

**NORTHWESTERN REGIONAL JAIL AUTHORITY**  
**Minutes**  
**Meeting of Members**  
**January 17, 2013**

The Regional Jail Authority meeting was called to order at the Community Corrections Center, 147 Fort Collier Road, Winchester, Virginia 22603 at 10:00 a.m.

**PRESENT:**

**Frederick County**

John R. Riley, Jr.  
Charles DeHaven  
Sheriff Robert Williamson  
Bill Ewing

**City of Winchester**

Sheriff Lenny Millholland  
Chief Kevin Sanzenbacher  
Mayor Elizabeth Minor

**Clarke County**

David L. Ash  
Sheriff Anthony Roper  
Barbara Byrd

**Fauquier County**

Sheriff Charlie Ray Fox, Jr.

**ABSENT:**

James Wyatt  
Art Major  
Katherine Heritage  
Chester Stribling

**STAFF PRESENT:**

James Whitley, Superintendent  
Capt Kathy Sasser  
Lynn Dougherty  
CSO Gene Boyce  
Capt David Pitts  
Capt Allen Barr  
Kim Wilson

**VISITORS:**

Melissa Boughton, Winchester Star  
Kevin Rotty, The PFM Group  
Chris Culp, The PFM Group  
Mary Blowe, Finance Director, City of Winchester  
Dale Iman, City Manager, Winchester  
John Jenkins, Chief Jailor, Fauquier County

**NORTHWESTERN REGIONAL JAIL AUTHORITY**  
**Minutes**  
**Meeting of Members**  
**February 21, 2013**

The Regional Jail Authority meeting was called to order at the Community Corrections Center, 147 Fort Collier Road, Winchester, Virginia 22603 at 10:00 a.m.

**PRESENT:**

**Frederick County**

John R. Riley, Jr.

Charles DeHaven

Sheriff Robert Williamson

Bill Ewing

**City of Winchester**

Mayor Elizabeth Minor

Art Major

**Clarke County**

David L. Ash

Sheriff Anthony Roper

James Wyatt

**Fauquier County**

Sheriff Charlie Ray Fox, Jr.

**ABSENT:**

Katherine Heritage

Chester Stribling

Sheriff Lenny Millholland

Chief Kevin Sanzenbacher

**STAFF PRESENT:**

James Whitley, Superintendent

Capt Kathy Sasser

Lynn Dougherty

CSO Gene Boyce

Kim Wilson

**VISITORS:**

Kevin Rotty, The PFM Group

Chris Culp, The PFM Group

Major Greg Mauck, Fauquier County

**I. CALL TO ORDER**

Mr. Riley called the meeting to order at 10:00 a.m.

**II. APPROVAL OF AGENDA**

A motion was made by Mr. DeHaven to approve the amended agenda. Sheriff Williamson seconded the motion. The Authority unanimously approved.

**III. APPROVAL OF THE MINUTES FROM JANUARY 17, 2013**

Mr. Riley solicited a motion to approve the minutes from the January 17, 2013 meeting. A motion was made by Mr. Major to approve the minutes. The motion was seconded by Ms Minor. The Authority unanimously approved.

**IV. BOND REFINANCING**

Mr. Whitley reported to the Authority that he attended each participating jurisdictions Board of Supervisors Meeting and the bond refinancing was approved by each jurisdiction. The Superintendent asked that Mr. Culp, from the PMI Group, explain the next step in the process.

Mr. Culp explained that they are working through the process and Mr. Rotty has drafted the legal documents. The next step in the process is to talk with Moodys, the ratings agency, next week. The bond sale will be in 30 days and during that time, will be when we lock in the interest rate. Today we need to pass the second part of the resolution. At the last meeting we outlined the perimeters of which the sale would move forward. The idea was brought forward at the last Jail Authority Meeting to add new money needs for the heating/air conditioning, chillers & coolers, and telephone system, which will be incorporated into the bond.

Mr. Rotty, Managing Director of the Public Financial Management Group (PFM), reported that at the last Jail Authority Meeting, the Authority approved the initial resolution and the basic pricing perimeters of the financing. He explained that it was early in the process and all of the bond documents drafted at that time. The resolution presented today for the Authority's consideration will do three (3) things:

1. Include the new money purpose
2. Increase the amount to \$17M
3. Approve the forms for the financing documents

Mr. Rotty explained that basically the Authority members are being asked to delegate to the Chairman and Vice Chairman of the Authority to approve any further changes. The basic documents are the preliminary official statement which will be used by the underwriters to market the bonds to the public. It gives background information about the Authority and the Jail Facility. It will have an appendix for each of the member jurisdiction, which includes economic, financial, demographic information about each locality, which helps tell the overall story of the credit security behind the deal. The Supplemental Indenture; when the Authority did its initial financing in 2005, we put

together a Master Trust Agreement, which provides specifics of the bond issued. The Bond Purchase Agreement, the agreement between the Authority and the underwriters, and that has closing conditions, but he doesn't anticipate any problems with the closing conditions. Then there is an Escrow Deposit Agreement that will establish the separate escrow fund that the trustee will hold and that will be used to purchase treasury securities and that will become the fund to pay the profile bonds until their redemption dates. So from the Authority's standpoint, those bonds will be the fees that will be discharged, no longer on the books, and the bond holders will receive their debt service payments.

Mr. Rotty explained that the resolution the Authority has before them today for consideration is to approve those purposes and the forms delegating to the Chair and Vice Chair authority to approve documents.

Mr. Whitley explained that there is approximately \$31,000 in legal fees associated with the bond savings and also the work Hunton & Williams performed on the IRS audit, that he would like incorporated into the bond resolution.

A motion was made by Mr. Major to approve the bond refinancing documents and to incorporate the legal fees in the bond documents. Ms. Minor seconded the motion. The Authority unanimously approved.

**V. FY14 PROPOSED BUDGET**

Mr. Whitley explained the request for \$547,757, which was included in the FY14 Proposed Budget to fund eight (8) Correctional Officer positions and two (2) cook positions, which would be needed to open the Annex. The Superintendent is concerned with the population trends and that by summer the population will increase. He reported that if additional cuts need to be made to the FY14 Budget, the request for the additional staff will be eliminated.

Mr. Whitley explained that a pay increase is also included in the FY14 Proposed Budget and if given a choice between pay increases for current staff or the additional personnel, he will choose the pay increases.

The Superintendent also requested 4 new positions at a cost of \$196,329.

- 2 Correctional Officers to backfill security officer positions (1 additional officer was assigned to Investigations, assignments include background investigations on applicants and internal investigations), and 1 additional officer was assigned to Transportation)
- 1 LPN
- 1 Part-time LPN (to off-set overtime cost and restructure operations enhancing efficiency)

Transportation and Medical are the areas utilizing most of the overtime. The justification is to offset overtime cost and restructure operations enhancing efficiency.

The nurses have been put on a new 24-hour schedule recommended by our medical provider to enhance our proficiency and reduce costs.

### FY14 Proposed Budget Increase

	Expense	Justification
*Professional Health Services	\$117,000	Increased Anthem costs;* added psychological testing for new applicants
Repair & Maintenance - Equip	\$49,000	Resurfacing of AHU drain pans; Hot water heater at CCC
Repair & Maintenance - Vehicles	\$20,000	Security equipment for new vehicles
Utilities	\$63,000	Increase in utilities
Food Service	\$50,000	Increase for food service
**Police Supplies	\$19,000	Stab proof vests
***Teacher Salary	\$65,000	GED teacher salary, Jail's share
<b>TOTAL</b>	<b>\$383,000</b>	

\*Mr. Whitley feels this is very important as an employment standard. We plan to use the same vendor as the Sheriff's Office. The Superintendent feels it will give us a better idea of who we are hiring.

\*\*Mr. Whitley explained that these vests will be used for staff working inside the facility.

\*\*\*Mr. Whitley explained that the GED teacher's salary in the past was paid for out of the commissary fund. The cost is too large and he is concerned this practice doesn't meet the budget standard. The commissary is for the inmates benefit and not every inmate participates in the GED Program. The Superintendent explained that we were able to negotiate with the school system to get the cost down this year, but this will be necessary for us to maintain the program with our current instructor. If the instructor decides to retire that would have an impact on that amount.

Mr. Whitley provided an overview of the revenue and expenditures using the charts below:

### FY14 PROPOSED BUDGET REVENUES AND EXPENDITURES OVERVIEW

Expenses	FY13 Adopted Budget May 2012	FY14 Budget Proposal	Increase
<b>Personnel</b>	\$12,572,795	\$13,288,910	+ \$ 716,115
<b>Operating</b>	\$ 3,773,791	\$ 4,154,343	+ \$ 380,552
<b>Capital/Debt</b>	\$ 1,218,193	\$ 1,270,362	+ \$ 52,169
<b>TOTAL</b>	<b>\$17,564,779</b>	<b>\$18,713,615</b>	<b>+ \$1,148,836</b>

Revenue	FY13 Adopted Budget May 2012	FY14 Budget Proposal	Increase/Decrease
<b>Fees</b>	\$ 2,112,665	\$ 1,510,734	- \$ 601,931
<b>State/Federal</b>	\$ 5,978,850	\$ 5,945,951	- \$ 32,899
<b>Local</b>	\$ 9,473,264	\$11,256,930	+ \$1,783,666
<b>Total</b>	\$17,564,779	\$18,713,615	\$1,148,836

> \$115K decrease in housing fees due to decrease in WR inmates; \$500K decrease in Fund Balance draw

**FY 14 PROPOSED BUDGET  
LOCALITY SHARE**

<b>Clarke County</b>	\$ 465,137	\$ 611,252	\$146,115
<b>Fauquier County</b>	\$2,334,783	\$1,619,872	\$285,089
<b>Frederick County</b>	\$4,199,498	\$5,029,596	\$830,098
<b>Winchester</b>	\$3,473,847	\$3,996,210	\$522,363

Mr. Whitley reported that Frederick County likely will not be able to afford the proposed increase and he is sure that more cuts will need to be made. He explained that reducing Frederick County's share will also impact the other localities.

Mr. Riley reported that Frederick County cannot support the increase and has spoken with the City Manager and he has expressed some of the same concerns. Mr. Riley opened the floor for discussion but he feels it would be prudent for the Finance Committee to reconvene and try and look at a strategy that looks at maybe delaying the opening of the Annex with the understanding that if we get into a situation that cannot be addressed any longer, then this will need to be brought back to the localities and readdressed after the beginning of the fiscal year.

Ms. Minor explained that the City has the same concerns and agrees the Finance Committee needs to be reconvened.

Mr. Ewing agrees that the Finance Committee should be reconvened and asked the Staff to find ways to reduce the localities increase by 50% or even more, if possible.

Mr. Whitley reported that we do have a 30-day plan to open the Annex, which could be for approximately 30-60 days and we could utilize overtime. The Superintendent explained that we cannot control the types of inmates incarcerated. Some may need to be housed in max custody, which wouldn't allow us to spread the staff too thin.

Mr. Whitley explained that the salary increases was calculated at 4.5% (\$548,113). He explained this number will probably come in lower, which will have an impact as well, but reducing the localities increases by 50% will be very difficult.

**VI. EMPLOYEE PERFORMANCE AND CAREER ADVANCEMENT & DEVELOPMENT PROGRAM**

Mr. Whitley explained that the CAD Program was frozen in 2008 and while we were still offering CAD classes, officers were not keeping their hours up-to-date to advance to the next level because the program was frozen and there was no word on if/when the program would resume. We plan to do a CAD review beginning next month to see who will advance to the next level. These numbers may not be as high, but coming in the fall everyone will have 6 months to accumulate the hours necessary to advance, since we conduct this process twice a year.

Estimated 20 CO I to CO II @ 5% = \$35,227  
@ ½ year salary impact = \$17,614

Estimated 20 CO II to CO III @ 5% = \$43,020  
@ ½ year salary impact - \$21,510

Total Cost of Advancements = \$53,498

**VII. FUND BALANCE MOTION BY THE FINANCE COMMITTEE**

Mr. Whitley explained the reason for presenting this to the Authority was strategy to determine how the salary increases in FY14 would be paid.

Captain Sasser explained that because we do not have a firm salary percentage for next year, we are trying to determine how we are going to fund increases. Last year Frederick County was attempting to formalize their own budget while we were still trying to work out how the bonuses would be funded in this year's budget, and we were late getting our budget finalized, which occurred in May, well after the budget hearings.

Mr. Riley asked Mr. Ewing to discuss this issue during the Finance Committee Meeting.

Locality	Proposed FY14 Adoption	With Merit Increase	Increase
Clarke County	\$ 611,252	\$ 643,920	\$ 32,668
Fauquier County	\$1,619,872	\$1,706,443	\$ 86,571
Frederick County	\$5,029,596	\$5,298,396	\$268,800
Winchester	\$3,996,210	\$4,209,782	\$213,572

Mr. Whitley reported that fund balance at the beginning of FY13 was \$1,205,102. This amount has been reduced by the following:

- \$246,938 for Employee bonuses issued by Frederick County (October 2012)

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- \$221,000 for NRADC telephone communications system – until funded through the Bond Refinancing Project
- \$14,200 Officer Advancement Program Revitalized

New Balance: \$822,964

Mr. Whitley explained that after the bond refinancing is finalized, the \$221,000 for the new telephone system will be added back into fund balance.

Mr. Whitley explained that the Finance Committee recommended a policy that fund balance must maintain no less than a minimum \$500,000 when considering budget offsets to the localities share or when funding unanticipated expenses during a fiscal year. The Superintendent wanted to give the Authority an estimate of fund balance after the October 2012 Employee Bonuses, new telephone system, and CAD Program were deducted.

Mr. Riley wanted to clarify that the salary increase was a one (1) time bonus not technically a salary increase. He explained further, strategically, you don't want to use fund balance as a continuing expense for salary increases. This would be an increase to operating expenses that would continue.

Mr. Whitley informed the Authority that Captain Sasser will be retiring April 2, 2013 after over 30 years of service. We wish her well.

Mr. Riley was served with an Order notifying him that he, along with other NRADC Employees, are being sued for an incident that occurred at the Jail. Mr. Riley would like an update during the April 2013 Meeting during Closed Session, under Legal Matters.

Mr. Whitley informed the Authority that Risk Management has been notified.

**VIII. ADJOURN**

As there was no further business brought before the Authority, the meeting adjourned at 10:30 a.m.

Respectfully Submitted,



\_\_\_\_\_  
John R. Riley, Jr., Chairman  
Regional Jail Authority



**I. CALL TO ORDER**

Mr. Riley called the meeting to order at 10:00 a.m.

**II. APPROVAL OF AGENDA**

A motion was made by Mr. DeHaven to approve the amended agenda. Mr. Ash seconded the motion. The Authority unanimously approved.

**III. APPROVAL OF THE MINUTES FROM OCTOBER 18, 2012**

Mr. Riley solicited a motion to approve the minutes from the October 18, 2012 meeting. A motion was made by Ms. Minor to approve the minutes. The motion was seconded by Sheriff Millholland. The Authority unanimously approved.

**IV. ELECTION OF OFFICERS**

Mr. Ewing nominated Mr. Riley as Chairman with Sheriff Williamson seconding the nomination.

Chief Sanzenbacher nominated Sheriff Millholland as Vice-Chairman with Ms. Minor seconding the nomination.

Ms. Byrd nominated Superintendent Whitley as Secretary/Treasurer with Mr. Ewing seconding the nomination.

The Authority unanimously approved all motions.

**COMMITTEE APPOINTMENTS**

Mr. Riley reappointed the current members to serve on the existing committees:

Finance

Bill Ewing – Chairman  
James Wyatt  
Elizabeth Minor  
David Ash  
Katherine Heritage  
Charles DeHaven

Personnel

Katherine Heritage – Chairman  
Sheriff Robert Williamson  
James Wyatt  
Sheriff Lenny Millholland  
Sheriff Anthony Roper

Construction

David Ash –Chairman  
Sheriff Robert Williamson  
Sheriff Charlie Fox, Jr.  
Chief Kevin Sanzenbacher  
Chester Stribling

**V. EMPLOYEE OF THE QUARTER RECOGNITION**

The Authority recognized Correctional Officer Kenneth Barrett as the Jail's Fall 2012 Employee of the Quarter.

**VI. POTENTIAL REFINANCING OPPORTUNITY – CONSTRUCTION 2005**

Mr. Whitley introduced Mr. Kevin Rotty, Managing Director of the Public Financial Management Group (PFM) who presented information on a potential refunding opportunity of the 2005 Bonds. Mr. Rotty highlighted the history of the Bonds noting the Jail Authority was issued a \$16,560,000 long-term Jail Facilities Revenue Bonds (Bonds) and a \$10,000,000 short-term Jail Facilities Grant Anticipation Notes (GANs) in June

2005. The GANs, he said were retired with the Commonwealth's reimbursement payment but the Bonds still in existence are able to be refunded through July 2, 2015. After July 2015, he said, the interest rates on the Bonds are subject to an increase of 4% through 2016 and 5% in 2033. Mr. Rotty encouraged the Authority to consider approving the drafted Resolution to refinance the Bond as presented because current interest rates are near a historic low. Mr. Rotty directed the Board to review a comparison of the existing debt to the refinanced debt as demonstrated in the chart below.

<b>Existing Debt:</b>	
<b>Interest Rates (2016-2033)</b>	4.0% to 5.0%
<b>Refunded Principal</b>	\$12,865,000
<b>Average Annual Net Debt Service</b>	\$1,137,682

<b>New Debt:</b>	
<b>Estimated Yields (2016-2033)<sup>1</sup></b>	1.06% to 3.44%
<b>Refunding Principal<sup>2</sup></b>	\$14,020,000
<b>Net Present Value Savings</b>	\$1,312,128
<b>NPV Savings as a % of Refunded</b>	10.20%

(1) Based upon market conditions as of January 9, 2013

(2) Assumes the authority would be required to fully fund its Debt Service Reserve Fund, and this Fund would average earnings of 3% over the remaining term of the loan

Mr. Rotty explained the following actions were needed in order to proceed with the refinancing:

- The Jail Authority is required to pass a Refunding Resolution authorizing the Bond sale under certain conditions.
- Each jurisdiction representing the Jail Authority must pass a Resolution authorizing the refinancing (February)
- The Jail Authority and the represented localities will be required to provide some basic financial data to be collected by the financing team representing the Jail Authority.
- Moody's will re-evaluate the Authority's Credit Rating which will include a credit analyst conducting individual discussion between Jail Staff and each jurisdiction representing the Jail Authority.
- A mid-March Bond sale is tentatively scheduled to lock-in the potential savings on the interest rate March 12, 2013.

Mr. Rotty explained that the net savings will yield \$1,300,000 or 10 percent of the Bonds refunded which typically in nature ranges nearer three percent. He noted that the savings

in the first few years will net between \$130,000 to \$150,000 which savings will drop in subsequent years but still netting a \$60,000 to \$70,000 savings per year.

Mr. Ewing motioned to authorize the Refunding Resolution with Chief Sanzenbacher seconding the motion which was unanimously approved by the Jail Authority.

The Jail Authority will reconvene in special session to further review the progress of this initiative Thursday, February 21, 2013 at 10:00 a.m.

**VII. CURRENT YEAR**

Mr. Whitley reported the 2<sup>nd</sup> Quarter Initiatives and provided a financial update of the Jail' Revenue over Expenses.

After implementation, the following initiatives as adopted by the Superintendent are reported to be working well and were established to provide more efficiency in jail operations:

- Replaced Inmate ID Cards with Wristbands
- No Inmate Marriages
- Handcuffed prisoners in intake
- More restrictions on Disciplinary Segregation including Nutri-loaf
- Inmate Property Room Upgrade

Mr. Whitley provided a brief overview of the Jail's financial status as outlined in the following charts and explained the revenue over expenses prediction as \$271,949 being returned to Fund Balance at Fiscal Yearend:

<b>Expenses</b>	<b>Budgeted FY13</b>	<b>1<sup>st</sup>/2<sup>nd</sup> Quarter</b>	<b>End of Year Prediction</b>
<b>Personnel</b>	<b>\$12,572,795</b>	<b>\$6,273,249</b>	<b>\$12,305,539</b>
<b>Operating</b>	<b>\$ 3,773,791</b>	<b>\$1,931,304</b>	<b>\$ 3,695,605</b>
<b>Capital/Debt</b>	<b>\$ 1,218,193</b>	<b>\$ 653,101</b>	<b>\$ 1,239,452</b>
<b>Total</b>	<b>\$17,564,779</b>	<b>\$8,857,654</b>	<b>\$17,240,596</b>

<b>Revenue</b>	<b>Budgeted FY13</b>	<b>1<sup>st</sup>/2<sup>nd</sup> Quarter Collections</b>	<b>End of Year Prediction</b>
<b>Fees</b>	<b>\$ 2,112,665</b>	<b>\$1,452,324</b>	<b>\$ 2,073,773</b>
<b>State/Federal</b>	<b>\$ 5,978,850</b>	<b>\$2,388,333</b>	<b>\$ 5,965,508</b>
<b>Local</b>	<b>\$ 9,473,264</b>	<b>\$5,823,478</b>	<b>\$ 9,473,264</b>
<b>Total</b>	<b>\$17,564,779</b>	<b>\$9,664,135</b>	<b>\$17,512,545</b>

Next, Mr. Whitley drew the Authority's attention to the Jail's current Fund Balance of \$1,305,102 as shown in the following chart. He also noted the Fund Balance is \$373,155 higher but the amount is reserved for Probation and Diversion Services which was carried forward to the Jail's Fund Balance after consolidation of that Department's financial activities with the Jail's.

**FUND BALANCE**

<b>FY13 Beginning Fund Balance (Post FY13 Budget Draw)</b>	<b>Current Fund Balance (As of January 17, 2013)</b>
<b>\$1,305,102</b>	<b>\$1,305,102</b> <b>(Available for NRADC Draw)</b>
	<b>Actual is \$1,678,257 which includes \$373,155 Reservation for Probation &amp; Diversion Center activities</b>

Mr. Whitley asked the Board's approval to utilize \$482,183 of the Jail's Fund Balance to cover the following needs: \$246,983 in Merit/Fringe Reserves to cover costs of the employee bonus issued by the Fiscal Agent during the Fall 2012, \$221,000 to be used in coordination with Frederick County's initiative to replace the Telephone Communication System throughout the County which the \$221,000 allowance will replace NRADC's phone system at the end of its life cycle and \$14,200 to revitalize the Officer Career Advancement and Development Program (CAD) which will fund a 5% salary increase for those who apply and meet the program requirements in the last half the fiscal year.

Sheriff Williamson motioned to approve Mr. Whitley's request for a supplemental appropriation for \$246,983 to cover the cost of the Fall 2012 Employee Bonus. The motion was seconded by Sheriff Millholland and the Jail Authority unanimously approved.

Sheriff Williamson also motioned to approve Mr. Whitley's request for a supplemental appropriation for \$221,000 to pay for the telephone system replacement. The motion was seconded by Sheriff Millholland and the Jail Authority unanimously approved.

Again, Sheriff Williamson motioned to approve Mr. Whitley's request for a supplemental appropriation of \$14,200 for the CAD Program. The motion was seconded by Sheriff Millholland and the Jail Authority unanimously approved.

**VIII. FY14 BUDGET**

Mr. Whitley reported that the Finance Committee met Thursday, January 10, 2013 to discuss adoption of the FY14 budget which deliberations were tabled until January 25, 2013 in order to implement a budget reduction of \$1.6M. The FY14 budget will be presented to the Jail Authority for approval in February.

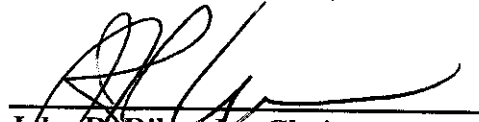
Jail Finance Committee Chairman, Bill Ewing also addressed the Board asking them to review the Finance Committee report from the January 10, 2013 meeting and noted that prior to the renewal of the physician and mental health services contract that the Superintendent was asked to negotiate no higher rate increase than the amount given to employees for performance/merit pay in FY14. Mr. Ewing also suggested the Jail Authority consider adopting a minimum fund balance requirement of no less than \$500,000 when deliberating on budget off-sets to the locality share or when seeking to fund unanticipated expenses during the fiscal year.

Chief Sanzenbacher suggested capital projects such as the \$646,000 Cooling Tower/Chiller Replacement cut from the FY14 budget be considered as a financed initiative in the Refunding Project if permissible. Mr. Rotty confirmed it was permissible and Mr. Riley suggested adding the cost of the telephone project to the refinancing plan. There were no objections voiced from the Jail Authority to finance these projects through the Refunding/Refinancing opportunity.

**IX. ADJOURN**

As there was no further business brought before the Authority, the meeting adjourned at 10:45 a.m.

**Respectfully Submitted,**

  
\_\_\_\_\_  
**John B. Riley, Jr., Chairman**  
**Regional Jail Authority**

**NORTHWESTERN REGIONAL JAIL AUTHORITY**  
**Minutes**  
**Meeting of Members**  
**April 18, 2013**

The Regional Jail Authority meeting was called to order at the Community Corrections Center, 147 Fort Collier Road, Winchester, Virginia 22603 at 10:00 a.m.

**PRESENT:**

**Frederick County**

John R. Riley, Jr.

Charles DeHaven

Sheriff Robert Williamson

Bill Ewing

**City of Winchester**

Chief Kevin Sanzenbacher

Dale Iman

**Clarke County**

David L. Ash

Barbara Byrd

**Fauquier County**

Katherine Heritage

Chester Stribling

**ABSENT:**

Sheriff Lenny Millholland

Sheriff Anthony Roper

Sheriff Charlie Ray Fox, Jr.

James Wyatt

Mayor Elizabeth Minor

**STAFF PRESENT:**

James Whitley, Superintendent

CSO Gene Boyce

Kim Wilson

Dana Knave

Linda Huff

**I. CALL TO ORDER**

Mr. Riley called the meeting to order at 10:00 a.m.

**II. APPROVAL OF AGENDA**

A motion was made by Mr. Ewing to approve the amended agenda. Ms. Heritage seconded the motion. The Authority unanimously approved.

**III. APPROVAL OF THE MINUTES FROM JANUARY 17, 2013**

Mr. Riley solicited a motion to approve the minutes from the February 21, 2013 meeting. A motion was made by Sheriff Williamson to approve the minutes. The motion was seconded by Mr. Ash. The Authority unanimously approved.

**IV. EMPLOYEE OF THE QUARTER RECOGNITION**

The Authority recognized Food Services Supervisor Linda Huff as the Jail's Winter 2013 Employee of the Quarter.

**V. OPERATIONAL UPDATE**

Mr. Whitley reported that the anticipated revenue shortfall will be \$123,941, which is due to the decrease in Work Release revenues and Home Electronic Monitoring revenues; fewer inmates are involved in the programs. Mr. Whitley explained that it's due to the type of inmates sentenced disqualifies them to participate in these programs. Some adjustments have been made regarding the criteria for qualification internally, but we cannot jeopardize safety and security.

Mr. Whitley reported an anticipated savings in expenditures of \$587,324. The savings combined with shortfall leaves \$463,383 expected to be returned to fund balance at the year of the year.

Mr. Whitley reported that as of April 15, 2013 the fund balance is \$822,919. He reported that since the new phone system was included in the bond refinancing, \$221,000 will be returned to fund balance, plus \$463,383, and which is an anticipated interest savings for FY13 leaving a fund balance of \$1,507,302. The FY14 budget requires a fund balance draw of \$750,000, leaving a fund balance of \$757,302.

**VI. FY14 BUDGET UPDATE**

Mr. Whitley updated the Authority on the FY14 Budget by providing the following chart:

Locality	Locality shares – Approved by Finance Committee 03/08/13	Updated FY 14 shares (increased F.B. draw and eliminated ATL reduction – see below	FY13 Shares	Increase From FY 13 to FY14
Clarke County	\$ 577,987	\$ 542,879	\$ 465,137	\$ 77,742
Frederick County	\$4,755,887	\$4,467,002	\$4,199,498	\$ 267,504
Winchester	\$3,778,738	\$3,549,207	\$3,473,847	\$ 75,360
Fauquier County	\$1,531,719	\$1,438,679	\$1,334,783	\$ 103,896

\*Increased Fund Balance draw from \$500,000 to \$750,000

\*Reduced Aid to Locality reductions by \$396,564

\*Savings passed on to localities = \$646,564

Mr. Riley asked the Authority if they are prepared to adopt the FY14 Budget with the localities shares as indicated in the chart.

A motion was made by Mr. DeHaven to adopt the FY14 Budget as presented. Mr. Ewing seconded the motion. The Authority unanimously approved.

**VII. CLOSED SESSION VA CODE 2.2-3711 A.7 (Litigation)**

Mr. Riley called for closed session pursuant to VA Code 2.2-3711A.7 at 10:11 a.m. referenced potential litigation.

Ms. Byrd made a motion to approve going into closed session. The motion was seconded by Mr. Ash. The Authority unanimously approved.

Chief Sanzenbacher made a motion to reconvene in open closed session 10:26 a.m. The motion was seconded by Mr. Ewing. The Authority unanimously approved. All Authority members attested that the matters discussed during closed session conformed to requirements of VA Code 2.2-3711A.7.

Mr. Riley welcomed Mr. Iman to the Jail Authority replacing Mr. Major.



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**VIII. ADJOURN**

As there was no further business brought before the Authority, the meeting adjourned at 10:30 a.m.

**Respectfully Submitted,**



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**John R. Riley, Jr., Chairman  
Regional Jail Authority**

**NORTHWESTERN REGIONAL JAIL AUTHORITY**  
**Minutes**  
**Meeting of Members**  
**July 18, 2013**

The Regional Jail Authority meeting was called to order at the Community Corrections Center, 147 Fort Collier Road, Winchester, Virginia 22603 at 10:00 a.m.

**PRESENT:**

**Frederick County**

John R. Riley, Jr.  
Charles DeHaven  
Sheriff Robert Williamson

**City of Winchester**

Sheriff Lenny Millholland

**Clarke County**

David L. Ash  
Barbara Byrd

**Fauquier County**

Katherine Heritage  
Sheriff Charlie Ray Fox, Jr.

**ABSENT:**

Mayor Elizabeth Minor  
Sheriff Anthony Roper  
Dale Iman  
James Wyatt  
Chief Kevin Sanzenbacher  
Chester Stribling

**STAFF PRESENT:**

James Whitley, Superintendent  
CSO Gene Boyce  
Kim Wilson  
Danny McCaslin  
Capt. Ron Werdebaugh  
Capt. David Pitts  
Capt. Allen Barr  
COII William Russell

**I. CALL TO ORDER**

Mr. Riley called the meeting to order at 10:00 a.m.

**II. APPROVAL OF AGENDA**

A motion was made by Sheriff Millholland to approve the amended agenda. Mr. DeHaven seconded the motion. The Authority unanimously approved.

**III. APPROVAL OF THE MINUTES FROM APRIL 18, 2013**

Mr. Riley solicited a motion to approve the minutes from the April 18, 2013 meeting. A motion was made by Sheriff Williamson to approve the minutes. The motion was seconded by Ms. Heritage. The Authority unanimously approved.

**IV. EMPLOYEE OF THE QUARTER RECOGNITION**

The Authority recognized Correctional Officer II William Russell as the Jail's Spring 2013 Employee of the Quarter.

**V. PERSONNEL UPDATE**

Mr. Whitley reported that we currently have five (5) sworn vacancies and three (3) civilian vacancies. Mr. Whitley hopes all 3 sworn vacancies will be filled by the end of the month, but we plan to leave a Food Service position vacant.

Mr. Whitley reported that On-The-Job Accidents have resulted with very little loss of work time. We did have one (1) major loss of time which was a torn Achilles tendon which occurred at the academy.

**VI. OPERATIONAL UPDATE**

Mr. Whitley reported that the procurement order has been submitted for the water cooled chillers and water towers. We have 18 months to utilize the funds that were acquired through the money negotiations. The bid for the Inmate Telephone System is due July 22, 2013 and the pharmacy contract bids are currently under review. We need to find a company that can communicate with CorEMR, which is our electronic records, which would make our operation more efficient.

Mr. Whitley reported that we retained Keefe as our commissary vendor effective July 1, 2013. The key to their bid was that they offered us \$24,000 toward our indigent kits. The total cost for indigent kits last year was \$31,000.

Mr. Whitley reported that effective July 1, 2013, 3M is our new GPS monitoring system. The old system allowed the possibility for the bracelets to be removed from the ankle

Mr. Whitley reported the ADP on July 16, 2013 was 618. But we have had weekends where the headcount was over 650. Mr. Whitley anticipates the headcount will reach 675 in August. The ADP in 2012 was 560. The ADP for FY 13 was 590.

Mr. Whitley reported that he has contacted the Courts requesting them to utilize Home Electronic Monitoring as opposed to weekend confinement. Weekend confinement causes our population to increase suddenly and it is more work for staff to book them in and then release them 2 days later. Since those who are sentenced to serve weekends have jobs, they would be able to afford the HEM Program fees. Winchester Courts have responded favorably. We are also making adjustments in the housing units, but if the population reaches 65 in the larger housing units, then 2 officers are required, which will

require overtime. Fortunately, the population this week has decreased. Mr. Whitley explained that we will attempt to manage the overcrowding before we open the Annex.

Mr. Whitley reported the Drunk in Public incarcerations is down compared to the population this time last year. Mr. Whitley explained that there is no explanation for the decrease.

Mr. Whitley reported that the number of "Out-of-Compliance" inmates has increased. The Superintendent explained that he attempts to keep the "Out-of-Compliance" number below 40. The "Out-of-Compliance" population in June 2013 was 34. Mr. Whitley has moved inmates to Western Regional Jail in Salem to house our overflow in population. Western Regional Jail has a contract with the Department of Corrections and will accept DOC inmates.

Mr. Whitley reported that the Home Electronic Monitoring and Work Release Population decreased considerably this year. Job availability is the biggest issue, but reported this to be improving. The Superintendent explained that since all Work Release Inmates are placed on our new GPS System, violations have increased.

Mr. Whitley reported that 57 are currently participating in the Community Inmate Workforce.

Mr. Whitley reported the decrease in Institutional Violence against staff. There was an increase in Institutional Violence with regard to Inmate-Inmate in October 2012.

Mr. Whitley reported terminating two (2) employees for Use of Force in May 2013.

Mr. Whitley highlighted chronic care admissions, which include those individuals with diabetes, seizures, etc, which is 10% of our admissions. He reported the average ADP in FY12 for chronic care admissions was 45. Because most of these illnesses were pre-existing, the Jail is not responsible for their medical costs.

Mr. Whitley reported that 8% of those incarcerated have Pre-Existing Psych Admissions. He reported that the State averages 16%. The Superintendent reported that the Jail communicates thru Telepsych to assist with appropriate medications.

The Superintendent reported that in July 2013, the local offender probation caseload was 274 and that the recidivism rate has decreased dramatically during the last quarter. Mr. Whitley reported the Pretrial Caseload at 232, which remains the same as last quarter.

Mr. Whitley reported that the FY13 cost per day was \$78.70, which is slightly lower than the cost per day in FY12 which was \$79.20. Final figures should be complete in the next couple of weeks.

Mr. Whitley reported that the State share of the cost has dropped. At the end of FY12, the shared cost was 38.23%. We estimate the FY13 share costs will be 33.6%.

**VII. FINANCIAL UPDATE**

Mr. Whitley provided an overview of the FY13 Revenue using the chart below:

	<b>FY13 Budgeted</b>	<b>Projection</b>
<b>Inmate Per Diem</b>	\$ 975,355	\$ 975,355
<b>Compensation Board (Salaries)</b>	\$5,003,495	\$4,973,113 (Underestimated Aid to Locality Reduction)
<b>State Contract Beds</b>	-	\$ 19,196
<b>Housing Fees</b>	\$ 499,800	\$ 370,881 (Work Release Shortfall)
<b>HEM Fees</b>	\$ 83,767	\$ 59,960
<b>Medical Co-Pays</b>	\$ 51,237	\$ 57,017
<b>Telephone Commissions</b>	\$ 126,000	\$ 135,845
<b>Other</b>	\$11,337,772	\$11,382,734
<b>TOTAL</b>	<b>\$18,077,426</b>	<b>\$17,974,101</b>

Total FY13 Projected Revenue Short fall = \$103,325

Mr. Whitley reported that the telephone commission line item is being reviewed. He feels that GTL has over billed the Jail. PRAESES has conducted a reconciliation of the GTL account and the amount should be available in the next few weeks.

Mr. Whitley provided an overview of the planned versus actual FY13 expenses using the charge below. He projected a year-end savings of \$886,986, but noted that amount included the amount drawn from fund balance during the year. He estimated the actual savings at approximately \$404,803.

	<b>FY13 Budgeted</b>	<b>FY13 Projected Actual</b>
<b>Personnel</b>	\$12,578,816	\$12,151,224
<b>Overtime</b>	\$ 318,275	\$ 322,361
<b>Inmate Health Care</b>	\$ 952,736	\$ 799,349
<b>Building &amp; Grounds Maintenance</b>	\$ 189,543	\$ 163,083
<b>Food Service</b>	\$ 905,400	\$ 893,221
<b>Utilities</b>	\$ 579,000	\$ 504,336
<b>Other (Repair &amp; Maint. Of Equipment &amp; Vehicles, Security Uniforms, Debt Service Payments....etc)</b>	\$ 2,559,774	\$ 2,362,984
<b>TOTAL</b>	<b>\$18,083,544</b>	<b>\$17,196,558</b>

Includes \$246,983 (Fund Balance – BONUS 10/12)

Includes \$14,200 (Fund Balance – CAD)

Includes \$221,000 (Fund Balance – Phone replacement)

**Revenue: \$17,974,101**

**\$17,196,558**

**\$ 777,543 (Est. Return to F/B)**

**FY13 Total Fund Balance Draw = \$ 482,183**

Mr. Whitley reported that the Personnel line item came in under budget because of staff vacancies.

Mr. Whitley reported the fund balance as of July 16, 2013 as \$293,919, which is after the FY14 draw of \$750,000. He anticipates \$777,543 from FY13 to be returned to fund balance. Mr. Whitley also reported that he anticipates the beginning fund balance for FY14 will be \$1,071,461.

Mr. Whitley provided an overview of FY13 Actual vs FY14 Budgeted:

	<b>FY13 Actual Costs</b>	<b>FY14 Budgeted</b>
<b>Personnel</b>	\$12,151,224	\$12,395,191
<b>Overtime/Holiday</b>	\$ 322,361	\$ 275,486
<b>Inmate Health Care</b>	\$ 799,349	\$1,157,820
<b>Maintenance Activities</b>	\$ 163,083	\$ 107,024
<b>Food Service</b>	\$ 893,221	\$ 958,118
<b>Utilities</b>	\$ 504,336	\$ 655,000

Mr. Whitley reported cost savings in maintenance because of capital improvements.

Mr. Whitley reported the amount of the Bond refinance is \$1,121,000. He provided a prioritized list of capital improvements projects:

- New phone system \$225,000
  - HAVAC system \$387,052
  - Other capital improvements requested:
    - ✓ Rebuild grease trap casing \$ 4,525
    - ✓ Upgrade Trane HVAC controls \$130,000
    - ✓ Upgrade Emergency Generator Circuit \$ 4,900
    - ✓ Install emergency stop button on gas supply \$ 2,241
    - ✓ Activity boxes for VCIN \$ 5,200
    - ✓ Install AC in telephone room to maintain temp \$ 5,000
    - ✓ Install visitation barrier at CCC \$ 18,000
    - ✓ Replace heat units in 2 CCC boilers \$ 20,000
    - ✓ Resurface AHU Drain pans \$ 12,000
    - ✓ Install awning for X-18 \$ 8,000
    - ✓ Upgrade treatment of Loop water system \$ 4,000
    - ✓ Install quick turn cold water shut off valves \$ 6,800
    - ✓ Lightning Arresters \$ 29,326
    - ✓ Finish sidewalk around SMU \$ 3,200
    - ✓ Install heat reclaimer on boiler flues \$ 3,500
    - ✓ Pod Kiosks \$100,000
    - ✓ Video visitation \$ 80,000
- TOTAL \$436,692**

**VIII. NEW INITIATIVES**

Mr. Whitley provided a list of new initiatives:

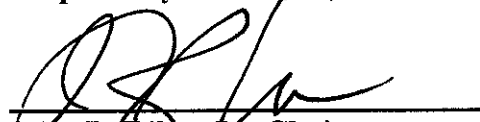
- Cold Breakfast
- No Margarine pats, salt or pepper
- New Medical Charges
  - ✓ Reviewed the State D.O.C. Website and found that our fees could be increased.
- New Work Release and \*HEM fees (\*Previous per diem was \$17.50 increased to \$23.00 per day)
- Upgrading Law Library
- Upgrading Phone Information Systems (Monthly fee will be \$1,500). The system is a voice activated system that can be utilized by the general public. The system will reduce phone calls by 80%.

Mr. Whitley informed the Authority that the Winchester Star will be here on Monday to do an article on the vegetable garden.

**IX. ADJOURN**

As there was no further business brought before the Authority, the meeting adjourned at 10:40 a.m.

Respectfully Submitted,

  
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John R. Riley, Jr., Chairman  
Regional Jail Authority

**NORTHWESTERN REGIONAL JAIL AUTHORITY**  
**Minutes**  
**Meeting of Members**  
**October 17, 2013**

The Regional Jail Authority meeting was called to order at the Community Corrections Center, 147 Fort Collier Road, Winchester, Virginia 22603 at 10:00 a.m.

**PRESENT:**

**Frederick County**

John R. Riley, Jr.

Charles DeHaven

**City of Winchester**

Sheriff Lenny Millholland

Mayor Elizabeth Minor

Dale Iman

**Clarke County**

David L. Ash

Barbara Byrd

**Fauquier County**

Katherine Heritage

Sheriff Charlie Ray Fox, Jr.

**ABSENT:**

Sheriff Robert Williamson

Sheriff Anthony Roper

Chester Stribling

Jimmy Wyatt

Chief Kevin Sanzenbacher

**STAFF PRESENT:**

James Whitley, Superintendent

CSO Gene Boyce

Kim Wilson

Capt. Ron Werdebaugh

Manda Keller

Theresa Bell

Jeff Young

Andy Anderson

Kim Rodrigue

**VISITORS:**

Paula Nofsinger, HR Director



**I. CALL TO ORDER**

Mr. Riley called the meeting to order at 10:00 a.m.

**II. APPROVAL OF AGENDA**

Mr. Riley amended the agenda by moving item VII to II. A motion was made by Mr. DeHaven to approve the amended agenda. Sheriff Millholland seconded the motion. The Authority unanimously approved.

**III. CLOSED SESSION VA CODE 2.2-3711 A.7 (LITIGATION)**

Mr. Riley called for closed session pursuant to VA Code 2.2-3711 A.7 at 10:05 a.m. referenced litigation.

The Jail Authority reconvened in open session at 10:33 a.m. All Authority members attested that the matters discussed during closed session conformed to requirements of VA Code 2.2-3771 A.7.

A motion was made by Ms. Minor to appoint Ms. Heritage and Mr. Whitley as the contacts for the Northwestern Regional Jail Authority in reference to the Boren lawsuit. Ms. Byrd seconded the motion. The Jail Authority unanimously approved.

**IV. APPROVAL OF THE MINUTES FROM JULY 18, 2013**

Mr. Riley solicited a motion to approve the minutes from the July 18, 2013 meeting. A motion was made by Mr. DeHaven to approve the minutes. The motion was seconded by Sheriff Millholland. The Authority unanimously approved.

**V. EMPLOYEE OF THE QUARTER RECOGNITION**

The Authority recognized Manda Keller, Inmate Program's Specialist as the Jail's Summer 2013 Employee of the Quarter.

**VI. APPOINTMENT OF JAIL AUTHORITY ALTERNATE TO THE JUVENILE DETENTION CENTER COMMISSION**

Mr. Riley appointed Mr. Wells as the alternate to the Juvenile Detention Center Commission.

**VII. APPROVAL/DISAPPROVAL OF FILLING ASSISTANT SUPERINTENDENT POSITION**

Mr. Whitley explained that the day to day operations are conducted by the Superintendent and the Captains and he feels that there is more work that he could be doing in the areas of substance abuse and mental health. Mr. Whitley feels that he needs the assistance of an Assistant Superintendent to keep this work going. Mr. Whitley reported that he will be able to fund this position with employees who are retiring and those eligible to retire in the next couple of years.

Minutes of Meeting  
October 17, 2013

A motion was made by Ms. Heritage to discuss the approval of hiring an Assistant Superintendent. Ms. Byrd seconded the motion.

Mr. Iman is not in favor of the position at this time. The position may be warranted, but because of the lack of process is not consistent with good budgeting practices. The Jail Authority has a purpose and one of those is to review the Jail's budget. Each jurisdiction has challenges coming up in their FY15 budget and this request should be made a part of that consideration.

Ms. Byrd said that if we did not have an assistant previously, we would have been "up a creek".

Mr. Riley asked Mr. Whitley if he had a succession plan in place who could step in if something should happen. Mr. Whitley said he does not have a succession plan.

Sheriff Millholland stated that he understands Mr. Iman's point about the budget, he is concerned what would happen if something did happen and the Superintendent could not perform his duties. He feels there should be a number two person.

Ms. Minor feels that the request should go through the proper process.

Mr. Riley explained that the Assistant Superintendent position exists, it's just not funded.

Mr. Whitley reported that the FY15 budget will be ready for the Jail Authority Finance Committee's review in January 2014.

Mr. Riley agrees with Mr. Whitley's plight, but if it can be done within the context of the budget it makes a lot more sense. You can educate the Jail Authority as to where the money is coming from. Also, through the Jail's HR Committee, a succession management plan can be created.

The FY15 Budget will not take effect until July 1, 2014. Mr. Riley explained that essentially, if the green light is given while constructing the budget, the Superintendent could start the hiring process but he cannot proceed until the appropriation is in effective, which is July 1<sup>st</sup>. The hiring process will take approximately three to four months.

Sheriff Millholland made a motion to approve the motion to request that the Superintendent construct this process thru the normal budget process and that once we have reached an understanding on how this position will be funded and will move forward in next year's budget. Ms Minor seconded the motion. The Authority unanimously approved.

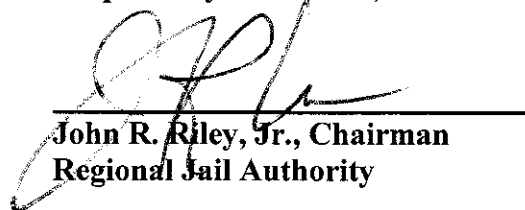
Ms. Byrd requested an amendment to the motion that the hiring process begins after the FY15 budget has been approved, which should be in March. Ms. Minor seconded the motion. The Authority unanimously approved.

The current fund balance is \$1,293,105, which is \$225,000 more than expected.

**VIII. ADJOURN**

As there was no further business brought before the Authority, the meeting adjourned at 11:02 a.m.

**Respectfully Submitted,**



**John R. Riley, Jr., Chairman**  
**Regional Jail Authority**