12	40
Caroline CU	Correctional Unit	Eastern	37.24	84	142	100	37	142	28	115	19	69	13	44
Central VACU	Correctional Unit	Central	50.06	140	290	214	50	290	38	154	25	93	18	60
Halifax CU	Correctional Unit	Central	66.55	160	256	134	67	256	50	205	33	123	23	79
Patrick Henry CU	Correctional Unit	Western	28.44	84	142	100	28	142	21	87	14	53	10	34
Rustburg CU	Correctional Unit	Central	35.74	84	157	100	36	157	27	110	18	66	13	43
Wise CU	Correctional Unit	Western	38.02	60	120	100	38	120	29	117	19	70	13	45
Baskerville CC	Correctional Center	Central	105.95	270	484	270	106	484	79	326	53	196	37	126
Beaumont CC	Correctional Center	Central	188.19	306	400	248	188	400	141	579	94	348	66	224
Appalachian CCAP	Alternative Program	Western	28.9	60	106	106	29	106	22	89	14	53	10	34
Brunswick CCAP	Alternative Program	Eastern	27.69	150	214	150	28	214	21	85	14	51	10	33
Chesterfield Women's CCAP	Alternative Program	Central	29.23	150	168	168	29	168	22	90	15	54	10	35
Cold Springs CCAP	Alternative Program	Western	32.9	110	150	150	33	150	25	101	16	61	12	39
Harrisonburg CCAP	Alternative Program	Western	24.94	84	126	126	25	126	19	77	12	46	9	30
Lawrenceville CC	Correctional Center	Eastern	-	1536	1593	1278	-	1593	-	-	-	-	-	-
Deerfield WC	Work Camp	Eastern	22.05	116	216	200	22	216	17	68	11	41	8	26
Deerfield WC 2	Work Camp	Eastern	30.8	200	200	200	31	200	23	95	15	57	11	37
State Farm WC	Work Camp	Central	74.06	300	328	300	74	328	56	228	37	137	26	88
Nottoway WC	Work Camp	Central	39.48	200	200	200	39	200	30	121	20	73	14	47
Totals			6523	22258	29724	24597	6523	29724	4892	20058	3261	12067	2283	7762

From the exercise and exhibit above, the Department is funded for security staffing levels at full capacity of 29,724. Using the newly calculated relief factor, the security staffing level should be 6,523 FTEs at the corrections officer level. As the staffing levels lower for each scenario, CGL estimated the following safe population levels:

- At 75% correctional officer staffing level (4,892 FTEs) = 20,058 inmates
- At 50% correctional officer staffing level (3,261 FTEs) = 12,067 inmates
- At 35% correctional officer staffing level (2,283 FTEs) = 7,762 inmates

Other factors to be considered, correctional facilities use building designs and housing unit separations to safely manage populations who cannot reside together. Reducing the number of housing units and combining populations due to staffing levels could potentially create unsafe living conditions. However, leaving all housing units open with lower population numbers still requires security staffing regardless of if the unit has 10 inmates or 48.

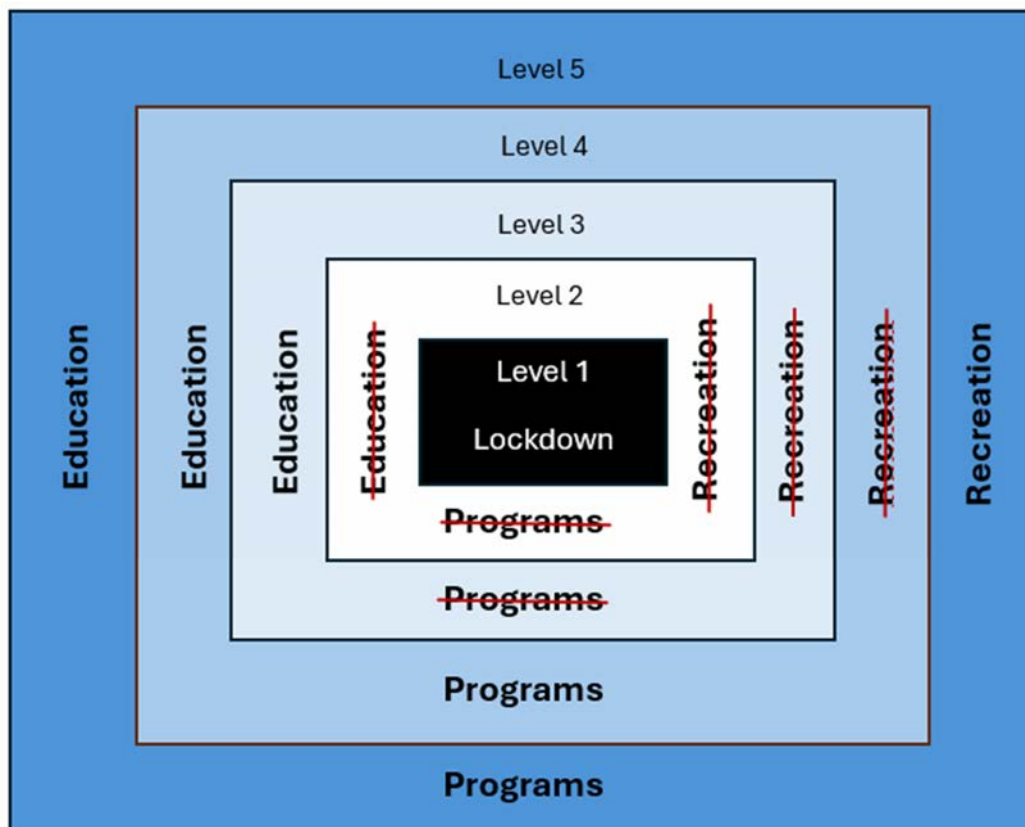
When staffing levels reach 50 percent or lower, difficult decisions need to be made to begin discontinuing regularly scheduled activities and services in the building. The Department already strategizes and prepares plans for different staffing levels. From an example we reviewed with St Brides Correctional Center, the facility administration put together a directive guiding staff with the level of operations dependent upon available staffing levels. The following figure is a sample portion from the Security Staffing Plan:

Figure 11 Sample from St Brides Security Staffing Plan

Level 5:	No disruption to operations. No Equipment, Mechanical, Structural or Staffing issues. <u>1 hour</u> breaks are given to each employee working an 11.5 hour shift or .5 hour break for an 8 hour shift.
Level 4:	Minimal disruption to operations. Equipment, Mechanical, Structural or Staffing issues arise that require staff to be pulled from their normal positions. Recreation may be affected. Refer to Attachment 2 for staffing posts.
Level 3:	Moderate disruption to operations. Recreation has been cancelled after mandatory 1-hour recreation. Programs requiring Security Supervision may be cancelled due to Equipment, Mechanical, Structural or Staffing issues. Refer to Attachment 2 for staffing posts.
Level 2:	Significant disruption to operations. Recreation <u>canceled</u> , Programs cancelled. Education may be cancelled due to Equipment, Mechanical, Structural or Staffing issues. Refer to Attachment 2 for staffing posts.
Level 1:	Lockdown. Mandatory staff are on post at the institution. No Recreation, Programs or Education.

Figure 12 provides a graphic representation of each staffing level and the determination of services that get discontinued at each level.

Figure 12 Graphic Representation of Each Staffing Level Activities



With other recommendations within this report to revisit and re-align Post Audits for each facility, CGL recommends every facility establish a similar staffing plan to guide shift commanders during times when officer staffing becomes scarce.

The last consideration when evaluating safe population levels is how to reduce the flow of new admissions/intakes being introduced to the Department. This is a consideration many state correctional systems face and attempt to address.



In our research, Virginia is one of the state systems that utilizes county jails to house state prisoners in exchange for a compensation rate similar to other state prison systems. In regard to safe population levels given the different scenarios of security staffing levels, the Virginia DOC would find benefit through exploration of increasing the number of state prisoners housed in county jails.

Chapter 4 – Staffing Observations

Correctional facilities are staff intensive regardless of the staffing model approach. Agencies across the country have tried different approaches to find efficiencies or different methodologies to reduce the level of corrections officers needed. Some agencies have achieved simple successes by merely changing the scope of corrections officers' responsibilities or through utilization of support staff or contractual staff to deliver services. In either case, it still requires a human resource. Others have found success in creating efficiencies by amending operations, utilizing technology, and creatively refining internal practices.

There is not a wealth of different staffing models used in correctional facilities, and in many facilities staff levels were set decades ago based on budgetary limitations and other factors. In fact, CGL has been involved in assessing or conducting staffing assessments using three different models:

- NIC Staffing Model
- State of Washington DOC Custody Staffing Model
- Time/Workload Models

Another analysis that reviews staffing components and generally results in an impact on the staffing approach is an **efficiency assessment** of existing staffing levels and operations. CGL has conducted many of these to assist departments in evaluating staffing levels.

Throughout this chapter, we relate our observations of the Virginia DOC staffing and, where applicable, provide comparisons to the staffing models and analysis to assist in developing findings and conclusions.

Virginia's DOC has varying staffing challenges with its corrections security staff. During our site visits, several recurring and consistent themes or challenges were observed at almost all sites:

- A lack of available corrections officer staffing
- Non-security staff performing functions that are normally relegated to a corrections officer
- Supervisory staff, up to captain levels, performing line officer responsibilities
- Post Audits that are not fulfilled with staff in essential positions
- Housing units without supervision
- Posts created that are not on the Post Audit
- High levels of external transportation
- Unconventional posts not commonly observed in state prison systems such as patrol canines, gun posts in high-level facility control rooms, support service posts, etc.
- Duplicative roles of supervisor/management positions
- Compromised security due to lack of staffing
- Differences in management philosophy (direct supervision versus indirect supervision)

The current staffing model used by the Virginia DOC closely resembles the NIC Staffing Methodology with the development of its Post Audits and applying a relief factor. However, we were informed that the baseline Post Audits have been in place for some time with only slight modifications as new initiatives arise or new positions need to be created. Post plans should be reviewed and updated at least every 5 years. Given the amount of change in correctional requirements in the last 10 years, updating the post plan to reflect modern requirements is a necessity.

NIC STAFFING METHODOLOGY

CGL, and most states that conduct security staffing needs assessments develop staffing needs based upon the widely accepted practices outlined in the National Institute for Corrections (NIC) *Prison Staffing Analysis* manual dated December 2008. This manual lays out a step-by-step process for identifying staffing needs in a correctional facility. This process includes:

1. *Understanding factors that impact staffing needs. Several factors impact the security staffing needs of a correctional facility. These include the facility mission, its facility design and layout, the type/classification of inmate housed, intensity of programming, amount of offender movement, the requirements of collective bargaining agreements, the amount of surveillance technology, etc.*
2. *Learn facility activities. The activity level of the facility and the type of activities has a direct impact on security staffing needs.*
3. *Develop a security post plan. A post plan is developed that deploys security staff in a manner that ensures the safety of staff, inmates, and the public, while providing meaningful access to programs and services. The security post plan evaluates the twenty-four hour schedule, seven days each week to determine activity levels and responsibilities to determine needed security posts.*
4. *Develop a shift relief factor. A shift relief factor that calculates the number of FTEs needed to fill a single post is determined.*
5. *Perform staffing calculations. The shift relief factor is applied to the developed post plan to determine the number of FTEs needed for each post, and for the facility as a whole.*

The model Virginia uses mostly resembles this approach to staffing. Its Post Audits define priority posts where security personnel should be deployed. They define the times of day these posts need to have personnel assigned. In practice, and due to the shortage of staff, posts are not covered and each facility adjusts post responsibilities to ensure responsibilities are fulfilled.

Many of VADOC's corrections facilities CGL visited are critically and dangerously short-staffed. This lack of staff impacts every aspect of facility operations and results in facilities that are unsafe. We observed VADOC staff and leadership doing everything within their power to shore

up operational practices and improve safety and security, however, even these monumental efforts cannot overcome the deficiencies that result from having insufficient staff.

- Routinely, non-security staff must spend most of their regular workday staffing a security post. For some interviewed, their normal 8-hour workdays are regularly extended well beyond 12 hours. This means their important duties in counseling, treating inmates is delayed.
- CGL observed administrators, staffing correctional officer posts in housing units and other areas to ensure minimal security was being provided. These efforts, while commendable, take the administrators away from being able to perform their important function of managing their complex facilities.
- Very few programs, education, rehabilitation, and industries were active during some of our visit due to a lack of staffing. Every correctional administrator agrees that keeping the inmate population busy and occupied is vital to keeping violence levels low and supporting the rehabilitative process. Unfortunately, when staffing reaches crisis levels, these activities are the first to be discontinued.

The lack of security staff is felt across many of the institutions we visited. It is no greater apparent than in the housing units, where many had no staff to fill critical “floor officer” posts. For example, at Greenville, there were no floor officers directly supervising housing units that held inmates with serious mental health needs. These posts require staff who are assigned to the dayroom to be the front-line person to interact with inmates, observe their behavior and intercede or respond before tension arises and violence occurs. With critically low staffing levels, these units are only able to be supervised indirectly by control room posts with roving support from available staff (security, non-security, and supervisory).

Even in general population housing units, a staff member is only present periodically to perform required “rounds”; although, basic correctional practice reminds us that a correctional officer’s role within a housing unit is vast, including a deterrent from poor behavior through presence and interaction alone. All inmates have a basic human need to be safe in their living environment. Without sufficient security staff to provide supervision and be an authority presence, individual safety becomes a serious concern.

The lack of security staff has also negatively impacted the services provided to the inmate population, and dangerously increase inmate idleness:

- A couple facilities are unable to provide the required out-of-cell time, with inmates being locked in their cells for over 22 hours. This places them in a status known in corrections called “Restricted Housing” (formerly known as segregation). National

litigation over the past decade has identified the harm that solitary confinement for extended periods has on an individual's mental health. As a result, standards have been promulgated, which Virginia DOC policy is consistent with, that establishes out of cell time for inmates. Effectively, at one site visited, nearly the entire population had been in Restricted Housing status for an extended period of time at the time of our site visit. Complaints were heard from inmates claiming a lack of recreation time outside their cells.

- Administrators volunteered that the lack of security staff as well as nursing staff deficiencies have backlogged medical procedures and inmate access to medical clinics. Additionally, outside doctor appointments are backlogged or missed with the lack of security staff.
- Security staff are regularly pulled from essential positions (such as housing officer posts) to perform the excessively high-level of external transportation.
- Important educational and vocational programs that could help inmates improve their skills and have been temporarily shut down at some facilities, due to the lack of security staff.
- During interviews, staff reported they are experiencing longer response times from security staff due to the limited number of available officers, sometimes up to 9 minutes. This is creating a dangerous situation for non-security staff performing security functions.

Even with the challenge of staffing, most of the facilities visited are performing their obligations to the best of their ability. The administrators at every facility were engaging and understood the challenges they faced. In the lower custody facilities, inmates were out of their cells and housing units, attending programs, obtaining services, and working in industries. The supervisors we observed performing line officer duties were good spirited and were adapting to the challenges they faced.

The facilities are also adapting to the shortage of security staff by modifying how many posts are managed. For example, at Buckingham, one level of each housing building should have 10 officers assigned to manage the housing units, control, and hallway control. At the time of our visit, there were only 3 officers assigned, changing the management philosophy of housing control from direct to indirect. We observed similar practices in most of the facilities we visited.

While dangerously short staffed in some locations, the VADOC staff and leadership have done an excellent job in maintaining safety and security. Since the Covid-19 pandemic, the inmate demographics within prisons and jails have changed. During the pandemic, correctional institutions sought avenues to reduce populations through the early release of low risk and

minimum custody offenders, leaving the high-risk population and violent offenders. Since the pandemic, institutions have observed an increase in violent offenders entering prisons along with increases in individuals with behavior disorders, making institutions more volatile to unpredictable behaviors.

As pointed out in Chapter 2, CGL recommends the Department revisit and re-align facility Post Audits to determine the true need for security staffing given the current staffing and population levels taking into consideration the security level of the facility.

As summarized earlier, a valid post deployment plan should be definitive in determining the total number of security personnel necessary to fully operate a facility. Deviating from the valid post plan should only occur during emergency situations, at which time certain activities would cease until staffing returned to normal.

Another staffing model CGL is familiar with is the approach of the Washington Department of Corrections.

STATE OF WASHINGTON DOC CUSTODY STAFFING MODEL

CGL was hired by the Washington State Department of Corrections to evaluate its Custody Staffing Model to ensure it is reflective of the staffing needs of contemporary correctional systems. The model was developed in the late 1980's with the intent of standardizing how security staffing allocations were developed across all facilities. In some ways, this model is similar to an algorithm that takes into account facility custody level, population levels, perimeter type and other variable to define staffing needs for each type of post (housing unit, tower, escort, etc.).

CGL's review found this model to be ineffective as it did not take into account the complexity and diversity of correctional facilities within the system. Each facility had its own unique set of factors that impact staffing needs, and the existing standardized model failed to fully account for those differences. CGL recommended individual facility staffing analysis be conducted following the NIC methodology.

This approach to a staffing model is not recommended for Virginia. While Virginia's facility's only have a few unique designs, there are distinct differences in missions and designs that this approach would be ineffective as it was in Washington.

A third staffing model CGL is familiar with is the approach of the Minnesota Department of Corrections with a Time/Workload assessment of all positions and post responsibilities.

TIME/WORKLOAD MODELS

In the NIC Staffing Model, staffing analysts use their judgement and experience to determine the number of posts needed across a facility. For example, a facility with a significant amount of internal inmate movement may need more escort posts than one with limited movement. In some past projects, CGL has been asked to conduct more detailed time/workload studies of individual posts to observe and measure the workloads of duties and responsibilities assigned to staff. This analysis can help determine if staff are overwhelmed, or underutilized. The result could be adding more staff to assist or diverting staff to other duties during their downtime.

In the Minnesota study, CGL was tasked with determining whether a security approach to staffing could combine teams of corrections officers around the facility to perform tasks instead of having corrections officers positioned at static posts for the entire shift. The outcome of the study was that basic correctional practice requires static officer posts for a variety of reasons beyond the time spent performing specific tasks. Various case laws emanating out of correctional institutions and correctional management philosophies support the need of personnel to provide safe living conditions and to promote rehabilitation.

This type of study is very labor intensive and for that reason alone, is rarely employed. Additionally, a Time/Workload study provides only a limited benefit within a correctional setting. Most posts in a correctional facility, such as those supervising a housing unit, require a staff person whether they are fully engaged in activities during their shift or not. That person is responsible for conducting searches, counting inmates, conducting wellness checks, and these activities may not take up the full amount of their shift. However, their very presence serves as a deterrent. When they are not completing these other duties, they can observe and become more familiar with the inmates and the environment of their unit. We therefore, find little benefit to this type of staffing needs assessment.

EFFICIENCY ASSESSMENTS

Efficiency assessments within a staffing assessment is usually combined with a full staffing analysis under the NIC Model and is used to identify opportunities for agencies to change operating practices or personnel to make the function more efficient without compromising security, such as taking less time to complete, utilizing less staff resources to complete, or to use more cost-effective employees to complete.

Throughout our site assessments, our project teams sought to identify efficiencies from which the Virginia DOC could find potential benefit. The following is a summary of areas the DOC should consider determining relevance and evaluate improvement:

Utilizing Non-Security Staff

Currently, the DOC has trained non-security staff members to occasionally perform security functions that do not require “hands-on” or control activities with inmates. In these instances, non-security staff are pulled from their regular duties and services within the institution, such as programming, to temporarily perform security functions such as serving food, counting inmates, and performing wellness checks within a housing unit.

Many other correctional systems, including county jail systems, have addressed the challenge of officer shortages by changing some security posts to civilian posts and hiring non-security personnel (less expensive employees). Some posts currently filled by security officers in Virginia could be replaced using non-security personnel as a permanent post for the shift. Examples of these posts include:

- control rooms posts other than Master Control,
- data entry and processing posts such as intake/receiving desks and Classification posts,
- investigation/intelligence posts
- Property processing posts
- Delivery of commissary (Keefe Group does this in some facilities, but not all)
- Laundry

In some agencies, third-party vendors perform some of these functions under contract on behalf of the agency, such as with the Keefe Group distributing commissary in several Virginia facilities. Other vendors provide staff to supervise and manage laundry and property functions. In most Virginia facilities, sergeants and/or officers are assigned to property and laundry unnecessarily.

In addition, filling current security positions with non-security personnel allows the Department to develop a potential candidate list of personnel already acclimated to a correctional work environment who might want to advance their careers and become correctional officers.

Lastly, this change would provide posts that newly hired officers could fill while they wait for seat openings in the academies. Facilities would realize, at least temporarily, the use of the employee in a full-time position while they wait to attend training as opposed to an extra body that gives the facility no staffing relief during the sometimes two months or longer wait for an academy seat.

As suggested in Chapter 2, CGL recommends reviewing the Field Training Program to determine if portions of the training could be applied during the wait time between Phase 2 and Phase 3 of new hire training and taking those hours out of Phase 4.

Similarly, if the Department chose to hire non-security personnel to fill current security positions, as suggested above, and these individuals became candidates for correctional

officer positions, a portion of the Field Training Program could already be completed as part of the non-security new hire training, again reducing the hours from Phase 4.

Managing External Transportation

Everywhere our assessment teams traveled, we were met with the fact that every facility loses security officers daily to inmate transportation needs. As mentioned earlier, the inmate demographics are changing with older and sicker inmates requiring more medical care. Additionally, national litigation in the past 10 years has increased the expected standards of care in a correctional setting, also contributing to a higher number of medical transports. While facilities are staffed with up to ten or more transportation officers, every external transport requires at least 2 security officers. Many facilities reported to us they experience upwards of 8 to 12 inmate transports each day, requiring 16 to 24 security officers.

In-state transports range from moving inmates outside the facility to nearby appointments (within an hour drive) to across the state (several hours away). Others involve the relocation of inmates between facilities for population management. Every inmate transport is a drain upon the facility resources, especially during difficult staffing periods.

Every corrections system faces similar challenges with the level of staffing for transportation and the increasing number of external transports. The Department recognized transports as an impact to staffing levels and established a centralized transportation tracking system to track the total number of hours staff spend on the road moving inmates to outside appointments. A review of the tracking system between January 2024 and May 2024 reflect over 5,000 external transports state-wide ranging from minutes to multiple days.

There are several approaches to addressing inmate transportation outside of the correctional facility and not one single solution. Some of the approaches CGL has observed in other state systems include:

- *A Centralized Transportation System:* A centralized transportation system designed to manage all intrastate transportation of individuals moving between facilities. These are individuals who are relocating to another facility in the state for housing. Centralized transportation units run on a cycle of visiting all facilities on a regular weekly or bi-weekly basis to deliver and retrieve individuals transferring institutions.
- *Coordination of External Appointments:* Coordination of external appointments that are a long distance from the institution. Depending upon the location of the facility, many are transporting inmates to other parts of the state that last hours or days. Consider coordinating transfers between facilities, using the centralized transportation unit, to enable the staff of a facility closer to the appointment location to manage the transport. The Department currently attempts this, but due to limited staffing, it creates hardships on the closer facility.

- *Centralizing Off-Site Appointments:* Centralizing off-site appointments is another method states have sought to achieve. This requires coordination of the medical staff and external providers to determine how best to centralize the common types of appointments inmates attend, such as dialysis appointments and chemotherapy treatment. Centralizing some of these lengthy appointments around a local facility offers the potential to lessen the time officers spend driving across the state.
- *Expanding Available Hospitals:* The rural facilities that border Kentucky and West Virginia have medical facilities less than an hour from the facility, but in the other state. These facilities are unable to cross state lines to use these hospitals without agreements between governors of both states and instead, send two to three officers across the state of Virginia for an entire shift or more for an external appointment. Consider establishing agreements along the border states to alleviate the impact of external appointments. One facility (Pocahontas) currently has an established agreement to use a hospital across state lines.

Constructing a Centralized Special Needs Institution: Establish a true medical correctional facility in the state, designed for different custody levels and centralize medical care for both male and female inmates. Throughout the country, more recent facilities are being designed as full special needs housing institutions with the intent of having a majority of specialty medical services brought into the institution as opposed to moving thousands of inmates outside of the facility. Virginia has opportunities to repurpose existing or closed facilities to create a centralized special needs institution which will have an impact to the volume of external transportation activity.

Stable Facilities and Staff Culture

Following the Covid-19 pandemic, corrections and employers of various industries experienced hiring challenges. The environment of corrections is difficult enough, but following the pandemic, interest in a career in corrections diminished significantly. Most states compete with local job markets that are offering similar or better pay with better work environments when compared to a corrections system. Historically, correctional facilities have been negative environments for both staff and the inmate population. Older facilities lack natural light and fail to provide a welcoming workspace for employees. During a staffing crisis, officers are held beyond their shift or mandated to work extra shifts.

Implementing change in a correctional environment is difficult and takes real work. Doing so in a system that is experiencing a severe staffing shortage is even more complicated. As leadership strives to solve the staffing crisis through different initiatives, it needs to be mindful of the impact of constant change on its line staff.

Unit Management

The Virginia DOC recognizes the unit management approach to how each institution is operated. Done right, unit management is an effective tool in not only impacting the inmate culture, but in impacting and developing a positive culture among corrections security staff.

What is Unit Management?

Unit management is the way in which prisons are operated; not just units. It takes large correctional facilities and breaks them into smaller recognizable units. Each unit is managed by a team committed to reduce negative incidents by “being responsive to the concerns of staff and needs of the incarcerated.” Staff in the facilities recognize unit managers as “mini wardens” responsible for the staff, inmates, and operations of the unit. For the inmates assigned to the unit, anything significant that happens to them in the facility happens through the unit team.

Unit management is a management philosophy that has successfully been implemented in institutions new and old. In Pennsylvania’s DOC, the Huntingdon Correctional Facility provides an example of how unit management can create a positive and productive environment for staff and inmates in a facility that is 150 years old. The facility has a population of over 1,700 level 4 [maximum security] males in old style two- and three-tiered cell blocks. It is a remarkable maximum-security facility that operates with an underpinning of the guiding principles of unit management. The units, despite not being uniformly designed and built in the same era, are led by a unit manager that directs all staff assigned to the unit, all staff are housed inside the unit, the unit staff closely monitor the case plans of the inmates. The unit team initiates a recommendation for each inmate at the time to their release hearing that is provided to the warden who has a vote at the parole hearing. Each staff has a mental health practitioner [master’s level] assigned to each unit whose office is in a cell in the unit and works administratively for the unit manager while working under the license for a psychologist.

Other successful implementation of unit management CGL has observed is in the Ohio, Iowa, and Minnesota DOC systems.

While Virginia recognizes unit management, its structure was questioned during this assessment. Prior to unit management, the Post Audits assigned a lieutenant as the building manager to oversee daily operations. When unit management was implemented, the DOC added Unit Manager leadership positions in addition to the lieutenants. Having two management level employees responsible for one building appears to be redundant. **Consider revisiting and restructuring the Unit Management approach and reducing the number of managers assigned to each building.**

In the Iowa DOC, the system implemented Unit Manager positions within each housing building who was responsible for the program and treatment staff, but also the security staff of sergeant and corrections officers. All decisions within the building, from treatment to outcomes of

disciplinary reports, involved both treatment and security staff. Involvement and inclusion of everyone in the decision-making process created an environment that all staff were included and not undermined by one side or the other.

The unit management concept was created in 1969 at a federal facility housing youthful adult inmates, by then Warden Roy Gerard. The fundamental staffing design is summarized below:

1. A fundamental tenet of the role of unit managers is that they supervise all staff assigned to the unit. As leaders they create and support a team environment where staff support each other and step in in the absence of another team member. Unit managers create a unit plan that outlines the unit mission, schedule, programs, and unit rules and expectations
 - a. This includes case managers
 - i. Responsible for classification
 - ii. Responsible for delivering unit-based programs
 - iii. Contact with outside sources to include family, release authority etc.
 - iv. Reentry programming
 - v. Serves as a member of the treatment team
 - b. Correctional supervisors, he called correctional counselors [at a comparable rank of sergeant:
 - i. Responsible to provide support and supervision to the officers
 - ii. Responsible to address inmate concerns to attempt to resolve issues before they grow into incidents
 - iii. Responsible for handling minor inmate discipline
 - iv. Serves as a member of a treatment team to support inmate classification
 - c. Correction officers
 - i. Officers are regularly assigned to the unit by the shift commander. Some places have a draft of officers in a meeting with unit managers, and shift captains to select officers for their area of responsibility
 - ii. Day shift officers report directly to the correctional counselors [sergeants] and then up to the unit manager
 - iii. Night shift officers are regularly assigned to the unit and support the unit plan but take direction from the shift commander since the unit team is typically not present.
 - iv. Day shift officers are members of the treatment team

While unit management is an operating philosophy in an institution, it influences the security and staffing levels. **CGL recommends enhancing the existing unit management structure and re-evaluating the use of both a security lieutenant and unit manager.**

THE USE OF TECHNOLOGY AND THE INTRODUCTION OF ARTIFICIAL INTELLIGENCE

Direct Supervision approaches to inmate management are staff intensive. When staffing levels are low and an institution resorts to indirect supervision, the implementation of technology becomes a vital tool in supplementing the lack of staff availability. The integration of Artificial Intelligence (AI) technologies into U.S. prison systems is gaining momentum as a tool for improving operational efficiency, inmate management, and security. While still in its infancy stages, AI is employed in various applications such as predictive analytics, risk assessment, inmate monitoring, supporting decision-making and enhancing prison safety. Below is a summary overview of AI usage in U.S. correctional facilities. Separate from this report, CGL provided a list of current AI vendors who work within correctional institutions.

- *California Department of Corrections and Rehabilitation (CDCR)*

CDCR leverages AI for predictive analytics to assess inmate behavior and risks. These technologies aid in parole decisions and support rehabilitation efforts, enhancing both safety and operational efficiency. Additionally, the CDCR has implemented facial recognition technology in some of its facilities to identify inmates and visitors, enhancing security measures and monitoring activities.

- *New York City Department of Correction*

AI tools analyze behavioral data to detect potential conflicts among inmates, helping the department implement safety measures more effectively. The NYC Department of Correction has considered facial recognition technology to analyze video feeds and identify individuals in correctional facilities, helping to prevent conflicts and maintain order.

- *Texas Department of Criminal Justice (TDCJ)*

TDCJ is using AI for predictive analytics, focusing on inmate population management and identifying individuals with higher reoffending risks.

- *Florida Department of Corrections*

AI-based risk assessment tools help streamline operations and improve the accuracy of inmate placements and parole decisions. Florida has explored using facial recognition technology to enhance safety and security in its correctional facilities, particularly for monitoring inmate movements and interactions.

- *Michigan Department of Corrections*

AI tools help monitor and evaluate rehabilitation programs, using data insights to reduce recidivism and enhance inmate management.

- *Illinois Department of Corrections*

Illinois is investigating AI solutions to improve operational efficiency and inmate monitoring systems, addressing prison logistics more effectively.

The Department shared that it was in consultation with one specific vendor to discuss opportunities of introducing AI technologies to support institutional operations. In review of the vendor's products and platform, there is strong potential in the Department finding efficiencies in operations and alleviating challenges experienced by the staffing shortfall.

ADDITIONAL OBSERVATIONS OF THE VIRGINIA DOC PRACTICES

The lack of sufficient security staff within a corrections environment begins to threaten and deteriorate the obligations of the state in meeting an individual's basic human need and potentially the rights of an individual. The National Institute of Corrections' (NIC) *Inmate Behavioral Management* is predicated on Abraham Maslow's 1943 paper *A Theory in Human Behavior* and describes the management of an individual's basic human needs by corrections staff as opposed to the individual devising his/her own method of meeting their basic needs for safety, social interactions, and emotional support.

The Virginia DOC is significantly understaffed. Not simply due to the increase in relief factors, but due to the inability to efficiently recruit and hire new corrections officers. Nearly every institution visited was observed changing direct supervision housing units to indirect supervision because they did not have enough officers available to staff as intended or to their Post Audit. The demand for external transportation further exacerbates this shortage, by having to pull additional security position from an existing post to put them on a transport.

The security staffing levels within the DOC vary depending upon location within the state. Security vacancies occur the highest in the Eastern Region at 32.4 percent compared to the Central at 19.5 percent and Western at 15 percent. The highest custody facilities in the Eastern Region have the highest number of security staff vacancies. Exhibit 22 provides a state-wide summary of vacancies as of April 30, 2024.

Exhibit 22 State-Wide Security Staff Vacancies

State-Wide Security Staffing Vacancies - April 30, 2024			
Facility Name	Facility Type	Region	Vacancies
Virginia CC for Women	Correctional Center	Central	17.9%
Bland CC	Correctional Center	Western	11.6%
Wallens Ridge CC	Correctional Center	Western	3.2%
St Brides CC	Correctional Center	Eastern	12.6%
Red Onion CC	Correctional Center	Western	7.4%
Fluvanna CC	Correctional Center	Central	39.6%
Nottoway CC	Correctional Center	Central	30.5%
Marion CC	Correctional Center	Western	10.7%
Buckingham CC	Correctional Center	Western	41.2%
State Farm CC	Correctional Center	Central	14.6%
Deerfield CC	Correctional Center	Eastern	15.2%
Keen Mountain CC	Correctional Center	Western	11.3%
Greenville CC	Correctional Center	Eastern	50.5%
Dillwyn CC	Correctional Center	Central	22.6%
Indian Creek CC	Correctional Center	Eastern	26.8%
Haynesville CC	Correctional Center	Eastern	28.5%
Coffeewood CC	Correctional Center	Central	21.5%
Pocahontas CC	Correctional Center	Western	12.1%
Lunenburg CC	Correctional Center	Central	19.0%
Green Rock CC	Correctional Center	Western	10.2%
Sussex SP	Correctional Center	Eastern	53.1%
River North CC	Correctional Center	Western	12.0%
Cold Springs CU	Correctional Unit	Western	34.9%
Caroline CU	Correctional Unit	Eastern	30.2%
Central VA CU	Correctional Unit	Central	9.6%
Halifax CU	Correctional Unit	Central	16.0%
Patrick Henry CU	Correctional Unit	Western	8.6%
Rustburg CU	Correctional Unit	Central	5.3%
Wise CU	Correctional Unit	Western	5.3%
Baskerville CC	Correctional Center	Central	10.0%
Beaumont CC	Correctional Center	Central	18.3%
Appalachian CCAP	Alternative Program	Western	0.0%
Brunswick CCAP	Alternative Program	Eastern	9.1%
Chesterfield Women's CCAP	Alternative Program	Central	25.7%
Cold Springs CCAP	Alternative Program	Western	35.7%
Harrisonburg CCAP	Alternative Program	Western	21.2%
Lawrenceville CC	Correctional Center	Eastern	66.7%
Deerfield WC	Work Camp	Eastern	31.3%
Deerfield WC 2	Work Camp	Eastern	
State Farm WC	Work Camp	Central	
Nottoway WC	Work Camp	Central	12.5%

The “vacancy rate” metric has its limitations and underreports the number of positions available to fill a post. Accordingly, we have developed a more accurate metric (“functional vacancy rate”) that better details the number of custody staff available.

Functional Vacancy Rate

The functional vacancy rate is a tangibly different rate than the stated vacancy rate used in most correctional systems. The typical vacancy rate only considers the number of vacant positions. If a facility is funded for 200 staff and has 40 vacant positions, then the vacancy rate

is 20 percent (40 vacancies ÷ 200 positions). The “functional vacancy rate” however, provides a metric that more clearly identifies the percent of staff that are unable to fill a post. It considers not only vacant positions, but also those staff who are in new hire training who cannot be assigned to a post. With high levels of turnover, the number in new hire training grows. The functional vacancy rate also counts those staff on extended medical or administrative leave who cannot fill a post. As a result, the “functional vacancy rate” more accurately presents what shift supervisors confront daily when trying to fill out their shift roster. For example, Wallens Ridge has a staffing vacancy rate of 6 percent, but reported a high functional vacancy rate impacting their staffing. While the institution looks flush with staff on paper, in the facility, they report struggling as much as facilities with vacancy rates.

- Eastern Region facilities are challenged with recruiting and hiring new staff to fill vacancies due to better employment opportunities (environment, pay, and benefits) in the surrounding community.
- Female institutions have additional challenges of hiring enough female security staff members to perform necessary functions. The Fluvanna Correctional Center for Women is the largest female facility in the state and has a staffing composition that is 70 percent males and 30 percent females. Female staff are vital in a female prison to perform correctional officer functions that male officers should not perform. Similarly, at one of the male institutions visited, we observed a staffing level that was comprised of 70 percent females and the facility expressed similar challenges.
- All institutions are struggling to provide external transportation of inmates to outside appointments, hospital visits and transferring individuals between facilities. With increases in medical and mental health needs of the inmate population, external transports in facilities are reaching upwards of 10 or more transports each day, which require two officers each. Facilities staffed with 10 transport officers could at times have 20 officers transporting inmates to different locations at the same time. This is a growing problem that is impact every facility.

A Different Look at Security Posts

One option to confront the security staffing shortage is to civilianize certain posts that don’t have regular direct inmate contact. Examples include:

- Select Investigations and Intelligence Posts – in many facilities, we observed ranking staff dedicated to an investigations office and staffed with multiple supervisors and officers. Security staff are essential to these posts. However, other DOC systems have non-security analysts assigned to pull videos, listen to telephones, watch video visitation, read e-mails, and handle administrative functions; enabling the security staff to conduct investigations. Facilities that have just security staff spend inordinate

amounts of time handling the administrative aspects of this unit. Additionally, the ranking staff (captains and lieutenants) are generally responsible for the unit, but not directly involved in the day-to-day processing and investigating of information.

- Property Units – in several facilities, we observed sergeants and officers assigned to handle inmate property. As mentioned earlier, many DOCs have transferred this responsibility to non-security staff or third-party vendors.
- Laundry Units - in several facilities, we observed sergeants and officers assigned to handle inmate laundry. As mentioned earlier, many DOCs have relegated this responsibility to non-security staff or third-party vendors.
- Control Room Gun Posts – in the higher custody facilities, we observed a second corrections officer assigned to housing control rooms, designated as the “Gun Post”. These officers are responsible for observing interactions in the units and have less lethal munitions to be used for control if necessary. These posts are not unique to Virginia, but, as observed in other state systems, are not staffed in every control room.
- Canine Unit – Canine Units are an exceptional tool within corrections for contraband detection. Distinctly, the Virginia Canine Unit is comprised of narcotic detection dogs and patrol dogs. Patrol canine dogs are rare in correctional systems, but have proven effective in the Virginia DOC. Higher custody level facilities with patrol canine units have realized lower incident rates.

One internal initiative of the Department that started during this assessment was the creation of a Rover Squad, which essentially solicited security officers throughout the Department to temporarily join a team of personnel to be assigned to select institutions with the highest staffing needs. These teams consist of ten to thirteen security officers who get pulled from their regular institution and assigned to travel daily to another institution to fill vacancies as needed. This initiative is incentivized monetarily between \$15,000 and \$20,000 annually during the reassignment. An extension of this program was the implementation of a Roving Transportation Team with similar monetary incentives to travel to locations where high volumes of external transport occurred.

Not enough time has elapsed to provide a full assessment of this initiative.

Chapter 5 – Support Space Assessment

When designing and constructing a new correctional institution, various planning and programming meetings occur between the design team and the recipient client. During these programming meetings, careful consideration is taken to understand the operating and service needs desired by the client. In every situation, the institution is designed to meet the client's need in the moment. For example, institutions designed and constructed in the late 1980's and 1990's were designed based upon the housing and service needs of those decades. Operational and budget decisions made during construction are evident over time as the industry outgrows the earlier identified need.

The corrections industry is in a continuous state of evolution as the inmate populations' individual needs change. As institutions age, they become relics of the different eras and operational philosophies experienced in the corrections industry. Institutions designed to alleviate crowding conditions are double bunked during construction in the anticipation that population increases will occur and they make the most use of available space. Institutions designed for programmatic services generally have more multi-purpose meeting spaces and do not maximize bedspace. In many situations, additional bed space (double bunking) is added to programmatic institutions in anticipation of population growth.

In all situations, as the incarcerated populations' needs change, the corrections industry creates new initiatives to adapt to the change. In these adaptations, the necessity of modifying the building becomes inevitable for success. Rooms designed for storage become office or meeting space. Cells inside housing units become office space for unit managers or counselors. Others become storage space for housing unit supplies. Conference rooms become group office spaces absent privacy. Every correctional institute experiences these changes, often before construction is completed.

The Virginia DOC is not excluded from this phenomenon. Every one of the institutions CGL visited contained some form of modification, causing the use and overuse of space as originally designed. Many of our observations include:

- The Virginia DOC hosts a variety of different inmate programs, education, and vocational services. Facilities lacked adequate space to host the various program services that occur throughout the day, requiring the use of gymnasiums, dining halls, and dayroom spaces.
- Over the past two decades, the special needs populations have grown, requiring the addition of qualified mental health practitioners (QMHP) to be added to the facility. The expansion and growth of QMHP in facilities require administrative office spaces not originally designed when the buildings were constructed, group and individual counseling spaces that offer confidential meeting spaces for private conversations, and

in some facilities, counseling offices inside or adjacent to the housing of those with acute mental health issues. Our site observations revealed the conversion of cells into office spaces, the compression of medical spaces to accommodate space for the QMHP, and support spaces converted into meeting and office spaces.

- The growth of the populations' medical needs within the Department are severely impacting the institutions from excessive off-site transportation to internal space needs for expanding medical bedspace and medical service spaces. Even facilities with full medical housing units are expanding and in need of additional housing space. During site visits, we observed many facility medical departments using hallways and common areas for storage of medical equipment.
- Changing initiatives over the years create the need to change functions or missions of an institution, such as the opening of the regional laundry service at the Sussex State Prison Complex. The surrounding facilities that discontinued laundry services and repurposed equipment and space are now having to adjust to the closing of the Sussex II facility where the laundry service was centralized and now reopen their laundry service. Other initiatives were observed to impact facilities which required a change in the building design to accommodate.
- A recent initiative is creating "cool down" cells in a safe space where inmates can be temporarily placed outside of the housing units until they are able to get their behavior under control and return to the housing unit.
- At the Greenville Correctional Center, recent challenges with Fentanyl contraband established the need to develop an internal housing program (Residential Illicit Drug Use Program – RIDUP), which changed the housing unit into an intensive "in-patient" program utilizing inmate mentors and a contract group (Spectrum) to provide treatment to inmates with addictions.

Based upon the facility design capacities, 56 percent of all institutions have been double bunked to more than 140 percent of their design capacity. When additional beds are added above the design capacity, the level of population and services to the population become strained. For example, the Virginia Correctional Center for Women was designed for 282 beds but has a full capacity of 596 or 211 percent the design capacity. The support service spaces originally designed within the building (food service, dining, laundry, programs, medical services, etc.) tend to get overused when the population level doubles. The overuse impacts supply storage, wear on equipment, and creates deficiencies in space for services. The following exhibit provides a summary of each facility's full capacity rating compared to design capacity.

Exhibit 23 Full Capacity Compared to Design Capacity

Facility Capacities Over Design						
Facility Name	Facility Type	Region	Authorized Officer FTE	Design Capacity	Full Capacity	
Virginia CC for Women	Correctional Center	Central	145.95	282	596	211%
Bland CC	Correctional Center	Western	191.47	527	675	128%
Wallens Ridge CC	Correctional Center	Western	350.06	1016	1162	114%
St Brides CC	Correctional Center	Eastern	188.45	1174	1214	103%
Red Onion CC	Correctional Center	Western	370.13	1016	1002	99%
Fluvanna CC	Correctional Center	Central	289.84	1230	1357	110%
Nottoway CC	Correctional Center	Central	304.5	736	1477	201%
Marion CC	Correctional Center	Western	172.28	388	369	95%
Buckingham CC	Correctional Center	Western	282.75	608	1189	196%
State Farm CC	Correctional Center	Central	204.3	430	717	167%
Deerfield CC	Correctional Center	Eastern	214.61	900	1020	113%
Keen Mountain CC	Correctional Center	Western	241.78	697	1131	162%
Greenville CC	Correctional Center	Eastern	646.08	1951	3056	157%
Dillwyn CC	Correctional Center	Central	209.84	600	951	159%
Indian Creek CC	Correctional Center	Eastern	183.9	600	1060	177%
Haynesville CC	Correctional Center	Eastern	199	600	958	160%
Coffeewood CC	Correctional Center	Central	201.48	600	1033	172%
Pocahontas CC	Correctional Center	Western	208.93	1014	1061	105%
Lunenburg CC	Correctional Center	Central	220.05	600	998	166%
Green Rock CC	Correctional Center	Western	204.17	1014	1050	104%
Sussex SP	Correctional Center	Eastern	330.56	1121	1222	109%
River North CC	Correctional Center	Western	268.92	1000	1016	102%
Cold Springs CU	Correctional Unit	Western	33.6	60	118	197%
Caroline CU	Correctional Unit	Eastern	37.24	84	142	169%
Central VA CU	Correctional Unit	Central	50.06	140	290	207%
Halifax CU	Correctional Unit	Central	66.55	160	256	160%
Patrick Henry CU	Correctional Unit	Western	28.44	84	142	169%
Rustburg CU	Correctional Unit	Central	35.74	84	157	187%
Wise CU	Correctional Unit	Western	38.02	60	120	200%
Baskerville CC	Correctional Center	Central	105.95	270	484	179%
Beaumont CC	Correctional Center	Central	188.19	306	400	131%
Appalachian CCAP	Alternative Program	Western	28.9	60	106	177%
Brunswick CCAP	Alternative Program	Eastern	27.69	150	214	143%
Chesterfield Women's CCAP	Alternative Program	Central	29.23	150	168	112%
Cold Springs CCAP	Alternative Program	Western	32.9	110	150	136%
Harrisonburg CCAP	Alternative Program	Western	24.94	84	126	150%
Lawrenceville CC	Correctional Center	Eastern	-	1536	1593	104%
Deerfield WC	Work Camp	Eastern	22.05	116	216	186%
Deerfield WC 2	Work Camp	Eastern	30.8	200	200	100%
State Farm WC	Work Camp	Central	74.06	300	328	109%
Nottoway WC	Work Camp	Central	39.48	200	200	100%

The ages of the institutions range between 14 years old (River North) and 92 (Virginia Correctional Center for Women) with the average age of 42. Many of the correctional facilities in the United States are between 25 and 40 years of age. The life expectancy of a correctional facility, properly maintained with corrective and preventive maintenance could exceed 45 years. However, as state funding levels change, correctional facilities begin incurring deferred maintenance.

Correctional institutions are different buildings than comparable commercial buildings with residential units such as hospitals and universities. Correctional institutions are subjected to continuous use and abuse by populations that have no ownership interest in respecting it. Funding to maintain and improve correctional institutions competes with public tax dollars that are spent to improve quality of life for the residents and visitors of a state. Often, repair and improvement dollars needed in corrections get diverted to other state priorities and repairs get deferred until a later date.

The practice of deferring preventive maintenance has led to a crisis in local jails and state correctional facilities. The deferred maintenance crisis is exacerbated by the “pay as you go” policy employed by many state and local governments to fund on-going and capital maintenance. The estimated cost of deferred maintenance is estimated to double every five years.

Deferred maintenance is the total of systems that do not function or have gone without upgrade or replacement beyond their useful life. Some of the most common examples are computer based electronic security systems (seven-year life cycle); roofs (20 year life cycle) and heating, ventilation and air conditioning systems (eight to 20 year life cycles).

In today’s economic reality, local governments cannot afford to perform 100 percent of all required maintenance in public facilities, which leads to a large volume of deferred maintenance. This not only affects short-term operations, but, if left unresolved, also significantly shortens the life of the building.

This assessment was to include a high-level review of the facility debt services. Debt services generally relate to monetary debt owed to repay bonds or loans for expansions/renovations, outstanding litigation, or other forms of accumulated debt. For this assessment, the Department reported to be carrying a debt which was obtained through the Commonwealth’s Energy Lease Program, administered through the Department of Treasury. The only project currently financed is an Energy Lease Program for the Greenville Correctional Center which encompasses the following:

- replacing Exterior Lighting with Efficient LEF lighting;

- completing connectivity of BAS (Building Automation and Control System) to the housing units;
- replacing all central plan boilers and primary loop pumps; and
- replacing all generators and ATS (Automatic Transfer Switches) – 22 each.

In addition, we received an itemized list of identified maintenance projects planned for most facilities and used this information to develop an assessment of planned maintenance and deferred maintenance costs. A review of the information provided identified improvements and deferred maintenance projects being tracked for the DOC. This list is not all-inclusive of costs as some were listed as “TBD”. Some projects on the list have been placed on hold due to changes and closures of institutions. Others are in progress. The estimated tracked costs for identified and planned maintenance are in excess of \$55 million and do not include facility level improvements and changes that have not risen to the level of the list provided. Exhibit 24 provides a summary of costs tracked by facility. The complete list with explanations for work to be performed is included in Appendix D.

Exhibit 24 Deferred Maintenance Tracked by the Department

Estimated Debt from Deferred Maintenance			
Facility Name	Facility Type	Region	Cost
Virginia CC for Women	Correctional Center	Central	\$ 2,250,000.00
Bland CC	Correctional Center	Western	\$ 4,100,000.00
Wallens Ridge CC	Correctional Center	Western	\$ 4,100,000.00
St Brides CC	Correctional Center	Eastern	\$ 200,000.00
Red Onion CC	Correctional Center	Western	\$ 2,400,000.00
Fluvanna CC	Correctional Center	Central	\$ 6,704,000.00
Nottoway CC	Correctional Center	Central	\$ 1,100,000.00
Marion CC	Correctional Center	Western	\$ 2,700,000.00
Buckingham CC	Correctional Center	Western	\$ 2,280,000.00
State Farm CC	Correctional Center	Central	-
Deerfield CC	Correctional Center	Eastern	\$ 192,400.00
Keen Mountain CC	Correctional Center	Western	\$ 462,000.00
Greensville CC	Correctional Center	Eastern	\$ 1,405,000.00
Dillwyn CC	Correctional Center	Central	\$ 4,000,000.00
Indian Creek CC	Correctional Center	Eastern	\$ 408,542.00
Haynesville CC	Correctional Center	Eastern	\$ 1,025,000.00
Coffeewood CC	Correctional Center	Central	\$ 2,500,000.00
Pocahontas CC	Correctional Center	Western	\$ 550,000.00
Lunenburg CC	Correctional Center	Central	-
Green Rock CC	Correctional Center	Western	\$ 75,000.00
Sussex SP	Correctional Center	Eastern	\$ 731,000.00
River North CC	Correctional Center	Western	\$ 150,000.00
Cold Springs CU	Correctional Unit	Western	-
Caroline CU	Correctional Unit	Eastern	\$ 150,000.00
Central VA CU	Correctional Unit	Central	-
Halifax CU	Correctional Unit	Central	\$ 500,000.00
Patrick Henry CU	Correctional Unit	Western	\$ 1,371,500.00
Rustburg CU	Correctional Unit	Central	\$ 400,000.00
Wise CU	Correctional Unit	Western	-
Baskerville CC	Correctional Center	Central	\$ 2,105,000.00
Beaumont CC	Correctional Center	Central	\$ 1,825,000.00
Appalachian CCAP	Alternative Program	Western	\$ 953,000.00
Brunswick CCAP	Alternative Program	Eastern	-
Chesterfield Women's CCAP	Alternative Program	Central	-
Cold Springs CCAP	Alternative Program	Western	-
Harrisonburg CCAP	Alternative Program	Western	\$ 75,000.00
Lawrenceville CC	Correctional Center	Eastern	\$ 10,460,000.00
Deerfield WC	Work Camp	Eastern	\$ 210,000.00
Deerfield WC 2	Work Camp	Eastern	-
State Farm WC	Work Camp	Central	-
Nottoway WC	Work Camp	Central	-
Totals			\$55,382,442.00

The information provided is limited to what the Department is tracking and is not a comprehensive assessment of each facility's deferred maintenance. In recent DOC assessments completed by CGL, deferred maintenance costs observed in state prison systems with aging facilities are exceeding the \$1 billion estimate.

Exhibit 25 State DOC Deferred Maintenance Costs

DOC System	# of Facilities	Estimated Deferred Maintenance
Illinois DOC	27	\$2.5 Billion
Pennsylvania DOC	21	\$1.0 Billion
Florida DOC	80+	\$6.0 Billion
Federal Bureau of Prisons	123	\$3.0 Billion

Understanding the level of a facility's deferred maintenance starts with a Facility Conditions Assessment (FCA). The assessment's outcome develops a prioritized list of infrastructure issues, which could be due to an ending lifecycle, poor maintenance practices, misuse, or vandalism. Projects are developed from the list of infrastructure issues, including plans to correct the deferred maintenance deficiencies while considering the cost for each system.

If a facility Condition Assessment has not been performed on the Virginia Department facilities in the last five years, CGL recommends having one completed for each facility to fully understand the outstanding debt of the facilities.

OPERATIONAL SPACE ASSESSMENT

To evaluate the individual facilities regarding the use and overuse of support space, CGL developed a rating scale to evaluate each institution. For an operational space assessment, CGL provides an overall operational rating that represents an appraisal of how well a facility's entire physical plant meets its intended purpose and supports its mission and operation. The three potential ratings are:

- 
Fully Meets: The facility is well-designed to meet its mission, the needs of its target population, and current and planned program/service offerings. Facility design and layout is efficient from a staffing standpoint. Line of sight in units and across campus is good. Programming space is sufficient to support program goals. The location of functional spaces supports secure and effective operations. Design and layout establishes an environment that supports the agency and facility mission. Design supports modern correctional standards and requirements.
- 
Partially Meets: Facility's design is somewhat supportive of the facility's mission, however, there may be layout/design issues that impact system efficiency and are not supportive of current and future correctional practices.

This may include a degree of lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.

- o ***Does Not Meet:*** Facility's design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples, aging linear housing units, poor line of sight, lack of program spaces, undersized treatment spaces, program spaces located in inappropriate locations.)

The following exhibit provides a state-wide summary of the high-level space assessment completed as part of this study. The 16 facilities visited are more complete from our observations of challenges and use of space. The remaining facilities (bolded in the first column) are a high-level assessment with assumptions made from the age of the facility, known outstanding debt, and through observations of capacity levels in comparison to design capacity.

Exhibit 26 High-Level Support Space Assessment

Facility Age, Design, and Maintenance													
Facility	Age	Tracked Maintenance	Design Capacity	Beds % Design Capacity	Housing	Program	Medical	Mental Health	Kitchen Dining	Storage	Laundry	Adjacencies	Staffing
Greenville CC	34	\$ 1,405,000.00	1951	157%									
Sussex CC	26	\$ 731,000.00	1121	109%									
Appalachian CCAP	72	\$ 953,000.00	60	177%									
Baskerville CC	62	\$ 2,105,000.00	270	179%									
Beaumont CC	84	\$ 1,825,000.00	306	131%									
Bland CC	72	\$ 4,100,000.00	527	128%									
Brunswick CCAP	29		150	143%									
Buckingham CC	42	\$ 2,280,000.00	608	196%									
Caroline CC	59	\$ 150,000.00	84	169%									
Central Virginia CC	52		140	207%									
Chesterfield CCAP	53		150	112%									
Coffeewood CC	30	\$ 2,500,000.00	600	172%									
Cold Springs CCAP	29		110	136%									
Cold Springs CU	71		60	197%									
Deerfield CC	30	\$ 192,400.00	900	113%									
Dillwyn CC	31	\$ 4,000,000.00	600	159%									
Fluvanna CC	27	\$ 6,704,000.00	1230	110%									
Green Rock CC	17	\$ 75,000.00	1014	104%									
Halifax CC	70	\$ 500,000.00	160	160%									
Harrisonburg CCAP	58	\$ 75,000.00	84	150%									
Haynesville CC	31	\$ 1,025,000.00	600	160%									
Indian Creek CC	30	\$ 408,542.00	600	177%									
Keen Mountain CC	34	\$ 462,000.00	697	162%									
Lunenburg CC	28		600	166%									
Marion CC	66	\$ 2,700,000.00	388	95%									
Nottoway CC	40	\$ 1,100,000.00	736	201%									
Pocohantas CC	17	\$ 550,000.00	1014	105%									
River North CC	14	\$ 150,000.00	1000	102%									
Red Onion CC	26	\$ 2,400,000.00	1016	99%									
Rustburg CC	55	\$ 400,000.00	84	187%									
Saint Brides CC	17	\$ 200,000.00	1174	103%									
State Farm CC	35		430	167%									
Wise CC	64		60	200%									
Patrick Henry CC	55	\$ 1,371,500.00	84	169%									
VCCW	92	\$ 2,250,000.00	282	211%									
Wallens Ridge CC	25	\$ 4,100,000.00	1016	114%									

Chapter 6 – Conclusions and Recommendations

Throughout this report, CGL identified areas where the Department's security staffing could be amended and improved. The resulting relief factor calculation revealed an additional 21 percent of security staffing is needed to fill the current Post Audits. In this chapter, we summarize and highlight our findings and provide recommendations of how the Department can lower the need for 1,153 FETs through changes in staffing practices and re-evaluating staffing needs.

SECURITY STAFFING FINDINGS AND RECOMMENDATIONS

Security staffing of a state correctional system has changed drastically in the past couple decades. Once, security officers were assigned to indirect supervision housing facilities with one officer in a control center and another (or two) assigned to tour through housing units periodically to conduct counts, wellness checks, conduct security integrity inspections, and ensure the safety of those in the housing units. As the industry evolves, it is safer and more important for officers to have more contact and longer presence in housing units to deter poor behavior. With the implementation of direct supervision philosophies, more officers are required in staffing allotments to have a continuous presence in housing units. Officer roles have expanded to include counseling and involvement in an individual's programming needs. And, with the growing special needs populations who require additional attention, extensive medical care, and more supervision, the number of corrections officers needs to grow. Adequate security staffing of an institution is no longer an easy task and finding the right staff to put in the right environment is becoming increasingly more challenging.

Our findings are shared throughout this report and due to the length might be easily overlooked. Below are the highlights of major findings identified throughout.

MAJOR OBSERVATIONS:

- The low staffing levels are causing good, existing staff to work long hours, which is shown to lower morale, increase burnout and negatively impact operations. Without rectifying this issue, the Department will continue to experience turnover of staff.
- Non-security staff performing functions that are normally relegated to a corrections officer.
- Supervisory staff, up to captain levels, performing line officer responsibilities.
- Post Audits that have not been updated regularly and adjusted to compensate for low staffing levels, in essence, invalidating the security staffing plans.
- Housing units without supervision.
- High levels of external transportation that strain facility staffing levels.
- Unconventional posts that are not commonly observed in state prison systems.
- Duplicative roles of supervisor/management positions.

- Compromised security due to lack of staffing.
- Differences in management philosophy (direct supervision versus indirect supervision).
- A higher-than-average number of new officer training hours that is driving the relief factors up, coupled with a high number of new hires.

STAFFING OVERALL

- The Virginia DOC is critically and, in many cases, dangerously short-staffed. Short-staffed not due to lack of funding, but lack of the ability to hire, train, and retain enough staff to fill positions within the institution. The lack of security staff impacts every aspect of facility operations and results in facilities that are unsafe and inefficient.
- Some facilities are not following identified Post Audit positions due to such a shortage of officers and staff to fill vital positions. Staff are assigned to multiple posts at once and performing additional responsibilities, taking away their time of supervising inmates.
- The Department has a practice of changing relief factors, which ultimately invalidates a Post Audit staffing plan, to create positions to meet Department needs.

CGL recommends the Department discontinue the practice of changing or “shaving” relief factors that invalidate the Post Audits. Shaving the relief factors to shorten hours or days of the week only diminishes the intended security. If certain hours are not needed, they should not be included in the Post Audit.

CGL strongly recommends the Department re-evaluate its institution Post Audits to create valid Post Deployment Plans that do not get altered. Further we recommend revisiting and updating the valid Post Deployment Plan as institutions change or at least every three years.

- Administrators, supervisors, and non-security staff are regularly performing the duties of corrections officers because there are not enough officers to fill positions. This is causing safety concerns and other facility responsibilities to fall behind.
- The shortage of corrections officers is reportedly causing delays in medical services and medical staff to fall behind in daily clinic services. These delays create longer shifts and complications for the medical staff.
- Some facilities struggle to provide ample out of cell time for inmates in each custody level. Those facilities with the largest staffing problems are performing the bare minimum to keep the facility running.

RELIEF FACTOR CALCULATIONS

The current relief factors identified and used by the Department for state-wide security staffing are outdated with the last formal calculation being conducted nearly 18 years ago. Newly calculated relief factors reflect a significant increase which will have an enormous impact on staff funding levels.

- The three-year relief factor average is 21 percent higher than the calculations the Department currently recognizes and uses for security staffing levels. Essentially, this means it takes 21 percent more security staff to perform the same duties the Department is currently approved and funded to use.
- Of the factors that influence relief factor calculations (leave usage, training, and breaks), leave usage is lower than other state prison systems used in this assessment. However, the training hours at the officer levels are extremely high in comparison to other state correctional systems. This is predominantly due to two factors:
 - The 200 hours a new hire waits to attend the academy
 - High turnover of employees and filling vacancies with new hires

CGL recommends the Department seek methods to reduce the training hour calculations, not by compromising training, but working with the academy to lessen the wait for training seats. As staffing levels improve, the number of new hires processing through training will reduce, lowering the impact of new hire training hours in the relief factor calculation.

- Once applying the three-year relief factor calculations to current Post Audits, the identified FTE need is 1,353 FTEs, inclusive of officers, sergeants, and lieutenants. The correctional officer need is 1,153 FTEs.

Exhibit 27 Summarized Staffing Needs with New Relief Factors

Summary of Institutions	Authorized FTEs	FTEs with Current Calculations	FTEs with New Calculations	Difference	Officer FTEs with Current Calculation	Officer FTEs with New Calculations	Difference
Summary of All Institutions	6,546	6,551.03	7,903.97	1,352.94	5,369.74	6,522.89	1,153.15
Summary of Correctional Centers	5904	5907.35	7143.02	1235.67	4864.41	5923.19	1058.78
Summary of Correctional Units	312	313.11	359.08	45.97	251.79	289.65	37.86
Summary of Alternative Programs	160	161.45	199.43	37.98	115.41	143.66	28.25
Summary of Work Camps	170	169.12	202.44	33.32	138.13	166.39	28.26

Based upon the total average starting correctional officer starting salary of \$80,315, which includes fringe benefits, the state is facing a funding shortfall of \$92.6 million for just corrections officers.

RECOMMENDATIONS TO INCORPORATE NON-SECURITY PERSONNEL

Throughout this assessment, CGL made notes about observations in facilities and through data reviews and interviews of potential changes in security staffing levels for the Department's consideration. Through our experience working with other state systems, CGL has observed the corrections industry adapt to similar challenges by becoming more creative and thoughtful in applying security staff and utilizing non-security staff in posts that do not compromise facility security. The following is a list of CGL's recommendations to replace current security posts with non-security employees to alleviate the pressure on security staffing:

- **Investigations and Intelligence Posts** – in many facilities, we observed ranking staff dedicated to an investigations office and staffed with multiple supervisors and officers. Security staff are essential to these posts. However, other DOC systems have non-security analysts assigned to pull videos, listen to telephones, watch video visitation, read e-mails, and handle administrative functions; enabling the security staff to conduct investigations. Facilities that have just security staff spend inordinate amounts of time handling the administrative aspects of this unit. Additionally, the ranking staff (captains and lieutenants) are generally responsible for the unit, but not directly involved in the day-to-day processing and investigating of information.
- **Property Units** – in several facilities, we observed sergeants and officers assigned to handle inmate property. As mentioned earlier, many DOCs have relegated this responsibility to non-security staff or third-party vendors.
- **Laundry Units** - in several facilities, we observed sergeants and officers assigned to handle inmate laundry. As mentioned earlier, many DOCs have relegated this responsibility to non-security staff or third-party vendors.
- **Control Room Gun Posts** – in the higher custody facilities, we observed a second corrections officer assigned to control rooms, designated as the "Gun Post". These officers are responsible for observing interactions in the units and have less lethal munitions to be used for control if necessary. These posts are not unique to Virginia, but not often staffed in every control room.
- **Canine Unit** – Canine Units are an exceptional tool within corrections for deterrence and in contraband detection. Distinctly, the Virginia Canine Unit is comprised of narcotic detection dogs and patrol dogs. Patrol canine dogs are rare in correctional systems, but have proven effective in the Virginia DOC, especially in the higher custody level facilities.

RECOMMENDATIONS TO REDUCE RELIEF FACTORS

There are a few ways in which to reduce the identified FTE need in Virginia, but each will take time to realize the impact after implementation.

- **Reduce the new hire training hours – work with the state corrections academy to reduce the wait time between Phase 2 and Phase 3.** For our calculations, we used an estimated 200 hours of delay before a new hire receives a seat in an academy. This estimate is generously low given the poll of wardens that reflected some wait up to 400 hours. Reducing this wait time would reduce the overall training hours used in the relief factor calculations.
- **Move portions of the Field Training Program earlier –** Some state prisons have achieved minor improvements by moving the Field Training Program, or the control room and report writing portions, earlier and before attendance at the academy. If wait times between Phase 2 and Phase 3 cannot be reduced, advancing portions of the Field Training Program could reduce the total training hours and reduce the training hours used in the relief factor.
- **Similarly, if the Department chose to hire non-security personnel to fill current security positions, as suggested above, and these individuals became candidates for correctional officer positions, a portion of the Field Training Program could already be completed as part of the non-security new hire training, again reducing the hours from Phase 4.**
- **Revisit and update all Post Audits –** the Virginia Post Audits have been in place for many years and receive amendments upon request from wardens or pursuant to Department initiatives. CGL recommends having a complete overhaul of Post Audits to re-establish necessary security posts. Throughout the remainder of this study, we make several recommendations to reconsider existing posts, and the level of employee required. Re-aligning Post Audits to meet current needs in the Department would reduce the number of FTEs required.
- **Reducing vacancies throughout the state –** vacancies are a challenge in most state prison systems. The answer to filling vacancies is complicated as it requires understanding the reason for the vacancies. Some reasons learned in Virginia – Salaries compared to surrounding employment opportunities (other correctional agencies at the county and federal levels); work environment compared to opportunities outside of corrections; staff retention; facility cultures; and individual employment priorities of the new hires.

- **CGL recommends a state-wide study of its external transportation needs and development of a Centralized Transportation Unit to lessen the burden on individual facilities.**
- **CGL recommends a state-wide study of its implementation and use of Unit Management to align it with industry practices that support a unified facility culture. Within this recommendation, we suggest evaluating the need for two managers who might have conflicting roles in unifying staff of a building.**
- **In exploring methods to minimize transportation, CGL recommends the Department explore opportunities to repurpose existing or closed facilities to create a centralized special needs institution which will have an impact to the volume of external transportation activity.**
- **Identify causes of staff turnover to reduce facility vacancies. Some of the factors learned through this study include:**
 - **Starting salaries that compete with surrounding correctional systems.**
 - **Improving facility environments and working conditions that appeal to the new generation of employee.**
 - **Focus on retention of staff. If hiring bonuses are offered, an incentive needs to be considered for existing staff.**

Safe Population Level Findings

CGL calculated different population levels for each facility given the security staffing scenarios of 100 percent, 75 percent, 50 percent, and 35 percent, using the staff to inmate ratio of the newly calculated corrections officer relief factor and under the assumption the facility remains in full operation without reducing inmate programming and services. Using this assumption, the 100 percent staffing ratio is 1:4.6 consistent with the Post Audits and newly calculated staffing levels. At 75 percent, we reduced the ratio slightly to 1:4.1 as correctional facilities continuously observe a slight level of lower staffing levels due to high turnover, functional vacancies, and overtime reduction initiatives. At 50 percent, we again reduced the ratio to 1:3.7. At this level of staffing and full operations, safety and security are being compromised as staff available to respond to situations and emergencies is scarce and supervisory staff are performing officer functions. Available staff to respond to emergencies are limited. At 35 percent, we again reduced the ratio to 1:3.4 as only the minimal amounts of correctional officers will be available on each shift to perform housing unit responsibilities and basic security control of the building. In this last scenario, facility operations should be ceased apart from meeting basic human needs (medical care, shelter, and food).

Exhibit 28 Calculated Population Levels

Safe Population Levels Compared to Design Capacity												
Facility Name	Facility Type	Region	Authorized Officer FTE	Design Capacity	Beds at 100% Staffing	Percent Design Capacity	Beds at 75% Staffing	Percent Design Capacity	Beds at 50% Staffing	Percent Design Capacity	Beds at 35% Staffing	Percent Design Capacity
Virginia CC for Women	Correctional Center	Central	145.95	282	596	211%	449	159%	270	96%	174	62%
Bland CC	Correctional Center	Western	191.47	527	675	128%	589	112%	354	67%	228	43%
Wallens Ridge CC	Correctional Center	Western	350.06	1016	1162	114%	1076	106%	648	64%	417	41%
St Brides CC	Correctional Center	Eastern	188.45	1174	1214	103%	579	49%	349	30%	224	19%
Red Onion CC	Correctional Center	Western	370.13	1016	1002	99%	1138	112%	685	67%	440	43%
Fluvanna CC	Correctional Center	Central	289.84	1230	1357	110%	891	72%	536	44%	345	28%
Nottoway CC	Correctional Center	Central	304.5	736	1477	201%	936	127%	563	77%	362	49%
Marion CC	Correctional Center	Western	172.28	388	369	95%	530	137%	319	82%	205	53%
Buckingham CC	Correctional Center	Western	282.75	608	1189	196%	869	143%	523	86%	336	55%
State Farm CC	Correctional Center	Central	204.3	430	717	167%	628	146%	378	88%	243	57%
Deerfield CC	Correctional Center	Eastern	214.61	900	1020	113%	660	73%	397	44%	255	28%
Keen Mountain CC	Correctional Center	Western	241.78	697	1131	162%	743	107%	447	64%	288	41%
Greensville CC	Correctional Center	Eastern	646.08	1951	3056	157%	1987	102%	1195	61%	769	39%
Dillwyn CC	Correctional Center	Central	209.84	600	951	159%	645	108%	388	65%	250	42%
Indian Creek CC	Correctional Center	Eastern	183.9	600	1060	177%	565	94%	340	57%	219	36%
Haynesville CC	Correctional Center	Eastern	199	600	958	160%	612	102%	368	61%	237	39%
Coffeewood CC	Correctional Center	Central	201.48	600	1033	172%	620	103%	373	62%	240	40%
Pocahontas CC	Correctional Center	Western	208.93	1014	1061	105%	642	63%	387	38%	249	25%
Lunenburg CC	Correctional Center	Central	220.05	600	998	166%	677	113%	407	68%	262	44%
Green Rock CC	Correctional Center	Western	204.17	1014	1050	104%	628	62%	378	37%	243	24%
Sussex SP	Correctional Center	Eastern	330.56	1121	1222	109%	1016	91%	612	55%	393	35%
River North CC	Correctional Center	Western	268.92	1000	1016	102%	827	83%	498	50%	320	32%
Cold Springs CU	Correctional Unit	Western	33.6	60	118	197%	103	172%	62	104%	40	67%
Caroline CU	Correctional Unit	Eastern	37.24	84	142	169%	115	136%	69	82%	44	53%
Central VACU	Correctional Unit	Central	50.06	140	290	207%	154	110%	93	66%	60	43%
Halifax CU	Correctional Unit	Central	66.55	160	256	160%	205	128%	123	77%	79	49%
Patrick Henry CU	Correctional Unit	Western	28.44	84	142	169%	87	104%	53	63%	34	40%
Rustburg CU	Correctional Unit	Central	35.74	84	157	187%	110	131%	66	79%	43	51%
Wise CU	Correctional Unit	Western	38.02	60	120	200%	117	195%	70	117%	45	75%
Baskerville CC	Correctional Center	Central	105.95	270	484	179%	326	121%	196	73%	126	47%
Beaumont CC	Correctional Center	Central	188.19	306	400	131%	579	189%	348	114%	224	73%
Appalachian CCAP	Alternative Program	Western	28.9	60	106	177%	89	148%	53	89%	34	57%
Brunswick CCAP	Alternative Program	Eastern	27.69	150	214	143%	85	57%	51	34%	33	22%
Chesterfield Women's CCAP	Alternative Program	Central	29.23	150	168	112%	90	60%	54	36%	35	23%
Cold Springs CCAP	Alternative Program	Western	32.9	110	150	136%	101	92%	61	55%	39	36%
Harrisonburg CCAP	Alternative Program	Western	24.94	84	126	150%	77	91%	46	55%	30	35%
Lawrenceville CC	Correctional Center	Eastern	-	-	-	-	-	-	-	-	-	-
Deerfield WC	Work Camp	Eastern	22.05	116	216	186%	68	58%	41	35%	26	23%
Deerfield WC 2	Work Camp	Eastern	30.8	200	200	100%	95	47%	57	28%	37	18%
State Farm WC	Work Camp	Central	74.06	300	328	109%	228	76%	137	46%	88	29%
Nottoway WC	Work Camp	Central	39.48	200	200	100%	121	61%	73	37%	47	23%
Totals			6523	20722	28131		20058		12067		7762	

When staffing levels reach 50 percent or lower, difficult decisions need to be made to begin discontinuing regularly scheduled activities and services in the building. **CGL recommends every facility establish a contingent operational plan similar to the St Brides security staffing plan to guide shift commanders during times when officer staffing becomes scarce.**

CGL recommends the VADOC explore increasing its use of housing state prisoners in county jails to reduce the number of intakes entering the prison system as a method to reduce population levels when security staffing levels fluctuate.

FACILITY SUPPORT SPACE ASSESSMENTS FINDINGS

- The ages of the institutions range between 14 years old (River North) and 92 (Virginia Correctional Center for Women) with the average age of 42. Many of the correctional facilities in the United States are between 25 and 40 years of age. The life expectancy of a correctional facility, properly maintained with corrective and preventive maintenance could exceed 45 years.
- The estimated outstanding debt for deferred maintenance is in excess of \$55 million and does not include facility level improvements and changes that have not risen to the level of the list provided.

To fully understand the facility conditions and outstanding debt, CGL recommends the state complete Facility Condition Assessments if one has not been completed in the last five years.



Appendix A - Relief Factor Calculations

Virginia Department of Corrections - State-wide Relief Factors 3-Year Average (2021-2023)															
Facility Name	Facility Type	Region	24hr/7day	12hr/7day	16hr/7day	8hr/7day	8hr/5day	8hr/2day	12hr/5day	12hr/2day	16hr/5day	10hr/7day	10hr/5day	10hr/4day	10hr/2day
Virginia CC for Women	Correctional Center	Central	6.33	3.16	4.22	2.11	1.51	0.60	2.26	0.90	3.01	2.64	1.88	1.51	0.75
Bland CC	Correctional Center	Western	6.51	3.25	4.34	2.17	1.55	0.62	2.32	0.93	3.10	2.71	1.94	1.55	0.77
Wallens Ridge CC	Correctional Center	Western	6.31	3.15	4.20	2.10	1.50	0.60	2.25	0.90	3.00	2.63	1.88	1.50	0.75
St Brides CC	Correctional Center	Eastern	5.91	2.96	3.94	1.97	1.41	0.56	2.11	0.84	2.82	2.46	1.76	1.41	0.70
Red Onion CC	Correctional Center	Western	6.34	3.17	4.23	2.11	1.51	0.60	2.27	0.91	3.02	2.64	1.89	1.51	0.76
Fluvanna CC	Correctional Center	Central	6.25	3.12	4.17	2.08	1.49	0.60	2.23	0.89	2.98	2.60	1.86	1.49	0.74
Nottoway CC	Correctional Center	Central	6.32	3.16	4.21	2.11	1.51	0.60	2.26	0.90	3.01	2.63	1.88	1.51	0.75
Marion CC	Correctional Center	Western	6.72	3.36	4.48	2.24	1.60	0.64	2.40	0.96	3.20	2.80	2.00	1.60	0.80
Buckingham CC	Correctional Center	Western	6.49	3.24	4.33	2.16	1.54	0.62	2.32	0.93	3.09	2.70	1.93	1.54	0.77
State Farm CC	Correctional Center	Central	6.03	3.01	4.02	2.01	1.43	0.57	2.15	0.86	2.87	2.51	1.79	1.43	0.72
Deerfield CC	Correctional Center	Eastern	6.35	3.17	4.23	2.12	1.51	0.60	2.27	0.91	3.02	2.65	1.89	1.51	0.76
Keen Mountain CC	Correctional Center	Western	6.31	3.15	4.20	2.10	1.50	0.60	2.25	0.90	3.00	2.63	1.88	1.50	0.75
Greensville CC	Correctional Center	Eastern	6.40	3.20	4.26	2.13	1.52	0.61	2.28	0.91	3.05	2.67	1.90	1.52	0.76
Ditlwyn CC	Correctional Center	Central	6.21	3.11	4.14	2.07	1.48	0.59	2.22	0.89	2.96	2.59	1.85	1.48	0.74
Indian Creek CC	Correctional Center	Eastern	6.24	3.12	4.16	2.08	1.49	0.59	2.23	0.89	2.97	2.60	1.86	1.49	0.74
Haynesville CC	Correctional Center	Eastern	6.32	3.16	4.21	2.11	1.51	0.60	2.26	0.90	3.01	2.63	1.88	1.51	0.75
Coffeewood CC	Correctional Center	Central	6.38	3.19	4.26	2.13	1.52	0.61	2.28	0.91	3.04	2.66	1.90	1.52	0.76
Pocahontas CC	Correctional Center	Western	6.25	3.12	4.17	2.08	1.49	0.60	2.23	0.89	2.98	2.60	1.86	1.49	0.74
Lunenburg CC	Correctional Center	Central	6.49	3.25	4.33	2.16	1.55	0.62	2.32	0.93	3.09	2.70	1.93	1.55	0.77
Green Rock CC	Correctional Center	Western	6.12	3.06	4.08	2.04	1.46	0.58	2.19	0.87	2.91	2.55	1.82	1.46	0.73
Sussex SP	Correctional Center	Eastern	6.56	3.28	4.37	2.19	1.56	0.62	2.34	0.94	3.12	2.73	1.95	1.56	0.78
River North CC	Correctional Center	Western	6.44	3.22	4.29	2.15	1.53	0.61	2.30	0.92	3.07	2.68	1.92	1.53	0.77
Cold Springs CU	Correctional Unit	Western	6.17	3.09	4.11	2.06	1.47	0.59	2.20	0.88	2.94	2.57	1.84	1.47	0.73
Caroline CU	Correctional Unit	Eastern	5.86	2.93	3.90	1.95	1.39	0.56	2.09	0.84	2.79	2.44	1.74	1.39	0.70
Central VA CU	Correctional Unit	Central	6.20	3.10	4.14	2.07	1.48	0.59	2.22	0.89	2.95	2.58	1.85	1.48	0.74
Halifax CU	Correctional Unit	Central	5.64	2.82	3.76	1.88	1.34	0.54	2.01	0.81	2.68	2.35	1.68	1.34	0.67
Patrick Henry CU	Correctional Unit	Western	6.06	3.03	4.04	2.02	1.44	0.58	2.17	0.87	2.89	2.53	1.80	1.44	0.72
Rustburg CU	Correctional Unit	Central	6.01	3.00	4.00	2.00	1.43	0.57	2.15	0.86	2.86	2.50	1.79	1.43	0.72
Wise CU	Correctional Unit	Western	6.65	3.32	4.43	2.22	1.58	0.63	2.37	0.95	3.16	2.77	1.98	1.58	0.79
Baskerville CC	Correctional Center	Central	6.25	3.12	4.16	2.08	1.49	0.59	2.23	0.89	2.97	2.60	1.86	1.49	0.74
Beaumont CC	Correctional Center	Central	6.26	3.13	4.18	2.09	1.49	0.60	2.24	0.89	2.98	2.61	1.86	1.49	0.75
Appalachian CCAP	Alternative Program	Western	6.53	3.27	4.35	2.18	1.55	0.62	2.33	0.93	3.11	2.72	1.94	1.55	0.78
Brunswick CCAP	Alternative Program	Eastern	6.25	3.13	4.17	2.08	1.49	0.60	2.23	0.89	2.98	2.61	1.86	1.49	0.74
Chesterfield Women's CCAP	Alternative Program	Central	6.26	3.13	4.17	2.09	1.49	0.60	2.24	0.89	2.98	2.61	1.86	1.49	0.75
Cold Springs CCAP	Alternative Program	Western	7.05	3.53	4.70	2.35	1.68	0.67	2.52	1.01	3.36	2.94	2.10	1.68	0.84
Harrisonburg CCAP	Alternative Program	Western	6.63	3.31	4.42	2.21	1.58	0.63	2.37	0.95	3.16	2.76	1.97	1.58	0.79
Lawrenceville CC	Correctional Center	Eastern	6.27	3.14	4.18	2.09	1.49	0.60	2.24	0.90	2.99	2.61	1.87	1.49	0.75
Deerfield WC	Work Camp	Eastern	6.35	3.18	4.23	2.12	1.51	0.60	2.27	0.91	3.02	2.65	1.89	1.51	0.76
Deerfield WC 2	Work Camp	Eastern	6.35	3.18	4.23	2.12	1.51	0.60	2.27	0.91	3.02	2.65	1.89	1.51	0.76
State Farm WC	Work Camp	Central	6.03	3.02	4.02	2.01	1.44	0.57	2.15	0.86	2.87	2.51	1.79	1.44	0.72
Nottoway WC	Work Camp	Central	6.32	3.16	4.21	2.11	1.50	0.60	2.26	0.90	3.01	2.63	1.88	1.50	0.75

Virginia Department of Corrections - State-wide Relief Factors 3-Year Average (2021-2023)													
Average Relief Factors	24hr/7day	12hr/7day	16hr/7day	8hr/7day	8hr/5day	8hr/2day	12hr/5day	12hr/2day	16hr/5day	10hr/7day	10hr/5day	10hr/4day	10hr/2day
State-wide Average	6.30	3.15	4.20	2.10	1.50	0.60	2.25	0.90	3.00	2.63	1.88	1.50	0.75
Eastern	6.26	3.13	4.17	2.09	1.49	0.60	2.24	0.89	2.98	2.61	1.86	1.49	0.75
Western	6.44	3.22	4.29	2.15	1.53	0.61	2.30	0.92	3.07	2.68	1.92	1.53	0.77
Central	6.20	3.10	4.13	2.07	1.48	0.59	2.21	0.89	2.95	2.58	1.84	1.48	0.74
Correctional Centers	6.32	3.16	4.21	2.11	1.51	0.60	2.26	0.90	3.01	2.63	1.88	1.51	0.75
Correctional Units	6.08	3.04	4.06	2.03	1.45	0.58	2.17	0.87	2.90	2.53	1.81	1.45	0.72
Alternative Programs	6.54	3.27	4.36	2.18	1.56	0.62	2.34	0.93	3.12	2.73	1.95	1.56	0.78
Work Camps	6.26	3.13	4.18	2.09	1.49	0.60	2.24	0.89	2.98	2.61	1.86	1.49	0.75

Average Employee Count																
Average Employee Count	Officer				Sergeant				Lieutenant				Captains			
	2021	2022	2023	Average	2021	2022	2023	Average	2021	2022	2023	Average	2021	2022	2023	Average
Virginia Correctional Center for Women	129.8	94.6	95.1	106.5	23.3	18.2	13.7	18.4	8.3	7.4	6.7	7.5	4.3	3.4	4.0	3.9
Bland Correctional Center	152.1	160.7	162.8	158.5	16.8	16.5	16.6	16.6	8.8	8.8	8.8	8.8	4.0	3.8	3.9	3.9
Wallens Ridge	289.8	301.4	298.3	296.5	20.9	20.9	21.3	21.0	15.7	15.6	15.4	15.6	3.8	3.5	4.0	3.8
St Brides	124.8	117.9	134.6	125.8	23.3	23.8	24.9	24.0	9.5	9.4	8.8	9.2	3.8	3.9	4.0	3.9
Red Onion	280.3	277.1	290.9	282.8	28.6	28.8	29.3	28.9	15.8	15.5	15.6	15.6	3.8	3.8	3.8	3.8
Fluvanna	146.2	112.6	107.8	122.2	23.6	22.2	22.3	22.7	12.3	12.8	13.7	12.9	3.4	4.0	3.8	3.7
Nottoway CC	203.8	176.3	182.8	187.6	29.2	25.5	27.2	27.3	10.2	10.6	10.3	10.4	4.9	4.7	4.4	4.7
Marion	131.5	132.3	134.3	132.7	15.8	15.8	15.3	15.6	6.5	6.7	6.8	6.7	4.0	4.0	3.3	3.8
Buckingham	149.2	126.1	121.3	132.2	23.7	22.1	21.4	22.4	9.4	9.6	9.5	9.5	3.5	3.6	3.9	3.7
State Farm CC (Deep Meadow)	244.7	194.3	205.0	214.6	25.8	23.3	26.5	25.2	18.1	17.7	20.0	18.6	6.8	5.3	6.1	6.1
Deerfield CC	183.2	205.4	227.8	205.4	26.2	28.5	28.4	27.7	16.4	15.5	16.4	16.1	5.8	6.5	6.5	6.3
Keen Mountain	177.2	179.8	177.6	178.2	16.3	17.3	18.4	17.3	13.0	13.5	13.7	13.4	4.1	4.5	4.0	4.2
Greensville	382.3	288.8	265.0	312.0	42.6	33.5	28.2	34.8	38.5	37.1	32.3	35.9	7.8	7.8	8.3	7.9
Dillwyn	113.8	97.3	114.3	108.4	17.1	15.8	17.1	16.6	6.8	7.4	9.2	7.8	3.8	3.8	3.8	3.8
Indian Creek	126.7	128.9	128.3	127.9	14.1	14.3	13.1	13.8	10.3	10.7	10.8	10.6	3.9	3.9	4.0	3.9
Haynesville	135.7	98.8	122.2	118.9	17.0	14.2	17.7	16.3	9.0	7.5	8.9	8.5	3.8	3.2	3.7	3.6
Coffeewood	124.8	99.8	104.8	109.8	16.3	16.8	17.9	17.0	10.9	11.5	11.4	11.3	3.9	3.8	3.8	3.9
Pocahontas	162.9	167.8	162.1	164.3	19.0	18.1	17.3	18.1	9.3	9.3	9.5	9.4	3.9	4.0	3.7	3.9
Lunenburg	143.6	125.3	147.4	138.8	18.5	19.5	19.3	19.1	8.2	8.8	8.7	8.5	3.8	3.8	4.0	3.9
Green Rock	134.3	137.1	163.8	145.1	18.8	18.0	18.8	18.5	9.1	9.7	9.9	9.6	4.0	3.8	4.0	3.9
Sussex SP	304.9	241.8	114.9	220.5	44.7	44.4	32.4	40.5	32.5	32.4	16.5	27.1	8.4	8.7	3.2	6.8
River North	174.8	164.6	186.0	175.1	25.1	23.3	23.3	23.9	18.4	18.0	18.6	18.3	4.0	3.8	4.0	3.9
Cold Springs CU	25.8	26.1	25.8	25.9	3.8	4.0	3.9	3.9	3.8	3.9	4.0	3.9	1.0	1.0	1.0	1.0
Caroline CU	28.8	24.0	32.8	28.5	2.0	1.8	2.0	1.9	4.1	3.9	5.0	4.3	0.0	0.0	0.0	0.0
Central VA CU	30.3	35.0	38.1	34.4	4.9	4.8	4.7	4.8	3.7	3.9	3.7	3.8	0.0	0.0	0.0	0.0
Halifax CU	50.7	52.8	56.5	53.3	2.0	2.8	3.8	2.9	4.1	5.0	4.8	4.6	1.0	1.0	1.0	1.0
Patrick Henry CU	25.8	26.7	24.6	25.7	2.2	2.0	3.3	2.5	4.3	5.0	4.8	4.7	0.0	0.0	0.0	0.0
Rustburg CU	28.0	27.3	28.9	28.1	1.6	1.9	2.8	2.1	4.0	4.0	3.8	3.9	0.0	0.0	0.0	0.0
Wise CU	29.2	29.8	29.9	29.6	2.5	2.0	1.9	2.1	4.2	4.9	5.0	4.7	0.0	0.0	0.0	0.0
Baskerville CC	72.2	73.8	88.2	78.1	4.8	5.8	5.7	5.4	6.3	6.8	6.8	6.6	2.0	1.8	3.0	2.3
Beaumont CC	62.6	71.8	68.3	67.6	7.0	11.4	9.9	9.4	3.2	3.8	2.8	3.3	2.1	3.0	3.0	2.7
Appalachian CCAP	20.7	20.8	20.8	20.7	3.9	4.3	4.7	4.3	3.9	4.0	4.0	4.0	0.0	0.0	0.0	0.0
Brunswick CCAP	22.4	20.8	21.8	21.7	1.9	1.8	2.0	1.9	5.8	5.9	6.0	5.9	0.0	0.0	0.0	0.0
Chesterfield Women's CCAP	18.0	21.1	21.5	20.2	4.4	4.8	4.7	4.6	4.6	4.8	4.4	4.6	0.0	0.0	0.0	0.0
Cold Springs CCAP	21.3	19.9	19.9	20.4	1.3	1.3	1.3	1.3	4.8	5.4	6.0	5.4	0.0	0.0	0.0	0.0
Harrisonburg CCAP	16.2	18.0	17.7	17.3	3.6	3.9	4.0	3.8	4.0	4.0	4.0	4.0	0.0	0.0	0.0	0.0

Average Leave Usage Per Level																
Leave Data	Officers				Sergeants				Lieutenants				Captains			
	2021	2022	2023	Ave	2021	2022	2023	Ave	2021	2022	2023	Ave	2021	2022	2023	Ave
Virginia Correctional Center for Women	359.78	261.39	315.75	312.31	398.56	329.69	265.97	331.41	799.09	502.23	541.81	614.38	575.40	628.13	181.38	461.63
Bland Correctional Center	357.86	360.90	424.64	381.13	389.69	420.04	406.22	405.32	535.27	498.90	783.69	605.95	432.30	413.17	705.04	516.84
Wallens Ridge	363.02	436.51	401.60	400.38	514.54	465.36	391.87	457.26	417.98	478.75	497.97	464.90	583.73	315.57	349.31	416.21
St Brides	294.50	286.25	242.76	274.51	358.46	292.65	275.80	308.97	430.05	505.17	538.52	491.25	355.04	274.06	145.51	258.20
Red Onion	350.42	462.40	374.55	395.79	486.57	530.41	343.22	453.40	465.65	446.40	406.39	439.48	682.82	355.96	401.17	479.98
Fluvanna	414.82	376.96	357.08	382.95	389.85	397.43	343.74	377.01	468.07	459.47	530.11	485.88	442.74	485.33	423.33	450.47
Nottoway CC	355.16	291.24	381.86	342.75	462.34	279.23	473.55	405.04	618.65	477.47	624.06	573.39	319.73	466.80	507.46	431.33
Marion	457.75	471.19	527.85	485.60	415.32	599.90	600.49	538.57	406.85	416.03	854.20	559.02	436.88	747.96	214.80	466.55
Buckingham	411.14	384.01	364.85	386.66	444.70	478.63	329.39	417.57	458.37	363.54	635.62	485.84	248.66	729.01	774.98	584.22
State Farm CC (Deep Meadow)	295.11	211.65	363.77	290.18	379.13	248.66	377.40	335.06	535.29	421.95	506.90	488.05	269.71	399.83	371.79	347.11
Deerfield CC	318.56	330.60	438.61	362.59	540.56	364.60	530.93	478.70	445.60	389.52	545.76	460.29	605.49	312.83	514.98	477.77
Keen Mountain	341.80	318.64	351.38	337.27	477.45	401.29	333.45	404.06	532.74	420.20	406.29	453.08	812.38	477.78	272.13	520.76
Greensville	415.21	385.62	457.01	419.28	431.12	451.69	463.23	448.68	591.83	428.60	595.75	538.73	513.82	357.03	383.19	418.01
Dillwyn	458.64	378.18	355.18	397.33	523.28	512.46	281.96	439.23	368.74	193.18	634.61	398.84	442.96	288.93	437.47	389.79
Indian Creek	321.48	271.54	288.29	293.77	457.38	360.54	318.63	378.85	439.13	355.66	488.35	427.71	663.27	522.10	553.08	579.48
Haynesville	397.26	326.47	261.10	328.27	529.23	562.81	319.05	470.37	818.12	305.71	618.13	580.66	335.37	464.02	191.62	330.34
Coffeewood	352.10	343.62	317.39	337.71	440.05	451.41	300.60	397.35	451.28	436.13	522.94	470.12	402.92	558.78	817.41	593.04
Pocahontas	330.39	367.97	400.08	366.15	428.42	397.92	461.34	429.22	400.93	349.23	452.59	400.92	457.58	605.45	416.81	493.28
Lunenburg	336.04	425.71	410.45	390.73	422.34	403.45	306.76	377.52	513.97	489.55	750.08	584.53	431.82	829.25	276.01	512.36
Green Rock	335.45	333.65	336.57	335.22	428.04	488.29	404.09	440.14	393.67	419.54	475.59	429.60	481.63	366.67	215.75	354.68
Sussex SP	452.43	369.82	368.75	397.00	528.75	343.31	408.10	426.72	531.74	375.38	693.54	533.55	727.76	595.28	493.49	605.51
River North	335.90	377.49	400.02	371.14	490.01	548.49	303.79	447.43	430.56	604.62	596.79	543.99	363.61	692.00	431.63	495.75
Cold Springs CU	362.81	371.67	464.16	399.54	509.17	680.83	350.51	513.50	392.93	417.83	323.88	378.21	235.50	328.00	-	281.75
Caroline CU	185.65	408.27	327.26	307.06	422.85	188.25	326.87	312.66	-	269.43	269.43	269.43	-	-	-	-
Central VA CU	34.99	267.06	246.08	182.71	70.45	313.27	362.32	248.68	-	589.17	577.84	583.50	-	-	-	-
Halifax CU	221.07	357.61	344.16	307.61	330.57	309.49	345.75	328.60	352.77	346.40	280.84	326.67	305.50	356.00	125.05	262.18
Patrick Henry CU	246.66	315.00	384.32	315.33	258.46	401.17	239.01	299.55	364.59	433.88	546.45	448.31	-	-	-	-
Rustburg CU	355.34	323.84	433.84	371.01	223.64	386.04	240.91	283.53	302.78	379.46	379.46	353.90	-	-	-	-
Wise CU	573.56	464.00	497.14	511.57	295.46	373.60	270.78	313.28	775.10	431.86	629.20	612.05	-	-	-	-
Baskerville CC	388.10	388.21	378.45	384.92	470.50	416.32	421.45	436.09	523.70	490.39	311.31	441.80	534.20	358.86	371.00	421.35
Beaumont CC	488.00	518.36	29.55	345.31	649.21	364.84	-	507.02	-	500.57	273.76	387.16	1063.10	486.73	-	774.92
Appalachian CCAP	651.49	667.12	442.56	587.06	470.71	175.81	406.08	350.87	312.77	530.83	336.25	393.28	-	-	-	-
Brunswick CCAP	753.78	476.04	490.75	573.53	0.00	229.47	351.43	193.63	188.14	339.77	421.65	316.52	-	-	-	-
Chesterfield Women's CCAP	425.91	240.96	392.62	353.16	479.32	380.21	629.63	496.39	259.53	320.59	494.08	358.06	-	-	-	-
Cold Springs CCAP	424.38	329.67	380.23	378.09	1344.64	404.90	457.74	735.76	249.00	307.38	316.50	290.96	-	-	-	-
Harrisonburg CCAP	828.38	374.92	348.82	517.37	529.76	419.39	621.05	523.40	263.75	478.16	346.17	362.69	-	-	-	-

Indian Creek Correctional Center

Indian Creek Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	126.7	128.9	128.3	127.94
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	321.48	271.54	288.29	293.77
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	129	129	123	127.00
Total Hours Away from Post	670.12	667.25	737.27	691.55
Net Annual Work Hours (NAWH)	1416.88	1419.75	1349.73	1395.45
Shift Relief Factor: 12-hour, 7-day post with relief	3.09	3.09	3.25	3.14
Shift Relief Factor: 24 hr / 7 days	6.19	6.17	6.49	6.29
Shift Relief Factor: 16 hr / 7 days	4.12	4.12	4.33	4.19
Shift Relief Factor: 8 hr / 7 days	2.06	2.06	2.16	2.10
Shift Relief Factor: 8 hr / 5 days	1.47	1.47	1.55	1.50
Shift Relief Factor: 8 hr / 2 days	0.59	0.59	0.62	0.60
Shift Relief Factor: 12 hr / 5 days	2.21	2.21	2.32	2.24
Shift Relief Factor: 12 hr / 2 days	0.88	0.88	0.93	0.90
Shift Relief Factor: 16hr / 5 days	2.95	2.94	3.09	2.99

Indian Creek Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	14.1	14.3	13.1	13.83
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	457.38	360.54	318.63	378.85
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	129	136	139	134.67
Total Hours Away from Post	669.97	590.39	556.67	605.68
Net Annual Work Hours (NAWH)	1417.03	1496.61	1530.33	1481.32
Shift Relief Factor: 12-hour, 7-day post with relief	3.09	2.93	2.86	2.96
Shift Relief Factor: 24 hr / 7 days	6.19	5.86	5.73	5.92
Shift Relief Factor: 16 hr / 7 days	4.12	3.90	3.82	3.95
Shift Relief Factor: 8 hr / 7 days	2.06	1.95	1.91	1.97
Shift Relief Factor: 8 hr / 5 days	1.47	1.39	1.36	1.41
Shift Relief Factor: 8 hr / 2 days	0.59	0.56	0.55	0.56
Shift Relief Factor: 12 hr / 5 days	2.21	2.09	2.05	2.12
Shift Relief Factor: 12 hr / 2 days	0.88	0.84	0.82	0.85
Shift Relief Factor: 16hr / 5 days	2.95	2.79	2.73	2.82

Indian Creek Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	10.3	10.7	10.8	10.61

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	439.13	355.66	488.35	427.71
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	131	138	127	132.00
Total Hours Away from Post	647.63	571.16	692.85	637.21
Net Annual Work Hours (NAWH)	1439.37	1515.84	1394.15	1449.79
Shift Relief Factor: 12-hour, 7-day post with relief	3.05	2.89	3.14	3.03
Shift Relief Factor: 24 hr / 7 days	6.09	5.78	6.29	6.05
Shift Relief Factor: 16 hr / 7 days	4.06	3.86	4.19	4.04
Shift Relief Factor: 8 hr / 7 days	2.03	1.93	2.10	2.02
Shift Relief Factor: 8 hr / 5 days	1.45	1.38	1.50	1.44
Shift Relief Factor: 8 hr / 2 days	0.58	0.55	0.60	0.58
Shift Relief Factor: 12 hr / 5 days	2.18	2.07	2.25	2.16
Shift Relief Factor: 12 hr / 2 days	0.87	0.83	0.90	0.86
Shift Relief Factor: 16hr / 5 days	2.90	2.75	2.99	2.88

Indian Creek Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	3.9	3.9	4.0	3.94
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	663.27	522.10	553.08	579.48
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	112	124	121	119.00
Total Hours Away from Post	852.77	723.60	751.58	775.98
Net Annual Work Hours (NAWH)	1234.23	1363.40	1335.42	1311.02
Shift Relief Factor: 12-hour, 7-day post with relief	3.55	3.21	3.28	3.35
Shift Relief Factor: 24 hr / 7 days	7.10	6.43	6.56	6.70
Shift Relief Factor: 16 hr / 7 days	4.73	4.29	4.38	4.47
Shift Relief Factor: 8 hr / 7 days	2.37	2.14	2.19	2.23
Shift Relief Factor: 8 hr / 5 days	1.69	1.53	1.56	1.59
Shift Relief Factor: 8 hr / 2 days	0.68	0.61	0.63	0.64
Shift Relief Factor: 12 hr / 5 days	2.54	2.30	2.34	2.39
Shift Relief Factor: 12 hr / 2 days	1.01	0.92	0.94	0.96
Shift Relief Factor: 16hr / 5 days	3.38	3.06	3.13	3.19

Indian Creek Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.20	3.03	3.13	3.12	3.08
Shift Relief Factor: 24 hr / 7 days	6.39	6.06	6.27	6.24	6.16
Shift Relief Factor: 16 hr / 7 days	4.26	4.04	4.18	4.16	4.11
Shift Relief Factor: 8 hr / 7 days	2.13	2.02	2.09	2.08	2.05
Shift Relief Factor: 8 hr / 5 days	1.52	1.44	1.49	1.49	1.47
Shift Relief Factor: 8 hr / 2 days	0.61	0.58	0.60	0.59	0.59
Shift Relief Factor: 12 hr / 5 days	2.28	2.16	2.24	2.23	2.20
Shift Relief Factor: 12 hr / 2 days	0.91	0.87	0.90	0.89	0.88
Shift Relief Factor: 16hr / 5 days	3.04	2.89	2.99	2.97	2.94

Keen Mountain Correctional Center

Keen Mountain Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	386	223	245	284.67
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	341.80	318.64	351.38	337.27
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	127	125	117	123.00
Total Hours Away from Post	688.44	710.35	794.36	731.05
Net Annual Work Hours (NAWH)	1398.56	1376.65	1292.64	1355.95
Shift Relief Factor: 12-hour, 7-day post with relief	3.13	3.18	3.39	3.24
Shift Relief Factor: 24 hr / 7 days	6.27	6.37	6.78	6.47
Shift Relief Factor: 16 hr / 7 days	4.18	4.25	4.52	4.31
Shift Relief Factor: 8 hr / 7 days	2.09	2.12	2.26	2.16
Shift Relief Factor: 8 hr / 5 days	1.49	1.52	1.61	1.54
Shift Relief Factor: 8 hr / 2 days	0.60	0.61	0.65	0.62
Shift Relief Factor: 12 hr / 5 days	2.24	2.27	2.42	2.31
Shift Relief Factor: 12 hr / 2 days	0.90	0.91	0.97	0.92
Shift Relief Factor: 16hr / 5 days	2.98	3.03	3.23	3.08

Keen Mountain Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	38	16	15	23.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	477.45	401.29	333.45	404.06
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	127	133	138	132.67
Total Hours Away from Post	688.04	628.14	570.49	628.89
Net Annual Work Hours (NAWH)	1398.96	1458.86	1516.51	1458.11
Shift Relief Factor: 12-hour, 7-day post with relief	3.13	3.00	2.89	3.01
Shift Relief Factor: 24 hr / 7 days	6.27	6.01	5.78	6.02
Shift Relief Factor: 16 hr / 7 days	4.18	4.01	3.85	4.01
Shift Relief Factor: 8 hr / 7 days	2.09	2.00	1.93	2.01
Shift Relief Factor: 8 hr / 5 days	1.49	1.43	1.38	1.43
Shift Relief Factor: 8 hr / 2 days	0.60	0.57	0.55	0.57
Shift Relief Factor: 12 hr / 5 days	2.24	2.15	2.06	2.15
Shift Relief Factor: 12 hr / 2 days	0.90	0.86	0.83	0.86
Shift Relief Factor: 16hr / 5 days	2.98	2.86	2.75	2.87

Keen Mountain Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	24	13	14	17.00

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	532.74	420.20	406.29	453.08
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	123	132	134	129.67
Total Hours Away from Post	733.24	629.70	617.79	660.24
Net Annual Work Hours (NAWH)	1353.76	1457.30	1469.21	1426.76
Shift Relief Factor: 12-hour, 7-day post with relief	3.24	3.01	2.98	3.08
Shift Relief Factor: 24 hr / 7 days	6.48	6.02	5.97	6.15
Shift Relief Factor: 16 hr / 7 days	4.32	4.01	3.98	4.10
Shift Relief Factor: 8 hr / 7 days	2.16	2.01	1.99	2.05
Shift Relief Factor: 8 hr / 5 days	1.54	1.43	1.42	1.46
Shift Relief Factor: 8 hr / 2 days	0.62	0.57	0.57	0.59
Shift Relief Factor: 12 hr / 5 days	2.31	2.15	2.13	2.20
Shift Relief Factor: 12 hr / 2 days	0.93	0.86	0.85	0.88
Shift Relief Factor: 16hr / 5 days	3.08	2.86	2.84	2.93

Keen Mountain Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	10	5	3	6.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	812.38	477.78	272.13	520.76
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	100	128	145	124.33
Total Hours Away from Post	989.88	683.28	494.63	722.59
Net Annual Work Hours (NAWH)	1097.12	1403.72	1592.38	1364.41
Shift Relief Factor: 12-hour, 7-day post with relief	3.99	3.12	2.75	3.29
Shift Relief Factor: 24 hr / 7 days	7.99	6.24	5.50	6.58
Shift Relief Factor: 16 hr / 7 days	5.33	4.16	3.67	4.39
Shift Relief Factor: 8 hr / 7 days	2.66	2.08	1.83	2.19
Shift Relief Factor: 8 hr / 5 days	1.90	1.49	1.31	1.57
Shift Relief Factor: 8 hr / 2 days	0.76	0.59	0.52	0.63
Shift Relief Factor: 12 hr / 5 days	2.85	2.23	1.97	2.35
Shift Relief Factor: 12 hr / 2 days	1.14	0.89	0.79	0.94
Shift Relief Factor: 16hr / 5 days	3.80	2.97	2.62	3.13

Keen Mountain Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.37	3.08	3.00	3.15	3.04
Shift Relief Factor: 24 hr / 7 days	6.75	6.16	6.01	6.31	6.08
Shift Relief Factor: 16 hr / 7 days	4.50	4.11	4.01	4.20	4.06
Shift Relief Factor: 8 hr / 7 days	2.25	2.05	2.00	2.10	2.03
Shift Relief Factor: 8 hr / 5 days	1.61	1.47	1.43	1.50	1.45
Shift Relief Factor: 8 hr / 2 days	0.64	0.59	0.57	0.60	0.58
Shift Relief Factor: 12 hr / 5 days	2.41	2.20	2.15	2.25	2.17
Shift Relief Factor: 12 hr / 2 days	0.96	0.88	0.86	0.90	0.87
Shift Relief Factor: 16hr / 5 days	3.21	2.93	2.86	3.00	2.90

Lunenburg Correctional Center

Lunenburg Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	143.6	125.3	147.4	138.78
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	336.04	425.71	410.45	390.73
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	128	116	113	119.00
Total Hours Away from Post	683.68	808.42	849.43	780.51
Net Annual Work Hours (NAWH)	1403.32	1278.58	1237.57	1306.49
Shift Relief Factor: 12-hour, 7-day post with relief	3.12	3.43	3.54	3.36
Shift Relief Factor: 24 hr / 7 days	6.25	6.86	7.08	6.73
Shift Relief Factor: 16 hr / 7 days	4.16	4.57	4.72	4.49
Shift Relief Factor: 8 hr / 7 days	2.08	2.29	2.36	2.24
Shift Relief Factor: 8 hr / 5 days	1.49	1.63	1.69	1.60
Shift Relief Factor: 8 hr / 2 days	0.59	0.65	0.67	0.64
Shift Relief Factor: 12 hr / 5 days	2.23	2.45	2.53	2.40
Shift Relief Factor: 12 hr / 2 days	0.89	0.98	1.01	0.96
Shift Relief Factor: 16hr / 5 days	2.97	3.26	3.37	3.20

Lunenburg Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	18.5	19.5	19.3	19.11
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	422.34	403.45	306.76	377.52
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	132	132	140	134.67
Total Hours Away from Post	637.93	629.30	545.80	604.34
Net Annual Work Hours (NAWH)	1449.07	1457.70	1541.20	1482.66
Shift Relief Factor: 12-hour, 7-day post with relief	3.02	3.01	2.84	2.96
Shift Relief Factor: 24 hr / 7 days	6.05	6.01	5.69	5.92
Shift Relief Factor: 16 hr / 7 days	4.03	4.01	3.79	3.94
Shift Relief Factor: 8 hr / 7 days	2.02	2.00	1.90	1.97
Shift Relief Factor: 8 hr / 5 days	1.44	1.43	1.35	1.41
Shift Relief Factor: 8 hr / 2 days	0.58	0.57	0.54	0.56
Shift Relief Factor: 12 hr / 5 days	2.16	2.15	2.03	2.11
Shift Relief Factor: 12 hr / 2 days	0.86	0.86	0.81	0.85
Shift Relief Factor: 16hr / 5 days	2.88	2.86	2.71	2.82

Lunenburg Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	8.2	8.8	8.7	8.53

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	513.97	489.55	750.08	584.53
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	125	127	105	119.00
Total Hours Away from Post	716.47	694.05	932.58	781.03
Net Annual Work Hours (NAWH)	1370.53	1392.95	1154.42	1305.97
Shift Relief Factor: 12-hour, 7-day post with relief	3.20	3.15	3.80	3.38
Shift Relief Factor: 24 hr / 7 days	6.40	6.29	7.59	6.76
Shift Relief Factor: 16 hr / 7 days	4.26	4.20	5.06	4.51
Shift Relief Factor: 8 hr / 7 days	2.13	2.10	2.53	2.25
Shift Relief Factor: 8 hr / 5 days	1.52	1.50	1.81	1.61
Shift Relief Factor: 8 hr / 2 days	0.61	0.60	0.72	0.64
Shift Relief Factor: 12 hr / 5 days	2.28	2.25	2.71	2.41
Shift Relief Factor: 12 hr / 2 days	0.91	0.90	1.08	0.97
Shift Relief Factor: 16hr / 5 days	3.05	3.00	3.62	3.22

Lunenburg Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	3.8	3.8	4.0	3.86
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	431.82	829.25	276.01	512.36
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	131	98	144	124.33
Total Hours Away from Post	640.32	1004.75	497.51	714.19
Net Annual Work Hours (NAWH)	1446.68	1082.25	1589.50	1372.81
Shift Relief Factor: 12-hour, 7-day post with relief	3.03	4.05	2.76	3.28
Shift Relief Factor: 24 hr / 7 days	6.06	8.10	5.51	6.56
Shift Relief Factor: 16 hr / 7 days	4.04	5.40	3.68	4.37
Shift Relief Factor: 8 hr / 7 days	2.02	2.70	1.84	2.19
Shift Relief Factor: 8 hr / 5 days	1.44	1.93	1.31	1.56
Shift Relief Factor: 8 hr / 2 days	0.58	0.77	0.53	0.62
Shift Relief Factor: 12 hr / 5 days	2.16	2.89	1.97	2.34
Shift Relief Factor: 12 hr / 2 days	0.87	1.16	0.79	0.94
Shift Relief Factor: 16hr / 5 days	2.89	3.86	2.63	3.12

Lunenburg Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.09	3.41	3.23	3.25	3.32
Shift Relief Factor: 24 hr / 7 days	6.19	6.82	6.47	6.49	6.64
Shift Relief Factor: 16 hr / 7 days	4.13	4.54	4.31	4.33	4.43
Shift Relief Factor: 8 hr / 7 days	2.06	2.27	2.16	2.16	2.21
Shift Relief Factor: 8 hr / 5 days	1.47	1.62	1.54	1.55	1.58
Shift Relief Factor: 8 hr / 2 days	0.59	0.65	0.62	0.62	0.63
Shift Relief Factor: 12 hr / 5 days	2.21	2.43	2.31	2.32	2.37
Shift Relief Factor: 12 hr / 2 days	0.88	0.97	0.92	0.93	0.95
Shift Relief Factor: 16hr / 5 days	2.95	3.25	3.08	3.09	3.16

Marion Correctional Center

Marion Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	275	150	166	197.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	457.75	471.19	527.85	485.60
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	117	112	103	110.67
Total Hours Away from Post	794.40	849.90	956.83	867.04
Net Annual Work Hours (NAWH)	1292.60	1237.10	1130.17	1219.96
Shift Relief Factor: 12-hour, 7-day post with relief	3.39	3.54	3.88	3.60
Shift Relief Factor: 24 hr / 7 days	6.78	7.09	7.76	7.21
Shift Relief Factor: 16 hr / 7 days	4.52	4.72	5.17	4.81
Shift Relief Factor: 8 hr / 7 days	2.26	2.36	2.59	2.40
Shift Relief Factor: 8 hr / 5 days	1.61	1.69	1.85	1.72
Shift Relief Factor: 8 hr / 2 days	0.65	0.67	0.74	0.69
Shift Relief Factor: 12 hr / 5 days	2.42	2.53	2.77	2.57
Shift Relief Factor: 12 hr / 2 days	0.97	1.01	1.11	1.03
Shift Relief Factor: 16hr / 5 days	3.23	3.37	3.69	3.43

Marion Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	32	16	12	20.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	415.32	599.90	600.49	538.57
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	132	116	116	121.33
Total Hours Away from Post	630.91	809.75	815.53	752.06
Net Annual Work Hours (NAWH)	1456.09	1277.25	1271.47	1334.94
Shift Relief Factor: 12-hour, 7-day post with relief	3.01	3.43	3.45	3.30
Shift Relief Factor: 24 hr / 7 days	6.02	6.86	6.89	6.59
Shift Relief Factor: 16 hr / 7 days	4.01	4.58	4.60	4.40
Shift Relief Factor: 8 hr / 7 days	2.01	2.29	2.30	2.20
Shift Relief Factor: 8 hr / 5 days	1.43	1.63	1.64	1.57
Shift Relief Factor: 8 hr / 2 days	0.57	0.65	0.66	0.63
Shift Relief Factor: 12 hr / 5 days	2.15	2.45	2.46	2.35
Shift Relief Factor: 12 hr / 2 days	0.86	0.98	0.98	0.94
Shift Relief Factor: 16hr / 5 days	2.87	3.27	3.28	3.14

Marion Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	16	7	9	10.67

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	406.85	416.03	854.20	559.02
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	134	133	96	121.00
Total Hours Away from Post	618.35	626.53	1027.70	757.52
Net Annual Work Hours (NAWH)	1468.65	1460.48	1059.30	1329.48
Shift Relief Factor: 12-hour, 7-day post with relief	2.98	3.00	4.14	3.37
Shift Relief Factor: 24 hr / 7 days	5.97	6.00	8.28	6.75
Shift Relief Factor: 16 hr / 7 days	3.98	4.00	5.52	4.50
Shift Relief Factor: 8 hr / 7 days	1.99	2.00	2.76	2.25
Shift Relief Factor: 8 hr / 5 days	1.42	1.43	1.97	1.61
Shift Relief Factor: 8 hr / 2 days	0.57	0.57	0.79	0.64
Shift Relief Factor: 12 hr / 5 days	2.13	2.14	2.96	2.41
Shift Relief Factor: 12 hr / 2 days	0.85	0.86	1.18	0.96
Shift Relief Factor: 16hr / 5 days	2.84	2.86	3.94	3.21

Marion Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	8	4	3	5.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	436.88	747.96	214.80	466.55
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	131	105	150	128.67
Total Hours Away from Post	645.38	930.46	442.30	672.71
Net Annual Work Hours (NAWH)	1441.62	1156.54	1644.70	1414.29
Shift Relief Factor: 12-hour, 7-day post with relief	3.04	3.79	2.66	3.17
Shift Relief Factor: 24 hr / 7 days	6.08	7.58	5.33	6.33
Shift Relief Factor: 16 hr / 7 days	4.05	5.05	3.55	4.22
Shift Relief Factor: 8 hr / 7 days	2.03	2.53	1.78	2.11
Shift Relief Factor: 8 hr / 5 days	1.45	1.80	1.27	1.51
Shift Relief Factor: 8 hr / 2 days	0.58	0.72	0.51	0.60
Shift Relief Factor: 12 hr / 5 days	2.17	2.71	1.90	2.26
Shift Relief Factor: 12 hr / 2 days	0.87	1.08	0.76	0.90
Shift Relief Factor: 16hr / 5 days	2.90	3.61	2.54	3.01

Marion Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.11	3.44	3.53	3.36	3.49
Shift Relief Factor: 24 hr / 7 days	6.21	6.88	7.06	6.72	6.97
Shift Relief Factor: 16 hr / 7 days	4.14	4.59	4.71	4.48	4.65
Shift Relief Factor: 8 hr / 7 days	2.07	2.29	2.35	2.24	2.32
Shift Relief Factor: 8 hr / 5 days	1.48	1.64	1.68	1.60	1.66
Shift Relief Factor: 8 hr / 2 days	0.59	0.66	0.67	0.64	0.66
Shift Relief Factor: 12 hr / 5 days	2.22	2.46	2.52	2.40	2.49
Shift Relief Factor: 12 hr / 2 days	0.89	0.98	1.01	0.96	1.00
Shift Relief Factor: 16hr / 5 days	2.96	3.28	3.36	3.20	3.32

Nottoway Correctional Center

Nottoway Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	338	193	265	265.33
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	355.16	291.24	381.86	342.75
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	126	127	115	122.67
Total Hours Away from Post	700.80	684.95	822.84	736.20
Net Annual Work Hours (NAWH)	1386.20	1402.05	1264.16	1350.80
Shift Relief Factor: 12-hour, 7-day post with relief	3.16	3.13	3.47	3.25
Shift Relief Factor: 24 hr / 7 days	6.32	6.25	6.93	6.50
Shift Relief Factor: 16 hr / 7 days	4.22	4.17	4.62	4.34
Shift Relief Factor: 8 hr / 7 days	2.11	2.08	2.31	2.17
Shift Relief Factor: 8 hr / 5 days	1.51	1.49	1.65	1.55
Shift Relief Factor: 8 hr / 2 days	0.60	0.60	0.66	0.62
Shift Relief Factor: 12 hr / 5 days	2.26	2.23	2.48	2.32
Shift Relief Factor: 12 hr / 2 days	0.90	0.89	0.99	0.93
Shift Relief Factor: 16hr / 5 days	3.01	2.98	3.30	3.10

Nottoway Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	51	21	26	32.67
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	462.34	279.23	473.55	405.04
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	128	143	126	132.33
Total Hours Away from Post	673.93	516.08	698.59	629.53
Net Annual Work Hours (NAWH)	1413.07	1570.92	1388.41	1457.47
Shift Relief Factor: 12-hour, 7-day post with relief	3.10	2.79	3.16	3.02
Shift Relief Factor: 24 hr / 7 days	6.20	5.58	6.31	6.03
Shift Relief Factor: 16 hr / 7 days	4.14	3.72	4.21	4.02
Shift Relief Factor: 8 hr / 7 days	2.07	1.86	2.10	2.01
Shift Relief Factor: 8 hr / 5 days	1.48	1.33	1.50	1.44
Shift Relief Factor: 8 hr / 2 days	0.59	0.53	0.60	0.57
Shift Relief Factor: 12 hr / 5 days	2.22	1.99	2.25	2.15
Shift Relief Factor: 12 hr / 2 days	0.89	0.80	0.90	0.86
Shift Relief Factor: 16hr / 5 days	2.95	2.66	3.01	2.87

Nottoway Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	23	11	13	15.67

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	618.65	477.47	624.06	573.39
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	116	128	115	119.67
Total Hours Away from Post	812.15	682.97	816.56	770.56
Net Annual Work Hours (NAWH)	1274.85	1404.03	1270.44	1316.44
Shift Relief Factor: 12-hour, 7-day post with relief	3.44	3.12	3.45	3.34
Shift Relief Factor: 24 hr / 7 days	6.88	6.24	6.90	6.67
Shift Relief Factor: 16 hr / 7 days	4.58	4.16	4.60	4.45
Shift Relief Factor: 8 hr / 7 days	2.29	2.08	2.30	2.22
Shift Relief Factor: 8 hr / 5 days	1.64	1.49	1.64	1.59
Shift Relief Factor: 8 hr / 2 days	0.65	0.59	0.66	0.64
Shift Relief Factor: 12 hr / 5 days	2.46	2.23	2.46	2.38
Shift Relief Factor: 12 hr / 2 days	0.98	0.89	0.99	0.95
Shift Relief Factor: 16hr / 5 days	3.27	2.97	3.29	3.18

Nottoway Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	8	4	3	5.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	319.73	466.80	507.46	431.33
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	141	129	125	131.67
Total Hours Away from Post	538.23	673.30	709.96	640.50
Net Annual Work Hours (NAWH)	1548.77	1413.70	1377.04	1446.50
Shift Relief Factor: 12-hour, 7-day post with relief	2.83	3.10	3.18	3.04
Shift Relief Factor: 24 hr / 7 days	5.66	6.20	6.37	6.08
Shift Relief Factor: 16 hr / 7 days	3.77	4.13	4.24	4.05
Shift Relief Factor: 8 hr / 7 days	1.89	2.07	2.12	2.03
Shift Relief Factor: 8 hr / 5 days	1.35	1.48	1.52	1.45
Shift Relief Factor: 8 hr / 2 days	0.54	0.59	0.61	0.58
Shift Relief Factor: 12 hr / 5 days	2.02	2.21	2.27	2.17
Shift Relief Factor: 12 hr / 2 days	0.81	0.89	0.91	0.87
Shift Relief Factor: 16hr / 5 days	2.70	2.95	3.03	2.89

Nottoway Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.13	3.03	3.31	3.16	3.17
Shift Relief Factor: 24 hr / 7 days	6.27	6.07	6.63	6.32	6.35
Shift Relief Factor: 16 hr / 7 days	4.18	4.05	4.42	4.21	4.23
Shift Relief Factor: 8 hr / 7 days	2.09	2.02	2.21	2.11	2.12
Shift Relief Factor: 8 hr / 5 days	1.49	1.45	1.58	1.51	1.51
Shift Relief Factor: 8 hr / 2 days	0.60	0.58	0.63	0.60	0.60
Shift Relief Factor: 12 hr / 5 days	2.24	2.17	2.37	2.26	2.27
Shift Relief Factor: 12 hr / 2 days	0.90	0.87	0.95	0.90	0.91
Shift Relief Factor: 16hr / 5 days	2.98	2.89	3.16	3.01	3.02

Pocahontas Correctional Center

Pocahontas Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	162.9167	167.75	162.0833	164.25
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	330.39	367.97	400.08	366.15
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	128	121	113	120.67
Total Hours Away from Post	678.04	755.68	839.06	757.59
Net Annual Work Hours (NAWH)	1408.96	1331.32	1247.94	1329.41
Shift Relief Factor: 12-hour, 7-day post with relief	3.11	3.29	3.51	3.31
Shift Relief Factor: 24 hr / 7 days	6.22	6.58	7.02	6.61
Shift Relief Factor: 16 hr / 7 days	4.15	4.39	4.68	4.41
Shift Relief Factor: 8 hr / 7 days	2.07	2.19	2.34	2.20
Shift Relief Factor: 8 hr / 5 days	1.48	1.57	1.67	1.57
Shift Relief Factor: 8 hr / 2 days	0.59	0.63	0.67	0.63
Shift Relief Factor: 12 hr / 5 days	2.22	2.35	2.51	2.36
Shift Relief Factor: 12 hr / 2 days	0.89	0.94	1.00	0.94
Shift Relief Factor: 16hr / 5 days	2.96	3.14	3.34	3.15

Pocahontas Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	19.0	18.1	17.3	18.11
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	428.42	397.92	461.34	429.22
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	131	133	127	130.33
Total Hours Away from Post	643.01	624.77	687.38	651.72
Net Annual Work Hours (NAWH)	1443.99	1462.23	1399.62	1435.28
Shift Relief Factor: 12-hour, 7-day post with relief	3.04	3.00	3.13	3.05
Shift Relief Factor: 24 hr / 7 days	6.07	5.99	6.26	6.11
Shift Relief Factor: 16 hr / 7 days	4.05	4.00	4.18	4.07
Shift Relief Factor: 8 hr / 7 days	2.02	2.00	2.09	2.04
Shift Relief Factor: 8 hr / 5 days	1.45	1.43	1.49	1.45
Shift Relief Factor: 8 hr / 2 days	0.58	0.57	0.60	0.58
Shift Relief Factor: 12 hr / 5 days	2.17	2.14	2.24	2.18
Shift Relief Factor: 12 hr / 2 days	0.87	0.86	0.89	0.87
Shift Relief Factor: 16hr / 5 days	2.89	2.85	2.98	2.91

Pocahontas Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	9.3	9.3	9.5	9.39

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	400.93	349.23	452.59	400.92
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	134	138	130	134.00
Total Hours Away from Post	612.43	564.73	660.09	612.42
Net Annual Work Hours (NAWH)	1474.57	1522.27	1426.91	1474.58
Shift Relief Factor: 12-hour, 7-day post with relief	2.97	2.88	3.07	2.97
Shift Relief Factor: 24 hr / 7 days	5.94	5.76	6.14	5.95
Shift Relief Factor: 16 hr / 7 days	3.96	3.84	4.10	3.97
Shift Relief Factor: 8 hr / 7 days	1.98	1.92	2.05	1.98
Shift Relief Factor: 8 hr / 5 days	1.42	1.37	1.46	1.42
Shift Relief Factor: 8 hr / 2 days	0.57	0.55	0.59	0.57
Shift Relief Factor: 12 hr / 5 days	2.12	2.06	2.19	2.12
Shift Relief Factor: 12 hr / 2 days	0.85	0.82	0.88	0.85
Shift Relief Factor: 16hr / 5 days	2.83	2.74	2.93	2.83

Pocahontas Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	3.9	4.0	3.7	3.86
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	457.58	605.45	416.81	493.28
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	129	117	133	126.33
Total Hours Away from Post	664.08	799.95	627.31	697.11
Net Annual Work Hours (NAWH)	1422.92	1287.05	1459.69	1389.89
Shift Relief Factor: 12-hour, 7-day post with relief	3.08	3.41	3.00	3.16
Shift Relief Factor: 24 hr / 7 days	6.16	6.81	6.01	6.33
Shift Relief Factor: 16 hr / 7 days	4.11	4.54	4.00	4.22
Shift Relief Factor: 8 hr / 7 days	2.05	2.27	2.00	2.11
Shift Relief Factor: 8 hr / 5 days	1.47	1.62	1.43	1.51
Shift Relief Factor: 8 hr / 2 days	0.59	0.65	0.57	0.60
Shift Relief Factor: 12 hr / 5 days	2.20	2.43	2.14	2.26
Shift Relief Factor: 12 hr / 2 days	0.88	0.97	0.86	0.90
Shift Relief Factor: 16hr / 5 days	2.93	3.24	2.86	3.01

Pocahontas Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.05	3.14	3.18	3.12	3.16
Shift Relief Factor: 24 hr / 7 days	6.10	6.29	6.36	6.25	6.32
Shift Relief Factor: 16 hr / 7 days	4.07	4.19	4.24	4.17	4.22
Shift Relief Factor: 8 hr / 7 days	2.03	2.10	2.12	2.08	2.11
Shift Relief Factor: 8 hr / 5 days	1.45	1.50	1.51	1.49	1.51
Shift Relief Factor: 8 hr / 2 days	0.58	0.60	0.61	0.60	0.60
Shift Relief Factor: 12 hr / 5 days	2.18	2.25	2.27	2.23	2.26
Shift Relief Factor: 12 hr / 2 days	0.87	0.90	0.91	0.89	0.90
Shift Relief Factor: 16hr / 5 days	2.90	2.99	3.03	2.98	3.01

Red Onion Correctional Center

Red Onion Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	597	330	382	436.33
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087.0
Average Hours Away From Post				
Leave Usage	350.42	462.40	374.55	395.79
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	126	113	116	118.33
Total Hours Away from Post	696.06	842.11	816.53	784.90
Net Annual Work Hours (NAWH)	1390.94	1244.89	1270.47	1302.10
Shift Relief Factor: 12-hour, 7-day post with relief	3.15	3.52	3.45	3.37
Shift Relief Factor: 24 hr / 7 days	6.30	7.04	6.90	6.75
Shift Relief Factor: 16 hr / 7 days	4.20	4.69	4.60	4.50
Shift Relief Factor: 8 hr / 7 days	2.10	2.35	2.30	2.25
Shift Relief Factor: 8 hr / 5 days	1.50	1.68	1.64	1.61
Shift Relief Factor: 8 hr / 2 days	0.60	0.67	0.66	0.64
Shift Relief Factor: 12 hr / 5 days	2.25	2.51	2.46	2.41
Shift Relief Factor: 12 hr / 2 days	0.90	1.01	0.99	0.96
Shift Relief Factor: 16hr / 5 days	3.00	3.35	3.29	3.21

Red Onion Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	61	28	21	36.67
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087.0
Average Hours Away From Post				
Leave Usage	486.57	530.41	343.22	453.40
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	126	122	137	128.33
Total Hours Away from Post	696.16	746.26	579.26	673.89
Net Annual Work Hours (NAWH)	1390.84	1340.74	1507.74	1413.11
Shift Relief Factor: 12-hour, 7-day post with relief	3.15	3.27	2.91	3.11
Shift Relief Factor: 24 hr / 7 days	6.30	6.54	5.81	6.22
Shift Relief Factor: 16 hr / 7 days	4.20	4.36	3.88	4.15
Shift Relief Factor: 8 hr / 7 days	2.10	2.18	1.94	2.07
Shift Relief Factor: 8 hr / 5 days	1.50	1.56	1.38	1.48
Shift Relief Factor: 8 hr / 2 days	0.60	0.62	0.55	0.59
Shift Relief Factor: 12 hr / 5 days	2.25	2.34	2.08	2.22
Shift Relief Factor: 12 hr / 2 days	0.90	0.93	0.83	0.89
Shift Relief Factor: 16hr / 5 days	3.00	3.11	2.77	2.96

Red Onion Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	34	15	19	22.67

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087.0
Average Hours Away From Post				
Leave Usage	465.65	446.40	406.39	439.48
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	129	130	134	131.00
Total Hours Away from Post	672.15	653.90	617.89	647.98
Net Annual Work Hours (NAWH)	1414.85	1433.10	1469.11	1439.02
Shift Relief Factor: 12-hour, 7-day post with relief	3.10	3.06	2.98	3.05
Shift Relief Factor: 24 hr / 7 days	6.20	6.12	5.97	6.09
Shift Relief Factor: 16 hr / 7 days	4.13	4.08	3.98	4.06
Shift Relief Factor: 8 hr / 7 days	2.07	2.04	1.99	2.03
Shift Relief Factor: 8 hr / 5 days	1.48	1.46	1.42	1.45
Shift Relief Factor: 8 hr / 2 days	0.59	0.58	0.57	0.58
Shift Relief Factor: 12 hr / 5 days	2.21	2.18	2.13	2.18
Shift Relief Factor: 12 hr / 2 days	0.89	0.87	0.85	0.87
Shift Relief Factor: 16hr / 5 days	2.95	2.91	2.84	2.90

Red Onion Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	8	4	4	5.33
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087.0
Average Hours Away From Post				
Leave Usage	682.82	355.96	401.17	479.98
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	111	138	134	127.67
Total Hours Away from Post	871.32	571.46	612.67	685.15
Net Annual Work Hours (NAWH)	1215.68	1515.54	1474.33	1401.85
Shift Relief Factor: 12-hour, 7-day post with relief	3.61	2.89	2.97	3.16
Shift Relief Factor: 24 hr / 7 days	7.21	5.78	5.95	6.31
Shift Relief Factor: 16 hr / 7 days	4.81	3.86	3.96	4.21
Shift Relief Factor: 8 hr / 7 days	2.40	1.93	1.98	2.10
Shift Relief Factor: 8 hr / 5 days	1.72	1.38	1.42	1.50
Shift Relief Factor: 8 hr / 2 days	0.69	0.55	0.57	0.60
Shift Relief Factor: 12 hr / 5 days	2.58	2.07	2.12	2.25
Shift Relief Factor: 12 hr / 2 days	1.03	0.83	0.85	0.90
Shift Relief Factor: 16hr / 5 days	3.43	2.75	2.83	3.01

Red Onion Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.25	3.19	3.08	3.17	3.13
Shift Relief Factor: 24 hr / 7 days	6.50	6.37	6.16	6.34	6.26
Shift Relief Factor: 16 hr / 7 days	4.34	4.25	4.10	4.23	4.18
Shift Relief Factor: 8 hr / 7 days	2.17	2.12	2.05	2.11	2.09
Shift Relief Factor: 8 hr / 5 days	1.55	1.52	1.47	1.51	1.49
Shift Relief Factor: 8 hr / 2 days	0.62	0.61	0.59	0.60	0.60
Shift Relief Factor: 12 hr / 5 days	2.32	2.28	2.20	2.27	2.24
Shift Relief Factor: 12 hr / 2 days	0.93	0.91	0.88	0.91	0.89
Shift Relief Factor: 16hr / 5 days	3.10	3.03	2.93	3.02	2.98

River North Correctional Center

River North Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	174.8	164.6	186.0	175.11
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	335.90	377.49	400.02	371.14
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	128	120	113	120.33
Total Hours Away from Post	683.54	764.20	839.00	762.25
Net Annual Work Hours (NAWH)	1403.46	1322.80	1248.00	1324.75
Shift Relief Factor: 12-hour, 7-day post with relief	3.12	3.31	3.51	3.32
Shift Relief Factor: 24 hr / 7 days	6.25	6.63	7.02	6.63
Shift Relief Factor: 16 hr / 7 days	4.16	4.42	4.68	4.42
Shift Relief Factor: 8 hr / 7 days	2.08	2.21	2.34	2.21
Shift Relief Factor: 8 hr / 5 days	1.49	1.58	1.67	1.58
Shift Relief Factor: 8 hr / 2 days	0.59	0.63	0.67	0.63
Shift Relief Factor: 12 hr / 5 days	2.23	2.37	2.51	2.37
Shift Relief Factor: 12 hr / 2 days	0.89	0.95	1.00	0.95
Shift Relief Factor: 16hr / 5 days	2.97	3.16	3.34	3.16

River North Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	25.1	23.3	23.3	23.89
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	490.01	548.49	303.79	447.43
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	126	120	140	128.67
Total Hours Away from Post	699.60	762.34	542.83	668.26
Net Annual Work Hours (NAWH)	1387.40	1324.66	1544.17	1418.74
Shift Relief Factor: 12-hour, 7-day post with relief	3.16	3.31	2.84	3.10
Shift Relief Factor: 24 hr / 7 days	6.32	6.62	5.68	6.20
Shift Relief Factor: 16 hr / 7 days	4.21	4.41	3.78	4.14
Shift Relief Factor: 8 hr / 7 days	2.11	2.21	1.89	2.07
Shift Relief Factor: 8 hr / 5 days	1.50	1.58	1.35	1.48
Shift Relief Factor: 8 hr / 2 days	0.60	0.63	0.54	0.59
Shift Relief Factor: 12 hr / 5 days	2.26	2.36	2.03	2.22
Shift Relief Factor: 12 hr / 2 days	0.90	0.95	0.81	0.89
Shift Relief Factor: 16hr / 5 days	3.01	3.15	2.70	2.95

River North Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	18.4	18.0	18.6	18.33

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	430.56	604.62	596.79	543.99
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	132	117	118	122.33
Total Hours Away from Post	640.06	799.12	792.29	743.82
Net Annual Work Hours (NAWH)	1446.94	1287.88	1294.71	1343.18
Shift Relief Factor: 12-hour, 7-day post with relief	3.03	3.40	3.39	3.27
Shift Relief Factor: 24 hr / 7 days	6.06	6.81	6.77	6.55
Shift Relief Factor: 16 hr / 7 days	4.04	4.54	4.51	4.36
Shift Relief Factor: 8 hr / 7 days	2.02	2.27	2.26	2.18
Shift Relief Factor: 8 hr / 5 days	1.44	1.62	1.61	1.56
Shift Relief Factor: 8 hr / 2 days	0.58	0.65	0.64	0.62
Shift Relief Factor: 12 hr / 5 days	2.16	2.43	2.42	2.34
Shift Relief Factor: 12 hr / 2 days	0.87	0.97	0.97	0.94
Shift Relief Factor: 16hr / 5 days	2.88	3.24	3.22	3.12

River North Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	4.0	3.8	4.0	3.92
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	363.61	692.00	431.63	495.75
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	137	110	131	126.00
Total Hours Away from Post	578.11	879.50	640.13	699.25
Net Annual Work Hours (NAWH)	1508.89	1207.50	1446.88	1387.75
Shift Relief Factor: 12-hour, 7-day post with relief	2.90	3.63	3.03	3.19
Shift Relief Factor: 24 hr / 7 days	5.81	7.26	6.06	6.38
Shift Relief Factor: 16 hr / 7 days	3.87	4.84	4.04	4.25
Shift Relief Factor: 8 hr / 7 days	1.94	2.42	2.02	2.13
Shift Relief Factor: 8 hr / 5 days	1.38	1.73	1.44	1.52
Shift Relief Factor: 8 hr / 2 days	0.55	0.69	0.58	0.61
Shift Relief Factor: 12 hr / 5 days	2.07	2.59	2.16	2.28
Shift Relief Factor: 12 hr / 2 days	0.83	1.04	0.87	0.91
Shift Relief Factor: 16hr / 5 days	2.77	3.46	2.89	3.04

River North Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.05	3.41	3.19	3.22	3.30
Shift Relief Factor: 24 hr / 7 days	6.11	6.83	6.38	6.44	6.61
Shift Relief Factor: 16 hr / 7 days	4.07	4.55	4.26	4.29	4.40
Shift Relief Factor: 8 hr / 7 days	2.04	2.28	2.13	2.15	2.20
Shift Relief Factor: 8 hr / 5 days	1.45	1.63	1.52	1.53	1.57
Shift Relief Factor: 8 hr / 2 days	0.58	0.65	0.61	0.61	0.63
Shift Relief Factor: 12 hr / 5 days	2.18	2.44	2.28	2.30	2.36
Shift Relief Factor: 12 hr / 2 days	0.87	0.98	0.91	0.92	0.94
Shift Relief Factor: 16hr / 5 days	2.91	3.25	3.04	3.07	3.15

St Brides Correctional Center

St Brides Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	223	165	230	206.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	294.50	286.25	242.76	274.51
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	131	128	127	128.67
Total Hours Away from Post	645.14	680.96	695.74	673.95
Net Annual Work Hours (NAWH)	1441.86	1406.04	1391.26	1413.05
Shift Relief Factor: 12-hour, 7-day post with relief	3.04	3.12	3.15	3.10
Shift Relief Factor: 24 hr / 7 days	6.08	6.23	6.30	6.20
Shift Relief Factor: 16 hr / 7 days	4.05	4.16	4.20	4.14
Shift Relief Factor: 8 hr / 7 days	2.03	2.08	2.10	2.07
Shift Relief Factor: 8 hr / 5 days	1.45	1.48	1.50	1.48
Shift Relief Factor: 8 hr / 2 days	0.58	0.59	0.60	0.59
Shift Relief Factor: 12 hr / 5 days	2.17	2.23	2.25	2.22
Shift Relief Factor: 12 hr / 2 days	0.87	0.89	0.90	0.89
Shift Relief Factor: 16hr / 5 days	2.90	2.97	3.00	2.95

St Brides Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	38	21	23	27.33
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	358.46	292.65	275.80	308.97
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	137	142	143	140.67
Total Hours Away from Post	579.05	528.50	517.84	541.80
Net Annual Work Hours (NAWH)	1507.95	1558.50	1569.16	1545.20
Shift Relief Factor: 12-hour, 7-day post with relief	2.91	2.81	2.79	2.84
Shift Relief Factor: 24 hr / 7 days	5.81	5.62	5.59	5.67
Shift Relief Factor: 16 hr / 7 days	3.88	3.75	3.72	3.78
Shift Relief Factor: 8 hr / 7 days	1.94	1.87	1.86	1.89
Shift Relief Factor: 8 hr / 5 days	1.38	1.34	1.33	1.35
Shift Relief Factor: 8 hr / 2 days	0.55	0.54	0.53	0.54
Shift Relief Factor: 12 hr / 5 days	2.08	2.01	2.00	2.03
Shift Relief Factor: 12 hr / 2 days	0.83	0.80	0.80	0.81
Shift Relief Factor: 16hr / 5 days	2.77	2.68	2.66	2.70

St Brides Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	17	10	11	12.67

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	430.05	505.17	538.52	491.25
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	132	125	123	126.67
Total Hours Away from Post	639.55	707.67	739.02	695.42
Net Annual Work Hours (NAWH)	1447.45	1379.33	1347.98	1391.58
Shift Relief Factor: 12-hour, 7-day post with relief	3.03	3.18	3.25	3.15
Shift Relief Factor: 24 hr / 7 days	6.06	6.36	6.50	6.30
Shift Relief Factor: 16 hr / 7 days	4.04	4.24	4.34	4.20
Shift Relief Factor: 8 hr / 7 days	2.02	2.12	2.17	2.10
Shift Relief Factor: 8 hr / 5 days	1.44	1.51	1.55	1.50
Shift Relief Factor: 8 hr / 2 days	0.58	0.61	0.62	0.60
Shift Relief Factor: 12 hr / 5 days	2.16	2.27	2.32	2.25
Shift Relief Factor: 12 hr / 2 days	0.87	0.91	0.93	0.90
Shift Relief Factor: 16hr / 5 days	2.88	3.03	3.10	3.00

St Brides Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	6	4	2	4.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	355.04	274.06	145.51	258.20
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	138	145	155	146.00
Total Hours Away from Post	570.54	496.56	378.01	481.70
Net Annual Work Hours (NAWH)	1516.46	1590.44	1708.99	1605.30
Shift Relief Factor: 12-hour, 7-day post with relief	2.89	2.76	2.56	2.74
Shift Relief Factor: 24 hr / 7 days	5.78	5.51	5.13	5.47
Shift Relief Factor: 16 hr / 7 days	3.85	3.67	3.42	3.65
Shift Relief Factor: 8 hr / 7 days	1.93	1.84	1.71	1.82
Shift Relief Factor: 8 hr / 5 days	1.38	1.31	1.22	1.30
Shift Relief Factor: 8 hr / 2 days	0.55	0.52	0.49	0.52
Shift Relief Factor: 12 hr / 5 days	2.06	1.97	1.83	1.95
Shift Relief Factor: 12 hr / 2 days	0.83	0.79	0.73	0.78
Shift Relief Factor: 16hr / 5 days	2.75	2.62	2.44	2.61

St Brides Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	2.97	2.97	2.94	2.96	2.95
Shift Relief Factor: 24 hr / 7 days	5.93	5.93	5.88	5.91	5.91
Shift Relief Factor: 16 hr / 7 days	3.95	3.95	3.92	3.94	3.94
Shift Relief Factor: 8 hr / 7 days	1.98	1.98	1.96	1.97	1.97
Shift Relief Factor: 8 hr / 5 days	1.41	1.41	1.40	1.41	1.41
Shift Relief Factor: 8 hr / 2 days	0.56	0.56	0.56	0.56	0.56
Shift Relief Factor: 12 hr / 5 days	2.12	2.12	2.10	2.11	2.11
Shift Relief Factor: 12 hr / 2 days	0.85	0.85	0.84	0.84	0.84
Shift Relief Factor: 16hr / 5 days	2.82	2.82	2.80	2.82	2.81

State Farm Correctional Center

State Farm Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	377	139	269	261.67
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	295.11	211.65	363.77	290.18
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	131	134	116	127.00
Total Hours Away from Post	645.75	612.36	805.75	687.96
Net Annual Work Hours (NAWH)	1441.25	1474.64	1281.25	1399.04
Shift Relief Factor: 12-hour, 7-day post with relief	3.04	2.97	3.42	3.14
Shift Relief Factor: 24 hr / 7 days	6.08	5.94	6.84	6.29
Shift Relief Factor: 16 hr / 7 days	4.05	3.96	4.56	4.19
Shift Relief Factor: 8 hr / 7 days	2.03	1.98	2.28	2.10
Shift Relief Factor: 8 hr / 5 days	1.45	1.42	1.63	1.50
Shift Relief Factor: 8 hr / 2 days	0.58	0.57	0.65	0.60
Shift Relief Factor: 12 hr / 5 days	2.17	2.12	2.44	2.25
Shift Relief Factor: 12 hr / 2 days	0.87	0.85	0.98	0.90
Shift Relief Factor: 16hr / 5 days	2.90	2.83	3.26	2.99

State Farm Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	49	16	21	28.67
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	379.13	248.66	377.40	335.06
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	135	145	134	138.00
Total Hours Away from Post	597.72	487.51	610.44	565.22
Net Annual Work Hours (NAWH)	1489.28	1599.49	1476.56	1521.78
Shift Relief Factor: 12-hour, 7-day post with relief	2.94	2.74	2.97	2.88
Shift Relief Factor: 24 hr / 7 days	5.89	5.48	5.94	5.77
Shift Relief Factor: 16 hr / 7 days	3.92	3.65	3.96	3.85
Shift Relief Factor: 8 hr / 7 days	1.96	1.83	1.98	1.92
Shift Relief Factor: 8 hr / 5 days	1.40	1.30	1.41	1.37
Shift Relief Factor: 8 hr / 2 days	0.56	0.52	0.57	0.55
Shift Relief Factor: 12 hr / 5 days	2.10	1.96	2.12	2.06
Shift Relief Factor: 12 hr / 2 days	0.84	0.78	0.85	0.82
Shift Relief Factor: 16hr / 5 days	2.80	2.61	2.83	2.75

State Farm Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	41	16	21	26.00

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	535.29	421.95	506.90	488.05
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	123	132	125	126.67
Total Hours Away from Post	735.79	631.45	709.40	692.21
Net Annual Work Hours (NAWH)	1351.21	1455.55	1377.60	1394.79
Shift Relief Factor: 12-hour, 7-day post with relief	3.24	3.01	3.18	3.15
Shift Relief Factor: 24 hr / 7 days	6.49	6.02	6.36	6.29
Shift Relief Factor: 16 hr / 7 days	4.33	4.01	4.24	4.19
Shift Relief Factor: 8 hr / 7 days	2.16	2.01	2.12	2.10
Shift Relief Factor: 8 hr / 5 days	1.54	1.43	1.52	1.50
Shift Relief Factor: 8 hr / 2 days	0.62	0.57	0.61	0.60
Shift Relief Factor: 12 hr / 5 days	2.32	2.15	2.27	2.25
Shift Relief Factor: 12 hr / 2 days	0.93	0.86	0.91	0.90
Shift Relief Factor: 16hr / 5 days	3.09	2.87	3.03	3.00

State Farm Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	10	4	6	6.67
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	269.71	399.83	371.79	347.11
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	145	134	136	138.33
Total Hours Away from Post	492.21	611.33	585.29	562.94
Net Annual Work Hours (NAWH)	1594.79	1475.68	1501.71	1524.06
Shift Relief Factor: 12-hour, 7-day post with relief	2.75	2.97	2.92	2.88
Shift Relief Factor: 24 hr / 7 days	5.50	5.94	5.84	5.76
Shift Relief Factor: 16 hr / 7 days	3.66	3.96	3.89	3.84
Shift Relief Factor: 8 hr / 7 days	1.83	1.98	1.95	1.92
Shift Relief Factor: 8 hr / 5 days	1.31	1.41	1.39	1.37
Shift Relief Factor: 8 hr / 2 days	0.52	0.57	0.56	0.55
Shift Relief Factor: 12 hr / 5 days	1.96	2.12	2.08	2.06
Shift Relief Factor: 12 hr / 2 days	0.79	0.85	0.83	0.82
Shift Relief Factor: 16hr / 5 days	2.62	2.83	2.78	2.74

State Farm Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	2.99	2.92	3.12	3.01	3.02
Shift Relief Factor: 24 hr / 7 days	5.99	5.85	6.24	6.03	6.05
Shift Relief Factor: 16 hr / 7 days	3.99	3.90	4.16	4.02	4.03
Shift Relief Factor: 8 hr / 7 days	2.00	1.95	2.08	2.01	2.02
Shift Relief Factor: 8 hr / 5 days	1.43	1.39	1.49	1.43	1.44
Shift Relief Factor: 8 hr / 2 days	0.57	0.56	0.59	0.57	0.58
Shift Relief Factor: 12 hr / 5 days	2.14	2.09	2.23	2.15	2.16
Shift Relief Factor: 12 hr / 2 days	0.86	0.84	0.89	0.86	0.86
Shift Relief Factor: 16hr / 5 days	2.85	2.78	2.97	2.87	2.88

Sussex I State Prison

Sussex I State Prison - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	304.9	241.8	114.9	220.54
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	452.43	369.82	368.75	397.00
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	118	121	116	118.33
Total Hours Away from Post	790.07	757.53	810.73	786.11
Net Annual Work Hours (NAWH)	1296.93	1329.47	1276.27	1300.89
Shift Relief Factor: 12-hour, 7-day post with relief	3.38	3.30	3.43	3.37
Shift Relief Factor: 24 hr / 7 days	6.76	6.59	6.87	6.74
Shift Relief Factor: 16 hr / 7 days	4.51	4.40	4.58	4.49
Shift Relief Factor: 8 hr / 7 days	2.25	2.20	2.29	2.25
Shift Relief Factor: 8 hr / 5 days	1.61	1.57	1.64	1.60
Shift Relief Factor: 8 hr / 2 days	0.64	0.63	0.65	0.64
Shift Relief Factor: 12 hr / 5 days	2.41	2.35	2.45	2.41
Shift Relief Factor: 12 hr / 2 days	0.97	0.94	0.98	0.96
Shift Relief Factor: 16hr / 5 days	3.22	3.14	3.27	3.21

Sussex I State Prison - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	44.7	44.4	32.4	40.50
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	528.75	343.31	408.10	426.72
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	123	137	132	130.67
Total Hours Away from Post	735.34	574.16	639.14	649.55
Net Annual Work Hours (NAWH)	1351.66	1512.84	1447.86	1437.45
Shift Relief Factor: 12-hour, 7-day post with relief	3.24	2.90	3.03	3.06
Shift Relief Factor: 24 hr / 7 days	6.49	5.79	6.05	6.11
Shift Relief Factor: 16 hr / 7 days	4.32	3.86	4.04	4.07
Shift Relief Factor: 8 hr / 7 days	2.16	1.93	2.02	2.04
Shift Relief Factor: 8 hr / 5 days	1.54	1.38	1.44	1.46
Shift Relief Factor: 8 hr / 2 days	0.62	0.55	0.58	0.58
Shift Relief Factor: 12 hr / 5 days	2.32	2.07	2.16	2.18
Shift Relief Factor: 12 hr / 2 days	0.93	0.83	0.86	0.87
Shift Relief Factor: 16hr / 5 days	3.09	2.76	2.88	2.91

Sussex I State Prison - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	32.5	32.4	16.5	27.13

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	531.74	375.38	693.54	533.55
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	123	136	110	123.00
Total Hours Away from Post	732.24	588.88	881.04	734.05
Net Annual Work Hours (NAWH)	1354.76	1498.12	1205.96	1352.95
Shift Relief Factor: 12-hour, 7-day post with relief	3.24	2.93	3.63	3.27
Shift Relief Factor: 24 hr / 7 days	6.47	5.85	7.27	6.53
Shift Relief Factor: 16 hr / 7 days	4.31	3.90	4.85	4.35
Shift Relief Factor: 8 hr / 7 days	2.16	1.95	2.42	2.18
Shift Relief Factor: 8 hr / 5 days	1.54	1.39	1.73	1.55
Shift Relief Factor: 8 hr / 2 days	0.62	0.56	0.69	0.62
Shift Relief Factor: 12 hr / 5 days	2.31	2.09	2.60	2.33
Shift Relief Factor: 12 hr / 2 days	0.92	0.84	1.04	0.93
Shift Relief Factor: 16hr / 5 days	3.08	2.79	3.46	3.11

Sussex I State Prison - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	8.4	8.7	3.2	6.76
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	727.76	595.28	493.49	605.51
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	107	118	126	117.00
Total Hours Away from Post	912.26	790.78	696.99	800.01
Net Annual Work Hours (NAWH)	1174.74	1296.22	1390.01	1286.99
Shift Relief Factor: 12-hour, 7-day post with relief	3.73	3.38	3.15	3.42
Shift Relief Factor: 24 hr / 7 days	7.46	6.76	6.31	6.84
Shift Relief Factor: 16 hr / 7 days	4.97	4.51	4.20	4.56
Shift Relief Factor: 8 hr / 7 days	2.49	2.25	2.10	2.28
Shift Relief Factor: 8 hr / 5 days	1.78	1.61	1.50	1.63
Shift Relief Factor: 8 hr / 2 days	0.71	0.64	0.60	0.65
Shift Relief Factor: 12 hr / 5 days	2.67	2.42	2.25	2.44
Shift Relief Factor: 12 hr / 2 days	1.07	0.97	0.90	0.98
Shift Relief Factor: 16hr / 5 days	3.55	3.22	3.00	3.26

Sussex I State Prison Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.40	3.13	3.31	3.28	3.22
Shift Relief Factor: 24 hr / 7 days	6.79	6.25	6.62	6.56	6.44
Shift Relief Factor: 16 hr / 7 days	4.53	4.17	4.42	4.37	4.29
Shift Relief Factor: 8 hr / 7 days	2.26	2.08	2.21	2.19	2.15
Shift Relief Factor: 8 hr / 5 days	1.62	1.49	1.58	1.56	1.53
Shift Relief Factor: 8 hr / 2 days	0.65	0.60	0.63	0.62	0.61
Shift Relief Factor: 12 hr / 5 days	2.43	2.23	2.37	2.34	2.30
Shift Relief Factor: 12 hr / 2 days	0.97	0.89	0.95	0.94	0.92
Shift Relief Factor: 16hr / 5 days	3.24	2.98	3.15	3.12	3.07

Virginia Correctional Center for Women

Virginia Correctional Center for Women - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	129.8	94.6	95.1	106.50
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	359.78	261.39	315.75	312.31
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	126	130	120	125.33
Total Hours Away from Post	705.42	658.10	761.73	708.42
Net Annual Work Hours (NAWH)	1381.58	1428.90	1325.27	1378.58
Shift Relief Factor: 12-hour, 7-day post with relief	3.17	3.07	3.31	3.18
Shift Relief Factor: 24 hr / 7 days	6.34	6.13	6.61	6.36
Shift Relief Factor: 16 hr / 7 days	4.23	4.09	4.41	4.24
Shift Relief Factor: 8 hr / 7 days	2.11	2.04	2.20	2.12
Shift Relief Factor: 8 hr / 5 days	1.51	1.46	1.57	1.52
Shift Relief Factor: 8 hr / 2 days	0.60	0.58	0.63	0.61
Shift Relief Factor: 12 hr / 5 days	2.27	2.19	2.36	2.27
Shift Relief Factor: 12 hr / 2 days	0.91	0.88	0.94	0.91
Shift Relief Factor: 16hr / 5 days	3.02	2.92	3.15	3.03

Virginia Correctional Center for Women - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	23.3	18.2	13.7	18.36
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	398.56	329.69	265.97	331.41
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	134	139	143	138.67
Total Hours Away from Post	616.15	562.54	508.01	562.23
Net Annual Work Hours (NAWH)	1470.85	1524.46	1578.99	1524.77
Shift Relief Factor: 12-hour, 7-day post with relief	2.98	2.88	2.78	2.88
Shift Relief Factor: 24 hr / 7 days	5.96	5.75	5.55	5.75
Shift Relief Factor: 16 hr / 7 days	3.97	3.83	3.70	3.84
Shift Relief Factor: 8 hr / 7 days	1.99	1.92	1.85	1.92
Shift Relief Factor: 8 hr / 5 days	1.42	1.37	1.32	1.37
Shift Relief Factor: 8 hr / 2 days	0.57	0.55	0.53	0.55
Shift Relief Factor: 12 hr / 5 days	2.13	2.05	1.98	2.05
Shift Relief Factor: 12 hr / 2 days	0.85	0.82	0.79	0.82
Shift Relief Factor: 16hr / 5 days	2.84	2.74	2.64	2.74

Virginia Correctional Center for Women - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	23	7	9	13.00

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	799.09	502.23	541.81	614.38
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	101	126	122	116.33
Total Hours Away from Post	977.59	705.73	741.31	808.21
Net Annual Work Hours (NAWH)	1109.41	1381.27	1345.69	1278.79
Shift Relief Factor: 12-hour, 7-day post with relief	3.95	3.17	3.26	3.46
Shift Relief Factor: 24 hr / 7 days	7.90	6.35	6.51	6.92
Shift Relief Factor: 16 hr / 7 days	5.27	4.23	4.34	4.61
Shift Relief Factor: 8 hr / 7 days	2.63	2.12	2.17	2.31
Shift Relief Factor: 8 hr / 5 days	1.88	1.51	1.55	1.65
Shift Relief Factor: 8 hr / 2 days	0.75	0.60	0.62	0.66
Shift Relief Factor: 12 hr / 5 days	2.82	2.27	2.33	2.47
Shift Relief Factor: 12 hr / 2 days	1.13	0.91	0.93	0.99
Shift Relief Factor: 16hr / 5 days	3.76	3.02	3.10	3.30

Virginia Correctional Center for Women - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	6	4	2	4.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	575.40	628.13	181.38	461.63
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	120	115	152	129.00
Total Hours Away from Post	772.90	820.63	410.88	668.13
Net Annual Work Hours (NAWH)	1314.10	1266.37	1676.13	1418.87
Shift Relief Factor: 12-hour, 7-day post with relief	3.34	3.46	2.61	3.14
Shift Relief Factor: 24 hr / 7 days	6.67	6.92	5.23	6.27
Shift Relief Factor: 16 hr / 7 days	4.45	4.61	3.49	4.18
Shift Relief Factor: 8 hr / 7 days	2.22	2.31	1.74	2.09
Shift Relief Factor: 8 hr / 5 days	1.59	1.65	1.25	1.49
Shift Relief Factor: 8 hr / 2 days	0.64	0.66	0.50	0.60
Shift Relief Factor: 12 hr / 5 days	2.38	2.47	1.87	2.24
Shift Relief Factor: 12 hr / 2 days	0.95	0.99	0.75	0.90
Shift Relief Factor: 16hr / 5 days	3.18	3.30	2.49	2.99

Virginia CCW Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.36	3.14	2.99	3.16	3.07
Shift Relief Factor: 24 hr / 7 days	6.72	6.29	5.98	6.33	6.13
Shift Relief Factor: 16 hr / 7 days	4.48	4.19	3.99	4.22	4.09
Shift Relief Factor: 8 hr / 7 days	2.24	2.10	1.99	2.11	2.04
Shift Relief Factor: 8 hr / 5 days	1.60	1.50	1.42	1.51	1.46
Shift Relief Factor: 8 hr / 2 days	0.64	0.60	0.57	0.60	0.58
Shift Relief Factor: 12 hr / 5 days	2.40	2.25	2.13	2.26	2.19
Shift Relief Factor: 12 hr / 2 days	0.96	0.90	0.85	0.90	0.88
Shift Relief Factor: 16hr / 5 days	3.20	2.99	2.85	3.01	2.92

Wallens Ridge Correctional Center

Wallens Ridge Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	582	368	371	440.33
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	363.02	436.51	401.60	400.38
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	125	115	113	117.67
Total Hours Away from Post	707.66	818.22	840.58	788.82
Net Annual Work Hours (NAWH)	1379.34	1268.78	1246.42	1298.18
Shift Relief Factor: 12-hour, 7-day post with relief	3.18	3.45	3.52	3.38
Shift Relief Factor: 24 hr / 7 days	6.36	6.91	7.03	6.77
Shift Relief Factor: 16 hr / 7 days	4.24	4.61	4.69	4.51
Shift Relief Factor: 8 hr / 7 days	2.12	2.30	2.34	2.26
Shift Relief Factor: 8 hr / 5 days	1.51	1.65	1.67	1.61
Shift Relief Factor: 8 hr / 2 days	0.61	0.66	0.67	0.64
Shift Relief Factor: 12 hr / 5 days	2.27	2.47	2.51	2.42
Shift Relief Factor: 12 hr / 2 days	0.91	0.99	1.00	0.97
Shift Relief Factor: 16hr / 5 days	3.03	3.29	3.35	3.22

Wallens Ridge Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	43	21	19	27.67
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	514.54	465.36	391.87	457.26
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	124	127	133	128.00
Total Hours Away from Post	722.13	686.21	623.91	677.42
Net Annual Work Hours (NAWH)	1364.87	1400.79	1463.09	1409.58
Shift Relief Factor: 12-hour, 7-day post with relief	3.21	3.13	3.00	3.11
Shift Relief Factor: 24 hr / 7 days	6.42	6.26	5.99	6.22
Shift Relief Factor: 16 hr / 7 days	4.28	4.17	3.99	4.15
Shift Relief Factor: 8 hr / 7 days	2.14	2.09	2.00	2.07
Shift Relief Factor: 8 hr / 5 days	1.53	1.49	1.43	1.48
Shift Relief Factor: 8 hr / 2 days	0.61	0.60	0.57	0.59
Shift Relief Factor: 12 hr / 5 days	2.29	2.23	2.14	2.22
Shift Relief Factor: 12 hr / 2 days	0.92	0.89	0.86	0.89
Shift Relief Factor: 16hr / 5 days	3.06	2.98	2.85	2.96

Wallens Ridge Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	31	15	17	21.00

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	417.98	478.75	497.97	464.90
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	133	128	126	129.00
Total Hours Away from Post	628.48	684.25	701.47	671.40
Net Annual Work Hours (NAWH)	1458.52	1402.75	1385.53	1415.60
Shift Relief Factor: 12-hour, 7-day post with relief	3.01	3.12	3.16	3.10
Shift Relief Factor: 24 hr / 7 days	6.01	6.25	6.33	6.20
Shift Relief Factor: 16 hr / 7 days	4.01	4.17	4.22	4.13
Shift Relief Factor: 8 hr / 7 days	2.00	2.08	2.11	2.07
Shift Relief Factor: 8 hr / 5 days	1.43	1.49	1.51	1.48
Shift Relief Factor: 8 hr / 2 days	0.57	0.60	0.60	0.59
Shift Relief Factor: 12 hr / 5 days	2.15	2.23	2.26	2.21
Shift Relief Factor: 12 hr / 2 days	0.86	0.89	0.90	0.89
Shift Relief Factor: 16hr / 5 days	2.86	2.98	3.01	2.95

Wallens Ridge Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	7	3	3	4.33
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	583.73	315.57	349.31	416.21
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	119	141	138	132.67
Total Hours Away from Post	780.23	534.07	564.81	626.37
Net Annual Work Hours (NAWH)	1306.77	1552.93	1522.19	1460.63
Shift Relief Factor: 12-hour, 7-day post with relief	3.35	2.82	2.88	3.02
Shift Relief Factor: 24 hr / 7 days	6.71	5.64	5.76	6.04
Shift Relief Factor: 16 hr / 7 days	4.47	3.76	3.84	4.02
Shift Relief Factor: 8 hr / 7 days	2.24	1.88	1.92	2.01
Shift Relief Factor: 8 hr / 5 days	1.60	1.34	1.37	1.44
Shift Relief Factor: 8 hr / 2 days	0.64	0.54	0.55	0.57
Shift Relief Factor: 12 hr / 5 days	2.40	2.02	2.06	2.16
Shift Relief Factor: 12 hr / 2 days	0.96	0.81	0.82	0.86
Shift Relief Factor: 16hr / 5 days	3.19	2.69	2.74	2.87

Wallens Ridge Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.19	3.13	3.14	3.15	3.14
Shift Relief Factor: 24 hr / 7 days	6.37	6.27	6.28	6.31	6.27
Shift Relief Factor: 16 hr / 7 days	4.25	4.18	4.19	4.20	4.18
Shift Relief Factor: 8 hr / 7 days	2.12	2.09	2.09	2.10	2.09
Shift Relief Factor: 8 hr / 5 days	1.52	1.49	1.49	1.50	1.49
Shift Relief Factor: 8 hr / 2 days	0.61	0.60	0.60	0.60	0.60
Shift Relief Factor: 12 hr / 5 days	2.28	2.24	2.24	2.25	2.24
Shift Relief Factor: 12 hr / 2 days	0.91	0.90	0.90	0.90	0.90
Shift Relief Factor: 16hr / 5 days	3.04	2.98	2.99	3.00	2.99

Baskerville Correctional Center

Baskerville Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	72.2	73.8	88.2	78.06
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	388.10	388.21	378.45	384.92
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	123	119	115	119.00
Total Hours Away from Post	730.74	773.92	819.43	774.70
Net Annual Work Hours (NAWH)	1356.26	1313.08	1267.57	1312.30
Shift Relief Factor: 12-hour, 7-day post with relief	3.23	3.34	3.46	3.34
Shift Relief Factor: 24 hr / 7 days	6.46	6.68	6.92	6.68
Shift Relief Factor: 16 hr / 7 days	4.31	4.45	4.61	4.46
Shift Relief Factor: 8 hr / 7 days	2.15	2.23	2.31	2.23
Shift Relief Factor: 8 hr / 5 days	1.54	1.59	1.65	1.59
Shift Relief Factor: 8 hr / 2 days	0.62	0.64	0.66	0.64
Shift Relief Factor: 12 hr / 5 days	2.31	2.38	2.47	2.39
Shift Relief Factor: 12 hr / 2 days	0.92	0.95	0.99	0.95
Shift Relief Factor: 16hr / 5 days	3.08	3.18	3.29	3.18

Baskerville Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	4.8	5.8	5.7	5.42
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	470.50	416.32	421.45	436.09
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	128	131	131	130.00
Total Hours Away from Post	682.09	641.17	651.49	658.25
Net Annual Work Hours (NAWH)	1404.91	1445.83	1435.51	1428.75
Shift Relief Factor: 12-hour, 7-day post with relief	3.12	3.03	3.05	3.07
Shift Relief Factor: 24 hr / 7 days	6.24	6.06	6.11	6.14
Shift Relief Factor: 16 hr / 7 days	4.16	4.04	4.07	4.09
Shift Relief Factor: 8 hr / 7 days	2.08	2.02	2.04	2.05
Shift Relief Factor: 8 hr / 5 days	1.49	1.44	1.45	1.46
Shift Relief Factor: 8 hr / 2 days	0.59	0.58	0.58	0.58
Shift Relief Factor: 12 hr / 5 days	2.23	2.17	2.18	2.19
Shift Relief Factor: 12 hr / 2 days	0.89	0.87	0.87	0.88
Shift Relief Factor: 16hr / 5 days	2.97	2.89	2.91	2.92

Baskerville Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	6.3	6.8	6.8	6.64

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	523.70	490.39	311.31	441.80
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	124	127	142	131.00
Total Hours Away from Post	725.20	694.89	530.81	650.30
Net Annual Work Hours (NAWH)	1361.80	1392.11	1556.19	1436.70
Shift Relief Factor: 12-hour, 7-day post with relief	3.22	3.15	2.82	3.06
Shift Relief Factor: 24 hr / 7 days	6.44	6.30	5.63	6.12
Shift Relief Factor: 16 hr / 7 days	4.29	4.20	3.76	4.08
Shift Relief Factor: 8 hr / 7 days	2.15	2.10	1.88	2.04
Shift Relief Factor: 8 hr / 5 days	1.53	1.50	1.34	1.46
Shift Relief Factor: 8 hr / 2 days	0.61	0.60	0.54	0.58
Shift Relief Factor: 12 hr / 5 days	2.30	2.25	2.01	2.19
Shift Relief Factor: 12 hr / 2 days	0.92	0.90	0.80	0.87
Shift Relief Factor: 16hr / 5 days	3.07	3.00	2.68	2.92

Baskerville Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	2.0	1.8	3.0	2.25
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	534.20	358.86	371.00	421.35
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	123	138	137	132.67
Total Hours Away from Post	734.70	574.36	585.50	631.52
Net Annual Work Hours (NAWH)	1352.30	1512.64	1501.50	1455.48
Shift Relief Factor: 12-hour, 7-day post with relief	3.24	2.90	2.92	3.02
Shift Relief Factor: 24 hr / 7 days	6.48	5.80	5.84	6.04
Shift Relief Factor: 16 hr / 7 days	4.32	3.86	3.89	4.03
Shift Relief Factor: 8 hr / 7 days	2.16	1.93	1.95	2.01
Shift Relief Factor: 8 hr / 5 days	1.54	1.38	1.39	1.44
Shift Relief Factor: 8 hr / 2 days	0.62	0.55	0.56	0.58
Shift Relief Factor: 12 hr / 5 days	2.32	2.07	2.09	2.16
Shift Relief Factor: 12 hr / 2 days	0.93	0.83	0.83	0.86
Shift Relief Factor: 16hr / 5 days	3.09	2.76	2.78	2.88

Baskerville Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.20	3.10	3.06	3.12	3.08
Shift Relief Factor: 24 hr / 7 days	6.41	6.21	6.12	6.25	6.17
Shift Relief Factor: 16 hr / 7 days	4.27	4.14	4.08	4.16	4.11
Shift Relief Factor: 8 hr / 7 days	2.14	2.07	2.04	2.08	2.06
Shift Relief Factor: 8 hr / 5 days	1.53	1.48	1.46	1.49	1.47
Shift Relief Factor: 8 hr / 2 days	0.61	0.59	0.58	0.59	0.59
Shift Relief Factor: 12 hr / 5 days	2.29	2.22	2.19	2.23	2.20
Shift Relief Factor: 12 hr / 2 days	0.92	0.89	0.87	0.89	0.88
Shift Relief Factor: 16hr / 5 days	3.05	2.96	2.92	2.97	2.94

Beaumont Correctional Center

Beaumont Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	62.6	71.8	68.3	67.58
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	488.00	518.36	29.55	345.31
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	115	108	144	122.33
Total Hours Away from Post	822.64	893.08	499.53	738.42
Net Annual Work Hours (NAWH)	1264.36	1193.92	1587.47	1348.58
Shift Relief Factor: 12-hour, 7-day post with relief	3.47	3.67	2.76	3.30
Shift Relief Factor: 24 hr / 7 days	6.93	7.34	5.52	6.60
Shift Relief Factor: 16 hr / 7 days	4.62	4.89	3.68	4.40
Shift Relief Factor: 8 hr / 7 days	2.31	2.45	1.84	2.20
Shift Relief Factor: 8 hr / 5 days	1.65	1.75	1.31	1.57
Shift Relief Factor: 8 hr / 2 days	0.66	0.70	0.53	0.63
Shift Relief Factor: 12 hr / 5 days	2.48	2.62	1.97	2.36
Shift Relief Factor: 12 hr / 2 days	0.99	1.05	0.79	0.94
Shift Relief Factor: 16hr / 5 days	3.30	3.50	2.63	3.14

Beaumont Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	7.0	11.4	9.9	9.44
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	649.21	364.84	364.00	459.35
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	113	136	135	128.00
Total Hours Away from Post	845.80	594.69	598.04	679.51
Net Annual Work Hours (NAWH)	1241.20	1492.31	1488.96	1407.49
Shift Relief Factor: 12-hour, 7-day post with relief	3.5313	2.9371	2.9437	3.14
Shift Relief Factor: 24 hr / 7 days	7.06	5.87	5.89	6.27
Shift Relief Factor: 16 hr / 7 days	4.71	3.92	3.92	4.18
Shift Relief Factor: 8 hr / 7 days	2.35	1.96	1.96	2.09
Shift Relief Factor: 8 hr / 5 days	1.68	1.40	1.40	1.49
Shift Relief Factor: 8 hr / 2 days	0.67	0.56	0.56	0.60
Shift Relief Factor: 12 hr / 5 days	2.52	2.10	2.10	2.24
Shift Relief Factor: 12 hr / 2 days	1.01	0.84	0.84	0.90
Shift Relief Factor: 16hr / 5 days	3.36	2.80	2.80	2.99

Beaumont Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	3.2	3.8	2.8	3.25

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	387.00	500.57	273.76	387.11
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	135	126	145	135.33
Total Hours Away from Post	599.50	704.07	496.26	599.94
Net Annual Work Hours (NAWH)	1487.50	1382.93	1590.74	1487.06
Shift Relief Factor: 12-hour, 7-day post with relief	2.95	3.17	2.76	2.96
Shift Relief Factor: 24 hr / 7 days	5.89	6.34	5.51	5.91
Shift Relief Factor: 16 hr / 7 days	3.93	4.23	3.67	3.94
Shift Relief Factor: 8 hr / 7 days	1.96	2.11	1.84	1.97
Shift Relief Factor: 8 hr / 5 days	1.40	1.51	1.31	1.41
Shift Relief Factor: 8 hr / 2 days	0.56	0.60	0.52	0.56
Shift Relief Factor: 12 hr / 5 days	2.10	2.26	1.97	2.11
Shift Relief Factor: 12 hr / 2 days	0.84	0.91	0.79	0.84
Shift Relief Factor: 16hr / 5 days	2.81	3.02	2.62	2.82

Beaumont Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	2.1	3.0	3.0	2.69
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	1063.10	486.73	486.00	678.61
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	79	127	127	111.00
Total Hours Away from Post	1219.60	691.23	690.50	867.11
Net Annual Work Hours (NAWH)	867.40	1395.77	1396.50	1219.89
Shift Relief Factor: 12-hour, 7-day post with relief	5.05	3.14	3.14	3.78
Shift Relief Factor: 24 hr / 7 days	10.11	6.28	6.28	7.55
Shift Relief Factor: 16 hr / 7 days	6.74	4.19	4.18	5.04
Shift Relief Factor: 8 hr / 7 days	3.37	2.09	2.09	2.52
Shift Relief Factor: 8 hr / 5 days	2.41	1.50	1.49	1.80
Shift Relief Factor: 8 hr / 2 days	0.96	0.60	0.60	0.72
Shift Relief Factor: 12 hr / 5 days	3.61	2.24	2.24	2.70
Shift Relief Factor: 12 hr / 2 days	1.44	0.90	0.90	1.08
Shift Relief Factor: 16hr / 5 days	4.81	2.99	2.99	3.60

Beaumont Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.31	3.26	2.82	3.13	3.04
Shift Relief Factor: 24 hr / 7 days	6.63	6.52	5.64	6.26	6.08
Shift Relief Factor: 16 hr / 7 days	4.42	4.35	3.76	4.18	4.05
Shift Relief Factor: 8 hr / 7 days	2.21	2.17	1.88	2.09	2.03
Shift Relief Factor: 8 hr / 5 days	1.58	1.55	1.34	1.49	1.45
Shift Relief Factor: 8 hr / 2 days	0.63	0.62	0.54	0.60	0.58
Shift Relief Factor: 12 hr / 5 days	2.37	2.33	2.01	2.24	2.17
Shift Relief Factor: 12 hr / 2 days	0.95	0.93	0.81	0.89	0.87
Shift Relief Factor: 16hr / 5 days	3.16	3.10	2.69	2.98	2.89

Bland Correctional Center

Bland Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	281	182	206	223.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	357.86	360.90	424.64	381.13
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	126	122	111	119.67
Total Hours Away from Post	703.50	749.61	861.62	771.58
Net Annual Work Hours (NAWH)	1383.50	1337.39	1225.38	1315.42
Shift Relief Factor: 12-hour, 7-day post with relief	3.17	3.28	3.58	3.34
Shift Relief Factor: 24 hr / 7 days	6.34	6.55	7.15	6.68
Shift Relief Factor: 16 hr / 7 days	4.22	4.37	4.77	4.45
Shift Relief Factor: 8 hr / 7 days	2.11	2.18	2.38	2.23
Shift Relief Factor: 8 hr / 5 days	1.51	1.56	1.70	1.59
Shift Relief Factor: 8 hr / 2 days	0.60	0.62	0.68	0.64
Shift Relief Factor: 12 hr / 5 days	2.26	2.34	2.55	2.39
Shift Relief Factor: 12 hr / 2 days	0.91	0.94	1.02	0.95
Shift Relief Factor: 16hr / 5 days	3.02	3.12	3.41	3.18

Bland Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	33	16	15	21.33
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	389.69	420.04	406.22	405.32
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	134	131	132	132.33
Total Hours Away from Post	607.28	644.89	637.26	629.81
Net Annual Work Hours (NAWH)	1479.72	1442.11	1449.74	1457.19
Shift Relief Factor: 12-hour, 7-day post with relief	2.96	3.04	3.02	3.01
Shift Relief Factor: 24 hr / 7 days	5.92	6.08	6.05	6.02
Shift Relief Factor: 16 hr / 7 days	3.95	4.05	4.03	4.01
Shift Relief Factor: 8 hr / 7 days	1.97	2.03	2.02	2.01
Shift Relief Factor: 8 hr / 5 days	1.41	1.45	1.44	1.43
Shift Relief Factor: 8 hr / 2 days	0.56	0.58	0.58	0.57
Shift Relief Factor: 12 hr / 5 days	2.12	2.17	2.16	2.15
Shift Relief Factor: 12 hr / 2 days	0.85	0.87	0.86	0.86
Shift Relief Factor: 16hr / 5 days	2.82	2.89	2.88	2.86

Bland Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	18	8	12	12.67

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	535.27	498.90	783.69	605.95
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	123	126	102	117.00
Total Hours Away from Post	735.77	702.40	963.19	800.45
Net Annual Work Hours (NAWH)	1351.23	1384.60	1123.81	1286.55
Shift Relief Factor: 12-hour, 7-day post with relief	3.24	3.17	3.90	3.44
Shift Relief Factor: 24 hr / 7 days	6.49	6.33	7.80	6.87
Shift Relief Factor: 16 hr / 7 days	4.32	4.22	5.20	4.58
Shift Relief Factor: 8 hr / 7 days	2.16	2.11	2.60	2.29
Shift Relief Factor: 8 hr / 5 days	1.54	1.51	1.86	1.64
Shift Relief Factor: 8 hr / 2 days	0.62	0.60	0.74	0.65
Shift Relief Factor: 12 hr / 5 days	2.32	2.26	2.79	2.45
Shift Relief Factor: 12 hr / 2 days	0.93	0.90	1.11	0.98
Shift Relief Factor: 16hr / 5 days	3.09	3.01	3.71	3.27

Bland Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	7	3	5	5.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	432.30	413.17	705.04	516.84
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	131	133	109	124.33
Total Hours Away from Post	640.80	623.67	891.54	718.67
Net Annual Work Hours (NAWH)	1446.20	1463.33	1195.46	1368.33
Shift Relief Factor: 12-hour, 7-day post with relief	3.03	3.00	3.67	3.23
Shift Relief Factor: 24 hr / 7 days	6.06	5.99	7.33	6.46
Shift Relief Factor: 16 hr / 7 days	4.04	3.99	4.89	4.31
Shift Relief Factor: 8 hr / 7 days	2.02	2.00	2.44	2.15
Shift Relief Factor: 8 hr / 5 days	1.44	1.43	1.75	1.54
Shift Relief Factor: 8 hr / 2 days	0.58	0.57	0.70	0.62
Shift Relief Factor: 12 hr / 5 days	2.16	2.14	2.62	2.31
Shift Relief Factor: 12 hr / 2 days	0.87	0.86	1.05	0.92
Shift Relief Factor: 16hr / 5 days	2.89	2.85	3.49	3.08

Bland Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.10	3.12	3.54	3.25	3.33
Shift Relief Factor: 24 hr / 7 days	6.20	6.24	7.08	6.51	6.66
Shift Relief Factor: 16 hr / 7 days	4.13	4.16	4.72	4.34	4.44
Shift Relief Factor: 8 hr / 7 days	2.07	2.08	2.36	2.17	2.22
Shift Relief Factor: 8 hr / 5 days	1.48	1.49	1.69	1.55	1.59
Shift Relief Factor: 8 hr / 2 days	0.59	0.59	0.67	0.62	0.63
Shift Relief Factor: 12 hr / 5 days	2.22	2.23	2.53	2.32	2.38
Shift Relief Factor: 12 hr / 2 days	0.89	0.89	1.01	0.93	0.95
Shift Relief Factor: 16hr / 5 days	2.95	2.97	3.37	3.10	3.17

Buckingham Correctional Center

Buckingham Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	318	157	169	214.67
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	411.14	384.01	364.85	386.66
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	121	120	116	119.00
Total Hours Away from Post	751.78	770.72	806.83	776.44
Net Annual Work Hours (NAWH)	1335.22	1316.28	1280.17	1310.56
Shift Relief Factor: 12-hour, 7-day post with relief	3.28	3.33	3.42	3.35
Shift Relief Factor: 24 hr / 7 days	6.57	6.66	6.85	6.69
Shift Relief Factor: 16 hr / 7 days	4.38	4.44	4.57	4.46
Shift Relief Factor: 8 hr / 7 days	2.19	2.22	2.28	2.23
Shift Relief Factor: 8 hr / 5 days	1.56	1.59	1.63	1.59
Shift Relief Factor: 8 hr / 2 days	0.63	0.63	0.65	0.64
Shift Relief Factor: 12 hr / 5 days	2.34	2.38	2.45	2.39
Shift Relief Factor: 12 hr / 2 days	0.94	0.95	0.98	0.96
Shift Relief Factor: 16hr / 5 days	3.13	3.17	3.26	3.19

Buckingham Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	48	23	15	28.67
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	444.70	478.63	329.39	417.57
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	130	126	138	131.33
Total Hours Away from Post	658.29	698.48	566.43	641.07
Net Annual Work Hours (NAWH)	1428.71	1388.52	1520.57	1445.93
Shift Relief Factor: 12-hour, 7-day post with relief	3.07	3.16	2.88	3.04
Shift Relief Factor: 24 hr / 7 days	6.14	6.31	5.76	6.07
Shift Relief Factor: 16 hr / 7 days	4.09	4.21	3.84	4.05
Shift Relief Factor: 8 hr / 7 days	2.05	2.10	1.92	2.02
Shift Relief Factor: 8 hr / 5 days	1.46	1.50	1.37	1.45
Shift Relief Factor: 8 hr / 2 days	0.58	0.60	0.55	0.58
Shift Relief Factor: 12 hr / 5 days	2.19	2.25	2.06	2.17
Shift Relief Factor: 12 hr / 2 days	0.88	0.90	0.82	0.87
Shift Relief Factor: 16hr / 5 days	2.92	3.01	2.75	2.89

Buckingham Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	20	8	12	13.33

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	458.37	363.54	635.62	485.84
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	129	137	114	126.67
Total Hours Away from Post	664.87	578.04	827.12	690.01
Net Annual Work Hours (NAWH)	1422.13	1508.96	1259.88	1396.99
Shift Relief Factor: 12-hour, 7-day post with relief	3.08	2.90	3.48	3.16
Shift Relief Factor: 24 hr / 7 days	6.16	5.81	6.96	6.31
Shift Relief Factor: 16 hr / 7 days	4.11	3.87	4.64	4.21
Shift Relief Factor: 8 hr / 7 days	2.05	1.94	2.32	2.10
Shift Relief Factor: 8 hr / 5 days	1.47	1.38	1.66	1.50
Shift Relief Factor: 8 hr / 2 days	0.59	0.55	0.66	0.60
Shift Relief Factor: 12 hr / 5 days	2.20	2.07	2.48	2.25
Shift Relief Factor: 12 hr / 2 days	0.88	0.83	0.99	0.90
Shift Relief Factor: 16hr / 5 days	2.94	2.77	3.31	3.00

Buckingham Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	7	4	4	5.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	248.66	729.01	774.98	584.22
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	147	107	103	119.00
Total Hours Away from Post	473.16	913.51	955.48	780.72
Net Annual Work Hours (NAWH)	1613.84	1173.49	1131.52	1306.28
Shift Relief Factor: 12-hour, 7-day post with relief	2.72	3.74	3.87	3.44
Shift Relief Factor: 24 hr / 7 days	5.43	7.47	7.75	6.88
Shift Relief Factor: 16 hr / 7 days	3.62	4.98	5.16	4.59
Shift Relief Factor: 8 hr / 7 days	1.81	2.49	2.58	2.29
Shift Relief Factor: 8 hr / 5 days	1.29	1.78	1.84	1.64
Shift Relief Factor: 8 hr / 2 days	0.52	0.71	0.74	0.66
Shift Relief Factor: 12 hr / 5 days	1.94	2.67	2.77	2.46
Shift Relief Factor: 12 hr / 2 days	0.78	1.07	1.11	0.98
Shift Relief Factor: 16hr / 5 days	2.59	3.56	3.69	3.28

Buckingham Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.04	3.28	3.41	3.24	3.35
Shift Relief Factor: 24 hr / 7 days	6.07	6.56	6.83	6.49	6.70
Shift Relief Factor: 16 hr / 7 days	4.05	4.38	4.55	4.33	4.46
Shift Relief Factor: 8 hr / 7 days	2.02	2.19	2.28	2.16	2.23
Shift Relief Factor: 8 hr / 5 days	1.45	1.56	1.63	1.54	1.59
Shift Relief Factor: 8 hr / 2 days	0.58	0.63	0.65	0.62	0.64
Shift Relief Factor: 12 hr / 5 days	2.17	2.34	2.44	2.32	2.39
Shift Relief Factor: 12 hr / 2 days	0.87	0.94	0.98	0.93	0.96
Shift Relief Factor: 16hr / 5 days	2.89	3.13	3.25	3.09	3.19

Coffeewood Correctional Center

Coffeewood Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	124.8	99.8	104.8	109.81
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	352.10	343.62	317.39	337.71
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	126	123	120	123.00
Total Hours Away from Post	697.74	733.33	763.37	731.48
Net Annual Work Hours (NAWH)	1389.26	1353.67	1323.63	1355.52
Shift Relief Factor: 12-hour, 7-day post with relief	3.15	3.24	3.31	3.23
Shift Relief Factor: 24 hr / 7 days	6.31	6.48	6.62	6.47
Shift Relief Factor: 16 hr / 7 days	4.21	4.32	4.42	4.31
Shift Relief Factor: 8 hr / 7 days	2.10	2.16	2.21	2.16
Shift Relief Factor: 8 hr / 5 days	1.50	1.54	1.58	1.54
Shift Relief Factor: 8 hr / 2 days	0.60	0.62	0.63	0.62
Shift Relief Factor: 12 hr / 5 days	2.25	2.31	2.37	2.31
Shift Relief Factor: 12 hr / 2 days	0.90	0.93	0.95	0.92
Shift Relief Factor: 16hr / 5 days	3.00	3.08	3.15	3.08

Coffeewood Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	16.3	16.8	17.9	17.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	440.05	451.41	300.60	397.35
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	130	128	141	133.00
Total Hours Away from Post	653.64	673.26	540.64	622.51
Net Annual Work Hours (NAWH)	1433.36	1413.74	1546.36	1464.49
Shift Relief Factor: 12-hour, 7-day post with relief	3.06	3.10	2.83	3.00
Shift Relief Factor: 24 hr / 7 days	6.12	6.20	5.67	6.00
Shift Relief Factor: 16 hr / 7 days	4.08	4.13	3.78	4.00
Shift Relief Factor: 8 hr / 7 days	2.04	2.07	1.89	2.00
Shift Relief Factor: 8 hr / 5 days	1.46	1.48	1.35	1.43
Shift Relief Factor: 8 hr / 2 days	0.58	0.59	0.54	0.57
Shift Relief Factor: 12 hr / 5 days	2.18	2.21	2.02	2.14
Shift Relief Factor: 12 hr / 2 days	0.87	0.89	0.81	0.86
Shift Relief Factor: 16hr / 5 days	2.91	2.95	2.70	2.85

Coffeewood Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	10.9	11.5	11.4	11.28

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	451.28	436.13	522.94	470.12
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	130	131	124	128.33
Total Hours Away from Post	658.78	644.63	724.44	675.95
Net Annual Work Hours (NAWH)	1428.22	1442.37	1362.56	1411.05
Shift Relief Factor: 12-hour, 7-day post with relief	3.07	3.04	3.22	3.11
Shift Relief Factor: 24 hr / 7 days	6.14	6.08	6.43	6.22
Shift Relief Factor: 16 hr / 7 days	4.09	4.05	4.29	4.14
Shift Relief Factor: 8 hr / 7 days	2.05	2.03	2.14	2.07
Shift Relief Factor: 8 hr / 5 days	1.46	1.45	1.53	1.48
Shift Relief Factor: 8 hr / 2 days	0.58	0.58	0.61	0.59
Shift Relief Factor: 12 hr / 5 days	2.19	2.17	2.30	2.22
Shift Relief Factor: 12 hr / 2 days	0.88	0.87	0.92	0.89
Shift Relief Factor: 16hr / 5 days	2.92	2.89	3.06	2.96

Coffeewood Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	3.9	3.8	3.8	3.86
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	402.92	558.78	817.41	593.04
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	134	121	99	118.00
Total Hours Away from Post	614.42	757.28	993.91	788.54
Net Annual Work Hours (NAWH)	1472.58	1329.72	1093.09	1298.46
Shift Relief Factor: 12-hour, 7-day post with relief	2.98	3.30	4.01	3.43
Shift Relief Factor: 24 hr / 7 days	5.95	6.59	8.02	6.85
Shift Relief Factor: 16 hr / 7 days	3.97	4.39	5.35	4.57
Shift Relief Factor: 8 hr / 7 days	1.98	2.20	2.67	2.28
Shift Relief Factor: 8 hr / 5 days	1.42	1.57	1.91	1.63
Shift Relief Factor: 8 hr / 2 days	0.57	0.63	0.76	0.65
Shift Relief Factor: 12 hr / 5 days	2.13	2.35	2.86	2.45
Shift Relief Factor: 12 hr / 2 days	0.85	0.94	1.15	0.98
Shift Relief Factor: 16hr / 5 days	2.83	3.14	3.82	3.26

Coffeewood Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.06	3.17	3.34	3.19	3.26
Shift Relief Factor: 24 hr / 7 days	6.13	6.34	6.69	6.38	6.51
Shift Relief Factor: 16 hr / 7 days	4.09	4.22	4.46	4.26	4.34
Shift Relief Factor: 8 hr / 7 days	2.04	2.11	2.23	2.13	2.17
Shift Relief Factor: 8 hr / 5 days	1.46	1.51	1.59	1.52	1.55
Shift Relief Factor: 8 hr / 2 days	0.58	0.60	0.64	0.61	0.62
Shift Relief Factor: 12 hr / 5 days	2.19	2.26	2.39	2.28	2.33
Shift Relief Factor: 12 hr / 2 days	0.88	0.91	0.96	0.91	0.93
Shift Relief Factor: 16hr / 5 days	2.92	3.02	3.18	3.04	3.10

Deerfield Correctional Center

Deerfield Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	354	211	290	285.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	318.56	330.60	438.61	362.59
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	129	124	110	121.00
Total Hours Away from Post	667.21	721.31	874.59	754.37
Net Annual Work Hours (NAWH)	1419.79	1365.69	1212.41	1332.63
Shift Relief Factor: 12-hour, 7-day post with relief	3.09	3.21	3.62	3.30
Shift Relief Factor: 24 hr / 7 days	6.17	6.42	7.23	6.61
Shift Relief Factor: 16 hr / 7 days	4.12	4.28	4.82	4.41
Shift Relief Factor: 8 hr / 7 days	2.06	2.14	2.41	2.20
Shift Relief Factor: 8 hr / 5 days	1.47	1.53	1.72	1.57
Shift Relief Factor: 8 hr / 2 days	0.59	0.61	0.69	0.63
Shift Relief Factor: 12 hr / 5 days	2.21	2.29	2.58	2.36
Shift Relief Factor: 12 hr / 2 days	0.88	0.92	1.03	0.94
Shift Relief Factor: 16hr / 5 days	2.94	3.06	3.44	3.15

Deerfield Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	56	22	26	34.67
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	540.56	364.60	530.93	478.70
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	122	136	121	126.33
Total Hours Away from Post	746.15	594.45	750.97	697.19
Net Annual Work Hours (NAWH)	1340.85	1492.55	1336.03	1389.81
Shift Relief Factor: 12-hour, 7-day post with relief	3.27	2.94	3.28	3.16
Shift Relief Factor: 24 hr / 7 days	6.54	5.87	6.56	6.32
Shift Relief Factor: 16 hr / 7 days	4.36	3.92	4.37	4.22
Shift Relief Factor: 8 hr / 7 days	2.18	1.96	2.19	2.11
Shift Relief Factor: 8 hr / 5 days	1.56	1.40	1.56	1.51
Shift Relief Factor: 8 hr / 2 days	0.62	0.56	0.62	0.60
Shift Relief Factor: 12 hr / 5 days	2.33	2.10	2.34	2.26
Shift Relief Factor: 12 hr / 2 days	0.93	0.84	0.94	0.90
Shift Relief Factor: 16hr / 5 days	3.11	2.80	3.12	3.01

Deerfield Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	27	13	20	20.00

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	445.60	389.52	545.76	460.29
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	130	135	122	129.00
Total Hours Away from Post	653.10	602.02	745.26	666.79
Net Annual Work Hours (NAWH)	1433.90	1484.98	1341.74	1420.21
Shift Relief Factor: 12-hour, 7-day post with relief	3.06	2.95	3.27	3.09
Shift Relief Factor: 24 hr / 7 days	6.11	5.90	6.53	6.18
Shift Relief Factor: 16 hr / 7 days	4.08	3.94	4.36	4.12
Shift Relief Factor: 8 hr / 7 days	2.04	1.97	2.18	2.06
Shift Relief Factor: 8 hr / 5 days	1.46	1.41	1.56	1.47
Shift Relief Factor: 8 hr / 2 days	0.58	0.56	0.62	0.59
Shift Relief Factor: 12 hr / 5 days	2.18	2.11	2.33	2.21
Shift Relief Factor: 12 hr / 2 days	0.87	0.84	0.93	0.88
Shift Relief Factor: 16hr / 5 days	2.91	2.81	3.11	2.94

Deerfield Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	13	6	7	8.67
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	605.49	312.83	514.98	477.77
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	117	141	125	127.67
Total Hours Away from Post	799.99	531.33	717.48	682.93
Net Annual Work Hours (NAWH)	1287.01	1555.67	1369.52	1404.07
Shift Relief Factor: 12-hour, 7-day post with relief	3.41	2.82	3.20	3.14
Shift Relief Factor: 24 hr / 7 days	6.81	5.63	6.40	6.28
Shift Relief Factor: 16 hr / 7 days	4.54	3.76	4.27	4.19
Shift Relief Factor: 8 hr / 7 days	2.27	1.88	2.13	2.09
Shift Relief Factor: 8 hr / 5 days	1.62	1.34	1.52	1.50
Shift Relief Factor: 8 hr / 2 days	0.65	0.54	0.61	0.60
Shift Relief Factor: 12 hr / 5 days	2.43	2.01	2.29	2.24
Shift Relief Factor: 12 hr / 2 days	0.97	0.80	0.91	0.90
Shift Relief Factor: 16hr / 5 days	3.24	2.68	3.05	2.99

Deerfield Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.20	2.98	3.34	3.17	3.16
Shift Relief Factor: 24 hr / 7 days	6.41	5.96	6.68	6.35	6.32
Shift Relief Factor: 16 hr / 7 days	4.27	3.97	4.45	4.23	4.21
Shift Relief Factor: 8 hr / 7 days	2.14	1.99	2.23	2.12	2.11
Shift Relief Factor: 8 hr / 5 days	1.53	1.42	1.59	1.51	1.50
Shift Relief Factor: 8 hr / 2 days	0.61	0.57	0.64	0.60	0.60
Shift Relief Factor: 12 hr / 5 days	2.29	2.13	2.39	2.27	2.26
Shift Relief Factor: 12 hr / 2 days	0.92	0.85	0.95	0.91	0.90
Shift Relief Factor: 16hr / 5 days	3.05	2.84	3.18	3.02	3.01

Dillwyn Correctional Center

Dillwyn Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	113.8	97.3	114.3	108.44
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	458.64	378.18	355.18	397.33
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	117	120	117	118.00
Total Hours Away from Post	795.29	764.89	798.16	786.11
Net Annual Work Hours (NAWH)	1291.71	1322.11	1288.84	1300.89
Shift Relief Factor: 12-hour, 7-day post with relief	3.39	3.32	3.40	3.37
Shift Relief Factor: 24 hr / 7 days	6.79	6.63	6.80	6.74
Shift Relief Factor: 16 hr / 7 days	4.52	4.42	4.53	4.49
Shift Relief Factor: 8 hr / 7 days	2.26	2.21	2.27	2.25
Shift Relief Factor: 8 hr / 5 days	1.62	1.58	1.62	1.60
Shift Relief Factor: 8 hr / 2 days	0.65	0.63	0.65	0.64
Shift Relief Factor: 12 hr / 5 days	2.42	2.37	2.43	2.41
Shift Relief Factor: 12 hr / 2 days	0.97	0.95	0.97	0.96
Shift Relief Factor: 16hr / 5 days	3.23	3.16	3.24	3.21
10 hours / 5 days	2.019742			
Dillwyn Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	17.1	15.8	17.1	16.64
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	523.28	512.46	281.96	439.23
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	123	123	142	129.33
Total Hours Away from Post	729.87	729.31	523.00	660.73
Net Annual Work Hours (NAWH)	1357.13	1357.69	1564.00	1426.27
Shift Relief Factor: 12-hour, 7-day post with relief	3.23	3.23	2.80	3.09
Shift Relief Factor: 24 hr / 7 days	6.46	6.46	5.60	6.17
Shift Relief Factor: 16 hr / 7 days	4.31	4.30	3.74	4.12
Shift Relief Factor: 8 hr / 7 days	2.15	2.15	1.87	2.06
Shift Relief Factor: 8 hr / 5 days	1.54	1.54	1.33	1.47
Shift Relief Factor: 8 hr / 2 days	0.62	0.61	0.53	0.59
Shift Relief Factor: 12 hr / 5 days	2.31	2.31	2.00	2.20
Shift Relief Factor: 12 hr / 2 days	0.92	0.92	0.80	0.88
Shift Relief Factor: 16hr / 5 days	3.08	3.07	2.67	2.94
Dillwyn Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	6.8	7.4	9.2	7.81

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	368.74	193.18	634.61	398.84
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	137	151	115	134.33
Total Hours Away from Post	583.24	421.68	827.11	610.68
Net Annual Work Hours (NAWH)	1503.76	1665.32	1259.89	1476.32
Shift Relief Factor: 12-hour, 7-day post with relief	2.91	2.63	3.48	3.01
Shift Relief Factor: 24 hr / 7 days	5.83	5.26	6.96	6.02
Shift Relief Factor: 16 hr / 7 days	3.89	3.51	4.64	4.01
Shift Relief Factor: 8 hr / 7 days	1.94	1.75	2.32	2.01
Shift Relief Factor: 8 hr / 5 days	1.39	1.25	1.66	1.43
Shift Relief Factor: 8 hr / 2 days	0.56	0.50	0.66	0.57
Shift Relief Factor: 12 hr / 5 days	2.08	1.88	2.48	2.15
Shift Relief Factor: 12 hr / 2 days	0.83	0.75	0.99	0.86
Shift Relief Factor: 16hr / 5 days	2.78	2.51	3.31	2.87

Dillwyn Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	3.8	3.8	3.8	3.78
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	442.96	288.93	437.47	389.79
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	131	143	131	135.00
Total Hours Away from Post	651.46	509.43	645.97	602.29
Net Annual Work Hours (NAWH)	1435.54	1577.57	1441.03	1484.71
Shift Relief Factor: 12-hour, 7-day post with relief	3.05	2.78	3.04	2.96
Shift Relief Factor: 24 hr / 7 days	6.11	5.56	6.08	5.92
Shift Relief Factor: 16 hr / 7 days	4.07	3.70	4.06	3.94
Shift Relief Factor: 8 hr / 7 days	2.04	1.85	2.03	1.97
Shift Relief Factor: 8 hr / 5 days	1.45	1.32	1.45	1.41
Shift Relief Factor: 8 hr / 2 days	0.58	0.53	0.58	0.56
Shift Relief Factor: 12 hr / 5 days	2.18	1.98	2.17	2.11
Shift Relief Factor: 12 hr / 2 days	0.87	0.79	0.87	0.85
Shift Relief Factor: 16hr / 5 days	2.91	2.65	2.90	2.82

Dillwyn Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.15	2.99	3.18	3.11	3.08
Shift Relief Factor: 24 hr / 7 days	6.30	5.98	6.36	6.21	6.17
Shift Relief Factor: 16 hr / 7 days	4.20	3.98	4.24	4.14	4.11
Shift Relief Factor: 8 hr / 7 days	2.10	1.99	2.12	2.07	2.06
Shift Relief Factor: 8 hr / 5 days	1.50	1.42	1.51	1.48	1.47
Shift Relief Factor: 8 hr / 2 days	0.60	0.57	0.61	0.59	0.59
Shift Relief Factor: 12 hr / 5 days	2.25	2.13	2.27	2.22	2.20
Shift Relief Factor: 12 hr / 2 days	0.90	0.85	0.91	0.89	0.88
Shift Relief Factor: 16hr / 5 days	3.00	2.85	3.03	2.96	2.94

Fluvanna Correctional Center

Fluvanna Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	294	143	170	202.33
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	414.82	376.96	357.08	382.95
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	121	120	117	119.33
Total Hours Away from Post	755.46	763.67	800.06	773.06
Net Annual Work Hours (NAWH)	1331.54	1323.33	1286.94	1313.94
Shift Relief Factor: 12-hour, 7-day post with relief	3.29	3.31	3.41	3.34
Shift Relief Factor: 24 hr / 7 days	6.58	6.62	6.81	6.67
Shift Relief Factor: 16 hr / 7 days	4.39	4.42	4.54	4.45
Shift Relief Factor: 8 hr / 7 days	2.19	2.21	2.27	2.22
Shift Relief Factor: 8 hr / 5 days	1.57	1.58	1.62	1.59
Shift Relief Factor: 8 hr / 2 days	0.63	0.63	0.65	0.64
Shift Relief Factor: 12 hr / 5 days	2.35	2.37	2.43	2.38
Shift Relief Factor: 12 hr / 2 days	0.94	0.95	0.97	0.95
Shift Relief Factor: 16hr / 5 days	3.13	3.15	3.24	3.18

Fluvanna Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	52	21	17	30.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	389.85	397.43	343.74	377.01
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	134	133	137	134.67
Total Hours Away from Post	607.44	624.28	579.78	603.83
Net Annual Work Hours (NAWH)	1479.56	1462.72	1507.22	1483.17
Shift Relief Factor: 12-hour, 7-day post with relief	2.96	3.00	2.91	2.96
Shift Relief Factor: 24 hr / 7 days	5.92	5.99	5.82	5.91
Shift Relief Factor: 16 hr / 7 days	3.95	4.00	3.88	3.94
Shift Relief Factor: 8 hr / 7 days	1.97	2.00	1.94	1.97
Shift Relief Factor: 8 hr / 5 days	1.41	1.43	1.38	1.41
Shift Relief Factor: 8 hr / 2 days	0.56	0.57	0.55	0.56
Shift Relief Factor: 12 hr / 5 days	2.12	2.14	2.08	2.11
Shift Relief Factor: 12 hr / 2 days	0.85	0.86	0.83	0.84
Shift Relief Factor: 16hr / 5 days	2.82	2.85	2.77	2.81

Fluvanna Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	26	13	15	18.00

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	468.07	459.47	530.11	485.88
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	128	129	123	126.67
Total Hours Away from Post	673.57	665.97	730.61	690.05
Net Annual Work Hours (NAWH)	1413.43	1421.03	1356.39	1396.95
Shift Relief Factor: 12-hour, 7-day post with relief	3.10	3.08	3.23	3.14
Shift Relief Factor: 24 hr / 7 days	6.20	6.17	6.46	6.28
Shift Relief Factor: 16 hr / 7 days	4.13	4.11	4.31	4.19
Shift Relief Factor: 8 hr / 7 days	2.07	2.06	2.15	2.09
Shift Relief Factor: 8 hr / 5 days	1.48	1.47	1.54	1.49
Shift Relief Factor: 8 hr / 2 days	0.59	0.59	0.62	0.60
Shift Relief Factor: 12 hr / 5 days	2.21	2.20	2.31	2.24
Shift Relief Factor: 12 hr / 2 days	0.89	0.88	0.92	0.90
Shift Relief Factor: 16hr / 5 days	2.95	2.94	3.08	2.99

Fluvanna Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	8	4	4	5.33
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	442.74	485.33	423.33	450.47
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	131	127	132	130.00
Total Hours Away from Post	651.24	689.83	632.83	657.97
Net Annual Work Hours (NAWH)	1435.76	1397.17	1454.17	1429.03
Shift Relief Factor: 12-hour, 7-day post with relief	3.05	3.14	3.01	3.07
Shift Relief Factor: 24 hr / 7 days	6.11	6.27	6.03	6.14
Shift Relief Factor: 16 hr / 7 days	4.07	4.18	4.02	4.09
Shift Relief Factor: 8 hr / 7 days	2.04	2.09	2.01	2.05
Shift Relief Factor: 8 hr / 5 days	1.45	1.49	1.44	1.46
Shift Relief Factor: 8 hr / 2 days	0.58	0.60	0.57	0.58
Shift Relief Factor: 12 hr / 5 days	2.18	2.24	2.15	2.19
Shift Relief Factor: 12 hr / 2 days	0.87	0.90	0.86	0.88
Shift Relief Factor: 16hr / 5 days	2.91	2.99	2.87	2.92

Fluvanna Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.10	3.13	3.14	3.12	3.14
Shift Relief Factor: 24 hr / 7 days	6.20	6.27	6.28	6.25	6.27
Shift Relief Factor: 16 hr / 7 days	4.14	4.18	4.19	4.17	4.18
Shift Relief Factor: 8 hr / 7 days	2.07	2.09	2.09	2.08	2.09
Shift Relief Factor: 8 hr / 5 days	1.48	1.49	1.50	1.49	1.49
Shift Relief Factor: 8 hr / 2 days	0.59	0.60	0.60	0.60	0.60
Shift Relief Factor: 12 hr / 5 days	2.22	2.24	2.24	2.23	2.24
Shift Relief Factor: 12 hr / 2 days	0.89	0.90	0.90	0.89	0.90
Shift Relief Factor: 16hr / 5 days	2.95	2.98	2.99	2.98	2.99

Green Rock Correctional Center

Green Rock Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	134.3	137.1	163.8	145.06
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	335.45	333.65	336.57	335.22
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	128	124	119	123.67
Total Hours Away from Post	683.09	724.36	781.55	729.67
Net Annual Work Hours (NAWH)	1403.91	1362.64	1305.45	1357.33
Shift Relief Factor: 12-hour, 7-day post with relief	3.12	3.22	3.36	3.23
Shift Relief Factor: 24 hr / 7 days	6.24	6.43	6.71	6.46
Shift Relief Factor: 16 hr / 7 days	4.16	4.29	4.48	4.31
Shift Relief Factor: 8 hr / 7 days	2.08	2.14	2.24	2.15
Shift Relief Factor: 8 hr / 5 days	1.49	1.53	1.60	1.54
Shift Relief Factor: 8 hr / 2 days	0.59	0.61	0.64	0.62
Shift Relief Factor: 12 hr / 5 days	2.23	2.30	2.40	2.31
Shift Relief Factor: 12 hr / 2 days	0.89	0.92	0.96	0.92
Shift Relief Factor: 16hr / 5 days	2.97	3.06	3.20	3.08

Green Rock Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	18.8	18.0	18.8	18.53
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	428.04	488.29	404.09	440.14
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	131	125	132	129.33
Total Hours Away from Post	642.63	707.14	635.13	661.64
Net Annual Work Hours (NAWH)	1444.37	1379.86	1451.87	1425.36
Shift Relief Factor: 12-hour, 7-day post with relief	3.03	3.18	3.02	3.08
Shift Relief Factor: 24 hr / 7 days	6.07	6.35	6.04	6.15
Shift Relief Factor: 16 hr / 7 days	4.05	4.24	4.03	4.10
Shift Relief Factor: 8 hr / 7 days	2.02	2.12	2.01	2.05
Shift Relief Factor: 8 hr / 5 days	1.45	1.51	1.44	1.47
Shift Relief Factor: 8 hr / 2 days	0.58	0.61	0.58	0.59
Shift Relief Factor: 12 hr / 5 days	2.17	2.27	2.16	2.20
Shift Relief Factor: 12 hr / 2 days	0.87	0.91	0.86	0.88
Shift Relief Factor: 16hr / 5 days	2.89	3.03	2.88	2.93

Green Rock Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	9.1	9.7	9.9	9.56

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	393.67	419.54	475.59	429.60
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	135	132	128	131.67
Total Hours Away from Post	606.17	629.04	681.09	638.77
Net Annual Work Hours (NAWH)	1480.83	1457.96	1405.91	1448.23
Shift Relief Factor: 12-hour, 7-day post with relief	2.96	3.01	3.12	3.03
Shift Relief Factor: 24 hr / 7 days	5.92	6.01	6.24	6.06
Shift Relief Factor: 16 hr / 7 days	3.95	4.01	4.16	4.04
Shift Relief Factor: 8 hr / 7 days	1.97	2.00	2.08	2.02
Shift Relief Factor: 8 hr / 5 days	1.41	1.43	1.48	1.44
Shift Relief Factor: 8 hr / 2 days	0.56	0.57	0.59	0.58
Shift Relief Factor: 12 hr / 5 days	2.11	2.15	2.23	2.16
Shift Relief Factor: 12 hr / 2 days	0.85	0.86	0.89	0.87
Shift Relief Factor: 16hr / 5 days	2.82	2.86	2.97	2.88

Green Rock Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	4.0	3.8	4.0	3.92
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	481.63	366.67	215.75	354.68
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	127	137	149	137.67
Total Hours Away from Post	686.13	581.17	442.25	569.85
Net Annual Work Hours (NAWH)	1400.88	1505.83	1644.75	1517.15
Shift Relief Factor: 12-hour, 7-day post with relief	3.13	2.91	2.66	2.90
Shift Relief Factor: 24 hr / 7 days	6.26	5.82	5.33	5.80
Shift Relief Factor: 16 hr / 7 days	4.17	3.88	3.55	3.87
Shift Relief Factor: 8 hr / 7 days	2.09	1.94	1.78	1.93
Shift Relief Factor: 8 hr / 5 days	1.49	1.39	1.27	1.38
Shift Relief Factor: 8 hr / 2 days	0.60	0.55	0.51	0.55
Shift Relief Factor: 12 hr / 5 days	2.23	2.08	1.90	2.07
Shift Relief Factor: 12 hr / 2 days	0.89	0.83	0.76	0.83
Shift Relief Factor: 16hr / 5 days	2.98	2.77	2.54	2.76

Green Rock Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.06	3.08	3.04	3.06	3.06
Shift Relief Factor: 24 hr / 7 days	6.12	6.15	6.08	6.12	6.12
Shift Relief Factor: 16 hr / 7 days	4.08	4.10	4.05	4.08	4.08
Shift Relief Factor: 8 hr / 7 days	2.04	2.05	2.03	2.04	2.04
Shift Relief Factor: 8 hr / 5 days	1.46	1.47	1.45	1.46	1.46
Shift Relief Factor: 8 hr / 2 days	0.58	0.59	0.58	0.58	0.58
Shift Relief Factor: 12 hr / 5 days	2.19	2.20	2.17	2.19	2.18
Shift Relief Factor: 12 hr / 2 days	0.87	0.88	0.87	0.87	0.87
Shift Relief Factor: 16hr / 5 days	2.92	2.93	2.89	2.91	2.91

Greenville Correctional Center

Greenville Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	382.3	288.8	265.0	312.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	415.21	385.62	457.01	419.28
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	121	120	109	116.67
Total Hours Away from Post	755.85	772.33	891.99	806.72
Net Annual Work Hours (NAWH)	1331.15	1314.67	1195.01	1280.28
Shift Relief Factor: 12-hour, 7-day post with relief	3.29	3.33	3.67	3.43
Shift Relief Factor: 24 hr / 7 days	6.59	6.67	7.34	6.86
Shift Relief Factor: 16 hr / 7 days	4.39	4.45	4.89	4.58
Shift Relief Factor: 8 hr / 7 days	2.20	2.22	2.45	2.29
Shift Relief Factor: 8 hr / 5 days	1.57	1.59	1.75	1.63
Shift Relief Factor: 8 hr / 2 days	0.63	0.64	0.70	0.65
Shift Relief Factor: 12 hr / 5 days	2.35	2.38	2.62	2.45
Shift Relief Factor: 12 hr / 2 days	0.94	0.95	1.05	0.98
Shift Relief Factor: 16hr / 5 days	3.14	3.18	3.49	3.27

Greenville Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	42.6	33.5	28.2	34.75
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	431.12	451.69	463.23	448.68
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	131	128	127	128.67
Total Hours Away from Post	645.71	673.54	689.27	669.51
Net Annual Work Hours (NAWH)	1441.29	1413.46	1397.73	1417.49
Shift Relief Factor: 12-hour, 7-day post with relief	3.04	3.10	3.14	3.09
Shift Relief Factor: 24 hr / 7 days	6.08	6.20	6.27	6.19
Shift Relief Factor: 16 hr / 7 days	4.05	4.13	4.18	4.12
Shift Relief Factor: 8 hr / 7 days	2.03	2.07	2.09	2.06
Shift Relief Factor: 8 hr / 5 days	1.45	1.48	1.49	1.47
Shift Relief Factor: 8 hr / 2 days	0.58	0.59	0.60	0.59
Shift Relief Factor: 12 hr / 5 days	2.17	2.21	2.24	2.21
Shift Relief Factor: 12 hr / 2 days	0.87	0.89	0.90	0.88
Shift Relief Factor: 16hr / 5 days	2.90	2.95	2.99	2.95

Greenville Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	38.5	37.1	32.3	35.94

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	591.83	428.60	595.75	538.73
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	118	132	118	122.67
Total Hours Away from Post	787.33	638.10	791.25	738.89
Net Annual Work Hours (NAWH)	1299.67	1448.90	1295.75	1348.11
Shift Relief Factor: 12-hour, 7-day post with relief	3.37	3.03	3.38	3.26
Shift Relief Factor: 24 hr / 7 days	6.74	6.05	6.77	6.52
Shift Relief Factor: 16 hr / 7 days	4.50	4.03	4.51	4.35
Shift Relief Factor: 8 hr / 7 days	2.25	2.02	2.26	2.17
Shift Relief Factor: 8 hr / 5 days	1.61	1.44	1.61	1.55
Shift Relief Factor: 8 hr / 2 days	0.64	0.58	0.64	0.62
Shift Relief Factor: 12 hr / 5 days	2.41	2.16	2.42	2.33
Shift Relief Factor: 12 hr / 2 days	0.96	0.86	0.97	0.93
Shift Relief Factor: 16hr / 5 days	3.21	2.88	3.22	3.10

Greenville Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	7.8	7.8	8.3	7.94
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	513.82	357.03	383.19	418.01
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	125	138	136	133.00
Total Hours Away from Post	716.32	572.53	596.69	628.51
Net Annual Work Hours (NAWH)	1370.68	1514.47	1490.31	1458.49
Shift Relief Factor: 12-hour, 7-day post with relief	3.20	2.89	2.94	3.01
Shift Relief Factor: 24 hr / 7 days	6.40	5.79	5.88	6.02
Shift Relief Factor: 16 hr / 7 days	4.26	3.86	3.92	4.01
Shift Relief Factor: 8 hr / 7 days	2.13	1.93	1.96	2.01
Shift Relief Factor: 8 hr / 5 days	1.52	1.38	1.40	1.43
Shift Relief Factor: 8 hr / 2 days	0.61	0.55	0.56	0.57
Shift Relief Factor: 12 hr / 5 days	2.28	2.07	2.10	2.15
Shift Relief Factor: 12 hr / 2 days	0.91	0.83	0.84	0.86
Shift Relief Factor: 16hr / 5 days	3.05	2.76	2.80	2.87

Greenville Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.23	3.09	3.28	3.20	3.19
Shift Relief Factor: 24 hr / 7 days	6.45	6.18	6.56	6.40	6.37
Shift Relief Factor: 16 hr / 7 days	4.30	4.12	4.38	4.26	4.25
Shift Relief Factor: 8 hr / 7 days	2.15	2.06	2.19	2.13	2.12
Shift Relief Factor: 8 hr / 5 days	1.54	1.47	1.56	1.52	1.52
Shift Relief Factor: 8 hr / 2 days	0.61	0.59	0.63	0.61	0.61
Shift Relief Factor: 12 hr / 5 days	2.30	2.21	2.34	2.28	2.28
Shift Relief Factor: 12 hr / 2 days	0.92	0.88	0.94	0.91	0.91
Shift Relief Factor: 16hr / 5 days	3.07	2.94	3.13	3.05	3.03

Haynesville Correctional Center

Haynesville Correctional Center - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	135.7	98.8	122.2	118.86
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	397.26	326.47	261.10	328.27
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	123	124	125	124.00
Total Hours Away from Post	739.90	717.18	712.07	723.05
Net Annual Work Hours (NAWH)	1347.10	1369.82	1374.93	1363.95
Shift Relief Factor: 12-hour, 7-day post with relief	3.25	3.20	3.19	3.21
Shift Relief Factor: 24 hr / 7 days	6.51	6.40	6.38	6.43
Shift Relief Factor: 16 hr / 7 days	4.34	4.27	4.25	4.28
Shift Relief Factor: 8 hr / 7 days	2.17	2.13	2.13	2.14
Shift Relief Factor: 8 hr / 5 days	1.55	1.52	1.52	1.53
Shift Relief Factor: 8 hr / 2 days	0.62	0.61	0.61	0.61
Shift Relief Factor: 12 hr / 5 days	2.32	2.29	2.28	2.30
Shift Relief Factor: 12 hr / 2 days	0.93	0.91	0.91	0.92
Shift Relief Factor: 16hr / 5 days	3.10	3.05	3.04	3.06

Haynesville Correctional Center - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	17.0	14.2	17.7	16.28
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	529.23	562.81	319.05	470.37
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	123	119	139	127.00
Total Hours Away from Post	735.82	775.66	557.09	689.53
Net Annual Work Hours (NAWH)	1351.18	1311.34	1529.91	1397.47
Shift Relief Factor: 12-hour, 7-day post with relief	3.24	3.34	2.86	3.15
Shift Relief Factor: 24 hr / 7 days	6.49	6.68	5.73	6.30
Shift Relief Factor: 16 hr / 7 days	4.33	4.46	3.82	4.20
Shift Relief Factor: 8 hr / 7 days	2.16	2.23	1.91	2.10
Shift Relief Factor: 8 hr / 5 days	1.54	1.59	1.36	1.50
Shift Relief Factor: 8 hr / 2 days	0.62	0.64	0.55	0.60
Shift Relief Factor: 12 hr / 5 days	2.32	2.39	2.05	2.25
Shift Relief Factor: 12 hr / 2 days	0.93	0.95	0.82	0.90
Shift Relief Factor: 16hr / 5 days	3.09	3.18	2.73	3.00

Haynesville Correctional Center - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	9.0	7.5	8.9	8.47

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	818.12	305.71	618.13	580.66
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	99	142	116	119.00
Total Hours Away from Post	994.62	525.21	811.63	777.16
Net Annual Work Hours (NAWH)	1092.38	1561.79	1275.37	1309.84
Shift Relief Factor: 12-hour, 7-day post with relief	4.01	2.81	3.44	3.42
Shift Relief Factor: 24 hr / 7 days	8.02	5.61	6.87	6.84
Shift Relief Factor: 16 hr / 7 days	5.35	3.74	4.58	4.56
Shift Relief Factor: 8 hr / 7 days	2.67	1.87	2.29	2.28
Shift Relief Factor: 8 hr / 5 days	1.91	1.34	1.64	1.63
Shift Relief Factor: 8 hr / 2 days	0.76	0.53	0.65	0.65
Shift Relief Factor: 12 hr / 5 days	2.87	2.00	2.45	2.44
Shift Relief Factor: 12 hr / 2 days	1.15	0.80	0.98	0.98
Shift Relief Factor: 16hr / 5 days	3.82	2.67	3.27	3.26

Haynesville Correctional Center - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	3.8	3.2	3.7	3.56
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	335.37	464.02	191.62	330.34
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	140	129	151	140.00
Total Hours Away from Post	552.87	670.52	420.12	547.84
Net Annual Work Hours (NAWH)	1534.13	1416.48	1666.88	1539.16
Shift Relief Factor: 12-hour, 7-day post with relief	2.86	3.09	2.63	2.86
Shift Relief Factor: 24 hr / 7 days	5.71	6.19	5.26	5.72
Shift Relief Factor: 16 hr / 7 days	3.81	4.13	3.51	3.81
Shift Relief Factor: 8 hr / 7 days	1.90	2.06	1.75	1.91
Shift Relief Factor: 8 hr / 5 days	1.36	1.47	1.25	1.36
Shift Relief Factor: 8 hr / 2 days	0.54	0.59	0.50	0.54
Shift Relief Factor: 12 hr / 5 days	2.04	2.21	1.88	2.04
Shift Relief Factor: 12 hr / 2 days	0.82	0.88	0.75	0.82
Shift Relief Factor: 16hr / 5 days	2.72	2.95	2.50	2.72

Haynesville Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.34	3.11	3.03	3.16	3.07
Shift Relief Factor: 24 hr / 7 days	6.68	6.22	6.06	6.32	6.14
Shift Relief Factor: 16 hr / 7 days	4.46	4.15	4.04	4.21	4.09
Shift Relief Factor: 8 hr / 7 days	2.23	2.07	2.02	2.11	2.05
Shift Relief Factor: 8 hr / 5 days	1.59	1.48	1.44	1.51	1.46
Shift Relief Factor: 8 hr / 2 days	0.64	0.59	0.58	0.60	0.58
Shift Relief Factor: 12 hr / 5 days	2.39	2.22	2.16	2.26	2.19
Shift Relief Factor: 12 hr / 2 days	0.95	0.89	0.87	0.90	0.88
Shift Relief Factor: 16hr / 5 days	3.18	2.96	2.89	3.01	2.92

Caroline Correctional Unit

Caroline Correctional Unit - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	28.8	24.0	32.8	28.50
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	185.65	408.27	327.26	307.06
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	140	118	119	125.67
Total Hours Away from Post	545.30	792.98	772.24	703.50
Net Annual Work Hours (NAWH)	1541.70	1294.02	1314.76	1383.50
Shift Relief Factor: 12-hour, 7-day post with relief	2.84	3.39	3.33	3.19
Shift Relief Factor: 24 hr / 7 days	5.69	6.77	6.67	6.38
Shift Relief Factor: 16 hr / 7 days	3.79	4.52	4.44	4.25
Shift Relief Factor: 8 hr / 7 days	1.90	2.26	2.22	2.13
Shift Relief Factor: 8 hr / 5 days	1.35	1.61	1.59	1.52
Shift Relief Factor: 8 hr / 2 days	0.54	0.65	0.63	0.61
Shift Relief Factor: 12 hr / 5 days	2.03	2.42	2.38	2.28
Shift Relief Factor: 12 hr / 2 days	0.81	0.97	0.95	0.91
Shift Relief Factor: 16hr / 5 days	2.71	3.23	3.17	3.04

Caroline Correctional Unit - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	2.0	1.8	2.0	1.94
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	422.85	188.25	326.87	312.66
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	132	150	138	140.00
Total Hours Away from Post	638.44	432.10	563.91	544.82
Net Annual Work Hours (NAWH)	1448.56	1654.90	1523.09	1542.18
Shift Relief Factor: 12-hour, 7-day post with relief	3.03	2.65	2.88	2.85
Shift Relief Factor: 24 hr / 7 days	6.05	5.30	5.76	5.70

Shift Relief Factor: 16 hr / 7 days	4.03	3.53	3.84	3.80
Shift Relief Factor: 8 hr / 7 days	2.02	1.77	1.92	1.90
Shift Relief Factor: 8 hr / 5 days	1.44	1.26	1.37	1.36
Shift Relief Factor: 8 hr / 2 days	0.58	0.50	0.55	0.54
Shift Relief Factor: 12 hr / 5 days	2.16	1.89	2.06	2.04
Shift Relief Factor: 12 hr / 2 days	0.86	0.76	0.82	0.81
Shift Relief Factor: 16hr / 5 days	2.88	2.52	2.74	2.71

Caroline Correctional Unit - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	4.1	3.9	5.0	4.33
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	269.00	269.43	269.43	269.29
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	145	145	145	145.00
Total Hours Away from Post	491.50	491.93	491.93	491.79
Net Annual Work Hours (NAWH)	1595.50	1595.07	1595.07	1595.21
Shift Relief Factor: 12-hour, 7-day post with relief	2.75	2.75	2.75	2.75
Shift Relief Factor: 24 hr / 7 days	5.49	5.50	5.50	5.50
Shift Relief Factor: 16 hr / 7 days	3.66	3.66	3.66	3.66
Shift Relief Factor: 8 hr / 7 days	1.83	1.83	1.83	1.83
Shift Relief Factor: 8 hr / 5 days	1.31	1.31	1.31	1.31
Shift Relief Factor: 8 hr / 2 days	0.52	0.52	0.52	0.52
Shift Relief Factor: 12 hr / 5 days	1.96	1.96	1.96	1.96
Shift Relief Factor: 12 hr / 2 days	0.78	0.79	0.79	0.79
Shift Relief Factor: 16hr / 5 days	2.62	2.62	2.62	2.62

Caroline Correctional Unit Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	2.87	2.93	2.99	2.93	2.96
Shift Relief Factor: 24 hr / 7 days	5.74	5.86	5.97	5.86	5.91
Shift Relief Factor: 16 hr / 7 days	3.83	3.90	3.98	3.90	3.94
Shift Relief Factor: 8 hr / 7 days	1.91	1.95	1.99	1.95	1.97
Shift Relief Factor: 8 hr / 5 days	1.37	1.39	1.42	1.39	1.41
Shift Relief Factor: 8 hr / 2 days	0.55	0.56	0.57	0.56	0.56
Shift Relief Factor: 12 hr / 5 days	2.05	2.09	2.13	2.09	2.11
Shift Relief Factor: 12 hr / 2 days	0.82	0.84	0.85	0.84	0.84
Shift Relief Factor: 16hr / 5 days	2.74	2.79	2.84	2.79	2.82

Central Virginia Correctional Unit

Central VA Correctional Unit - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	30.3	35.0	38.1	34.44
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	256.00	267.06	246.08	256.38
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	134	129	126	129.67
Total Hours Away from Post	609.64	662.77	698.06	656.82
Net Annual Work Hours (NAWH)	1477.36	1424.23	1388.94	1430.18
Shift Relief Factor: 12-hour, 7-day post with relief	2.97	3.08	3.16	3.07
Shift Relief Factor: 24 hr / 7 days	5.93	6.15	6.31	6.13
Shift Relief Factor: 16 hr / 7 days	3.96	4.10	4.21	4.09
Shift Relief Factor: 8 hr / 7 days	1.98	2.05	2.10	2.04
Shift Relief Factor: 8 hr / 5 days	1.41	1.47	1.50	1.46
Shift Relief Factor: 8 hr / 2 days	0.57	0.59	0.60	0.58
Shift Relief Factor: 12 hr / 5 days	2.12	2.20	2.25	2.19
Shift Relief Factor: 12 hr / 2 days	0.85	0.88	0.90	0.88
Shift Relief Factor: 16hr / 5 days	2.83	2.93	3.01	2.92

Central VA Correctional Unit - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	4.9	4.8	4.7	4.78
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	337.00	313.27	362.32	337.53
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	139	140	135	138.00
Total Hours Away from Post	559.59	547.12	596.36	567.69
Net Annual Work Hours (NAWH)	1527.41	1539.88	1490.64	1519.31
Shift Relief Factor: 12-hour, 7-day post with relief	2.87	2.85	2.94	2.89
Shift Relief Factor: 24 hr / 7 days	5.74	5.69	5.88	5.77
Shift Relief Factor: 16 hr / 7 days	3.83	3.80	3.92	3.85
Shift Relief Factor: 8 hr / 7 days	1.91	1.90	1.96	1.92
Shift Relief Factor: 8 hr / 5 days	1.37	1.36	1.40	1.37
Shift Relief Factor: 8 hr / 2 days	0.55	0.54	0.56	0.55
Shift Relief Factor: 12 hr / 5 days	2.05	2.03	2.10	2.06

Shift Relief Factor: 12 hr / 2 days	0.82	0.81	0.84	0.82
Shift Relief Factor: 16hr / 5 days	2.73	2.71	2.80	2.75

Central VA Correctional Unit - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	3.7	3.9	3.7	3.75
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	583.00	589.17	577.84	583.34
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	119	118	119	118.67
Total Hours Away from Post	779.50	784.67	774.34	779.50
Net Annual Work Hours (NAWH)	1307.50	1302.33	1312.66	1307.50
Shift Relief Factor: 12-hour, 7-day post with relief	3.35	3.37	3.34	3.35
Shift Relief Factor: 24 hr / 7 days	6.70	6.73	6.68	6.70
Shift Relief Factor: 16 hr / 7 days	4.47	4.49	4.45	4.47
Shift Relief Factor: 8 hr / 7 days	2.23	2.24	2.23	2.23
Shift Relief Factor: 8 hr / 5 days	1.60	1.60	1.59	1.60
Shift Relief Factor: 8 hr / 2 days	0.64	0.64	0.64	0.64
Shift Relief Factor: 12 hr / 5 days	2.39	2.40	2.39	2.39
Shift Relief Factor: 12 hr / 2 days	0.96	0.96	0.95	0.96
Shift Relief Factor: 16hr / 5 days	3.19	3.21	3.18	3.19

Central VA Correctional Unit Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.06	3.10	3.15	3.10	3.12
Shift Relief Factor: 24 hr / 7 days	6.13	6.19	6.29	6.20	6.24
Shift Relief Factor: 16 hr / 7 days	4.08	4.13	4.19	4.14	4.16
Shift Relief Factor: 8 hr / 7 days	2.04	2.06	2.10	2.07	2.08
Shift Relief Factor: 8 hr / 5 days	1.46	1.47	1.50	1.48	1.49
Shift Relief Factor: 8 hr / 2 days	0.58	0.59	0.60	0.59	0.59
Shift Relief Factor: 12 hr / 5 days	2.19	2.21	2.25	2.22	2.23
Shift Relief Factor: 12 hr / 2 days	0.88	0.88	0.90	0.89	0.89
Shift Relief Factor: 16hr / 5 days	2.92	2.95	3.00	2.95	2.97

Cold Springs Correctional Unit

Cold Springs Correctional Unit - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	25.8	26.1	25.8	25.92
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	362.81	371.67	464.16	399.54
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	125	121	108	118.00
Total Hours Away from Post	707.45	759.38	898.13	788.32
Net Annual Work Hours (NAWH)	1379.55	1327.62	1188.87	1298.68
Shift Relief Factor: 12-hour, 7-day post with relief	3.18	3.30	3.69	3.39
Shift Relief Factor: 24 hr / 7 days	6.35	6.60	7.37	6.78
Shift Relief Factor: 16 hr / 7 days	4.24	4.40	4.92	4.52
Shift Relief Factor: 8 hr / 7 days	2.12	2.20	2.46	2.26
Shift Relief Factor: 8 hr / 5 days	1.51	1.57	1.76	1.61
Shift Relief Factor: 8 hr / 2 days	0.61	0.63	0.70	0.65
Shift Relief Factor: 12 hr / 5 days	2.27	2.36	2.63	2.42
Shift Relief Factor: 12 hr / 2 days	0.91	0.94	1.05	0.97
Shift Relief Factor: 16hr / 5 days	3.03	3.14	3.51	3.23

Cold Springs Correctional Unit - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	3.8	4.0	3.9	3.92
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	509.17	680.83	350.51	513.50
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	125	109	136	123.33
Total Hours Away from Post	717.76	883.68	585.55	729.00
Net Annual Work Hours (NAWH)	1369.24	1203.33	1501.45	1358.00
Shift Relief Factor: 12-hour, 7-day post with relief	3.20	3.64	2.92	3.25
Shift Relief Factor: 24 hr / 7 days	6.40	7.28	5.84	6.51
Shift Relief Factor: 16 hr / 7 days	4.27	4.86	3.89	4.34
Shift Relief Factor: 8 hr / 7 days	2.13	2.43	1.95	2.17
Shift Relief Factor: 8 hr / 5 days	1.52	1.73	1.39	1.55
Shift Relief Factor: 8 hr / 2 days	0.61	0.69	0.56	0.62
Shift Relief Factor: 12 hr / 5 days	2.29	2.60	2.09	2.32
Shift Relief Factor: 12 hr / 2 days	0.91	1.04	0.83	0.93
Shift Relief Factor: 16hr / 5 days	3.05	3.47	2.78	3.10

Cold Springs Correctional Unit - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	3.8	3.9	4.0	3.89

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	392.93	417.83	323.88	378.21
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	135	133	140	136.00
Total Hours Away from Post	605.43	628.33	541.38	591.71
Net Annual Work Hours (NAWH)	1481.57	1458.67	1545.63	1495.29
Shift Relief Factor: 12-hour, 7-day post with relief	2.96	3.00	2.84	2.93
Shift Relief Factor: 24 hr / 7 days	5.92	6.01	5.67	5.87
Shift Relief Factor: 16 hr / 7 days	3.94	4.01	3.78	3.91
Shift Relief Factor: 8 hr / 7 days	1.97	2.00	1.89	1.96
Shift Relief Factor: 8 hr / 5 days	1.41	1.43	1.35	1.40
Shift Relief Factor: 8 hr / 2 days	0.56	0.57	0.54	0.56
Shift Relief Factor: 12 hr / 5 days	2.11	2.15	2.03	2.09
Shift Relief Factor: 12 hr / 2 days	0.85	0.86	0.81	0.84
Shift Relief Factor: 16hr / 5 days	2.82	2.86	2.70	2.79

Cold Springs Correctional Unit - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	1.0	1.0	1.0	1.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	235.50	328.00	281.00	281.50
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	148	140	144	144.00
Total Hours Away from Post	461.00	545.50	502.50	503.00
Net Annual Work Hours (NAWH)	1626.00	1541.50	1584.50	1584.00
Shift Relief Factor: 12-hour, 7-day post with relief	2.70	2.84	2.77	2.77
Shift Relief Factor: 24 hr / 7 days	5.39	5.69	5.53	5.54
Shift Relief Factor: 16 hr / 7 days	3.59	3.79	3.69	3.69
Shift Relief Factor: 8 hr / 7 days	1.80	1.90	1.84	1.85
Shift Relief Factor: 8 hr / 5 days	1.28	1.35	1.32	1.32
Shift Relief Factor: 8 hr / 2 days	0.51	0.54	0.53	0.53
Shift Relief Factor: 12 hr / 5 days	1.93	2.03	1.98	1.98
Shift Relief Factor: 12 hr / 2 days	0.77	0.81	0.79	0.79
Shift Relief Factor: 16hr / 5 days	2.57	2.71	2.63	2.64

Cold Springs Correctional Unit Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.01	3.20	3.05	3.09	3.12
Shift Relief Factor: 24 hr / 7 days	6.02	6.40	6.10	6.17	6.25
Shift Relief Factor: 16 hr / 7 days	4.01	4.26	4.07	4.11	4.17
Shift Relief Factor: 8 hr / 7 days	2.01	2.13	2.03	2.06	2.08
Shift Relief Factor: 8 hr / 5 days	1.43	1.52	1.45	1.47	1.49
Shift Relief Factor: 8 hr / 2 days	0.57	0.61	0.58	0.59	0.60
Shift Relief Factor: 12 hr / 5 days	2.15	2.28	2.18	2.20	2.23
Shift Relief Factor: 12 hr / 2 days	0.86	0.91	0.87	0.88	0.89
Shift Relief Factor: 16hr / 5 days	2.86	3.05	2.91	2.94	2.98

Halifax Correctional Unit

Halifax Correctional Unit - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	50.7	52.8	56.5	53.31
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	221.07	357.61	344.16	307.61
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	137	122	118	125.67
Total Hours Away from Post	577.71	746.32	788.14	704.06
Net Annual Work Hours (NAWH)	1509.29	1340.68	1298.86	1382.94
Shift Relief Factor: 12-hour, 7-day post with relief	2.90	3.27	3.37	3.18
Shift Relief Factor: 24 hr / 7 days	5.81	6.54	6.75	6.37
Shift Relief Factor: 16 hr / 7 days	3.87	4.36	4.50	4.24
Shift Relief Factor: 8 hr / 7 days	1.94	2.18	2.25	2.12
Shift Relief Factor: 8 hr / 5 days	1.38	1.56	1.61	1.52
Shift Relief Factor: 8 hr / 2 days	0.55	0.62	0.64	0.61
Shift Relief Factor: 12 hr / 5 days	2.07	2.34	2.41	2.27
Shift Relief Factor: 12 hr / 2 days	0.83	0.93	0.96	0.91
Shift Relief Factor: 16hr / 5 days	2.77	3.11	3.21	3.03

Halifax Correctional Unit - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	2.0	2.8	3.8	2.89
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	330.57	309.49	345.75	328.60
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	139	140	137	138.67
Total Hours Away from Post	553.16	543.34	581.79	559.43
Net Annual Work Hours (NAWH)	1533.85	1543.66	1505.21	1527.57
Shift Relief Factor: 12-hour, 7-day post with relief	2.86	2.84	2.91	2.87
Shift Relief Factor: 24 hr / 7 days	5.72	5.68	5.82	5.74
Shift Relief Factor: 16 hr / 7 days	3.81	3.79	3.88	3.83
Shift Relief Factor: 8 hr / 7 days	1.91	1.89	1.94	1.91
Shift Relief Factor: 8 hr / 5 days	1.36	1.35	1.39	1.37
Shift Relief Factor: 8 hr / 2 days	0.54	0.54	0.55	0.55
Shift Relief Factor: 12 hr / 5 days	2.04	2.03	2.08	2.05
Shift Relief Factor: 12 hr / 2 days	0.82	0.81	0.83	0.82
Shift Relief Factor: 16hr / 5 days	2.72	2.70	2.77	2.73

Halifax Correctional Unit - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	4.1	5.0	4.8	4.61

Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	352.77	346.40	280.84	326.67
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	138	139	144	140.33
Total Hours Away from Post	568.27	562.90	502.34	544.50
Net Annual Work Hours (NAWH)	1518.73	1524.10	1584.66	1542.50
Shift Relief Factor: 12-hour, 7-day post with relief	2.89	2.88	2.77	2.84
Shift Relief Factor: 24 hr / 7 days	5.77	5.75	5.53	5.69
Shift Relief Factor: 16 hr / 7 days	3.85	3.83	3.69	3.79
Shift Relief Factor: 8 hr / 7 days	1.92	1.92	1.84	1.90
Shift Relief Factor: 8 hr / 5 days	1.37	1.37	1.32	1.35
Shift Relief Factor: 8 hr / 2 days	0.55	0.55	0.53	0.54
Shift Relief Factor: 12 hr / 5 days	2.06	2.05	1.98	2.03
Shift Relief Factor: 12 hr / 2 days	0.82	0.82	0.79	0.81
Shift Relief Factor: 16hr / 5 days	2.75	2.74	2.63	2.71

Halifax Correctional Unit - Captains				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	1.0	1.0	1.0	1.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	305.50	356.00	125.05	262.18
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	142	138	157	145.67
Total Hours Away from Post	525.00	571.50	359.55	485.35
Net Annual Work Hours (NAWH)	1562.00	1515.50	1727.45	1601.65
Shift Relief Factor: 12-hour, 7-day post with relief	2.81	2.89	2.54	2.75
Shift Relief Factor: 24 hr / 7 days	5.61	5.78	5.07	5.49
Shift Relief Factor: 16 hr / 7 days	3.74	3.86	3.38	3.66
Shift Relief Factor: 8 hr / 7 days	1.87	1.93	1.69	1.83
Shift Relief Factor: 8 hr / 5 days	1.34	1.38	1.21	1.31
Shift Relief Factor: 8 hr / 2 days	0.53	0.55	0.48	0.52
Shift Relief Factor: 12 hr / 5 days	2.00	2.07	1.81	1.96
Shift Relief Factor: 12 hr / 2 days	0.80	0.83	0.72	0.78
Shift Relief Factor: 16hr / 5 days	2.67	2.75	2.42	2.61

Halifax Correctional Unit Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	2.85	2.87	2.74	2.82	2.80
Shift Relief Factor: 24 hr / 7 days	5.70	5.74	5.48	5.64	5.61
Shift Relief Factor: 16 hr / 7 days	3.80	3.83	3.65	3.76	3.74
Shift Relief Factor: 8 hr / 7 days	1.90	1.91	1.83	1.88	1.87
Shift Relief Factor: 8 hr / 5 days	1.36	1.37	1.30	1.34	1.34
Shift Relief Factor: 8 hr / 2 days	0.54	0.55	0.52	0.54	0.53
Shift Relief Factor: 12 hr / 5 days	2.04	2.05	1.96	2.01	2.00
Shift Relief Factor: 12 hr / 2 days	0.81	0.82	0.78	0.81	0.80
Shift Relief Factor: 16hr / 5 days	2.71	2.73	2.61	2.68	2.67

Patrick Henry Correctional Unit

Patrick Henry Correctional Unit - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	25.8	26.7	24.6	25.67
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	246.66	315.00	384.32	315.33
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	135	125	115	125.00
Total Hours Away from Post	601.31	706.71	825.30	711.11
Net Annual Work Hours (NAWH)	1485.69	1380.29	1261.70	1375.89
Shift Relief Factor: 12-hour, 7-day post with relief	2.95	3.18	3.47	3.20
Shift Relief Factor: 24 hr / 7 days	5.90	6.35	6.95	6.40
Shift Relief Factor: 16 hr / 7 days	3.93	4.23	4.63	4.27
Shift Relief Factor: 8 hr / 7 days	1.97	2.12	2.32	2.13
Shift Relief Factor: 8 hr / 5 days	1.40	1.51	1.65	1.52
Shift Relief Factor: 8 hr / 2 days	0.56	0.60	0.66	0.61
Shift Relief Factor: 12 hr / 5 days	2.11	2.27	2.48	2.29
Shift Relief Factor: 12 hr / 2 days	0.84	0.91	0.99	0.91
Shift Relief Factor: 16hr / 5 days	2.81	3.02	3.31	3.05

Patrick Henry Correctional Unit - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	2.2	2.0	3.3	2.50
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	258.46	401.17	239.01	299.55
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	145	133	146	141.33
Total Hours Away from Post	487.05	628.02	484.05	533.04
Net Annual Work Hours (NAWH)	1599.95	1458.99	1602.95	1553.96
Shift Relief Factor: 12-hour, 7-day post with relief	2.74	3.00	2.73	2.83
Shift Relief Factor: 24 hr / 7 days	5.48	6.01	5.47	5.65
Shift Relief Factor: 16 hr / 7 days	3.65	4.01	3.65	3.77
Shift Relief Factor: 8 hr / 7 days	1.83	2.00	1.82	1.88
Shift Relief Factor: 8 hr / 5 days	1.30	1.43	1.30	1.35
Shift Relief Factor: 8 hr / 2 days	0.52	0.57	0.52	0.54
Shift Relief Factor: 12 hr / 5 days	1.96	2.15	1.95	2.02
Shift Relief Factor: 12 hr / 2 days	0.78	0.86	0.78	0.81
Shift Relief Factor: 16hr / 5 days	2.61	2.86	2.60	2.69

Patrick Henry Correctional Unit - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	4.3	5.0	4.8	4.69
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	364.59	433.88	546.45	448.31
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	137	131	122	130.00
Total Hours Away from Post	579.09	642.38	745.95	655.81
Net Annual Work Hours (NAWH)	1507.91	1444.62	1341.05	1431.19
Shift Relief Factor: 12-hour, 7-day post with relief	2.91	3.03	3.27	3.07
Shift Relief Factor: 24 hr / 7 days	5.81	6.07	6.54	6.14
Shift Relief Factor: 16 hr / 7 days	3.88	4.05	4.36	4.09
Shift Relief Factor: 8 hr / 7 days	1.94	2.02	2.18	2.05
Shift Relief Factor: 8 hr / 5 days	1.38	1.44	1.56	1.46
Shift Relief Factor: 8 hr / 2 days	0.55	0.58	0.62	0.58
Shift Relief Factor: 12 hr / 5 days	2.08	2.17	2.33	2.19
Shift Relief Factor: 12 hr / 2 days	0.83	0.87	0.93	0.88
Shift Relief Factor: 16hr / 5 days	2.77	2.89	3.11	2.92

Patrick Henry Correctional Unit Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	2.87	3.07	3.16	3.03	3.12
Shift Relief Factor: 24 hr / 7 days	5.73	6.14	6.32	6.06	6.23
Shift Relief Factor: 16 hr / 7 days	3.82	4.09	4.21	4.04	4.15
Shift Relief Factor: 8 hr / 7 days	1.91	2.05	2.11	2.02	2.08
Shift Relief Factor: 8 hr / 5 days	1.36	1.46	1.50	1.44	1.48
Shift Relief Factor: 8 hr / 2 days	0.55	0.58	0.60	0.58	0.59
Shift Relief Factor: 12 hr / 5 days	2.05	2.19	2.26	2.17	2.23
Shift Relief Factor: 12 hr / 2 days	0.82	0.88	0.90	0.87	0.89
Shift Relief Factor: 16hr / 5 days	2.73	2.92	3.01	2.89	2.97

Rustburg Correctional Unit

Rustburg Correctional Unit - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	28.0	27.3	28.9	28.08
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	355.34	323.84	433.84	371.01
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	126	125	111	120.67
Total Hours Away from Post	700.98	715.55	870.82	762.45
Net Annual Work Hours (NAWH)	1386.02	1371.45	1216.18	1324.55
Shift Relief Factor: 12-hour, 7-day post with relief	3.16	3.20	3.60	3.32
Shift Relief Factor: 24 hr / 7 days	6.32	6.39	7.21	6.64
Shift Relief Factor: 16 hr / 7 days	4.22	4.26	4.81	4.43
Shift Relief Factor: 8 hr / 7 days	2.11	2.13	2.40	2.21
Shift Relief Factor: 8 hr / 5 days	1.51	1.52	1.72	1.58
Shift Relief Factor: 8 hr / 2 days	0.60	0.61	0.69	0.63
Shift Relief Factor: 12 hr / 5 days	2.26	2.28	2.57	2.37
Shift Relief Factor: 12 hr / 2 days	0.90	0.91	1.03	0.95
Shift Relief Factor: 16hr / 5 days	3.01	3.04	3.43	3.16

Rustburg Correctional Unit - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	1.6	1.9	2.8	2.11
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	223.64	386.04	240.91	283.53
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	148	134	146	142.67
Total Hours Away from Post	455.23	613.89	485.95	518.36
Net Annual Work Hours (NAWH)	1631.77	1473.11	1601.05	1568.64
Shift Relief Factor: 12-hour, 7-day post with relief	2.69	2.98	2.74	2.80
Shift Relief Factor: 24 hr / 7 days	5.37	5.95	5.48	5.60

Shift Relief Factor: 16 hr / 7 days	3.58	3.97	3.65	3.73
Shift Relief Factor: 8 hr / 7 days	1.79	1.98	1.83	1.87
Shift Relief Factor: 8 hr / 5 days	1.28	1.42	1.30	1.33
Shift Relief Factor: 8 hr / 2 days	0.51	0.57	0.52	0.53
Shift Relief Factor: 12 hr / 5 days	1.92	2.13	1.96	2.00
Shift Relief Factor: 12 hr / 2 days	0.77	0.85	0.78	0.80
Shift Relief Factor: 16hr / 5 days	2.56	2.83	2.61	2.67

Rustburg Correctional Unit - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	4.0	4.0	3.8	3.92
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	302.78	379.46	379.46	353.90
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	142	136	136	138.00
Total Hours Away from Post	522.28	592.96	592.96	569.40
Net Annual Work Hours (NAWH)	1564.73	1494.04	1494.04	1517.60
Shift Relief Factor: 12-hour, 7-day post with relief	2.80	2.93	2.93	2.89
Shift Relief Factor: 24 hr / 7 days	5.60	5.87	5.87	5.78
Shift Relief Factor: 16 hr / 7 days	3.73	3.91	3.91	3.85
Shift Relief Factor: 8 hr / 7 days	1.87	1.96	1.96	1.93
Shift Relief Factor: 8 hr / 5 days	1.33	1.40	1.40	1.38
Shift Relief Factor: 8 hr / 2 days	0.53	0.56	0.56	0.55
Shift Relief Factor: 12 hr / 5 days	2.00	2.10	2.10	2.06
Shift Relief Factor: 12 hr / 2 days	0.80	0.84	0.84	0.83
Shift Relief Factor: 16hr / 5 days	2.67	2.79	2.79	2.75

Rustburg Correctional Unit Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	2.88	3.03	3.09	3.00	3.06
Shift Relief Factor: 24 hr / 7 days	5.77	6.07	6.18	6.01	6.13
Shift Relief Factor: 16 hr / 7 days	3.84	4.05	4.12	4.00	4.08
Shift Relief Factor: 8 hr / 7 days	1.92	2.02	2.06	2.00	2.04
Shift Relief Factor: 8 hr / 5 days	1.37	1.45	1.47	1.43	1.46
Shift Relief Factor: 8 hr / 2 days	0.55	0.58	0.59	0.57	0.58
Shift Relief Factor: 12 hr / 5 days	2.06	2.17	2.21	2.15	2.19
Shift Relief Factor: 12 hr / 2 days	0.82	0.87	0.88	0.86	0.88
Shift Relief Factor: 16hr / 5 days	2.75	2.89	2.94	2.86	2.92

Wise Correctional Unit

Wise Correctional Unit - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	29.2	29.8	29.9	29.64
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	573.56	464.00	497.14	511.57
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	108	113	105	108.67
Total Hours Away from Post	901.20	843.71	928.12	891.01
Net Annual Work Hours (NAWH)	1185.80	1243.29	1158.88	1195.99
Shift Relief Factor: 12-hour, 7-day post with relief	3.70	3.53	3.78	3.67
Shift Relief Factor: 24 hr / 7 days	7.39	7.05	7.56	7.34
Shift Relief Factor: 16 hr / 7 days	4.93	4.70	5.04	4.89
Shift Relief Factor: 8 hr / 7 days	2.46	2.35	2.52	2.45
Shift Relief Factor: 8 hr / 5 days	1.76	1.68	1.80	1.75
Shift Relief Factor: 8 hr / 2 days	0.70	0.67	0.72	0.70
Shift Relief Factor: 12 hr / 5 days	2.64	2.52	2.70	2.62
Shift Relief Factor: 12 hr / 2 days	1.06	1.01	1.08	1.05
Shift Relief Factor: 16hr / 5 days	3.52	3.36	3.60	3.49

Wise Correctional Unit - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	2.5	2.0	1.9	2.14
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	295.46	373.60	270.78	313.28
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	142	135	143	140.00
Total Hours Away from Post	521.05	602.45	512.82	545.44
Net Annual Work Hours (NAWH)	1565.95	1484.55	1574.18	1541.56
Shift Relief Factor: 12-hour, 7-day post with relief	2.80	2.95	2.78	2.85
Shift Relief Factor: 24 hr / 7 days	5.60	5.90	5.57	5.69
Shift Relief Factor: 16 hr / 7 days	3.73	3.94	3.71	3.79
Shift Relief Factor: 8 hr / 7 days	1.87	1.97	1.86	1.90
Shift Relief Factor: 8 hr / 5 days	1.33	1.41	1.33	1.35

Shift Relief Factor: 8 hr / 2 days	0.53	0.56	0.53	0.54
Shift Relief Factor: 12 hr / 5 days	2.00	2.11	1.99	2.03
Shift Relief Factor: 12 hr / 2 days	0.80	0.84	0.80	0.81
Shift Relief Factor: 16hr / 5 days	2.67	2.81	2.65	2.71

Wise Correctional Unit - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	4.2	4.9	5.0	4.69
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	775.10	431.86	629.20	612.05
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	103	131	115	116.33
Total Hours Away from Post	955.60	640.36	821.70	805.89
Net Annual Work Hours (NAWH)	1131.40	1446.64	1265.30	1281.11
Shift Relief Factor: 12-hour, 7-day post with relief	3.87	3.03	3.46	3.46
Shift Relief Factor: 24 hr / 7 days	7.75	6.06	6.93	6.91
Shift Relief Factor: 16 hr / 7 days	5.17	4.04	4.62	4.61
Shift Relief Factor: 8 hr / 7 days	2.58	2.02	2.31	2.30
Shift Relief Factor: 8 hr / 5 days	1.84	1.44	1.65	1.65
Shift Relief Factor: 8 hr / 2 days	0.74	0.58	0.66	0.66
Shift Relief Factor: 12 hr / 5 days	2.77	2.16	2.47	2.47
Shift Relief Factor: 12 hr / 2 days	1.11	0.87	0.99	0.99
Shift Relief Factor: 16hr / 5 days	3.69	2.89	3.30	3.29

Wise Correctional Unit Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.46	3.17	3.34	3.32	3.26
Shift Relief Factor: 24 hr / 7 days	6.91	6.34	6.69	6.65	6.51
Shift Relief Factor: 16 hr / 7 days	4.61	4.23	4.46	4.43	4.34
Shift Relief Factor: 8 hr / 7 days	2.30	2.11	2.23	2.22	2.17
Shift Relief Factor: 8 hr / 5 days	1.65	1.51	1.59	1.58	1.55
Shift Relief Factor: 8 hr / 2 days	0.66	0.60	0.64	0.63	0.62
Shift Relief Factor: 12 hr / 5 days	2.47	2.26	2.39	2.37	2.33
Shift Relief Factor: 12 hr / 2 days	0.99	0.91	0.96	0.95	0.93
Shift Relief Factor: 16hr / 5 days	3.29	3.02	3.18	3.16	3.10

Chesterfield Correctional Alternative Program

Chesterfield Women's CCAP - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	18.0	21.1	21.5	20.19
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	425.91	240.96	392.62	353.16
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	120	132	114	122.00
Total Hours Away from Post	765.55	639.68	832.60	745.94
Net Annual Work Hours (NAWH)	1321.45	1447.32	1254.40	1341.06
Shift Relief Factor: 12-hour, 7-day post with relief	3.32	3.03	3.49	3.28
Shift Relief Factor: 24 hr / 7 days	6.63	6.06	6.99	6.56
Shift Relief Factor: 16 hr / 7 days	4.42	4.04	4.66	4.37
Shift Relief Factor: 8 hr / 7 days	2.21	2.02	2.33	2.19
Shift Relief Factor: 8 hr / 5 days	1.58	1.44	1.66	1.56
Shift Relief Factor: 8 hr / 2 days	0.63	0.58	0.67	0.62
Shift Relief Factor: 12 hr / 5 days	2.37	2.16	2.50	2.34
Shift Relief Factor: 12 hr / 2 days	0.95	0.87	1.00	0.94
Shift Relief Factor: 16hr / 5 days	3.16	2.88	3.33	3.12

Chesterfield Women's CCAP - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	4.4	4.8	4.7	4.61
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	479.32	380.21	629.63	496.39
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	127	134	113	124.67
Total Hours Away from Post	689.91	608.06	841.67	713.21
Net Annual Work Hours (NAWH)	1397.09	1478.94	1245.33	1373.79
Shift Relief Factor: 12-hour, 7-day post with relief	3.14	2.96	3.52	3.21
Shift Relief Factor: 24 hr / 7 days	6.27	5.93	7.04	6.41

Shift Relief Factor: 16 hr / 7 days	4.18	3.95	4.69	4.28
Shift Relief Factor: 8 hr / 7 days	2.09	1.98	2.35	2.14
Shift Relief Factor: 8 hr / 5 days	1.49	1.41	1.68	1.53
Shift Relief Factor: 8 hr / 2 days	0.60	0.56	0.67	0.61
Shift Relief Factor: 12 hr / 5 days	2.24	2.12	2.51	2.29
Shift Relief Factor: 12 hr / 2 days	0.90	0.85	1.01	0.92
Shift Relief Factor: 16hr / 5 days	2.99	2.82	3.35	3.05

Chesterfield Women's CCAP - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	4.6	4.8	4.4	4.58
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	259.53	320.59	494.08	358.06
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	146	141	126	137.67
Total Hours Away from Post	483.03	539.09	697.58	573.23
Net Annual Work Hours (NAWH)	1603.97	1547.91	1389.42	1513.77
Shift Relief Factor: 12-hour, 7-day post with relief	2.73	2.83	3.15	2.91
Shift Relief Factor: 24 hr / 7 days	5.47	5.66	6.31	5.81
Shift Relief Factor: 16 hr / 7 days	3.64	3.78	4.21	3.87
Shift Relief Factor: 8 hr / 7 days	1.82	1.89	2.10	1.94
Shift Relief Factor: 8 hr / 5 days	1.30	1.35	1.50	1.38
Shift Relief Factor: 8 hr / 2 days	0.52	0.54	0.60	0.55
Shift Relief Factor: 12 hr / 5 days	1.95	2.02	2.25	2.08
Shift Relief Factor: 12 hr / 2 days	0.78	0.81	0.90	0.83
Shift Relief Factor: 16hr / 5 days	2.60	2.70	3.00	2.77

Chesterfield Women's CCAP Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.06	2.94	3.39	3.13	3.17
Shift Relief Factor: 24 hr / 7 days	6.12	5.88	6.78	6.26	6.33
Shift Relief Factor: 16 hr / 7 days	4.08	3.92	4.52	4.17	4.22
Shift Relief Factor: 8 hr / 7 days	2.04	1.96	2.26	2.09	2.11
Shift Relief Factor: 8 hr / 5 days	1.46	1.40	1.61	1.49	1.51
Shift Relief Factor: 8 hr / 2 days	0.58	0.56	0.65	0.60	0.60
Shift Relief Factor: 12 hr / 5 days	2.19	2.10	2.42	2.24	2.26
Shift Relief Factor: 12 hr / 2 days	0.87	0.84	0.97	0.89	0.90
Shift Relief Factor: 16hr / 5 days	2.92	2.80	3.23	2.98	3.01

Cold Springs Correctional Alternative Program

Cold Springs CCAP - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	21.3	19.9	19.9	20.36
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	424.38	329.67	380.23	378.09
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	120	124	115	119.67
Total Hours Away from Post	764.03	720.38	821.21	768.54
Net Annual Work Hours (NAWH)	1322.97	1366.62	1265.79	1318.46
Shift Relief Factor: 12-hour, 7-day post with relief	3.31	3.21	3.46	3.33
Shift Relief Factor: 24 hr / 7 days	6.63	6.41	6.93	6.66
Shift Relief Factor: 16 hr / 7 days	4.42	4.28	4.62	4.44
Shift Relief Factor: 8 hr / 7 days	2.21	2.14	2.31	2.22
Shift Relief Factor: 8 hr / 5 days	1.58	1.53	1.65	1.58
Shift Relief Factor: 8 hr / 2 days	0.63	0.61	0.66	0.63
Shift Relief Factor: 12 hr / 5 days	2.37	2.29	2.47	2.38
Shift Relief Factor: 12 hr / 2 days	0.95	0.92	0.99	0.95
Shift Relief Factor: 16hr / 5 days	3.16	3.05	3.30	3.17

Cold Springs CCAP - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	1.3	1.3	1.3	1.31
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	1344.64	404.90	457.74	735.76
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	55	132	128	105.00
Total Hours Away from Post	1483.23	630.745	684.78	932.92
Net Annual Work Hours (NAWH)	603.77	1456.255	1402.22	1154.08
Shift Relief Factor: 12-hour, 7-day post with relief	7.26	3.01	3.13	4.46
Shift Relief Factor: 24 hr / 7 days	14.52	6.02	6.25	8.93

Shift Relief Factor: 16 hr / 7 days	9.68	4.01	4.17	5.95
Shift Relief Factor: 8 hr / 7 days	4.84	2.01	2.08	2.98
Shift Relief Factor: 8 hr / 5 days	3.46	1.43	1.49	2.13
Shift Relief Factor: 8 hr / 2 days	1.38	0.57	0.60	0.85
Shift Relief Factor: 12 hr / 5 days	5.19	2.15	2.23	3.19
Shift Relief Factor: 12 hr / 2 days	2.07	0.86	0.89	1.28
Shift Relief Factor: 16hr / 5 days	6.91	2.87	2.98	4.25

Cold Springs CCAP - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	4.8	5.4	6.0	5.42
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	249.00	307.38	316.50	290.96
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	147	142	141	143.33
Total Hours Away from Post	473.50	526.88	535.00	511.79
Net Annual Work Hours (NAWH)	1613.50	1560.12	1552.00	1575.21
Shift Relief Factor: 12-hour, 7-day post with relief	2.7165	2.8094	2.8241	2.78
Shift Relief Factor: 24 hr / 7 days	5.43	5.62	5.65	5.57
Shift Relief Factor: 16 hr / 7 days	3.62	3.75	3.77	3.71
Shift Relief Factor: 8 hr / 7 days	1.81	1.87	1.88	1.86
Shift Relief Factor: 8 hr / 5 days	1.29	1.34	1.34	1.33
Shift Relief Factor: 8 hr / 2 days	0.52	0.54	0.54	0.53
Shift Relief Factor: 12 hr / 5 days	1.94	2.01	2.02	1.99
Shift Relief Factor: 12 hr / 2 days	0.78	0.80	0.81	0.80
Shift Relief Factor: 16hr / 5 days	2.59	2.68	2.69	2.65

Cold Springs CCAP Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	4.43	3.01	3.14	3.53	3.07
Shift Relief Factor: 24 hr / 7 days	8.86	6.02	6.28	7.05	6.15
Shift Relief Factor: 16 hr / 7 days	5.91	4.01	4.18	4.70	4.10
Shift Relief Factor: 8 hr / 7 days	2.95	2.01	2.09	2.35	2.05
Shift Relief Factor: 8 hr / 5 days	2.11	1.43	1.49	1.68	1.46
Shift Relief Factor: 8 hr / 2 days	0.84	0.57	0.60	0.67	0.59
Shift Relief Factor: 12 hr / 5 days	3.16	2.15	2.24	2.52	2.20
Shift Relief Factor: 12 hr / 2 days	1.27	0.86	0.90	1.01	0.88
Shift Relief Factor: 16hr / 5 days	4.22	2.87	2.99	3.36	2.93

Harrisonburg Correctional Alternative Program

Harrisonburg CCAP - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	16.2	18.0	17.7	17.28
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	828.38	374.92	348.82	517.37
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	87	120	118	108.33
Total Hours Away from Post	1135.02	761.63	792.80	896.48
Net Annual Work Hours (NAWH)	951.98	1325.37	1294.20	1190.52
Shift Relief Factor: 12-hour, 7-day post with relief	4.60	3.31	3.39	3.77
Shift Relief Factor: 24 hr / 7 days	9.21	6.61	6.77	7.53
Shift Relief Factor: 16 hr / 7 days	6.14	4.41	4.52	5.02
Shift Relief Factor: 8 hr / 7 days	3.07	2.20	2.26	2.51
Shift Relief Factor: 8 hr / 5 days	2.19	1.57	1.61	1.79
Shift Relief Factor: 8 hr / 2 days	0.88	0.63	0.65	0.72
Shift Relief Factor: 12 hr / 5 days	3.29	2.36	2.42	2.69
Shift Relief Factor: 12 hr / 2 days	1.32	0.94	0.97	1.08
Shift Relief Factor: 16hr / 5 days	4.38	3.15	3.23	3.59

Harrisonburg CCAP - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	3.6	3.9	4.0	3.83
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	529.76	419.39	621.05	523.40
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	123	131	114	122.67
Total Hours Away from Post	736.35	644.24	834.09	738.23
Net Annual Work Hours (NAWH)	1350.65	1442.76	1252.91	1348.77
Shift Relief Factor: 12-hour, 7-day post with relief	3.25	3.04	3.50	3.26
Shift Relief Factor: 24 hr / 7 days	6.49	6.08	7.00	6.52

Shift Relief Factor: 16 hr / 7 days	4.33	4.05	4.66	4.35
Shift Relief Factor: 8 hr / 7 days	2.16	2.03	2.33	2.17
Shift Relief Factor: 8 hr / 5 days	1.55	1.45	1.67	1.55
Shift Relief Factor: 8 hr / 2 days	0.62	0.58	0.67	0.62
Shift Relief Factor: 12 hr / 5 days	2.32	2.17	2.50	2.33
Shift Relief Factor: 12 hr / 2 days	0.93	0.87	1.00	0.93
Shift Relief Factor: 16hr / 5 days	3.09	2.89	3.33	3.11

Harrisonburg CCAP - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	4.0	4.0	4.0	4.00
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	263.75	478.16	346.17	362.69
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	145	128	139	137.33
Total Hours Away from Post	486.25	683.66	562.67	577.52
Net Annual Work Hours (NAWH)	1600.75	1403.34	1524.34	1509.48
Shift Relief Factor: 12-hour, 7-day post with relief	2.74	3.12	2.88	2.91
Shift Relief Factor: 24 hr / 7 days	5.48	6.25	5.75	5.82
Shift Relief Factor: 16 hr / 7 days	3.65	4.16	3.83	3.88
Shift Relief Factor: 8 hr / 7 days	1.83	2.08	1.92	1.94
Shift Relief Factor: 8 hr / 5 days	1.30	1.49	1.37	1.39
Shift Relief Factor: 8 hr / 2 days	0.52	0.59	0.55	0.55
Shift Relief Factor: 12 hr / 5 days	1.96	2.23	2.05	2.08
Shift Relief Factor: 12 hr / 2 days	0.78	0.89	0.82	0.83
Shift Relief Factor: 16hr / 5 days	2.61	2.97	2.74	2.77

Harrisonburg CCAP Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.53	3.16	3.25	3.31	3.20
Shift Relief Factor: 24 hr / 7 days	7.06	6.31	6.51	6.63	6.41
Shift Relief Factor: 16 hr / 7 days	4.71	4.21	4.34	4.42	4.27
Shift Relief Factor: 8 hr / 7 days	2.35	2.10	2.17	2.21	2.14
Shift Relief Factor: 8 hr / 5 days	1.68	1.50	1.55	1.58	1.53
Shift Relief Factor: 8 hr / 2 days	0.67	0.60	0.62	0.63	0.61
Shift Relief Factor: 12 hr / 5 days	2.52	2.25	2.32	2.37	2.29
Shift Relief Factor: 12 hr / 2 days	1.01	0.90	0.93	0.95	0.92
Shift Relief Factor: 16hr / 5 days	3.36	3.01	3.10	3.16	3.05

Appalachian Correctional Alternative Program

Appalachian CCAP - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	20.7	20.8	20.8	20.72
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	651.49	667.12	442.56	587.06
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	101	96	110	102.33
Total Hours Away from Post	972.14	1029.83	878.54	960.17
Net Annual Work Hours (NAWH)	1114.86	1057.17	1208.46	1126.83
Shift Relief Factor: 12-hour, 7-day post with relief	3.93	4.15	3.63	3.90
Shift Relief Factor: 24 hr / 7 days	7.86	8.29	7.25	7.80
Shift Relief Factor: 16 hr / 7 days	5.24	5.53	4.84	5.20
Shift Relief Factor: 8 hr / 7 days	2.62	2.76	2.42	2.60
Shift Relief Factor: 8 hr / 5 days	1.87	1.97	1.73	1.86
Shift Relief Factor: 8 hr / 2 days	0.75	0.79	0.69	0.74
Shift Relief Factor: 12 hr / 5 days	2.81	2.96	2.59	2.79
Shift Relief Factor: 12 hr / 2 days	1.12	1.18	1.04	1.11
Shift Relief Factor: 16hr / 5 days	3.74	3.95	3.45	3.72

Appalachian CCAP - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	3.9	4.3	4.7	4.28
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	470.71	175.81	406.08	350.87
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	128	151	132	137.00
Total Hours Away from Post	682.30	420.66	637.12	580.03
Net Annual Work Hours (NAWH)	1404.70	1666.34	1449.88	1506.97
Shift Relief Factor: 12-hour, 7-day post with relief	3.12	2.63	3.02	2.92
Shift Relief Factor: 24 hr / 7 days	6.24	5.26	6.05	5.85

Shift Relief Factor: 16 hr / 7 days	4.16	3.51	4.03	3.90
Shift Relief Factor: 8 hr / 7 days	2.08	1.75	2.02	1.95
Shift Relief Factor: 8 hr / 5 days	1.49	1.25	1.44	1.39
Shift Relief Factor: 8 hr / 2 days	0.59	0.50	0.58	0.56
Shift Relief Factor: 12 hr / 5 days	2.23	1.88	2.16	2.09
Shift Relief Factor: 12 hr / 2 days	0.89	0.75	0.86	0.84
Shift Relief Factor: 16hr / 5 days	2.97	2.51	2.88	2.79

Appalachian CCAP - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	3.9	4.0	4.0	3.97
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	312.77	530.83	336.25	393.28
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	141	123	139	134.33
Total Hours Away from Post	531.27	731.33	552.75	605.11
Net Annual Work Hours (NAWH)	1555.73	1355.68	1534.25	1481.89
Shift Relief Factor: 12-hour, 7-day post with relief	2.82	3.23	2.86	2.97
Shift Relief Factor: 24 hr / 7 days	5.63	6.47	5.71	5.94
Shift Relief Factor: 16 hr / 7 days	3.76	4.31	3.81	3.96
Shift Relief Factor: 8 hr / 7 days	1.88	2.16	1.90	1.98
Shift Relief Factor: 8 hr / 5 days	1.34	1.54	1.36	1.41
Shift Relief Factor: 8 hr / 2 days	0.54	0.62	0.54	0.57
Shift Relief Factor: 12 hr / 5 days	2.01	2.31	2.04	2.12
Shift Relief Factor: 12 hr / 2 days	0.80	0.92	0.82	0.85
Shift Relief Factor: 16hr / 5 days	2.68	3.08	2.72	2.83

Appalachian CCAP Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.29	3.34	3.17	3.27	3.25
Shift Relief Factor: 24 hr / 7 days	6.58	6.67	6.34	6.53	6.51
Shift Relief Factor: 16 hr / 7 days	4.39	4.45	4.23	4.35	4.34
Shift Relief Factor: 8 hr / 7 days	2.19	2.22	2.11	2.18	2.17
Shift Relief Factor: 8 hr / 5 days	1.57	1.59	1.51	1.55	1.55
Shift Relief Factor: 8 hr / 2 days	0.63	0.64	0.60	0.62	0.62
Shift Relief Factor: 12 hr / 5 days	2.35	2.38	2.26	2.33	2.32
Shift Relief Factor: 12 hr / 2 days	0.94	0.95	0.91	0.93	0.93
Shift Relief Factor: 16hr / 5 days	3.13	3.18	3.02	3.11	3.10

Brunswick Correctional Alternative Program

Brunswick CCAP - Officers				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	22.4	20.8	21.8	21.67
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	753.78	476.04	490.75	573.53
Training	219.64	266.71	325.98	270.78
Breaks (1-Hour per shift)	93	112	106	103.67
Total Hours Away from Post	1066.43	854.75	922.73	947.97
Net Annual Work Hours (NAWH)	1020.57	1232.25	1164.27	1139.03
Shift Relief Factor: 12-hour, 7-day post with relief	4.29	3.56	3.76	3.87
Shift Relief Factor: 24 hr / 7 days	8.59	7.11	7.53	7.74
Shift Relief Factor: 16 hr / 7 days	5.73	4.74	5.02	5.16
Shift Relief Factor: 8 hr / 7 days	2.86	2.37	2.51	2.58
Shift Relief Factor: 8 hr / 5 days	2.05	1.69	1.79	1.84
Shift Relief Factor: 8 hr / 2 days	0.82	0.68	0.72	0.74
Shift Relief Factor: 12 hr / 5 days	3.07	2.54	2.69	2.77
Shift Relief Factor: 12 hr / 2 days	1.23	1.02	1.08	1.11
Shift Relief Factor: 16hr / 5 days	4.09	3.39	3.59	3.69

Brunswick CCAP - Sergeants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	1.9	1.8	2.0	1.92
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	0.00	229.47	351.43	193.63
Training	83.59	93.85	99.04	92.16
Breaks (1-Hour per shift)	167	147	136	150.00
Total Hours Away from Post	250.59	470.32	586.47	435.79
Net Annual Work Hours (NAWH)	1836.41	1616.68	1500.53	1651.21
Shift Relief Factor: 12-hour, 7-day post with relief	2.39	2.71	2.92	2.67
Shift Relief Factor: 24 hr / 7 days	4.77	5.42	5.84	5.35
Shift Relief Factor: 16 hr / 7 days	3.18	3.61	3.89	3.56

Shift Relief Factor: 8 hr / 7 days	1.59	1.81	1.95	1.78
Shift Relief Factor: 8 hr / 5 days	1.14	1.29	1.39	1.27
Shift Relief Factor: 8 hr / 2 days	0.45	0.52	0.56	0.51
Shift Relief Factor: 12 hr / 5 days	1.70	1.94	2.09	1.91
Shift Relief Factor: 12 hr / 2 days	0.68	0.77	0.83	0.76
Shift Relief Factor: 16hr / 5 days	2.27	2.58	2.78	2.55

Brunswick CCAP - Lieutenants				
Year of Leave Calculations	2021	2022	2023	3-Year Ave
Average Number of Employees	5.8	5.9	6.0	5.89
Annual Post Hours per Shift	4383	4383	4383	4383
Annual Hours Employees Assigned	2087	2087	2087	2087
Average Hours Away From Post				
Leave Usage	188.14	339.77	421.65	316.52
Training	77.50	77.50	77.50	77.50
Breaks (1-Hour per shift)	152	139	132	141.00
Total Hours Away from Post	417.64	556.27	631.15	535.02
Net Annual Work Hours (NAWH)	1669.36	1530.73	1455.85	1551.98
Shift Relief Factor: 12-hour, 7-day post with relief	2.63	2.86	3.01	2.83
Shift Relief Factor: 24 hr / 7 days	5.25	5.73	6.02	5.67
Shift Relief Factor: 16 hr / 7 days	3.50	3.82	4.01	3.78
Shift Relief Factor: 8 hr / 7 days	1.75	1.91	2.01	1.89
Shift Relief Factor: 8 hr / 5 days	1.25	1.36	1.43	1.35
Shift Relief Factor: 8 hr / 2 days	0.50	0.55	0.57	0.54
Shift Relief Factor: 12 hr / 5 days	1.88	2.05	2.15	2.02
Shift Relief Factor: 12 hr / 2 days	0.75	0.82	0.86	0.81
Shift Relief Factor: 16hr / 5 days	2.50	2.73	2.87	2.70

Brunswick CCAP Relief Factor Total Average	2021	2022	2023	3 Yr Ave	2 Yr Ave
Shift Relief Factor: 12 hr / 7 days	3.10	3.04	3.23	3.13	3.14
Shift Relief Factor: 24 hr / 7 days	6.20	6.09	6.46	6.25	6.28
Shift Relief Factor: 16 hr / 7 days	4.14	4.06	4.31	4.17	4.18
Shift Relief Factor: 8 hr / 7 days	2.07	2.03	2.15	2.08	2.09
Shift Relief Factor: 8 hr / 5 days	1.48	1.45	1.54	1.49	1.49
Shift Relief Factor: 8 hr / 2 days	0.59	0.58	0.62	0.60	0.60
Shift Relief Factor: 12 hr / 5 days	2.22	2.17	2.31	2.23	2.24
Shift Relief Factor: 12 hr / 2 days	0.89	0.87	0.92	0.89	0.90
Shift Relief Factor: 16hr / 5 days	2.95	2.90	3.08	2.98	2.99



Appendix B - Updated Post Audits With Relief Factor

Comparison of Current FTE versus Neede FTEs With Updated Calculations									
Facility Name	Facility Type	Region	Authorized FTEs	FTEs with Current Calculations	FTEs with New Calculations	Difference	Officer FTEs with Current Calculation	Officer FTEs with New Calculations	Difference
Virginia CC for Women	Correctional Center	Central	160	159.70	190.76	31.06	121.21	145.95	24.74
Bland CC	Correctional Center	Western	200	200.40	227.79	27.39	167.48	191.47	23.99
Wallens Ridge CC	Correctional Center	Western	347	347.16	403.49	56.33	299.77	350.06	50.29
St Brides CC	Correctional Center	Eastern	211	211.35	237.44	26.09	167.18	188.45	21.27
Red Onion CC	Correctional Center	Western	356	355.57	434.36	78.79	301.66	370.13	68.47
Fluvanna CC	Correctional Center	Central	287	287.44	353.21	65.77	233.38	289.84	56.46
Nottoway CC	Correctional Center	Central	293	293.43	357.42	63.99	248.43	304.50	56.07
Marion CC	Correctional Center	Western	170	170.30	205.32	35.02	142.05	172.28	30.23
Buckingham CC	Correctional Center	Western	273	273.36	332.28	58.92	231.54	282.75	51.21
State Farm CC	Correctional Center	Central	205	204.52	257.46	52.94	159.94	204.30	44.36
Deerfield CC	Correctional Center	Eastern	228	227.87	267.19	39.32	181.39	214.61	33.22
Keen Mountain CC	Correctional Center	Western	244	244.43	288.92	44.49	203.77	241.78	38.01
Greensville CC	Correctional Center	Eastern	638	637.84	770.00	132.16	530.74	646.08	115.34
Dillwyn CC	Correctional Center	Central	199	199.06	254.93	55.87	162.08	209.84	47.76
Indian Creek CC	Correctional Center	Eastern	185	185.37	223.69	38.32	151.65	183.90	32.25
Haynesville CC	Correctional Center	Eastern	210	210.47	245.25	34.78	169.69	199.00	29.31
Coffeewood CC	Correctional Center	Central	197	196.76	247.43	50.67	158.79	201.48	42.69
Pocahontas CC	Correctional Center	Western	211	211.38	252.70	41.32	173.57	208.93	35.36
Lunenburg CC	Correctional Center	Central	212	212.31	263.81	51.50	174.83	220.05	45.22
Green Rock CC	Correctional Center	Western	209	209.24	246.88	37.64	171.79	204.17	32.38
Sussex SP	Correctional Center	Eastern	318	318.24	393.88	75.64	266.31	330.56	64.25
River North CC	Correctional Center	Western	270	270.34	333.75	63.41	216.20	268.92	52.72
Cold Springs CU	Correctional Unit	Western	39	39.34	44.86	5.52	29.33	33.60	4.27
Caroline CU	Correctional Unit	Eastern	43	42.73	46.10	3.37	34.40	37.24	2.84
Central VA CU	Correctional Unit	Central	51	50.62	62.40	11.78	40.32	50.06	9.74
Halifax CU	Correctional Unit	Central	69	69.48	75.19	5.71	61.31	66.55	5.24
Patrick Henry CU	Correctional Unit	Western	35	35.14	39.53	4.39	25.34	28.44	3.10
Rustburg CU	Correctional Unit	Central	37	37.35	43.75	6.40	30.26	35.74	5.48
Wise CU	Correctional Unit	Western	38	38.45	47.25	8.80	30.83	38.02	7.19
Baskerville CC	Correctional Center	Central	111	111.25	128.57	17.32	91.20	105.95	14.75
Beaumont CC	Correctional Center	Central	170	169.56	226.49	56.93	139.76	188.19	48.43
Appalachian CCAP	Alternative Program	Western	30	30.47	37.98	7.51	23.03	28.90	5.87
Brunswick CCAP	Alternative Program	Eastern	33	33.01	38.43	5.42	23.46	27.69	4.23
Chesterfield Women's CCAP	Alternative Program	Central	35	35.37	42.66	7.29	24.02	29.23	5.21
Cold Springs CCAP	Alternative Program	Western	34	34.33	44.48	10.15	25.40	32.90	7.50
Harrisonburg CCAP	Alternative Program	Western	28	28.27	35.88	7.61	19.50	24.94	5.44
Lawrenceville CC	Correctional Center	Eastern	-	-	-	-	-	-	-
Deerfield WC	Work Camp	Eastern	27	26.72	31.40	4.68	18.54	22.05	3.51
Deerfield WC 2	Work Camp	Eastern	33	32.86	39.15	6.29	25.68	30.80	5.12
State Farm WC	Work Camp	Central	70	69.58	85.09	15.51	59.95	74.06	14.11
Nottoway WC	Work Camp	Central	40	39.96	46.80	6.84	33.96	39.48	5.52
Totals			6,546	6,551.03	7,903.97	1,352.94	5,369.74	6,522.89	1,153.15

Summary of Institutions	Authorized FTEs	FTEs with Current Calculations	FTEs with New Calculations	Difference	Officer FTEs with Current Calculation	Officer FTEs with New Calculations	Difference
Summary of All Institutions	6,546	6,551.03	7,903.97	1,352.94	5,369.74	6,522.89	1,153.15
Summary of Correctional Centers	5904	5907.35	7143.02	1235.67	4864.41	5923.19	1058.78
Summary of Correctional Units	312	313.11	359.08	45.97	251.79	289.65	37.86
Summary of Alternative Programs	160	161.45	199.43	37.98	115.41	143.66	28.25
Summary of Work Camps	170	169.12	202.44	33.32	138.13	166.39	28.26

UPDATED POST AUDIT

Baskerville Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.22	6.25	1.03	Captain/Lieutenant
3	Relief Lieutenant	X		8	5	1.00	1.00	0.00	Lieutenant
4	Operations Supervisor	X		12	7	2.61	3.12	0.51	Lieutenant/Sergeant
5	Administrative Captain		X	8	5	1.00	1.00	0.00	Captain
6	Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
7	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
8	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
9	Intelligence Officer	X		8	5	1.00	1.00	0.00	
10	Intelligence Officer	X		8	5	1.00	1.00	0.00	
11	Intelligence Officer	X		8	5	1.00	1.00	0.00	
12	Hearings Officer	X		8	5	1.00	1.00	0.00	Sergeant
13	Building Supervisor	X	X	24	7	5.22	6.25	1.03	Sergeant
14	Master Control	X	X	24	7	5.22	6.25	1.03	
15	Front Entry	X	X	16	7	3.48	4.16	0.68	
16	Yard Officer	X	X	16	7	3.48	4.16	0.68	
17	Tower #2	X		12	7	2.61	3.12	0.51	
18	Tower #3	X		12	7	2.61	3.12	0.51	
19	Roving Patrol	X	X	24	7	5.22	6.25	1.03	
20	H-1 Control	X	X	24	7	5.22	6.25	1.03	
21	H-1 Dorm/RHU Officer	X	X	24	7	5.22	6.25	1.03	
22	H-1 Dorm Officer	X		12	7	2.61	3.12	0.51	
23	H-1 Basement Officer	X	X	16	7	3.48	4.16	0.68	
24	H-2 Control	X	X	24	7	5.22	6.25	1.03	
25	H-2 Dorm/RHU Officer	X	X	24	7	5.22	6.25	1.03	
26	H-2 Dorm Officer	X		12	7	2.61	3.12	0.51	
27	H-3 Control	X	X	24	7	5.22	6.25	1.03	
28	H-3 Dorm/RHU Officer	X	X	24	7	5.22	6.25	1.03	
29	H-3 Dorm Officer	X		12	7	2.61	3.12	0.51	
30	Kitchen Officer	X		12	7	2.61	3.12	0.51	
31	Sallyport Officer	X		12	5	1.86	2.23	0.37	
32	Armory Officer	X		8	5	1.24	1.49	0.25	
33	Key/Tool Control Officer	X		8	5	1.24	1.49	0.25	
34	Transportation Ofc.	X		8	5	1.00	1.00	0.00	
35	Transportation Ofc.	X		8	5	1.00	1.00	0.00	
36	Transportation Ofc.	X		8	5	1.00	1.00	0.00	
37	Property Officer	X		8	5	1.00	1.00	0.00	

UPDATED POST AUDIT

Baskerville Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
38	Property Officer/Clothing Rm Ofc.	X		8	5	1.00	1.00	0.00	
39	Work Crew #1	X		8	5	1.00	1.00	0.00	
40	Work Crew #2	X		8	5	1.00	1.00	0.00	
41	Work Crew #3	X		8	5	1.00	1.00	0.00	
42	Work Crew #4	X		8	5	1.00	1.00	0.00	
43	Work Crew #5	X		8	5	1.00	1.00	0.00	
44	Work Crew #6	X		8	5	1.00	1.00	0.00	
45	Farm Officer	X		8	5	1.00	1.00	0.00	
46	Farm/Maintenance Ofc.	X		8	5	1.00	1.00	0.00	
47	Visitation Officer	X		8	2	0.50	0.59	0.09	
48	Visitation Officer	X		8	2	0.50	0.59	0.09	
49	Visitation Officer	X		8	2	0.50	0.59	0.09	
50	Visitation Officer	X		8	2	0.50	0.59	0.09	
51	Visitation Officer	X		8	2	0.50	0.59	0.09	
52	Visitation Officer	X		8	2	0.50	0.59	0.09	
						Current FTE	Updated FTE	Difference	
			Required FTE:			111.25	128.57	17.32	
			Authorized FTE:			111	129	18	
			Security FTE:			91.20	105.95	14.75	

UPDATED POST AUDIT

Beaumont Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	HU A/B Unit Manager	X		8	5	1.00	1.00	0.00	Captain/Lieutenant
3	HU C/D Unit Manager	X		8	5	1.00	1.00	0.00	Lieutenant/Sergeant
4	Shift Commander	X	X	24	7	4.56	6.26	1.70	
5	Operations Supervisor	X	X	24	7	4.56	6.26	1.70	
6	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
7	Asst. Institutional Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
8	HU A Supervisor	X		12	7	2.28	3.13	0.85	Sergeant
9	HU B Supervisor	X		12	7	2.28	3.13	0.85	Sergeant
10	HU C Supervisor	X		12	7	2.28	3.13	0.85	Sergeant
11	HU D Supervisor	X		12	7	2.28	3.13	0.85	Sergeant
12	HU A/B Supervisor		X	12	7	2.28	3.13	0.85	Sergeant
13	HU C/D Supervisor		X	12	7	2.28	3.13	0.85	Sergeant
14	Internal Security Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
15	External Security Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
16	Institutional Investigator	X		8	5	1.00	1.00	0.00	
17	Intelligence Officer	X		8	5	1.00	1.00	0.00	
18	Yard Officer	X	X	24	7	4.56	6.26	1.70	
19	Roving Patrol	X	X	24	7	4.56	6.26	1.70	
20	Armed Perimeter Officer	X		12	7	2.28	3.13	0.85	
21	Front Entry Search	X	X	24	7	4.56	6.26	1.70	
22	Master Control	X	X	24	7	4.56	6.26	1.70	
23	Master Control	X		12	7	2.28	3.13	0.85	
24	Kitchen	X	X	16	7	3.04	4.18	1.14	
25	Sally Port	X		8	7	1.52	2.09	0.57	
26	Program Officer	X		12	7	2.28	3.13	0.85	
27	Recreation Officer	X		12	7	2.28	3.13	0.85	
28	Bell Ellis Control	X		8	5	1.09	1.49	0.40	
29	Bell Ellis Patrol	X		8	5	1.09	1.49	0.40	
30	Inside Work Crew	X		8	5	1.09	1.49	0.40	
31	Outside Work Crew	X		8	5	1.09	1.49	0.40	
32	Key/Armory Control	X		8	5	1.00	1.00	0.00	
33	Laundry/Supply	X		8	5	1.00	1.00	0.00	
34	Property/Supply	X		8	5	1.00	1.00	0.00	
35	Tool/Uniform Control	X		8	5	1.00	1.00	0.00	
36	HU A 100/200 Pod Patrol	X	X	24	7	4.56	6.26	1.70	

UPDATED POST AUDIT

Beaumont Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
37	HU A 300/400 Pod Patrol	X	X	24	7	4.56	6.26	1.70	
38	HU B 100/200 Pod Patrol	X	X	24	7	4.56	6.26	1.70	
39	HU B 300/400 Pod Patrol	X	X	24	7	4.56	6.26	1.70	
40	Acute Care/Mental Health Control	X	X	24	7	4.56	6.26	1.70	
41	Mental Health Patrol	X	X	24	7	4.56	6.26	1.70	
42	Negative Pressure Patrol	X	X	24	7	4.56	6.26	1.70	
43	Neurocognitive Patrol	X	X	24	7	4.56	6.26	1.70	
44	Medical/Sick Call Patrol	X		8	5	1.09	1.49	0.40	
45	Clinic Escort	X		8	5	1.09	1.49	0.40	
46	Treatment Officer	X		8	5	1.00	1.00	0.00	
47	Treatment Officer	X		8	5	1.00	1.00	0.00	
48	Treatment Officer	X		8	5	1.00	1.00	0.00	
49	Treatment Officer	X		8	5	1.00	1.00	0.00	
50	HU C Control	X	X	24	7	4.56	6.26	1.70	
51	HU C 100/200 Pod Patrol	X	X	24	7	4.56	6.26	1.70	
52	HU C 300/400 Pod Patrol	X	X	24	7	4.56	6.26	1.70	
53	HU D Control	X	X	24	7	4.56	6.26	1.70	
54	HU D 100/200 Pod Patrol	X	X	24	7	4.56	6.26	1.70	
55	HU D 300/400 Pod Patrol	X	X	24	7	4.56	6.26	1.70	
56	HU E Patrol	X	X	24	7	4.56	6.26	1.70	
57	VCE Tag Shop	X		12	5	1.63	2.24	0.61	
58	VCE Silk Screen	X		12	5	1.63	2.24	0.61	
59	VCE Print Shop	X		12	5	1.63	2.24	0.61	
60	Transportation	X		12	5	1.63	2.24	0.61	
61	Transportation	X		12	5	1.63	2.24	0.61	
62	Transportation	X		12	5	1.63	2.24	0.61	
63	Transportation	X		12	5	1.63	2.24	0.61	
64	Transportation	X		12	5	1.63	2.24	0.61	
65	Transportation	X		12	5	1.63	2.24	0.61	
66	Transportation	X		12	5	1.63	2.24	0.61	
67	Transportation	X		12	5	1.63	2.24	0.61	
68	Transportation	X		12	5	1.63	2.24	0.61	
69	Transportation	X		12	5	1.63	2.24	0.61	
70	Visitor Processing/Shakedown	X		8	2	0.43	0.60	0.17	
71	Visitor Processing/Shakedown	X		8	2	0.43	0.60	0.17	
72	Visitation Patrol/Inmate Shakedown	X		8	2	0.43	0.60	0.17	

UPDATED POST AUDIT

Beaumont Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
73	Visitation Patrol/Inmate Shakedown	X		8	2	0.43	0.60	0.17	
						Current FTE	Updated FTE	Difference	
			Required FTE:			169.56	226.49	56.93	
			Authorized FTE:			170	226	56	
			Security FTE:			139.76	188.19	48.43	

UPDATED POST AUDIT

Bland Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.52	6.51	0.99	Captain/Lieutenant
3	Operations Supervisor	X	X	24	7	5.52	6.51	0.99	Lieutenant/Sergeant
4	East Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
5	West Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
6	Restrictive Housing Commander	X		8	5	1.00	1.00	0.00	Lieutenant
7	Restrictive Housing Supervisor	X	X	16	7	3.68	4.34	0.66	Sergeant
8	External Security Commander	X		8	5	1.00	1.00	0.00	Captain/Lieutenant
9	External Security Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
10	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
11	Assistant Institutional Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
12	Internal Security Supervisor	X	X	16	7	3.68	4.34	0.66	Sergeant
13	Transportation Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
14	1 Building Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
15	2 Building Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
16	3 Building Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
17	4 Building Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
18	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
19	Intelligence Officer	X		8	5	1.00	1.00	0.00	
20	Intelligence Officer	X		8	5	1.00	1.00	0.00	
21	Intelligence Officer	X		8	5	1.00	1.00	0.00	
22	Master Control Officer	X	X	24	7	5.52	6.51	0.99	
23	Roving Patrol Officer	X	X	24	7	5.52	6.51	0.99	
24	Front Entry Officer	X	X	24	7	5.52	6.51	0.99	
25	Sally Port Officer	X		8	5	1.00	1.00	0.00	
26	Tower #2 Officer	X		12	5	1.96	2.32	0.36	
27	Tower #4 Officer	X		8	7	1.84	2.17	0.33	
28	1 Building Entry Officer	X	X	24	7	5.52	6.51	0.99	
29	1 Bldg Dorm Officer	X	X	24	7	5.52	6.51	0.99	
30	1 Bldg Dorm Officer	X	X	24	7	5.52	6.51	0.99	
31	2 Building Entry Officer	X	X	24	7	5.52	6.51	0.99	
32	2 Bldg Dorm Officer	X	X	24	7	5.52	6.51	0.99	
33	2 Bldg Dorm Officer	X	X	24	7	5.52	6.51	0.99	
34	3 Building Entry Officer	X	X	24	7	5.52	6.51	0.99	
35	3 Bldg Dorm Officer	X	X	24	7	5.52	6.51	0.99	

UPDATED POST AUDIT

Bland Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
36	3 Bldg Dorm Officer	X	X	24	7	5.52	6.51	0.99	
37	4 Building Entry Officer	X	X	24	7	5.52	6.51	0.99	
38	4 Bldg Dorm Officer	X	X	24	7	5.52	6.51	0.99	
39	4 Bldg Dorm Officer	X	X	24	7	5.52	6.51	0.99	
40	Trailer Officer	X	X	24	7	5.52	6.51	0.99	
41	Trailer Officer	X	X	24	7	5.52	6.51	0.99	
42	Trailer Officer		X	12	7	2.76	3.25	0.49	
43	RHU Control Officer	X	X	24	7	5.52	6.51	0.99	
44	RHU Floor Officer	X	X	24	7	5.52	6.51	0.99	
45	RHU Floor Officer	X	X	24	7	5.52	6.51	0.99	
46	Yard Officer	X	X	16	7	3.68	4.34	0.66	
47	Medical Officer	X	X	24	7	5.52	6.51	0.99	
48	Kitchen Officer	X	X	16	7	3.68	4.34	0.66	BFOQ
49	Gym Officer	X		8	7	1.00	1.00	0.00	
50	DOE Officer	X		10	4	1.00	1.00	0.00	
51	Treatment Area Officer	X		8	5	1.00	1.00	0.00	
52	Armory Officer	X		8	5	1.00	1.00	0.00	
53	Tool Control Officer	X		8	5	1.00	1.00	0.00	
54	Key Control Officer	X		8	5	1.00	1.00	0.00	
55	Property Officer	X		8	5	1.00	1.00	0.00	
56	Property Officer	X		8	5	1.00	1.00	0.00	
57	Laundry Officer	X		8	5	1.00	1.00	0.00	
58	Inside Maintenance Officer	X		8	5	1.00	1.00	0.00	
59	Warehouse Officer	X		8	5	1.00	1.00	0.00	
60	Refurbishing Officer	X		8	5	1.00	1.00	0.00	BFOQ
61	Work Crew Officer	X		8	5	1.00	1.00	0.00	
62	Work Crew Officer	X		8	5	1.00	1.00	0.00	
63	Work Crew Officer	X		8	5	1.00	1.00	0.00	
64	Work Crew Officer	X		8	5	1.00	1.00	0.00	
65	Work Crew Officer	X		8	5	1.00	1.00	0.00	
66	Work Crew Officer	X		8	5	1.00	1.00	0.00	
67	Work Crew Officer	X		8	5	1.00	1.00	0.00	
68	Work Crew Officer	X		8	5	1.00	1.00	0.00	
69	Treatment Officer	X		8	5	1.00	1.00	0.00	
70	Treatment Officer	X		8	5	1.00	1.00	0.00	

UPDATED POST AUDIT

Bland Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
71	Transportation/Treatment Officer	X		8	5	1.00	1.00	0.00	
72	Transportation/Treatment Officer	X		8	5	1.00	1.00	0.00	
73	Transportation Officer	X		8	5	1.00	1.00	0.00	
74	Transportation Officer	X		8	5	1.00	1.00	0.00	
75	Transportation Officer	X		8	5	1.00	1.00	0.00	
76	Transportation Officer	X		8	5	1.00	1.00	0.00	
77	Transportation Officer	X		8	5	1.00	1.00	0.00	
78	Transportation Officer	X		8	5	1.00	1.00	0.00	
79	Visitation Supervisor	X		8	2	0.52	0.62	0.10	Sergeant
80	Visitation Control Room Officer	X		8	2	0.52	0.62	0.10	
81	Visitation Control Room Officer	X		8	2	0.52	0.62	0.10	
82	Visitation Processing Officer	X		8	2	0.52	0.62	0.10	
83	Visitation Processing Officer	X		8	2	0.52	0.62	0.10	
84	Visitation Officer	X		8	2	0.52	0.62	0.10	
85	Visitation Officer	X		8	2	0.52	0.62	0.10	
86	Visitation Officer	X		8	2	0.52	0.62	0.10	
						Current FTE	Updated FTE	Difference	
Required FTE:						200.40	227.79	27.39	
Authorized FTE:						200	228	28	
Security FTE:						167.48	191.47	23.99	

UPDATED POST AUDIT

Buckingham Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.22	6.49	1.27	Captain/Lieutenant
3	Operations Supervisor	X	X	24	7	5.22	6.49	1.27	Lieutenant
4	A/B Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
5	C/D Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
6	N Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
7	A/B Unit Supervisor	X		8	5	1.00	1.00	0.00	Lieutenant
8	C/D Unit Supervisor/Retention	X		8	5	1.00	1.00	0.00	Lieutenant
9	Internal Control Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
10	A Building Supervisor	X		12	7	2.61	3.24	0.63	Sergeant
11	B Building Supervisor	X		12	7	2.61	3.24	0.63	Sergeant
12	C Building Supervisor	X		12	7	2.61	3.24	0.63	Sergeant
13	D Building Supervisor	X		12	7	2.61	3.24	0.63	Sergeant
14	N Building Supervisor	X	X	24	7	5.22	6.49	1.27	Sergeant
15	A/B Building Supervisor		X	12	7	2.61	3.24	0.63	Sergeant
16	C/D Building Supervisor		X	12	7	2.61	3.24	0.63	Sergeant
17	Visiting Supervisor	X		8	2	0.50	0.62	0.12	Sergeant
18	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
19	Assistant Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
20	Instititutional Investigator	X		8	5	1.00	1.00	0.00	Sergeant
21	Intelligence Officer	X		8	5	1.00	1.00	0.00	
22	Intelligence Officer	X		8	5	1.00	1.00	0.00	
23	Tower #2	X	X	24	7	5.22	6.49	1.27	
24	Roving Patrol	X	X	24	7	5.22	6.49	1.27	
25	Reception Front Entry	X	X	24	7	5.22	6.49	1.27	
26	Key Control/Armory	X		8	5	1.00	1.00	0.00	
27	Master Control	X	X	24	7	5.22	6.49	1.27	
28	Master Control	X		12	7	2.61	3.24	0.63	
29	J Building Gate	X		12	7	2.61	3.24	0.63	
30	VOC School/Law Library (J-3)	X		8	5	1.00	1.00	0.00	
31	Academic School (J-4)	X		8	5	1.00	1.00	0.00	
32	Programs/Library/Barber Shop (J-5)	X		12	5	1.86	2.32	0.46	
33	Medical Control	X	X	24	7	5.22	6.49	1.27	
34	Medical Floor	X		12	7	2.61	3.24	0.63	
35	Kitchen	X	X	16	7	3.48	4.33	0.85	
36	Kitchen	X		12	7	2.61	3.24	0.63	
37	A-1 Control (A 1/2)	X	X	24	7	5.22	6.49	1.27	

UPDATED POST AUDIT

Buckingham Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
38	A-1 Floor (A 1/2)	X	X	24	7	5.22	6.49	1.27	
39	A-2 Control (A 3/4)	X	X	24	7	5.22	6.49	1.27	
40	A-2 Floor (A 3/4)	X	X	24	7	5.22	6.49	1.27	
41	A-2 Floor		X	8	7	1.74	2.16	0.42	
42	A/B Floor	X		12	7	2.61	3.24	0.63	
43	B-1 Control (B 1/2)	X	X	24	7	5.22	6.49	1.27	
44	B-1 Floor (B 1/2)	X	X	24	7	5.22	6.49	1.27	
45	B-2 Floor		X	8	7	1.74	2.16	0.42	
46	B-2 Control (B 3/4)	X	X	24	7	5.22	6.49	1.27	
47	B-2 Floor (B 3/4)	X	X	24	7	5.22	6.49	1.27	
48	C-1 Control (C 1/2)	X	X	24	7	5.22	6.49	1.27	
49	C-1 Floor (C 1/2)	X	X	24	7	5.22	6.49	1.27	
50	C-2 Control (C 3/4)	X	X	24	7	5.22	6.49	1.27	
51	C-2 Floor (C 3/4)	X	X	24	7	5.22	6.49	1.27	
52	C-2 Floor		X	8	7	1.74	2.16	0.42	
53	D-1 Control (D 1/2)	X	X	24	7	5.22	6.49	1.27	
54	D-1 Floor (D 1/2)	X	X	24	7	5.22	6.49	1.27	
55	D-2 Control (D 3/4)	X	X	24	7	5.22	6.49	1.27	
56	D-2 Floor (D 3/4)	X	X	24	7	5.22	6.49	1.27	
57	D-2 Floor		X	8	7	1.74	2.16	0.42	
58	C/D Floor	X		8	7	1.74	2.16	0.42	
59	N-1 Control (N 1/2)	X	X	24	7	5.22	6.49	1.27	
60	N-1 Floor	X	X	24	7	5.22	6.49	1.27	
61	N-2 Control (N 3/4)	X	X	24	7	5.22	6.49	1.27	
62	N-2 Floor	X	X	24	7	5.22	6.49	1.27	
63	N Entry	X	X	24	7	5.22	6.49	1.27	
64	N Floor (Restrictive Housing)	X	X	24	7	5.22	6.49	1.27	
65	N Floor (Restrictive Housing)	X	X	24	7	5.22	6.49	1.27	
66	N Floor (Restrictive Housing)	X	X	16	7	3.48	4.33	0.85	
67	N Floor (Restrictive Housing)	X	X	16	7	3.48	4.33	0.85	
68	N Floor (Restrictive Housing)	X	X	16	7	3.48	4.33	0.85	
69	A/B Entry	X	X	16	7	3.48	4.33	0.85	
70	C/D Entry	X	X	16	7	3.48	4.33	0.85	
71	Transportation	X		12	5	1.86	2.32	0.46	
72	Transportation	X		12	5	1.86	2.32	0.46	
73	Transportation	X		8	5	1.00	1.00	0.00	
74	Transportation	X		8	5	1.00	1.00	0.00	

UPDATED POST AUDIT

Buckingham Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
75	Transportation	X		8	5	1.00	1.00	0.00	
76	Transportation	X		8	5	1.00	1.00	0.00	
77	Chemical/Supply	X		8	5	1.00	1.00	0.00	
78	Recreation Yard	X		12	7	2.61	3.24	0.63	
79	Recreation Gate	X		12	7	2.61	3.24	0.63	
80	Recreation Gym	X		12	7	2.61	3.24	0.63	
81	Recreation Patrol Officer	X	X	16	7	3.48	4.33	0.85	
82	VCE Metal	X		8	5	1.00	1.00	0.00	
83	VCE Metal	X		8	5	1.00	1.00	0.00	
84	Laundry	X		8	5	1.00	1.00	0.00	
85	Tool Control/Clothing	X		8	5	1.00	1.00	0.00	
86	Property	X		8	5	1.00	1.00	0.00	
87	Property	X		8	5	1.00	1.00	0.00	
88	Sallyport	X		12	5	1.86	2.32	0.46	
89	Work Crew #1 (Unit 9)	X		8	5	1.00	1.00	0.00	
90	Work Crew #2 (Trash/Front Entry)	X		8	5	1.00	1.00	0.00	
91	Work Crew #3 (Farm)	X		8	5	1.00	1.00	0.00	
92	Work Crew #4 (Farm)	X		8	5	1.00	1.00	0.00	
93	Commissarry	X		8	5	1.00	1.00	0.00	
94	Visiting Room	X		8	2	0.50	0.62	0.12	
95	Visiting Room	X		8	2	0.50	0.62	0.12	
96	Visiting Room	X		8	2	0.50	0.62	0.12	
97	Visiting Inmate Search	X		8	2	0.50	0.62	0.12	
98	Visiting Reception Search	X		8	2	0.50	0.62	0.12	
99	Visiting Reception Search	X		8	2	0.50	0.62	0.12	
						Current FTE	Updated FTE	Difference	
				Required FTE:		273.36	332.28	58.92	
				Authorized FTE:		273	332	59	
				Security FTE:		231.54	282.75	51.21	

Post Audit

Coffeewood Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Watch Commander	X	X	24	7	4.93	6.38	1.45	Captain/Lieutenant
3	Operations Supervisor	X	X	24	7	4.93	6.38	1.45	Lieutenant
4	Retention Specialist	X		8	5	1.00	1.00	0.00	Lieutenant
5	Unit Manager 1/2	X		8	5	1.00	1.00	0.00	Unit Manager
6	Unit Manager 3/4	X		8	5	1.00	1.00	0.00	Unit Manager
7	Unit Manager 5/6	X		8	5	1.00	1.00	0.00	Unit Manager
8	HU 1/2/3 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
9	HU 4/5/6 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
10	RHU/Service Bldg Commander	X		8	5	1.00	1.00	0.00	Lieutenant
11	Internal Security Supervisor	X	X	24	7	4.93	6.38	1.45	Sergeant
12	HU 1/2 Supervisor	X		8	5	1.17	1.52	0.35	Sergeant
13	HU 3/4 Supervisor	X		8	5	1.17	1.52	0.35	Sergeant
14	HU 5/6 Supervisor	X		8	5	1.17	1.52	0.35	Sergeant
15	HU 1/2/3 Supervisor	X	X	16	7	3.28	4.26	0.98	Sergeant
16	HU 4/5/6 Supervisor		X	12	7	2.46	3.19	0.73	Sergeant
17	Restorative Housing Supervisor	X		12	7	2.46	3.19	0.73	Sergeant
18	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
19	Assistant Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
20	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
21	Visiting Supervisor	X		8	2	0.47	0.61	0.14	Sergeant
22	Intelligence Officer	X		8	5	1.00	1.00	0.00	
23	Master Control	X	X	24	7	4.93	6.38	1.45	
24	Master Control	X		12	7	2.46	3.19	0.73	
25	Tower #3	X	X	24	7	4.93	6.38	1.45	
26	Roving Patrol	X	X	24	7	4.93	6.38	1.45	
27	Sallyport	X		12	5	1.76	2.28	0.52	
28	Front Entry/Search	X	X	16	7	3.28	4.26	0.98	
29	Yard Officer	X	X	24	7	4.93	6.38	1.45	
30	Tool Control/Clothing	X		8	5	1.00	1.00	0.00	
31	Key Control/Armory	X		8	5	1.00	1.00	0.00	
32	Property	X		8	5	1.00	1.00	0.00	
33	Property	X		8	5	1.00	1.00	0.00	
34	Kitchen	X		12	7	2.46	3.19	0.73	
35	Medical Entry/Control	X	X	24	7	4.93	6.38	1.45	
36	DOE Entry/Control	X		12	5	1.76	2.28	0.52	
37	Vocational Entry	X		8	5	1.17	1.52	0.35	

Post Audit

Coffeewood Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
38	Programs Bldg Entry/Control	X		8	5	1.17	1.52	0.35	
39	Recreation Yard Officer	X		12	7	2.46	3.19	0.73	
40	HU1 Control	X	X	24	7	4.93	6.38	1.45	
41	HU1 Floor	X	X	24	7	4.93	6.38	1.45	
42	HU1 Floor	X		12	7	2.46	3.19	0.73	
43	HU2 Control	X	X	24	7	4.93	6.38	1.45	
44	HU2 Floor	X	X	24	7	4.93	6.38	1.45	
45	HU2 Floor	X	X	24	7	4.93	6.38	1.45	
46	HU3 Control	X	X	24	7	4.93	6.38	1.45	
47	HU3 Floor	X	X	24	7	4.93	6.38	1.45	
48	HU3 Floor	X	X	24	7	4.93	6.38	1.45	
49	HU4 Control	X	X	24	7	4.93	6.38	1.45	
50	HU4 Floor	X	X	24	7	4.93	6.38	1.45	
51	HU4 Floor	X	X	24	7	4.93	6.38	1.45	
52	HU5 Control	X	X	24	7	4.93	6.38	1.45	
53	HU5 Floor	X	X	24	7	4.93	6.38	1.45	
54	HU5 Floor	X	X	24	7	4.93	6.38	1.45	
55	HU6 Control	X	X	24	7	4.93	6.38	1.45	
56	HU6 Floor	X	X	24	7	4.93	6.38	1.45	
57	HU6 Floor	X		12	7	2.46	3.19	0.73	
58	Restorative Housing Control	X	X	24	7	4.93	6.38	1.45	
59	Restorative Housing Floor	X	X	24	7	4.93	6.38	1.45	
60	Restorative Housing Floor	X		12	7	2.46	3.19	0.73	
61	Treatment Officer	X		8	5	1.00	1.00	0.00	
62	Treatment Officer	X		8	5	1.00	1.00	0.00	
63	Work Crew (Culpepper)	X		8	5	1.00	1.00	0.00	
64	Work Crew (Outside)	X		8	5	1.00	1.00	0.00	
65	Transportation	X		8	5	1.17	1.52	0.35	
66	Transportation	X		8	5	1.17	1.52	0.35	
67	Transportation	X		8	5	1.17	1.52	0.35	
68	Transportation	X		8	5	1.17	1.52	0.35	
69	Transportation	X		8	5	1.00	1.00	0.00	
70	Transportation	X		8	5	1.00	1.00	0.00	
71	Transportation	X		8	5	1.00	1.00	0.00	
72	Transportation	X		8	5	1.00	1.00	0.00	
73	Visitor Entry/Search	X		8	2	0.47	0.61	0.14	
74	Visitor Entry/Search	X		8	2	0.47	0.61	0.14	

Post Audit

Coffeewood Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
75	Visiting Inmate Search	X		8	2	0.47	0.61	0.14	
76	Visiting Room	X		8	2	0.47	0.61	0.14	
77	Visiting Room	X		8	2	0.47	0.61	0.14	
78	Visiting Room	X		8	2	0.47	0.61	0.14	
79	Intelligence/Gang Officer	X		8	5	1.00	1.00	0.00	
						Current FTE	Updated FTE	Difference	
					Required FTE:	196.76	247.43	50.67	
					Authorized FTE:	197	247	50	
					Security FTE:	158.79	201.48	42.69	

UPDATED POST AUDIT

Deerfield Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Admin/Support Commander	X		8	5	1.00	1.00	0.00	Captain
3	Shift Commander	X	X	24	7	5.29	6.35	1.06	Captain/Lieutenant
4	Operations Supervisor	X	X	24	7	5.29	6.35	1.06	Lieutenant
5	HU A/B Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
6	HU C/D/Infirmary Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
7	HU E/F Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
8	HU A/B Commander	X		8	5	1.00	1.00	0.00	Lieutenant
9	HU C/Infirmary Commander	X		8	5	1.00	1.00	0.00	Lieutenant
10	HU D Commander	X		8	5	1.00	1.00	0.00	Lieutenant
11	HU E/F Commander	X		8	5	1.00	1.00	0.00	Lieutenant
12	HU A/B Supervisor	X	X	24	7	5.29	6.35	1.06	Sergeant
13	HU C/D Supervisor	X	X	16	7	3.53	4.23	0.70	Sergeant
14	HU E/F Supervisor	X	X	24	7	5.29	6.35	1.06	Sergeant
15	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Captain
16	Assistant Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
17	Assistant Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
18	Assistant Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
19	Visitation Supervisor	X		8	2	0.50	0.60	0.10	Sergeant
20	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
21	Intelligence Officer	X		8	5	1.00	1.00	0.00	
22	Intelligence Officer	X		8	5	1.00	1.00	0.00	
23	Master Control	X	X	24	7	5.29	6.35	1.06	
24	Master Control	X		12	7	2.64	3.17	0.53	
25	Front Entry	X	X	24	7	5.29	6.35	1.06	
26	Roving Patrol	X	X	24	7	5.29	6.35	1.06	
27	Tower #1	X		12	7	2.64	3.17	0.53	
28	Sallyport	X		8	5	1.00	1.00	0.00	
29	Sallyport	X		8	5	1.00	1.00	0.00	
30	Key Control/Armory	X		8	5	1.00	1.00	0.00	
31	Tool Control	X		8	5	1.00	1.00	0.00	
32	Clothing Officer	X		8	5	1.00	1.00	0.00	
33	Property	X		8	5	1.00	1.00	0.00	
34	Property	X		8	5	1.00	1.00	0.00	
35	Yard	X	X	24	7	5.29	6.35	1.06	
36	Yard	X		8	5	1.00	1.00	0.00	
37	DOE 1 Hallway	X		8	5	1.00	1.00	0.00	

UPDATED POST AUDIT

Deerfield Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
38	DOE 2 Hallway	X		8	5	1.00	1.00	0.00	
39	Gym	X		12	7	2.64	3.17	0.53	
40	Laundry	X		8	5	1.00	1.00	0.00	
41	Kitchen	X	X	16	7	3.53	4.23	0.70	
42	Kitchen	X		12	7	2.64	3.17	0.53	
43	Medical Control	X	X	24	7	5.29	6.35	1.06	
44	Medical Entry	X		12	7	2.64	3.17	0.53	
45	Medical Infirmary	X	X	24	7	5.29	6.35	1.06	
46	HU A Control	X	X	24	7	5.29	6.35	1.06	
47	HU A 100 Floor	X	X	24	7	5.29	6.35	1.06	
48	HU A 200 Floor	X	X	16	7	3.53	4.23	0.70	
49	HU B Control	X	X	24	7	5.29	6.35	1.06	
50	HU B 300 Floor	X	X	24	7	5.29	6.35	1.06	
51	HU B 400 Floor	X	X	16	7	3.53	4.23	0.70	
52	HU C Control	X	X	24	7	5.29	6.35	1.06	
53	HU C 500 Floor	X	X	24	7	5.29	6.35	1.06	
54	HU C 600 Floor	X	X	16	7	3.53	4.23	0.70	
55	HU D Control	X	X	24	7	5.29	6.35	1.06	
56	HU D 700 Floor (Assisted Living)	X	X	24	7	5.29	6.35	1.06	
57	HU D 800 Floor (Assisted Living)	X	X	24	7	5.29	6.35	1.06	
58	HU E Control	X	X	24	7	5.29	6.35	1.06	
59	HU E 900 Floor	X	X	24	7	5.29	6.35	1.06	
60	HU E 1000 Floor	X	X	16	7	3.53	4.23	0.70	
61	HU F Control	X	X	24	7	5.29	6.35	1.06	
62	HU F 1100 Floor	X	X	24	7	5.29	6.35	1.06	
63	HU F 1200 Floor	X	X	16	7	3.53	4.23	0.70	
64	Treatment Officer	X		8	5	1.00	1.00	0.00	
65	Treatment Officer	X		8	5	1.00	1.00	0.00	
66	Transportation	X		8	5	1.00	1.00	0.00	
67	Transportation	X		12	5	1.88	2.27	0.39	
68	Transportation	X		12	5	1.88	2.27	0.39	
69	Transportation	X		12	5	1.88	2.27	0.39	
70	Transportation	X		12	5	1.88	2.27	0.39	
71	Transportation	X		12	5	1.88	2.27	0.39	
72	Transportation	X		12	5	1.88	2.27	0.39	
73	Transportation	X		12	5	1.88	2.27	0.39	
74	Transportation	X		12	5	1.88	2.27	0.39	

UPDATED POST AUDIT

Deerfield Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
75	Transportation	X		12	5	1.88	2.27	0.39	
76	Visiting Entry/Search	X		8	2	0.50	0.60	0.10	
77	Visiting Control	X		8	2	0.50	0.60	0.10	
78	Visiting Room	X		8	2	0.50	0.60	0.10	
79	Visiting Room	X		8	2	0.50	0.60	0.10	
80	Visiting Inmate Search	X		8	2	0.50	0.60	0.10	
81	Visiting Inmate Search	X		8	2	0.50	0.60	0.10	
82	SMH Commander	X		8	5	1.00	1.00	0.00	Lieutenant
83	SMH Shift Supervisor	X	X	24	7	5.29	6.35	1.06	Sergeant
84	SMH Entry/Search	X	X	24	7	5.29	6.35	1.06	
85	SMH Floor Officer	X	X	24	7	5.29	6.35	1.06	
86	Work Center Captain	X		8	5	1.00	1.00	0.00	Captain
						Current FTE	Updated FTE	Difference	
						Required FTE:	227.87	267.19	39.32
						Authorized FTE:	228	267	39
						Security FTE:	181.39	214.61	33.22

UPDATED POST AUDIT

Dillwyn Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	4.64	6.21	1.57	Captain/Lieutenant
3	Operations Supervisor	X	X	24	7	4.64	6.21	1.57	Lieutenant/Sergeant
4	HU 1/2 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
5	HU 3/4 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
6	HU 5/6 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
7	HU 1/2 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
8	HU 3/4 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
9	HU 5/6 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
10	Lower Compound Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
11	HU 1/2 Supervisor	X		12	7	2.32	3.11	0.79	Sergeant
12	HU 3/4 Supervisor	X	X	24	7	4.64	6.21	1.57	Sergeant
13	HU 5/6 Supervisor	X	X	24	7	4.64	6.21	1.57	Sergeant
14	RHU Supervisor	X	X	16	7	3.10	4.14	1.04	Sergeant
15	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
16	Assistant Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
17	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
18	Retention/Administration	X		8	5	1.00	1.00	0.00	Lieutenant
19	Transportation/Property	X		8	5	1.00	1.00	0.00	Sergeant
20	Intelligence Officer	X		8	5	1.00	1.00	0.00	
21	Intelligence Officer	X		8	5	1.00	1.00	0.00	
22	Master Control	X	X	24	7	4.64	6.21	1.57	
23	Master Control	X		12	7	2.32	3.11	0.79	
24	Tower #1	X	X	24	7	4.64	6.21	1.57	
25	Recreation/Gym	X		12	7	2.32	3.11	0.79	
26	Roving Patrol	X	X	24	7	4.64	6.21	1.57	
27	Front Reception/Lobby	X	X	24	7	4.64	6.21	1.57	
28	Sallyport	X		12	7	2.32	3.11	0.79	
29	Yard	X	X	24	7	4.64	6.21	1.57	
30	Transportation	X		8	5	1.00	1.00	0.00	
31	Transportation	X		8	5	1.00	1.00	0.00	
32	Transportation	X		8	5	1.00	1.00	0.00	
33	Transportation	X		8	5	1.00	1.00	0.00	
34	Transportation	X		8	5	1.00	1.00	0.00	
35	Transportation	X		8	5	1.00	1.00	0.00	
36	Transportation	X		8	5	1.00	1.00	0.00	

UPDATED POST AUDIT

Dillwyn Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
37	Medical Floor	X	X	24	7	4.64	6.21	1.57	
38	DCE Entry	X		12	7	2.32	3.11	0.79	
39	VCE Entry/Shop Floor	X		8	5	1.00	1.00	0.00	
40	Property/Intake	X		8	5	1.00	1.00	0.00	
41	Property/Intake	X		8	5	1.00	1.00	0.00	
42	Tool Control	X		8	5	1.00	1.00	0.00	
43	Key Control/Armory	X		8	5	1.00	1.00	0.00	
44	Kitchen	X		12	7	2.32	3.11	0.79	
45	Kitchen	X		12	7	2.32	3.11	0.79	
46	Work Crew #1 (Greenhouse)	X		8	5	1.00	1.00	0.00	
47	External Grounds Supervisor	X		8	5	1.00	1.00	0.00	
48	Sheet Metal Shop	X		8	5	1.00	1.00	0.00	
49	Recreation Yard Officer	X		8	5	1.00	1.00	0.00	
50	Recreation Yard Officer	X		8	5	1.00	1.00	0.00	
51	RHU Control	X	X	24	7	4.64	6.21	1.57	
52	RHU Floor	X	X	24	7	4.64	6.21	1.57	
53	RHU Floor	X	X	16	7	3.10	4.14	1.04	
54	7B Officer	X	X	24	7	4.64	6.21	1.57	
55	HU1 Control	X	X	24	7	4.64	6.21	1.57	
56	HU1 Floor	X	X	24	7	4.64	6.21	1.57	
57	HU1 Floor	X	X	24	7	4.64	6.21	1.57	
58	HU2 Control	X	X	24	7	4.64	6.21	1.57	
59	HU2 Floor	X	X	24	7	4.64	6.21	1.57	
60	HU2 Floor	X	X	16	7	3.10	4.14	1.04	
61	HU3 Control	X	X	24	7	4.64	6.21	1.57	
62	HU3 Floor		X	12	7	2.32	3.11	0.79	
63	HU3 Floor	X	X	24	7	4.64	6.21	1.57	
64	HU4 Control	X	X	24	7	4.64	6.21	1.57	
65	HU4 Floor	X	X	24	7	4.64	6.21	1.57	
66	HU4 Floor	X	X	24	7	4.64	6.21	1.57	
67	HU5 Control	X	X	24	7	4.64	6.21	1.57	
68	HU5 Floor	X	X	24	7	4.64	6.21	1.57	
69	HU5 Floor	X	X	24	7	4.64	6.21	1.57	
70	HU6 Control	X	X	24	7	4.64	6.21	1.57	
71	HU6 Floor	X	X	24	7	4.64	6.21	1.57	
72	HU6 Floor	X	X	24	7	4.64	6.21	1.57	

UPDATED POST AUDIT

Dillwyn Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
73	Visiting Reception/Lobby	X		8	2	0.44	0.59	0.15	
74	Visiting Reception/Lobby	X		8	2	0.44	0.59	0.15	
75	Visiting Room	X		8	2	0.44	0.59	0.15	
76	Visiting Room	X		8	2	0.44	0.59	0.15	
77	Visitation Inmate ShakeDown	X		8	2	0.44	0.59	0.15	
78	Visiting Inmate Shakedown	X		8	2	0.44	0.59	0.15	
79	Treatment Officer	X		8	5	1.00	1.00	0.00	
80	Treatment Officer	X		8	5	1.00	1.00	0.00	
						Current FTE	Updated FTE	Difference	
						Required FTE:	199.06	254.93	55.87
						Authorized FTE:	199	255	56
						Security FTE:	162.08	209.84	47.76

UPDATED POST AUDIT

Fluvanna Correctional Center for Women

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	4.97	6.25	1.28	Captain/Lieutenant
3	Operations Supervisor	X	X	24	7	4.97	6.25	1.28	Lieutenant
4	HU1 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
5	HU2 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
6	HU3 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
7	HU5 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
8	HU6 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
9	HU8 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
10	Internal Security Supervisor	X	X	16	7	3.31	4.17	0.86	Sergeant
11	External Security Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
12	HU1 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
13	HU2 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
14	HU3 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
15	HU5 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
16	HU6 Commander	X		8	5	1.00	1.00	0.00	Sergeant
17	HU8 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
18	HU1 Supervisor	X		12	7	2.48	3.12	0.64	Sergeant
19	HU2 Supervisor	X	X	24	7	4.97	6.25	1.28	Sergeant
20	HU3 Supervisor	X		12	7	2.48	3.12	0.64	Sergeant
21	HU5 Supervisor	X		12	7	2.48	3.12	0.64	Sergeant
22	HU6 Supervisor	X		12	7	2.48	3.12	0.64	Sergeant
23	HU8 Supervisor	X	X	24	7	4.97	6.25	1.28	Sergeant
24	HU 1/3/5/6 Supervisor		X	12	7	2.48	3.12	0.64	Sergeant
25	Retention Lieutenant	X		8	5	1.00	1.00	0.00	Lieutenant
26	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
27	Assistant Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
28	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
29	Visiting Supervisor	X		8	2	0.47	0.60	0.13	Sergeant
30	Intelligence Officer	X		8	5	1.00	1.00	0.00	
31	Intelligence Officer	X		8	5	1.00	1.00	0.00	
32	Master Control	X	X	24	7	4.97	6.25	1.28	
33	Master Control	X		12	7	2.48	3.12	0.64	
34	Roving Patrol	X	X	24	7	4.97	6.25	1.28	
35	Sallyport	X		8	5	1.18	1.49	0.31	
36	Key Control/Armory	X		8	5	1.18	1.49	0.31	

UPDATED POST AUDIT

Fluvanna Correctional Center for Women

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
37	Tool Control	X		8	5	1.00	1.00	0.00	
38	Admin Entry	X	X	16	7	3.31	4.17	0.86	
39	Yard Officer A	X	X	16	7	3.31	4.17	0.86	
40	Yard Officer B	X	X	16	7	3.31	4.17	0.86	
41	Recreation/Ballfield	X		8	7	1.66	2.08	0.42	
42	Property	X		8	5	1.18	1.49	0.31	
43	Property	X		8	5	1.00	1.00	0.00	
44	Work Crew	X		8	5	1.00	1.00	0.00	
45	Work Crew	X		8	5	1.18	1.49	0.31	
46	Work Crew	X		8	5	1.18	1.49	0.31	
47	Transportation	X		12	5	1.77	2.23	0.46	
48	Transportation	X		12	5	1.77	2.23	0.46	
49	Transportation	X		12	5	1.77	2.23	0.46	
50	Transportation	X		12	5	1.77	2.23	0.46	
51	Transportation	X		8	5	1.00	1.00	0.00	
52	Transportation	X		8	5	1.00	1.00	0.00	
53	Transportation	X		8	5	1.00	1.00	0.00	
54	Transportation	X		8	5	1.00	1.00	0.00	
55	Transportation	X		8	5	1.00	1.00	0.00	
56	VCE Entry/Floor	X		8	5	1.18	1.49	0.31	
57	HU1 Control	X	X	24	7	4.97	6.25	1.28	
58	HU1 A-Wing	X	X	24	7	4.97	6.25	1.28	
59	HU1 B-Wing		X	12	7	2.48	3.12	0.64	
60	HU1 C-Wing	X	X	24	7	4.97	6.25	1.28	
61	HU1 D-Wing		X	12	7	2.48	3.13	0.65	
62	Medical Control Bldg 2	X	X	24	7	4.97	6.25	1.28	
63	Medical Entry Bldg 2	X		12	7	2.48	3.12	0.64	
64	Medical H/I/J Ward Bldg 2	X		12	7	2.48	3.12	0.64	
65	Acute Care Control Bldg 2	X	X	24	7	4.97	6.25	1.28	
66	Acute Care Entry Bldg 2	X		12	7	2.48	3.12	0.64	
67	Acute Care A-Wing Bldg 2	X	X	24	7	4.97	6.25	1.28	
68	Acute Care B-Wing Bldg 2	X	X	24	7	4.97	6.25	1.28	
69	Acute Care Floor Bldg 2	X		12	7	2.48	3.12	0.64	
70	Residential Care Control Bldg 2	X	X	24	7	4.97	6.25	1.28	
71	Residential Care C Wing Building 2	X	X	24	7	4.97	6.25	1.28	
72	Residential Care D-Wing Bldg 2	X	X	24	7	4.97	6.25	1.28	

UPDATED POST AUDIT

Fluvanna Correctional Center for Women

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
73	Residential Care E-Wing Bldg 2	X	X	24	7	4.97	6.25	1.28	
74	Treatment Officer/ Building 3	X		8	5	1.00	1.00	0.00	
75	HU3 Control	X	X	24	7	4.97	6.25	1.28	
76	HU3 A-Wing	X	X	24	7	4.97	6.25	1.28	
77	HU3 B-Wing		X	12	7	2.48	3.12	0.64	
78	HU3 C-Wing	X	X	24	7	4.97	6.25	1.28	
79	HU3 D-Wing		X	12	7	2.48	3.12	0.64	
80	DOE/Program Entry Bldg 4	X		12	5	1.77	2.23	0.46	
81	DOE/Program Floor Bldg 4	X		12	5	1.77	2.23	0.46	
82	HU5 Control	X	X	24	7	4.97	6.25	1.28	
83	HU5 A-Wing	X	X	24	7	4.97	6.25	1.28	
84	HU5 B-Wing		X	12	7	2.48	3.12	0.64	
85	HU5 C-Wing	X	X	24	7	4.97	6.25	1.28	
86	HU5 D-Wing		X	12	7	2.48	3.12	0.64	
87	HU6 Control	X	X	24	7	4.97	6.25	1.28	
88	HU6 A-Wing	X	X	24	7	4.97	6.25	1.28	
89	HU6 B-Wing		X	12	7	2.48	3.12	0.64	
90	HU6 C-Wing	X	X	24	7	4.97	6.25	1.28	
91	HU6 D-Wing		X	12	7	2.48	3.12	0.64	
92	Kitchen Bldg 7	X	X	16	7	3.31	4.17	0.86	
93	Kitchen Bldg 7	X		12	7	2.48	3.12	0.64	
94	DOE/Program Entry (Cosmo) Bldg 7	X		8	5	1.18	1.49	0.31	
95	DOE/Program Entry (Cosmo) Bldg 7	X		8	5	1.00	1.00	0.00	
96	HU8 Control	X	X	24	7	4.97	6.25	1.28	
97	HU8 A-Wing (Receiving)	X	X	24	7	4.97	6.25	1.28	
98	HU8 D-Wing (Structured Living)		X	12	7	2.48	3.12	0.64	
99	HU8 Control (Intake)	X		8	5	1.00	1.00	0.00	
100	HU8 Reception/Intake	X		8	5	1.00	1.00	0.00	
101	HU8 Control (Restrictive Housing)	X	X	24	7	4.97	6.25	1.28	
102	HU8 B-Wing (Restrictive Housing)	X	X	24	7	4.97	6.25	1.28	
103	HU8 B-Wing (Restrictive Housing)	X		12	5	1.77	2.23	0.46	
104	HU8 C-Wing (Restrictive Housing)	X	X	24	7	4.97	6.25	1.28	
105	HU8 C-Wing (Restrictive Housing)	X		12	5	1.77	2.23	0.46	
106	Visitation Entry Bldg 9	X		8	2	0.47	0.60	0.13	
107	Visitor Check-In	X		8	2	0.47	0.60	0.13	
108	Visitor Search (Male)	X		8	2	0.47	0.60	0.13	

UPDATED POST AUDIT

Fluvanna Correctional Center for Women

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
109	Visitor Search (Female)	X		8	2	0.47	0.60	0.13	
110	Visiting Room Visitor Entry	X		8	2	0.47	0.60	0.13	
111	Visiting Room Inmate Search	X		8	2	0.47	0.60	0.13	
112	Visiting Room Inmate Search	X		8	2	0.47	0.60	0.13	
113	Visiting Floor	X		8	2	0.47	0.60	0.13	
114	Visiting Floor	X		8	2	0.47	0.60	0.13	
115	Visiting Floor	X		8	2	0.47	0.60	0.13	
116	Acute Treatment Officer	X		8	5	1.00	1.00	0.00	
117	Risk Protection Officer	X	X	24	7	4.97	6.25	1.28	
						Current FTE	Updated FTE	Difference	
			Required FTE:			287.44	353.21	65.77	
			Authorized FTE:			287	353	66	
			Security FTE:			233.38	289.84	56.46	

UPDATED POST AUDIT

Green Rock Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.00	6.12	1.12	Captain/Lieutenant
3	Operations Supervisor	X	X	24	7	5.00	6.12	1.12	Lieutenant/Sergeant
4	A Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
5	B Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
6	C Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
7	D Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
8	A Building Commander	X		8	5	1.00	1.00	0.00	Lieutenant
9	B Building Commander	X		8	5	1.00	1.00	0.00	Lieutenant
10	C Building Commander	X		8	5	1.00	1.00	0.00	Lieutenant
11	D Building Commander	X		8	5	1.00	1.00	0.00	Lieutenant
12	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
13	Assistant Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
14	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
15	A/B Building Supervisor	X		12	7	2.50	3.06	0.56	Sergeant
16	C/D Building Supervisor	X		12	7	2.50	3.06	0.56	Sergeant
17	Restrictive Housing Supervisor	X		24	7	5.00	6.12	1.12	Sergeant
18	Support Supervisor	X		12	5	1.78	2.19	0.41	Sergeant
19	Support Supervisor	X		8	5	1.19	1.46	0.27	Sergeant
20	Internal Security Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
21	Intake Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
22	Visitation Supervisor	X		8	2	0.48	0.58	0.10	Sergeant
23	Master Control	X	X	24	7	5.00	6.12	1.12	
24	Master Control	X		12	7	2.50	3.06	0.56	
25	Roving Patrol	X	X	24	7	5.00	6.12	1.12	
26	Front Entry	X	X	24	7	5.00	6.12	1.12	
27	Yard Control	X		8	5	1.00	1.00	0.00	
28	Yard Officer	X	X	24	7	5.00	6.12	1.12	
29	Yard Officer	X		12	7	2.50	3.06	0.56	
30	Yard Officer	X		8	5	1.00	1.00	0.00	
31	Gym/Program	X		12	7	2.50	3.06	0.56	
32	Vocational	X		10	4	1.00	1.00	0.00	
33	School/Programs Entry	X		12	7	2.50	3.06	0.56	
34	School/Programs Floor	X		10	4	1.00	1.00	0.00	
35	Kitchen Officer	X	X	24	7	5.00	6.12	1.12	

UPDATED POST AUDIT

Green Rock Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
36	Medical Control	X		12	7	2.50	3.06	0.56	
37	Medical Floor	X	X	24	7	5.00	6.12	1.12	
38	Restrictive Housing Control	X	X	24	7	5.00	6.12	1.12	
39	Restrictive Housing Floor	X	X	24	7	5.00	6.12	1.12	
40	Restrictive Housing Floor	X	X	24	7	5.00	6.12	1.12	
41	A Building Control	X	X	24	7	5.00	6.12	1.12	
42	A Building Entry	X		8	5	1.00	1.00	0.00	
43	A-1 Pod Floor	X	X	24	7	5.00	6.12	1.12	
44	A-2 Pod Floor	X	X	24	7	5.00	6.12	1.12	
45	A-3 Pod Floor	X	X	24	7	5.00	6.12	1.12	
46	B Building Control	X	X	24	7	5.00	6.12	1.12	
47	B Building Entry	X		8	5	1.00	1.00	0.00	
48	B-1 Pod Floor	X	X	24	7	5.00	6.12	1.12	
49	B-2 Pod Floor	X	X	24	7	5.00	6.12	1.12	
50	B-3 Pod Floor	X	X	24	7	5.00	6.12	1.12	
51	C Building Control	X	X	24	7	5.00	6.12	1.12	
52	C Building Entry	X		8	5	1.00	1.00	0.00	
53	C-1 Pod Floor	X	X	24	7	5.00	6.12	1.12	
54	C-2 Pod Floor	X	X	24	7	5.00	6.12	1.12	
55	C-3 Pod Floor	X	X	24	7	5.00	6.12	1.12	
56	D Building Control	X	X	24	7	5.00	6.12	1.12	
57	D Building Entry	X		8	5	1.00	1.00	0.00	
58	D-1 Pod Floor	X	X	24	7	5.00	6.12	1.12	
59	D-2 Pod Floor	X	X	24	7	5.00	6.12	1.12	
60	D-3 Pod Floor	X	X	24	7	5.00	6.12	1.12	
61	Work Crew	X		12	5	1.78	2.19	0.41	
62	Work Crew	X		8	5	1.19	1.46	0.27	
63	Work Crew	X		8	5	1.00	1.00	0.00	
64	Transportation	X		8	5	1.00	1.00	0.00	
65	Transportation	X		8	5	1.00	1.00	0.00	
66	Transportation	X		8	5	1.00	1.00	0.00	
67	Transportation	X		8	5	1.00	1.00	0.00	
68	Commissary	X		8	5	1.00	1.00	0.00	
69	Laundry	X		8	5	1.00	1.00	0.00	
70	Personal Property	X		8	5	1.00	1.00	0.00	

UPDATED POST AUDIT

Green Rock Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
71	Personal Property	X		8	5	1.00	1.00	0.00	
72	Treatment Officer	X		8	5	1.00	1.00	0.00	
73	Treatment Officer	X		8	5	1.00	1.00	0.00	
74	Treatment Officer	X		8	5	1.00	1.00	0.00	
75	Treatment Officer	X		8	5	1.00	1.00	0.00	
76	Sallyport Control	X		8	5	1.00	1.00	0.00	
77	Vehicle Sallyport	X		8	5	1.00	1.00	0.00	
78	Tool Control/Clothing Room	X		8	5	1.00	1.00	0.00	
79	Key Control/Armory	X		8	5	1.00	1.00	0.00	
80	Intelligence Officer	X		8	5	1.00	1.00	0.00	
81	Intelligence Officer	X		8	5	1.00	1.00	0.00	
82	Visitor Processing	X		8	2	0.48	0.58	0.10	
83	Visitor Processing	X		8	2	0.48	0.58	0.10	
84	Visitor Processing	X		8	2	0.48	0.58	0.10	
85	Visitation Offender Search	X		8	2	0.48	0.58	0.10	
86	Visitation Offender Search	X		8	2	0.48	0.58	0.10	
87	Visitation Control	X		8	2	0.48	0.58	0.10	
88	Visitation Floor	X		8	2	0.48	0.58	0.10	
89	Visitation Floor	X		8	2	0.48	0.58	0.10	
90	Visitation Floor	X		8	2	0.48	0.58	0.10	
						Current FTE	Updated FTE	Difference	
		Required FTE:				209.24	246.88	37.64	
		Authorized FTE:				209	247	38	
		Security FTE:				171.79	204.17	32.38	

Updated Facility Post Audit

Greenville Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference		
		Day	Night	Hrs	Days					
1	Chief of Security	X		8	5	1.00	1.00	0.00		Lieutenant Colonel
2	Watch Commander	X	X	24	7	5.17	6.40	1.23		Major(4) / CPT(1.17)
3	Operations Supervisor	X	X	24	7	5.17	6.40	1.23		CPT(3) / LT(2.17)
4	Complex Commander	X	X	24	7	5.17	6.40	1.23		Lieutenant
5	HU1 Unit Manager	X		8	5	1.00	1.00	0.00		Unit Manager
6	HU2 Unit Manager	X		8	5	1.00	1.00	0.00		Unit Manager
7	HU3 Unit Manager	X		8	5	1.00	1.00	0.00		Unit Manager
8	HU4 Unit Manager	X		8	5	1.00	1.00	0.00		Unit Manager
9	HU5/HU11 Unit Manager	X		8	5	1.00	1.00	0.00		Unit Manager
10	HU6 Unit Manager	X		8	5	1.00	1.00	0.00		Unit Manager
11	HU7 Unit Manager	X		8	5	1.00	1.00	0.00		Unit Manager
12	HU8 Unit Manager	X		8	5	1.00	1.00	0.00		Unit Manager
13	HU9 Unit Manager	X		8	5	1.00	1.00	0.00		Unit Manager
14	HU10 Unit Manager	X		8	5	1.00	1.00	0.00		Unit Manager
15	Retention Supervisor	X		8	5	1.00	1.00	0.00		Lieutenant
16	Perimeter Commander	X		8	5	1.23	1.52	0.29		Lieutenant
17	Transportation/Sallyport Commander	X		8	5	1.00	1.00	0.00		Lieutenant
18	S1 Support Commander	X		8	5	1.00	1.00	0.00		Captain
19	S2 Support Commander	X		8	5	1.00	1.00	0.00		Captain
20	S3 Support Commander	X		8	5	1.00	1.00	0.00		Captain
21	S1 Support Supervisor	X	X	24	7	5.17	6.40	1.23		Lieutenant
22	S2 Support Supervisor	X	X	24	7	5.17	6.40	1.23		Lieutenant
23	S3 Support Supervisor	X	X	24	7	5.17	6.40	1.23		Lieutenant
24	HU1 Building Commander	X		8	5	1.00	1.00	0.00		Lieutenant
25	HU2 Building Commander	X		8	5	1.00	1.00	0.00		Lieutenant
26	HU3 Building Commander	X		8	5	1.00	1.00	0.00		Lieutenant
27	HU4 Building Commander	X		8	5	1.00	1.00	0.00		Lieutenant
28	HU5 Building Commander	X		8	5	1.00	1.00	0.00		Lieutenant
29	HU6 Building Commander	X		8	5	1.00	1.00	0.00		Lieutenant
30	HU7 Building Commander	X		8	5	1.00	1.00	0.00		Lieutenant
31	HU8 Building Commander	X		8	5	1.00	1.00	0.00		Lieutenant
32	HU9 Building Commander	X		8	5	1.00	1.00	0.00		Lieutenant
33	HU10 Building Commander (RHU)	X		12	7	2.59	3.20	0.61		Lieutenant
34	HU11 Building Commander (Infirmary)	X		8	5	1.00	1.00	0.00		Lieutenant
35	HU1 Building Supervisor/S1 Visitation	X		12	7	2.59	3.20	0.61		Sergeant
36	HU2 Building Supervisor/Visit Entry	X		12	7	2.59	3.20	0.61		Sergeant

Updated Facility Post Audit

Greenville Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference		
		Day	Night	Hrs	Days					
37	HU3 Building Supervisor	X		12	7	2.59	3.20	0.61		Sergeant
38	HU4 Building Supervisor/S2 Visitation	X		12	7	2.59	3.20	0.61		Sergeant
39	HU5 Building Supervisor	X		12	7	2.59	3.20	0.61		Sergeant
40	HU6 Building Supervisor	X		12	7	2.59	3.20	0.61		Sergeant
41	HU7 Building Supervisor/S3 Visitation	X		12	7	2.59	3.20	0.61		Sergeant
42	HU8 Building Supervisor	X		12	7	2.59	3.20	0.61		Sergeant
43	HU9 Building Supervisor	X		12	7	2.59	3.20	0.61		Sergeant
44	HU10 Building Supervisor (RHU)	X		12	7	2.59	3.20	0.61		Sergeant
45	HU1/HU2/HU3 Supervisor		X	12	7	2.59	3.20	0.61		Sergeant
46	HU4/HU5/HU6 Supervisor		X	12	7	2.59	3.20	0.61		Sergeant
47	HU5 Supervisor		X	8	5	1.00	1.00	0.00		Sergeant
48	HU7/HU8/HU9 Supervisor		X	12	7	2.59	3.20	0.61		Sergeant
49	HU10 Supervisor		X	12	7	2.59	3.20	0.61		Sergeant
50	Property Supervisor	X		8	5	1.00	1.00	0.00		Sergeant
51	Key Ctrl/Tool Ctrl/Armory Supervisor	X		8	5	1.00	1.00	0.00		Lieutenant
52	Institutional Training Officer	X		8	5	1.00	1.00	0.00		Captain
53	Assistant Training Officer	X		8	5	1.00	1.00	0.00		Sergeant
54	Assistant Training Officer	X		8	5	1.00	1.00	0.00		Sergeant
55	Assistant Training Officer	X		8	5	1.00	1.00	0.00		Sergeant
56	Intelligence Unit Commander	X		8	5	1.00	1.00	0.00		Lieutenant
57	Institutional Investigator	X		8	5	1.00	1.00	0.00		Sergeant
58	Institutional Investigator	X		8	5	1.00	1.00	0.00		Sergeant
59	Intelligence Officer	X		8	5	1.00	1.00	0.00		
60	Intelligence Officer	X		8	5	1.00	1.00	0.00		
61	Intelligence Officer	X		8	5	1.00	1.00	0.00		
62	Gang Specialist	X		8	5	1.00	1.00	0.00		
63	Gang Specialist	X		8	5	1.00	1.00	0.00		
64	Master Control	X	X	24	7	5.17	6.40	1.23		
65	Master Control	X	X	24	7	5.17	6.40	1.23		
66	Tower #1	X	X	24	7	5.17	6.40	1.23		
67	Roving Patrol (Perimeter)	X	X	24	7	5.17	6.40	1.23		
68	Roving Patrol (Interior)		X	12	7	2.59	3.20	0.61		
69	Sallyport	X	X	24	7	5.17	6.40	1.23		
70	Sallyport	X		12	7	2.59	3.20	0.61		
71	Sallyport	X		12	7	2.59	3.20	0.61		
72	Admin Entry Search	X	X	24	7	5.17	6.40	1.23		

Updated Facility Post Audit

Greensville Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference		
		Day	Night	Hrs	Days					
73	Admin Entry Search	X	X	24	7	5.17	6.40	1.23		
74	Key Control/Armory	X		8	5	1.00	1.00	0.00		
75	Tool Control	X		8	5	1.00	1.00	0.00		
76	Tool Control	X		8	5	1.00	1.00	0.00		
77	Property Officer	X		8	5	1.00	1.00	0.00		
78	Property Officer	X		8	5	1.00	1.00	0.00		
79	Property Officer	X		8	5	1.00	1.00	0.00		
80	Property Officer	X		8	5	1.00	1.00	0.00		
81	Maintenance Officer (Inside)	X		8	5	1.00	1.00	0.00		
82	Work Crew (Internal Trash)	X		12	7	2.59	3.20	0.61		
83	S1 Support Control	X	X	24	7	5.17	6.40	1.23		
84	S1 VCE Security	X		10	4	1.00	1.00	0.00		
85	S1 VCE Security	X		10	4	1.00	1.00	0.00		
86	S1 Kitchen (Main)	X	X	16	7	3.45	4.26	0.81		
87	S1 Kitchen (Main)	X	X	16	7	3.45	4.26	0.81		
88	S1 Kitchen (Serving)	X	X	16	7	3.45	4.26	0.81		
89	S1 Center Circle Control/Relief	X		12	7	2.59	3.20	0.61		
90	S1 Support Activity/Acad Hallway	X	X	16	5	2.46	3.05	0.59		
91	S1 Support Activity/Voc Hallway	X		12	5	1.84	2.28	0.44		
92	S1 Support Activity/Medical	X		12	7	2.59	3.20	0.61		
93	S1 Support Activity/Comm	X		12	5	1.84	2.28	0.44		
94	S1 Support Activity/Gym/Gate	X		12	5	1.84	2.28	0.44		
95	S1 Yard Control	X	X	24	7	5.17	6.40	1.23		
96	S1 Recreation Observation	X		12	7	2.59	3.20	0.61		
97	S1 Recreation Yard Patrol	X		12	7	2.59	3.20	0.61		
98	S1 Recreation Yard Patrol	X		12	7	2.59	3.20	0.61		
99	S1 Movement Control Officer	X		8	5	1.00	1.00	0.00		
100	S1 Inmate Clothing/Supply	X		8	5	1.00	1.00	0.00		
101	S2 Support Control	X	X	24	7	5.17	6.40	1.23		
102	S2 VCE Security	X		10	4	1.00	1.00	0.00		
103	S2 VCE Security	X		10	4	1.00	1.00	0.00		
104	S2 Kitchen (Serving)	X	X	16	7	3.45	4.26	0.81		
105	S2 Center Circle Control/Relief	X		12	7	2.59	3.20	0.61		
106	S2 Support Activity/Acad Hallway	X	X	16	5	2.46	3.05	0.59		
107	S2 Support Activity/Voc Hallway	X		12	5	1.84	2.28	0.44		
108	S2 Support Activity/Medical	X		12	7	2.59	3.20	0.61		

Updated Facility Post Audit

Greensville Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference		
		Day	Night	Hrs	Days					
109	S2 Support Activity/Comm	X		12	5	1.84	2.28	0.44		
110	S2 Support Activity/Gym/Gate	X		12	5	1.84	2.28	0.44		
111	S2 Yard Control	X	X	24	7	5.17	6.40	1.23		
112	S2 Recreation Observation	X		12	7	2.59	3.20	0.61		
113	S2 Recreation Yard Patrol	X		12	7	2.59	3.20	0.61		
114	S2 Recreation Yard Patrol	X		12	7	2.59	3.20	0.61		
115	S2 Movement Control Officer	X		8	5	1.00	1.00	0.00		
116	S2 Inmate Clothing/Supply	X		8	5	1.00	1.00	0.00		
117	S3 Support Control	X	X	24	7	5.17	6.40	1.23		
118	S3 VCE Security	X		10	4	1.00	1.00	0.00		
119	S3 VCE Security	X		10	4	1.00	1.00	0.00		
120	S3 Laundry Officer	X		8	5	1.00	1.00	0.00		
121	S3 Kitchen (Serving)	X	X	16	7	3.45	4.26	0.81		
122	S3 Center Circle Control/Relief	X		12	7	2.59	3.20	0.61		
123	S3 Support Activity/Acad Hallway	X	X	16	5	2.46	3.05	0.59		
124	S3 Support Activity/Voc Hallway	X	X	12	5	1.84	2.28	0.44		
125	S3 Support Activity/Medical	X		12	7	2.59	3.20	0.61		
126	S3 Support Activity/Comm	X		12	5	1.84	2.28	0.44		
127	S3 Support Activity/Gym/Gate	X		12	5	1.84	2.28	0.44		
128	S3 Yard Control	X	X	24	7	5.17	6.40	1.23		
129	S3 Recreation Observation	X		12	7	2.59	3.20	0.61		
130	S3 Recreation Yard Patrol	X		12	7	2.59	3.20	0.61		
131	S3 Recreation Yard Patrol	X		12	7	2.59	3.20	0.61		
132	S3 Movement Control Officer	X		8	5	1.00	1.00	0.00		
133	S3 Inmate Clothing/Supply	X		8	5	1.00	1.00	0.00		
134	S4 Inmate Clothing/Supply	X		8	5	1.00	1.00	0.00		
135	HU1 Lower Control	X	X	24	7	5.17	6.40	1.23		
136	HU1 Lower Floor	X	X	24	7	5.17	6.40	1.23		
137	HU1 Upper Control	X	X	24	7	5.17	6.40	1.23		
138	HU1 Upper Floor	X	X	24	7	5.17	6.40	1.23		
139	HU1 Entry Movement Control	X	X	16	7	3.45	4.26	0.81		
140	S1 Treatment Officer	X		8	5	1.00	1.00	0.00		
141	S1 Treatment Officer	X		8	5	1.00	1.00	0.00		
142	S1 Treatment Officer	X		8	5	1.00	1.00	0.00		
143	S1 Treatment Officer	X		8	5	1.00	1.00	0.00		
144	HU2 Lower Control	X	X	24	7	5.17	6.40	1.23		

Updated Facility Post Audit

Greensville Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference		
		Day	Night	Hrs	Days					
145	HU2 Lower Floor	X	X	24	7	5.17	6.40	1.23		
146	HU2 Upper Control	X	X	24	7	5.17	6.40	1.23		
147	HU2 Upper Floor	X	X	24	7	5.17	6.40	1.23		
148	HU2 Entry Movement Control	X	X	16	7	3.45	4.26	0.81		
149	HU3 Lower Control	X	X	24	7	5.17	6.40	1.23		
150	HU3 Lower Floor	X	X	24	7	5.17	6.40	1.23		
151	HU3 Upper Control	X	X	24	7	5.17	6.40	1.23		
152	HU3 Upper Floor	X	X	24	7	5.17	6.40	1.23		
153	HU3 Entry Movement Control	X	X	16	7	3.45	4.26	0.81		
154	HU4 Lower Control	X	X	24	7	5.17	6.40	1.23		
155	HU4 Lower Floor	X	X	24	7	5.17	6.40	1.23		
156	HU4 Upper Control	X	X	24	7	5.17	6.40	1.23		
157	HU4 Upper Floor	X	X	24	7	5.17	6.40	1.23		
158	HU4 Entry Movement Control	X	X	16	7	3.45	4.26	0.81		
159	HU5 Lower Control	X	X	24	7	5.17	6.40	1.23		
160	HU5 MHU 100 Pod Officer	X	X	24	7	5.17	6.40	1.23		
161	HU5 MHU 200 Pod Officer	X	X	24	7	5.17	6.40	1.23		
162	HU5 Upper Control	X	X	24	7	5.17	6.40	1.23		
163	HU5 Upper Floor	X	X	24	7	5.17	6.40	1.23		
164	HU5 Entry Movement Control	X	X	16	7	3.45	4.26	0.81		
165	HU6 Lower Control	X	X	24	7	5.17	6.40	1.23		
166	HU6 MHU 100 Pod Officer	X	X	24	7	5.17	6.40	1.23		
167	HU6 MHU 200 Pod Officer	X	X	24	7	5.17	6.40	1.23		
168	HU6 Upper Control	X	X	24	7	5.17	6.40	1.23		
169	HU6 Upper Floor	X	X	24	7	5.17	6.40	1.23		
170	HU6 Entry Movement Control	X	X	16	7	3.45	4.26	0.81		
171	HU7 Lower Control	X	X	24	7	5.17	6.40	1.23		
172	HU7 Lower Floor	X	X	24	7	5.17	6.40	1.23		
173	HU7 Upper Control	X	X	24	7	5.17	6.40	1.23		
174	HU7 Upper Floor	X	X	24	7	5.17	6.40	1.23		
175	HU7 Entry Movement Control	X	X	16	7	3.45	4.26	0.81		
176	HU8 Lower Control	X	X	24	7	5.17	6.40	1.23		
177	HU8 Lower Floor	X	X	24	7	5.17	6.40	1.23		
178	HU8 Upper Control	X	X	24	7	5.17	6.40	1.23		
179	HU8 Upper Floor	X	X	24	7	5.17	6.40	1.23		
180	HU8 Entry Movement Control	X	X	16	7	3.45	4.26	0.81		
181	HU9 Lower Control	X	X	24	7	5.17	6.40	1.23		

Updated Facility Post Audit

Greensville Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference		
		Day	Night	Hrs	Days					
182	HU9 Lower Floor	X	X	24	7	5.17	6.40	1.23		
183	HU9 Upper Control	X	X	24	7	5.17	6.40	1.23		
184	HU9 Upper Floor	X	X	24	7	5.17	6.40	1.23		
185	HU9 Entry Movement Control	X	X	16	7	3.45	4.26	0.81		
186	HU10 A Control (RHU)	X	X	24	7	5.17	6.40	1.23		
187	HU10 B Control (RHU)	X	X	24	7	5.17	6.40	1.23		
188	HU10 100 Pod (RHU)	X	X	24	7	5.17	6.40	1.23		
189	HU10 200 Pod (RHU)	X	X	24	7	5.17	6.40	1.23		
190	HU10 300 Pod (RHU)	X	X	24	7	5.17	6.40	1.23		
191	HU10 400 Pod (RHU)	X	X	24	7	5.17	6.40	1.23		
192	HU10 500 Pod (RHU)	X	X	24	7	5.17	6.40	1.23		
193	HU10 600 Pod (RHU)	X	X	24	7	5.17	6.40	1.23		
194	HU10 Patrol (RHU)	X		12	7	2.59	3.20	0.61		
195	HU10 A Escort (RHU)	X		12	5	1.84	2.28	0.44		
196	HU10 B Escort (RHU)	X		12	5	1.84	2.28	0.44		
197	HU10 Recreation Security (RHU)	X		8	5	1.00	1.00	0.00		
198	HU10 Recreation Security (RHU)	X		8	5	1.00	1.00	0.00		
199	HU10 Recreation Security (RHU)	X		8	5	1.00	1.00	0.00		
200	HU11 Control (Infirmary)	X	X	24	7	5.17	6.40	1.23		
201	HU11 Entry Control (Infirmary)	X		12	7	2.59	3.20	0.61		
202	HU11 Dialysis/Surgery (Infirmary)	X		8	5	1.00	1.00	0.00		
203	HU11 Dental (Infirmary)	X		8	5	1.00	1.00	0.00		
204	HU11 A/B Ward (Infirmary)	X	X	24	7	5.17	6.40	1.23		
205	HU11 C/D Ward (Infirmary)	X	X	24	7	5.17	6.40	1.23		
206	HU11 Holding Cell (Infirmary)	X		8	5	1.23	1.52	0.29		
207	Transportation Officer	X		8	5	1.00	1.00	0.00		
208	Transportation Officer	X		8	5	1.00	1.00	0.00		
209	Transportation Officer	X		8	5	1.00	1.00	0.00		
210	Transportation Officer	X		8	5	1.00	1.00	0.00		
211	Transportation Officer	X		8	5	1.00	1.00	0.00		
212	Transportation Officer	X		8	5	1.00	1.00	0.00		
213	Transportation Officer	X		8	5	1.00	1.00	0.00		
214	Transportation Officer	X		8	5	1.00	1.00	0.00		
215	Transportation Officer	X		8	5	1.00	1.00	0.00		
216	Transportation Officer	X		8	5	1.23	1.52	0.29		
217	Transportation Officer	X		8	5	1.23	1.52	0.29		
218	Transportation Officer	X		8	5	1.23	1.52	0.29		
219	Transportation Officer	X		8	5	1.23	1.52	0.29		
220	Transportation Officer	X		8	5	1.23	1.52	0.29		
221	Transportation Officer	X		8	5	1.23	1.52	0.29		
222	Transportation Officer	X		8	5	1.23	1.52	0.29		
223	Transportation Officer	X		8	5	1.23	1.52	0.29		
224	Transportation Officer	X		8	5	1.23	1.52	0.29		
225	Transportation Officer	X		8	5	1.23	1.52	0.29		
226	Transportation Officer	X		8	5	1.23	1.52	0.29		
227	Transportation Officer	X		8	5	1.23	1.52	0.29		
228	Transportation Officer	X		8	5	1.23	1.52	0.29		
229	Transportation Officer	X		8	5	1.23	1.52	0.29		
230	Transportation Officer	X		8	5	1.23	1.52	0.29		
231	Transportation Officer	X		8	5	1.23	1.52	0.29		
232	Transportation Officer	X		8	5	1.23	1.52	0.29		
233	Transportation Officer	X		8	5	1.23	1.52	0.29		
234	Transportation Officer	X		8	5	1.23	1.52	0.29		
235	S4 Visitation Reception Officer	X		8	2	0.49	0.61	0.12		
236	S4 Visitation Reception Officer	X		8	2	0.49	0.61	0.12		
237	S4 Visitation Reception Officer	X		8	2	0.49	0.61	0.12		
238	S4 Visitor Search Officer (Female)	X		8	2	0.49	0.61	0.12		
239	S4 Visitor Search Officer (Male)	X		8	2	0.49	0.61	0.12		

Updated Facility Post Audit

Greensville Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference		
		Day	Night	Hrs	Days					
240	S4 Visitor Search Officer	X		8	2	0.49	0.61	0.12		
241	S1 Visiting Room/Search Officer (Female)	X		8	2	0.49	0.61	0.12		
242	S1 Visiting Room/Officer (Male)	X		8	2	0.49	0.61	0.12		
243	S1 Visiting Room Officer	X		8	2	0.49	0.61	0.12		
244	S1 Visiting Room Offender Search Officer	X		8	2	0.49	0.61	0.12		
245	S1 Visiting Room Offender Search Officer	X		8	2	0.49	0.61	0.12		
246	S2 Visiting Room/Search Officer (Female)	X		8	2	0.49	0.61	0.12		
247	S2 Visiting Room/Officer (Male)	X		8	2	0.49	0.61	0.12		
248	S2 Visiting Room Officer	X		8	2	0.49	0.61	0.12		
249	S2 Visiting Room Offender Search Officer	X		8	2	0.49	0.61	0.12		
250	S2 Visiting Room Offender Search Officer	X		8	2	0.49	0.61	0.12		
251	S3 Visiting Room/Search Officer (Female)	X		8	2	0.49	0.61	0.12		
252	S3 Visiting Room/Officer (Male)	X		8	2	0.49	0.61	0.12		
253	S3 Visiting Room Officer	X		8	2	0.49	0.61	0.12		
254	S3 Visiting Room Offender Search Officer	X		8	2	0.49	0.61	0.12		
255	S3 Visiting Room Offender Search Officer	X		8	2	0.49	0.61	0.12		
						Current FTE	Updated FTE	Difference		
				Required FTE:		637.84	770.00	132.16		
				Authorized FTE:		638	770	132		
				Security FTE:		530.74	646.08	115.34		

UPDATED POST AUDIT

Haynesville Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Watch Commander	X	X	24	7	5.28	6.32	1.04	Captain/Lieutenant
3	HU 1/2 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
4	HU 3/4 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
5	HU 5/6 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
6	Operations Supervisor	X	X	24	7	5.28	6.32	1.04	Lieutenant
7	Internal Security Supervisor	X	X	24	7	5.28	6.32	1.04	Sergeant
8	Transportation Supervisor	X		12	7	2.64	3.16	0.52	Sergeant
9	HU 1/2 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
10	HU 3/4 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
11	HU 5/6 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
12	HU 1/2 Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
13	HU 3/4 Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
14	HU 5/6 Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
15	HU 1/2/3 Supervisor		X	12	7	2.64	3.16	0.52	Sergeant
16	HU 4/5/6 Supervisor		X	12	7	2.64	3.16	0.52	Sergeant
17	Restrictive Housing Supervisor	X	X	16	7	3.52	4.21	0.69	Sergeant
18	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
19	Visiting Supervisor	X		8	2	0.50	0.60	0.10	Sergeant
20	Assistant Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
21	Institutional Investigator	X		8	5	1.00	1.00	0.00	Sergeant
22	Intelligence Officer	X		8	5	1.00	1.00	0.00	
23	Intelligence Officer	X		8	5	1.00	1.00	0.00	
24	Master Control	X	X	24	7	5.28	6.32	1.04	
25	Tower #1	X	X	24	7	5.28	6.32	1.04	
26	Roving Patrol	X	X	24	7	5.28	6.32	1.04	
27	Front Entry/Search	X	X	24	7	5.28	6.32	1.04	
28	Sallyport	X		8	5	1.25	1.51	0.26	
29	Key Control/Armory	X		8	5	1.00	1.00	0.00	
30	Tool Control	X		8	5	1.00	1.00	0.00	
31	Property	X		8	5	1.00	1.00	0.00	
32	Property	X		8	5	1.00	1.00	0.00	
33	Yard	X	X	24	7	5.28	6.32	1.04	
34	Commissary	X		8	5	1.00	1.00	0.00	
35	Medical Entry/Control	X	X	24	7	5.28	6.32	1.04	
36	DOE Entry/Control	X		12	7	2.64	3.16	0.52	
37	Treatment Bldg Entry/Control	X		12	5	1.00	1.00	0.00	
38	Vocational Entry	X		8	5	1.00	1.00	0.00	
39	VCE Entry/Control	X		10	4	1.00	1.00	0.00	
40	VCE Floor/Tool	X		10	4	1.00	1.00	0.00	
41	Kitchen	X	X	16	7	3.52	4.21	0.69	
42	Kitchen	X		12	7	2.64	3.16	0.52	
43	Work Crew	X		8	5	1.00	1.00	0.00	
44	Work Crew	X		8	5	1.00	1.00	0.00	
45	Recreation Yard Officer	X		12	7	2.64	3.16	0.52	

UPDATED POST AUDIT

Haynesville Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
46	HU1 Control	X	X	24	7	5.28	6.32	1.04	
47	HU1 Floor	X	X	24	7	5.28	6.32	1.04	
48	HU1 Floor	X	X	24	7	5.28	6.32	1.04	
49	HU2 Control	X	X	24	7	5.28	6.32	1.04	
50	HU2 Floor	X	X	24	7	5.28	6.32	1.04	
51	HU2 Floor	X	X	24	7	5.28	6.32	1.04	
52	HU3 Control	X	X	24	7	5.28	6.32	1.04	
53	HU3 Floor	X	X	24	7	5.28	6.32	1.04	
54	HU3 Program Officer	X		8	5	1.00	1.00	0.00	
55	HU4 Control	X	X	24	7	5.28	6.32	1.04	
56	HU4 Floor	X	X	24	7	5.28	6.32	1.04	
57	HU4 Floor	X	X	24	7	5.28	6.32	1.04	
58	HU5 Control	X	X	24	7	5.28	6.32	1.04	
59	HU5 Floor	X	X	24	7	5.28	6.32	1.04	
60	HU5 Program Officer	X		8	5	1.00	1.00	0.00	
61	HU6 Control	X	X	24	7	5.28	6.32	1.04	
62	HU6 Floor	X	X	24	7	5.28	6.32	1.04	
63	HU6 Floor	X	X	24	7	5.28	6.32	1.04	
64	Restrictive Housing Control	X	X	24	7	5.28	6.32	1.04	
65	Restrictive Housing Floor	X	X	24	7	5.28	6.32	1.04	
66	Restrictive Housing Floor	X	X	24	7	5.28	6.32	1.04	
67	Transportation	X		10	4	1.00	1.00	0.00	
68	Transportation	X		10	4	1.00	1.00	0.00	
69	Transportation	X		10	4	1.00	1.00	0.00	
70	Transportation/Caroline Unit 2	X		10	4	1.00	1.00	0.00	
71	Transportation	X		10	4	1.00	1.00	0.00	
72	Transportation	X		10	4	1.00	1.00	0.00	
73	Visitor Entry/Search	X		8	2	0.50	0.60	0.10	
74	Visitor Entry/Search	X		8	2	0.50	0.60	0.10	
75	Visiting Inmate Search	X		8	2	0.50	0.60	0.10	
76	Visiting Inmate Search	X		8	2	0.50	0.60	0.10	
77	Visiting Room Entry	X		8	2	0.50	0.60	0.10	
78	Visiting Room	X		8	2	0.50	0.60	0.10	
79	Visiting Room	X		8	2	0.50	0.60	0.10	
80	Visiting Room	X		8	2	0.50	0.60	0.10	
						Current FTE	Updated FTE	Difference	
						Required FTE:	210.47	245.25	34.78
						Authorized FTE:	210	245	35
						Security FTE:	169.69	199.00	29.31

UPDATED POST AUDIT

Indian Creek Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.05	6.24	1.19	Captain/Lieutenant
3	Operations Supervisor	X	X	24	7	5.05	6.24	1.19	Lieutenant
4	HU 1/2/3 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
5	HU 4/5/6 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
6	Yard Commander	X		12	7	2.52	3.12	0.60	Lieutenant
7	HU 1/2/3 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
8	HU 4/5/6 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
9	HU 1/2/3 Supervisor	X	X	24	7	5.05	6.24	1.19	Sergeant
10	HU 4/5/6 Supervisor	X	X	24	7	5.05	6.24	1.19	Sergeant
11	HU7 Supervisor	X		12	7	2.52	3.12	0.60	Sergeant
12	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
13	Assistant Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
14	Visiting Supervisor	X		8	2	0.48	0.59	0.11	Sergeant
15	Institutional Investigator	X		8	5	1.00	1.00	0.00	Sergeant
16	Intelligence Officer	X		8	5	1.00	1.00	0.00	
17	Master Control	X	X	24	7	5.05	6.24	1.19	
18	Master Control	X		12	7	2.52	3.12	0.60	
19	Entry Search/Control	X	X	24	7	5.05	6.24	1.19	
20	Tower #1	X		8	5	1.20	1.49	0.29	
21	Roving Patrol	X	X	24	7	5.05	6.24	1.19	
22	Yard	X	X	24	7	5.05	6.24	1.19	
23	Recreation Yard Officer	X		16	7	3.37	4.16	0.79	
24	HU 1/2/3 Recreation Yard	X		8	7	1.68	2.08	0.40	
25	HU 4/5/6 Recreation Yard	X		8	7	1.68	2.08	0.40	
26	Gym	X		8	7	1.68	2.08	0.40	
27	Sallyport	X		8	5	1.20	1.49	0.29	
28	Property	X		8	5	1.00	1.00	0.00	
29	Property	X		8	5	1.00	1.00	0.00	
30	Tool Control	X		8	5	1.00	1.00	0.00	
31	Key Control/Armory	X		8	5	1.00	1.00	0.00	
32	Work Crew (Inside)	X		8	5	1.00	1.00	0.00	
33	Work Crew (Outside)	X		8	5	1.00	1.00	0.00	
34	TC Program Bldg Control/Floor	X		8	5	1.00	1.00	0.00	
35	VCE Control/Entry	X		8	5	1.00	1.00	0.00	
36	DOE Control/Entry	X		8	5	1.00	1.00	0.00	
37	Vocational Control/Entry	X		8	5	1.00	1.00	0.00	

UPDATED POST AUDIT

Indian Creek Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
38	Kitchen	X	X	16	7	3.37	4.16	0.79	
39	Kitchen	X		12	7	2.52	3.12	0.60	
40	Medical Control/Floor	X	X	24	7	5.05	6.24	1.19	
41	HU1 Control	X	X	24	7	5.05	6.24	1.19	
42	HU1 Floor	X	X	24	7	5.05	6.24	1.19	
43	HU1 Floor	X		12	7	2.52	3.12	0.60	
44	HU2 Control	X	X	24	7	5.05	6.24	1.19	
45	HU2 Floor	X	X	24	7	5.05	6.24	1.19	
46	HU2 Floor	X		12	7	2.52	3.12	0.60	
47	HU3 Control	X	X	24	7	5.05	6.24	1.19	
48	HU3 Floor	X	X	24	7	5.05	6.24	1.19	
49	HU3 Floor	X		12	7	2.52	3.12	0.60	
50	HU4 Control	X	X	24	7	5.05	6.24	1.19	
51	HU4 Floor	X	X	24	7	5.05	6.24	1.19	
52	HU4 Floor	X		12	7	2.52	3.12	0.60	
53	HU5 Control	X	X	24	7	5.05	6.24	1.19	
54	HU5 Floor	X	X	24	7	5.05	6.24	1.19	
55	HU5 Floor	X		12	7	2.52	3.12	0.60	
56	HU6 Control	X	X	24	7	5.05	6.24	1.19	
57	HU6 Floor	X	X	24	7	5.05	6.24	1.19	
58	HU6 Floor	X		12	7	2.52	3.12	0.60	
59	HU7 Control	X	X	24	7	5.05	6.24	1.19	
60	HU7 Floor	X	X	24	7	5.05	6.24	1.19	
61	HU7 Floor	X		12	7	2.52	3.12	0.60	
62	Transportation	X		8	5	1.00	1.00	0.00	
63	Transportation	X		8	5	1.00	1.00	0.00	
64	Transportation	X		8	5	1.00	1.00	0.00	
65	Transportation	X		8	5	1.00	1.00	0.00	
66	Visiting Entry Search	X		8	2	0.48	0.59	0.11	
67	Visiting Entry Search	X		8	2	0.48	0.59	0.11	
68	Visiting Control	X		8	2	0.48	0.59	0.11	
69	Visiting Room	X		8	2	0.48	0.59	0.11	
70	Visiting Room	X		8	2	0.48	0.59	0.11	
71	Visiting Room	X		8	2	0.48	0.59	0.11	
72	Visiting Inmate Search	X		8	2	0.48	0.59	0.11	
73	Visiting Inmate Search	X		8	2	0.48	0.59	0.11	
						Current FTE	Updated FTE	Difference	

UPDATED POST AUDIT

Indian Creek Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
			Required FTE:			185.37	223.69	38.32	
			Authorized FTE:			185	224	39	
			Security FTE:			151.65	183.90	32.25	

UPDATED POST AUDIT

Keen Mountain Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Differnce	Comments
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.24	6.31	1.07	Captain/Lieutenant
3	Operations Supervisor/Night D Building Supervisor	X	X	24	7	5.24	6.31	1.07	Lieutenant/Sergeant
4	A Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
5	B Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
6	C Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
7	D Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
8	A Building Unit Supervisor	X		8	5	1.24	1.50	0.26	Lieutenant
9	B Building Unit Supervisor	X		8	5	1.24	1.50	0.26	Lieutenant
10	C Building Unit Supervisor	X		8	5	1.24	1.50	0.26	Lieutenant
11	D Building Unit Supervisor	X		8	5	1.00	1.00	0.00	Lieutenant
12	A Building Supervisor	X		12	7	2.62	3.15	0.53	Sergeant
13	B Building Supervisor	X	X	24	7	5.24	6.31	1.07	Sergeant
14	C Building Supervisor	X	X	24	7	5.24	6.31	1.07	Sergeant
15	D Building Supervisor	X		12	7	2.62	3.15	0.53	Sergeant
16	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
17	Institutional Training Officer	X		8	5	1.24	1.50	0.26	Lieutenant
18	Assistant Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
19	K-9 Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
20	Visiting Supervisor	X		8	2	0.50	0.60	0.10	Lieutenant/Sergeant
21	Intelligence Officer	X		8	5	1.00	1.00	0.00	
22	Intelligence Officer	X		8	5	1.00	1.00	0.00	
23	Master Control	X	X	24	7	5.24	6.31	1.07	
24	Central Control	X	X	24	7	5.24	6.31	1.07	
25	Tower #1	X	X	24	7	5.24	6.31	1.07	
26	Tower #3	X	X	24	7	5.24	6.31	1.07	
27	Tower #4	X		12	7	2.62	3.15	0.53	
28	Roving Patrol	X	X	24	7	5.24	6.31	1.07	
29	Admin Entry Officer	X	X	16	7	3.49	4.20	0.71	
30	A Building Lower Control	X	X	24	7	5.24	6.31	1.07	
31	A-1 Floor Officer	X		12	7	2.62	3.15	0.53	
32	A Building Lower Floor Officer	X	X	24	7	5.24	6.31	1.07	
33	A Building Upper Control	X	X	24	7	5.24	6.31	1.07	
34	A Building Upper Floor Officer	X	X	24	7	5.24	6.31	1.07	
35	A-3 Floor Officer	X		12	7	2.62	3.15	0.53	
36	B Building Lower Control	X	X	24	7	5.24	6.31	1.07	

UPDATED POST AUDIT

Keen Mountain Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Differnce	Comments
		Day	Night	Hrs	Days				
37	B-1 Floor Officer	X		12	7	2.62	3.15	0.53	
38	B Building Lower Floor Officer	X	X	24	7	5.24	6.31	1.07	
39	B Building Upper Control	X	X	24	7	5.24	6.31	1.07	
40	B Building Upper Floor Officer	X	X	24	7	5.24	6.31	1.07	
41	B-3 Floor Officer	X		12	7	2.62	3.15	0.53	
42	C Building Lower Control	X	X	24	7	5.24	6.31	1.07	
43	C-1 Restrictive Housing Unit Officer #1	X	X	24	7	5.24	6.31	1.07	
44	C-1 Restrictive Housing Unit Officer #2	X		12	7	2.62	3.15	0.53	
45	C-2 Restrictive Housing Unit Officer #1	X	X	24	7	5.24	6.31	1.07	
46	C-2 Restrictive Housing Unit Officer #2	X		12	7	2.62	3.15	0.53	
47	C-3 Upper Control	X	X	24	7	5.24	6.31	1.07	
48	C-3 STARS Unit	X	X	24	7	5.24	6.31	1.07	
49	C-4 Floor STARS Officer #1	X	X	24	7	5.24	6.31	1.07	
50	C-4 Floor STARS Officer #2	X		12	7	2.62	3.15	0.53	
51	C Building /Movement/Visiting	X		12	7	2.62	3.15	0.53	
52	C Bld/Movement/Visit/Rec Yard/Gym	X		12	7	2.62	3.15	0.53	
53	D Building Control Officer	X	X	24	7	5.24	6.31	1.07	
54	D Building Floor Officer #1	X	X	24	7	5.24	6.31	1.07	
55	D Building Floor Officer #2	X	X	24	7	5.24	6.31	1.07	
56	Movement Control Officer	X		12	7	2.62	3.15	0.53	
57	Movement Control Officer	X		8	7	1.75	2.10	0.35	
58	Kitchen Officer #1	X		12	7	2.62	3.15	0.53	
59	Kitchen Officer #2	X		12	7	2.62	3.15	0.53	
60	Support Control Officer	X		12	7	2.62	3.15	0.53	
61	Support Shakedown Officer	X		12	7	2.62	3.15	0.53	
62	School/Programs/Recreation Entry Off	X		12	7	2.62	3.15	0.53	
63	School/Programs/Library Officer	X		12	7	2.62	3.15	0.53	
64	Medical Officer	X	X	24	7	5.24	6.31	1.07	
65	Catwalk Officer	X	X	16	7	3.49	4.20	0.71	
66	Property Officer #1	X		8	5	1.00	1.00	0.00	
67	Property Officer #2	X		8	5	1.00	1.00	0.00	
68	Inside Work Crew Officer	X		8	5	1.00	1.00	0.00	
69	Outside Work Crew Officer	X		8	5	1.00	1.00	0.00	
70	Key Control/Armory Officer	X		8	5	1.00	1.00	0.00	
71	Tool Control/Clothing Officer	X		8	5	1.00	1.00	0.00	
72	Vocational Officer	X		8	5	1.00	1.00	0.00	

UPDATED POST AUDIT

Keen Mountain Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
73	Laundry Officer	X		8	5	1.00	1.00	0.00	
74	Canteen Officer	X		8	5	1.00	1.00	0.00	
75	Sallyport Officer	X		8	5	1.25	1.50	0.25	
76	Transportation Officer #1	X		8	5	1.00	1.00	0.00	
77	Transportation Officer #2	X		8	5	1.00	1.00	0.00	
78	Transportation Officer #3	X		8	5	1.00	1.00	0.00	
79	Transportation Officer #4	X		8	5	1.00	1.00	0.00	
80	Transportation Officer #5	X		8	5	1.00	1.00	0.00	
81	Transportation Officer #6	X		8	5	1.00	1.00	0.00	
82	Reception/Visiting Officer (Male)	X		8	2	0.50	0.60	0.10	
83	Reception/Visiting Officer (Female)	X		8	2	0.50	0.60	0.10	
84	Visiting Officer #1	X		8	2	0.50	0.60	0.10	
85	Visiting Officer #2	X		8	2	0.50	0.60	0.10	
86	Visiting Officer #3	X		8	2	0.50	0.60	0.10	
87	Visiting Officer #4	X		8	2	0.50	0.60	0.10	
88	K-9 Patrol Officer #1	X		16	7	3.49	4.20	0.71	
89	K-9 Patrol Officer#2	X		12	7	2.62	3.15	0.53	
90	K-9 Patrol Officer #3	X		12	7	2.62	3.15	0.53	
						Current FTE	Updated FTE	Difference	
		Required FTE:				244.43	288.92	44.49	
		Authorized FTE:				244	289	45	
		Security FTE:				203.77	241.78	38.01	

UPDATED POST AUDIT

Lunenburg Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.04	6.49	1.45	Captain/Lieutenant
3	Operations Supervisor	X	X	24	7	5.04	6.49	1.45	Lieutenant/Sergeant
4	Housing Unit Commander 1,2,7	X		8	5	1.00	1.00	0.00	Lieutenant
5	Housing Unit Commander 3,4	X		8	5	1.00	1.00	0.00	Lieutenant
6	Housing Unit Commander 5,6	X		8	5	1.00	1.00	0.00	Lieutenant
7	Unit Manager	X		8	5	1.00	1.00	0.00	
8	Unit Manager	X		8	5	1.00	1.00	0.00	
9	Unit Manager	X		8	5	1.00	1.00	0.00	
10	Housing Supervisor 1,2	X		8	5	1.00	1.00	0.00	Sergeant
11	Housing Unit Supervisor 3,4	X		8	5	1.00	1.00	0.00	Sergeant
12	Housing Unit Supervisor 5,6	X		8	5	1.00	1.00	0.00	Sergeant
13	Housing Unit supervisor 1,2,3		X	12	7	2.52	3.25	0.73	Sergeant
14	Housing Unit Supervisor 4,5,6		X	12	7	2.52	3.25	0.73	Sergeant
15	Programs & Bldg 1,2,3 Supervisor	X		12	7	2.52	3.25	0.73	Sergeant
16	Services & Bldg 4,5,6 Supervisor	X		12	7	2.52	3.25	0.73	Sergeant
17	Restrictive Housing Supervisor	X		8	7	1.84	2.16	0.32	Sergeant
18	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
19	Assistant Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
20	Key Control/Armory/Property Supv	X		8	5	1.00	1.00	0.00	Sergeant
21	Tool Ctrl/Interior/Exterior Grnds Supv	X		8	5	1.00	1.00	0.00	Sergeant
22	Visiting Supervisor	X		8	2	0.48	0.62	0.14	Sergeant
23	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
24	Intel Officer-Gang Specialist	X		8	5	1.00	1.00	0.00	
25	Intelligence Officer	X		8	5	1.00	1.00	0.00	
26	Master Control	X	X	24	7	5.04	6.49	1.45	
27	Master Control	X		12	7	2.52	3.25	0.73	
28	Tower #3	X	X	24	7	5.04	6.49	1.45	
29	Roving Patrol	X	X	24	7	5.04	6.49	1.45	
30	Front Entry/Search	X	X	24	7	5.04	6.49	1.45	
31	Sallyport	X		8	5	1.20	1.55	0.35	
32	Blvd/Yard/Search & Escort	X	X	16	7	3.35	4.33	0.98	
33	Recreation Yard Officer	X		12	7	2.52	3.25	0.73	
34	Building 1 Control Room Officer	X	X	24	7	5.04	6.49	1.45	
35	Building 1 Floor Officer A-Side	X	X	24	7	5.04	6.49	1.45	
36	Building 1 Floor Officer B-Side	X	X	24	7	5.04	6.49	1.45	
37	Building 2 Control Room Officer	X	X	24	7	5.04	6.49	1.45	

UPDATED POST AUDIT

Lunenburg Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
38	Building 2 Floor Officer A Side	X	X	24	7	5.04	6.49	1.45	
39	Building 2 Floor Officer B Side		X	12	7	2.52	3.25	0.73	
40	Building 3 Control Room Officer	X	X	24	7	5.04	6.49	1.45	
41	Building 3 Floor Officer A Side	X	X	24	7	5.04	6.49	1.45	
42	Building 3 Floor Officer B Side	X	X	24	7	5.04	6.49	1.45	
43	Building 4 Control Room Officer	X	X	24	7	5.04	6.49	1.45	
44	Building 4 Floor Officer A Side	X	X	24	7	5.04	6.49	1.45	
45	Building 4 Floor Officer B Side	X	X	24	7	5.04	6.49	1.45	
46	Building 5 Control Room Officer	X	X	24	7	5.04	6.49	1.45	
47	Building 5 Floor Officer A Side	X	X	24	7	5.04	6.49	1.45	
48	Building 5 Floor Officer B Side		X	12	7	2.52	3.25	0.73	
49	Building 6 Control Room Officer	X	X	24	7	5.04	6.49	1.45	
50	Building 6 Floor Officer A Side	X	X	24	7	5.04	6.49	1.45	
51	Building 6 B-Floor Officer B Side		X	12	7	2.52	3.25	0.73	
52	Restrictive Housing Control Room	X	X	24	7	5.04	6.49	1.45	
53	Restrictive Housing Floor Officer	X	X	24	7	5.04	6.49	1.45	
54	Restrictive Housing Floor Officer	X	X	24	7	5.04	6.49	1.45	
55	Restrictive Housing Floor Officer	X		12	7	2.52	3.25	0.73	
56	Transportation	X		8	5	1.00	1.00	0.00	
57	Transportation	X		8	5	1.00	1.00	0.00	
58	Transportation	X		8	5	1.00	1.00	0.00	
59	Transportation	X		8	5	1.00	1.00	0.00	
60	Transportation	X		8	5	1.00	1.00	0.00	
61	Transportation	X		8	5	1.00	1.00	0.00	
62	Key Control/Armory	X		8	5	1.00	1.00	0.00	
63	Tool Control	X		8	5	1.00	1.00	0.00	
1	Kitchen	X		12	7	2.52	3.25	0.73	
65	Kitchen	X		12	7	2.52	3.25	0.73	
66	Personal Property	X		8	5	1.00	1.00	0.00	
67	Personal Property	X		8	5	1.00	1.00	0.00	
68	Work Crew Officer	X		8	5	1.00	1.00	0.00	
69	Work Crew Officer	X		8	5	1.00	1.00	0.00	
70	Work Crew/VCE	X		10	4	1.00	1.00	0.00	
71	Medical	X	X	24	7	5.04	6.49	1.45	
72	Medical Entry/Search/Escort	X		12	7	2.52	3.25	0.73	
73	Treatment Officer	X		8	5	1.00	1.00	0.00	
74	Treatment Officer	X		8	5	1.00	1.00	0.00	

UPDATED POST AUDIT

Lunenburg Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
75	School/Programs	X		12	7	2.52	3.25	0.73	
76	School/Programs/Gym	X		12	7	2.52	3.25	0.73	
77	Vocational Officer	X		12	5	1.80	2.32	0.52	
78	Recreation/Gym	X		12	7	2.52	3.25	0.73	
79	Recreation/Gym	X		8	5	1.00	1.00	0.00	
80	Visitor Processing	X		8	2	0.48	0.62	0.14	
81	Visitor Processing	X		8	2	0.48	0.62	0.14	
82	Visiting Offender Shakedown	X		8	2	0.48	0.62	0.14	
83	Visiting Offender Shakedown	X		8	2	0.48	0.62	0.14	
84	Visiting Room	X		8	2	0.48	0.62	0.14	
85	Visiting Room	X		8	2	0.48	0.62	0.14	
86	Visiting Room	X		8	2	0.48	0.62	0.14	
87	Visiting Room	X		8	2	0.48	0.62	0.14	
88	Visiting Shakedown Officer	X		8	2	0.48	0.62	0.14	
						Current FTE	Updated FTE	Difference	
				Required FTE:		212.31	263.81	51.50	
				Authorized FTE:		212	264	52	
				Security FTE:		174.83	220.05	45.22	

UPDATED POST AUDIT

Marion Correctional Treatment Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.32	6.72	1.40	Captain / Lieutenant
3	Operations Supervisor	X	X	24	7	5.32	6.72	1.40	Lieutenant/ Sergeant
4	RHU Supervisors	X	X	16	7	3.55	4.48	0.93	Sergeant
5	External Security Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
6	Building Supervisor	X	X	16	7	3.55	4.48	0.93	Lieutenant/Sergeant
7	Re-Entry Operations Supervisor	X		8	5	1.00	1.00	0.00	Lieutenant
8	Treatment/Re-Entry Supervisor	X	X	8	5	1.00	1.00	0.00	Sergeant
9	Treatment Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
10	Institutional Training Officer	X		10	4	1.00	1.00	0.00	Lieutenant
11	Assistant Training Officer	X		10	4	1.00	1.00	0.00	Sergeant
12	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
13	Intelligence Officer	X		8	5	1.00	1.00	0.00	
14	Intelligence Officer	X		8	5	1.00	1.00	0.00	
15	Master Control	X	X	24	7	5.32	6.72	1.40	
16	HU1A Control	X	X	24	7	5.32	6.72	1.40	
17	HU1A Floor	X	X	24	7	5.32	6.72	1.40	
18	HU1B Control	X	X	24	7	5.32	6.72	1.40	
19	HU1B Floor	X	X	24	7	5.32	6.72	1.40	
20	RHU Utility	X	X	16	7	3.55	4.48	0.93	
21	HU1C Floor	X	X	24	7	5.32	6.72	1.40	
22	HU1D Floor	X	X	24	7	5.32	6.72	1.40	
23	HU2A Control	X	X	24	7	5.32	6.72	1.40	
24	HU2A Floor	X	X	16	7	3.55	4.48	0.93	
25	HU2B Control	X	X	24	7	5.32	6.72	1.40	
26	HU2B Floor	X	X	24	7	5.32	6.72	1.40	
27	HU2C Control	X	X	24	7	5.32	6.72	1.40	
28	HU2C Floor	X	X	16	7	3.55	4.48	0.93	
29	HU2D Floor	X	X	24	7	5.32	6.72	1.40	
30	Dorm Control	X	X	24	7	5.32	6.72	1.40	
31	Dorm Floor Officer	X	X	24	7	5.32	6.72	1.40	
32	Laundry	X		8	5	1.00	1.00	0.00	
33	Yard	X	X	16	7	3.55	4.48	0.93	
34	Sally Port	X		8	5	1.00	1.00	0.00	
35	Roving Patrol	X	X	24	7	5.32	6.72	1.40	
36	Activity/Escort	X		8	7	1.78	2.24	0.46	

UPDATED POST AUDIT

Marion Correctional Treatment Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
37	Front Entry Search	X	X	16	7	3.55	4.48	0.93	
38	Medical/Pill Call	X	X	24	7	5.32	6.72	1.40	
39	Medical/Escort Dental	X		8	5	1.00	1.00	0.00	
40	DOE	X		8	5	1.00	1.00	0.00	
41	Work Crew Inside	X		8	5	1.00	1.00	0.00	
42	Work Crew Outside	X		8	5	1.00	1.00	0.00	
43	Work Crew Outside	X		8	5	1.00	1.00	0.00	
44	Work Crew Outside	X		8	5	1.00	1.00	0.00	
45	Work Crew Outside	X		8	5	1.00	1.00	0.00	
46	Store Room/Key Control/Tool Control	X		8	5	1.00	1.00	0.00	
47	Personal Property/Supply	X		8	5	1.00	1.00	0.00	
48	Kitchen Officer	X	X	16	7	3.55	4.48	0.93	
49	Treatment Officer RHU/TMIP	X		8	5	1.00	1.00	0.00	
50	Treatment Officer 1A	X		8	5	1.00	1.00	0.00	
51	Treatment Officer 1A	X		8	5	1.00	1.00	0.00	
52	Treatment Officer 1C	X		8	5	1.00	1.00	0.00	
53	Treatment Officer 1C	X		8	5	1.00	1.00	0.00	
54	Treatment Officer 1D	X		8	5	1.00	1.00	0.00	
55	Treatment Officer 1D	X		8	5	1.00	1.00	0.00	
56	Treatment Officer 2D	X		8	5	1.00	1.00	0.00	
57	Treatment Officer 2D	X		8	5	1.00	1.00	0.00	
58	Treatment Officer/DOE Program Escort	X		8	5	1.00	1.00	0.00	
59	Transportation/Search	X		8	5	1.00	1.00	0.00	
60	Transportation/Search	X		8	5	1.00	1.00	0.00	
61	Transportation/Search	X		8	5	1.00	1.00	0.00	
62	Transportation/Search	X		8	5	1.00	1.00	0.00	
63	ASD-West Officer	X	X	24	7	5.32	6.72	1.40	
64	Visitation Supervisor	X		8	2	0.51	0.64	0.13	Sergeant
65	Visitation Officer	X		8	2	0.51	0.64	0.13	
66	Visitation Officer	X		8	2	0.51	0.64	0.13	
67	Visitation Officer	X		8	2	0.51	0.64	0.13	
68	Unit Manager	X		8	5	1.00	1.00	0.00	
69	Unit Manager	X		8	5	1.00	1.00	0.00	
						Current FTE	Updated FTE	Difference	
		Required FTE:				170.30	205.32	35.02	
		Authorized FTE:				170	205	35	

UPDATED POST AUDIT

Marion Correctional Treatment Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
				Security FTE:		142.05	172.28	30.23	

UPDATED POST AUDIT

Nottoway Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.00	6.32	1.32	4.0 Captain 1.0 Lieutenant
3	Operations Supervisor	X	X	24	7	5.00	6.32	1.32	4.0 Lieutenant 1.0 Sergeant
4	Support Transportation Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
5	Administrative / Retention Lieutenant	X		8	5	1.00	1.00	0.00	Lieutenant
6	A/B Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
7	C/D Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
8	N/O Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
9	A/B Building Lieutenant	X		8	5	1.00	1.00	0.00	Lieutenant
10	C/D Building Lieutenant	X		8	5	1.00	1.00	0.00	Lieutenant
11	N/O Building Lieutenant	X		8	5	1.00	1.00	0.00	Lieutenant
12	A Building Sergeant	X		12	7	2.50	3.16	0.66	Sergeant
13	B Building Sergeant	X		12	7	2.50	3.16	0.66	Sergeant
14	C Building Sergeant	X		12	7	2.50	3.16	0.66	Sergeant
15	D Building Sergeant	X		12	7	2.50	3.16	0.66	Sergeant
16	N/O Building Sergeant	X		12	7	2.50	3.16	0.66	Sergeant
17	RHU Sergeant	X		8	5	1.00	1.00	0.00	Sergeant
18	Medical Intake Process Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
19	A/B Building Sergeant		X	12	7	2.50	3.16	0.66	Sergeant
20	C/D Building Sergeant		X	12	7	2.50	3.16	0.66	Sergeant
21	N/O Building Sergeant		X	12	7	2.50	3.16	0.66	Sergeant
22	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
23	Assistant Institutional Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
24	Training Officer Assistant	X		8	5	1.00	1.00	0.00	
25	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
26	Intelligence Officer	X		8	5	1.00	1.00	0.00	
27	Intelligence Officer	X		8	5	1.00	1.00	0.00	
28	Intelligence Officer	X		8	5	1.00	1.00	0.00	
29	Intake Processing Intelligence Officer	X		8	5	1.00	1.00	0.00	
30	VCE / Property Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
31	Property Control Officer	X		8	5	1.00	1.00	0.00	
32	Property Control Officer	X		8	5	1.00	1.00	0.00	
33	Property Control Officer	X		8	5	1.00	1.00	0.00	
34	Property Control Officer	X		8	5	1.00	1.00	0.00	
35	VCE Officer	X		10	4	1.00	1.00	0.00	
36	Tower #1 Front Search Officer	X	X	24	7	5.00	6.32	1.32	

UPDATED POST AUDIT

Nottoway Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
37	Tower #1 Front Search Officer	X	X	16	7	3.33	4.21	0.88	
38	Tower #2	X	X	24	7	5.00	6.32	1.32	
39	Sallyport Officer	X		8	5	1.19	1.51	0.32	
40	Tower #3 Rec Yard Tower	X		16	7	3.33	4.21	0.88	
41	Perimeter Patrol	X	X	24	7	5.00	6.32	1.32	
42	Reception/Intake Property/Escort Officer	X		8	3	0.71	0.90	0.19	Reception
43	Reception/Intake Property/Escort Officer	X		8	3	0.71	0.90	0.19	Reception
44	Reception/Intake Property/Escort Officer	X		8	3	0.71	0.90	0.19	Reception
45	Reception/Intake Property/Escort Officer	X		8	3	0.71	0.90	0.19	Reception
46	Reception Escort Officer A/B	X		8	5	1.00	1.00	0.00	Reception
47	Reception Escort Officer A/B	X		8	5	1.00	1.00	0.00	Reception
48	Reception Escort Officer A/B	X		8	5	1.00	1.00	0.00	Reception
49	Building A First Floor Control Room	X	X	24	7	5.00	6.32	1.32	
50	Building A First Floor Officer	X	X	24	7	5.00	6.32	1.32	
51	Building A Second Floor Control Room Officer	X	X	24	7	5.00	6.32	1.32	
52	Building A Second Floor Officer	X	X	24	7	5.00	6.32	1.32	
53	Building B First Floor Control Room	X	X	24	7	5.00	6.32	1.32	
54	Building B First Floor Officer	X	X	24	7	5.00	6.32	1.32	
55	Building B Second Floor Control Room	X	X	24	7	5.00	6.32	1.32	
56	Building B Second Floor Officer	X	X	24	7	5.00	6.32	1.32	
57	Building C First Floor Control Room	X	X	24	7	5.00	6.32	1.32	
58	Building C First Floor Officer	X	X	24	7	5.00	6.32	1.32	
59	Building C Second Floor Control Room	X	X	24	7	5.00	6.32	1.32	
60	Building C Second Floor Officer	X	X	24	7	5.00	6.32	1.32	
61	Building D First Floor Control Room	X	X	24	7	5.00	6.32	1.32	
62	Building D First Floor Officer	X	X	24	7	5.00	6.32	1.32	
63	Building D Second Floor Control Room	X	X	24	7	5.00	6.32	1.32	
64	Building D Second Floor Officer	X	X	24	7	5.00	6.32	1.32	
65	Building N First Floor Control Room	X	X	24	7	5.00	6.32	1.32	
66	Building N RHU East Officer	X	X	24	7	5.00	6.32	1.32	
67	Building N RHU East Officer	X		12	7	2.50	3.16	0.66	
68	Building N RHU West Officer	X	X	24	7	5.00	6.32	1.32	
69	Building N RHU West Officer	X		12	7	2.50	3.16	0.66	
70	Building N RHU Recreation Officer	X		12	7	2.50	3.16	0.66	
71	Treatment Officer	X		8	5	1.00	1.00	0.00	

UPDATED POST AUDIT

Nottoway Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
72	Treatment Officer	X		8	5	1.00	1.00	0.00	
73	Building N Second Floor Control Room	X	X	24	7	5.00	6.32	1.32	
74	Building N Second Floor Officer	X	X	24	7	5.00	6.32	1.32	
75	Building O First Floor Control Room	X	X	24	7	5.00	6.32	1.32	
76	Building O First Floor Officer	X	X	24	7	5.00	6.32	1.32	
77	Building O Second Floor Control Room	X	X	24	7	5.00	6.32	1.32	
78	Building O Second Floor Officer	X	X	24	7	5.00	6.32	1.32	
79	A/B Entry Stairwell Officer	X		12	7	2.50	3.16	0.66	
80	C/D Entry Stairwell Officer	X		12	7	2.50	3.16	0.66	
81	N/O Entry Stairwell Officer	X		12	7	2.50	3.16	0.66	
82	Master Control Room	X	X	24	7	5.00	6.32	1.32	
83	Master Control Room	X		12	7	2.50	3.16	0.66	
84	Kitchen Officer	X		12	7	2.50	3.16	0.66	
85	Kitchen Officer		X	12	7	2.50	3.16	0.66	
86	Medical Control Room	X		12	7	2.50	3.16	0.66	
87	Medical Floor Officer	X	X	24	7	5.00	6.32	1.32	
88	Medical Search & Escort Officer	X		8	5	1.00	1.00	0.00	
89	Medical (Intake) Hallway Officer	X		8	5	1.00	1.00	0.00	
90	Boulevard Gate Officer	X		16	5	2.38	3.01	0.63	
91	Recreation Yard Officer	X	X	16	7	3.33	4.21	0.88	
92	Yard Officer	X	X	24	7	5.00	6.32	1.32	
93	Gym Officer	X		16	5	2.38	3.01	0.63	
94	Commissary Officer	X		8	5	1.00	1.00	0.00	
95	Central Transportation Officer	X		10	3	0.89	1.13	0.24	
96	Central Transportation Officer	X		10	3	0.89	1.13	0.24	
97	Central Transportation Officer	X		10	3	0.89	1.13	0.24	
98	Transportation Officer	X		8	5	1.00	1.00	0.00	
99	Transportation Officer	X		8	5	1.00	1.00	0.00	
100	Transportation Officer	X		8	5	1.00	1.00	0.00	
101	Transportation Officer	X		8	5	1.00	1.00	0.00	
102	Transportation Officer	X		8	5	1.00	1.00	0.00	
103	Transportation Officer	X		8	5	1.00	1.00	0.00	
104	Transportation Officer	X		8	5	1.00	1.00	0.00	
105	Transportation Officer	X		8	5	1.00	1.00	0.00	
106	Transportation Officer	X		8	5	1.00	1.00	0.00	
107	Transportation Officer	X		8	5	1.00	1.00	0.00	
108	Academic Hallway Officer	X		16	5	2.38	3.01	0.63	
109	Vocaional Hallway Officer	X		16	5	2.38	3.01	0.63	

UPDATED POST AUDIT

Nottoway Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
110	Gym Hallway Officer	X		16	5	2.38	3.01	0.63	
111	Hearings Bailiff	X		8	5	1.00	1.00	0.00	
112	Reception Visiting Officer	X		8	2	0.48	0.60	0.12	
113	Reception Visiting Officer	X		8	2	0.48	0.60	0.12	
114	Reception Visiting Officer	X		8	2	0.48	0.60	0.12	
115	Visiting Room Officer	X		8	2	0.48	0.60	0.12	
116	Visiting Room Officer	X		8	2	0.48	0.60	0.12	
117	Visiting Room Search Officer	X		8	2	0.48	0.60	0.12	
118	Visiting Room Search Officer	X		8	2	0.48	0.60	0.12	
119	Visitor Search Officer	X		8	2	0.48	0.60	0.12	
120	Armory / Key Control Officer	X		8	5	1.00	1.00	0.00	
121	Asst. Armory / Key Control Officer	X		8	5	1.00	1.00	0.00	
122	Tool Control Officer	X		8	5	1.00	1.00	0.00	
123	Bull Pen Officer	X		8	5	1.00	1.00	0.00	
124	Bull Pen Officer	X		8	5	1.00	1.00	0.00	
125	Bull Pen Officer	X		8	5	1.00	1.00	0.00	
126	Bull Pen Officer	X		8	5	1.00	1.00	0.00	
						Current FTE	Updated FTE	Difference	
			Required FTE:			293.43	357.42	63.99	
			Authorized FTE:			293	357	64	
			Security FTE:			248.43	304.50	56.07	

UPDATED POST AUDIT

Pocahontas State Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.00	6.25	1.25	Captain/Lieutenant
3	Operations Supervisor	X	X	24	7	5.00	6.25	1.25	Lieutenant
4	A Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
5	B Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
6	C Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
7	D Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
8	Housing Unit A/B Commander	X		8	5	1.00	1.00	0.00	Lieutenant
9	Housing Unit C/D Commander	X		8	5	1.00	1.00	0.00	Lieutenant
10	A Building Housing Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
11	B Building Housing Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
12	C Building Housing Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
13	D Building Housing Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
14	A/B Building Housing Supervisor	X	X	24	7	5.00	6.25	1.25	Sergeant
15	C/D Building Housing Supervisor	X	X	24	7	5.00	6.25	1.25	Sergeant
16	Restrictive Housing	X	X	16	7	3.33	4.17	0.84	Sergeant
17	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
18	Assistant Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
19	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
20	Intelligence Officer	X		8	5	1.00	1.00	0.00	
21	Intelligence Officer	X		8	5	1.00	1.00	0.00	
22	Master Control	X	X	24	7	5.00	6.25	1.25	
23	Master Control	X		12	7	2.50	3.12	0.62	
24	Sallyport Control	X		8	5	1.19	1.49	0.30	
25	Roving Patrol	X	X	24	7	5.00	6.25	1.25	
26	Entry Search	X	X	24	7	5.00	6.25	1.25	
27	Vehicle Sallyport	X		8	5	1.00	1.00	0.00	
28	Yard Officer	X	X	24	7	5.00	6.25	1.25	
29	Yard Officer	X		12	7	2.50	3.12	0.62	
30	Vocational School Entry	X		10	4	1.00	1.00	0.00	
31	A Building Control Room	X	X	24	7	5.00	6.25	1.25	
32	A-1 Pod Floor	X	X	24	7	5.00	6.25	1.25	
33	A-2 Pod Floor	X	X	24	7	5.00	6.25	1.25	
34	A-3 Pod Floor	X	X	24	7	5.00	6.25	1.25	

UPDATED POST AUDIT

Pocahontas State Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
35	B Building Control Room	X	X	24	7	5.00	6.25	1.25	
36	B-1 Pod Floor	X	X	24	7	5.00	6.25	1.25	
37	B-2 Pod Floor	X	X	24	7	5.00	6.25	1.25	
38	B-3 Pod Floor	X	X	24	7	5.00	6.25	1.25	
39	C Building Control Room	X	X	24	7	5.00	6.25	1.25	
40	C-1 Pod Floor	X	X	24	7	5.00	6.25	1.25	
41	C-2 Pod Floor	X	X	24	7	5.00	6.25	1.25	
42	C-3 Pod Floor	X	X	24	7	5.00	6.25	1.25	
43	D Building Control Room	X	X	24	7	5.00	6.25	1.25	
44	D-1 Pod Floor	X	X	24	7	5.00	6.25	1.25	
45	D-2 Pod Floor	X	X	24	7	5.00	6.25	1.25	
46	D-3 Pod Floor	X	X	24	7	5.00	6.25	1.25	
47	Restrictive Housing Control	X	X	24	7	5.00	6.25	1.25	
48	Restrictive Housing Floor	X	X	24	7	5.00	6.25	1.25	
49	Restrictive Housing Floor	X	X	24	7	5.00	6.25	1.25	
50	Transportation	X		8	5	1.19	1.49	0.30	
51	Transportation	X		8	5	1.00	1.00	0.00	
52	Transportation	X		8	5	1.00	1.00	0.00	
53	Transportation	X		8	5	1.00	1.00	0.00	
54	Transportation	X		8	5	1.00	1.00	0.00	
55	A Building Entry	X		8	5	1.00	1.00	0.00	
56	B Building Entry	X		8	5	1.00	1.00	0.00	
57	C Building Entry	X		8	5	1.00	1.00	0.00	
58	D Building Entry	X		8	5	1.00	1.00	0.00	
59	DCE Control	X		8	5	1.00	1.00	0.00	
60	Personal Property	X		8	5	1.00	1.00	0.00	
61	Personal Property	X		8	5	1.00	1.00	0.00	
62	Personal Property	X		8	5	1.00	1.00	0.00	
63	Key Control/Armory	X		8	5	1.00	1.00	0.00	
64	Tool Control	X		8	5	1.00	1.00	0.00	
65	Kitchen	X		12	7	2.50	3.12	0.62	
66	Kitchen	X		12	7	2.50	3.12	0.62	
67	Medical Floor	X	X	24	7	5.00	6.25	1.25	
68	Medical Entry	X		12	7	2.50	3.12	0.62	

UPDATED POST AUDIT

Pocahontas State Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
69	Work Crew	X		8	5	1.00	1.00	0.00	
70	Work Crew	X		8	5	1.00	1.00	0.00	
71	Work Crew	X		8	5	1.00	1.00	0.00	
72	Work Crew	X		8	5	1.00	1.00	0.00	
73	Canteen	X		8	5	1.00	1.00	0.00	
74	Treatment Officer	X		8	5	1.00	1.00	0.00	
75	Treatment Officer	X		8	5	1.00	1.00	0.00	
76	Treatment Officer	X		8	5	1.00	1.00	0.00	
77	Treatment Officer	X		8	5	1.00	1.00	0.00	
78	Sams/Treatment Officer	X		8	5	1.00	1.00	0.00	
79	School Programs Entry	X		12	5	1.79	2.23	0.44	
80	School/Programs Area	X		8	5	1.00	1.00	0.00	
81	Vocational Area	X		8	5	1.00	1.00	0.00	
82	Programs		X	8	5	1.00	1.00	0.00	
83	Recreation/Gym	X		12	7	2.50	3.12	0.62	
84	Laundry	X		8	5	1.00	1.00	0.00	
85	Visiting Supervisor	X		8	2	0.48	0.60	0.12	Sergeant
86	Visiting Inmate Shakedown	X		8	2	0.48	0.60	0.12	
87	Visiting Inmate Shakedown	X		8	2	0.48	0.60	0.12	
88	Visiting Room Floor	X		8	2	0.48	0.60	0.12	
89	Visiting Room Floor	X		8	2	0.48	0.60	0.12	
90	Visiting Room Floor	X		8	2	0.48	0.60	0.12	
						Current FTE	Updated FTE	Difference	
				Required FTE:		211.38	252.70	41.32	
				Authorized FTE:		211	253	42	
<u>Approvals:</u>				Security FTE:		173.57	208.93	35.36	

UPDATED POST AUDIT

River North Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.00	6.44	1.44	Captain/ Lieutenant
3	Operations Supervisor	X	X	24	7	5.00	6.44	1.44	Lieutenant
4	Unit Manager - A Unit	X		8	5	1.00	1.00	0.00	Unit Manager
5	Unit Manager - B Unit	X		8	5	1.00	1.00	0.00	Unit Manager
6	Unit Manager - C Unit	X		8	5	1.00	1.00	0.00	Unit Manager
7	Unit Manager - D Unit	X		8	5	1.00	1.00	0.00	Unit Manager
8	Internal Security Supervisor	X		8	5	1.00	1.00	0.00	Lieutenant
9	A Building Supervisor	X		8	5	1.00	1.00	0.00	Lieutenant
10	A Building Night Supervisor		X	12	7	2.50	3.22	0.72	Lieutenant
11	B Building Supervisor	X		8	5	1.00	1.00	0.00	Lieutenant
12	C Building Supervisor	X		8	5	1.00	1.00	0.00	Lieutenant
13	D Building Supervisor	X		8	5	1.00	1.00	0.00	Lieutenant
14	SCORE/EPIC Supervisor	X		12	7	2.50	3.22	0.72	Lieutenant
15	SCORE/EPIC Supervisor	X		8	5	1.00	1.00	0.00	Lieutenant
16	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
17	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
18	Assistant Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
19	Canine Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
20	Support Supervisor	X	X	16	7	3.33	4.29	0.96	Sergeant
21	Armory/Tool/Key Control Sergeant	X		8	5	1.00	1.00	0.00	Sergeant
22	Internal/External Movement Supervisor	X	X	16	7	3.33	4.29	0.96	Sergeant
23	Building A Pod 2 RHU Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
24	Building A Housing Supervisor	X		12	7	2.50	3.22	0.72	Sergeant
25	Building B Housing Supervisor	X		12	7	2.50	3.22	0.72	Sergeant
26	Building A-B Housing Supervisor		X	12	7	2.50	3.22	0.72	Sergeant
27	Building C Housing Supervisor	X		12	7	2.50	3.22	0.72	Sergeant
28	Building D Housing Supervisor	X		12	7	2.50	3.22	0.72	Sergeant
29	Building C-D Housing Supervisor		X	12	7	2.50	3.22	0.72	Sergeant
30	Master Control	X	X	24	7	5.00	6.44	1.44	
31	Master Control	X		12	7	2.50	3.22	0.72	
32	Sallyport Control	X		8	5	1.00	1.00	0.00	
33	Vehicle Sallyport	X		8	5	1.00	1.00	0.00	
34	Roving Patrol	X	X	24	7	5.00	6.44	1.44	

UPDATED POST AUDIT

River North Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
35	Reception Search / Operator	X	X	24	7	5.00	6.44	1.44	
36	Reception Search	X	X	24	7	5.00	6.44	1.44	
37	Yard Escort Officer	X	X	16	7	3.33	4.29	0.96	
38	Yard Escort Officer	X	X	16	7	3.33	4.29	0.96	
39	Building A Control Room Officer	X	X	24	7	5.00	6.44	1.44	
40	Building A Pod 1 EPIC Floor Officer	X	X	24	7	5.00	6.44	1.44	
41	Building A Pod 1 EPIC Floor Officer	X		8	5	1.00	1.00	0.00	
42	Building A Pod 2 RHU Officer	X	X	24	7	5.00	6.44	1.44	
43	Building A Pod 2 RHU Officer	X	X	24	7	5.00	6.44	1.44	
44	Building A Pod 2 RHU Officer	X		12	7	2.50	3.22	0.72	
45	Building A Pod 2 RHU/Recreation	X		12	7	2.50	3.22	0.72	
46	Building A Pod 3 Floor Officer	X	X	24	7	5.00	6.44	1.44	
47	Building A Gun Post Officer	X		12	7	2.50	3.22	0.72	
48	Building A Entry/ Movement Officer	X		8	5	1.00	1.00	0.00	
49	Building B Control Room Officer	X	X	24	7	5.00	6.44	1.44	
50	Building B Pod 1 Floor Officer	X	X	24	7	5.00	6.44	1.44	
51	Building B Pod 2 Floor Officer	X	X	16	7	3.33	4.29	0.96	
52	Building B Pod 3 Floor Officer	X	X	24	7	5.00	6.44	1.44	
53	Building B Gun Post Officer	X		12	7	2.50	3.22	0.72	
54	Building B Entry/Movement Officer	X		8	5	1.00	1.00	0.00	
55	Building C Control Room Officer	X	X	24	7	5.00	6.44	1.44	
56	Building C Pod 1 Floor Officer	X	X	24	7	5.00	6.44	1.44	
57	Building C Pod 2 Floor Officer	X	X	16	7	3.33	4.29	0.96	
58	Building C Pod 3 Floor Officer	X	X	24	7	5.00	6.44	1.44	
59	Building C Gun Post Officer	X		12	7	2.50	3.22	0.72	
60	Building C Entry/Movement Officer	X		8	5	1.00	1.00	0.00	
61	Building D Control Room Officer	X	X	24	7	5.00	6.44	1.44	
62	Building D Pod 1 Floor Officer	X	X	24	7	5.00	6.44	1.44	
63	Building D Pod 2 Floor Officer	X	X	16	7	3.33	4.29	0.96	
64	Building D Pod 3 Floor Officer	X	X	24	7	5.00	6.44	1.44	
65	Building D Gun Post Officer	X		12	7	2.50	3.22	0.72	
66	Building D Entry/Movement Officer	X		8	5	1.00	1.00	0.00	
67	Yard Control Center Officer	X	X	24	7	5.00	6.44	1.44	
68	Gun Post Officer	X	X	16	7	3.33	4.29	0.96	

UPDATED POST AUDIT

River North Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
69	Gun Post Officer	X	X	16	7	3.33	4.29	0.96	
70	Gym/Visitation Officer	X		8	7	1.67	2.15	0.48	
71	Personal Property Officer	X		8	5	1.00	1.00	0.00	
72	Personal Property Officer	X		8	5	1.00	1.00	0.00	
73	Reception/Intake Officer	X		8	5	1.00	1.00	0.00	
74	Armory/Key Officer	X		8	5	1.00	1.00	0.00	
75	Tool Officer	X		8	5	1.00	1.00	0.00	
76	Kitchen Officer	X		8	5	1.00	1.00	0.00	
77	Kitchen Officer	X	X	16	7	3.33	4.29	0.96	
78	Kitchen Officer	X	X	16	7	3.33	4.29	0.96	
79	Medical Control Officer	X		12	5	1.78	2.30	0.52	
80	Medical Officer	X	X	24	7	5.00	6.44	1.44	
81	Medical Escort Officer	X		8	5	1.00	1.00	0.00	
82	Work Crew Officer	X		10	4	1.00	1.00	0.00	
83	Work Crew Officer	X		10	4	1.00	1.00	0.00	
84	Work Crew Officer	X		10	4	1.00	1.00	0.00	
85	Intelligence Officer	X		8	5	1.00	1.00	0.00	
86	Intelligence Officer	X		8	5	1.00	1.00	0.00	
87	Intelligence Officer	X		8	5	1.00	1.00	0.00	
88	Commissary Officer	X		8	5	1.00	1.00	0.00	
89	School/Programs Entry Officer	X		12	5	1.78	2.30	0.52	
90	Laundry Officer	X		8	5	1.00	1.00	0.00	
91	Vocational Entry Officer	X		10	4	1.00	1.00	0.00	
92	Vocational Area Officer	X		10	4	1.00	1.00	0.00	
93	Visitation Supervisor	X		8	2	0.48	0.61	0.13	Sergeant
94	Visitation Processing Officer	X		8	2	0.48	0.61	0.13	
95	Visitation Processing Officer	X		8	2	0.48	0.61	0.13	
96	Visitation Processing Officer	X		8	2	0.48	0.61	0.13	
97	Visiting Offender Shakedown Officer	X		8	2	0.48	0.61	0.13	
98	Visiting Offender Shakedown Officer	X		8	2	0.48	0.61	0.13	
99	Visiting Room Officer	X		8	2	0.48	0.61	0.13	
100	Visiting Room Officer	X		8	2	0.48	0.61	0.13	
101	Visiting Room Officer	X		8	2	0.48	0.61	0.13	
102	Transportation	X		8	5	1.00	1.00	0.00	

UPDATED POST AUDIT

River North Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
103	Transportation	X		8	5	1.00	1.00	0.00	
104	Transportation	X		8	5	1.00	1.00	0.00	
105	Transportation	X		8	5	1.00	1.00	0.00	
106	Transportation	X		8	5	1.00	1.00	0.00	
107	Transportation	X		8	5	1.00	1.00	0.00	
108	Canine	X	X	16	7	3.33	4.29	0.96	
109	Canine	X	X	16	7	3.33	4.29	0.96	
110	Canine	X		12	7	2.50	3.22	0.72	
111	SCORE Control Room Officer	X	X	24	7	5.00	6.44	1.44	
112	SCORE Floor Officer	X	X	24	7	5.00	6.44	1.44	
113	SCORE Floor Officer	X	X	24	7	5.00	6.44	1.44	
114	SCORE Floor Officer	X		12	7	2.50	3.22	0.72	
115	Treatment Officer	X		8	5	1.00	1.00	0.00	
116	Treatment Officer	X		8	5	1.00	1.00	0.00	
117	Treatment Officer	X		8	5	1.00	1.00	0.00	
						Current FTE	Updated FTE	Difference	
			Required FTE:			270.34	333.75	63.41	
			Authorized FTE:			270	334	64	
			Security FTE:			216.20	268.92	52.72	

UPDATED POST AUDIT

Red Onion State Prison

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Watch Commander	X	X	24	7	5.09	6.34	1.25	Captain/Lieutenant
3	Operations Supervisor	X	X	24	7	5.09	6.34	1.25	Lieutenant/Sergeant
4	A Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
5	B Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
6	C Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
7	D Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
8	Support Building Supervisor	X		8	5	1.21	1.51	0.30	Lieutenant
9	A Building Commander	X		8	5	1.21	1.51	0.30	Lieutenant
10	B Building Commander	X		8	5	1.21	1.51	0.30	Lieutenant
11	C Building Commander	X		8	5	1.21	1.51	0.30	Lieutenant
12	D Building Commander	X		8	5	1.21	1.51	0.30	Lieutenant
13	A Building Supervisor	X	X	24	7	5.09	6.34	1.25	Sergeant
14	B Building Supervisor	X	X	24	7	5.09	6.34	1.25	Sergeant
15	C Building Supervisor	X	X	24	7	5.09	6.34	1.25	Sergeant
16	D Building Supervisor	X	X	24	7	5.09	6.34	1.25	Sergeant
17	Transportation Supervisor	X		8	5	1.21	1.51	0.30	Sergeant
18	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
19	Assistant Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
20	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
21	Perimeter/Administration Supervisor	X		8	5	1.21	1.51	0.30	Lieutenant
22	Property/DCE/Kitchen Supervisor	X		8	5	1.21	1.51	0.30	Lieutenant/Sergeant
23	Treatment Officer Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
24	Intelligence Officer	X		8	5	1.00	1.00	0.00	
25	Intelligence Officer	X		8	5	1.00	1.00	0.00	
26	Intelligence Officer	X		8	5	1.00	1.00	0.00	
27	Master Control Room	X	X	24	7	5.09	6.34	1.25	
28	Master Control Room	X		12	7	2.54	3.17	0.63	
29	Tower #1	X	X	24	7	5.09	6.34	1.25	
30	Tower #2	X	X	24	7	5.09	6.34	1.25	
31	Front Entry Search	X	X	24	7	5.09	6.34	1.25	
32	Roving Patrol	X	X	24	7	5.09	6.34	1.25	
33	Sallyport Gunpost	X		8	5	1.21	1.51	0.30	
34	Sallyport Search	X		8	5	1.21	1.51	0.30	
35	Tool Control Officer	X		8	5	1.00	1.00	0.00	
36	Armory/Key Control Officer	X		8	5	1.00	1.00	0.00	
37	Personal Property	X		8	5	1.00	1.00	0.00	
38	Personal Property	X		8	5	1.00	1.00	0.00	

UPDATED POST AUDIT

Red Onion State Prison

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
39	Personal Property	X		8	5	1.00	1.00	0.00	
40	DOE Floor Officer	X		8	5	1.21	1.51	0.30	
41	DOE Gun Post Officer	X		8	5	1.21	1.51	0.30	
42	Kitchen Officer	X		12	7	2.54	3.17	0.63	
43	Kitchen Officer	X		12	7	2.54	3.17	0.63	
44	Gun Post #1	X		12	7	2.54	3.17	0.63	
45	Gun Post #2	X		12	7	2.54	3.17	0.63	
46	Gun Post #3	X		12	7	2.54	3.17	0.63	
47	Work Crew (Outside)	X		8	7	1.69	2.11	0.42	
48	Medical Control Room	X	X	24	7	5.09	6.34	1.25	
49	Medical Patrol Officer	X	X	24	7	5.09	6.34	1.25	
50	Medical Escort Officer	X		8	5	1.21	1.51	0.30	
51	Medical Escort Officer	X		8	5	1.00	1.00	0.00	
52	Medical Escort Officer	X		8	5	1.00	1.00	0.00	
53	Medical Escort Officer	X		8	5	1.00	1.00	0.00	
54	A1/A2/A3 Pod Control	X	X	24	7	5.09	6.34	1.25	
55	A1/A2/A3 Gun Post Officer	X		12	7	2.54	3.17	0.63	
56	A1 Population Officer	X	X	24	7	5.09	6.34	1.25	
57	A-2 Population Officer	X		12	7	2.54	3.17	0.63	
58	A3 Population Officer	X	X	24	7	5.09	6.34	1.25	
59	A4/A5/A6 Pod Control	X	X	24	7	5.09	6.34	1.25	
60	A4/A5/A6 Gun Post Officer	X		12	7	2.54	3.17	0.63	
61	A4 Restrictive Housing Unit Officer	X		12	7	2.54	3.17	0.63	
62	A4 Restrictive Housing Unit Officer	X	X	24	7	5.09	6.34	1.25	
63	A5 Population Officer	X		12	7	2.54	3.17	0.63	
64	A6 Population Officer	X	X	24	7	5.09	6.34	1.25	
65	B1/B2/B3 Pod Control	X	X	24	7	5.09	6.34	1.25	
66	B1/B2/B3 Gun Post Officer	X		12	7	2.54	3.17	0.63	
67	B1 Population Officer	X	X	24	7	5.09	6.34	1.25	
68	B2 Population Officer	X		12	7	2.54	3.17	0.63	
69	B3 S Restrictive Housing Unit Officer	X	X	24	7	5.09	6.34	1.25	
70	B4/B5/B6 Pod Control	X	X	24	7	5.09	6.34	1.25	
71	B4/B5/B6 Gun Post Officer	X		12	7	2.54	3.17	0.63	
72	B4 SL 5 Restrictive Housing Unit Officer	X	X	24	7	5.09	6.34	1.25	
73	B4 SL 5 Restrictive Housing Unit Officer	X		12	7	2.54	3.17	0.63	
74	B5 Population Officer	X		12	7	2.54	3.17	0.63	
75	B6 Population Officer	X	X	24	7	5.09	6.34	1.25	
76	C1/C2/C3 Pod Control	X	X	24	7	5.09	6.34	1.25	

UPDATED POST AUDIT

Red Onion State Prison

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
77	C1/C2/C3 Gun Post Officer	X		12	7	2.54	3.17	0.63	
78	C1 Level 6 IM (Phase I&II) Officer	X	X	24	7	5.09	6.34	1.25	
79	C1 Level 6 IM (Phase I&II) Officer	X		12	7	2.54	3.17	0.63	
80	C2 S Restrictive Housing Unit Officer	X		12	7	2.54	3.17	0.63	
81	C2 S Restrictive Housing Unit Officer	X	X	24	7	5.09	6.34	1.25	
82	C3 S Restrictive Housing Unit Officer	X		12	7	2.54	3.17	0.63	
83	C3 S Restrictive Housing Unit Officer	X	X	24	7	5.09	6.34	1.25	
84	C4/C5/C6 Pod Control	X	X	24	7	5.09	6.34	1.25	
85	C4/C5/C6 Gun Post Officer	X		12	7	2.54	3.17	0.63	
86	C4- Level 6 SM2 Pod Officer	X	X	24	7	5.09	6.34	1.25	
87	C4/5 Restrictive Housing Unit Officer	X		12	7	2.54	3.17	0.63	
88	C5 S Restrictive Housing Unit Officer	X		12	7	2.54	3.17	0.63	
89	C6 Population (PC) Officer	X	X	24	7	5.09	6.34	1.25	
90	C Building Treatment Officer	X		8	5	1.00	1.00	0.00	
91	C Building Treatment Officer	X		8	5	1.00	1.00	0.00	
92	C Building Treatment Officer	X		8	5	1.00	1.00	0.00	
93	C Building Treatment Officer	X		8	5	1.00	1.00	0.00	
94	D1/D2/D3 Pod Control	X	X	24	7	5.09	6.34	1.25	
95	D1/D2/D3 Gun Post Officer	X		12	7	2.54	3.17	0.63	
96	D1 - SIP/SAM Population Officer	X	X	24	7	5.09	6.34	1.25	
97	D1- SIP/SAM Population Officer	X		12	7	2.54	3.17	0.63	
98	D2 Level 6 Re-Entry Officer	X		12	7	2.54	3.17	0.63	
99	D3 Level 6 Officer	X	X	24	7	5.09	6.34	1.25	
100	D3 Level 6 Officer	X		12	7	2.54	3.17	0.63	
101	D4/D5/D6 Pod Control	X	X	24	7	5.09	6.34	1.25	
102	D4/D5/D6 Gun Post Officer	X		12	7	2.54	3.17	0.63	
103	D4 Level 6 Officer	X		12	7	2.54	3.17	0.63	
104	D4/D5 Level 6 Officer	X	X	24	7	5.09	6.34	1.25	
105	D5 Level 6 Pod Officer	X		12	7	2.54	3.17	0.63	
106	D6 Level 6 Pod Officer	X	X	24	7	5.09	6.34	1.25	
107	D6 Level 6 Pod Officer	X		12	7	2.54	3.17	0.63	
108	D Building Treatment Officer	X		8	5	1.00	1.00	0.00	
109	D Building Treatment Officer	X		8	5	1.00	1.00	0.00	
110	D Building Treatment Officer	X		8	5	1.00	1.00	0.00	
111	D Building Treatment Officer	X		8	5	1.00	1.00	0.00	
112	A/B Building Yard Officer	X		12	7	2.54	3.17	0.63	
113	C/D Building Yard Officer	X		12	7	2.54	3.17	0.63	
114	Assistant Front Entry Search	X		12	7	2.54	3.17	0.63	

UPDATED POST AUDIT

Red Onion State Prison

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
115	Transportation Officer	X		8	5	1.21	1.51	0.30	
116	Transportation Officer	X		8	5	1.21	1.51	0.30	
117	Transportation Officer	X		8	5	1.21	1.51	0.30	
118	Transportation Officer	X		8	5	1.21	1.51	0.30	
119	Transportation Officer	X		8	5	1.00	1.00	0.00	
120	Transportation Officer	X		8	5	1.00	1.00	0.00	
121	Transportation Officer	X		8	5	1.00	1.00	0.00	
122	K-9 Patrol Sergeant	X		8	5	1.00	1.00	0.00	Sergeant
123	K-9 Patrol Handler	X	X	16	7	3.39	4.23	0.84	
124	K-9 Patrol Handler	X	X	16	7	3.39	4.23	0.84	
125	K-9 Patrol Handler	X		12	7	2.54	3.17	0.63	
126	K-9 Patrol Handler	X		12	7	2.54	3.17	0.63	
127	K-9 Patrol Handler	X		12	7	2.54	3.17	0.63	
128	Visiting Supervisor	X		8	7	1.69	2.11	0.42	Lieutenant/Sergeant
129	Visiting Officer	X		8	2	0.48	0.60	0.12	
130	Visiting Officer	X		8	2	0.48	0.60	0.12	
131	Visiting Officer	X		8	2	0.48	0.60	0.12	
132	Recruitment and Retention Officer	X		8	5	1.00	1.00	0.00	Lieutenant
133	Intelligence Officer Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
134	Video Visitation Escort	X		8	5	1.00	1.00	0.00	
135	Video Visitation Escort	X		8	5	1.00	1.00	0.00	
						Current FTE	Updated FTE	Difference	
		Required FTE:				355.57	434.36	78.79	
		Authorized FTE:				356	434	78	
		Security FTE:				301.66	370.13	68.47	

UPDATED POST AUDIT

St. Brides Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.16	5.91	0.75	Captain/Lieutenant
3	Operations Supervisor	X	X	24	7	5.16	5.91	0.75	Lieutenant
4	HU 310/320 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
5	HU 330/340 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
6	HU 350/360 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
7	Internal Security Supervisor	X	X	16	7	3.44	3.94	0.50	Sergeant
8	Outside Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
9	HU 310/320 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
10	HU 330/340 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
11	HU 350/360 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
12	HU 310/320 Supervisor	X	X	24	7	5.16	5.91	0.75	Sergeant
13	HU 330/340 Supervisor	X	X	24	7	5.16	5.91	0.75	Sergeant
14	HU 350/360 Supervisor	X	X	24	7	5.16	5.91	0.75	Sergeant
15	RHU Supervisor	X	X	16	7	3.44	3.94	0.50	Sergeant
16	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
17	Visiting Supervisor	X		8	2	0.49	0.56	0.07	Sergeant
18	Assistant Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
19	Institutional Investigator	X		8	5	1.00	1.00	0.00	Sergeant
20	Intelligence Officer	X		8	5	1.00	1.00	0.00	
21	Intelligence Officer	X		8	5	1.00	1.00	0.00	
22	Master Control	X	X	24	7	5.16	5.91	0.75	
23	Master Control	X		12	7	2.58	2.96	0.38	
24	Front Entry Control	X	X	24	7	5.16	5.91	0.75	
25	Front Entry Search	X	X	24	7	5.16	5.91	0.75	
26	Roving Patrol	X	X	24	7	5.16	5.91	0.75	
27	Sallyport Control	X		8	5	1.22	1.41	0.19	
28	Sallyport	X		8	5	1.00	1.00	0.00	
29	Yard	X	X	24	7	5.16	5.91	0.75	
30	Inside Work Crew	X		8	5	1.00	1.00	0.00	
31	Recreation Yard	X		12	7	2.58	2.96	0.38	
32	Gym	X		12	7	2.58	2.96	0.38	
33	Key Control/Armory	X		8	5	1.00	1.00	0.00	
34	Tool Control	X		8	5	1.00	1.00	0.00	
35	Property/Intake	X		8	5	1.00	1.00	0.00	
36	Property	X		8	5	1.00	1.00	0.00	
37	Laundry	X		8	5	1.00	1.00	0.00	
38	Kitchen	X	X	16	20 7	3.44	3.94	0.50	

UPDATED POST AUDIT									
St. Brides Correctional Center									
Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
39	Kitchen	X		8	7	1.72	1.97	0.25	
40	Medical Control	X		8	7	1.72	1.97	0.25	
41	Medical Floor	X	X	24	7	5.16	5.91	0.75	
42	DOE Academic Floor	X		10	4	1.00	1.00	0.00	
43	DOE Vocational Floor	X		10	4	1.00	1.00	0.00	
44	HU 310 Control	X	X	24	7	5.16	5.91	0.75	
45	HU 310 Floor-A	X	X	24	7	5.16	5.91	0.75	
46	HU 310 Floor-B	X	X	16	7	3.44	3.94	0.50	
47	HU 320 Control	X	X	24	7	5.16	5.91	0.75	
48	HU 320 Floor-A	X	X	24	7	5.16	5.91	0.75	
49	HU 320 Floor-B	X		12	7	2.58	2.96	0.38	
50	HU 330 Control	X	X	24	7	5.16	5.91	0.75	
51	HU 330 Floor-A	X	X	24	7	5.16	5.91	0.75	
52	HU 330 Floor-B	X	X	16	7	3.44	3.94	0.50	
53	HU 340 Control	X	X	24	7	5.16	5.91	0.75	
54	HU 340 Floor-A	X	X	24	7	5.16	5.91	0.75	
55	HU 340 Floor-B	X	X	16	7	3.44	3.94	0.50	
56	HU 350 Control	X	X	24	7	5.16	5.91	0.75	
57	HU 350 Floor-A	X	X	24	7	5.16	5.91	0.75	
58	HU 350 Floor-B	X	X	16	7	3.44	3.94	0.50	
59	HU 360 Control	X	X	24	7	5.16	5.91	0.75	
60	HU 360 Floor-A	X	X	24	7	5.16	5.91	0.75	
61	HU 360 Floor-B	X	X	16	7	3.44	3.94	0.50	
62	Treatment Officer	X		8	5	1.00	1.00	0.00	
63	Treatment Officer	X		8	5	1.00	1.00	0.00	
64	RHU Control	X	X	24	7	5.16	5.91	0.75	
65	RHU Floor A	X	X	24	7	5.16	5.91	0.75	
66	RHU Floor B	X	X	16	7	3.44	3.94	0.50	
67	Transportation	X		8	5	1.00	1.00	0.00	
68	Transportation	X		8	5	1.00	1.00	0.00	
69	Transportation	X		8	5	1.00	1.00	0.00	
70	Transportation	X		8	5	1.00	1.00	0.00	
71	Transportation	X		8	5	1.00	1.00	0.00	
72	Transportation	X		8	5	1.00	1.00	0.00	
73	Transportation	X		8	5	1.00	1.00	0.00	
74	Central Transportation	X		10	4	1.00	1.00	0.00	
75	Visiting Registration	X		8	2	0.49	0.56	0.07	
76	Visiting Front Entry/Search	X		8	2	0.49	0.56	0.07	

UPDATED POST AUDIT

St. Brides Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
77	Visiting Front Entry/Search	X		8	2	0.49	0.56	0.07	
78	Visiting Room Control	X		8	2	0.49	0.56	0.07	
79	Visiting Room Floor	X		8	2	0.49	0.56	0.07	
80	Visiting Room Floor	X		8	2	0.49	0.56	0.07	
81	Visiting Inmate Search	X		8	2	0.49	0.56	0.07	
82	Visiting Inmate Search	X		8	2	0.49	0.56	0.07	
						Current FTE	Updated FTE	Difference	
			Required FTE:			211.35	237.44	26.09	
			Authorized FTE:			211	237	26	
			Security FTE:			167.18	188.45	21.27	

UPDATED POST AUDIT

State Farm Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	4.63	6.03	1.40	Captain/Lieutenant
3	Operations Supervisor	X	X	24	7	4.63	6.03	1.40	Lieutenant/Sergeant
4	HU 1,2 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
5	HU 3 Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
6	HU 4,6, RHU Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
7	Training Director	X		8	5	1.00	1.00	0.00	Captain
8	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
9	HU 1 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
10	HU 2 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
11	HU 3 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
12	HU 4 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
13	HU 6 Commander	X		8	5	1.00	1.00	0.00	Lieutenant
14	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
15	OLU Lieutenant	X	X	24	7	4.63	6.03	1.40	OLU Lieutenant
16	Internal Security Supervisor	X	X	16	7	3.09	4.02	0.93	Sergeant
17	A Side Unit Supervisor AM	X		12	7	2.32	3.01	0.69	Sergeant
18	B Side Unit Supervisor AM	X		12	7	2.32	3.01	0.69	Sergeant
19	A Side Unit Supervisor PM		X	12	7	2.32	3.01	0.69	Sergeant
20	B Side Unit Supervisor PM		X	12	7	2.32	3.01	0.69	Sergeant
21	RHU Supervisor	X		12	7	2.32	3.01	0.69	Sergeant
22	Yard Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
23	External Security Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
24	Facility Movement Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
25	Property/Intake Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
26	Intelligence Officer	X		8	5	1.00	1.00	0.00	
27	Intelligence Officer	X		8	5	1.00	1.00	0.00	
28	Master Control	X	X	24	7	4.63	6.03	1.40	
29	Tower #1	X	X	24	7	4.63	6.03	1.40	
30	Roving Patrol	X	X	24	7	4.63	6.03	1.40	
31	Front Entry/Armory Control	X	X	16	7	3.09	4.02	0.93	
32	Front Entry Shakedown	X	X	24	7	4.63	6.03	1.40	
33	Sallyport	X		12	5	1.65	2.15	0.50	
34	Sallyport	X		12	5	1.65	2.15	0.50	
35	Property/Intake	X		8	5	1.00	1.00	0.00	
36	Property/Intake	X		8	5	1.00	1.00	0.00	

UPDATED POST AUDIT

State Farm Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
37	Property/Laundry	X		8	5	1.00	1.00	0.00	
38	Tool/Armory Control	X		8	5	1.00	1.00	0.00	
39	Key Control	X		8	5	1.00	1.00	0.00	
40	Bailiff	X		8	5	1.00	1.00	0.00	
41	HU1 Control	X	X	24	7	4.63	6.03	1.40	
42	HU1 Patrol	X	X	24	7	4.63	6.03	1.40	
43	HU1 Patrol	X	X	24	7	4.63	6.03	1.40	
44	HU2 Control	X	X	24	7	4.63	6.03	1.40	
45	HU2 Patrol	X	X	24	7	4.63	6.03	1.40	
46	HU2 Patrol	X	X	24	7	4.63	6.03	1.40	
47	HU3 Control	X	X	24	7	4.63	6.03	1.40	
48	HU3 Patrol	X	X	24	7	4.63	6.03	1.40	
49	HU3 Patrol	X	X	24	7	4.63	6.03	1.40	
50	HU4 Control	X	X	24	7	4.63	6.03	1.40	
51	HU4 Patrol	X	X	24	7	4.63	6.03	1.40	
52	HU4 Patrol	X	X	24	7	4.63	6.03	1.40	
53	HU6 Control	X	X	24	7	4.63	6.03	1.40	
54	HU6 Patrol	X	X	24	7	4.63	6.03	1.40	
55	HU6 Patrol	X	X	24	7	4.63	6.03	1.40	
56	Bldg 5 Control	X	X	16	7	3.09	4.02	0.93	
57	Bldg 5 Program Patrol A	X		12	7	2.32	3.01	0.69	
58	Bldg 5 Program Patrol B	X		10	4	1.10	1.43	0.33	
59	Treatment Officer	X		12	5	1.65	2.15	0.50	
60	Treatment Officer	X		8	5	1.00	1.00	0.00	
61	Treatment Officer	X		8	5	1.00	1.00	0.00	Pre-Cog
62	RHU Patrol	X	X	24	7	4.63	6.03	1.40	
63	RHU Patrol	X	X	24	7	4.63	6.03	1.40	
64	Medical	X	X	16	7	3.09	4.02	0.93	
65	Recreation (19A)	X	X	16	7	3.09	4.02	0.93	
66	Recreation (19B)	X	X	16	7	3.09	4.02	0.93	
67	Internal Gate (19C)	X	X	24	7	4.63	6.03	1.40	
68	Kitchen	X	X	16	7	3.09	4.02	0.93	
69	Kitchen	X		12	7	2.32	3.01	0.69	
70	Transportation	X		12	5	1.65	2.15	0.50	
71	Transportation	X		12	5	1.65	2.15	0.50	
72	Transportation	X		12	5	1.65	2.15	0.50	

UPDATED POST AUDIT

State Farm Correctional Center

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
73	Transportation	X		12	5	1.65	2.15	0.50	
74	Transportation	X		12	5	1.65	2.15	0.50	
75	Transportation	X		12	5	1.65	2.15	0.50	
76	Transportation	X		12	5	1.65	2.15	0.50	
77	Transportation	X		12	5	1.65	2.15	0.50	
78	Work Crew #1	X		8	5	1.00	1.00	0.00	
79	Work Crew #2	X		8	5	1.00	1.00	0.00	
80	Work Crew #3	X		8	5	1.00	1.00	0.00	
81	Visitor Processing	X		8	2	0.44	0.57	0.13	
82	Visitor Shakedown	X		8	2	0.44	0.57	0.13	BFOQ
83	Visiting Room Patrol	X		8	2	0.44	0.57	0.13	
84	Visiting Room Patrol	X		8	2	0.44	0.57	0.13	
85	Visiting Room/Inmate Shakedown	X		8	2	0.44	0.57	0.13	BFOQ
86	Visiting Room/Inmate Shakedown	X		8	2	0.44	0.57	0.13	BFOQ
						Current FTE	Updated FTE	Difference	
				Required FTE:		204.52	257.46	52.94	
				Authorized FTE:		205	258	53	
				Security FTE:		159.94	204.30	44.36	

Post Audit

Sussex 1 State Prison

Post Number	Title	Shift		Duty		Staff Required	Updated Relief Factor	Difference
		Day	Night	Hrs	Days			
1	Chief of Security	X		8	5	1.00	1.00	0.00
2	Shift Commander	X	X	24	7	5.13	6.56	1.43
3	Operations Supervisor	X	X	24	7	5.13	6.56	1.43
4	Internal Security Supervisor	X		12	7	2.57	3.28	0.71
5	Administrative Supervisor	X		8	5	1.22	1.56	0.34
6	External Supervisor	X		8	5	1.00	1.00	0.00
7	HU1 Unit Manager	X		8	5	1.00	1.00	0.00
8	HU2 Unit Manager	X		8	5	1.00	1.00	0.00
9	HU3 Unit Manager	X		8	5	1.00	1.00	0.00
10	HU4 Unit Manager	X		8	5	1.00	1.00	0.00
11	HU1 Commander	X		8	5	1.00	1.00	0.00
12	HU2 Commander	X		8	5	1.00	1.00	0.00
13	Medical/Intake Commander	X		12	7	2.57	3.28	0.71
14	HU3 Commander	X		8	5	1.22	1.56	0.34
15	HU4 Commander	X		8	5	1.00	1.00	0.00
16	HU1 Supervisor	X	X	24	7	5.13	6.56	1.43
17	HU2 Supervisor	X	X	24	7	5.13	6.56	1.43
18	HU3 Supervisor	X	X	24	7	5.13	6.56	1.43
19	HU4 Supervisor	X	X	24	7	5.13	6.56	1.43
20	Laundry/Property Supervisor	X		8	5	1.00	1.00	0.00
21	Yard Supervisor	X		12	7	2.57	3.28	0.71
22	Institutional Training Officer	X		8	5	1.00	1.00	0.00
23	Assistant Training Officer	X		8	5	1.00	1.00	0.00
24	Assistant Training Officer	X		8	5	1.00	1.00	0.00
25	Institutional Investigator	X		8	5	1.00	1.00	0.00
26	Assistant Institutional Investigator	X		8	5	1.00	1.00	0.00
27	Intelligence Officer	X		8	5	1.00	1.00	0.00
28	Intelligence Officer	X		8	5	1.00	1.00	0.00
29	Intelligence Officer	X		8	5	1.00	1.00	0.00
30	Intelligence Officer	X		8	5	1.00	1.00	0.00

Post Audit

Sussex 1 State Prison

Post Number	Title	Shift		Duty		Staff Required	Updated Relief Factor	Difference
		Day	Night	Hrs	Days			
31	Tool Control Officer	X		8	5	1.00	1.00	0.00
32	Key Control/Armory Officer	X		8	5	1.22	1.56	0.34
33	Assistant Key Control/Armory Officer	X		8	5	1.00	1.00	0.00
34	Tower #1	X	X	24	7	5.13	6.56	1.43
35	Tower #3	X	X	24	7	5.13	6.56	1.43
36	Roving Patrol	X	X	24	7	5.13	6.56	1.43
37	Sallyport Officer	X		12	7	2.57	3.28	0.71
38	Sallyport Officer	X		8	5	1.00	1.00	0.00
39	Admin Entry Officer	X	X	24	7	5.13	6.56	1.43
40	Admin Master Control	X	X	24	7	5.13	6.56	1.43
41	Admin Master Control	X		12	7	2.57	3.28	0.71
42	Transportation Officer	X		8	5	1.00	1.00	0.00
43	Transportation Officer	X		8	5	1.00	1.00	0.00
44	Transportation Officer	X		8	5	1.00	1.00	0.00
45	Transportation Officer	X		8	5	1.00	1.00	0.00
46	Transportation Officer	X		8	5	1.00	1.00	0.00
47	Transportation Officer	X		8	5	1.00	1.00	0.00
48	Transportation Officer	X		8	5	1.00	1.00	0.00
49	Transportation Officer	X		8	5	1.00	1.00	0.00
50	Transportation Officer	X		8	5	1.00	1.00	0.00
51	Transportation Officer	X		8	5	1.00	1.00	0.00
52	Support Building Master Control (70)	X	X	24	7	5.13	6.56	1.43
53	Support Building Hallway Control (60)	X		8	5	1.00	1.00	0.00
54	Commissary Officer	X		8	5	1.00	1.00	0.00
55	Yard/Gym	X		12	7	2.57	3.28	0.71
56	Treatment Programs Officer	X		8	5	1.22	1.56	0.34
57	Treatment Programs Officer	X		8	5	1.22	1.56	0.34
58	Treatment Programs Officer	X		8	5	1.22	1.56	0.34
59	Treatment Programs Officer	X		8	5	1.22	1.56	0.34
60	Bailiff Officer	X		8	5	1.00	1.00	0.00

Post Audit

Sussex 1 State Prison

Post Number	Title	Shift		Duty		Staff Required	Updated Relief Factor	Difference
		Day	Night	Hrs	Days			
61	Gun Post Officer	X		12	7	2.57	3.28	0.71
62	Gun Post Officer	X		12	7	2.57	3.28	0.71
63	Kitchen Officer	X		12	7	2.57	3.28	0.71
64	Kitchen Officer	X		12	7	2.57	3.28	0.71
65	Medical Officer	X		12	7	2.57	3.28	0.71
66	Medical Ward Officer	X	X	24	7	5.13	6.56	1.43
67	Medical Escort Officer	X		8	5	1.00	1.00	0.00
68	Medical Escort Officer	X		8	5	1.00	1.00	0.00
69	Dylasis Security	X		8	5	1.00	1.00	0.00
70	DOE Academic Officer	X		10	4	1.22	1.56	0.34
71	DOE Vocational Officer	X		10	4	1.00	1.00	0.00
72	Laundry/Supply Officer	X		8	5	1.00	1.00	0.00
73	Laundry/Supply Officer	X		8	5	1.00	1.00	0.00
74	Property Officer	X		8	5	1.00	1.00	0.00
75	Property Officer	X		8	5	1.00	1.00	0.00
76	Property Officer	X		8	5	1.00	1.00	0.00
77	HU1 Lower Control	X	X	24	7	5.13	6.56	1.43
78	HU1 Lower Gun Officer	X		12	7	2.57	3.28	0.71
79	HU1 A Floor Officer	X	X	24	7	5.13	6.56	1.43
80	HU1 B Floor Officer	X	X	16	7	3.42	4.37	0.95
81	HU1 Upper Control	X	X	24	7	5.13	6.56	1.43
82	HU1 Upper Gun Officer	X		12	7	2.57	3.28	0.71
83	HU1 C Floor Officer	X	X	24	7	5.13	6.56	1.43
84	HU1 D Floor Officer	X	X	16	7	3.42	4.37	0.95
85	HU2 Lower Control	X	X	24	7	5.13	6.56	1.43
86	HU2 Lower Gun Officer	X		12	7	2.57	3.28	0.71
87	HU2 A Floor Officer	X	X	24	7	5.13	6.56	1.43
88	HU2 B Floor Officer	X	X	16	7	3.42	4.37	0.95
89	HU2 Upper Control	X	X	24	7	5.13	6.56	1.43
90	HU2 Upper Gun Officer	X		12	7	2.57	3.28	0.71

Post Audit

Sussex 1 State Prison

Post Number	Title	Shift		Duty		Staff Required	Updated Relief Factor	Difference
		Day	Night	Hrs	Days			
91	HU2 C Floor Officer	X	X	24	7	5.13	6.56	1.43
92	HU2 D Floor Officer	X	X	16	7	3.42	4.37	0.95
93	HU3 RHU Lower Control	X	X	24	7	5.13	6.56	1.43
94	HU3 RHU A Floor Officer	X	X	24	7	5.13	6.56	1.43
95	HU3 RHU B Floor Officer	X	X	24	7	5.13	6.56	1.43
96	HU3 RHU A/B Escort Officer	X		12	7	2.57	3.28	0.71
97	HU3 RHU A/B Escort Officer	X		12	7	2.57	3.28	0.71
98	HU3 RHU Upper Control	X	X	24	7	5.13	6.56	1.43
99	HU3 C Floor Officer	X	X	24	7	5.13	6.56	1.43
100	HU3 D Floor Officer	X	X	16	7	3.42	4.37	0.95
101	HU3 Utility Officer	X		12	7	2.57	3.28	0.71
102	HU4 Lower Control	X	X	24	7	5.13	6.56	1.43
103	HU4 Lower Gun Officer	X		12	7	2.57	3.28	0.71
104	HU4 A Floor Officer	X	X	24	7	5.13	6.56	1.43
105	HU4 B Floor Officer	X	X	16	7	3.42	4.37	0.95
106	HU4 Upper Control	X	X	24	7	5.13	6.56	1.43
107	HU4 Upper Gun Officer	X		12	7	2.57	3.28	0.71
108	HU4 C Floor Officer	X	X	16	7	3.42	4.37	0.95
109	HU4 D Floor Officer	X	X	24	7	5.13	6.56	1.43
110	HU5 Control Room Officer	X	X	24	7	5.13	6.56	1.43
111	HU5 Floor Officer	X	X	24	7	5.13	6.56	1.43
112	Visitor Identification	X		8	2	0.49	0.62	0.13
113	Visitor Identification	X		8	2	0.49	0.62	0.13
114	Visitor Search	X		8	2	0.49	0.62	0.13
115	Visitor Search	X		8	2	0.49	0.62	0.13
116	Visiting Room Floor Officer	X		8	2	0.49	0.62	0.13
117	Visiting Room Floor Officer	X		8	2	0.49	0.62	0.13
118	Visiting Room Floor Officer	X		8	2	0.49	0.62	0.13
119	Visiting Room Floor Officer	X		8	2	0.49	0.62	0.13
120	Visiting Room Control Officer	X		8	2	0.49	0.62	0.13

Post Audit

Sussex 1 State Prison

Post Number	Title	Shift		Duty		Staff Required	Updated Relief Factor	Difference
		Day	Night	Hrs	Days			
121	Visiting Offender Search	X		8	2	0.49	0.62	0.13
122	Visiting Offender Search	X		8	2	0.49	0.62	0.13
123	Visiting Offender Search	X		8	2	0.49	0.62	0.13
124	K-9 Patrol Sergeant	X		8	5	1.00	1.00	0.00
125	K-9 Patrol Dog	X	X	16	7	3.42	4.37	0.95
126	K-9 Patrol Dog	X	X	16	7	3.42	4.37	0.95
127	K-9 Patrol Dog	X	X	16	7	3.42	4.37	0.95
128	K-9 Patrol Dog	X	X	16	7	3.42	4.37	0.95
129	K-9 Patrol Dog	X	X	16	7	3.42	4.37	0.95
130	K-9 Patrol Dog	X		8	5	1.00	1.00	0.00
						Current FTE	Updated FTE	Difference
			Required FTE:			318.24	393.88	75.64
			Authorized FTE:			318	398	80
			Security FTE:			266.31	330.56	64.25

UPDATED POST AUDIT

Virginia Correctional Center for Women

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Watch Commander	X	X	24	7	5.18	6.33	1.15	Captain/Lieutenant
3	Operations/Visiting Supervisor	X	X	24	7	5.18	6.33	1.15	Lieutenant/Sergeant
4	Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
5	Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
6	Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
7	Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
8	HU3 Supervisor	X	X	24	7	5.18	6.33	1.15	Sergeant
9	HU2/HU4 Supervisor	X	X	24	7	5.18	6.33	1.15	Sergeant
10	HU5/HU6 Supervisor	X	X	24	7	5.18	6.33	1.15	Sergeant
11	Grounds Housing Unit Support Supervisor		X	12	7	2.59	3.16	0.57	Sergeant
12	Internal Operations Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
13	Recruitment and Retention Officer	X		8	5	1.00	1.00	0.00	Lieutenant
14	Institutional Training Officer	X		8	5	1.00	1.00	0.00	Lieutenant
15	Assistant Institutional Training Officer	X		8	5	1.00	1.00	0.00	Sergeant
16	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
17	Intelligence Officer	X		8	5	1.00	1.00	0.00	
18	Master Control	X	X	24	7	5.18	6.33	1.15	
19	Master Control	X		12	7	2.59	3.16	0.57	
20	Grounds Security	X	X	24	7	5.18	6.33	1.15	
21	Grounds Security	X		12	7	2.59	3.16	0.57	
22	Front Gate/ Pedestrian & Vehicle	X	X	24	7	5.18	6.33	1.15	
23	Front Gate/ Pedestrian & Vehicle	X		12	7	2.59	3.16	0.57	
24	Key Control	X		8	5	1.00	1.00	0.00	
25	Tool Control	X		8	5	1.00	1.00	0.00	
26	Property/Clothing	X		8	5	1.00	1.00	0.00	
27	Laundry	X		8	5	1.00	1.00	0.00	
28	Intake /Recreation	X		8	7	1.73	2.11	0.38	
29	Recreation	X		8	7	1.73	2.11	0.38	
30	Kitchen	X	X	16	7	3.45	4.22	0.77	
31	DOE School/Programs	X		12	5	1.85	2.26	0.41	
32	Programs	X	X	16	7	3.45	4.22	0.77	
33	Medical/Sick Call Officer	X		8	5	1.23	1.51	0.28	
34	Work Crew Officer	X		8	5	1.23	1.51	0.28	

UPDATED POST AUDIT

Virginia Correctional Center for Women

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
35	Mental Health Officer	X		8	5	1.23	1.51	0.28	
36	HU2-1 Floor Officer	X	X	24	7	5.18	6.33	1.15	
37	HU2-2 Floor Officer	X	X	24	7	5.18	6.33	1.15	
38	HU3 Control Room Officer	X	X	24	7	5.18	6.33	1.15	
39	HU3 Floor Officer (RHU)	X	X	24	7	5.18	6.33	1.15	
40	HU3 Floor Officer (RHU)	X	X	24	7	5.18	6.33	1.15	
41	HU4-1 Floor Officer	X	X	24	7	5.18	6.33	1.15	
42	HU4-2 Floor Officer	X	X	24	7	5.18	6.33	1.15	
43	HU5-1 Floor Officer	X	X	24	7	5.18	6.33	1.15	
44	HU5-2 Floor Officer	X	X	24	7	5.18	6.33	1.15	
45	HU 5,6 Treatment Officer	X		8	5	1.00	1.00	0.00	
46	HU6-1 Floor Officer	X	X	24	7	5.18	6.33	1.15	
47	HU6-2 Floor Officer	X	X	24	7	5.18	6.33	1.15	
48	HU 6-3 Floor Officer	X	X	24	7	5.18	6.33	1.15	
49	Transportation	X		8	5	1.23	1.51	0.28	
50	Transportation	X		8	5	1.00	1.00	0.00	
51	Transportation	X		8	5	1.00	1.00	0.00	
52	Transportation	X		8	5	1.23	1.51	0.28	
53	Transportation	X		8	5	1.23	1.51	0.28	
54	Transportation	X		8	5	1.23	1.51	0.28	
55	Visiting/Offender Search	X		8	2	0.49	0.60	0.11	
56	Visiting/Offender Search	X		8	2	0.49	0.60	0.11	
57	Family Reunification House	X	X	24	2	1.48	1.81	0.33	
58	Keefe Warehouse Superviosr	X		8	5	1.00	1.00	0.00	
59	Keefe Warehouse Superviosr	X		8	5	1.00	1.00	0.00	
60	Keefe Warehouse Officer	X		8	5	1.23	1.51	0.28	
61	Keefe Warehouse Officer	X		8	5	1.23	1.51	0.28	
						Current FTE	Updated FTE	Difference	
			Required FTE:			159.70	190.76	31.06	
			Authorized FTE:			160	191	31	
			Security FTE:			121.21	145.95	24.74	

UPDATED POST AUDIT

Wallens Ridge State Prison

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.31	6.31	1.00	Captain/Lieutenant
3	Operations Supervisor	X	X	24	7	5.31	6.31	1.00	Lieutenant
4	Internal Security	X		12	7	2.66	3.15	0.49	Lieutenant
5	A Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
6	B Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
7	C Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
8	D Building Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
9	A Building Commander	X		8	5	1.00	1.00	0.00	Lieutenant
10	B Building Commander	X		8	5	1.00	1.00	0.00	Lieutenant
11	C Building Commander	X		8	5	1.00	1.00	0.00	Lieutenant
12	D Building Commander	X		8	5	1.00	1.00	0.00	Lieutenant
13	Visitation Supervisor	X		8	2	0.50	0.60	0.10	Lieutenant
14	A Building Supervisor	X		12	7	2.66	3.15	0.49	Sergeant
15	B Building Re-entry Supervisor	X		12	7	2.66	3.15	0.49	Sergeant
16	C Building Program Supervisor	X		12	7	2.66	3.15	0.49	Sergeant
17	D Restrictive Housing Supervisor	X	X	24	7	5.31	6.31	1.00	Sergeant
18	A Building Supervisor		X	12	7	2.66	3.15	0.49	Sergeant
19	B and C Building Supervisor		X	12	7	2.66	3.15	0.49	Sergeant
20	Institutional Trainer	X		8	5	1.00	1.00	0.00	Lieutenant
21	Assistant Institutional Trainer	X		8	5	1.00	1.00	0.00	Sergeant
22	Canine Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
23	Property/DOE Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
24	Kitchen/Laundry/Transportation Supv	X		8	5	1.00	1.00	0.00	Sergeant
25	Institutional Investigator	X		8	5	1.00	1.00	0.00	Lieutenant
26	Intelligence Officer	X		8	5	1.00	1.00	0.00	Officer
27	Intelligence Officer	X		8	5	1.00	1.00	0.00	Officer
28	Sallyport Shakedown	X		8	5	1.26	1.50	0.24	Officer
29	Sallyport Gun Post	X		8	5	1.26	1.50	0.24	Officer
30	Medical Escort	X		8	5	1.00	1.00	0.00	Officer
31	Medical Escort	X		8	5	1.00	1.00	0.00	Officer
32	Infirmary Escort	X		8	5	1.00	1.00	0.00	Officer
33	Personal Property	X		8	5	1.00	1.00	0.00	Officer
34	Personal Property	X		8	5	1.00	1.00	0.00	Officer
35	Key Control/Armory Officer	X		8	5	1.00	1.00	0.00	Officer
36	Tool Control/Clothing Officer	X		8	5	1.00	1.00	0.00	Officer
37	Medical Escort	X		8	5	1.00	1.00	0.00	Officer

UPDATED POST AUDIT

Wallens Ridge State Prison

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
38	Warehouse Work Crew/Property	X		8	5	1.00	1.00	0.00	Officer/BFOQ-M
39	DOE Gun Post	X		8	5	1.00	1.00	0.00	Officer
40	DOE Patrol	X		8	5	1.00	1.00	0.00	Officer
41	Master Control	X	X	24	7	5.31	6.31	1.00	Officer
42	Master Control	X		12	7	2.66	3.15	0.49	Officer
43	Tower #1	X	X	24	7	5.31	6.31	1.00	Officer
44	Tower #2	X	X	24	7	5.31	6.31	1.00	Officer
45	Front Search	X	X	24	7	5.31	6.31	1.00	Officer
46	Roving Patrol	X	X	24	7	5.31	6.31	1.00	Officer
47	Gun Post #1	X		12	7	2.66	3.15	0.49	Officer
48	Gun Post #2	X	X	16	7	3.54	4.20	0.66	Officer
49	Gun Post #3	X		12	7	2.66	3.15	0.49	Officer
50	Kitchen Officer	X	X	16	7	3.54	4.20	0.66	Officer
51	Kitchen Patrol	X		12	7	2.66	3.15	0.49	Officer
52	Medical Control Room Officer	X	X	24	7	5.31	6.31	1.00	Officer
53	Medical Patrol Officer	X	X	24	7	5.31	6.31	1.00	Officer
54	A1/A2/A3 Control Room	X	X	24	7	5.31	6.31	1.00	Officer
55	A1/A2/A3 Gun Post Officer	X		12	7	2.66	3.15	0.49	Officer
56	A1 Population	X	X	24	7	5.31	6.31	1.00	Officer
57	A-2 Population Sam	X		12	7	2.66	3.15	0.49	Officer
58	A3 Population Sam	X	X	24	7	5.31	6.31	1.00	Officer
59	A1/A2/A3 Treatment Officer	X		8	5	1.00	1.00	0.00	Officer
60	A4/A5/A6 Control Room	X	X	24	7	5.31	6.31	1.00	Officer
61	A4/A5/A6 Gun Post	X		12	7	2.66	3.15	0.49	Officer
62	A4 Population	X	X	24	7	5.31	6.31	1.00	Officer
63	A5 Population	X		12	7	2.66	3.15	0.49	Officer
64	A6 Population	X	X	24	7	5.31	6.31	1.00	Officer
65	A4/A5/A6 Treatment Officer	X		8	5	1.00	1.00	0.00	Officer
66	B1/B2/B3 Control Room	X	X	24	7	5.31	6.31	1.00	Officer
67	B1/B2/B3 Gun Post	X		12	7	2.66	3.15	0.49	Officer
68	B1 Population	X	X	24	7	5.31	6.31	1.00	Officer
69	B2 Population	X		12	7	2.66	3.15	0.49	Officer
70	B3 Population	X	X	24	7	5.31	6.31	1.00	Officer
71	B1/B2/B3 Treatment Officer	X		8	5	1.00	1.00	0.00	Officer
72	B4/B5/B6 Control Room	X	X	24	7	5.31	6.31	1.00	Officer
73	B4/B5/B6 Gun Post	X		12	7	2.66	3.15	0.49	Officer
74	B4 Population	X	X	24	7	5.31	6.31	1.00	Officer

UPDATED POST AUDIT

Wallens Ridge State Prison

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
75	B5 Population	X		12	7	2.66	3.15	0.49	Officer
76	B6 Population	X	X	24	7	5.31	6.31	1.00	Officer
77	B4/B5/B6 Treatment Officer	X		8	5	1.00	1.00	0.00	Officer
78	C1/C2/C3 Control Room	X	X	24	7	5.31	6.31	1.00	Officer
79	C1/C2/C3 Gun Post	X		12	7	2.66	3.15	0.49	Officer
80	C1 Population	X	X	24	7	5.31	6.31	1.00	Officer
81	C2 Population STARS	X		12	7	2.66	3.15	0.49	Officer
82	C3 Population STARS	X	X	24	7	5.31	6.31	1.00	Officer
83	C1/C2/C3 Treatment Officer	X		8	5	1.00	1.00	0.00	Officer
84	C4/C5/C6 Control Room	X	X	24	7	5.31	6.31	1.00	Officer
85	C4/C5/C6 Gun Post	X		12	7	2.66	3.15	0.49	Officer
86	C4 Population	X	X	24	7	5.31	6.31	1.00	Officer
87	C5 Population	X		12	7	2.66	3.15	0.49	Officer
88	C6 Population	X	X	24	7	5.31	6.31	1.00	Officer
89	C4/C5/C6 Treatment Officer	X		8	5	1.00	1.00	0.00	Officer
90	D1/D2/D3 Control Room	X	X	24	7	5.31	6.31	1.00	Officer
91	D1/D2/D3 Utility Officer	X		12	7	2.66	3.15	0.49	Officer
92	D1 Restrictive Housing	X	X	24	7	5.31	6.31	1.00	Officer
93	D1 Restrictive Housing Escort	X		12	7	2.66	3.15	0.49	Officer
94	D2 Restrictive Housing	X		12	7	2.66	3.15	0.49	Officer
95	D2 Restrictive Housing Escort	X		12	7	2.66	3.15	0.49	Officer
96	D3 SMI Housing Unit	X	X	24	7	5.31	6.31	1.00	Officer
97	D3 SMI Housing Unit Escort	X		12	7	2.66	3.15	0.49	Officer
98	SMI Treatment Officer	X		8	5	1.00	1.00	0.00	Officer
99	SMI Treatment Officer	X		8	5	1.00	1.00	0.00	Officer
100	SMI Treatment Officer	X		8	5	1.00	1.00	0.00	Officer
101	D1/D2 Treatment Officer	X		8	5	1.00	1.00	0.00	Officer
102	D4/D5/D6 Control Room	X	X	24	7	5.31	6.31	1.00	Officer
103	D4/D5/D6 Gun Post	X		12	7	2.66	3.15	0.49	Officer
104	D4 Population Stars	X	X	24	7	5.31	6.31	1.00	Officer
105	D4/D5 Restrictive Housing Escort	X		12	7	2.66	3.15	0.49	Officer
106	D5 Restrictive Housing	X		12	7	2.66	3.15	0.49	Officer
107	D6 Restrictive Housing	X	X	24	7	5.31	6.31	1.00	Officer
108	D Restrictive Housing Escort	X		12	7	2.66	3.15	0.49	Officer
109	D4/D5/D6 Treatment Officer	X		8	5	1.00	1.00	0.00	Officer
110	Front Entry Body Scanner Operator	X		12	7	2.66	3.15	0.49	Officer
111	D Restrictive Housing Exterior Rec	X		12	7	2.66	3.15	0.49	Officer

UPDATED POST AUDIT

Wallens Ridge State Prison

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
112	A/B Yard Officer	X		12	7	2.66	3.15	0.49	Officer
113	C Yard Officer	X		12	7	2.66	3.15	0.49	Officer
114	Intelligence Officer	X		8	5	1.00	1.00	0.00	Officer
115	Work Crew Admin	X		8	5	1.26	1.50	0.24	Officer
116	Transportation	X		8	5	1.26	1.50	0.24	Officer
117	Transportation	X		8	5	1.00	1.00	0.00	Officer
118	Transportation	X		8	5	1.00	1.00	0.00	Officer
119	Transportation	X		8	5	1.00	1.00	0.00	Officer
120	Transportation	X		8	5	1.00	1.00	0.00	Officer
121	Transportation	X		8	5	1.00	1.00	0.00	Officer
122	Transportation	X		8	5	1.00	1.00	0.00	Officer
123	Visiting Processing	X		8	2	0.50	0.60	0.10	Officer
124	Visiting Entry/Search	X		8	2	0.50	0.60	0.10	Officer
125	Visiting Inmate Search	X		8	2	0.50	0.60	0.10	Officer
126	Visiting	X		8	2	0.50	0.60	0.10	Officer
127	Visiting	X		8	2	0.50	0.60	0.10	Officer
128	Visiting	X		8	2	0.50	0.60	0.10	Officer
129	Canine Patrol Handler	X		12	7	2.66	3.15	0.49	Officer
130	Canine Patrol Handler	X		12	7	2.66	3.15	0.49	Officer
131	Canine Patrol Handler	X		12	7	2.66	3.15	0.49	Officer
132	Canine Patrol Handler	X		12	7	2.66	3.15	0.49	Officer
133	Canine Patrol Handler	X		8	5	1.26	1.50	0.24	Officer
						Current FTE	Updated FTE	Difference	
						Required FTE:	347.16	403.49	56.33
						Authorized FTE:	347	404	57
						Security FTE:	299.77	350.06	50.29

POST AUDIT

Deerfield Men's Work Center One

Post Number	Title	Shift		Duty		Staff Required	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Captain
2	Unit Commander	X		8	5	1.00	1.00	0.00	Lieutenant
3	Work Crew Commander	X		8	5	1.00	1.00	0.00	Lieutenant
4	Shift Commander	X	X	24	17	5.18	6.35	1.17	Sergeant
5	Master Control	X	X	24	7	5.18	6.35	1.17	
6	Floor Officer	X	X	24	7	5.18	6.35	1.17	
7	Floor Officer	X	X	24	7	5.18	6.35	1.17	
8	Medical/Kitchen	X		8	5	1.00	1.00	0.00	
9	Property Laundry	X		8	5	1.00	1.00	0.00	
10	Farm Tool Control	X		8	5	1.00	1.00	0.00	
11	Farm Crew Officer	X		8	5				Position moved HQ
12	Farm Crew Officer	X		8	5				Position moved HQ
13	Farm Crew Officer	X		8	5				Position moved HQ
14	Farm Crew Officer	X		8	5				Position moved HQ
15	Farmers Market Crew	X		8	5				Position moved HQ
16	Work Crew (Inside)	X		8	5				Position moved HQ
17	Work Crew (Grounds)	X		8	5				Position moved HQ
18	Work Crew (External/Motor Pool)	X		8	5				Position moved HQ
19	Visiting Entry Control	X		8	2				Position moved HQ
20	Visiting Search	X		8	2				Position moved HQ
21	Visiting Search	X		8	2				Position moved HQ
21	Unit Manager	X		8	5				Position moved HQ
						Current FTE	Updated FTE	Difference	
			Required FTE:			26.72	31.40	4.68	
			Authorized FTE:			27	31	4	
			Security FTE:			18.54	22.05	3.51	

Post Audit

Deerfield Men's Work Center Two

Post Number	Title	Shift		Duty		Staff Required	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Unit Supervisor	X		8	5	1.00	1.00	0.00	Lieutenant
2	Shift Commander	X	X	24	7	5.18	6.35	1.17	Sergeant
3	Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
4	Master Control	X	X	24	7	5.18	6.35	1.17	
5	Dorm A Officer	X	X	24	7	5.18	6.35	1.17	
6	Dorm B Officer	X	X	24	7	5.18	6.35	1.17	
7	Medical/Kitchen	X		8	5	1.00	1.00	0.00	
8	Propert/Laundry	X		8	5	1.00	1.00	0.00	
9	Work Crew	X		8	5	1.00	1.00	0.00	
10	Flash Freeze Work Crew	X		12	6	2.22	2.72	0.50	
11	Flash Freeze Work Crew	X		12	6	2.22	2.72	0.50	
12	Flash Freeze Work Crew	x		8	5	1.23	1.51	0.28	
13	Visiting Entry	X		8	2	0.49	0.60	0.11	
14	Visiting Search	X		8	2	0.49	0.60	0.11	
15	Visitng Search	X		8	2	0.49	0.60	0.11	
						Current FTE	Updated FTE	Difference	
			Required FTE:			32.86	39.15	6.29	
			Authorized FTE:			33	39	6	
			Security FTE:			25.68	30.80	5.12	

Post Audit

Nottoway Work Center

Post Number	Title	Shift		Duty		Staff Required	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Captain	X		8	5	1.00	1.00	0.00	Captain
2	Watch Commander	X	X	24	7	5.00	6.32	1.32	Sergeant
3	Reception/Escort Officer	X		8	5	1.00	1.00	0.00	
4	Dorm/Entry Officer	X	X	24	7	5.00	6.32	1.32	
5	Dorm/Movement Officer	X	X	24	7	5.00	6.32	1.32	
6	Dorm/Movement Officer		X	12	7	2.50	3.16	0.66	
7	Dorm Patrol/Utility Officer	X		12	7	2.50	3.16	0.66	
8	Crew/Utility Officer	X		12	7	2.50	3.16	0.66	
9	Crew/Utility Officer	X		12	7	2.50	3.16	0.66	
10	Crew Officer	X		8	5	1.00	1.00	0.00	
11	Crew Officer	X		8	5	1.00	1.00	0.00	
12	Crew Officer	X		8	5	1.00	1.00	0.00	
13	Crew Officer	X		8	5	1.00	1.00	0.00	
14	Crew Officer Greenhouse	X		8	5	1.00	1.00	0.00	
15	Property/Laundry Officer	X		8	5	1.00	1.00	0.00	
16	Work Crew (Inside Grounds)	X		8	5	1.00	1.00	0.00	
17	Work Crew Outside Grounds	X		8	5	1.00	1.00	0.00	
18	Work Crew Farm	X		8	5	1.00	1.00	0.00	
19	Work Crew Farm	X		8	5	1.00	1.00	0.00	
20	Work Crew Farm	X		8	5	1.00	1.00	0.00	
21	Work Crew Farm	X		8	5	1.00	1.00	0.00	
22	Visitation Officer	X		8	2	0.48	0.60	0.12	Weekend
23	Visitation Officer	X		8	2	0.48	0.60	0.12	Weekend
			Required FTE:			39.96	46.80	6.84	
			Authorized FTE:			40	47	7	
			Security FTE:			33.96	39.48	5.52	

Post Audit

State Farm Work Center

Post Number	Title	Shift		Duty		Staff Required	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Captain
2	Unit Manager	X		8	5	1.00	1.00	0.00	Unit Manager
3	Administrative Lieutenant	X		8	5	1.00	1.00	0.00	Lieutenant
4	Shift Commander	X	X	24	7	4.63	6.03	1.40	Sergeant
5	Work Crew Superviosr	X		8	5	1.00	1.00	0.00	Sergeant
6	External Operations Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
7	Intelligence Officer	X		8	5	1.00	1.00	0.00	BFOQ
8	Property Officer	X		8	5	1.10	1.00	-0.10	
9	Tool Room Officer	X		8	5	1.00	1.00	0.00	
10	Armory/Key Control	X		8	5	1.00	1.00	0.00	
11	A Dorm Control	X	X	24	7	4.63	6.03	1.40	
12	B Dorn Control	X	X	24	7	4.63	6.03	1.40	
13	A/B Dorm Floor Officer		X	12	7	2.32	3.02	0.70	
14	Master Control Officer	X	X	24	7	4.63	6.03	1.40	
15	Front Entry Search	X		12	5	1.65	2.15	0.50	
16	Back Gate Movement Officer	X		12	7	2.32	3.02	0.70	
17	Back Gate Shakedown Officer	X	X	16	7	3.09	4.02	0.93	BFOQ
18	Kitchen Officer	X	X	16	7	3.09	4.02	0.93	
19	Grounds Security	X	X	24	7	4.63	6.03	1.40	
20	Visiting Entry	X		8	2	0.44	0.57	0.13	
21	Visitation Room	X		8	2	0.44	0.57	0.13	
22	Visitation Shakedown	X		8	2	0.44	0.57	0.13	
23	Programs Officer		X	12	7	2.32	3.02	0.70	
24	Transportation	X		8	5	1.10	1.44	0.34	
25	Transportation	X		8	5	1.10	1.44	0.34	
26	Work Crew Horse Barn	X		12	7	2.32	3.02	0.70	
27	Work Crew #1	X		8	5	1.10	1.44	0.34	
28	Work Crew #2	X		8	5	1.10	1.44	0.34	
29	Work Crew #3	X		8	5	1.10	1.44	0.34	
30	Work Crew #4	X		8	5	1.10	1.44	0.34	
31	Work Crew #5	X		8	5	1.10	1.44	0.34	

Post Audit

State Farm Work Center

Post Number	Title	Shift		Duty		Staff Required	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
32	Work Crew #6	X		8	5	1.10	1.44	0.34	
33	Work Crew #7	X		8	5	1.10	1.44	0.34	
34	Work Crew #8	X		8	5	1.00	1.00	0.00	
35	Work Crew #9	X		8	5	1.00	1.00	0.00	
36	Work Crew #10	X		8	5	1.00	1.00	0.00	
37	Work Crew #11	X		8	5	1.00	1.00	0.00	
38	Work Crew #12	X		8	5	1.00	1.00	0.00	
39	Work Crew #13	X		8	5	1.00	1.00	0.00	
40	Work Crew #14	X		8	5	1.00	1.00	0.00	
41	Work Crew #15	X		8	5	1.00	1.00	0.00	
42	Work Crew #16	X		8	5	1.00	1.00	0.00	
						Current FTE	Updated FTE	Difference	
			Required FTE:			69.58	85.09	15.51	
			Authorized FTE:			70	85	15	
			Security FTE:			59.95	74.06	14.11	

UPDATED POST AUDIT

Caroline Correctional Unit #2

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Watch Commander	X	X	24	7	5.33	5.86	0.53	Lieutenant/Sergeant
3	Relief WC/Administrator	X		8	5	1.00	1.00	0.00	Lieutenant
4	Intelligence/Work Crew Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
5	Tool/Key Armory	X		8	5	1.00	1.00	0.00	
6	Front Entry/Control	X	X	24	7	5.33	5.86	0.53	
7	Dorm	X	X	24	7	5.33	5.86	0.53	
8	Basement Gun Crew 1	X	X	16	7	3.55	3.90	0.35	
9	Kitchen/Gun Crew 2	X		16	7	3.55	3.90	0.35	
10	Recreation Tower/Gun Crew 3	X		12	7	2.66	2.93	0.27	
11	Visiting/Transportation Gun Crew 4	X		12	7	2.66	2.93	0.27	
12	Visiting Work Crew	X		12	7	2.66	2.93	0.27	
13	Visiting/Work Crew	X		12	7	2.66	2.93	0.27	
14	Property/Laundry/Commissary	X		8	5	1.00	1.00	0.00	
15	Work Crew (Greenhouse)	X		8	5	1.00	1.00	0.00	
16	Work Crew (Farm 2)	X		8	5	1.00	1.00	0.00	
17	Work Crew (Farm 14)	X		8	5	1.00	1.00	0.00	
18	Work Crew (HPSLC)	X		8	5	1.00	1.00	0.00	
						Current FTE	Updated FTE	Difference	
			Required FTE:			42.73	46.10	3.37	
			Authorized FTE:			43	44	1	
			Security FTE:			34.40	37.24	2.84	

UPDATED POST AUDIT

Central Virginia Correctional Unit #13

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief Of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	4.98	6.20	1.22	Lieutenant/Sergeant
3	Operation Supervisor	X	X	16	7	3.32	4.14	0.82	Sergeant
4	5&2 Supervisors	X		8	5	1.00	1.00	0.00	Sergeant
5	Front Entry /Control	X	X	24	7	4.98	6.20	1.22	
6	Front Entry	X	X	16	7	3.32	4.14	0.82	
7	A/B Landing Dorm	X	X	24	7	4.98	6.20	1.22	
8	C/D Landing Dorm	X	X	24	7	4.98	6.20	1.22	
9	A/B Basement	X	X	16	7	3.32	4.14	0.82	
10	C/D Basement	X	X	16	7	3.32	4.14	0.82	
11	Kitchen	X		8	7	1.66	2.07	0.41	
12	Sallyport	X		8	5	1.18	1.48	0.30	
13	VCE Warehouse	X		8	5	1.00	1.00	0.00	
14	Tool Control/ Key Control	X		8	5	1.18	1.48	0.30	
15	Intel Work Crew	X		8	5	1.18	1.48	0.30	
16	Property	X		8	5	1.18	1.48	0.30	
17	Transportation/Recreation	X		8	5	1.18	1.48	0.30	
18	Transportation/Recreation	X		8	7	1.66	2.07	0.41	
19	Transportation/Recreation		X	8	7	1.66	2.07	0.41	
20	Transportation/Recreation		X	8	7	1.66	2.07	0.41	
21	Visitor Processing	X		8	2	0.47	0.59	0.12	
22	Visitor Processing	X		8	2	0.47	0.59	0.12	
23	Visitor Room/Offender Search	X		8	2	0.47	0.59	0.12	
24	Visitor Room/Offender Search	X		8	2	0.47	0.59	0.12	
						Current FTE	Updated FTE	Difference	
			Required FTE:			50.62	62.40	11.78	
			Authorized FTE:			51	59	8	
			Security FTE:			40.32	50.06	9.74	

UPDATED POST AUDIT

Cold Spring Unit 10

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	External/Operations Supervisor	X		8	5	1.00	1.00	0.00	Captain
3	Shift Commander	X	X	24	7	5.34	6.17	0.83	Lieutenant/Sergeant
4	Shift Supervisor		X	12	7	2.67	3.09	0.42	Sergeant
5	Front Entry	X	X	24	7	5.34	6.17	0.83	
6	Dorm	X	X	24	7	5.34	6.17	0.83	
7	Dorm/Basement	X	X	16	7	3.56	4.11	0.55	
8	Food Service/ Recreation Tower	X		8	5	1.27	1.47	0.20	
9	Transportation/Dorm	X		12	7	2.67	3.09	0.42	
10	Transportation	X		8	5	1.27	1.47	0.20	
11	Work Crew#1/Dorm	X		8	5	1.27	1.47	0.20	
12	Work Crew #2/Visiting Room	X		8	7	1.78	2.06	0.28	
13	Work Crew#3/Visiting Shakedown	X		8	7	1.78	2.06	0.28	
14	Work Crew #4	X		8	5	1.00	1.00	0.00	
15	Work Crew #5	X		8	5	1.27	1.47	0.20	
16	Work Crew #6/ACC	X		8	5	1.27	1.47	0.20	
17	Farm Officer	X		8	5	1.00	1.00	0.00	
18	Visiting	X		8	2	0.51	0.59	0.08	
						Current FTE	Updated FTE	Difference	
		Required FTE:				39.34	44.86	5.52	
		Authorized FTE:				39	45	6	
		Security FTE:				29.33	33.60	4.27	

UPDATED POST AUDIT

Halifax Correctional Unit #23

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Captain	X		8	5	1.00	1.00	0.00	Captain
3	Shift Commander	X	X	24	7	5.17	5.64	0.47	Lieutenant/Sergeant
4	Operations Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
5	Annex Gate Control	X	X	24	7	5.17	5.64	0.47	
6	Annex North Cage Control	X	X	24	7	5.17	5.64	0.47	
7	Annex South Cage Control	X	X	24	7	5.17	5.64	0.47	
8	Annex Floor Officer	X	X	24	7	5.17	5.64	0.47	
9	Front Gate/Control Room Main	X	X	24	7	5.17	5.64	0.47	
10	Main Front Gate	X		12	5	1.78	2.01	0.23	
11	Dorm Officer/Main	X	X	24	7	5.17	5.64	0.47	
12	Basement/Dorm Officer	X	X	16	7	3.34	3.76	0.42	
13	Kitchen Officer	X		12	7	2.58	2.82	0.24	
14	Work Crew #1/Visiting/recreation	X		12	7	2.58	2.82	0.24	
15	Work Crew #2/Visiting/Recreation	X		12	7	2.58	2.82	0.24	
16	Work Crew #3/Visiting/Recreation	X		12	7	2.58	2.82	0.24	
17	Work Crew #4/Visiting/Tower	X		12	7	2.58	2.82	0.24	
18	Work Crew #5/Visiting Tower	X		12	7	2.58	2.82	0.24	
19	Textile Shop Officer	X		8	5	1.23	1.34	0.11	
20	Farm Officer	X		8	5	1.23	1.34	0.11	
21	Backyard Rover/School/Commissary	X		8	5	1.23	1.34	0.11	
22	Personal Property/Commissary/Grievance Coordinator	X		8	5	1.00	1.00	0.00	
23	Personal Property/Commissary/Hearing Officer	X		8	5	1.00	1.00	0.00	
24	Transportation/Safety Officer	X		8	5	1.00	1.00	0.00	
25	Transportation	X		8	5	1.00	1.00	0.00	
26	Key Control Officer/Vehicle Maintenance/PREA Cpmpliance	X		8	5	1.00	1.00	0.00	
27	ACA Standards/Procedures Correspondence Officer	X		8	5	1.00	1.00	0.00	
						Current FTE	Updated FTE	Difference	
			Required FTE:			69.48	75.19	5.71	
			Authorized FTE:			69	75	6	
			Security FTE:			61.31	66.55	5.24	

UPDATED POST AUDIT

Rustburg Correctional Unit 09

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.09	6.01	0.92	Lieutenant/Sergeant
3	Operation Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
4	Front Gate/Control	X	X	24	7	5.09	6.01	0.92	
5	Dorm/Transportation Officer		X	12	7	2.54	3.00	0.46	
6	Basement/Night Dorm Officer	X	X	24	7	5.09	6.01	0.92	
7	Kitchen/Dorm Officer	X		12	7	2.54	3.00	0.46	
8	Farm Officer	X		8	5	1.21	1.43	0.22	
9	Gun Crew #1/Dorm	X		12	7	2.54	3.00	0.46	
10	Gun Crew #2/Visitation/Recreation	X		12	7	2.54	3.00	0.46	
11	Gun Crew #3/Visitation	X		12	7	2.54	3.00	0.46	
12	Gun Crew #4/Visitation	X		12	7	2.54	3.00	0.46	
13	Gun Crew #5	X		8	5	1.21	1.43	0.22	
14	Property/Commissary/Transportation	X		8	5	1.21	1.43	0.22	
15	Safety/Environmental/Search	X		8	5	1.21	1.43	0.22	
						Current FTE	Updated FTE	Difference	
				Required FTE:		37.35	43.75	6.40	
				Authorized FTE:		37	44	7	
				Security FTE:		30.26	35.74	5.48	

UPDATED POST AUDIT

Wise Correctional Unit #18

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Watch Commander	X	X	24	7	5.35	6.65	1.30	Lieutenant/Sergeant
3	ACA/Administrative Supervisor	X		8	5	1.27	1.58	0.31	Sergeant
4	Front Gate	X	X	24	7	5.35	6.65	1.30	
5	Dormitory	X	X	24	7	5.35	6.65	1.30	
6	Night Dorm/Kitchen		X	12	7	2.68	3.32	0.64	
7	Kitchen/Transportation	X		8	7	1.78	2.22	0.44	
8	Recreation/Basement`	X		12	7	2.68	3.32	0.64	
9	Work Crew #1/ Visitation	X		12	7	2.68	3.32	0.64	
10	Work Crew #2/ Visitation	X		12	7	2.68	3.32	0.64	
11	Work Crew #3/Visitation	X		12	7	2.68	3.32	0.64	
12	Work Crew #4/Visitation Escort	X		12	7	2.68	3.32	0.64	
13	Mail/Property/Commissary	X		8	5	1.00	1.00	0.00	
14	Farm/Transportation	X		8	5	1.27	1.58	0.31	
						Current FTE	Updated FTE	Difference	
						Required FTE:	38.45	47.25	8.80
						Authorized FTE:	38	47	9
						Security FTE:	30.83	38.02	7.19

UPDATED POST AUDIT

Patrick Henry Correctional Center #28

Post Number	Title	Shift		Duty		Current Relief Factor	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.20	6.06	0.86	Lieutenant/Sergeant
3	Shift Supervisor		X	12	7	2.60	3.03	0.43	Sergeant
4	External/Operations Supervisor	X		8	5	1.00	1.00	0.00	Lieutenant
5	Front Gate	X	X	24	7	5.20	6.06	0.86	
6	Basement	X		10	7	2.17	2.53	0.36	
7	Dorm Patrol	X		12	7	2.60	3.03	0.43	
8	Dorm Control	X	X	24	7	5.20	6.06	0.86	
9	Kitchen	X		8	7	1.73	2.02	0.29	
10	Transportation	X		8	5	1.00	1.00	0.00	
11	Road Crew	X		8	5	1.00	1.00	0.00	
12	Road Crew	X		8	5	1.00	1.00	0.00	
13	Electrical School	X		10	4	1.00	1.00	0.00	
14	Visiting/Floor/Ballpark Tower	X		8	5	1.00	1.00	0.00	
15	Farm & Grounds	X		8	5	1.00	1.00	0.00	
16	Personal Property	X		8	5	1.00	1.00	0.00	
17	Visiting Entry	X		8	2	0.48	0.58	0.10	
18	Visitor/Offender Search	X		8	2	0.48	0.58	0.10	
19	Visiting Search	X		8	2	0.48	0.58	0.10	
						Current FTE	Updated FTE	Difference	
				Required FTE:		35.14	39.53	4.39	
				Authorized FTE:		35	40	5	
				Security FTE:		25.34	28.44	3.10	

UPDATED POST AUDIT

Appalachian CCAP

Post Number	Title	Shift		Duty		Staff Required	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
1	Major	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.20	6.53	1.33	Lieutenant/Sergeant
3	Shift Supervisor/Sergeant	X		8	5	1.24	1.55	0.31	Sergeant
4	Master Control	X	X	24	7	5.20	6.53	1.33	
5	Housing Control	X	X	24	7	5.20	6.53	1.33	
6	Transition Officer	X		8	5	1.24	1.55	0.31	
7	Lower Deck/Housing Control		X	8	5	1.24	1.55	0.31	
8	Back Yard/Housing Control	X		8	7	1.73	2.18	0.45	
9	Visiting/ Front Search	X		8	5	1.24	1.55	0.31	
10	Transportation/Work Detail Officer	X		8	5	1.24	1.55	0.31	
11	Transportation/Work Detail Officer	X		8	5	1.24	1.55	0.31	
12	Front Search/Front Yard/visitation Officer	X		8	7	1.73	2.18	0.45	
13	Kitchen Officer	X		8	7	1.73	2.18	0.45	
14	Property/Recreation/Commissary Officer	X		8	5	1.24	1.55	0.31	
						Current FTE's	Updated FTE's	Difference	
Required FTE:						30.47	37.98	7.51	
Authorized FTE:						30	38	8	
Security FTE:						23.03	28.90	5.87	

UPDATED POST AUDIT

Brunswick Community Corrections Alternative Program

Post Number	Title	Shift		Duty		Staff Required	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Watch Commander	X	X	24	7	5.28	6.25	0.97	Lieutenant
3	Administrative Lieutenant	X		8	5	1.00	1.00	0.00	Lieutenant
4	Operations Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
5	Sergeant/Relief Supervisor	X		8	5	1.27	1.49	0.22	Sergeant
6	Master Control	X	X	24	7	5.28	6.25	0.97	
7	Dorm Officer	X	X	24	7	5.28	6.25	0.97	
8	Dorm Officer/Dorm Control	X	X	24	7	5.28	6.25	0.97	
9	Yard Support	X		8	5	1.27	1.49	0.22	
10	Tools/Keys/Transportation	X		8	5	1.27	1.49	0.22	
11	Mail/Transportation	X		8	5	1.27	1.49	0.22	
12	Property/Transportation	X		8	5	1.27	1.49	0.22	
13	Chemical/Safety/Transportation/Intake	X		8	5	1.27	1.49	0.22	
13	Inside/Outside Grounds Support	X		8	5	1.27	1.49	0.22	
						Current FTE	Updated FTE	Difference	
						Required FTE:	33.01	38.43	5.42
						Authorized FTE:	33	38	5
						Security FTE:	23.46	27.69	4.23

UPDATED POST AUDIT

Chesterfield Community Corrections Alternative Program

Post Number	Title	Shift		Duty		Staff Required	Updated Relief Factor	Difference	
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Watch Commander	X	X	24	7	5.01	6.26	1.25	Lieutenant/Sergeant
3	Operations Supervisor	X	X	16	7	3.34	4.17	0.83	Sergeant
4	Administrative Lieutenant	X		8	5	1.00	1.00	0.00	Lieutenant
5	Key/Tool Supervisor	X		8	5	1.00	1.00	0.00	Sergeant
6	Master Control	X	X	24	7	5.01	6.26	1.25	
7	A/B Dorm Floor Officer	X	X	16	7	3.34	4.17	0.83	
8	C Dorm Control	X	X	24	7	5.01	6.26	1.25	
9	C Dorm Floor Officer	X	X	16	7	3.34	4.17	0.83	
10	Work Crew/Visitation	X		8	5	1.00	1.00	0.00	
11	Visitation Room Officer	X		8	2	0.49	0.60	0.11	
12	Visitation Search Officer	X		8	2	0.49	0.60	0.11	
13	Treatment/Transportation Officer	X		8	5	1.00	1.00	0.00	
14	Property Officer	X		8	5	1.00	1.00	0.00	
15	Kitchen/Transportation Officer	X	X	16	7	3.34	4.17	0.83	
						Current FTE	Updated FTE	Difference	
			Required FTE:			35.37	42.66	7.29	
			Authorized FTE:			35	43	8	
			Security FTE:			24.02	29.23	5.21	

UPDATED POST AUDIT

Cold Springs Community Corrections Alternative Program

Post Number	Title	Shift		Duty		Staff Required	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Watch Commander	X	X	24	7	5.29	7.05	1.76	Lieutenant/Sergeant
3	Operations Supervisor	X		12	7	2.64	3.53	0.89	Lieutenant/Sergeant
4	Sallyport Shakedown	X		12	7	2.64	3.53	0.89	
5	Dorm Officer	X	X	24	7	5.29	7.05	1.76	
6	Dorm Officer/Dorm Control	X	X	24	7	5.29	7.05	1.76	
7	Kitchen/Yard	X		12	7	2.64	3.53	0.89	
8	Work Coordinator/Safety	X		8	5	1.26	1.68	0.42	
9	Work Coordinator/Transport/Tool Cntrl	X		8	5	1.00	1.00	0.00	
10	Work Coordinator/Supply/Mail	X		12	7	2.64	3.53	0.89	
11	Work Coordinator Visiting Search Room	X		12	7	2.64	3.53	0.89	
12	Work Coordinator/Supply/Mail	X		8	5	1.00	1.00	0.00	
13	Work Coordinator/Supply/Mail	X		8		1.00	1.00	0.00	
						Current FTE	Updated FTE	Difference	
		Required FTE:				34.33	44.48	10.15	
		Authorized FTE:				34	44	10	
		Security FTE:				25.40	32.90	7.50	

UPDATED POST AUDIT

Harrisonburg Community Corrections Alternative Program

Post Number	Title	Shift		Duty		Staff Required	Updated Relief Factor	Difference	Comments
		Day	Night	Hrs	Days				
1	Chief of Security	X		8	5	1.00	1.00	0.00	Major
2	Shift Commander	X	X	24	7	5.18	6.63	1.45	Lieutenant/Sergeant
3	Operations Supervisor		X	12	7	2.59	3.31	0.72	Sergeant
4	Front Entry	X	X	24	7	5.18	6.63	1.45	
5	Dormitory	X	X	24	7	5.18	6.63	1.45	
6	Basement/Recreation/Transportation	X		8	7	1.73	2.21	0.48	
7	Kitchen Officer	X		8	7	1.73	2.21	0.48	
8	Transportation/Property	X		8	7	1.73	2.21	0.48	
9	Transportation/Work Crew	X		8	7	1.73	2.21	0.48	
10	Transportation/Work Crew/Visiting	X		8	7	1.73	2.21	0.48	
11	Visiting	X		8	2	0.49	0.63	0.14	
						Current FTE	Updated FTE	Difference	
		Required FTE:				28.27	35.88	7.61	
		Authorized FTE:				28	36	8	
		Security FTE:				19.50	24.94	5.44	



Appendix C - Site Assessment Reports

GREENSVILLE CORRECTIONAL CENTER**Facility Background and Summary**

Greenville Correctional Center is a medium security (Level 3) facility, located at 901 Corrections Way, Jarratt, VA 23870. It resides on approximately 1,105 acres of land and the buildings are concrete precast construction. Initially constructed to alleviate overcrowding in the Virginia Correctional System, it was classified as a maximum-security facility; later downgraded to medium due to the development of other correctional facilities in the state. Greenville is the largest correctional center in the state. The facility serves as the dialysis unit for the entire state. They also receive inmates from throughout the Commonwealth that need to be closer to the Richmond Hospitals (VCU) where a secure wing has been developed for greater security for inmate admissions.

Greenville Correctional Center is designed with one administrative building and three pod-style buildings, referred to as, “Clusters,” arranged in a hexagonal, campus-like setting. The complex is designed to run as three separate prisons that operate almost independently. Each cluster includes a support building that provides essential correctional services, including:

- Gym
- Medical services
- Educational and Vocational Classrooms
- Library and Law Library Treatment Programs
- Visitation
- Religious Programs
- Dining Halls
- Offender Commissary
- Virginia Correctional Enterprises shop

Within each cluster, the inmate housing units are organized into two-level structures with four direct supervision housing units each. Each housing unit is two-tiered with an open dayroom in the middle.

Facility Mission:

“Our mission is to reduce criminal behavior through individualized treatment and education to offenders, resulting in successful community reintegration through accountability and positive change.”

Greensville Correctional Center is committed to reducing criminal behavior by addressing its root causes through individualized treatment and education. Their mission is embodied in initiatives such as the Residential Illicit Drug Use Program (RIDUP), an intensive in-patient program designed to combat addiction among inmates. By leveraging the expertise of inmate mentors and contracted groups like Spectrum, RIDUP aims to significantly reduce drug use and facilitate successful community reintegration. Through accountability and fostering positive change, Greensville Correctional Center strives to create a safer community by rehabilitating offenders and preparing them for a productive and responsible life post-incarceration.

Greensville Correctional Center Staffing Logistical Information	
Year Opened:	1990
Total Acreage:	1,105 Acres
Secure Acreage:	125 Acres
Design Capacity:	1951

Operational Capacity:	2150
Square Footage:	48,133,800 sq/ft
Headcount:	2,385
Population as % of Design Capacity:	121.2%
Housing Style(s):	Direct Supervision
Number of Housing Units:	
Total Security FTEs:	637.84
Percentage of Security Vacancies	50.5%

OPERATIONAL SPACE ASSESSMENT

Operational Space Assessment Scoring

For an operational space assessment, CGL provides an overall operational rating that represents an appraisal of how well a facility's entire physical plant meets its intended purpose and supports its mission and operation. The three potential ratings are:

- 
Fully Meets: The facility is well-designed to meet its mission, the needs of its target population, and current and planned program/service offerings. Facility design and layout is efficient from a staffing standpoint. Line of sight in units and across campus is good. Programming space is sufficient to support program goals. The location of functional spaces supports secure and effective operations. Design and layout establishes an environment that supports the agency and facility mission. Design supports modern correctional standards and requirements.
- 
Partially Meets: Facility's design is somewhat supportive of the facility's mission, however, there may be layout/design issues that impact system efficiency and are not supportive of current and future correctional practices. This may include a degree of lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.
- 
Does Not Meet: Facility's design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples, aging linear housing units, poor line of sight, lack of program

spaces, undersized treatment spaces, program spaces located in inappropriate locations.)

Greensville Correctional Center Operational Space Assessment Detailed Ratings		
Rating Factors	Rating	Notes
Housing		Housing units are ample in size, open, and provide good line of sight
Programs		Each cluster has a dedicated services building for programs, education, and inmate services
Medical		A dedicated medical housing building supports the entire campus. As the eastern regional medical housing, Greensville assumes custody beyond its security level and housing capacity for western region facilities.
Mental Health		The mental health housing areas mimic general population housing and have ample support space for treatment programming.
Kitchen/Dining		Designed for 1,951 inmates – 3,000 beds
Warehouse/Storage		The facility has ample storage.
Laundry		As originally designed, the facility laundry met its need. When laundry services shifted to Sussex II, the facility lost its capacity to do large volume of laundry. When Sussex II closed, Greensville now has to replace laundry machines to support the facility laundry function.
Adjacencies		

		Within each cluster, the inmate support and dining halls are appropriately placed and self-contained for access by the population.
Staffing		Security staffing is dangerously low. Housing units were observed not staffed. Non-security staff are regularly used to provide security related functions.

NOTES TO SUPPORT RATING

Housing Units:

The housing units were spacious and open, with a good line of sight for direct supervision inmate management. Due to the high volume of staff vacancies, floor/housing officers were not present in the dayrooms. The low staffing levels create an environment for management to resort to indirect and remote supervision.



Programs

Each cluster contained an administrative service building separate from the inmate housing, which contains group spaces for programs, religious services, medical triage and clinics, vocational and education programs, and an industry space.

Medical

Each cluster contains a small clinic space for providing medical services to the populations housed within each cluster. Between clusters 2 and 3 is a separate medical housing building with 46 beds. The medical housing building contains physician and specialty services (dental, dialysis, physical therapy, etc.) for the Greenville inmate population. The “partially meets” rating is based upon the facility’s need to house higher custody level inmates from the western part of the state due to the availability of medical services in the Richmond area. The housing and service spaces could be increased to accommodate the system’s demand.

Mental Health

The facility’s mental health housing and service spaces were good. The housing units observed were single-celled and designed like the general population housing with ample dayroom and meeting spaces.

Kitchen/Dining

The facility has one primary kitchen in the cluster 3 complex which prepares food for all three clusters. The kitchen was large and sufficiently sized for the size of the facility. The services building within each cluster has a food service area and sufficiently sized dining halls to accommodate the population.

Warehouse

The facility footprint is vast with ample space and storage areas.

Laundry

The facility was originally designed with ample laundry space and machines to accommodate a full-service laundry operation for the Greenville population. When the Department started the laundry vocational program at Sussex II, Greenville transferred its laundry operation to Sussex II and discontinued its operation. In December 2023, when Sussex II closed, Greenville resumed responsibility for its laundry. Currently, it needs to increase machines, labor, and staffing to support itself in laundry services.

Adjacencies

The facility's adjacencies are good. Each cluster is self-contained with ample space for inmate and support services. Inmate movement is contained within the cluster and inmates have no contact with inmates from other clusters.

Staffing

Staffing levels are inadequate for the size of the facility due to current vacancy rates. Essential security posts are lacking throughout the facility (housing unit/floor officers, search and escort officers, security posts in services buildings, etc.). In many areas, non-security staff and management staff were observed to perform basic security functions, such as wellness checks and observing movement throughout the cluster.

OBSERVATIONS AND RECOMMENDATIONS

Observations from the site visit to Greenville revealed VADOC staff doing everything within their power to shore up operational practices and improve safety and security, however, even these monumental efforts cannot overcome the deficiencies that result from having insufficient staff.

- Routinely, non-security staff must spend most of their regular workday staffing a security post. For some interviewed, their normal 8-hour workdays are regularly extended well beyond 12 hours. This means their important duties in counseling and treating inmates is delayed.
- Observed administrators, staffing correctional officer posts in housing units and other areas to ensure minimal security was being provided. These efforts, while commendable, take the administrators away from being able to perform their important function of managing their complex facilities.
- Very few programs, education, rehabilitation, and industries were active during our visit due to a lack of staffing. One suggestion was to move education and industries closer together to reduce the amount of security staff needed to manage and secure these key areas. However, there were no incarcerated individuals or security staff in any of the programming or correctional industries we toured.
- The lack of security staff is felt across the institution. It is no greater apparent than in the housing units, where many had no staff to fill critical "floor officer" posts. For example, there were no officers directly supervising housing units that held inmates with serious mental

health needs. These posts are those staff who are assigned to the dayroom to be the front-line person to interact with inmates, observe their behavior and intercede or respond before tension arises and violence occurs. Without these posts being filled, inmates are unsupervised, and often locked up in their cells for extended periods of time. The absence in these posts would be equivalent to a hospital having no nurses to staff their floors and wards.

- Even in general population housing units, a staff member is only present periodically to perform required “rounds”; although, basic correctional practice reminds us that a correctional officer’s role within a housing unit is vast, including a deterrent from poor behavior through presence and interaction alone. All inmates have a basic human need to be safe in their living environment. Without sufficient security staff to provide supervision and be an authority presence, individual safety becomes a serious concern.
- The lack of security staff has also negatively impacted the services provided to the inmate population, and dangerously increase inmate idleness:
 - o Administrators volunteered that the lack of security staff as well as nursing staff deficiencies have backlogged medical procedures and inmate access to medical clinics. Additionally, outside doctor appointments are backlogged or missed with the lack of security staff.
 - o Important educational and vocational programs that could help inmates improve their skills and have been temporarily shut down at facilities, due to the lack of security staff.
 - o During interviews, staff reported they are experiencing longer response times from security staff due to the limited number of available officers, sometimes up to 9 minutes. This is creating a dangerous situation for non-security staff performing security functions.
- Privatization of select duties and responsibilities would free up corrections officers to work in areas where they are better served. For example, contracting out the property management responsibilities and others identified that could be done by civilians without compromising security. Other security positions identified in practice that are performed by non-security staff or replaced by technology advancements in other state systems:

- o Inmate Laundry services
 - o Check-in for inmate visitation (identification and processing)
 - o Commissary
 - o Master and unit control operations
- The facility is reported to be performing required tasks to meet agency and national accreditation standards, such as tool and chemical inventories, safety rounds and checks, providing some services (religious, visitation, and GED). The quality and length of time these activities are being provided is becoming challenged due to the lack of security staff. For example, with limited security staff, facility headcounts are taking twice as long to complete and delaying or cancelling other activities on the facility schedule.
- Provide break rooms where staff can go during their shift to decompress and check their cell phones.
- Look for creative ways to provide relief. 12-16 hours is too long for a staff member to be assigned to a post without a break. If there were 2 floor officers assigned to each unit, they could provide their own relief at the watch commander's discretion.
- When accepting inmates from other facilities for VCU hospital admittance or dialysis, if it exceeds a certain period, consideration for a temporary transfer of staff members from the sending facility to assist with security coverage will help with coverage at the receiving facility.

BEAUMONT CORRECTIONAL CENTER



Facility Background and Summary

The Beaumont Correctional Center is located in rural Powhatan County Virginia. The address is 3500 Beaumont Rd. Beaumont, Va 23014. It was originally opened and operated as a Juvenile facility and was closed in June 2017. The Beaumont facility is located on approximately 722 acres.. During the Covid-19 epidemic the facility was reopened by the Va DOC to provide the ability to separate and segregate inmates and to treat those who had been infected with Covid-19. The facility is very large and many of the buildings are vacant and in need of extensive repair. A remodeling project is nearing completion which will enable Beaumont Correctional Center to be the medical treatment and infirmary for the entire department. The new infirmary will have treatment rooms for specialty clinics to include dialysis and chemotherapy. There will be 120 infirmary beds as well as space for a neurocognitive unit. Currently there is an infirmary that is the responsibility of Beaumont Correctional Center located at the recently closed Powhatan Correctional facility. It is located approximately 10 miles from the main facility on the grounds of the State Farm Correctional Complex and has a capacity of 40 inmates. On the day of our site visit there were 27 inmates housed in this infirmary. Staff from Beaumont provide all the services at the State Farm Infirmary.

The Beaumont Correctional Center is also responsible for corrections officer staffing and supplying the inmate work force at three VCE (Virginia Correctional Enterprises) factories; a silk screening plant, a print shop, and a license plate tag shop. The shop supervisors work for VCE but the inmate workforce and the security staff are the responsibility of Beaumont Correctional Center. These VCE

factories are located at the old Powhatan facility (now State Farm) approximately 10 miles from the Beaumont facility. The inmates must be transported every day to and from work via transport buses and vans and their meals are delivered to them in “hot boxes” by Beaumont staff.

The population on the day of our site visit was 179 inmates. According to the published data provided by the VA DOC, the design capacity of Beaumont Correctional Center is 306 and the operational capacity is 248. On the date of our visit (7/22/24) they were operating at 59% of their design capacity.

There are a total of 203 total staff at the Beaumont Correctional Center with 166 of them being Security FTE's. The number of vacancies was low due to Beaumont being “a place where staff wanted to work”. On the day of our site visit there were only 20 corrections officer vacancies which is approximately 13%. The Major of the Guard (chief of security) reports not having any difficulties filling the approved posts. Overtime is primarily utilized for inmate transports outside of the facility to hospitals and doctors offices. We were informed that a percentage of the security FTE vacancies are placed “on hold” by the Va DOC and they are not permitted to fill them without specific authorization. The percentage of positions on hold at the Beaumont Correctional Center is 7%.

The inmate population at the Beaumont Correctional Center are long term/low security inmates including lifers who have demonstrated an extended period of positive behavior. The culture and atmosphere of the facility is very low key and quiet.

Facility Mission:

The Beaumont Correctional Center is slated to be the medical treatment/infirmery for the VA DOC. The main medical building is nearing completion, and it was reported ready to open as soon as they were able to purchase and install electrical generators. Once in operation they will be able to close the 40-bed infirmery that is located at the State Farm Complex and relocate the staff and inmates to the Beaumont facility.

Beaumont Correctional Center Staffing Logistical Information	
Year Opened:	2022
Total Acreage:	722 Acres
Design Capacity:	306
Operational Capacity:	248
Square Footage:	?
Headcount:	179
Population as % of Rated Capacity:	59%
Housing Style(s):	Direct Supervision: Cells & Dorms
Number of Housing Units:	4
Number of Housing Units over Capacity:	0
Total Security FTEs:	166
Number of Security Vacancies	12%

Currently, the mission of the Beaumont Correctional Facility appears to be to provide inmate labor for the VCE shops located at the State Farm Correctional Complex. Also, with the limited space in the current infirmary, Beaumont provides infirmary services for inmates from other DOC facilities.

OPERATIONAL SPACE ASSESSMENT

Operational Space Assessment Scoring

For an operational space assessment, CGL provides an overall operational rating that represents an appraisal of how well a facility's entire physical plant meets its intended purpose and supports its mission and operation. The three potential ratings are:

- 
Fully Meets: The facility is well-designed to meet its mission, the needs of its target population, and current and planned program/service offerings. Facility design and layout is efficient from a staffing standpoint. Line of sight in units and across campus is good. Programming space is sufficient to support program goals. The location of functional spaces supports secure and effective operations. Design and layout establishes an environment that supports the agency and facility mission. Design supports modern correctional standards and requirements.

- 
Partially Meets: Facility's design is somewhat supportive of the facility's mission, however, there may be layout/design issues that impact system efficiency and are not supportive of current and future correctional practices. This may include a degree of lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.
- 
Does Not Meet: Facility's design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples, aging linear housing units, poor line of sight, lack of program spaces, undersized treatment spaces, program spaces located in inappropriate locations.)

Beaumont Correctional Center Operational Space Assessment Detailed Ratings		
Rating Factors	Rating	Notes
Housing		There are 4 housing units and an infirmary at the facility. Housing units A & B have 60 beds each and are a combination of cells and small wards. This building will be the medical/MHU when completed. Staffing for the new medical unit is TBD. Units C & D each have 92 beds and are general population units with both single and double cells and also 1 quad on each wing. Building E is a dormitory with 32 beds supervised by one officer. This facility does not have a segregation unit.
Programs		The program building has ample space for the inmates to attend groups. They have evening hours in the education building and the program building due to most of the inmates working outside of the main facility throughout the day.

Medical		The current medical facilities, that are located 10 miles from the facility in part of a closed facility are not sufficient and if the mission for Beaumont is to be the primary medical facility for the entire VADOC, the newly designed complex should be a priority to open and become fully operational. The meals have to be trucked to the current infirmary in “hot boxes”. The infirmary wards are antiquated and in need of modernization.
Mental Health		Mental Health services are provided by providers who come to the facility as needed and via telemed services. The new medical complex is slated to have a 16-bed mental health unit.
Kitchen/Dining		The kitchen is old but functional. Cameras were noted throughout and there is an assigned officer to provide security.
Warehouse/Storage		The facility has ample storage. There are a number of unoccupied buildings outside of the secure perimeter that can be used for storage.
Laundry		The facility has washing machines and dryers on each housing unit for the inmates to wash their own clothing. There is a commercial laundry in the new medical complex for the laundering of medical linen and clothing.
Adjacencies		The facility is designed with a lot of open space inside the secure perimeter. There is considerable distance between buildings . There is both a double and a single perimeter fence intermingled throughout the facility which should be revisited and reconfigured to prevent any breaches from inside the facility
Staffing		The staffing at the facility seemed appropriate for the small number and type of inmates incarcerated.

Notes To Support Rating

Housing Units:

The housing units at the Beaumont Correctional Center were very well maintained and orderly. The inmates observed in the dayroom areas were all very respectful and acclimated to the environment. The staffing in the units appeared to be appropriate as most of the inmates housed at the facility were working outside the facility for VCE or for capital construction. There are no Restorative Housing Unit cells at Beaumont.



Programs:

Required programming was available in the Programs Building which was opened in the evening hours to provide services to most inmates working outside the facility during the day.

Medical:

The medical department is a “work in progress” at the Beaumont Correctional Center. What we observed in building A & B appeared to be a very well designed, state-of-the-art medical facility.

There were ample treatment rooms, staff offices, and infirmary beds. Security staffing will need to be determined when fully operational.

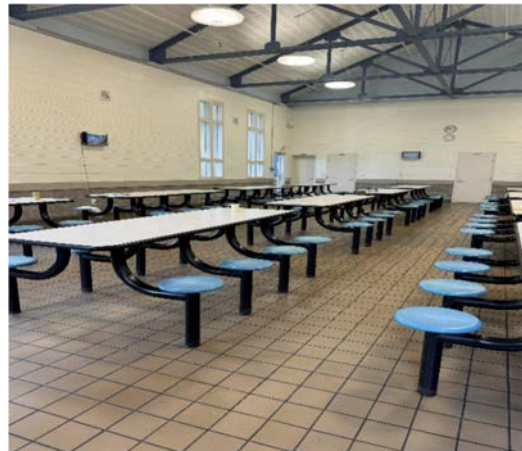


Mental Health:

Mental Health services will be in the new Medical Complex when completed. There is space for a 10-bed mental health unit and a 16 bed neurocognitive unit.

Kitchen & Dining:

The kitchen dining room is old but sufficient for the small population they serve. Inmates are fed in the dining room and meals are delivered via hot boxes to those in the remote infirmary and those working in the VCE shops.



Warehouse & Storage:

The facility warehouse was sufficient for the size of the facility.

Laundry:

There is a commercial laundry in the medical building for laundering medical linens and medical clothing. Each housing unit has its own washer and dryer for inmates to launder their own clothing.

Adjacencies:

The adjacencies at the Beaumont Correctional Center appear to be adequate. There is a lot of open space inside the secure perimeter.

Staffing:

There are a total of 203 staff members at Beaumont of which 166 are security FTE's. The number of vacancies is low. On the day of our site visit there were only 20 security FTE vacancies. The housing units with individual cells operate with a control booth officer and a floor officer. The dormitory units operate with one corrections officer. There are 3 Treatment officers allotted that are currently vacant.

Observations & Recommendations:

Personal observations from our site visit to the Beaumont Correctional Center were as follows.

- There is an empty building inside the secure perimeter fence, at the main facility that is designated as a "school building" where staff would like to relocate two of the VCE shops at the State Farm Correctional Complex. The building was empty therefore we did not inspect the interior but logistically, if the space would accommodate the Silk Screening and the Print Shops, it would eliminate daily transports of inmates to/from Beaumont to State Farm and reduce the number of staff needed for transport and security at the remote site.
- The current post audit does not include the officers who provide security at the remote infirmary at the former Powhatan facility, on the grounds of the State Farm Complex. These officers must be pulled from the approved staffing complement at the Beaumont facility. Moving the infirmary to the main Beaumont facility will reduce the number of security staff currently being utilized.
- The sallyport office at the Beaumont Correctional Center is nothing more than a wooden storage shed. With the anticipated increase in transportation from other DOC facilities to the central medical complex, the sallyport needs to be upgraded.
- The security fencing throughout and around the facility is both single and double fence with concertina wire. The fencing strategy (both interior and exterior) should be reviewed and reconfigured so that the entire facility is protected by a double fence.
- The inmates who are being transported each day to/from the VCE shops at the State Farm Complex are level 3's; some with life sentences. They are transported with only handcuffs in the front. The facility where the VCE shops are located is very old and most of the buildings have been closed as part of the Powhatan facility. This area combined with the type of

inmates working there, has the potential to be the site of a security breach that would bring unwanted attention to the VA DOC.

- The facility has received several policy variances due to the mission and security level of the population. A few examples are that the inmates are transferred on buses with only wrist restraints in the front. Another example is that there is a single fence located outside the living area. The facility provides an armed post outside the fence. One suggestion is to review the security classification policy and override the classification for the individual inmate instead of making policy variations for level 3. According to staff, the Level 3 population is used in industries because of their longevity versus the time it takes to learn the job. All the inmates meet the requirements of level 2 except for the time left to serve on their sentence. An override to the policy based on a clean prison record is an appropriate correctional decision.
- The security at the industries building was very relaxed. Claw hammers and other tools were readily available to the workers if someone had bad intentions. Although there are double fences around the buildings, the space between the fences allows an inmate to easily jump from one fence to another.
- Although the facility is very well staffed, the operation of the complex is less than efficient. The facility utilizes 10-15 officers a day just to transport inmates to the work locations and medical appointments. An in-depth look at the operation combined with capital improvements would benefit the facility and department.
- There do not appear to be any space challenges at this facility as there are multiple buildings that are currently closed throughout the facility.
- There does not appear to be any challenges filling vacant positions at this facility. Due to the mission of the facility and the low number of minimum-security inmates, it was reported that this is “a place where staff want to work”.

BUCKINGHAM CORRECTIONAL CENTER**Facility Background and Summary.**

Buckingham Correctional Center (BKCC) is a medium security facility operated by the Department of Corrections in the Commonwealth of Virginia located at 1349 Correctional Center Road, Dillwyn Virginia. BKCC is classified as a close custody facility housing level 3 and 4 offenders. BKCC opened in 1982 with a design capacity of 608. The current operational capacity for the facility is 1,037 with a daily reported average population for 2024 of 1,063. The facility resides on 941 acres and the structures within the secure perimeter have been constructed of pre-cast concrete. BKCC has five “cluster” style, two-tiered celled housing units, encompassing two individual units within each cluster. Each cluster has a centralized control room providing electronic control of unit entry and cell doors for both units. BKCC operates a 38 bed Restorative Housing unit for inmates presenting an unacceptable risk to other inmates, facility staff, or the safe, secure operation of the facility. The additional structures within the facility provide space for industry (metal furniture), vocational and academic programming, medical, laundry, food service and recreation. Vocational and academic programming are coordinated through the Division of Education (DOE) and include adult basic education, general education development, apprenticeships in plumbing, electrical trades as well as a culinary arts program. BKCC offers extensive support and treatment programs to include anger management, substance abuse, sex offender awareness and re-entry planning. BKCC has met or

exceeded the standards established by The American Correctional Association and is a fully accredited facility.

Buckingham C.C Staffing Logistical Information	
Year Opened:	<i>1982</i>
Total Acreage:	<i>941</i>
Secure Acreage:	
Design Capacity:	<i>608</i>
Operational Capacity:	<i>1037</i>
Square Footage:	
Headcount:	<i>1063</i>
Population as % of Rated Capacity:	<i>170.5</i>
Housing Style(s):	<i>DIRECT SUPERVISION</i>
Number of Housing Units:	<i>5</i>
Number of Housing Units over Capacity:	<i>4</i>
Total FTEs (All Staff):	<i>361</i>
Total Security FTEs:	<i>273</i>
Number of Security Vacancies	<i>114</i>

Facility Mission:

As stated in a Welcome Book formatted for an American Correctional Association Audit “The BKCC family works together to build a better future for tomorrow. We strive to deliver teamwork through integrity and excellence. We exhibit self-respect and professionalism to model the way for future generations. We have a shared vision that encourages dignity, nobility, courtesy, professionalism, success, respect and positivity. We offer support and respect to staff and inmates. Everyone has a voice. With guidance, supervision, communication, and inspiration we can reintegrate inmates into society with minimal recidivism. We know that we can learn, change, and grow together. With dedication, teamwork, and perseverance, we strive to be the best. We strive for excellence through Teamwork”.

OPERATIONAL SPACE ASSESSMENT

Operational Space Assessment Scoring

For an operational space assessment, CGL provides an overall operational rating that represents an appraisal of how well a facility's entire physical plant meets its intended purpose and supports its mission and operation. The three potential ratings are:

-  o **Fully Meets:** The facility is well-designed to meet its mission, the needs of its target population, and current and planned program/service offerings. Facility design and layout is efficient from a staffing standpoint. Line of sight in units and across campus is good. Programming space is sufficient to support program goals. The location of functional spaces supports secure and effective operations. Design and layout establish an environment that supports the agency and facility mission. Design supports modern correctional standards and requirements.
-  o **Partially Meets:** Facility's design is somewhat supportive of the facility's mission, however, there may be layout/design issues that impact system efficiency and are not supportive of current and future correctional practices. This may include a degree of lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.
-  o **Does Not Meet:** Facility's design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples, aging linear housing units, poor line of sight, lack of program spaces, undersized treatment spaces, program spaces located in inappropriate locations.)

Buckingham Correctional Center Operational Space Assessment Detailed Ratings		
Rating Factors	Rating	Notes
Housing		Housing units are ample in size, however all except the honor unit and RHU are currently double bunked. The lines of sight from the centralized control area are obstructed, creating several blind spots for staff. Control panels were observed to be outdated with many cell door indicator lights O.O.S.
Programs		The facility offers extensive programs in support of ADOC'S rehabilitative mission. BKCC's original design does not provide adequate program space to facilitate programming at the current operating capacity and programming goals of ADOC.
Medical		A dedicated medical area supports the entire campus. The facility utilizes tele-med technology and is meeting the medical needs of offenders. However, with the current operating capacity additional exam rooms, staff offices and medical records storage are needed.
Mental Health		The mental health area is not part of the original design for the facility and is currently operating in converted inmate program space. While the mental health space fully meets the needs of the inmate population the units current occupied space negatively impacts space needed to facilitate inmate programming.
Kitchen/Dining		The facility currently feeds the inmate population in 1.5-2 hours. The kitchen and dining spaces are handling the operational capacity adequately.

		However, freezer, cold and dry storage areas are not sufficient to meet the needs of the current operating capacity.
Warehouse/Storage		The facility has a large storehouse outside of the perimeter. However, interior storage areas, as mentioned for the kitchen, are not sufficient to support the current operating capacity.
Laundry		The facility utilizes a central laundry for all areas except honor housing. The facility laundry is meeting the needs of the facility but is strained to do so at the current operating capacity. Additional equipment and space are needed.
Adjacencies		The facility has an adequate design providing good lines of sight for staff observance of inmate movement as well as inmate access to medical, food service, programming and recreation areas.
Staffing		Security staffing is dangerously low. Housing unit floor areas and control entrances were observed not staffed as well as walkways, program areas, yards and perimeter towers. A pilot program utilizing staff identified as “rovers” from other facilities appears to provide some relief however, the facility continues to operate at critically low staffing numbers.

NOTES TO SUPPORT RATING

Housing Units

- Replace and relocate cell door control panels to the center of the control room providing assigned staff with continuous observation and lines of sight for both units within the area as well as operating cell door indicator lights. Upgrade staff video monitoring capabilities in the control room by increasing monitor size and centrally locating the monitors. Lower the vision panels in the control room to decrease the staff blind spots created directly below in the inmate housing area. Identify the block entrance door as a critical needs post. The man trap (sally port) at the block entrance is a critical post to control inmate movement. Additionally, install an electronic access slam lock on the control swing gate between the sally port and each housing unit entry door to assist in the control of inmate movement and prevent unauthorized inmate entry.

Programs

- The facility is doing an outstanding job to facilitate programming and assigned executive staff fully understand the benefits of providing inmates with occupied time and positive programming. Inmates were actively engaged in programming during our tour. Space is an issue and for the facility to continue to meet the programming needs of the inmate population at the current operating capacity the facility needs to consider the feasibility of Constructing additional program space or the allocation of additional civilian and security staff for increased program space utilization i.e. 4 mods per. day from the current 2 mod utilization.

Medical

- Due to the facilities' current operating capacity the medical unit requires additional space to accommodate inmate record storage, staff offices and inmate exam rooms.

Mental Health

- AVDOC designates inmate mental health levels from 0-6. 6 is the highest level of care. BKCC houses inmates designated from 0-3. The mental health unit space is very good and accommodates the facilities mental health needs at the current operating capacity.

Kitchen/Dinning

- The facility has one main kitchen area and two dining areas with a seating capacity of 200. The kitchen area is large and supports food preparation for the current operating capacity. One dining area feeds the general population and the second feeds special consideration meals. The dining areas support the current operating capacity. Additional space should be considered for cold/dry and freezer storage.

Warehouse/Storage

- Outside warehouse capacity is sufficient to accommodate the current operating capacity. Inside storage as noted above for food service needs to be expanded.

Laundry

- 95% of the facility laundry is handled in the central laundry area. Only honor housing has individual washer and dryers located within the housing unit. With the current operating capacity at 170.5 % the original central laundry space and allotted equipment are challenged to complete daily laundry needs. Additional space, staff and equipment are necessary for the central laundry to effectively handle the laundry needs of the facility at the current operating capacity.

Adjacencies

- BKCC adjacencies are good for a 42-year-old facility. Food service, indoor and outdoor recreation, medical, industry and program areas are easily accessed by inmates from the centrally located housing units.

Staffing

- Security staffing is dangerously low. Housing unit floor areas and control entrances were observed not staffed as well as walkways, program areas, yards and perimeter towers. A pilot program utilizing staff identified as “rovers” from other facilities appears to provide some relief however, the facility continues to operate at critically low staffing numbers.

RECOMMENDATIONS FOR STAFF EFFICIENCY OR IMPROVEMENT

Observations from the site visit conducted at Buckingham CC revealed BKCC executive staff doing everything within their power to shore up operational practices, improve safety and security and provide inmates with meaningful program opportunities, recreation and basic services. However,

even these monumental efforts cannot overcome the deficiencies that result from having insufficient staff.

As previously stated, the FTE for security staff at BKCC is 273 with 114 vacant positions or 41.7 %. The vacant positions have forced executive staff to close or not man critical security posts throughout the facility to include housing unit floor officers, block entrance sally ports, walkway observation posts, recreation yard posts, perimeter tower posts and perimeter patrol posts.

A review of the daily deployment of available security staff at BKCC reveals a heavy deployment of staff to supervise inmate transportation to include emergency medical trips, scheduled outside medical trips, court trips, funeral visits and inmate transfers as well as security coverage for inmates admitted to outside hospital facilities.

Additionally, in discussion with facility executive staff, it was revealed that VADOC does not have a computerized staffing system, a facility specific staffing post plan and many elements of a comprehensive and accountable security staffing system are not available or utilized in VADOC.

Suggestions for improvement/efficiency system wide as well as BKCC specifically:

- Develop an evaluation team of correctional operational and staffing experts either within VADOC or from a private consulting firm to produce a security staff post plans for all facilities within VADOC. A completed 24-hour facility staffing post plan shall identify every necessary security post by a primary duty title, shift, squad and post specific number with the duties for said posts identified in half hour blocks.
- Develop an evaluation team of staffing experts from within VADOC or a private consulting firm to research correctional system computerized staffing programs. The system shall be required to have the capability to handle VADOC system wide staffing plans and be utilized at the facility level for daily charting and accountability of facility staff by shift as well as pre-planning capabilities, tracking of authorized absences such as military leave, Family medical leave act (FMLA) and approved vacation/personal leave. Additional capabilities shall include the tracking of unauthorized or un-planned absences i.e. AWOL or call ins and the tracking of closed posts and the utilization of security staff for tasks not included in the security staffing plan such as incident management, un-scheduled trips, emergency medical trips, mental health watches, contraband watches etc.

- On a local level Buckingham CC and Dillwyn CC should develop a medical appointment transportation team utilizing staff from both facilities to consolidate medical appointment transportation. This concept would require designated medical staff from both facilities to work together to coordinate scheduling and supervisory security staff to also work together to assign transport staff appropriately. An example of this concept; Buckingham has one appointment at a regional hospital and Dillwyn also has an appointment at the same hospital. Instead of assigning the normal 2 officers from each facility to transport their inmate, Buckingham assigns 2 officers and Dillwyn assigns one. Savings is one officer. Doesn't seem like a lot but if this is done 5 days a week, 52 weeks a year, the benefit is substantial. This concept was successfully implemented in NYSDOCS with neighboring facilities and Riker's Island's 7 facilities. In Riker's this was also utilized for court production successfully.

CAROLINE CORRECTIONAL CENTER**Facility Background and Summary**

The Caroline Correctional Unit #2 is located in rural Hanover County, Virginia. It is a small state prison housing male inmates, under the jurisdiction of the Virginia Department of Corrections. The address of the facility is 31285 Camp Road Hanover, Va 23069. The facility was the site of a work camp in the 1950's and the buildings as they are today, were opened in 1965.

According to published data by the Va. DOC, the rated capacity of CCU #2 is 84 with an operational capacity of 100. On the day of our site visit there were 83 inmates assigned to CCU #2, which is 99% of their rated capacity. Facility staff reported that the max capacity is 138 as that represents the total number of dormitory beds.

Caroline Correctional Unit #2 is a minimum security (Level 1) facility with most of the inmates working outside the secure perimeter of the institution. Caroline Correctional Unit #2 has one housing unit with two wings. All of the beds are dormitory style housing. There are 4 RHU cells adjacent to the dormitories for short-term stays.

Inmates are secured by a perimeter fence, and over 59 cameras monitor the facility 24 hours a day/7 days a week. Inmates work in the facilities agribusiness which comprises a farm and greenhouse. Inmates can also work jobs such as the VDOT highway labor program, and several internal jobs performing kitchen work, custodial maintenance, library aids, barber shop, and recreational programs. Educational courses provided include a GED program and a computer training course. Inmates can also earn working certifications in waste water treatment, forklift operator, aerial lift operator, pesticide technician, and OSHA certification. The average length of incarceration at Caroline Correctional Unit #2 is 84 months.

The facility employs 53 full-time staff of which 43 are security FTEs. Executive staff report only 2 security FTE vacancies.

Facility Mission:

“The mission of Caroline Correctional Unit 2 is to serve the citizens of the community and the Commonwealth of Virginia. We will enhance the quality of life in the Commonwealth by improving public safety. We will accomplish this through reintegration of sentenced men in our custody and care by providing supervision and control, effective programs and re-entry services in safe environments which foster positive change and growth consistent with sound correctional principles, fiscal responsibility and constitutional standards.”

“Caroline Correctional Unit 2 Healing Environment shall provide both staff and inmates a meaningful work environment that is goal-directed and productive. It shall benefit the accomplishment of this work unit’s mission to plant and harvest vegetable crops, maintenance of the facility roadway maintenance, and assist inmates with their re-entry into the community upon their release.”

CCU#2 is primarily a work camp that sends several different work gangs, supervised by correctional staff into the community to provide a variety of needed services.

Caroline Correctional Center Staffing Logistical Information	
Year Opened:	1965
Total Acreage:	141 Acres
Secure Acreage:	3.25 Acres
Design Capacity:	84
Operational Capacity:	100
Square Footage:	25,082 sq/ft
Headcount:	83
Population as % of Design Capacity:	99%
Housing Style(s):	Direct Supervision - Dorms
Number of Housing Units:	1
Number of Housing Units over Capacity:	0
Total Security FTEs:	42
Percentage of Security Vacancies	5%

OPERATIONAL SPACE ASSESSMENT

Operational Space Assessment Scoring - DO NOT CHANGE THIS SECTION

For an operational space assessment, CGL provides an overall operational rating that represents an appraisal of how well a facility's entire physical plant meets its intended purpose and supports its mission and operation. The three potential ratings are:

- Fully Meets:** The facility is well-designed to meet its mission, the needs of its target population, and current and planned program/service offerings. Facility design and layout is efficient from a staffing standpoint. Line of sight in units and across campus is good. Programming space is sufficient to support program goals. The location of functional spaces supports secure and effective operations. Design and layout establishes

an environment that supports the agency and facility mission. Design supports modern correctional standards and requirements.

- o **Partially Meets:** Facility's design is somewhat supportive of the facility's mission, however, there may be layout/design issues that impact system efficiency and are not supportive of current and future correctional practices. This may include a degree of lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.
- o **Does Not Meet:** Facility's design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples, aging linear housing units, poor line of sight, lack of program spaces, undersized treatment spaces, program spaces located in inappropriate locations.)

Caroline Correctional Center Operational Space Assessment Detailed Ratings		
Rating Factors	Rating	Notes
Housing		There is one housing area with two wings. Each wing is dormitory housing. One officer is responsible for supervision of both wings. There is an officer's desk in the foyer where administrative duties are conducted. The officer is also responsible for conducting rounds in each of the housing wings.
Programs		The facility counselors provide the required programming however there is a lack of group room space. Groups are conducted in the common area of the downstairs day room and the visiting room.

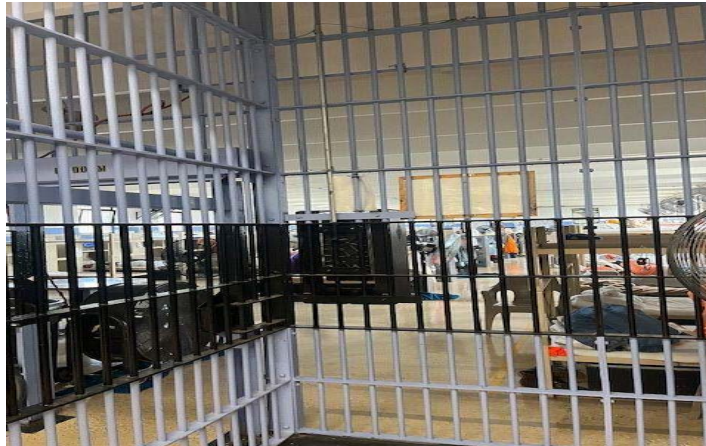
Medical		The medical department is very small and only staffed by two nurses on each shift. There are no assigned physicians and only minor first aid treatment is provided in house.
Mental Health		There are no MH services provided.
Kitchen/Dining		There is a kitchen/dining room combined for inmates to eat their meals. One Food Service manager supervises the entire operation.
Warehouse/Storage		The facility has ample storage.
Laundry		The facility has a commercial laundry in the basement that is adequate for the small number of inmates.
Adjacencies		The facility is very compact with only one housing unit with two wings. The programming/recreation/education area is in the basement that is accessed by a lengthy set of stairs. The facility is not ADA compliant.
Staffing		There is only a total of 53 full-time staff at the facility of which 42 of them are security FTEs. There is a core group of officers who have facility experience but the turnover for trainees makes it difficult to maintain a trained workforce.

NOTES TO SUPPORT RATING

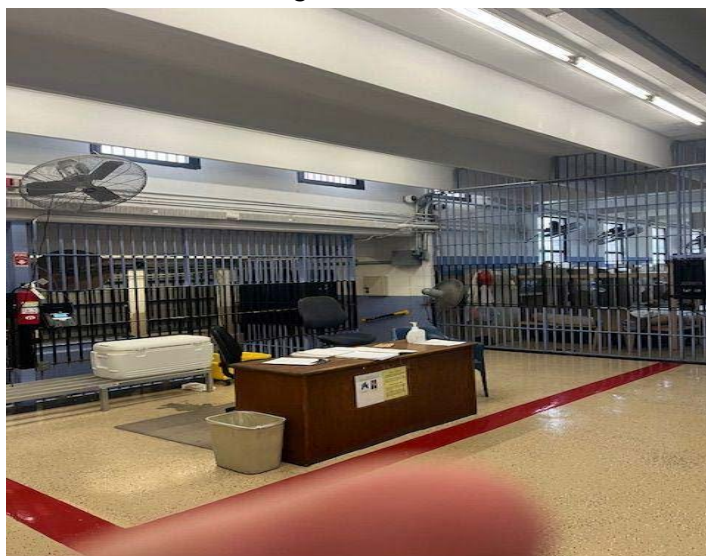
Housing Units

There was only one housing unit at Caroline Correctional Center with two wings. Both wings were dormitory style housing with a bed count of 70 on the A-side and 68 on the B-side. There were also 4 Restorative Housing Unit cells adjacent to the dormitories for inmates who needed a higher degree of security. However, if long term segregation is needed, the inmate(s) would be transferred to a higher security level facility.

Dormitory Housing



Housing Officer Station



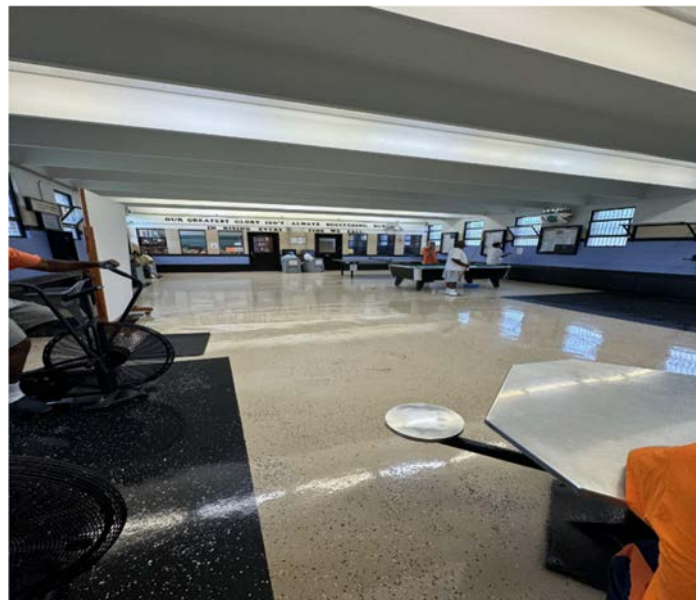
Segregation Cells (RHU)



Programs

There is a basement area under the housing dorms for inmate programming. The area has a library and an area designated for educational classes. The counselors facilitate Thinking for a change, decision points, and cognitive behavior interventions for substance abuse. Drive to work and inside out dad programming are also provided. There are recreational opportunities such as softball, basketball, and volleyball. Weightlifting and a walking/running track are available. The common area in the basement provides space for board games, a ping pong table and a pool table.

Basement Programming Area



Medical

When you enter the facility the first area inside the main gate is a small dispensary and a medical triage area. Medical staff make rounds on the housing units to address concerns. The area is very small and only staffed by nurses.

Medical Area

**Mental Health**

There are no “in-house” mental health services provided.

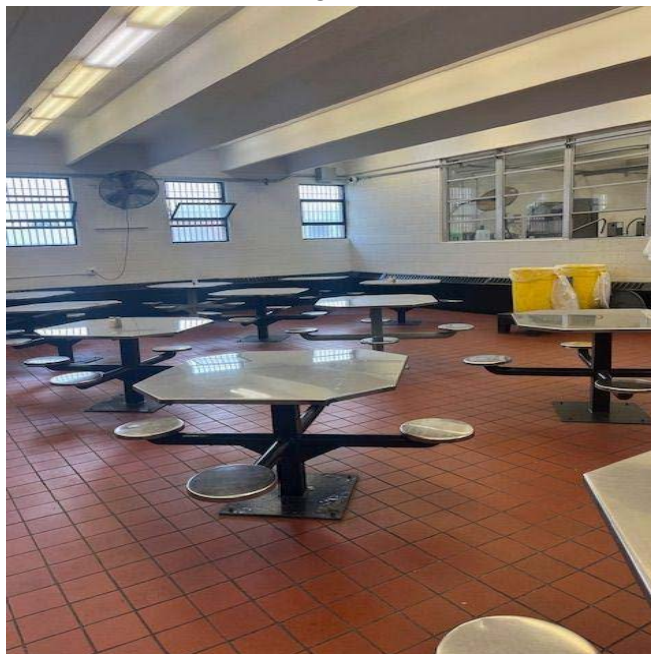
Kitchen/Dining

The kitchen and dining room are all located in the same area. The food service manager oversees the entire operation and supervises the inmate work details. There are no officers assigned to the food service area.

Kitchen/Dining



Dining Room



Warehouse

There is sufficient storage space for storage for the small facility.

Laundry

There is a small commercial laundry that meets the needs of the population.

Laundry

**Adjacencies**

Everything is very compact and easily accessible. The facility is not ADA compliant as there are stairs throughout the facility making it impossible for wheelchair bound or other handicapped inmates to maneuver through the facility.

Staffing

There are a total of 42 security staff assigned to CCU #2. At the time of our site visit there were 2 vacancies. The watch commanders are Lieutenants and when the lieutenants are off duty, sergeants perform the duties of watch commander. On the

day of our visit, two sergeants were in charge and running the facility. According to the most recent post audit, there were to be 12 officers assigned per shift (day/night) however the average number of officers per shift is 6-7 officers.

OBSERVATIONS AND RECOMMENDATIONS

- The administration building is located outside of the secure perimeter in a ranch style brick office building.

Administration Building



- Due to the proximity of the Caroline Correctional Center #2 and the Beaumont Correctional Center it may be advisable to conduct a feasibility study to determine if the operations at the Caroline Correctional Center could be moved to the Beaumont Facility. There may potentially be many benefits to the Va DOC, both fiscally and logistically, to combine the two facilities and close the current Caroline Correctional Center.
- In discussion with facility staff, it was noted that they do not have problems hiring corrections officer trainees however, they do have trouble retaining them. Many of the local sheriff departments and other county run facilities recognize the certification training the cadets receive and once the cadet receives their certification, they leave the DOC and hire on at other jurisdictions paying considerably more money.

- On the day of our site visit there was limited movement in the facility due to a staff appreciation picnic being conducted adjacent to the Administration Building.
- The facility was clean and very quiet as most of the inmates were working outside the perimeter at various locations throughout the area.

DEERFIELD CORRECTIONAL CENTER



Facility Background and Summary

The Deerfield Correctional Complex is located in rural southeastern Virginia on 2700 acres of land at 21360 Deerfield Drive Capron, Virginia 23829. The Deerfield Correctional Complex was originally built in the fall of 1976 as a temporary facility using surplus mobile homes on approximately forty-two acres of land. The facility was closed on April 15, 1991. Construction on the new facility began in June 1993 and the facility was opened in July 1994 designed to house 375 offenders. In 1998 the facility was designated to house the department's geriatric population. In 2005, an expansion project began that increased the capacity to 1080 offenders.

The complex consists of the main facility and two (2) minimum security work camps. The main facility is a level 2 medium security prison housing male offenders with specialized units for inmates needing personal or skilled care. The primary construction is standard steel framing and precast concrete. There are 6 housing units that have secure control booths and open bays with dormitory style housing. The Deerfield Correctional Center does not have a Restorative Housing Unit (RHU) and must transfer inmates who need more restrictive housing due to their demonstrated

behavior. Inmates are placed in specific housing units based on their work assignments, medical diagnosis, or proximity to release. They have a veteran's unit, and an assisted living unit that is staffed with both corrections officers and nurses. Due to the nature of the inmates housed at the Deerfield Correctional Center, there are more outside hospital/doctor trips than the state average. It was reported that an average of 12 trips outside the secure perimeter are made per day (Mon.-Fri). Deerfield staff are responsible for the supervision and security of a 13 bed ward in the local hospital.

Facility Mission:

The mission statement for the Deerfield Correctional Center is as follows: “In service of the Commonwealth, we will work to enhance the quality of life of those in our care, their families, and the community by fully supporting the embodiment of positive community reintegration and lasting public safety. We will accomplish this by ensuring those in our custody and care are supervised consistent with sound correctional principles, constitutional standards, and fiscal responsibility; and by supporting initiatives such as Cognitive Skill=Building, Education, Workforce Development, Agriculture, and interdisciplinary Health care.”

The primary mission of the Deerfield facility is housing geriatric inmates who need specialized care and reentry.

Deerfield Correctional Center Staffing Logistical Information	
Year Opened:	1993
Total Acreage:	2700 Acres
Secure Acreage:	?Acres
Design Capacity:	1100
Operational Capacity:	1130
Square Footage:	89,400 sq/ft
Headcount:	916
Population as % of Design Capacity:	83.2%
Housing Style(s):	Direct Supervision- Dormitories
Number of Housing Units:	6

Number of Housing Units over Capacity:	0
Total Security FTEs:	291
Percentage of Security Vacancies	21%

OPERATIONAL SPACE ASSESSMENT

Operational Space Assessment Scoring

For an operational space assessment, CGL provides an overall operational rating that represents an appraisal of how well a facility's entire physical plant meets its intended purpose and supports its mission and operation. The three potential ratings are:

- 
o Fully Meets: The facility is well-designed to meet its mission, the needs of its target population, and current and planned program/service offerings. Facility design and layout is efficient from a staffing standpoint. Line of sight in units and across campus is good. Programming space is sufficient to support program goals. The location of functional spaces supports secure and effective operations. Design and layout establishes an environment that supports the agency and facility mission. Design supports modern correctional standards and requirements.
- 
o Partially Meets: Facility's design is somewhat supportive of the facility's mission, however, there may be layout/design issues that impact system efficiency and are not supportive of current and future correctional practices. This may include a degree of lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.
- 
o Does Not Meet: Facility's design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples: aging linear housing units, poor line of sight, lack of program

spaces, undersized treatment spaces, program spaces located in inappropriate locations.)

Deerfield Correctional Center Operational Space Assessment Detailed Ratings		
Rating Factors	Rating	Notes
Housing		The housing units at the facility are all dormitory style. The total beds in the general population section (E & F) are 400. A & B units have a total of 330 beds and the Medical/Assisted living wings have a total of 47 beds in each wing. There is an 18 bed infirmary and no Restorative Housing Unit (RHU). The average daily population is 969. The total number of beds is 1130.
Programs		There are a wide range of programming opportunities to include ABE classes, Reentry counseling, and case specific programming. Counselors have offices on the housing units however programming space is limited and is often conducted in the gymnasium and visiting room.
Medical		With the large number of inmates needing increased medical treatment and attention, the medical department appears to be very undersized. Medical services are provided through a contract with Armor Correctional Health Services Inc. Through the contract all professional services are provided. There is a housing unit that has been retrofitted to accommodate inmates in need of assisted living arrangements.
Mental Health		

		The Mental Health department provides a full range of services including individual and group psychotherapy as well as crisis intervention. Services are provided both in person and via telemedicine.
Kitchen/Dining		Meals for all of the main complex and the two work camps are prepared in the main kitchen and delivered via hot boxes to the various locations. Inmates housed in the main complex are fed their meals in one of 2 main dining halls. Meals are also delivered to the inmates in the assisted living unit.
Warehouse/Storage		The facility warehouse provides ample storage.
Laundry		
Adjacencies		The facility is designed in such a way that inmates (and staff) can easily move about the facility. The facility is ADA compliant as there were many wheelchairs moving throughout the facility. Behind each housing unit are recreation yards that are separated by fencing to prohibit mingling between units.
Staffing		Security staffing at the Deerfield Correctional Center was challenging as they had several other facilities in close proximity (Greensville, Sussex, and Lawrenceville) all competing for the same candidates. There were several posts observed throughout the facility that were authorized by the post audit but not filled due to staff shortages. Contributing to

		staff shortages at Deerfield is the high number of medical trips, covering hospital posts at the secure ward at the South Hampton Memorial Hospital. Also, it was reported that the department often calls on Deerfield to “lend” officers to other facilities for temporary assignment. On the day of our site visit there were 59 vacancies (Corrections officer thru Major).

NOTES TO SUPPORT RATING

Housing Units:

The housing units were all designed the same with a secure control booth in the center and two open bay wings on each side. The control room officer was responsible for opening the secure doors leading into the unit and observation of both wings. All of the beds were dormitory style in the open bay area with showers and a day room at the entrance to the wing. Office space on the unit is not sufficient as closets were converted into offices. Unit Managers and counselors are on the units and oversee management of the operations. The sleeping areas were very cluttered and congested due to the amount of property the inmates are permitted to accumulate. There were a combination of under-bed lockers and vertical wall lockers in use throughout the facility.

Dormitory Housing Unit (Assisted Living) “Stock Photo”



Dorm



Rec Yards Behind Housing Units**Programs**

The facility provides a wide spectrum of programming opportunities for the inmate population:

- Reentry Planning
- Drive to Work
- Thinking for a Change
- Ready to Work
- Resources for Successful Living
- Caregivers Support Group
- Matrix Substance Abuse Model
- Advanced Anger Management
- Vision Impaired Program
- Parenting (Dad's Inc.)
- Veteran Peer Support Program
- Victim Impact - Listen & Learn
- Mind over Mood
- Sex Offender Awareness Program

- Preventing Recidivism by Education for Parole Success
- Workforce Development
- ABE/GED
- Agribusiness

Medical

The medical services are provided by contract with Armor Correctional Health Services Inc. With the number of inmates housed at the Deerfield Correctional Center, the medical department is very undersized. Throughout the building there were medical supplies and devices stored in the hallways making it difficult to navigate through the area. Multiple nurses were sharing crowded office space.

Medical Treatment Room



Mental Health

The mental health staff were located in a building referred to as the Care Center which also included a Physical Therapy treatment room. There were no officers assigned to the area and a shortage of space for staff to meet with inmates. Consideration should be given for the placement of a mobile office adjacent to the Care Center for staff to relocate office space and therefore create additional group room space in the main building.

Proposed Mobile Office Building

Kitchen/Dining

The facility has a fully functioning kitchen area with limited storage space, specifically freezer storage. Due to the lack of storage, staff are required to make several trips transporting food from the outside warehouse to the main kitchen. Consideration should be given to the placement of a drop freezer at the rear of the kitchen to increase efficiency. The dining halls are sufficient in size and are very well maintained. Meals for inmates working at the Flash Freeze shop, outside of the secure perimeter, are sent out via hot boxes.

Proposed site for Drop Freezer

Warehouse

The facility has limited storage space inside the secure perimeter. The warehouse is located outside the secure perimeter.

Laundry

Each of the housing units have washers and dryers for the inmates to launder the personal clothing.

Adjacencies

The facility is designed to accommodate ease of movement from the housing units to the support services throughout the facility. The facility is ADA compliant as the mission for Deerfield is to house inmates in need of assisted living.

Staffing

The staffing at the facility was average as there were a total of 59 security FTE vacancies. Staff report that hiring new staff is not nearly as difficult as retaining them. As reported at many of the other facilities visited, new staff will stay until they receive their certification at which time they will leave for higher paying jobs utilizing the same certification as the DOC. If the DOC is serious about addressing this problem, a comprehensive review of salaries/benefits and a commitment to retention must be a priority.

OBSERVATIONS AND RECOMMENDATIONS

Observations and suggestions as a result of our site visit to the Deerfield Correctional Center are as follows:

- Deerfield has been designated to house inmates who are in need of an assisted living environment. They live in an open bay dormitory with their medical devices and equipment either attached to the wall behind their bunk or stored near their bunk in one of the center isles. These inmates are often transported to a local hospital or doctor's office due to the nature of their medical conditions. Many of the inmates in this category have had lengthy

stays in a hospital miles away from the facility, placing a drain on manpower and creating excessive overtime. From my observations, living in a dormitory setting is not ideal for this type of inmate. Beaumont Correctional Center has been designated to be the medical facility for the entire DOC, however the anticipated number of beds at Beaumont will not be sufficient to house the majority of inmates needing skilled or personal care. With the aging population, this should be a priority consideration for the Department as they plan for the future.

- The amount of clutter and personal property in the dormitory area is a concern. With the amount of beds, there is nowhere for additional lockers unless they are placed in the day room area of the dorm.
- The facility should explore contracting third-party providers to manage non-security functions such as laundry, dining, property, and commissary services. This strategy would allow security staff to dedicate their efforts to core security responsibilities, enhancing the overall effectiveness of facility operations. In conversation with the supervisor over the inmate property division, it was noted that considerable delays and frequent overtime is utilized to process and manage inmate property.
- Establish a reciprocal system for officer loans between facilities. When a facility loans an officer to another, the receiving facility should provide an officer in return. This approach would help maintain adequate staffing levels and ensure that the facility security needs are consistently met.
- With the current amount of inmates in need of excess medical treatment and attention, it may be beneficial to evaluate the current medical space and consider restructuring and/or creating additional space to meet the complex mission at the facility. During our site visit it was noted that the hallways were filled with medical equipment and other supplies. Also we observed inmates being treated at a “makeshift” station set up in one of the hallways.

- Non-security staff are often required to perform certain security functions due to the shortage of security staff on shift. This procedure should be evaluated and only used in emergency situations. Depending on non-security staff on a regular basis, not only presents a security concern, there is also a detriment to the workload of the non-security staff person called on to work in security.
- In consultation with the Kitchen supervisor, it was determined that a drop freezer would increase efficiency and eliminate frequent trips in and out of the sally port to the warehouse for food deliveries.
- The Mental Health area, referred to as the care center, is in need of additional office space for staff so that more space can be converted to treatment/group rooms.
- The common theme continued regarding retaining qualified staff and maintaining an experienced workforce. Deerfield competes with several other facilities for staff but fortunately for them, most of the new hires desire to work at Deerfield because of the security level and the more relaxed culture of the facility. Having said that, many of the new hires still leave upon completion of their training for higher paying jobs. The Department should explore what needs to be done to retain qualified staff which in essence will ensure safer and more secure facilities.
- It was noted that the Department frequently calls on Deerfield to provide officers and other staff for various needs throughout the department. The ability to backfill these positions and the costs associated with keeping them on the sending facility cost center creates an additional hardship.
- Inmates who work in the Flash Freeze plant that is outside the secure perimeter of the main facility, have to be strip searched out and in each day. There are currently approximately 60 inmates in this category. The fact that 70% of the security workforce is female, this creates a challenge. These inmates also have to be transported to/from the Flash Freeze plant each day

(Mon.Fri.) It may be worth reopening the closed work center and relocating the inmates who work outside of the secure perimeter to the minimum security work camp.

DILLWYN CORRECTIONAL CENTER**Facility Background and Summary.**

Dillwyn Correctional Center (DWCC) is a medium security facility operated by the Department of Corrections in the Commonwealth of Virginia located at 1522 Prison Road, Dillwyn, Virginia. DWCC is classified as a security level 2 facility as well as a reception and classification center for male inmates entering the Virginia Department of Corrections. DWCC opened in 1993 with a design capacity of 945. The current operational capacity is --- with a daily population average for 2024 of 887. The facility resides on 88 acres and the structures within the secure perimeter have been constructed from concrete blocks. DWCC has 6 dorm style housing units. Each dorm style housing unit has an “A” and “B” side separated by a centralized control room. Additionally, DWCC has one 32 bed, two wing, celled housing unit. Within this unit DWCC operates a 16 cell Restorative Housing Unit for inmates presenting an unacceptable risk to other inmates, facility staff, or the safe, secure operation of the facility and the 16 remaining cells are utilized for honor housing. The additional structures within the facility provide space for industry (metal furniture), visitation, vocational and academic programming, medical, food service and indoor recreation. Vocational and academic programming are coordinated through the Division of Education (DOE) and include academic classes formulated to have students obtain their GED certificates. Vocational programs include sheet metal, welding and plumbing.

BKCC offers extensive support and treatment programs to include anger management, substance abuse, sex offender awareness and re-entry planning. BKCC has met or exceeded the standards established by The American Correctional Association and is a fully accredited facility.

Dillwyn C.C Staffing Logistical Information	
Year Opened:	1993
Total Acreage:	88
Secure Acreage:	41.5
Design Capacity:	600
Operational Capacity:	809
Square Footage:	
Headcount:	887
Population as % of Rated Capacity:	109.6
Housing Style(s):	DIRECT SUPERVISION
Number of Housing Units:	7
Number of Housing Units over Capacity:	0
Total FTEs (All Staff):	331
Total Security FTEs:	199
Number of Security Vacancies	38

Facility Mission:

As stated in a Welcome Book formatted for an American Correctional Association Audit “We enhance the quality of life in the Commonwealth of Virginia by improving public safety. We accomplish this through reintegration of sentenced men in our custody and care by providing supervision and control, effective programs and re-entry services in a safe environment, which foster positive change and growth consistent with researched-based evidence, fiscal responsibility and constitutional standards”.

Operational Space Assessment Scoring

For an operational space assessment, CGL provides an overall operational rating that represents an appraisal of how well a facility’s entire physical plant meets its intended purpose and supports its mission and operation. The three potential ratings are:

- 
Fully Meets: The facility is well-designed to meet its mission, the needs of its target population, and current and planned program/service offerings. Facility design and layout is efficient from a staffing standpoint. Line of sight in units and across campus is good. Programming space is sufficient to support program goals. The location of

functional spaces supports secure and effective operations. Design and layout establish an environment that supports the agency and facility mission. Design supports modern correctional standards and requirements.

- 
Partially Meets: Facility's design is somewhat supportive of the facility's mission, however, there may be layout/design issues that impact system efficiency and are not supportive of current and future correctional practices. This may include a degree of lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.

- 
Does Not Meet: Facility's design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples, aging linear housing units, poor line of sight, lack of program spaces, undersized treatment spaces, program spaces located in inappropriate locations.)

Dillwyn Correctional Center Operational Space Assessment Detailed Ratings		
Rating Factors	Rating	Notes
Housing		Housing units are ample in size, provide clear lines of sight from the control room and have secure entry/exit through an electronically controlled sally port.
Programs		The facility offers extensive programs in support of ADOC'S rehabilitative mission. DWCC's original design offers adequate program space to facilitate programming at the current operating capacity.
Medical		A dedicated medical area supports the entire campus. The facility utilizes tele-med technology and is meeting the medical needs of offenders. However, mental health services are provided within the medical unit which results in limited space for medical staff offices, medical exam rooms and storage for medical supplies.
Mental Health		The mental health services area is not part of the original design for the facility and is currently

		operating in converted medical unit space. While the mental health space meets the needs of the inmate population the units occupied space negatively impacts space needed to facilitate the medical unit.
Kitchen/Dining		The facility has two dining halls and a large kitchen area. The kitchen and dining spaces are handling the operational capacity adequately. However, freezer, cold and dry storage areas are not sufficient to meet the needs of the current operating capacity.
Warehouse/Storage		The facility has a large storehouse outside of the perimeter. However, interior storage areas, as mentioned for the kitchen, are not sufficient to support the current operating capacity.
Laundry		The facility utilizes a central laundry for bulk laundry and each housing unit has individual washers and dryers within the unit.
Adjacencies		The facility has an adequate design providing good lines of sight for staff observance of inmate movement as well as inmate access to medical, food service, programming and recreation areas.
Staffing		Security staffing is dangerously low. Housing unit floor areas were observed not staffed as well as walkways, program areas and three of the four perimeter towers.

NOTES TO SUPPORT RATING

Housing Units:

The housing units were spacious and open, with a good line of sight for direct supervision inmate management. Due to the high volume of staff vacancies, floor/housing officers were not present. The low staffing levels create an environment for management to resort to indirect and remote inmate supervision.

Program Areas:

Academic and vocational Program areas were observed in operation. Classrooms are large, bright and have sufficient space to facilitate the programs offered at DWCC for the current operating capacity.

Medical and Mental Health:

The originally designed medical area currently accommodates the medical and mental health services for the facility. AVDOC designates inmate mental health levels from 0-6. 6 is the highest level of care. DWCC houses inmates designated from 0-2 and is additionally responsible for mental health initial classification of newly received inmates in VADOCs as well as initial classification of medical needs. Additional space for employee offices, inmate interview and exam rooms, mental health observation rooms and record storage are needed to operate the facility at the current capacity and reception responsibilities.

Kitchen and Dining:

The facility operates two large dining halls and one kitchen. The seating capacity in the dining areas is sufficient, and the kitchen area is large and supports food preparation for the current operating capacity. Additional space should be considered for cold/dry and freezer storage.

Laundry:

Inmate housing units are set up with individual washers and dryers and bulk laundry is handled in a central laundry area. Both arrangements are sufficient at the current operating capacity.

Adjacencies:

DWCC adjacencies are very good for a 32-year-old facility. Food service, indoor and outdoor recreation, medical, visiting room, industry and program areas are easily accessed by inmates from the centrally located housing units.

Staffing:

Security staffing is dangerously low. Housing unit floor areas were observed not staffed as well as walkways, program areas, yards and perimeter towers.

RECOMMENDATIONS FOR STAFF EFFICIENCY OR IMPROVEMENT

Observations from the site visit conducted at Dillwyn C.C revealed DWCC executive staff doing everything within their power to shore up operational practices, improve safety and security and provide inmates with meaningful program opportunities, recreation and basic services. However, even these monumental efforts cannot overcome the deficiencies that result from having insufficient staff.

As previously stated, the FTE for security staff at DWCC is 199 with 38 vacant positions or 20%. The vacant positions have forced executive staff to close or not man critical security posts

throughout the facility to include housing unit floor officers, walkway observation posts, recreation yard posts, perimeter tower posts and perimeter patrol posts.

A review of the daily deployment of available security staff at DWCC reveals a heavy deployment of staff to supervise inmate transportation to include emergency medical trips, scheduled outside medical trips, court trips, funeral visits and inmate transfers as well as security coverage for inmates admitted to outside hospital facilities.

Additionally, in discussion with facility executive staff, it was revealed that VADOC does not have a computerized staffing system, a facility specific staffing post plan and many elements of a comprehensive and accountable security staffing system are not available or utilized in VADOC.

Suggestions for improvement/efficiency system wide as well as DWCC specifically:

- Develop an evaluation team of correctional operational and staffing experts either within VADOC or from a private consulting firm to produce a security staff post plan for all facilities within VADOC. A completed 24-hour facility staffing post plan shall identify every necessary security post by a primary duty title, shift, squad and post specific number with the duties for said posts identified in half hour blocks.
- Develop an evaluation team of staffing experts from within VADOC or a private consulting firm to research correctional system computerized staffing programs. The system shall be required to have the capability to handle VADOC system wide staffing plans and be utilized at the facility level for daily charting and accountability of facility staff by shift as well as pre-planning capabilities, tracking of authorized absences such as military leave, Family medical leave act (FMLA) and approved vacation/personal leave. Additional capabilities shall include the tracking of unauthorized or un-planned absences i.e. AWOL or call ins and the tracking of closed posts and the utilization of security staff for tasks not included in the security staffing plan such as incident management, un-scheduled trips, emergency medical trips, mental health watches, contraband watches etc.
- On a local level Dillwyn CC and Buckingham C.C should develop a medical appointment transportation team utilizing staff from both facilities to consolidate medical appointment transportation. This concept would require designated medical staff from both facilities to work together to coordinate scheduling and supervisory security staff to also work together to assign transport staff appropriately. An example of this concept; Buckingham has one appointment at a regional hosp. and Dillwyn also has an appointment at the same hosp. Instead of assigning the normal 2 officers from each facility to transport their inmate, Buckingham assigns 2 officers and Dillwyn assigns one. Savings is one officer. Doesn't seem like a lot but if this is done 5 days a week, 52 weeks a year, the benefit is substantial. This concept was successfully implemented in NYSDOCs with neighboring facilities and Riker's Islands 7 facilities. In Riker's this was also utilized for court production successfully.

FLUVANNA CORRECTIONAL CENTER



Facility Background and Summary

Fluvanna Correctional Center for Women is a Level 3 security facility located at 144 Prison Lane in Troy, Virginia. The facility, operated by the Virginia Department of Corrections, spans approximately 104 acres of land. Constructed in 1996, the main complex of Fluvanna is composed of 10 buildings, arranged in a rectangular, campus-like layout.

Of the 10 buildings at Fluvanna, six are dedicated to housing inmates. The facility maintains strict control over access to each housing unit through the use of a mantrap system. Once inside a housing unit, a central control booth is situated in the middle of the room, overseeing four distinct housing sections known as "Wings."

Each Wing is designed as a direct-supervision, dormitory-style pod. Upon entering a Wing, inmate cells are aligned along the right and left walls. The main floor features a large dayroom, with recreation tables positioned in the center, and washer and dryer units located near the rear exit.

The facility's perimeter security includes a 12-foot-high fence, composed of an 8-foot chain-link base topped with 4 feet of anti-climb fencing. Unlike many other correctional facilities, Fluvanna's perimeter fence does not utilize razor wire. Instead, the fence is equipped with an ISC Infinity 2000 detection system, which integrates shaker fence and microwave technologies. This system is monitored by both the master control room and a portable unit in the roving patrol vehicle. Notably, Fluvanna Correctional Center does not have security towers or high mast lighting.

Facility Mission:

The mission of Fluvanna Correctional Center for Women is to enhance public safety by ensuring the secure confinement, supervision, and rehabilitation of female offenders. The facility is committed to preparing inmates for successful reintegration into society through a comprehensive range of programs and services, including education, vocational training, substance abuse treatment, and mental health care.

In addition to its rehabilitative focus, Fluvanna Correctional Center serves as an intake and classification facility. It processes female inmates from surrounding jails into the Virginia Department of Corrections system. During intake, offenders undergo assessments to determine their custody level and are then assigned to a permanent facility that offers programs tailored to their specific rehabilitative needs.

Fluvanna Staffing Logistical Information	
Year Opened:	1998
Total Acreage:	103.8 Acres
Secure Acreage:	30 Acres
Design Capacity:	1230
Operational Capacity:	1,238
Square Footage:	1,306,800sq/ft
Headcount:	
Population as % of Rated Capacity:	
Housing Style(s):	Dormitory
Number of Housing Units:	26
Number of Housing Units over Capacity:	
Total FTEs (All Staff):	287
Total Security FTEs:	233.38
Number of Security Vacancies	100

OPERATIONAL SPACE ASSESSMENT

Operational Space Assessment Scoring

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- Partially Meets:** Facility's design is somewhat supportive of the facility's mission, however, there may be layout/design issues that impact system efficiency and are not

 supportive of current and future correctional practices. This may include a degree of lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.

 o **Does Not Meet:** Facility's design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples, aging linear housing units, poor line of sight, lack of program spaces, undersized treatment spaces, program spaces located in inappropriate locations.)

Fluvanna Correctional Center Operational Space Assessment Detailed Ratings		
Rating Factors	Rating	Notes
Housing		The facility has 26 housing units, primarily double-celled, with a capacity of 239 inmates. While dayrooms are spacious with good visibility from the control tower, the direct supervision model is compromised due to staffing shortages. Additionally, the absence of toilets in cells necessitates leaving cell doors open, further raising security concerns, particularly in incident management.
Programs		The facility provides ample programming space, supporting a variety of educational and rehabilitative initiatives.
Medical		The medical area is extensive and resembles a hospital ward, with 30 infirmary beds available for inmate care. Medication is administered four times daily, with security personnel required to accompany nurses due to the absence of pill windows. Medications are carted to housing units. Recently, the facility experienced a class action law-suit, which has resulted in Medical staff storing equipment in housing unit office spaces.
Mental Health		The facility has three wings dedicated to mental health care, arranged in a step-down program. The cells in these wings are single-bunked, but could be double bunked to accommodate inmates with mental health needs. Despite supporting high levels of 1:1 suicide observations, four observation cells have been repurposed as staff

		offices, which raises concerns given the facility's substantial need for mental health observation and care.
Kitchen/Dining		The facility operates a fully functional kitchen, with meals provided in dining rooms that are adequately supervised by security staff.
Warehouse/Storage		The facility includes a dedicated warehouse, efficiently managed by a Supervisor and Assistant who handle requisition, receiving, stocking, and issuing of approved institutional materials and supplies.
Laundry		The facility lacks a dedicated laundry facility. State linens are sent to another Department of Corrections facility for processing, indicating a gap in in-house laundry services.
Adjacencies		The facility is well-designed, allowing inmates easy access to various areas, including programming, education, dining, etc.
Staffing		The facility experiences high staff turnover, hiring approximately 10 staff per month but losing 8. The security staff composition is predominantly male (70%), which is concerning in an all-women's facility. Female staff are primarily assigned to posts requiring their presence (RHU, Transports, Industry), leading to a shortage of female staff in other critical areas of the facility. The facility uses a direct supervision model, where for one housing unit, there should be one floor officer. Due to staffing shortages, one floor officer is responsible for overseeing four housing units.

NOTES TO SUPPORT RATING**Housing:**

The Fluvanna Correctional Center faces significant challenges in housing unit supervision and security due to staffing shortages. Currently, one floor officer is tasked with overseeing four housing units, a responsibility intended for one officer per unit. This situation compromises the facility's ability to maintain proper supervision. Additionally, the cells within these units lack in-room toilets, necessitating that cell doors remain open, which increases the risk of security incidents. The facility comprises 26 housing units with a capacity of 239 inmates. Although the dayrooms provide ample space and good visibility from the control tower, the overall housing arrangement struggles to meet the demands posed by inadequate supervision and heightened security risks.

Programs:

Fluvanna Correctional Center is well-equipped to support a wide range of educational and rehabilitative programs, boasting ample dedicated space for these initiatives. The diversity of programs available underscores the facility's commitment to inmate rehabilitation and education, providing comprehensive support to aid in the inmates' successful reintegration into society.

Medical:

The medical services at Fluvanna Correctional Center are supported by a substantial, hospital-like medical area that includes 30 infirmary beds. Medications are distributed directly to housing units via carts, a process that necessitates security staff accompaniment due to the lack of pill windows. However, the facility has encountered recent legal challenges that have impacted its medical operations. A class action lawsuit has led to an increase in medical and mental health staff, resulting in space constraints. Medical equipment is now stored in housing unit office spaces, and some housing pods have been repurposed as triage centers, reflecting ongoing issues with space and resource management.

Mental Health:

The facility dedicates three wings to mental health care, structured around a step-down program designed to gradually reduce the level of care as inmates progress. However, space utilization has become a concern, with observation cells being converted into staff offices despite a continuing need for mental health observation spaces. Additionally, the facility's single-bunked cells could be double-bunked to accommodate more inmates requiring mental health care, addressing the growing demand for these services.

Kitchen/Dining:

Fluvanna Correctional Center operates a fully functional kitchen, ensuring that meals are prepared and served efficiently. The dining rooms where meals are provided are adequately supervised by security staff, contributing to a well-managed and secure environment during meal times.

Warehouse/Storage:

The warehouse at Fluvanna Correctional Center is efficiently managed by a dedicated Supervisor and Assistant, overseeing the requisition, receiving, stocking, and issuing of institutional materials and supplies. This system ensures that the facility's operational needs are met promptly and effectively.

Laundry:

The facility manages its laundry needs through a combination of external and internal processing. State linens are sent to another Department of Corrections facility for laundering, while each housing unit is equipped with its own laundry machines and dryers, allowing inmates to manage their personal laundry within their units.

Adjacencies:

Fluvanna Correctional Center is designed with operational efficiency in mind, ensuring that inmates have easy access to programming, education, and dining areas. The layout supports smooth movement and accessibility, facilitating the delivery of various services while maintaining order and security.

Staffing:

Staffing at Fluvanna Correctional Center presents ongoing challenges, with the facility experiencing a high turnover rate. Despite hiring 10 staff members each month, it loses 8, highlighting the difficulty in maintaining a stable workforce. Additionally, the gender imbalance among security staff, with 70% being male, raises concerns given that the facility houses female inmates. This staffing imbalance, coupled with the high turnover and supervision challenges, particularly the issue of one officer overseeing four housing units, underscores the pressing need for staffing solutions that ensure adequate supervision and security.

RECOMMENDATIONS FOR STAFF EFFICIENCY OR IMPROVEMENT

- The Fluvanna Correctional Center’s security staffing is a challenge, not only due to the level of vacancies experienced, but by the lack of female corrections officers necessary to manage the female population. It was shared that approximately 70 percent of the corrections security staff is male and the facility has difficulties recruiting qualified females to the position. This impacts daily operations throughout the facility, causing female supervisory staff to be required to perform line level responsibilities.
- Compounding the male/female staff composition is the need for a female officer to accompany every off-site transport. The Fluvanna facility, like most other institutions experiences a high number of off-site transports daily.
- As the result of a Class Action Lawsuit regarding medical access and care, the facility experiences a higher than normal level of off-site transports – approximately 10 per day with a high recently of 14. Requiring two security staff members for each transport, the facility can have 20 security staff outside of the building at one time.
- Also as a result of the lawsuit, the facility has a high level of medical and mental health staffing. It was reported that approximately 130 medical and mental health staff members now operate in the building. This increase in staffing creates the need for additional office and clinic service spaces. The facility has a large building dedicated to medical and mental health services, however while touring, it was evident that offices share space and service spaces are doubled up as needed.

Green Rock Correctional Center

**Facility Background and Summary**

Green Rock Correctional Center is a medium security facility located at 1704 Beverly Heights Rd, Chatham, VA 24531. The facility sits on 202 acres in a very rural area of southern Virginia. Green Rock has four (4) inmate housing units, an administration building, a program support building, a sally port and an outside warehouse. The population on the day of our site visit was 931. According to data provided by the Va DOC, the design capacity of Green Rock Correctional Center is 1014 and the operational capacity is 1000. As of the May 2024 population report, the Green Rock facility was operating at 90% capacity. On the day of our site visit there were 27 corrections officer vacancies and 21 non-security vacancies.

Facility Mission:

The Green Rock Correctional Center is an Intensive re-entry facility with a Shared Allied Management (SAMS) unit, a Voluntary Substance Abuse Program, After Care Programs and a contract provider (Spectrum) with a Director and 6 counselors that provide drug and alcohol counseling.

Green Rock CC Staffing Logistical Information	
Year Opened:	2007
Total Acreage:	202
Secure Acreage:	202
Design Capacity:	1014
Operational Capacity:	1000
Square Footage:	
Headcount:	931
Population as % of Rated Capacity:	90%
Housing Style(s):	DIRECT SUPERVISION
Number of Housing Units:	
Number of Housing Units over Capacity:	
Total Security FTEs:	209
Number of Security Vacancies	13%

OPERATIONAL SPACE ASSESSMENT

Operational Space Assessment Scoring

For an operational space assessment, CGL provides an overall operational rating that represents an appraisal of how well a facility's entire physical plant meets its intended purpose and supports its mission and operation. The three potential ratings are:

- 
Fully Meets: The facility is well-designed to meet its mission, the needs of its target population, and current and planned program/service offerings. Facility design and layout is efficient from a staffing standpoint. Line of sight in units and across campus is good. Programming space is sufficient to support program goals. The location of

functional spaces supports secure and effective operations. Design and layout establishes an environment that supports the agency and facility mission. Design supports modern correctional standards and requirements.

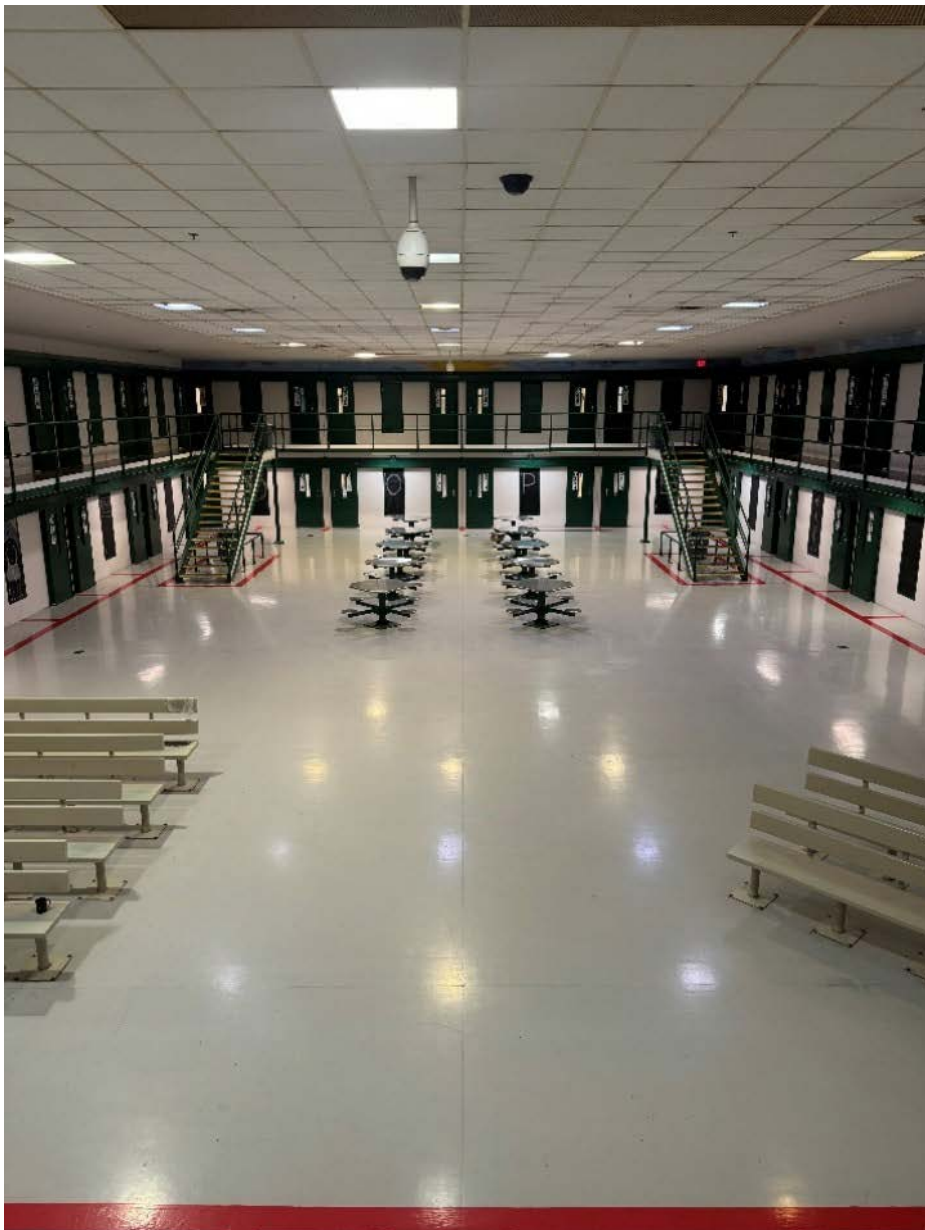
- o **Partially Meets:** Facility's design is somewhat supportive of the facility's mission, however, there may be layout/design issues that impact system efficiency and are not supportive of current and future correctional practices. This may include a degree of lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.
- o **Does Not Meet:** Facility's design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples, aging linear housing units, poor line of sight, lack of program spaces, undersized treatment spaces, program spaces located in inappropriate locations.)

Green Rock Correctional Center Operational Space Assessment Detailed Ratings		
Rating Factors	Rating	Notes
Housing		There are 4 housing units with 128 cells in each. Most are double celled with a capacity of 256. There are single cells and handicapped accessible cells available. Each housing unit is staffed with one officer in control. Three officers on the floor and one officer at the door. Additionally, each housing unit has a Treatment Officer who assists in running programs. This person is a correctional officer with special training. A unit sergeant, unit manager, and counselors make up the remainder of the unit team. The presence of officers on the units made a noticeable difference in the cleanliness and atmosphere of the unit. The Unit manager was observed making rounds as well.
Programs		There is a lack of adequate programming space ³²⁶ at Green Rock. Many spaces such as

		the visiting room and the gymnasium have to share space with counselors running groups. Many of the office spaces we viewed were small and were shared by up to 3 staff members. Although the space is a concern, Green Rock utilizes creative means to deliver the required programming. It was noted that scheduled programming is sometimes cancelled due to lack of space.
Medical		The medical area is small and only has a small infirmary ward that was filled on the day of the site visit. There are frequent trips to BCU Hospital in Richmond that take in excess of 6 hours resulting in security overtime.
Mental Health		The mental health department has recently received additional staff to provide the needed services, however, space for the staff remains a challenge.
Kitchen/Dining		The facility has a fully functional kitchen with one officer assigned to the food prep area. Inmate meals are provided in the dining rooms that are supervised by security supervisors.
Warehouse/Storage		The facility has ample storage.
Laundry		Currently, the facility does not have a laundry and must contract with a vendor to have the facility's clothing cleaned. An area has been identified by the executive staff to create a laundry service area.
Adjacencies		The facility design is such that the inmates have easy access to the support building for programming, education, recreation, etc.
Staffing		The number of vacancies at Green Rock were relatively low, however there were still posts on the duty roster that were not manned due to staff shortages.

NOTES TO SUPPORT RATING**Housing Units:**

The housing units are designed well with good lines of sight. They were all the same with an entry area that had unit manager and counselor offices and 3 individual wings. There is a secure entry for authorized personnel to enter the control booth. One officer is assigned to the control booth who was responsible for operation of all security doors and the inmate cell doors. Officers were observed on the tiers counting inmates during our site visit. There are no group rooms on the housing units causing the required inmate groups to be conducted in the dayrooms or at another location in the program support building.



Programs

Green Rock provides ample programming opportunities to the inmate population but programming space is needed.

The “boulevard” - Programming Corridor



Typical staff office space



Medical

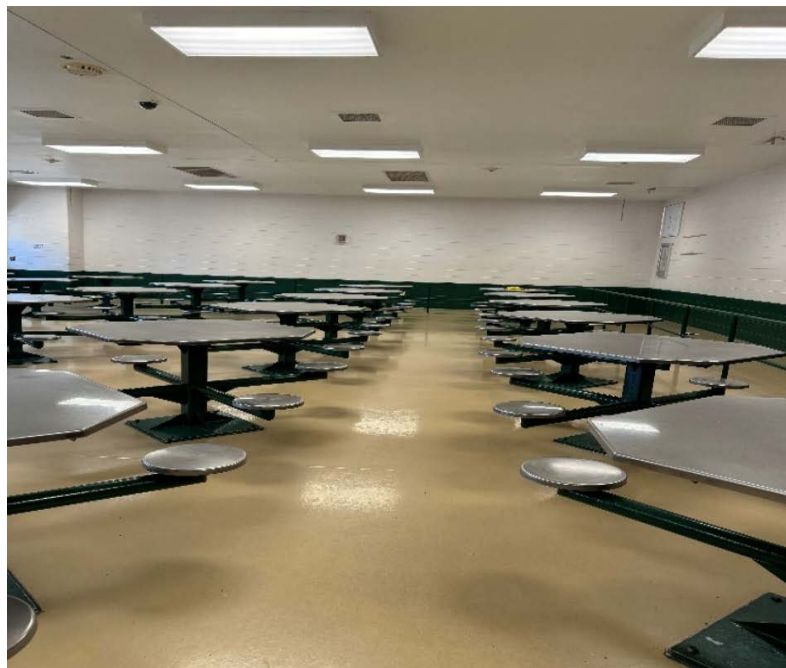
The medical services area was very neat and orderly and clean. It was small and cramped and could use additional space for staff treatment and administration. There was a 5 bed infirmary ward. Two Corrections Officers were assigned for security.

Mental Health

Mental Health services are provided by both facility staff and contract staff. The facility executive staff stated that with the increase in MH staff there is insufficient office space to accommodate them..

Kitchen/Dining

The food service area appeared to be adequate for serving the population. The inmate dining rooms were small but in good repair and clean.. Supervisory staff provided supervision and security for meal periods.



Warehouse

The facility warehouse was sufficient for the size of the facility.

Laundry

Currently the facility does not have a laundry and sends all of the laundry out to a local contract vendor. An area has been identified which has the required space.

Proposed Laundry Site



Adjacencies

The facility adjacencies are good. The inmates have easy access to the dining hall and support services. The recreation yards are in the center of the facility between support services and the housing units. Officers were observed providing security during a scheduled recreation period.

Staffing

Staffing levels are not critically low at Green Rock. On the day of our site visit there were only 27 security vacancies and 21 non-security vacancies. It was reported that the majority of overtime is generated by medical transports to VCU hospital in Richmond. There were several areas visited throughout the facility that were designated as “officer posts” that were being manned by lieutenants and other non-uniformed staff.

OBSERVATIONS AND RECOMMENDATIONS

- We found the facility to be in excellent condition during our site visit. Security at the main entrance was handled professionally and according to SOP. The facility was clean and orderly throughout our tour. We found the culture to be positive with both the staff and the inmate population.
- Inadequate programming space and cramped office space seemed to be the norm throughout the facility.
- The sallyport area was crowded and inmates were being processed into the facility. There is a need for a body scanner at the sally port and the executive staff have identified some building modifications to make room for the needed equipment.
- The inmate property room was toured and found to be very organized; however the practice of not transferring inmate property with the inmate and requiring the transferred inmate to pay to have it shipped resulted in extensive delays for the inmates receiving their property.
- At the time of our visit, there were no visits taking place. According to the daily shift roster, there are nine dedicated posts to visitation. Upon reviewing the past rosters, there are few days when all nine posts are filled. Recommend a review of the visitation operation to determine if any of the nine posts could be better utilized in another area.

Visiting Room



HARRISONBURG CORRECTIONAL ALTERNATIVE PROGRAM



Source: Google. August 2024.

Facility Background and Summary

The Harrisonburg Correctional Alternative Program is a small facility operated as an alternative program to incarceration, to give probationers and parolees the opportunity to engage in treatment, education, vocational training and employment. The facility is a male housing facility with 126 beds located at 6624 Beard Woods Lane in the Shenandoah Valley. The facility was originally constructed and opened in 1966 as a Work Release and Road Gang facility known as Camp #8 until 1975. In 1975, the Department of Corrections (DOC) turned the facility into an Intake/Transit facility to receive and process new admissions into the DOC. In 1977, the facility again changed missions and became a misdemeanor housing facility, offering Adult basic Education and various vocational trainings. In 1998, the facility became a Detention and Diversion Center offering “divertees” the opportunity for change.

Currently, the facility serves as a two-phase Community Corrections facility – Intake processing for intake probationers and a Community Employment facility for probationers who have been convicted of a non-violent felony offense and whose participation has been recommended by a local judge or the district. Residents are only probation violators and not inmates. Probationers are required to complete programming to address criminogenic needs, and the length of the programming is between 22 to 48 weeks.

The main housing building consists of two levels – a primary level with two housing units, food service and dining, and administrative offices and the main control center. The second level is the basement of the facility and consists of an education area with classrooms, dayroom activity space, a small indoor recreation space, group room for programming, and support service space (laundry, property storage, and facility storage). The two housing units are nearly identical in design and layout. Both housing units are dormitory design with double bunks (bunk beds). Limited personal space is available and minimal dayroom activity was observed at the rear of the housing unit surrounding a wall mounted television. The main daytime activity space is in the basement.

Security staffing in the facility was minimal. The main control center was observed with one officer responsible to monitor cameras, control primary security doors, accept residents returning from work, issue keys to staff, and manage radio communication. The main control space doubled as the staff break area and was limited in space. Housing security was observed with one officer assigned to the “platform” between the two living units. A second security officer patrolled between the primary floor and basement to observe the population. Off of the basement activity space, residents could access the outdoor recreation space.

The main administration building is located outside of the secure perimeter of the facility and houses the superintendent’s office, senior probation officer’s office and several other administrative/support staff offices.

One responsibility of the facility staff is to provide the residents with rides to and from their work location and periodically conduct work checks of each employer.

Facility Mission:

The facility serves a critical need for the Virginia DOC as the Intake processing center for all residential alternative programs. Harrisonburg is the only alternative program to support a community program, while the remaining four facilities are closed, intensive programming facilities.

Harrisonburg Staffing Logistical Information	
Year Opened:	1966
Total Acreage:	110
Design Capacity:	84
Operational Capacity:	126
Square Footage:	23,146
Facility Capacity as % of Design Capacity:	150%
Housing Style(s):	Dormitory
Number of Housing Units:	2
Number of Housing Units over Capacity:	0
Total Security FTEs:	28.27
Number of Security Vacancies	21.2%

OPERATIONAL SPACE ASSESSMENT

Operational Space Assessment Scoring

For an operational space assessment, CGL provides an overall operational rating that represents an appraisal of how well a facility’s entire physical plant meets its intended purpose and supports its mission and operation. The three potential ratings are:

- 
Fully Meets: The facility is well-designed to meet its mission, the needs of its target population, and current and planned program/service offerings. Facility design and layout is efficient from a staffing standpoint. Line of sight in units and across campus is good. Programming space is sufficient to support program goals. The location of functional spaces supports secure and effective operations. Design and layout establishes an environment that supports the agency and facility mission. Design supports modern correctional standards and requirements.
- 
Partially Meets: Facility’s design is somewhat supportive of the facility’s mission, however, there may be layout/design issues that impact system efficiency and are not supportive of current and future correctional practices. This may include a degree of lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.

- **Does Not Meet:** Facility’s design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples, aging linear housing units, poor line of sight, lack of program spaces, undersized treatment spaces, program spaces located in inappropriate locations).

Harrisonburg CCAP Operational Space Assessment Detailed Ratings		
Rating Factors	Rating	Notes
Housing		Housing units were observed to be full of bunks, maximizing holding space, leaving little room for personal space. Double bunking creates sightline issues for staff.
Programs		Education space is good in the facility, but doubles with program space. Some programs are conducted in the group room, dining hall, and dayroom space due to lack of adequate programming space.
Medical		Medical offices are small and cramped. Limited space for nurses to conduct assessments and provide care. Minimal storage for equipment.
Mental Health		Mental health offices are lacking.
Kitchen/Dining		Kitchen and dining hall were good. Food service equipment and prep areas were designed for a population of 84, but serving up to 150. Cooler space and dry storage was good.
Administration/Support		Administration space is good as it is in a separate building by itself. Within the primary housing building, support space is limited in office space and storage.
Staff Wellness		The facility has minimal staff support area. Staff break room is in the main control center.
Adjacencies		The housing units lack sufficient dayroom space and residents must travel downstairs to the basement

		for daytime or leisure activities. Sightlines for staff are difficult being split between two levels.
Staffing		Staffing levels are low in this facility to accomplish everything they need to do. To compound the low level of staff on the Post Audit, 21% vacancies challenge the facility with having a sufficient number of security personnel to work.

NOTES TO SUPPORT RATINGS

HOUSING UNITS

The facility has two dormitory housing units for the population. One housing unit was designated for new intakes to the facility and used to separate individuals until they are assessed/classified and either assigned to another Residential Alternative Program for treatment or employed. The second housing unit houses those individuals who are gainfully employed either within the facility or within the community.

The housing units were double bunked from their original design and line the walls within the housing unit. Several dayroom tables line the center between bunks. The personal space within the housing unit for the population was minimal. The double bunks make sightlines from the officer workstation difficult to see within the housing unit. Before double bunking, the housing units had single layered bunks which would have made safety and visibility easier to achieve for security staff.



PROGRAMS

Program spaces were limited in the facility. In the basement level, one group room was present for group counseling and had room for up to 10 to 12 residents. The Education center in the basement provided larger space with a library, two classrooms, and office spaces for the educators. Programs

share this space when available. As the Residential Alternative facilities are programmatic facility, this facility could use additional programming spaces.

MEDICAL/MENTAL HEALTH

The facility's medical and mental health space was limited to an office location on the primary level, adjacent to the shift commander's office. The limited space allowed for individual assessments, but very little clinic services.

FOOD SERVICE

The food service operation was located on the primary level of the facility and was in good working order. The food service operation is managed by a food service manager, officers, and inmate work force. The kitchen preparation area and dining area were open and only separated by the food serving line. The kitchen was originally designed for a population of 84 and is serving upwards of 150 residents. While small, the food service operation was organized, clean, and provided ample storage of food supplies.

ADMINISTRATION

The main administration support space is in a separate building outside of the secure facility. This space was ample in size for the administration. Support space within the secure facility was limited as observed with the medical/mental health staff, limited program management space, limited probation office space for counseling and case management, no staff support space, the staff dining/break room was located inside the main control center. The overall facility is small and originally designed spaces have been repurposed with all the changes the facility experienced over the decades.

ADJACENCIES

Adjacencies within the facility are challenging at best. Resident activity space is not within the housing units and requires residents to traverse to the basement for leisure time activity, recreation, programming, education, and counseling.

STAFFING

The facility security staffing was limited to 28 security FTEs. The facility is significantly challenged by this level of staffing. We observed one officer assigned to the control room managing multiple responsibilities. This post would most benefit from a second officer. The housing units were staffed with one officer assigned to the platform outside the dormitories and a second officer assigned to rove between the housing units and providing observations on the basement level. The limited staff assigned to the facility have to manage the laundry, resident property exchange, controls, housing unit supervision, transportation, and grounds security.

At the time of the site visit, the Superintendent shared that he was recently allotted 10 additional security FTEs, but had yet to fill any of them.

OVERALL OBSERVATIONS

- The facility is significantly challenged with staffing levels, given the level of responsibility and facility design. The breakdown of 28 security employees factors out to an average of 7 employees per shift, including the shift commander, supervisors, and corrections officers. There is no relief staff built into this level of staffing for individuals who take leave without creating overtime or causing extra work for the remaining staff.
- Considering the facility's age and continuous wear and tear, the facility was in good condition.
- The facility's mission is vital to the Department's initiative in managing probationers. Considering the small size of the institution, and the other four Residential Alternative Programs, the Department might find some savings in staffing and operational costs if the entire program was consolidated into a larger institution or two (1 male and 1 female).

HAYNESVILLE CORRECTIONAL CENTER



Facility Background and Summary

The Haynesville Correctional Center (HCC) opened in 1993 in Richmond County, Virginia. The address of the facility is 421 Barnfield Road Haynesville, VA . The institution operates as a security level 2 male facility with a maximum capacity of 877 inmates. The Va. DOC reports that the design capacity of HCC is 600 and the operational capacity is 847. On the day of our site visit the total population was 876. The facility is operating at 146% of its design capacity.

HCC sits on approximately 110 acres of land. There are 13 total buildings of which 6 are housing units consisting of two wings of dormitory housing with a secure control booth in the center. There is a Restorative Housing Unit (RHU) with 2 wings; one for disciplinary placements and the other for Protective Custody status inmates. The housing units are precast concrete and appear to be in good repair. There is an education building (DOE), a medical building, laundry, kitchen/dining building, a

gymnasium, and both individual unit rec yards as well as a large yard for special events.

There are a total of 303 staff members at HCC of which 210 are security staff (169 Corrections Officers). As of 7/25/24 there were 46 security FTE vacancies. There are currently 18 security FTE's participating in the training phases. Since June 83 security FTE's have been hired. The Va. DOC have identified 10-12 positions that must remain unfilled unless prior approval is granted by the Department of Corrections.

Facility Mission:

The mission of the Haynesville Correctional Center is, "to enhance public safety by carrying out the sentences given to assigned felons in a humane and cost-efficient manner consistent with sound correctional principles, including emphasis on safe, secure practices, behavioral control, classification management, positive behavioral change, productive programs, fiscal control, and constitutional standards." Haynesville Correctional Center is primarily a re-entry facility preparing inmates for successful release.

Haynesville Correctional Center Staffing Logistical Information	
Year Opened:	1993
Total Acreage:	110 Acres
Secure Acreage:	125 Acres
Design Capacity:	600
Operational Capacity:	847
Square Footage:	?
Headcount:	876
Population as % of Design Capacity:	146%
Housing Style(s):	Direct Supervision - Dorms
Number of Housing Units:	6
Number of Housing Units over Capacity:	0
Total Security FTEs:	210
Percentage of Security Vacancies	22%

OPERATIONAL SPACE ASSESSMENT

Operational Space Assessment Scoring - **DO NOT CHANGE THIS SECTION**

For an operational space assessment, CGL provides an overall operational rating that represents an appraisal of how well a facility's entire physical plant meets its intended purpose and supports its mission and operation. The three potential ratings are:

-  o **Fully Meets:** The facility is well-designed to meet its mission, the needs of its target population, and current and planned program/service offerings. Facility design and layout is efficient from a staffing standpoint. Line of sight in units and across campus is good. Programming space is sufficient to support program goals. The location of functional spaces supports secure and effective operations. Design and layout establishes an environment that supports the agency and facility mission. Design supports modern correctional standards and requirements.
-  o **Partially Meets:** Facility's design is somewhat supportive of the facility's mission, however, there may be layout/design issues that impact system efficiency and are not supportive of current and future correctional practices. This may include a degree of lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.
-  o **Does Not Meet:** Facility's design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples, aging linear housing units, poor line of sight, lack of program spaces, undersized treatment spaces, program spaces located in inappropriate locations.)

Haynesville Correctional Center Operational Space Assessment Detailed Ratings		
Rating Factors	Rating	Notes
Housing		There are 6 housing units and a Restorative Housing Unit (RHU). The housing units are all dormitory style units. There is a secure control booth in the center with two housing wings. One officer mans the control room and there is a floor officer who rotates between wings.
Programs		There are a number of program opportunities for the inmates to participate in.
Medical		The medical department is very undersized for the size and needs of the facility.
Mental Health		Mental Health services are provided in the treatment building. The building is controlled by a corrections officer and has adequate space for the services provided.
Kitchen/Dining		There are 2 dining rooms and a large kitchen staffed by a food service director, assistant director and 6 supervisors. An officer provides security throughout the kitchen/dining area.
Warehouse/Storage		Several areas were very cramped and in need of additional storage.
Laundry		

		The facility has a small commercial laundry that is staffed by one non-uniformed staff member and just a few inmates. Inmates may wash personal clothing on the housing units.
Adjacencies		The facility is designed in such a way that inmates have access to recreation, programming, dining rooms, and other support areas through the institution. There are large green spaces within the secure perimeter where additional buildings could be located.
Staffing		Security vacancies were at 22% and staff appeared to be making the necessary effort to keep them filled. Discussion seemed to be more of a concern about retention than actually being able to hire security FTEs.

NOTES TO SUPPORT RATING

Housing Units:

There are 6 housing units and a Restorative Housing Unit (RHU) at HCC, each constructed of precast concrete. The general population units are all dormitory style housing with a secure control booth in the center and two housing wings separated by a block wall. The control booth is manned by a corrections officer who controls doors and provides observation of the living areas. The post audit calls for a floor officer in each wing however, the SOP is one officer assigned to the housing wings, making rounds and providing observation on both. There are Unit Managers and counselors assigned to the housing units in shared offices. There are no programming areas or group rooms in the housing units. During our site visit there were only 3 inmates assigned to the RHU. The second wing in the RHU functions as a Protective Custody Unit (PCU) and inmates throughout the Va DOC may be transferred.

HCC Housing Units



Dormitory Housing**Housing Unit Rec Yard**

HCC Restorative Housing Unit**Programs**

There are a variety of programming opportunities at the facility to assist the inmates with successful reentry.

- Aggression Alternative Skills
- Anger Management for Substance Abuse and Mental Health Clients
- Cognitive behavioral interventions in substance abuse
- Cognitive community intensive (Re-entry program)
- Decision Points
- Lessons Learned
- Making it on Supervision

- Ready to work
- Recovery Route
- Resources for successful living
- Sex offender awareness program
- Thinking for a change
- Topical Seminars
- Veterans Community
- Victim Impact

Medical

The medical department is very undersized and cramped for a facility the size of HCC. There is a 6 bed infirmary that when full, overflows into the Restorative Housing Unit (RHU).

Medical Department



Open Space Behind Medical & Property**Mental Health**

Mental Health services are provided in the treatment building by mental health staff.

Kitchen/Dining

All meals are made in the facility kitchen and served in one of two dining rooms. The area appeared to be sufficient for the size of the facility. There is generally one officer assigned for tool issues and pat downs.

Warehouse

The facility has an outside warehouse and is sufficient for the size of the facility.

Laundry

The facility has a central laundry operated by a non-uniformed staff member and several inmate workers.

Adjacencies

The facility's adjacencies are good. Inmates from each housing unit have easy access to the various support functions within the facility. The walkways are handicap accessible.

Staffing

Staffing is fairly good at HCC with only a 22% vacancy rate for security FTE's. There are occasions when non-uniformed staff work security positions when there is a shortage of corrections officers. They work primarily priority 2 posts if needed. Non-uniform staff regularly work the visiting room posts.

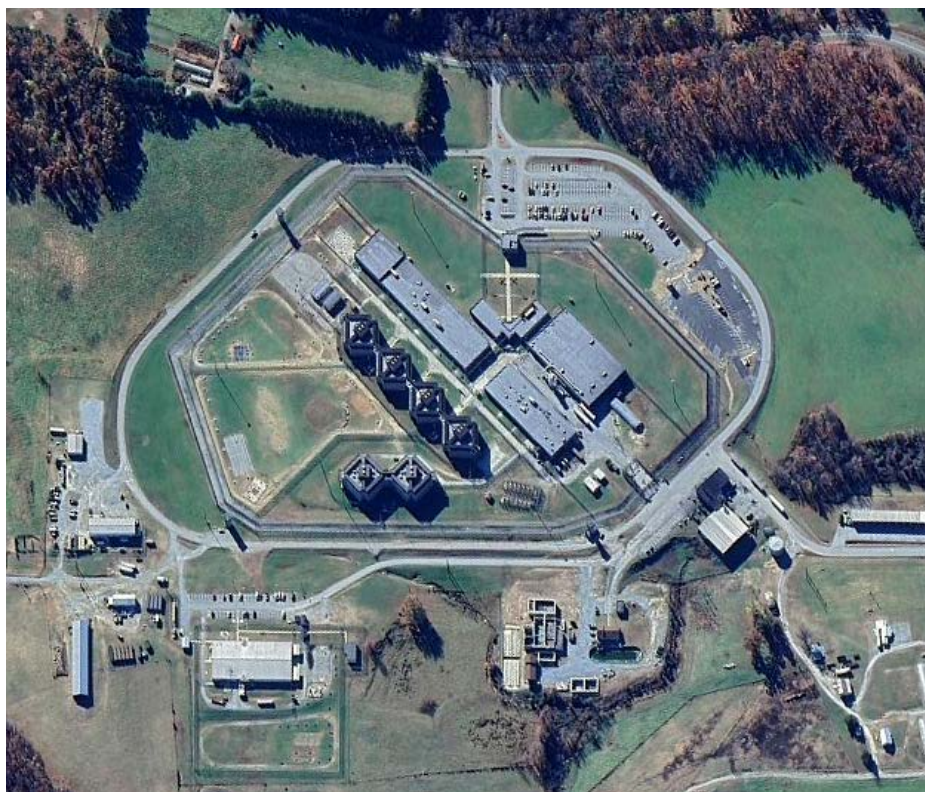
OBSERVATIONS AND RECOMMENDATIONS

Observations from the site visit to Haynesville Correctional Center were as follows:

- The medical department should be reviewed and evaluated for additional space. It was very crowded and cramped and not sufficient for a facility the size of HCC. One small office had 4 desks in it for multiple staff to work. There is ample room between the secure perimeter fence and the rear of the medical building to add either additional office space or treatment rooms. With the amount of activity and blind spaces in the medical complex, assigning a 2nd officer would be prudent.
- The property room for HCC is about the size of a closet. There were boxes piled throughout the small office and barely enough room for the two staff members to work. Due to the small size of the property room, inmate property is stored at several locations throughout the facility. Staff must transport property to the gymnasium to distribute it to the inmates due to lack of space in the property room. There is sufficient space at the rear of the property room, inside the secure perimeter fence to construct a property storage area to consolidate the inmate property storage and work area.
- Currently there is not a staff member responsible for retention assigned to the facility. It appears that filling vacancies is not a major issue however, keeping staff once they're hired is an issue that needs addressed.
 - The reasons cited for officers leaving are as follows:
 - Better pay elsewhere.

- Young, mobile staff
 - Day care issues
 - Mandatory Overtime
- There are an average of 8 officers on the road (Mon.-Fri-) for pre scheduled hospital and doctor visits outside of the facility. These additional posts almost always result in overtime.
 - The Operations Manager's office is in the admin building. This individual is responsible for maintaining and updating all of the ACA files however, due to limited space, the files are stored in another area of the facility. Suggest a review of space needs for the staff member assigned to this position to provide for consolidation of files.
 - Recently 3 counselors were removed from the complement of HCC and transferred to Wallens Ridge.
 - There were only 3 inmates housed in the RHU. If numbers remain this low, temporary transfers for RHU inmates to another facility would free up at least 3 staff members per shift.
 - HCC operates a VCE clothing plant. All inmates change clothes in and are strip searched out by the assigned officer.
 - Commissary is delivered to the inmates at the commissary window on the main compound. Several inmates were observed waiting in line with an officer supervising them. Most facilities have adopted a system whereby the commissary staff deliver the commissary to the housing units, thus eliminating the need for officer supervision at the window.
 - The executive staff at the Haynesville Correctional Center was very engaged and knowledgeable of their areas of responsibility. They were able to answer our questions and the facility was in great shape as far as cleanliness and organization.
 - Although the facility has several vacancies, the facility continues to operate. Fortunately, the facility has ample posts so that when vacancies occur, the operation can continue. For example, each dorm is assigned three officers. One in control and 2 on the floor. With the number and security level of the population, two officers are an adequate number. Consideration should be given to reducing the staffing in the housing units to a total of 2 officers (one for each wing).

Nottoway Correctional Center



Facility Background and Summary

Nottoway Correctional Center is a level 3 (medium security) facility located at 2892 Schutt Rd. Burkeville, Va 23922. The facility has 960 beds designated as reception beds and 446 beds designated as general population beds. According to statistics provided by the Va DOC, Nottoway has a design capacity of 736 and an operational capacity of 1406. According to the data provided for May 2024, the average daily population was 1250 which reflects the current population to be 170% of the design capacity. The population on the day of our site visit was 1115. The layout of the facility places inmate services and the medical building in a long row between the administration building and the housing units. The multi-level housing units are located at the rear of the facility with the exercise yards behind the units. All of the buildings are precast concrete construction. Each housing unit is identical in layout and has a 1st and 2nd floor control unit for two pods of cells, each containing 32 cells with 64 beds total. There are no handicap or single cells at Nottoway except for the Restorative Housing Unit (RHU).

There are 6 housing units total; A, B, C,&D are designated for reception and classification and units N & O for the general population. There is a segregation unit (RHU) located in N Unit with 64 single cells.

The facility is built on 780 acres of land of which 290 acres are utilized for farming by the inmates housed in the Nottoway Work Center which is located near the main facility, outside of the secure perimeter. There are 200 beds for minimum security inmates but on the day of our visit there were 91 inmates housed in the work center.

During our site visit the facility was on lockdown due to a pre scheduled facility wide search which left many of the posts that were manned on a daily basis vacant due to no inmate movement. During normal operations the authorized staffing for the housing units is 1 Sergeant for each housing unit, a first floor control room officer, a first floor officer, a second floor control room officer and a 2nd floor officer. Officer posts are designated on the shift roster as either “priority 1” or “priority 2” and are filled accordingly based on available staff.

Nottoway Correctional Center has a VCE wood fabrication shop that supplies many of the various commonwealth agencies with desks, chairs, and other wood office furnishings.

The inside grounds of Nottoway are comprised of the following buildings:

- Administration
- Medical
- Dining Hall
- Reception and Intake
- Enterprise Building
- Greenhouse
- Inmate housing (6 buildings)
- Gym
- Laundry
- Commissary
- J building

The outside grounds consist of the following areas:

- Nottoway Work Center (fenced)
- Waste Water Treatment
- Warehouse
- Farmhouse
- Powerplant
- Firing Range
- Maintenance Buildings
- Training house
- Mail room/staff clothing.
- Buildings and grounds

Facility Mission:

Nottoway is the reception and classification center for the VA Department of Corrections. A transportation hub is located near the sally port for the transport buses from other facilities to drop off and return inmates.

The mission of Nottoway Correctional Center is to provide a safe, secure and healing environment for staff and inmates. A healing environment will promote and enhance an atmosphere for the successful integration of reception inmates into the Virginia Department of Corrections, effective programming, re-entry services, supervision and control of sentenced adult male inmates while maintaining humane, cost-efficient and consistent sound principles and constitutional standards. The encouragement of personal growth and career development of staff will model the way for positive change in inmate attitude, behavior and thought processes. Nottoway Correctional is the primary transportation hub, reception and classification center for the Va DOC.

Nottoway Correctional Center Staffing Logistical Information	
Year Opened:	1984
Total Acreage:	780
Secure Acreage:	490
Design Capacity:	736
Operational Capacity:	1406
Square Footage:	
Headcount:	1115
Population as % of Design Capacity:	15%
Housing Style(s):	Direct Supervision
Number of Housing Units:	6
Number of Housing Units over Capacity:	
Total Security FTEs:	289
Total number of Security Vacancies	109

OPERATIONAL SPACE ASSESSMENT

Operational Space Assessment Scoring

For an operational space assessment, CGL provides an overall operational rating that represents an appraisal of how well a facility's entire physical plant meets its intended purpose and supports its mission and operation. The three potential ratings are:

-  o **Fully Meets:** The facility is well-designed to meet its mission, the needs of its target population, and current and planned program/service offerings. Facility design and layout is efficient from a staffing standpoint. Line of sight in units and across campus is good. Programming space is sufficient to support program goals. The location of functional spaces supports secure and effective operations. Design and layout establishes an environment that supports the agency and facility mission. Design supports modern correctional standards and requirements.
-  o **Partially Meets:** Facility's design is somewhat supportive of the facility's mission, however, there may be layout/design issues that impact system efficiency and are not supportive of current and future correctional practices. This may include a degree of lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.
-  o **Does Not Meet:** Facility's design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples, aging linear housing units, poor line of sight, lack of program spaces, undersized treatment spaces, program spaces located in inappropriate locations.)

Nottoway Correctional Center Operational Space Assessment Detailed Ratings		
Rating Factors	Rating	Notes
Housing		Housing units are ample in size, open, and provide good lines of sight. There are blind spots directly below the control booth that cannot be observed by the control booth officer. The housing units do not have adequate air conditioning or ventilation. Correction Officer staffing in the housing unit consists of a control post with one officer assigned and a floor officer assigned. Additionally, a building Sergeant is assigned to each building. Given the current design of the housing unit, the staffing pattern is sufficient. However, the facility routinely operates by sharing floor officers between housing units. The Work center operates two dormitory housing units with one officer providing the supervision.
Programs		There is a long row of support buildings between the housing units and the Admin building where inmates can easily access support services such as medical, education, vocational education,
Medical		The facility has a medical facility for non-emergency treatment of inmates. Currently there is no dentist and all inmates must be transported out for dental appointments. There are 4 officers assigned to provide security for the entire complex but they are seldom filled due to staff shortages.
Mental Health		Mental Health services are provided via telemedicine services.
Kitchen/Dining		There are two inmate dining rooms and a large kitchen.
Warehouse/Storage		The facility has ample storage.
Laundry		The facility has a fully operational laundry.
Adjacencies		The facility is designed in such a way that inmate access and staff access to all areas. The inmate property room is not large enough to process the amount of property associated with the facility mission. The Warden shared a plan to move this operation to a larger area. This is a really innovative idea.
Staffing		It was difficult to observe whether or not staffing levels were adequate during our site visit; however a review of the rosters and discussion with facility executive staff revealed that many authorized posts are not filled on a daily basis due to staff shortages.

NOTES TO SUPPORT RATING

Housing Units:

The housing units were spacious and open and had good lines of sight. All of the cells could be observed from the secure control booth. There was a blind spot directly below the control booth where staff or inmates could not be observed. Officers were not observed making rounds throughout the inmate housing area. The lack of consistent staffing is evident as the facility sanitation is poor. Dayrooms were littered with trash, food waste and empty food trays. In some areas, windows were so smudged that it was difficult to see out. Additionally, lack of officers often leads to longer counts which affects the timeliness of the daily schedule. The door control panels in the housing unit control booths are obsolete and it is increasingly difficult to obtain replacement parts. The panels need to be replaced with a newer system. Also the solid exterior walls of the housing unit control booths prevent visibility of the dayroom area directly below the control room.



Programs

All of the programs to include education, vocational education, medical, psychology and inmate were located in the inmate services building which provided easy access from the housing units.

Medical

The Nottoway Health Authority provides medical care to the inmates housed in the main facility and the 200-bed work center outside of the secure perimeter. The Medical complex is located in building J, adjacent to the administrative building. A DOC doctor is on site for 40 hours per week and a contract physician provides 8 hours at the work center. The medical area is an oblong design with offices in the middle and on the outside. One officer supervises the area. The area is very cramped for the volume of inmates that are served in this area. Additionally, the medical department operates a satellite screening area near the sallyport where they perform the intake process for reception inmates. This area is a trailer structure, and one officer is assigned. On the day of our visit, a trainee was assigned as the officer. Please note: On the day of our visit, the heat index was 115 degrees. Although it was extremely hot, inmates were made to stand outside with handcuffs and shackles on blacktop to wait for service. This same process was observed at the sallyport as inmates waited for their HUB transport to their permanent facility. When questioned, staff relayed that the inmates stand there through rain or shine. It is recommended that this process be scrutinized for alternative options.

Mental Health

Psychology services are provided by two Psychology Associate Seniors and eight psychology Associates. Mental Health staff are available for 8 hours a day, Monday thru Friday and on-call during all other times. A nurse practitioner is available 3 days a week for psychiatry needs

Kitchen/Dining

The food service department consists of one director, one manager, and 11 food service managers. A corrections officer is assigned to the kitchen area for security. The inmate workforce in the kitchen is approximately 124 inmates. All meals are served in two dining rooms and supervised by security supervisory staff.

Warehouse

The warehouse is outside the secure perimeter and appears to be of adequate space for the facility.

Laundry

The facility operates a full service laundry that appears to be adequate to meet the needs of the facility.

Adjacencies

The adjacencies at Nottoway appear to be adequate. The inmates have easy access to support locations throughout the facility.

Staffing

Staffing levels were difficult to assess on the day of our site visit due to a prescheduled lock down and facility-wide search. However, after a review of the rosters and discussion with facility managers, it was noted that several “authorized” posts were not filled on a daily basis due to staff unavailability.

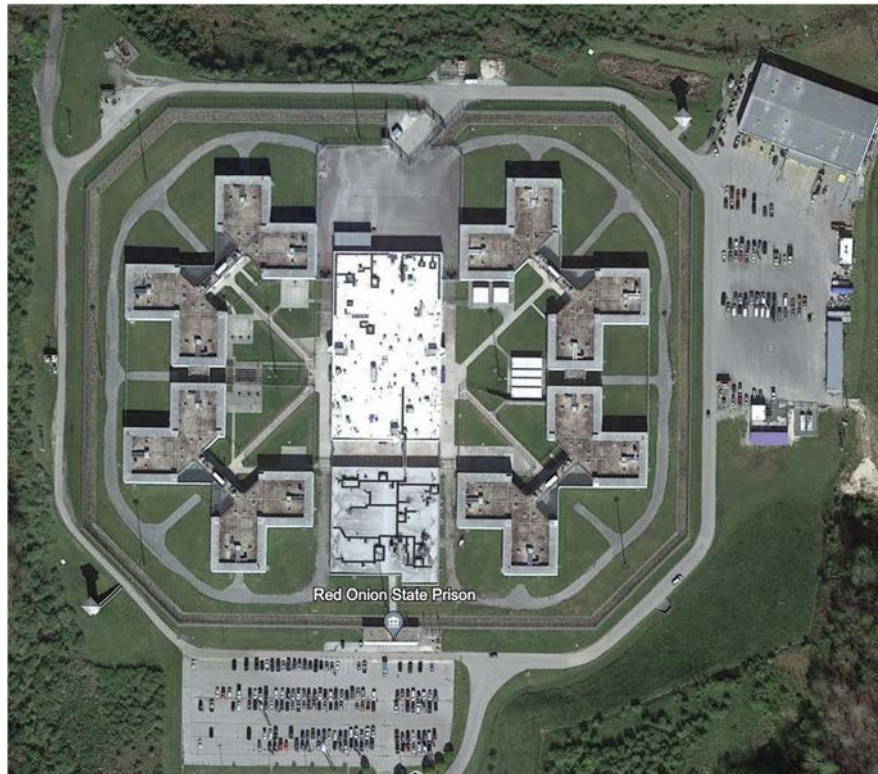
OBSERVATIONS AND RECOMMENDATIONS

Personal observations from our site visit to the Nottoway Correctional Center were as follows.

- Non-security staff must spend a large portion of their regular workday staffing a security post. Counselors were interviewed who stated that they frequently are called upon to assist with count, officer reliefs, etc.
- During our visit we did not observe any rounds being made on the tiers by the officers as the staffing on the day we visited was limited primarily to one officer in each secure control booth.
- The areas designated for inmate programming appeared adequate however, on the day of our visit, there were no inmates involved in any out of cell activity.
- The institution was oppressively hot on the day of our site visit due to no air conditioning in the inmate living areas. Fans were seen throughout the facility, but the temperatures were extremely high.
- The inmate work center, located outside the secure perimeter was designed to house 200 minimum security inmates who primarily took care of the outside grounds, the agricultural programs and the community work details. On the day of our visit, there were 91 inmates assigned to the unit. The unit was staffed with an Assistant Warden and several other support staff including corrections officers and food service managers. For the low number of minimum-security inmates, the unit appeared to be very staff intensive.
- Even in general population housing units, a staff member is only present periodically to perform required “rounds”; although, basic correctional practice reminds us that a correctional officer’s role within a housing unit is vast, including a deterrent from poor behavior through presence and interaction alone. All inmates have a basic human need to be safe in their living environment. Without sufficient security staff to provide supervision and be an authority presence, individual safety becomes a serious concern.

- Privatization or converting select responsibilities to civilian positions would free up corrections officers to work in areas where they are more directly supervising large groups of inmates. For example, the VADOC should consider contracting out the property management responsibilities. Some jurisdictions have converted security positions such as laundry commissary and staffing control units to civilian titles.
- The number of corrections officer vacancies is very high at Nottoway Correctional Center. Discussion with executive staff revealed that the proximity of other facilities in close proximity to this facility are considered “more desirable” due to the type of inmate housed and the working conditions such as air-conditioned units. The authorized complement for security FTE’s is 289 and on the day of our visit there were 109 vacancies.
- The post audit for Nottoway is utilized to determine the number of authorized posts which then, utilizing the relief factor calculations, the number of corrections officer’s needed to fill each of the posts on a 24-hour basis. From my observations, the numbers of authorized posts in many cases exceeded what I would consider “safe staffing”. The percentages of vacancies are calculated based on the optimum numbers on the post audit and not what I would consider safe minimum staffing levels. I would recommend a post audit by a third party to determine and compare safe staffing levels with the existing post audits.
- The facility should look for creative ways to provide relief. 12-16 hours is too long for a staff member to be assigned to a post without a break. If there were 2 floor officers assigned to each unit, they could provide their own relief at the watch commander’s discretion.
- The facility should explore investing in a body alarm system for all staff or an ‘Off the Hook’ alarm for the phone system. Although many staff carry radios, there is no quick or inconspicuous way to summon help. This is especially true in the Mental Health wing or in the medical area where many personal evaluations are taking place. At a minimum, self-deployed screamers should be added.
- The institution's mission is a reception center for male inmates. The reception building is a modular building and is not large enough to hold the inmates that arrive for the day. Several inmates were observed standing on a blacktop in 100-degree heat without shade. Bathroom facilities consist of porta-pots.
- The loading dock next to the Carpentry shop had pallets of lumber and loading pallets stored under the overhang. This material can be used to create contraband used for escapes. Suggest fencing in this area.
- Work Center- At the time of our visit, the Work Center is housing ninety-one inmates. Staff commented that it is becoming hard to find inmates who meet the guidelines. The Work Center is fully staffed including the operation of a full-service kitchen. My recommendation is to look at this operation to see if there can be shared services with the main compound or consider an alternative mission for the facility.

RED ONION STATE PRISON



Facility Background and Summary

Red Onion State Prison (ROSP) is a high-security (Level 5/6/S) correctional facility located at 10800 H. Jack Rose Highway, Pound, VA 24279. Spanning approximately 387 acres, the prison is operated by the Virginia Department of Corrections and has been in operation since August 1998. The facility was designed with a capacity of 1,016 beds.

The prison is organized in a rectangular, campus-like layout, with four housing units positioned at each corner of the complex. Each housing unit comprises six pod areas, accommodating single and double cells (depending on status). At the center of the complex is a support building that houses essential services such as food service, laundry, recreation, and both vocational and academic programming. An administrative building, located at the front of the complex, also serves as the medical treatment area.

Perimeter security at Red Onion State Prison is robust, featuring double security fencing topped with razor wire. The fencing is reinforced with additional rows of razor wire from the bottom to the middle of the fence line and is further enhanced by "ankle breaker" rocks placed between the perimeter fences. The outer fence is equipped with a vibration-sensitive alarm system that is monitored through mobile mapping technology via roving patrol vehicles, ensuring a high level of security throughout the facility.

Facility Mission:

The mission of Red Onion State Prison is to enhance public safety by offering a structured environment that fosters the rehabilitation and successful reintegration of high-security inmates. The facility is committed to guiding inmates through a step-down process from long-term restorative housing by encouraging them to meet specific treatment, behavioral, and reentry milestones. As inmates achieve these goals, they transition to progressively lower security levels, ultimately contributing to the safety and well-being of not only Red Onion State Prison but also the broader communities across the Commonwealth.

Red Onion State Prison Staffing Logistical Information	
Year Opened:	1998
Total Acreage:	387 Acres
Secure Acreage:	? Acres
Design Capacity:	1,010
Operational Capacity:	1,016
Square Footage:	
Headcount:	734
Population as % of Operational Capacity:	95%
Housing Style(s):	Direct Supervision
Number of Housing Units:	24
Number of Housing Units over Capacity:	
Total Security FTEs:	463
Number of Security Vacancies	36

OPERATIONAL SPACE ASSESSMENT

Operational Space Assessment Scoring

For an operational space assessment, CGL provides an overall operational rating that represents an appraisal of how well a facility's entire physical plant meets its intended purpose and supports its mission and operation. The three potential ratings are:

-  o **Fully Meets:** The facility is well-designed to meet its mission, the needs of its target population, and current and planned program/service offerings. Facility design and layout is efficient from a staffing standpoint. Line of sight in units and across campus is good. Programming space is sufficient to support program goals. The location of functional spaces supports secure and effective operations. Design and layout establishes an environment that supports the agency and facility mission. Design supports modern correctional standards and requirements.
-  o **Partially Meets:** Facility's design is somewhat supportive of the facility's mission, however, there may be layout/design issues that impact system efficiency and are not supportive of current and future correctional practices. This may include a degree of lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.
-  o **Does Not Meet:** Facility's design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples, aging linear housing units, poor line of sight, lack of program spaces, undersized treatment spaces, program spaces located in inappropriate locations.)

Red Onion State Prison Operational Space Assessment Detailed Ratings		
Rating Factors	Rating	Notes
Housing		Housing units are direct supervision design with enclosed cells.
Programs		The facility offers a wide range of programs but lacks dedicated spaces for them. Instead, areas such as the gym, dining halls, and education spaces are repurposed to host programs.
Medical		The facility has 11 medical cells and two exam rooms for inmate care. However, the medical area needs expansion as exam rooms lack privacy and double as office space. Additionally, a larger pharmacy storage area is required to manage the growing medication inventory.
Mental Health		The facility's design does not include a dedicated mental health area. The medical department has two restraint cells for severe mental health cases, and medical beds are used for mental health observations. Mental health staff work in shared office spaces, indicating a need for dedicated facilities.
Kitchen/Dining		The facility operates a full-service kitchen, preparing 3,100 meals daily. Although equipped with two dining halls, these spaces are repurposed for programming rather than dining.
Warehouse/Storage		The facility has a warehouse for storage, but additional space is needed to fully meet the facility's requirements.
Laundry		The central laundry service effectively meets the facility's needs, with sufficient space for laundry storage.
Adjacencies		The facility is well-designed, offering clear lines of sight for staff to monitor inmate movement, and providing easy access to all areas for the inmate population.
Staffing		The staffing vacancies are at an estimated 7.4%. Even considering the low vacancy rate, the security

		staffing is challenged with a high number of external transports that consume multiple security staff members beyond their staffing level.

NOTES TO SUPPORT RATING

Housing Units

The housing units were spacious and open, allowing for adequate visibility for direct supervision of inmates and visibility from control rooms. The facility operates under a Unit Management concept in which the Unit Manager and security staff form a unit team. The housing units were clean and limited movement observed during the site visit.

Programs

The facility provides a diverse array of programs for inmates; however, there is a significant lack of dedicated programming space. As a result, various areas within the complex have been repurposed as multipurpose rooms. Dining halls are no longer used for meals but instead serve as programming spaces. Similarly, the gymnasium, which is intended for recreational use, is being utilized for religious and treatment programs. Consequently, multiple programs must share these limited spaces, further straining the facility's ability to meet programming needs effectively.

The facility does have a dedicated services building with some programming space – one vocational education program, laundry, library and education services. This building was originally designed as an industry warehouse, but was converted to individual meeting spaces for education services. A cat walk provides security observation into all room when patrolled by security staff.

Medical

The facility's medical department operates within a shared space in the administration building. Despite an increasing demand for medical services over the years, the department has not expanded to meet these needs. The exam rooms lack privacy, compromising the confidentiality of medical treatments. Additionally, the pharmacy, which is not enclosed for medication preparation, is facing significant storage challenges due to the growing inventory of medications. Medication carts and equipment was observed stored in corridors and offices due to lack of storage capacity.

Mental Health

The facility's mental health department operates within a shared space alongside the medical department. While two restraint cells are designated for inmates with severe mental health needs, medical beds are still used for observing mental health populations due to limited resources. Additionally, the six mental health staff members work within a shared office space, highlighting the need for more dedicated and specialized facilities for mental health care.

Kitchen & Dining

The facility has a full-service kitchen that prepares approximately 3,100 meals a day to accommodate the population. Although the kitchen area meets the needs of the facility, the dining area isn't being used for meals, but instead it utilized as a shared space for programs.

Warehouse & Storage

The facility's warehouse and storage operations are currently functional but face limitations due to space constraints. However, as the facility's needs have grown over time, the available storage space has become insufficient to accommodate the increasing volume of materials required for daily operations.

Laundry

The facility operates a comprehensive, full-service laundry facility that effectively meets the needs of the entire institution. This operation is responsible for processing all inmate and staff laundry, ensuring that hygiene standards are consistently maintained across the facility. In addition to its efficient laundry operations, the facility boasts ample storage space dedicated to state-issued linens and garments.

Adjacencies

The facility's adjacencies are thoughtfully and effectively designed, allowing inmates easy access to essential areas. These include food service, indoor and outdoor recreation, medical services, industry, and program areas, all of which are conveniently located in close proximity to the housing units.

Staffing

Staffing of the Red Onion State Prison is near full with only a 7.4 percent vacancy rate. Although the vacancy rate is low, staffing levels were below what the facility needs due to functional vacancy rates. These unobserved vacancies are caused by new hires who are not able to fill posts and extended absences of existing staff due to illness or injury. Additionally, given the western location of this

facility, external medical transports are often required to travel to the east side of the state, consuming 2-3 security staff members for longer than an entire shift.

Observations & Recommendations

- The visit to the Red Onion State Prison was a pleasant experience for the visiting project members. The staff were welcoming and open to sharing any information we needed.
- The administration shared its challenges with security staffing, citing a high number of external transports for medical services. Many of these require travel to the eastern side of the state as the Department is not permitted to cross state lines into Kentucky where hospitals are closer. It was shared that in order to cross state lines, both state's governors must have an agreement to transport inmates. Only one state facility has this permission (Pocahontas) which has been in place since the facility opened.
- The facility's current turnover rate is approximately 8 percent and the facility hires approximately 70 security officers annually. One challenge to hiring in this portion of the state is the state's physical fitness standards. As many community members in this region of the state are coal miners and coal mining families, there is a perception that many cannot pass the physical running standard required of new officers.
- Although Red Onion staff receive a pay differential for working in a high security level institution, the facility is challenged with keeping staff due to the federal institution nearby in Lee County which starts their officers at \$58K per year. A second federal institution is scheduled to open in Kentucky and Red Onion anticipates losing staff once it opens.
- As a high-security facility, the medical space designed for the building is undersized. It is a fulltime job to keep medical and observation cells empty. Other facilities in the state rarely take Red Onion inmates in need of longer-term care due to the custody level.
- Building modifications were observed, changing the facility from its original design intent. The visitation room was modified to include a confidential meeting space for attorneys. A staff support space (gym) was observed caged off in a room with privacy screening for staff to utilize.
- The medical area was congested with continuous activity. Nurses restocking medication carts were done in an open area, taking up one of the exam/triage spaces. Triage rooms are open bay, lacking the privacy needed during medical encounters. The pharmacy was overwhelmed with the amount of medication in stock.



ST. BRIDES CORRECTIONAL CENTER



Facility Background and Summary

St. Brides Correctional Center is a medium security (level 2) facility located at 701 Sanderson Road Chesapeake, Va. The original facility opened in 1973 as the Norfolk General Book Prison farm. The current facility was completed in two phases; phase one in 2005 with a population of 450 inmates and phase 2 completed in 2007 for a total population of just over 1100 inmates. St. Brides is located on 246 total acres with a total of 112 acres inside the secure perimeter. The facility was constructed to withstand a category 2 hurricane. The facility is constructed of concrete precast buildings with recreation yards located in the center. There are six housing units divided into three clusters, each with a specific mission; 1) Cognitive Community, 2) General Population, and 3) Restorative Housing. All of the general population inmates live in dormitory housing. Each housing unit has two wings (A & B) with 98 beds on each. The Restorative Housing Unit has 24 single cells.

St. Brides is configured in a circular design with the housing units, program buildings, kitchen/dining room, education building, and medical all located within a short distance of each other. The facility uses solar panels on the housing units to heat the water for showering.

St. Brides is located in an area that is locally referred to as “seven cities” where the cost of living is higher than that of other DOC facilities located in the western region. Competition with employers who offer a higher wage continues to be a challenge for retaining new staff.

Facility Mission:

“The mission of St. Brides Correctional Center is to create and sustain a culture that promotes lasting public safety conducive to improve the quality of life for individuals within our custody with effective, targeted programming geared to change criminal thinking and facilitate a successful reentry into their home communities. The facility shall manage its many resources through efficiency in staff leadership and development as well as collaboration with the community stakeholders at large’.

The primary mission of St. Brides is to prepare the inmates for successful reentry back into their communities. According to staff interviews, there are more inmates released from St. Brides than most of the other DOC facilities.

St. Brides Correctional Center Staffing Logistical Information	
Year Opened:	2007
Total Acreage:	246 Acres
Secure Acreage:	112 Acres
Design Capacity:	1174
Operational Capacity:	1100
Square Footage:	254,300 sq/ft
Headcount:	1124
Population as % of Design Capacity:	96%
Housing Style(s):	Direct Supervision Dorms

Number of Housing Units:	6
Number of Housing Units over Capacity:	0
Total Security FTEs:	215
Percentage of Security Vacancies	14%

OPERATIONAL SPACE ASSESSMENT

Operational Space Assessment Scoring

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- 
 - o **Fully Meets:** The facility is well-designed to meet its mission, the needs of its target population, and current and planned program/service offerings. Facility design and layout is efficient from a staffing standpoint. Line of sight in units and across campus is good. Programming space is sufficient to support program goals. The location of functional spaces supports secure and effective operations. Design and layout establishes an environment that supports the agency and facility mission. Design supports modern correctional standards and requirements.
- 
 - o **Partially Meets:** Facility's design is somewhat supportive of the facility's mission, however, there may be layout/design issues that impact system efficiency and are not supportive of current and future correctional practices. This may include a degree of lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.
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 - o **Does Not Meet:** Facility's design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples, aging linear housing units, poor line of sight, lack of program

spaces, undersized treatment spaces, program spaces located in inappropriate locations.)

St. Brides Correctional Center Operational Space Assessment Detailed Ratings		
Rating Factors	Rating	Notes
Housing		All housing at St. Brides with the exception of the RHU is dormitory style housing. The housing units have a secure control booth in the middle with one officer assigned. There are two identical wings that are observable from the control booth and supervised by at least one floor officer.
Programs		There are a number of programs at St. Brides geared toward reentry as well as ABE programming and vocational opportunities. There is a large gymnasium and a visiting room that is utilized for programming when available.
Medical		The medical department is functional, however there is limited space for staff offices and medical providers. There is a 6-bed infirmary and 2 mental health cells.
Mental Health		The mental health services are provided by telemedicine and onsite services are provided by psychology staff. Dental services are provided at the facility.
Kitchen/Dining		The food service provides 4000 meals per day for inmates and staff. There are two

		dining rooms that have sufficient space to feed the population.
Warehouse/Storage		The facility has ample storage.
Laundry		The facility does not have its own laundry and must send the laundry out to Indian Creek Correctional Center. There are washers and dryers on the housing units for inmates to use for their personal laundry.
Adjacencies		All of the buildings at St. Brides are easily accessible from the housing units. The facility is suitable for housing handicapped inmates.
Staffing		There are a total of 324 staff at St. Brides with 215 of them being security FTEs. On the day of our site visit there were only 37 total vacancies with 29 of them being security FTEs.

NOTES TO SUPPORT RATING

Housing Units:

The housing units at St. Brides were dormitory housing for general population inmates. They were all identical in construction with a secure control booth in the center where the officer controls the entrance/exit doors and provides supervision of both wings. There is a combination of both double and single bunks. The Restorative Housing Unit was a linear wing of 24 single cells with a small group room for inmates to utilize for the mandatory out of cell time. The RHU cells are each retrofitted with a shower to avoid having to transfer inmates to/from the showers in restraints. Limited space to meet the requirements is a challenge for staff.

Housing Unit Exterior**RHU Cell**

Programs

There are several programming opportunities at St. Brides to include:

- Thinking for a Change
- Ready to Work
- Stand Alone
- CBI-SA
- Substance Abuse Process Group
- Victim Impact
- Resources for Successful living Group
- Preventing Recidivism by Educating for Parole Success
- The Sex Inmate Awareness Program
- DMV Connect
- The Workforce Development
- Restorative Housing Unit
- EPICS-II for Institutions
- Prison Fellowship Academy
- ABE Classes
- Vocational Classes

Medical

The medical department is small and security supervision is generally provided by one corrections officer. There is a shortage of office space as nurses were observed working in the telemedicine room. There are 6 infirmery beds and two psychiatric observation cells. There were also two cells identified as “medical holding” with 2 beds in each.

Medical



Mental Health

Mental Health services are primarily provided on site by psychology staff with psychiatric services provided by telemedicine and onsite visits.

Kitchen/Dining

The facility had a fully functional kitchen and two dining rooms with sufficient seating to feed the general population.

Inmate Dining Room



Warehouse

The facility warehouse provides sufficient space for storage.

Laundry

The facility only has a clothing issue room but does not have a commercial laundry area. Inmate laundry is collected and sent to Indian Creek for laundry services. Washers and dryers are available on the housing units for personal laundry.

Adjacencies

The facility's adjacencies are good. All the buildings are part of a circular design with recreation yards in the center. The walkways are all flat and the area is handicapped accessible.

Inner Compound



Staffing

Staffing is fairly good at St. Brides with only 37 total vacancies, 29 of them being security FTEs on the day of our site visit. The cost of living is higher in the Chesapeake area than those areas where many of the western facilities are located. It doesn't appear that filling the vacant security positions is the problem, however retaining them is an area of concern. The certification a trainee receives at the academy is transferable to other jurisdictions in the area that pay a considerably higher starting wage. Many of the new hires stay until they become certified and

leave for higher paying jobs in the sheriff's department, county jails, or other related agencies.

OBSERVATIONS AND RECOMMENDATIONS

Observations and/or recommendations from our site visit to St. Brides Correctional Center are listed below:

- The medical department was staffed with only one corrections officer however due to the configuration of the medical unit, and the amount of non-security staff interaction with inmates, it is recommended that both of the posts authorized by the recent post audit be filled.
- A recurring issue is the retention of security officers; while hiring is not a significant problem, many new hires leave for other facilities offering higher pay. The Va. DOC must explore new and creative means to not only hire but retain staff.
- There have been consistent delays in the delivery of inmate property, with reports of property being delivered after the inmate has already been released from the unit. Staff frequently get drafted on their days off to assist with managing property due to these delays.
- There have been no major incidents since 2006. It appears that if an inmate at St. Brides becomes problematic, the DOC is cooperative in having the inmate transferred to a more secure facility.
- Continue to utilize wage positions to fill vacancies, particularly with retirees willing to work part-time without benefits. Evaluate the number and effectiveness of these positions.
- There was only one officer assigned to the main control center who was responsible to monitor radio traffic, open doors throughout the facility, and monitor Over 250 video cameras. The minimum number of officers assigned to this critical post should be at least 2 officers. There is too much chance of something critical being missed, especially if the only assigned officer is busy on a phone call.
- The facility was clean and in great condition. Staff were knowledgeable and helpful when interviewed and the inmate culture felt positive.

STATE FARM CORRECTIONAL CENTER

Source: Google. August 2024.

Facility Background and Summary

The State Farm Correctional Center (SFCC) is located on the State Farm Correctional Complex in Powhatan County Virginia. The address of the facility is 3500 Woods Way, State Farm, VA. 23160. State Farm is a medium security facility housing adult males in dormitory-style housing units. The facility opened in 1978 as the Deep Meadow Correctional Center, an annex to Powhatan Correctional Center. The Deep Meadow site was closed in 1984 for reconstruction and reopened in 1989 as an intake/reception site. In 2008 the Deep Meadow facility transitioned to a security level 2 Intensive reentry site. The name was changed to State Farm Correctional Center in 2018 to be a unified part of the State Farm Correctional Complex. The State Farm Correctional Complex is a massive site comprised of agribusiness, Virginia Correctional Enterprises, Capital Construction, and a 40-bed infirmary operated by the staff

from the Beaumont Correctional Center. The State Farm Correctional Complex is responsible for the operation of a Milk Processing Plant at the old Powhatan facility in the VCE complex.

SFCC operates the Security Care Unit at VCU Hospital in Richmond. The unit consists of 16 inpatient beds within a secured wing for inmate inpatient hospital care. State Farm staff provide security and logistics management for a multitude of clinics and specialist appointments at VCU for inmates throughout the VA DOC.

Facility Mission:

The mission statement for the State Farm Correctional Center is as follows:

“It is the mission of State Farm Correctional Center to provide lasting public safety by operating in a humane and cost efficient manner consistent with sound, evidence-based correctional principles. We provide safe, secure, effective practices promoting pro-social and positive change. We are in the business of helping people to be better”.

State Farm is primarily a facility focused on preparing inmates for a successful release to the community.

State Farm Staffing Logistical Information	
Year Opened:	1978*
Total Acreage:	6000
Design Capacity:	430
Operational Capacity:	618
Square Footage:	130,066
Headcount	573
Population as % of Design Capacity:	133%
Housing Style(s):	Dormitory
Number of Housing Units:	11
Number of Housing Units over Capacity:	
Total Security FTEs:	207
Number of Security Vacancies	13.5%

*The facility was originally opened in 1978 as the Deep Meadow Correctional Facility. After a five-year reconstruction project in 1984 it was reopened in 1989 and subsequently changed its name to State Farm Correctional Center.

OPERATIONAL SPACE ASSESSMENT

Operational Space Assessment Scoring

For an operational space assessment, CGL provides an overall operational rating that represents an appraisal of how well a facility's entire physical plant meets its intended purpose and supports its mission and operation. The three potential ratings are:

-  o **Fully Meets:** The facility is well-designed to meet its mission, the needs of its target population, and current and planned program/service offerings. Facility design and layout is efficient from a staffing standpoint. Line of sight in units and across campus is good. Programming space is sufficient to support program goals. The location of functional spaces supports secure and effective operations. Design and layout establishes an environment that supports the agency and facility mission. Design supports modern correctional standards and requirements.
-  o **Partially Meets:** Facility's design is somewhat supportive of the facility's mission, however, there may be layout/design issues that impact system efficiency and are not supportive of current and future correctional practices. This may include a degree of lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.
-  o **Does Not Meet:** Facility's design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples, aging linear housing units, poor line of sight, lack of program spaces, undersized treatment spaces, program spaces located in inappropriate locations).

State Farm Operational Space Assessment Detailed Ratings		
Rating Factors	Rating	Notes
Housing		There are 5 housing units including a 12-cell Restorative Housing Unit (RHU). All of the housing units are dormitory style with direct supervision. They are constructed of concrete block and painted white with blue trim. There is a large open bay (ward type) infirmary with 24 inmates housed on the day of our visit.
Programs		The facility provides an adequate number of programming opportunities both in the housing unit group rooms and the Department of Education (DOE) building. The space needed for programming is a continuing challenge for staff.
Medical		The facility employs a fulltime physician and a dentist and nursing staff to provide 24-hour medical care. One of the housing unit wings has been converted into an infirmary ward with one officer on the floor and 3-4 nurses. The other side of the same housing unit is a step-down unit with many inmates in wheelchairs having less serious medical needs.
Mental Health		The facility provides mental health services as needed by a mental health professional. The area is not staffed by a corrections officer unless inmates are present.
Kitchen/Dining		The facility has one “L-Shaped” dining room with sufficient seating to accommodate the population and tables for wheelchair bound inmates to use. Staff from various areas throughout the facility are utilized for providing security.
Warehouse/Support		The facility has ample storage.
Laundry		The laundry is located in the intake property room. Washers and dryers are provided in the housing units for inmates to use for personal laundry.
Adjacencies		The adjacencies at the facility appear adequate.

Staffing		The staffing at the facility seemed appropriate for the number and type of inmates incarcerated. On the day of our site visit there were 28 corrections officer vacancies with 17 of those “on hold” by the VADOC.

NOTES TO SUPPORT RATINGS

HOUSING UNITS

The housing units at the State Farm Correctional Center are dormitory style with a secure control booth manned by one officer and a floor officer for each wing. Depending on the availability of staff the floor officer may rotate between wings. There are Unit Manager and Counselor offices on each unit with a group room for inmate programming. The dayrooms are located in the same area as the bunks which does create a lot of activity and increased movement in the wings of each unit.

Each housing unit, with the exception of the RHU and the infirmary are considered general population (GP). Each wing has 76 beds. The infirmary has 33 beds and the RHU has 12 single cells. The RHU consists of one wing with a room at the end where inmates can have out of cell time. Upon review of previous shift schedules, the floor officer does not always get filled, this is a critical security post for this unit and should be a priority.

State Farm Housing Unit



State Farm RHU



PROGRAMS

There are a number of programming opportunities offered to the inmates at the State Farm Correctional Center to include educational and vocational opportunities to aid in their successful reentry into society. A Cognitive Community Re-entry program is provided for all inmates within 12 months of their release. The facility offers a rather robust list of program offerings. Unfortunately, one of the staff complaints was that program space was extremely limited at the facility.

MEDICAL/MENTAL HEALTH

The medical department and the treatment rooms are very small. An officer controls ingress/egress and provides security for the building. A physician and a dentist, and nursing staff are available to

address the inmate's health needs. The facility refers to one of the housing unit wings as the infirmary but it resembles a military style barracks with bunk beds in long linear rows. A corrections officer and several nurses are assigned to this area.

Mental Health services are provided by MH staff on an as needed basis.

FOOD SERVICE

The kitchen area is old but functional for the population at the facility. There were cameras noted throughout the kitchen that were able to be viewed by the food service manager and other executive staff. The inmates were all fed in the dining room that was accommodating to handicapped inmates in wheelchairs. Officers were observed working inside the dining room and at the exit area performing pat searches. During meal periods, staff from various posts are pulled to assist with security and searching.

The roster calls for two kitchen officers but it is usually filled by one. None of the officers inside or outside of the dining hall were assigned to this area. All officers were either in training or assigned to other posts. According to staff, standard operating procedure is for available staff to stand in the dining hall during meal service searching inmates as they depart.

WAREHOUSE

The facility warehouse was sufficient for the size of the facility.

LAUNDRY

The laundry is located in the intake/property room for laundering state issued clothing. Each housing unit has a washer and dryer for the inmates to use for their personal clothing. State Farm dedicates five officers to laundry and property. As with other previously visited facilities, this facility has had to make changes since the Sussex facility closed. All laundry is cleaned at the facility.

STAFFING

There are a total of 381 staff at State Farm Correctional Center of which 207 are security FTEs. On the day of our visit there were 28 officer vacancies of which 17 were “on hold” by the Va DOC. With regard to staff retention, the staff at the facility felt they were doing “fairly well” retaining new hires. On the day of our site visit the warden was attending a job fair.

OVERALL OBSERVATIONS

Personal observations and recommendations from our site visit to the State Farm Correctional Center are as follows:

There are some space challenges at State Farm Correctional Center. The medical building is small and very cramped. It appears inadequate for the population served.

- The infirmary does not meet the requirements of a modern infirmary.
- There is no gymnasium for recreation and other events planned by the facility.
- Programming space is insufficient.
- On the day of our visit it was quite chaotic for the housing unit control booth officer as inmates continually knocked on the window to get the officer's attention to open doors. A buffer zone or no loitering zone would be beneficial.
- Inmate transportation to the VCU hospital and other scheduled medical trips are numerous and more staff than allotted are often used to accomplish these transports resulting in increased overtime. Additional vehicles are needed as the facility frequently has to borrow transport vehicles from other facilities, if available. It was reported that it is not uncommon to have as many as 12 officers on the road at any one time.
- Agribusiness Milk Plant- the facility operates a milk plant outside of the main facility. Inmates are transported there daily. The state-of-the-art plant supplies milk to all VDOC facilities and many jails. The facility is well staffed with a corrections officer and VCE non-uniform staff. Many of the non-uniformed staff are former corrections officers who
- have transferred to VCE. It was suggested that the industry staff perform security duties when officers are vacant as they all were previous officers.
- Upon review of the daily schedule, the number of supervisory positions is remarkable. On one particular shift, 25 of the 52 staff were either Captain, lieutenant or Sergeant. All supervisory posts were filled, however, every housing unit had one vacant floor officer. Suggest that the direct inmate contact posts be filled first and then continue to fill supervisory posts.
- With regard to the 7% vacancy for officer positions, it is suggested that the VDOC consider allowing facilities who have the ability to over hire, hire correction officers and offer them positions at other facilities until their 'home' facility has a vacancy.

SUSSEX I STATE PRISON



Facility Background and Summary

Sussex 1 State Prison is a maximum-security facility, classified as Level 4 and Level 5, located at 24414 Musselwhite Drive, Waverly, VA 23891. Spanning approximately 1,200 acres, the prison features buildings constructed with precast concrete. Since its opening in May 1998, Sussex 1 State Prison has housed inmates serving long-term, single, multiple, and life sentences.

The facility is designed with one administrative building, one support building, and four pod-style buildings comprising four housing units. The support building offers essential correctional services, including:

- Medical Services

- Dining Halls
- Visitation
- Religious Programs
- Work Programs
- Educational and Treatment Programs

Central to the facility are eight outdoor recreation yards for the general population and one for youthful offender inmates, each covering approximately 20,000 square feet.

Each housing unit is structured as a two-level building with four direct supervision housing units. These units are two-tiered, featuring an open dayroom in the center.

Facility Mission:

“To enhance the quality of life in the commonwealth by improving public safety.”

Sussex 1 State Prison is dedicated to reducing criminal behavior by addressing its root causes through individualized treatment and education. Since January 2008, they have implemented Evidence Based Practices, which are grounded in research proving their efficacy in encouraging prosocial behaviors and reducing recidivism. By adhering to these principles, Sussex 1 strives to create a safer and more positive environment for both staff and inmates, ultimately reducing the likelihood of future criminal behavior contributing to the overall safety and well-being of the community.

Sussex I State Prison Staffing Logistical Information	
Year Opened:	1998
Total Acreage:	1,200 Acres
Secure Acreage:	
Design Capacity:	1,121
Operational Capacity:	1132
Square Footage:	52,272
Headcount:	1,028
Population as % of Rated Capacity:	90%
Housing Style(s):	Direct Supervision
Number of Housing Units:	17
Number of Housing Units over Capacity:	
Total Security FTEs:	318
Number of Security Vacancies	50%

OPERATIONAL SPACE ASSESSMENT

Operational Space Assessment Scoring

For an operational space assessment, CGL provides an overall operational rating that represents an appraisal of how well a facility's entire physical plant meets its intended purpose and supports its mission and operation. The three potential ratings are:

- 
Fully Meets: The facility is well-designed to meet its mission, the needs of its target population, and current and planned program/service offerings. Facility design and layout is efficient from a staffing standpoint. Line of sight in units and across campus is good. Programming space is sufficient to support program goals. The location of functional spaces supports secure and effective operations. Design and layout establishes an environment that supports the agency and facility mission. Design supports modern correctional standards and requirements.
- 
Partially Meets: Facility's design is somewhat supportive of the facility's mission, however, there may be layout/design issues that impact system efficiency and are not supportive of current and future correctional practices. This may include a degree of

lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.

- o **Does Not Meet:** Facility's design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples, aging linear housing units, poor line of sight, lack of program spaces, undersized treatment spaces, program spaces located in inappropriate locations.)

Sussex I State Prison Operational Space Assessment Detailed Ratings		
Rating Factors	Rating	Notes
Housing		Housing units are open, designed to provide sufficient visibility.
Programs		Facility is equipped with a dedicated service building offering programs, educational opportunities, and various inmate services.
Medical		The medical department appears small and in need of extra storage/housing areas.
Mental Health		Mental health housing units resemble general population pods, including ample space for treatment programs.
Kitchen/Dining		Meals are prepared by a full-service kitchen and carted to housing units due to inmates being on RHU status. Facility is equipped with two dining halls which can seat 88+ inmates.

Warehouse/Storage		The facility has ample storage.
Laundry		The facility utilizes a central laundry for all areas. The facility laundry is meeting the needs of the facility. Additional equipment and space are needed.
Adjacencies		Housing units are self-contained, ensuring no contact with inmates housed in other units.
Staffing		Security staffing is critically low. Housing units are frequently unstaffed, with non-security staff assigned to perform security-related functions.

NOTES TO SUPPORT RATING

Housing Units

Housing units are spacious and open, allowing for adequate visibility for direct supervision of inmates. However, due to the high volume of staff vacancies, many posts are frequently left unfilled. The low staffing levels necessitate management to rely on indirect and remote supervision methods.

Programs

Sussex I Correctional Facility is well-equipped with ample programming space and offers a wide range of programs designed to support inmate rehabilitation. However, ongoing staffing shortages have resulted in frequent cancellations of these programs, significantly undermining the facility's mission to rehabilitate inmates.

Medical

Administrators volunteered that the lack of security staff and nursing staff deficiencies have backlogged medical procedures and inmate access to medical clinics. Additionally, outside doctor appointments are backlogged or missed with the lack of security staff. The medical unit is lacking storage space as many items and equipment were observed stored in hallways.



Mental Health

The facility's mental health housing and service spaces are well-designed, resembling general population pods and featuring ample dayroom and meeting spaces.

Kitchen/Dining

Sussex I Correctional Facility is equipped with a full-service kitchen and two dining areas, each accommodating over 88 inmates. However, due to recent circumstances, the facility has had to adapt by delivering meals directly to the housing units and conducting meal service within those areas.

Warehouse & Storage

The facility has ample storage.

Adjacencies

The facility is well-designed. Housing units are self-contained, ensuring no contact with inmates housed in other units.

Staffing

Staffing levels at Sussex I are critically low for the size of the facility. Essential security posts are understaffed throughout the facility, particularly in housing units where one officer is assigned to the control room while no floor officers are present. In housing units like the Restrictive Housing Unit (RHU), policy dictates that two officers should be present whenever an inmate is restrained and removed from their cell. However, due to staff shortages, instances were observed where only one officer was escorting an RHU inmate. Non-security staff are frequently required to assume the role of a floor officer, performing basic security functions such as wellness checks and monitoring movement within the facility.

Observations & Recommendations

Our site visit to Sussex 1 State Correctional Facility revealed significant efforts by the Virginia Department of Corrections (VADOC) staff to maintain operational standards and improve safety and security. However, these efforts are severely hindered by substantial staffing shortages.

The facility requires general maintenance and cleaning. The executive staff were helpful and transparent, and the line staff exhibited positive morale despite the high vacancy rate and long working hours. Inmates expressed dissatisfaction with the lockdown conditions and voiced complaints during our tour.

By addressing these concerns and implementing the recommendations, Sussex 1 State Correctional Facility can improve safety, security, and staff productivity while enhancing the overall well-being of inmates and staff.

Staffing Challenges: The facility operates with an approximate 50% vacancy rate for correctional officers since 2018. Non-security staff frequently perform duties typically handled by trained correctional officers, with many counselors, unit managers, majors, wardens, and lieutenants observed taking on these roles to meet minimum security requirements. Non-correctional staff

receive a 4-hour training block for security functions, which is insufficient for handling the responsibilities effectively.

Administrator Roles: Administrators and non-uniform staff are often performing correctional officer duties, diverting them from their primary responsibilities. This includes unit managers, majors, wardens, and other administrative roles, thereby impacting the management of the facility.

Program Activity: Due to the staffing shortages, many scheduled activities and functions for inmates are frequently canceled. This includes medical appointments, educational programs, and rehabilitation initiatives. The backlog of medical procedures and appointments is significant, and the authority to cancel programs rests with the watch commander, which may lead to further operational inefficiencies and potential legal issues.

Housing Unit Supervision: Housing units are inadequately staffed, with control rooms manned by a single officer and no floor officers present. This lack of supervision allows inmates to engage in prohibited activities. Specific policies, such as having two officers present when escorting inmates from Restrictive Housing Units (RHU), are not followed due to staff shortages.

General Population Housing: General population housing units also suffer from inadequate staffing, leading to insufficient rounds and supervision. This lack of presence undermines basic correctional practices and compromises inmate safety.

Service Impact: The shortage of security staff has negatively affected services provided to inmates, increasing idleness and delaying access to medical clinics and outside appointments.

Educational and Vocational Programs: Educational and vocational programs have been temporarily shut down, depriving inmates of opportunities to improve their skills and reduce recidivism.

Response Times: Staff reported experiencing extended response times from security personnel, sometimes up to nine minutes, creating dangerous situations for non-security staff performing security functions.

Recommendations

Critical Posts Designation: Designate critical posts as "must fill," requiring approval from the Warden or Deputy Warden for any deviations. Ensure consistent shift minimum complements regardless of the vacancy rate.

Training for Non-Uniform Staff: Reconsider the practice of providing non-uniform staff with minimal training for security duties. Instead, classify staff as "Contact" or "Non-Contact" and ensure all contact staff receive comprehensive training at the DOC training academy.

Transportation Officers: Evaluate the necessity of maintaining 12 transportation officers unless Sussex 1 is designated as a transportation hub. Adjust the number of officers based on actual needs.

Inmate Housing and Staffing Levels: Establish a minimum number of staff required for weekdays and weekends/holidays, ensuring that critical posts are always filled. Adjustments in the inmate population should not be based solely on staffing levels.

Wage Positions: Utilize wage positions to fill vacancies, particularly with retirees willing to work part-time without benefits. Evaluate the number and effectiveness of these positions.

WALLENS RIDGE STATE PRISON



Facility Background and Summary

Wallens Ridge is a high-security (Level 5/6/S) correctional facility located at 272 Dogwood Drive, Big Stone Gap, VA. The prison is operated by the Virginia Department of Corrections and has been in operation since 1999. The facility was designed with a capacity of 1,016 beds and currently has a full capacity of 1,162 and is nearly identical to the Red Onion State Prison.

The prison is organized in a rectangular, campus-like layout, with four housing units positioned at each corner of the complex. Each housing unit comprises six pod areas, accommodating single and double cells (depending on status). At the center of the complex is a support building that houses essential services such as food service, laundry, recreation, and both vocational and academic programming. An administrative building, located at the front of the complex, also serves as the medical treatment area.

Perimeter security at Wallens Ridge State Prison is robust, featuring double security fencing topped with razor wire. The fencing is reinforced with additional rows of razor wire from the bottom to the

middle of the fence line. The outer fence is equipped with a vibration-sensitive alarm system that is monitored through mobile mapping technology via roving patrol vehicles, ensuring a high level of security throughout the facility.

Facility Mission:

The mission of Wallens Ridge State Prison is to enhance public safety by offering a structured environment that fosters the rehabilitation and successful reintegration of high-security inmates. The facility is committed to guiding inmates through a step-down process from long-term restorative housing by encouraging them to meet specific treatment, behavioral, and reentry milestones. As inmates achieve these goals, they transition to progressively lower security levels, ultimately contributing to the safety and well-being of not only Red Onion State Prison but also the broader communities across the Commonwealth.

OPERATIONAL SPACE ASSESSMENT

Wallens Ridge State Prison Staffing Logistical Information	
Year Opened:	1999
Design Capacity:	1,016
Operational Capacity:	1,162
Housing Style(s):	Direct Supervision
Number of Housing Units:	24
Total Security FTEs:	347
Number of Security Vacancies	6%

Operational Space Assessment Scoring

For an operational space assessment, CGL provides an overall operational rating that represents an appraisal of how well a facility's entire physical plant meets its intended purpose and supports its mission and operation. The three potential ratings are:

- 
Fully Meets: The facility is well-designed to meet its mission, the needs of its target population, and current and planned program/service offerings. Facility design and layout is efficient from a staffing standpoint. Line of sight in units and across campus

is good. Programming space is sufficient to support program goals. The location of functional spaces supports secure and effective operations. Design and layout establishes an environment that supports the agency and facility mission. Design supports modern correctional standards and requirements.

-  o **Partially Meets:** Facility's design is somewhat supportive of the facility's mission, however, there may be layout/design issues that impact system efficiency and are not supportive of current and future correctional practices. This may include a degree of lack of space for programs/services, outdated design, inefficient layout, inability to comply with national standards.
-  o **Does Not Meet:** Facility's design does not reflect modern correctional practices or the goals of the agency. The design and layout create additional staffing needs, negatively impacts safety and security, and reflect outdated correctional philosophies. Functional components adjacencies are inappropriate and complicate facility operations. (Examples, aging linear housing units, poor line of sight, lack of program spaces, undersized treatment spaces, program spaces located in inappropriate locations.)

Wallens Ridge State Prison Operational Space Assessment Detailed Ratings		
Rating Factors	Rating	Notes
Housing		Housing units are direct supervision design with enclosed cells.
Programs		The facility offers a wide range of programs but lacks dedicated spaces for them. Instead, areas such as the gym, dining halls, and education spaces are repurposed to host programs.
Medical		The facility has 11 medical cells and two exam rooms for inmate care. However, the medical area needs expansion as exam rooms lack privacy and double as office space. Additionally, a larger pharmacy storage area is required to manage the growing medication inventory.
Mental Health		The facility's design does not include a dedicated mental health area. The medical department has two restraint cells for severe mental health cases, and medical beds are used for mental health observations. Mental health staff work in shared office spaces, indicating a need for dedicated facilities.
Kitchen/Dining		The facility operates a full-service kitchen, preparing 3,100 meals daily. Although equipped with two dining halls, these spaces are repurposed for programming rather than dining.
Warehouse/Storage		The facility has a warehouse for storage, but additional space is needed to fully meet the facility's requirements.
Laundry		The central laundry service effectively meets the facility's needs, with sufficient space for laundry storage.
Adjacencies		The facility is well-designed, offering clear lines of sight for staff to monitor inmate movement, and providing easy access to all areas for the inmate population.
Staffing		The staffing vacancy rate was low at 6%; however the facility is challenged with a high (estimated

		50%) functional vacancy rate due to extended leave and a high number of new officers in training.

NOTES TO SUPPORT RATING

Housing Units

The housing units were spacious and open, allowing for adequate visibility for direct supervision of inmates and visibility from control rooms. The facility operates under a Unit Management concept in which the Unit Manager and security staff form a unit team. The housing units were clean and limited movement observed during the site visit.

Programs

The facility provides a diverse array of programs for inmates; however, there is a significant lack of dedicated programming space. As a result, various areas within the complex have been repurposed as multipurpose rooms. Dining halls are no longer used for meals but instead serve as programming spaces. Similarly, the gymnasium, which is intended for recreational use, is being utilized for religious and treatment programs. Consequently, multiple programs must share these limited spaces, further straining the facility's ability to meet programming needs effectively.

Medical

The facility's medical department operates within a shared space in the administration building. Despite an increasing demand for medical services over the years, the department has not expanded to meet these needs. The exam rooms lack privacy, compromising the confidentiality of medical treatments. Additionally, the pharmacy, which is not enclosed for medication preparation, is facing significant storage challenges due to the growing inventory of medications.

Mental Health

The facility's mental health department operates within a shared space alongside the medical department. While two restraint cells are designated for inmates with severe mental health needs, medical beds are still used for observing mental health populations due to limited resources. Additionally, the six mental health staff members work within a shared office space, highlighting the need for more dedicated and specialized facilities for mental health care.

Kitchen & Dining

The facility has a full-service kitchen that prepares approximately 3,100 meals a day to accommodate the population. Although the kitchen area meets the needs of the facility, the dining area isn't being used for meals, but instead it utilized as a shared space for programs.

Warehouse & Storage

The facility's warehouse and storage operations are currently functional but face limitations due to space constraints. However, as the facility's needs have grown over time, the available storage space has become insufficient to accommodate the increasing volume of materials required for daily operations.

Laundry

The facility operates a comprehensive, full-service laundry facility that effectively meets the needs of the entire institution. This operation is responsible for processing all inmate and staff laundry, ensuring that hygiene standards are consistently maintained across the facility. In addition to its efficient laundry operations, the facility boasts ample storage space dedicated to state-issued linens and garments.

Adjacencies

The facility's adjacencies are thoughtfully and effectively designed, allowing inmates easy access to essential areas. These include food service, indoor and outdoor recreation, medical services, industry, and program areas, all of which are conveniently located in close proximity to the housing units.

Staffing

Staffing of the Wallens Ridge is near full with only a 6 percent vacancy rate. Although the vacancy rate is low, staffing levels were below what the facility needs due to functional vacancy rates. These unobserved vacancies are caused by new hires who are not able to fill posts and extended absences of existing staff due to illness or injury. Additionally, given the western location of this facility, external medical transport is often required to travel to the east side of the state, consuming 2-3 security staff members for longer than an entire shift.

Observations & Recommendations

- The administration shared its challenges with security staffing, citing a high number of external transports for medical services. Many of these require travel to the eastern side of the state as the Department is not permitted to cross state lines into Kentucky where

hospitals are closer. It was shared that in order to cross state lines, both state's governors must have an agreement to transport inmates. Only one state facility has this permission (Pocahontas) which has been in place since the facility opened.

- One challenge to hiring in this portion of the state is the state's physical fitness standards. As many community members in this region of the state are coal miners and coal mining families, there is a perception that many cannot pass the physical running standard required of new officers.
- Like Red Onion, Wallens Ridge staff receive a pay differential for working in a high security level institution. Still, the facility is challenged with keeping staff due to the federal institution nearby in Lee County which starts their officers at \$58K per year. A second federal institution is schedule to open in Kentucky.
- As a high-security facility, the medical space designed for the building is undersized. It is a fulltime job to keep medical and observation cells empty. Other facilities in the state rarely take Wallens Ridge inmates in need of longer-term care due to the custody level.
- Similar to Red Onion, building modifications were observed, changing the facility from its original design intent. Modifications in the visitation room to include a confidential meeting space for attorneys.
- The medical area was congested with continuous activity. This area is designed slightly different than Red Onion as the triage rooms are enclosed and not open with a lack of privacy. The pharmacy was overwhelmed with the amount of medication in stock.



Appendix D – Deferred Maintenance List

MR-Funded Projects

Date	Facility Name	Description	Amount	MR# if assigned
9/29/2023	Fluvanna Correctional Center	Fluvanna Gas Plant/Water Heaters/Boilers: The original requests replaced the propane plant vaporizer unit on the existing propane-air mix plant that failed, and replaced the existing Reni water heaters that have exceeded life expectancy and replacement parts are not available. This revision request includes replacing the existing boilers that have exceeded their life expectancy and are continuing to fail.	\$ 500,000.00	10887-1030 R.2
9/29/2023	Rustburg Correctional Unit #9	Rustburg Bathrooms: The original requests included replacing toilet and showers in the dorms. This revision request includes replacement of toilets in the basement.	\$ 400,000.00	10887-119 R.1
9/29/2023	Bland Correctional Center	Bland Greenhouse Steam and Condensate Line - This is a complete replacement of the steam and condensate piping, fittings, and appurtenances (not the condensate pump) that serve 5 greenhouses at Bland. It is only the section of system that serves these greenhouses.	\$ 185,000.00	10887-1101 R.2
9/29/2023	Appalachian Men's CCAP	Appalachian Men's Detention Center Water Heater - This will be a replacement of their existing water heater.	\$ 235,000.00	
9/29/2023	Caroline Correctional Unit #2	Caroline Boiler: This boiler has failed multiple times in recent seasons. Request includes rebuilding the existing boiler to include new burners, fuel igniters and pumps. It is more cost efficient to rebuild than to purchase a new boiler. This boiler provides heat and domestic hot water to the entire facility.	\$ 150,000.00	
9/29/2023	Sussex State Prison	Sussex Sliders: An emergency declaration was approved February 2020 for Sussex 1&2 as a result of serious security breaches discovered with the existing security, cell and corridor doors. The scope of work includes the removal and replacement of all security related doors. DPB approved a waiver to utilize Maintenance Reserve funds exceeding \$2 million. A previous request was approved for two housing units in "phase one" of the project. This request is for Sussex "phase two", and includes the last two housing units covered under the waiver. A future request for "phase three" will include Administration, Programs and support structures. This request is only for "phase two" of the project.	\$ (6,500,000.00)	Project canceled due to closure
9/29/2023	Bland Correctional Center	Bland DA Tank: Replace the de-aeration tank at the power plant. The tank is failing and leaking. Total failure of the tank will impact domestic hot water and heat to the facility.	\$ 600,000.00	
10/17/2023	Fluvanna Correctional Center	The original 43 HVAC units need to be replaced due to deterioration and end of life and are out of service frequently and for an extended amount of time resulting from break downs, these units are approximately 26 years old. Building and Grounds has received approximately 1,656 work orders from January 2020 to current date of May 2, 2023. Fluvanna Correctional Center has spent a total of \$86,274.33 over the past 24 months for parts and supplies for the HVAC units.	\$ 4,000,000.00	
10/31/2023	Buckingham Correctional Center	Replace existing Auger Monster which has exceeded it life expectancy. The auger monster will be replaced in conjunction with the WWTP upgrade under project code 799-18168-000	\$150,000.00	

11/2/2023	Patrick Henry Correctional Unit	"Window Replacement. The project will replace the existing windows in the main building at Patrick Henry Correctional Unit #28. The existing windows are original to the institution. Some windows are inoperable and there are concerns with the energy efficiency with a new HVAC system being installed. The project will replace the windows with new commercial grade aluminum windows."	\$1,300,000.00	
11/2/2023	Deerfield Correctional Center	Replace 6000 Gallon Diesel Fuel Tank. Deerfield has a 6000 gallon external diesel fuel tank for Work Center 1 generator. The tank has a recurring issue of getting water in the tank. The tank is 21 years old and doesn't have any visible labels on it. Requesting funds to replace the tank. This will be a Like-for-like replacement.	\$65,000.00	
11/2/2023	Academy for Staff Development West	"Heating & Cooling. Convert the water heaters and HVAC systems from steam provided by Southwest Virginia Mental Health Institute to natural gas provided by Atoms Energy. This will be in conjunction with the renovation project at MCTC that is also converting from steam to natural gas. The gas line can be continued to the ASD-W building at that time for a reduced rate while the contractor is on site. At this time there are significant leaks underground that need to be repaired between the Academy for Staff Development-West and Southwest Virginia Mental Health Institute steam services. The cost of repairs and the future cost of the steam service will exceed the value of replacing the equipment and converting to natural gas. At this time the Academy for Staff Development-West has been put on notice of shutting the service off if repairs are not made. The leaks are requiring extra equipment to be ran, which also requires, more water, chemicals, natural gas, and power. An Emergency Declaration has been approved."	\$1,000,000.00	
11/2/2023	Pocahontas Correctional Center	"Door Replacement. The proposed MR project will replace 4 doors at Pocahontas State Correctional Center. The project will include 3 security/detention doors and 1 non-security/non-detention door - Door DA19B (detention door leaving the front sallyport into the institution); Door 6S22 (non-detention door in the kitchen area); Door D3A101 (detention door; main access into Building C); and Door D1A108 (detention door; Control Room access in Building A). Several doors at Pocahontas are deteriorating. The institution provided the list of these four doors which are in the worst condition. These doors are deteriorated beyond repair and need to be replaced. They require frequent repairs and adjustments. They all have major corrosion, including holes in some of the doors. The doors could be deemed a security risk due to the existing conditions, but would be a major security risk if they completely fail. Failure could impede entry."	\$100,000.00	

11/2/2023	Deerfield-Eastern Regional Office	The Eastern Regional office (ERO) has a 15 ton HVAC unit that is running at half capacity and is in poor condition. Both B&G and Col. Webb have looked at the unit and agree that It has reached its end of life. Also, parts are no longer available for it. The unit controls the 'classroom' area of the ERO which is used for meetings and trainings.	\$7,300.00	10887-1152
11/2/2023	Indian Creek Correctional Center	Repair Fire Alarm and Sprinkler Systems. This project will complete an aggregation of fire and sprinkler alarm repairs identified by fire official inspection. The work includes replacing fire sprinkler heads, valve components, and supervisory devices. The work includes replacing heat sensors, smoke detectors, and troubleshooting faults of various kinds and at numerous locations.	\$128,542.00	
11/16/2023	Deerfield Men's Work Center	Replace Existing Gates. The amount requested is for replacing the existing Sallyport Drive and Walk-Through gates. The existing gates are worn out and parts are no longer available for repairs. The gates are no longer working electronically and have to be manually opened. This is very time consuming and unsafe for Staff. We are asking for funds to replace all gates and associated electronics for this facility.	\$210,000.00	
11/16/2023	Greenville Correctional Center	Replace Electrical Lugs & Conductors in Main Distribution Panels. This Maintenance Reserve project request is for the replacement of the electrical lugs and conductors in the Main Distribution Panels throughout the site at Greenville Correctional Center. This request is for the replacement of critical (End of Life) electrical devices that have been identified in the Electrical Assessment report provided by Thompson and Litton Architectural and Engineering firm as needing immediate attention. Failure to address these conditions may result in a catastrophic failure of the electrical system.	\$495,000.00	
12/6/2023	Keen Mountain Correctional Center	"Guard Tower Roofs: The proposed MR project will include roof replacement, or rework as needed based on further evaluation once roof is accessed (physical access is prohibited due to height until a lift can be rented by contractor). A draft proposal was obtained by H2OPruf that includes a NTE estimate based on worse case conditions. Based on photos obtained from a drone, we plan to do a roof rework on the two that are leaking and evaluate the other two in order to determine if repairs need to be made. One of the two that are leaking, Guard Tower #2, appears to be in worse condition (existing roofing membrane is actually detached from much of the roof) and may need a roof replacement. If it is determined a roof replacement is needed, we understand a permit will be required or a waiver requested."	\$12,000.00	10887-1189
12/6/2023	St. Brides Correctional Center	HVAC Replacement: The HVAC is at end of life. Extensive repairs have already been completed to keep this Unit in operation (Boards, Leaks and Compressors). Parts and consumables are becoming difficult to obtain (logic boards and R-22 refrigerant). The outside coils have visibly deteriorated causing the unit to barely maintain the set point.	\$200,000.00	

12/6/2023	Indian Creek Correctional Center	Dish Wash Hard Ceiling: The suspended sheet rock security ceiling has failed (hole in ceiling that goes into ancillary attic space) due to extended excessive humidity resulting in sanitation and security problems. The holes in the ceiling provide "stash points" to hide contraband and additionally are a health code violation.	\$100,000.00	
1/11/2024	Powhatan Correctional Center	Replace the existing fire alarm system to include the control panels and all devices. This system is obsolete and is in need of replacement due to age and replacement parts cannot be obtained as they are no longer available. Approximately 50 percent of this system will not alarm when it was tested during inspections. This system is located in medical facility building 42.	\$165,000.00	
1/11/2024	Red Onion State Prison	"HVAC Fire Dampers & Economizers Project: The proposed MR project make replacements to the existing HVAC economizers and the fire damper systems. This will include engineer evaluation and design/specification. The fire dampers/controls/communication on the HVAC and Fire Alarm systems do not operate as they should during a fire situation. The HVAC fire dampers do not close like they should during a fire alarm event which is a major life-safety issue. The institution as well as two contractors have evaluated the issue but the exact issue(s) have not been found to date. Part of this project will include an engineering evaluation to properly identify the cause(s) of the issue and specify the needed replacements. Additionally, the HVAC economizers do not operate correctly. If left in ""automatic/normal"" operating mode, as designed, they shut the entire HVAC units down. They currently have all of them set ""open"" at a certain percentage. At a minimum this causes the units to operate inefficiently and may also impact the life of the units and the air quality in the buildings."	\$500,000.00	
1/25/2024	Buckingham Correctional Center	On January 9, 2024 Buckingham and Dillwyn Correctional Centers experienced severe weather and torrential down pours which caused erosion to the main roadway leading into Buckingham and Dillwyn Correctional Centers. A large area washed out the road bank and exposed the main water line. Approximately 30 linear feet of pipe is hanging 20 feet in the air. The occurrence also caused damage to the 170 foot long culvert pipe that is buried 30 feet in the ground and runs under the roadway going into the prisons. The main roadway leading into Buckingham and Dillwyn Correctional Centers has been closed until the culvert, road bank, and water line can be repaired.	\$380,000.00	
1/26/2024	James River Correctional Center	The proposed MR project is to repair the existing rifle range road and culverts in accordance to the design drawings by Sekiv Solutions dated 1/18/2023. This road is used by DOC, State Police, and other agencies to gain access to the rifle range which is required for personnel to qualify as a requirement of their job. The road is also used by DOC Agribusiness. The road is failing from years of use and there are two of four culvert crossing that are failing and if not repaired will close the road. The stream crossing is governed by DEQ.	\$1,535,000.00	10887-1209
2/2/2024	Augusta Correctional Center Wastewater Treatment Plant	The purpose of the request is to make needed repairs at the Augusta Correctional Center wastewater treatment plant (WWTP). The blower equipment pads have sunk due to land subsistence and this is putting pressure on the piping and connecting conduits. There are some cracks developing in the filter building also. The SCADA control and alarm system needs an upgrade, probe(s), flow meter(s), and some valves need replacing. The grit system, wet well and chemical pumps need parts replaced. The project will not increase the capacity of the plant. DOC has requested pricing assistance from Austin Brockenbrough and Heritage Electrical.	\$150,000.00	

2/15/2024	Lawrenceville Correctional Center	Additional Ceiling Modifications-The Closed Caption Television (CCTV) camera system at Lawrenceville Correctional Center (LVCC) is a hybrid system consisting of new Honeywell Network Video Recorders (NVRs) and both aged (and failing) Bosch and Pelco cameras. The NVRs were replaced over the last 12 months however no funding was available to replace the cameras. The failure rate of the existing cameras is causing grave concern and has the potential to create unsafe conditions for staff and inmate alike. In the last 24 months the Virginia Department of Corrections (VADOC) has been experiencing an ever-growing shortage of correctional officers to manage the daily activities at most of our facilities across the state. Although operated by the GEO company, LVCC has not been spared in the staffing shortages plaguing the VADOC. A fully functional CCTV system is an important aspect of any correctional facility as it serves as a force multiplier by allowing a single correctional officer to observe several areas at once and from a single safe location. Considering the extreme staffing shortage, the CCTV system play an even more important role by providing coverage of inmates and areas that would normally be patrolled by security staff. The combination of the severe staff shortage and continuously malfunctioning or failed cameras can serve only to exacerbate the situation. <u>This request is to add these</u>	\$200,000.00	
2/15/2024	Buckingham Correctional Center	Replace Existing Control Panels-Buckingham Correctional Center is 40+ years old and the existing control panels are beyond their operation life span. Replacement parts are obsolete and unable to obtain. This MR project will replace the existing control panels for each housing unit (HU A, B, C, D, and N) and provide a sallyport to the existing control rooms which will provide the required security and safety to the control room. The system will be routed back to master control to allow a take-over in case of emergencies.	\$1,300,000.00	
2/15/2024	Nottoway Correctional Center	Slider Door Replacement- The proposed MR project will replace the 32 slider doors and the control panel to operate the doors that are not working or malfunctioning. The housing unit cannot be fully used and it requires additional staff if used on a limited basis on the few cell doors that are still functioning correctly. The Institution is over 40 years old and the original manufacturer has gone out of business and replacement parts are not available. The institution will salvage all door parts possible and use the other housing units to repair nonoperable doors. This system has to be replaced both for security and safety risk for the institution.	\$800,000.00	
3/13/2024	Coffeewood Correctional Center	Replace sanitary sewer line in Kitchen-The proposed MR project will replace the sanitary line from the grease trap on the exterior of the building and containing inside the building for a approx. 70 of line which is included in phase 1 and phase 2 of this project until additional investigation can be done upon clearing the line of a stuck jet head.	\$800,000.00	
3/25/2024	Deerfield Correctional Center	Replace 3 HVAC Units-Deerfield has a total of three (3) HVAC units that need to be replaced: HP-5B located in the Support Building- Administration Offices', HP-6B located in the DCE area for the Computer Lab, and HP-2B located in the DCE area for the library. These units are almost 20 years old and have reached the end of their serviceable life. Each of the units has R22 refrigerant which is no longer manufactured. One unit is completely out of service with a defective compressor. The compressor is no longer available.	\$127,400.00	
4/1/2024	Coffeewood Correctional Center	Replace 4 existing HVAC-The proposed MR project will replace four (4) existing HVAC units that have had constant repairs. The units are 25 to 30 years old and have past life expectancy. The units are located in the following areas: 1. Pod 4 HP-2C2. Pod 2 HP-1C3. Medical HP-2F4. Programs Bldg. HP-6B	\$200,000.00	

4/1/2024	Virginia Correctional Center for Women	Renovation of Staff House-The proposed MR project is for a major renovation to the Staff House. The staff house was built in 1945 and is considered a contributing resource to Virginia Correctional Center for Women Historic District. The building was built to house staff working at the institution, offices, and training space; the building is still used for these services today. The building is in need of a major renovation to include: the repair and replacement of cornices, fascia, and gutters. The woodwork on the building not only provides aesthetic value to the institution but also provides practical, weather-proofing function to the roofs and walls. The existing paint is lead based and will require major remediation for removal. All windows and doors need to be replaced and will need to be replaced in the same profile as the existing since the building is a contributing factor to the Historic District. The existing plumbing and steam lines are failing. The existing security controls and CCTV cameras are in need of replacing.	\$2,000,000.00	
4/30/2024	Harrisonburg Men's Detention Center	Sanitation and Steps Repair: The purpose of this MR project is to repair sanitation inspection issues from 10/10/23. The issues include two areas that storm water is entering the building. The areas will be excavated, walls and expansion joints repaired and sealed, drainage installed and backfilled. The handrails and brick steps at the administration building will be removed and repaired	\$75,000.00	
5/7/2024	Fluvanna Correctional Center for Women	Fluvanna Gutter and roof repair project: The purpose of the request is to make needed repairs at the Fluvanna CC on the rooves and gutters. It includes the repair of roof leaks and deficiencies, replacement of gutters and downspouts and the application of silicone coating or sealant at all penetrations and edges at 10 buildings. These include the Admin., Warehouse, Housing 1-4, Food Service, Reception, Visitation, Medical, and Education buildings.	\$182,000.00	10887-1118
5/21/2024	Baskerville Correctional Center	Renovate Existing Metal Roofs: The existing metal roofs on housing unit (HU) 18, HU 29, Kitchen building (23), and Admin/Warehouse (20/21) are from the original construction in 1990 and have far exceed their life expectancy. The roofs are in poor condition and continue to leak with patched areas starting to fail. Instead of replacing all roofs, which would affect the occupancy of the buildings, the scope of work would be to install insulation between the flutes and cover the roof with TPO membrane. The metal roof on maintenance building 29 will be replaced, and will be a straight replacement.	\$1,605,000.00	
5/21/2024	Haynesville Correctional Center	HVAC Unit Replacement: "Replace in Kind" HVAC Units 5 ton and larger and greater than 10 years old, on an emergency basis. No permitting anticipated. This is for all Facility Buildings not, just housing units (HUs). Note: Individual units at or near "critical mass" can be selectively funded with this MR (and procured via term contract).	\$765,000.00	10887-1170

6/7/2024	Bland Correctional Center	"Bland Steam & Condensate Piping Replacement Phase 1 - Housing Building 2 to Admin and Housing Building 1: The proposed MR project will replace, in-kind the underground steam and condensate piping from Housing Building 2 to Housing Building 1, including the section of piping that tees off to the Admin 1 Building. This includes approximately 150 LF of 3" high pressure steam piping (HPS) and 1.25" condensate return (CR) piping and approximately 30 LF of 1.5" HPS piping and 1.25" CR piping. The entire system at Bland has major leaks but this appears to be one of the worst sections. According to Staff, the piping is severely corroded, pitting, and failing throughout. It has been caused by leaking joints, valves, etc. which cause the insulation to soak up the steam/water and trap it between the outer jacket and pipe itself. The soaked insulation stays in contact with pipe and caused the damage to the piping. Bland currently has approximately 50% make-up water in their steam system. The steam leaks are so bad in this area that a large area has steam seeping from the ground and has burned all of the grass."	\$650,000.00	
6/20/2024	Pocahontas Correctional Center	Gutter Replacement: The proposed MR project will include the replacement of guttering on Housing Units 1 - 4, Program Support, Administration, Maintenance/Warehouse, and Sallyport/Gatehouse. Total linear feet of guttering to be replaced is approximately 4500 LF. We plan to maintain the existing downspouts as they are still in good condition. The guttering is failing beyond repair/maintenance. There are leaks throughout, gutter is rusting to the point of holes in many areas. Due to the leaks, this is a safety hazard, especially during the colder months with water freezing on sidewalks and near doorways.	\$450,000.00	
Total Requested			\$ 15,222,242.00	

Submissions for FY2025-Approved by Tim Newton

7/12/2024	Halifax Correctional Unit	The proposed MR project will replace the existing wiring in the attic space and other areas due to the numerous electrical hazards. The ceilings will be repaired, exits lights will be replaced with lights with battery backup and other ancillary repairs will be made as necessary to the existing space. Determination was made to vacate the building, relocate the inmates into the Main Housing Building and plan work for removing the existing wiring deficiencies and replacing in-kind electrical service to the building; while correcting the code deficient service which is a life safety issue. An Emergency Determination was approved for the project.	\$500,000	
7/17/2024	Haynesville Correctional Center	The purpose of the request is to replace a potable water well at the Haynesville facility due to DEQ requirements. The previous DEQ permit said well #3 would have to be abandoned in the next permit cycle due to improper construction. This project will include well drilling, well equipping, pump tests, SCADA control, alarm systems, corrosion control, flow meter(s), piping, and some valves. The DEQ is also requiring an aquifer test. The project will not increase the capacity of the plant but will increase system reliability.	\$ 260,000.00	
7/29/2024	Fluvanna Correctional Center	The purpose of the request is to secure funds for the recoating of the elevated water tank and replacement of isolation valves. The project will provide renovation/recoating of the existing 300,000 gallon 120' tall 5-leg elevated tank. The work will also include replacement of leaking/frozen 16" gate valves near the elevated tank with butterfly valves and temporary line stops to isolate the 16" loop around the institution. All coating work will be done by qualified coating contractors. This project will require the tank to be out of service for about 2-3 months. Fluvanna County has a 500,000 gallon tank near the intersection of Routes 15 and 250 with a 12-inch PVC water main from the institution, which should be sufficient to supply water for domestic and fire fighting during the construction effort. A/E support will ensure we coordinate and maintain adequate domestic water supply and continue to meet fire flow storage and requirements.	\$ 820,000.00	

7/30/2024	Beaumont Correctional Center	Sprinkler Pipes-The existing sprinkler pipes are falling. The pipes do not have enough fall to drain the system and causing deterioration from within. There have been several major water leaks in the last 6 months flooding the housing area. The type of system may need to be replaced - total scope is undetermine and additional funding may need to be requested.	\$ 1,000,000.00	
7/30/2024	Atmore-Headquarters	Fire Alarm-The existing fire alarm system needs to be replaced and additional devices need to be added in areas of "dead" spaces where the wall has been constructed. The elevators are original to the building and the components need to be replaced to keep it in full working order. There have been several failures over the last years and the repairs are only temporary until the working systems can be replaced.	\$ 850,000.00	
7/30/2024	James River Correctional Center	Renovation-U,e existing residence house had a water line burst causing damage to the flooring in walls. The house will need to be abated before any renovation work can be done; abatement for lead and mold. Replace existing damage flooring, sub flooring, walls, cabinets, and floor joists. The houses electrical wiring, window, plumbing, and heating systems needs replace due to age and deterioration.	\$ 200,000.00	
7/30/2024	Buckingham Correctional Center	HVAC-replace 6 HVAC units in the J-building (Support) that services the DOE classroom. Five of the existing units are not working. The units have a bad compressors, fan motors, and leaking coils. They are past their life expectancy. The units will be replaced in-kind with new curb adapters for the new units to avoid roof penetrations.	\$ 170,000.00	
7/30/2024	Beaumont Correctional Center	Automation System-The building automated system is in process of failure or has failed in some areas. This system controls the HVAC systems of the building throughout most of the institution. Components in Housing A and B and the medical area are also failing or have failed. This includes VFD's, sensors, controllers and control valves. The components in Housing C and O are not having the same issues. Requesting at this time funding to provide design of the BAS system and additional funding will be requested for the construction. It is anticipated to be approx. \$500,000 for both BAS and component replacement. Revision 1 request consists of additional funding request includes survey of existing system that needs to be done for design work and construction funding. May need additional funding for construction after bidding project.	\$ 450,000.00	
7/30/2024	Sussex I State Prison	Roof Repairs-This MR request is for the repair of roofing systems at Sussex I State Prison. The roofs to be repaired are Support Building - Admin area, Medical and Kitchen. This roof is the original roof that was installed during construction in 1998. It is approaching 30 years old. The roofing contractor (Old Dominion Roofing) has recommended that the roof(s) be replaced, Due to lack of funds for new roofs, this request is to repair the above listed aread.	\$ 81,000.00	
8/9/2024	Bland Correctional Center	MR-Increase-Medical Building HVAC Replacement and Roof Revision and WTP Roof Replacement	\$ 100,000.00	10887-1123
		TOTAL	\$4,431,000	
MR -HOLD				
Date Submitted	Description	Amount	MR# if assigned	
9/19/2023	Powhatan Admin. Bldg.	\$1,000,000.00		
9/19/2023	Beaumont Med HVAC	\$375,000.00	10887-1204 R.1	
1/22/2024	Baskerville-Replace Doors	\$500,000.00		
1/22/2024	Coffeewood-Generators (not statewide)	\$1,500,000.00		
1/22/2024	Dillwyn-HVAC	\$4,000,000.00		
1/22/2024	Powhatan-Powerplant	\$0.00		
1/22/2024	Deep Meadow-HVAC Replacement	\$4,000,000.00		
1/22/2024	James River-Fire Range Roof-Shingle	\$200,000.00		
1/22/2024	Deep Meadow-Roof Replacement-Shingle Roofs Only (31,126 SQ FT-Bldgs 008,09,111,14,27,18, 29)	\$500,000.00		
1/22/2024	Deep Meadow-Replace Gutters and metal Roof Repair	\$500,000.00		
4/30/2024	Atmore-Life Safety	\$1,500,000.00		

5/14/2024	Coffeewood- Replace PIV's		
5/14/2024	VCCW-Airhandler replacement		
5/14/2024	Beaumont Mansion	TBD	
8/9/2024	Nottoway-HVAC & Exhaust Fan replacement	\$300,000.00	
5/14/2024	Buckingham-Control Panels and Sallport	TBD	10887-1228
4/30/2024	Lawrenceville CC: Various	\$10,000,000.00	
2/22/2024	Red Onion SP – Inside Coolers and Freezer Replacement Project	TBD	
2/22/2024	Bland CC Steam and Condensate Piping Replacement Housing Building 1 to DOE	Construction - \$700,000 Contingency - \$150,000 *would increase if we need to produce Design documents to advertise for bids	850000
9/26/2023	Wallens Ridge-Security Controls	\$4,070,000	
9/26/2023	Red Onion-Sallyport Gates	\$200,000	
4/30/2024	Bland CC-Agribusiness Freezer Cooler Replacement	\$1,250,000	\$1,250,000
4/30/2024	Red Onion Rec Cage-Fence Replacement	\$450,000	\$400,000
5/3/2024	Marion Correctional Center-State House Repairs	TBD	
9/26/2023	Red Onion-Dog house roof repairs	\$1,000,000	
9/26/2023	Red Onion Security Door Replacement	\$250,000	
9/26/2023	Appalachian-WTP Package Plant Replacemnt	\$718,000	
9/26/2023	Patrick Henry-Electricity to the guard tower	\$71,500	
9/26/2023	Green Rock-Recovery Wheels in housing A, C, and Program Support	\$75,000	
9/26/2023	Harrisonburg-Doors & Roof on Equipment Shed		
9/26/2023	Marion-Wright Building-Exterior door replacement		
9/26/2023	Marion-Wright Building-Repair roof	\$700,000	
9/26/2023	Marion-Wright Building-Window replacement	\$2,000,000	
9/26/2023	Bland-Admin 2-HVAC Replacement	\$400,000	\$400,000
9/26/2023	Marion-Domestic Plumbing Replacement		
9/26/2023	River North-High Mast Lights	\$150,000	
9/26/2023	Appalachian-Roof Replacement-State House & garage		
9/26/2023	Appalachian-Roof Replacement-Admin Building		
9/26/2023	Bland-Diesel Pump Replacement		
9/26/2023	Bland-Steam & Condensate Replacement (Entire Facility)		
9/26/2023	Pocahontas-HVAC Replacement		
9/26/2023	Green Rock-HVAC Replacement		
9/26/2023	River North-HVAC Replacement		
9/26/2023	Green Rock-Generator Replacement		
9/26/2023	Wise-Boiler Replacement		
9/26/2023	Keen Mountain-Programs & Roof Replacement		
10/27/2023	Keen Mountain Tank Repairs & Painting	\$200,000	
4/30/2024	Deerfield CC WWTP:effluent pipe repair/replacement project	\$55,000	
9/26/2023	Keen Mt. CC: burner control replacements (3 burners)	\$250,000	
9/26/2023	Sussex SP: burner control replacements (5 burners)	\$350,000	
9/26/2023	VCCW CC: burner control replacements (3 burners)	\$250,000	
9/26/2023	Buckingham WWTP - Demolition	\$280,800	
9/26/2023	Fluvanna WTP improvements-change intake screen at Mechunk	\$462,221	SP-743-127
9/26/2023	Fluvanna - replace isolation valves and paint interior and ext of elevated WT	\$440,000	
9/26/2023	Fluvanna - paint elevated WT & replace valves	\$300,000	
9/26/2023	Deep Meadows - Replace/reline sewerline	\$750,000	
9/26/2023	Lawrenceville CC: Stormwater pond water pipe replacement	\$260,000	
9/26/2023	Greensville - clean/paint interior of ground tank and clean elevated WT	\$210,000	
10/30/2023	Caroline, Deerfield, & Haynesville to the Copper Reduction Project	\$70,000	
9/26/2023	ICCC replace Freezer frame and door – MR\$80k – Priority medium	\$80,000	
9/26/2023	ICCC correct Site Drainage at Blvd - ??MR?? \$50-100k – Priority medium	\$100,000	

9/26/2023	SSX I & II Steam Inside Buildings – Priority high – as normal operation and pressure brought back to system, the next weakest pieces will fail. Need a fund to draw down on for Steam/Condensate items that will inevitably fail.	\$300,000	
5/14/2024	ICCC-Increase Phil to submit		10887-1169
9/26/2023	Academy East-Renovate restroom to make handicap and replace fire system	\$30,000	10887-1145
9/26/2023	Academy East-Perform ground work for drainage issues	\$170,000	10887-1031
9/26/2023	GCC - Replacement of Electrical Main Distribution Panels	\$6,000,000	
9/26/2023	GCC - Replacement of Sally Port drive gates (4)	\$600,000	
9/26/2023	GCC - Repair under floor drains in kitchen and replace Freezer/Cooler Unit	\$350,000	
9/26/2023	LVCC - Replace aging generators (8)		
8/7/2024	Greenville CC- HVAC Replacement	\$700,000	
	TOTAL	\$47,917,521	
	*Items in yellow are new projects added since the last meeting		