

**Assessment of Shift Relief Requirements and
Correctional Staff Needs at all Facilities within the
Vermont Department of Corrections**

Submitted to the:

Vermont Department of Corrections
Waterbury, Vermont

By the:

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TABLE OF CONTENTS

Table of Contents..... *i*

Section I – Project Overview and Summary of Findings, Conclusions, and Recommendations 1

Section II – Facility Findings, Conclusions, and Recommendations. 11

1. Northern State Correctional Facility

 1.1 Findings, Conclusions, and Recommendations13

 1.2 Post by Post Analysis Tables24

2. Southern State Correctional Facility

 2.1 Findings, Conclusions, and Recommendations27

 2.2 Post by Post Analysis Tables35

3. Northeast Correctional Complex

 3.1 Findings, Conclusions, and Recommendations37

 3.2 Post by Post Analysis Tables.....43

4. Northwest State Correctional Facility

 4.1 Findings, Conclusions, and Recommendations45

 4.2 Post by Post Analysis Tables.....52

5. Chittenden Regional Correctional Facility

 5.1 Findings, Conclusions, and Recommendations55

 5.2 Post by Post Analysis Tables66

6. Marble Valley Regional Correctional Facility

 6.1 Findings, Conclusions, and Recommendations68

 6.2 Post by Post Analysis Tables.....78

7. Southeast State Correctional Facility

 7.1 Findings, Conclusions, and Recommendations80

 7.2 Post by Post Analysis Tables.....91

Section III – Appendices

Appendix A – Shift Relief Factor Calculations93

 Major Institution Shift Relief Factor Calculations97

 NSCF Shift Relief Factor Calculations98

 SSCF Shift Relief Factor Calculations99



NERCC Shift Relief Factor Calculations100

NWSCF Shift Relief Factor Calculations.....101

CRCF Shift Relief Factor Calculations102

MVRCF Shift Relief Factor Calculations103

SESCF Shift Relief Factor Calculations104

Appendix B – Methodology105

Appendix C – Assessment Team.....109

SUMMARY OVERVIEW

Background

In response to a request to assess the security staffing needs and requirements of the Vermont Department of Corrections, the Association of State Correctional Administrators (ASCA) conducted an assessment of uniform staff at all seven Department facilities.

ASCA's review of the Department's current practice of designating posts and staffing levels for each facility, as well as the central office, resulted in the recommendation for approval of additional posts. As appropriate, ASCA made recommendations to alter the current staffing plans. Those changes were based on observations of the work performed by staff in those facilities, analysis of staff deployment documents, rosters, budget and expense reports, and the assessment team's extensive experience working in prisons as line officers, supervisors, wardens, and directors of state correctional systems.

One of the major components of the staffing assessment was to determine the existing need for staff to fill the current posts. The key element in making such a determination is an accurate estimate of the number of staff it takes to fill a post. This number is based on calculating the number of days a staff person is actually available to work in a given year. For example, staff in general work five days a week, eight hours a day, and may also be unavailable for assignment when on vacation, or sick, etc.

Since that post may need to be staffed seven days a week, 24 hours a day, it's not possible for one person to work that post all the time. Thus, it is important to know how many staff it actually takes to staff that post all the time; so you are assured someone is available to staff that post. That number, in prison terminology, is referred to as the shift relief factor (SRF) and varies from 4.8 to 5.5 staff. That is, it takes from 4.8 to 5.5 people to fill/staff a post that operates seven days a week, 24 hours a day. To conduct that analysis and estimate those shift relief factors, the assessment team included a former state legislative analyst and budget official.

This report presents our findings, conclusions and recommendations. In the first section of the report, two separate but related sets of summary findings, conclusions and recommendations are presented. They are: (1) the number of staff required to fill all posts staffed currently (current staffing practice) by correctional officer I, correctional officer II, and supervisory positions at each of the seven facilities; and (2), assuming that the number of staff required to fill all posts staffed currently, the number of additional staff required to fill the recommended revisions in staffing levels are

presented. Recognizing that it is neither reasonable nor realistic to expect all of the recommendations to be implemented immediately, we strongly recommend adoption of a phased implementation of the recommended increases in staff.

In the second section of the report, the findings, conclusions and recommendations for each of the seven facilities are presented, including tables that compare in detail the specific differences between current staffing practices with our recommended shift relief factor revisions and revisions to current staffing practices for posts and staffing levels.

The third and final section of the report consists of Appendices. Appendix A includes SRF tables that show calculations of the shift relief factor and the results of the estimates of staff required to fill all mandated posts at each facility. Appendix B discusses the methodology used to conduct the assessment, and Appendix C presents the correctional experience of the team that conducted the assessment.

Staff Required to Posts Based on Current Practice

Based on “current staffing practice”, twenty-nine additional staff is required to fill the correctional officer and correctional facility shift supervisor posts in all seven Department of Corrections facilities

Shift Relief Factor – Rational and Impact: The reason the twenty-nine staff are required is because the existing shift relief factor was based on out-of-date estimates of the number of days staff were actually available to work their posts. The underestimation resulted in a shortage of twenty-nine staff that meant mandated posts either went unfilled, or were filled with staff working over-time. The question of temporary employees is being dealt with as an available work force that is not accounted for in the staffing. The department allocates the temporary correctional officer positions to each facility based on need. The base for the total number of temporary employees is funded by the Department.

Recommended shift relief factors for the custody staff personnel for ranks that included correctional facility shift supervisors and correctional officers were estimated. A comparison of the current shift relief factor as utilized by the department with the shift relief factor as calculated by ASCA is presented in tables I through IV. Please refer to Appendix A for relief detail calculations for the shift relief factors.

Table I - Shift Relief Factor – Correctional Facility Shift Supervisor				
Institution	Current Shift Relief Factor		ASCA Shift Relief Factor	
	5-Day, 8 Hour	7-Day, 8 Hour	5-Day, 8 Hour	7-Day, 8 Hour
Southeast State Correctional Facility	N/A	1.78	1.27	1.78
Northwest State Correctional Facility	N/A	1.71	1.38	1.93
Northern State Correctional Facility	N/A	1.78	1.33	1.86
Marble Valley Regional Correctional Facility	N/A	1.78	1.43	2.00
North East Correctional Complex	N/A	1.78	1.23	1.72
Chittenden Regional Correctional Facility	N/A	1.78	1.89	2.65
Southern State Correctional Facility	N/A	1.78	1.41	1.98
Correctional Facility Shift Supervisor Average	N/A	N/A	1.40	1.96

As noted in the above table, 1.40 FTE's are required to fill a five-day post, eight hours per day. A seven-day post, eight hours per day, will require 1.96 FTE's (based on a statewide average for correctional facility shift supervisors). Similar interpretations can be derived from the following tables.

Table II – Shift Relief Factor – CO I and CO II				
Institution	Current Shift Relief Factor		ASCA Shift Relief Factor	
	5-Day, 8 Hour	7-Day, 8 Hour	5-Day, 8 Hour	7-Day, 8 Hour
Southeast State Correctional Facility	N/A	1.70	1.28	1.79
Northwest State Correctional Facility	1.24	1.71	1.27	1.78
Northern State Correctional Facility	1.25	1.75	1.22	1.71
Marble Valley Regional Correctional Facility	1.21	1.70	1.25	1.76
North East Correctional Complex	1.24	1.70	1.33	1.86
Chittenden Regional Correctional Facility	1.32	1.71	1.44	2.02
Southern State Correctional Facility	N/A	1.77	1.27	1.78
CO I and CO II Average	N/A	N/A	1.29	1.81

Table III – Shift Relief Factor – CFSS, CO I and CO II (Average)				
Institution	Current Shift Relief Factor		ASCA Shift Relief Factor	
	5-Day, 8 Hour	7-Day, 8 Hour	5-Day, 8 Hour	7-Day, 8 Hour
Southeast State Correctional Facility	N/A	N/A	1.28	1.79
Northwest State Correctional Facility	N/A	N/A	1.28	1.79
Northern State Correctional Facility	N/A	N/A	1.23	1.72
Marble Valley Regional Correctional Facility	N/A	N/A	1.27	1.78
North East Correctional Complex	N/A	N/A	1.32	1.85
Chittenden Regional Correctional Facility	N/A	N/A	1.47	2.05
Southern State Correctional Facility	N/A	N/A	1.28	1.79
CFSS, CO I and CO II Average	N/A	N/A	1.30	1.82

Table IV – Shift Relief Factor – CFSS, CO I and CO II				
Institution	Correctional Facility Shift Supervisor		Correctional Officer I and II	
	5-Day, 8 Hour	7-Day, 8 Hour	5-Day, 8 Hour	7-Day, 8 Hour
Southeast State Correctional Facility	1.27	1.78	1.28	1.79
Northwest State Correctional Facility	1.38	1.93	1.27	1.78
Northern State Correctional Facility	1.33	1.86	1.22	1.71
Marble Valley Regional Correctional Facility	1.43	2.00	1.25	1.76
North East Correctional Complex	1.23	1.72	1.33	1.86
Chittenden Regional Correctional Facility	1.89	2.65	1.44	2.02
Southern State Correctional Facility	1.41	1.98	1.27	1.78
CFSS, CO I and CO II Average	1.40	1.96	1.29	1.81

For this assessment of staffing requirements, shift relief factors were estimated by applying a universally accepted methodology. Detailed descriptions of it may be found in many authoritative publications, including *Staffing Analysis Workbook for Jails* published in 2003 and *Prison Staffing Analysis: A Training Manual* published in 2008.¹ The methodology involves identifying the total number of hours in a specific rank or job category that could be available for work (Total Annual Hours Contracted for Work). Next, the total number of hours which all of those employees were not available for work throughout the year is calculated (Total Hours Off Duty). Subtracting the number of hours all employees are off-duty from the total number of hours available for work produces the actual number of hours (Net Annual Work Hours) those same employees were really available to fill their posts.

¹ See Liebert and Miller, *Staffing Analysis Workbook for Jails*, 2nd ed. (2003) and Camp, *Prison Staffing Analysis: A Training Manual*, (2008)

Finally, by dividing the total Net Annual Work Hours by the total number of employees in that specific rank or job category, the shift relief factor is determined. Since posts are generally filled either five days or seven days per week, and may be filled by staff working either an eight, ten or twelve hour shift, shift relief factors can be calculated for each type of shift. The resulting shift relief factors indicate how many employees it will take to fill those posts on an annual basis. For example, if a post were to be filled five days per week, eight hours per day, it would take one employee to fill that post, but only if the employee was at work every week, five days per week, and for eight hours during every one of those five days. In reality, employees do not come to work every day because they may be sick or taking annual leave, etc. Therefore it actually takes more than one person to fill a post; and in the Department, it actually takes 1.30 employees (based on a statewide average for all ranks) to fill a 5-day, 8-hour post throughout the course of a year. Thus, to properly budget for the number of staff required filling all posts, without using overtime or closing posts, the SRF should be applied to all posts to determine how many staff is required. Shift relief factors for Vermont were calculated on eight-hour shifts for five day and seven day posts since Vermont does not staff facilities on ten or twelve hour shifts.

Because in almost every case, a single officer is assigned to a post is not available to fill that post every day and every hour it is to be filled, agencies need to know how many additional staff they should have in order to fill all posts in the manner determined to be necessary and appropriate. By applying the appropriate shift relief factor to every post and then summing the resulting numbers, an agency can determine the total number of personnel required to fill all posts in the prescribed manner without having to resort to assigning staff on an overtime basis to fill posts.

Summary Table V lists all seven facilities along with the number of staff required, using the existing shift relief factor, the recommended shift relief factor, and the resulting change in the staff required to fill all posts as identified based on “current staffing practice”.

Summary Table V - Staff Required to Fill Posts Based on Current Practice							
Facility	Staff Required Based On						
	Existing FTE's	Existing Shift Relief Factor	Change in Staff Required		ASCA Recommended Shift Relief Factor	Change in Staff Required	Total Staff Required
Southeast State Correctional Facility	37	47	10		50	3	13
Northwest State Correctional Facility	89	101	12		108	7	19
Northern State Correctional Facility	93	105	12		110	5	17
Marble Valley Regional Correctional Facility	49	55	6		59	4	10
North East Correctional Complex	69	84	15		89	5	20
Chittenden Regional Correctional Facility	76	80	4		82	2	6
Southern State Correctional Facility	111	126	15		129	3	18
Total	524	598	74		627	29	103

Correctional Officers Required to Fill Recommended Changes in Post Coverage

In addition to recommending that twenty-nine staff be provided to fill the posts as identified under “current staffing practice,” we concluded there was a need for additional staff to ensure critical correctional posts are staffed so the facilities operate in a safe, effective, and secure manner. Public safety, as well as officer and inmate safety, are primary considerations in making these recommendations. The staffing analysis takes into account levels of facility operations that are fluid and change over time based on policy decisions and often on unplanned events that may occur. Particular emphasis was placed on housing unit operations because of the complexity of daily operations. Housing unit correctional officers have the most interaction with the inmate population and are required to not only supervise the inmates in their own unit, but to also respond to the day to day tasks, such as counts, security checks, etc. Transportation and the interplay with medical appointments is another example of the difficulty in predicting staff needed at any particular time.

In Summary Table VI, the number of staff, in addition to the twenty-nine staff previously identified to staff posts under “current staffing practice”, is presented. Twenty-nine additional staff are recommended to staff posts as identified by ASCA as being necessary to ensure critical posts are staffed so that the facilities operate in a safe, effective and secure manner. Assuming adoption of the recommendation to provide the twenty-nine staff to fill the posts identified under “current staffing practice,” total increase in recommended staff is fifty-eight.

Summary Table VI - Staff Required to Fill Additional Posts Recommended by ASCA			
Facility	Staff Required Based On		
	Current Posts with ASCA SRF	Recommended Staff with ASCA SRF	Change in Staff Required
Southeast State Correctional Facility	50	54	4
Northwest State Correctional Facility	108	107	-1
Northern State Correctional Facility	110	120	10
Marble Valley Regional Correctional Facility	59	64	5
North East Correctional Complex	89	90	1
Chittenden Regional Correctional Facility	82	90	8
Southern State Correctional Facility	129	131	2
Total	627	656	29

Implementing the Staffing Recommendations: A Phased Approach to Staffing Priorities

The Department is faced with many challenges regarding proper staffing of its correctional facilities. Recruitment and retention of personnel, as well as budget restrictions, result in staffing shortages and the implementation of minimum staffing levels on a regular basis. These realities result in high levels of overtime, staff burnout and a never-ending cycle of turnover and young inexperienced staff. This project team’s staffing recommendations are based upon best practices, as we know them, as well as intending to comply with national standards. This recommended approach is designed to reduce the risk of harm and ensure that safety and security is maintained.

The team realizes that Vermont is a small state that faces all of the complexities of larger states just on a smaller scale. This results in higher ratios of staff to inmate population than found in other jurisdictions. Nevertheless, the broad range of duties and supervision requirements require this.

Overall the department’s facilities are well staffed and functioning in a fairly efficient manner. We do recommend the department pursue legislative approval for some of the additional staffing that is proposed, as well as any management recommendations also requiring legislative input.

Shift Supervisory Positions

Currently all institutions have six supervisor positions except one (Southern State Correctional Center), which has seven: six shift supervisors and one administrative supervisor. This structure should be reorganized to achieve a more efficient use of these positions. Five supervisors should be used to cover the operational shifts with two supervisors working split shifts and covering days off. The sixth supervisor will function as an administrative supervisor working a five-day, eight-hour shift. The team believes this will result in better supervision of operational posts by the shift supervisor as he/she will be able to spend less time in the office and more time moving around the facility, monitoring staff and insuring policies and procedures are being followed.

The establishment of a dedicated administrative supervisor will result in increased attention to administrative duties, which will produce more standardized performance of these functions.

System Wide Intelligence System

Based on current staffing practices, the department has an intelligence post for each facility, however; the team felt the intelligence system needs more structure, legislative authorization, and system wide standardization. Some facilities are using a part time position, either a correctional officer I or correctional officer II. However, no one is doing the same thing.

The establishment of a system wide intelligence structure, with an intelligence post at each facility and a coordinator at central office, would provide a solid foundation for such a program.

The offender population housed by the department is quite diverse and becoming more sophisticated. This is resulting in more gang activities, illegal drug commerce, and other contraband and security issues. The establishment of a comprehensive intelligence structure and system is required to maintain the safety and security of the facilities.

Medical Operations - Impact on Security Staffing

Medical operations impact security staffing in many different areas of facility operations and specifically impact transportation staffing. The individual facility analysis addresses specific staffing requirements in each facility. However, the team recommends the department's administrative staff work closely with the new medical contractor to address several areas impacting staffing requirements system wide.

These would include movement of medical staff to the housing units whenever possible, but specifically for all pill call activities. This reduces inmate traffic throughout the facility resulting in better overall security and control.

The department should consider the utilization of telemedicine, electronic medical record review by outside specialists prior to the initial consult so the physician has what he/she needs at the time of the first visit. Establish in-house clinics whenever possible, even considering financial incentives to get physicians to come to the facility. These programs can significantly reduce the number of inmate medical trips, resulting in financial savings and less disruption of the institutional routine.

The department should also look for ways to establish a central location for hospitalization of offenders. While this may be difficult to establish, it would result in significant savings to the department. Having a secure medical area in a centralized location improves efficiency, public safety and patient care.

PREA and Camera Supervision

While the team did not perform a PREA audit or an in-depth camera analysis, we did look at the current operations in relation to current placement of cameras, blind spots and other potential problem areas. The individual facility reports contain specific recommendations and a short review of any existing plans for the placement of new devices. Increased utilization of cameras can improve overall security supervision and certainly assist in the investigation of any PREA allegations. They cannot, however, replace correctional officer supervision and immediate response to security threats when they occur.

Temporary Correctional Officers

The Department utilizes a system of temporary correctional officer I positions; all but one of the facilities utilize them to some degree. These positions are trained part time officers who can work no more than 1,520² hours per year, including their training. Once trained, these officers are called to supplement shortages on a particular shift at the institution, thus reducing overtime. Additionally, they provide a trained workforce for replacement of full time staff who resign their position, transfer to another institution, or are promoted.

² Information received from the Department indicates that the 1520 hours used in the “temps by formula” is the total number of allowable hours for a temp to work in a fiscal year. The Department is able to request extensions for more than this base of 1520 hours, but generally try to stay below the maximum.

There is no standardization in the utilization of these positions; each facility uses them in many different ways and some don't use them at all. Consideration should be given to managing these positions from a central location so the maximum utility of this resource is achieved. The Department should note that ASCA did not include temporary correctional officers in their calculation for the need for additional staff.

Practice of Central Office Approving Positions and/or Posts Not Authorized by the Legislature

The Vermont Department of Corrections has historically provided for the filling of certain essential posts at various institutions. These positions are not authorized by the legislature, but have been funded by the Department to meet critical shortages. These positions are felt to be necessary to maintain the safety and security of the various institutions in meeting their public safety role. The ASCA auditors feel these positions are necessary and should be authorized and funded by the legislature and become a part of the authorized full-time equivalent (FTE) positions allocated to the Department of Corrections. These positions currently being utilized by the Department, with the exception of one, are included in the ASCA recommendations to be authorized and funded. These positions are included in Summary Table VII and in the individual facility calculations in Summary Table VIII.

Summary Table VII - Vermont Department of Corrections Staff Required to Fill Posts

Facility	Total Approved FTE (a.)	Staff Required Based On "Current" Staffing Practices		Total Approved FTE (a.)	Staff Required Based On "Current" Staffing Practices		Total Approved FTE (a.)	Staff Required Based On ASCA Recommended "Posts"	
		Total Existing Shift Relief Factor FTE (b.)	FTE Difference		Total ASCA Recommended Shift Relief Factor FTE (b.)	Total Difference		Total ASCA Recommended Shift Relief Factor FTE (c.)	Total Difference
Southeast State	37	47	10	37	50	13	37	54	17
Northwest State	89	101	12	89	108	19	89	107	18
Northern State	93	105	12	93	110	17	93	120	27
Marble Valley	49	55	6	49	59	10	49	64	15
North East Corr	69	84	15	69	89	20	69	90	21
Chittenden Regional	76	80	4	76	82	6	76	90	14
Southern State	111	126	15	111	129	18	111	131	20
Total	524	598	74	524	627	103	524	656	132

(a.) - FTE count per Gary Dillon's email of December 30, 2014; does not include "temps".

(b.) - Based on "Current" staffing practices as observed by ASCA representatives; does not include "temps".

(c.) - Based on ASCA recommended staffing with ASCA calculated shift relief factor; does not include "temps".

**Summary Table VIII - Vermont Department of Corrections
Additional Staff Summary by SRF and Post Revisions**

**ASCA Recommended Relief Factor / Post Revisions
All Facilities Summary - ASCA Recommended Shift Relief Factor Change**

Facility	Authorized FTE ^(a.)			Current Practice (Rounded)			Difference (Rounded)		
	CFSS's	CO's	Total	CFSS's	CO's	Total	CFSS's	CO's	Total
Southeast State Correctional Facility	6	31	37	5	42	47	(1)	11	10
Northwest State Correctional Facility	6	83	89	5	96	101	(1)	13	12
Northern State Correctional Facility	6	87	93	5	100	105	(1)	13	12
Marble Valley Regional Correctional Facility	6	43	49	5	50	55	(1)	7	6
Northeast Regional Correctional Facility	6	63	69	5	79	84	(1)	16	15
Chittenden Regional Correctional Facility	6	70	76	5	75	80	(1)	5	4
Southern State Correctional Facility	7	104	111	6	120	126	(1)	16	15
Total	43	481	524	36	562	598	(7)	81	74

(a.) - Per Gary Dillon's email of December 30, 2014

**ASCA Recommended Relief Factor / Post Revisions
All Facilities Summary - ASCA Recommended Shift Relief Factor Change**

Facility	Current Practice (Rounded)			ASCA SRF (Rounded)			Difference (Rounded)		
	CFSS's	CO's	Total	CFSS's	CO's	Total	CFSS's	CO's	Total
Southeast State Correctional Facility	5	42	47	6	44	50	1	2	3
Northwest State Correctional Facility	5	96	101	6	102	108	1	6	7
Northern State Correctional Facility	5	100	105	6	104	110	1	4	5
Marble Valley Regional Correctional Facility	5	50	55	6	53	59	1	3	4
Northeast Regional Correctional Facility	5	79	84	6	83	89	1	4	5
Chittenden Regional Correctional Facility	5	75	80	6	76	82	1	1	2
Southern State Correctional Facility	6	120	126	7	122	129	1	2	3
Total	36	562	598	43	584	627	7	22	29

**ASCA Recommended Relief Factor / Post Revisions
All Facilities Summary - ASCA Recommended Post Revisions**

Facility	ASCA SRF (Rounded)			ASCA Recommended Post Revisions (Rounded)			Difference (Rounded)		
	CFSS's	CO's	Total	CFSS's	CO's	Total	CFSS's	CO's	Total
Southeast State Correctional Facility	6	44	50	7	47	54	1	3	4
Northwest State Correctional Facility	6	102	108	7	100	107	1	(2)	(1)
Northern State Correctional Facility	6	104	110	12	108	120	6	4	10
Marble Valley Regional Correctional Facility	6	53	59	7	57	64	1	4	5
Northeast Regional Correctional Facility	6	83	89	7	83	90	1	-	1
Chittenden Regional Correctional Facility	6	76	82	7	83	90	1	7	8
Southern State Correctional Facility	7	122	129	7	124	131	-	2	2
Total	43	584	627	54	602	656	11	18	29



Section II

Facility Findings, Conclusions, and Recommendations

Northern State Correctional Facility

Date of On-site Assessment: December 1 – 2, 2014

Facility Description

The Northern State Correctional Facility (NSCF) is a 430-bed male facility located in Newport, Vermont, which opened in 1994. The facility operates as a medium security facility that manages a combination of pretrial and sentenced offenders. The average daily population of the facility for the past six months has been 409 inmates, with 15 to 20 being held on pretrial status and the remainder being sentenced. Operationally, there is a distinction between the COI and COII. The facility is a direct supervision, campus-style design. The facilities operating budget is \$12,243,328. Approximately \$9.4 million is allocated for payroll and the remainder for operations. The facility is managed by a superintendent, two assistant superintendents, two living unit supervisors, and a security and operations supervisor.

Facility Operation

The facility operates as a medium security unit, where inmates move from one point to another under general supervision, and escorts are not needed. Dining is provided in a main dining room, where inmates dine one unit at a time. Outdoor recreation is provided in a main recreation yard. A gymnasium is available for indoor recreation and operates from 0730 to 1030 at intervals based upon the schedule around meals, counts, etc. Programming and recreation is offered according to schedule, and visitation takes place on Saturdays and Sundays. Most programming takes place in Building B and work programs in the two Industries buildings. Outdoor recreation is provided during weekdays from 0730 until 1030, and again from 1300 to 1600. Weather permitting, outdoor recreation is offered again at 1830 to 2130.

There are three buildings that house inmates. Building C houses 72 inmates in two housing units for a total of 144 inmates residing in the building. Building D also houses 144 inmates, with 72 residing in each of the two housing units. Units CA and DA are dry cells and the cell doors are not secure. Units CB and DB are secure units where the cell doors can be locked, and the inmates have bathroom facilities in the cells. Building E contains a housing unit where cell doors cannot be secured, as the cells are “dry”, not containing bathroom facilities. That section of the building (A&B) contains two, 28-bed housing units housing 56 inmates. The unit was originally designed as independent units, supervised by a correctional officer for each of the 28-bed units. A doorway was cut between the two units some time ago so that one officer could supervise both units as a cost saving measure. The presence of a wall between the two units presents supervision issues, as the officer has to travel through the door to observe each unit, allowing for supervision of one unit at a time. C and D units of Building E are secure units with “wet cells” and there are 58 inmates residing in these two units, 30 in Unit C and 28 in

Unit D. The facility also contains two restricted housing units, RHU1 and RHU2 are located in building A-2 RHU1 has a capacity of eight inmates and RHU2's capacity is 10 inmates. RHU housing is utilized for individuals in administrative segregation status, as well as those serving a sanction pursuant to the disciplinary process. This building also contains the visitation room, the admissions/booking area, medical unit, and kitchen/dining area.

In addition to the housing units, there are two Vermont Correctional Industry buildings that offers employment for eligible inmates. Inmates are employed in various industries that include printing, manufacturing signs, furniture manufacturing and furniture reupholstering. Building B is a program building, where inmates participate in risk reduction and educational programming. Building B also contains the gymnasium and facility libraries.

Program offerings include computer class, writing class, welding, mathematics, creative writing, horticulture nutrition, drug treatment, Serve Safe, art, religious programming, parenting, and various academic classes.

As mentioned previously, the facility is a direct supervision institution. Officers are located within the housing units and have direct communication and contact with the inmates.

Correctional staff work eight-hour shifts and there are three shifts per day. Officers bid on the basis of seniority their shift, days off, and post that they work. This process is repeated every six months during a bid process posted by management. Certain specialty posts are not biddable and are awarded on the basis of merit.

Facility Staffing

The NSCF has a total of 101 security staff. Of those, 65 are correctional officer I (COI) positions, 22 correctional officer II (COII) positions, seven temporary correctional officers, six supervising correctional officers (CFSS), and one security and operations supervisor that functions as the chief of security for the facility. In addition, an assistant superintendent oversees security and operations and reports directly to the facility superintendent. The CFSS functions as the shift commanders for each of the security shifts, and COII positions perform a quasi-supervisory role as they function as working foreman that supervise the activity of the COI staff, but also perform general correctional officer duties. As noted previously, the facility operates with three security shifts, each eight hours in duration.

Supervisor Assignments

Each operating shift is supervised directly by a shift supervisor that is of lieutenant rank in a typical paramilitary structure, although Vermont doesn't use the military designations and refers to the position as a "Correctional Facility Shift Supervisor (CFSS). The supervisor is responsible for overseeing shift operations and the deployment of personnel. Each shift has two supervisors assigned, which allows for three days of overlap when two supervisors are present. Typically, one of the supervisors functions as the shift supervisor, while the other performs administrative duties, such as preparing reports, conducting inmate disciplinary hearings, assessing staff performance by writing evaluations, and performing other administrative functions. When two supervisors are available, the workload appears reasonable. However, when there is one supervisor, that individual is responsible for many administrative duties, as well as deploying personnel, handling inmate management issues and has little time to make supervisor rounds/tours and provide direction to staff.

Correctional Officer II Positions

COII positions are typically senior staff that received promotions through a competitive application and interview process. COII's perform quasi-supervisory functions by overseeing COI personnel. The COII's also perform regular officer duties, as they are assigned to posts that can be manned by a COI or a COII. There are a number of positions where COII's are regularly assigned, although not exclusively, and they are noted below.

The Admissions Control (AC) post is responsible for processing of inmate/detainee admissions into the facility. This post is located in a high-traffic area and is situated between the two segregation units, RHU1 and RHU2. The AC officer is responsible for supervising six holding cells and three medical beds. In addition, the AC officer also may supervise the two correctional officers assigned to the RHU units if a COII isn't assigned to those posts. This post is also responsible for maintaining the facility census count and maintaining the inmate assignment board.

The Unit Float officers (C Float, D Float, and E Float) are one of three correctional officers assigned to each housing building on 1st and 2nd shifts. Each building contains two housing units that are supervised by a correctional officer. The Unit Float is a COII that is responsible for supervising the activity of the building, as well as supervising the two correctional officers assigned to the living units. These float officers are also responsible for conducting meal breaks for the line officers, as well as operating the unit sally-port, providing coverage in the medication line, and supervising the inmate dining hall during meal times.

The Float I (F-1) position is a mobile post responsible for observing inmate movement, searches, supervising the dining area, as well as other security duties. In addition, this staff person is responsible for supervising the Float II (F-2) officer, the yard officers and the Main Control Room Officer. F-1 is also a first responder and the assigned leader of the first response team.

The A-1 Security post is staffed Monday through Friday from 8 AM to 4 PM and assigned to a COII. The officer assigned to this post is responsible for processing visitors and conducting security searches, as well as receiving property, mail and packages at the facility's main pedestrian access point. Because this position is only staffed 40 hours per week, it does not handle the processing of all visitors. When the A-1 position is vacant, Post 1 position or any available staff are dispatched to process arrivals. On weekends, one of the visiting officers performs these functions at the main pedestrian access point

There are two specialty posts where a COII is assigned. The training officer for the facility is a COII and that post is assigned to training four days per week. On the fifth day the Training Officer/COII supervises the visiting room on Sundays. The work crew supervisor oversees inmate work crews in the institution and that position requires a COII. That is a five-day post with Saturday and Sunday off. The Vermont Correctional Industries (VCI) post also has a COII assigned in this post who works in the industries buildings four days per week and covers visitation on Saturdays.

Correctional Officer I Posts

COI positions are posted in a variety of locations. The Main Control Center (MC) is staffed by a correctional officer 24 hours per day, seven days per week. This post is located in the A-2 Building at the junction of major traffic areas, which lead to the inmate living units, the main dining room, and service areas. The main control operator is responsible for allowing access through security doors, monitoring communications, monitoring alarm systems, issuing keys and other critical operational functions.

Two posts are located adjacent to the Admissions Control. The SMU post provides security and supervision to those inmates housed in the RHU2 restricted housing area. The post is staffed 24/7 by a COI or COII. The RHU1 post oversees the administrative segregation area and is staffed 24/7 as well. Each inmate housing unit is directly supervised by a COI. There are two officer posts in each of the housing buildings providing direct supervision to the inmate population and these posts are staffed 24/7. Coverage ratios in the housing units range from 1 officer to 58 inmates to 1 officer to 72 inmates. These housing unit officers are also supported by a COII building float, two out of three shifts as mentioned previously.

Post One is the perimeter post for the facility. The post is staffed with COI and operates 24 hours per day, seven days per week. It is a mobile patrol post with an officer assigned to make rounds of perimeter of the facility. Primary duties are to prevent escape, ensure the perimeter fencing and systems are maintained, ensure the perimeter is not penetrated by intruders, and manage the vehicular traffic entering and exiting the facility. This is an armed post.

The Yard 1 and Yard 2 officers are responsible for providing security and supervision of the interior grounds of the facility and monitoring inmate movement. Additionally, the yard

officers are responsible for making periodic security checks in Building B. Yard officers are responsible for inspection of the perimeter fencing and exterior of the facility buildings. Yard 2's primary responsibility is supervising the lower yard and Yard 1 the upper yard. Yard 1 is staffed 24/7 and Yard 2 on 1st and 2nd shift only.

Float 2 post is staffed with a COI and is a mobile post that performs diverse duties throughout the facilities responding to emergencies, monitoring inmate movement, conducting searches, relieving staff for meal breaks, supervising the medication line, conducting tours, monitoring the vehicle sally-port and other duties as assigned. This post operates under the direction of Float 1 and is staffed 24 hours per day, seven days per week.

The kitchen is staffed by one post that operates from 6:00 AM until 7:00 PM. There are two officers assigned to this post and they overlap for three hours daily. These posts are responsible for providing security in the kitchen by supervising inmates and ensuring that all kitchen utensils are utilized properly and accounted for at all times. A civilian kitchen supervisor is also present for 40 hours per week and is available for supervision in the kitchen as well. The supervisor's hours are 6:00 AM until 2:00 PM, with Friday and Saturday as days off.

There are no dedicated posts to manage inmate property and inmate mail. Inmate mail is processed and inspected for contraband on the third shift in the Main Control Center. Property is managed by an assigned staff member as an ancillary duty. The staff member maintains property records and stores inmate property.

Staffing/PREA Standard 115.13(a) (d)

The facility staffing patterns and placement of video cameras was carefully considered and measured against PREA standard 115.13 Supervision and Monitoring (a), which states in part: "The agency shall ensure that each facility it operates shall develop, document and make its best efforts to comply on a regular basis with a staffing plan that provides for adequate levels of staffing, and where applicable, video monitoring to protect inmates against sexual abuse. In calculating adequate staffing levels and determining the need for video monitoring, facilities shall take into consideration: (1) generally accepted detention and correctional practices; (2) any judicial findings of inadequacy; (3) any findings of inadequacy from Federal investigative agencies; (4) any findings of inadequacy from internal or external oversight bodies; (5) all components of the facilities physical plant (including "blind spots" or areas where staff or inmates may be isolated); (6) the composition of the inmate population; (7) the number and placement of supervisory staff; (8) institution programs occurring on a particular shift; (9) any applicable State or local laws, regulations or standards; (10) the prevalence of substantiated or unsubstantiated incidents of sexual abuse; and (11) any other relevant factors." In assessing the facility as a whole against the PREA standard in this area, the following observations and recommendations are made.

Video Monitoring: PREA standard 115.13 (a) makes specific reference to the use of video monitoring to protect inmates against sexual abuse. In assessing the current placement of video cameras and the need for additional video cameras, an extensive walking tour of the facility was conducted with particular attention paid to facility design, blind spots and the placement of existing video cameras and staffing patterns. There is currently a video surveillance system in place throughout the facility. The feed from these cameras are shown on 10 analog monitors in the Control Center. Seven of the monitors have four images each, two analog monitors contain two images each, and one monitor for the gym is a single image. Executive level and CFSS staff can also access these images on their personal computers. There is only one security control center officer that is responsible for viewing the monitors on any shift. Obviously this officer has many other responsibilities, and it is difficult for this post to adequately view these monitors. The analog recording system will maintain these recordings for a period of 30 days for investigative purposes. A new digital system is replacing the current analog system in the next several months that will make these recordings available for a longer period of time. The new digital system will also increase the sharpness of the images on the monitoring system.

Facility Buildings and Outside Areas:

Building A-2 consists of the restrictive housing unit, the booking unit, visitation, the medical unit the kitchen and dining area and several smaller offices/storage rooms. There is a need for additional cameras in this building. Areas that need additional cameras include the dining room/kitchen, restrictive housing units and the medical area.

Building B consists of the classrooms, a gymnasium including a weight room, and case manager's officers. There are limited surveillance cameras in this building. There is a need for additional cameras in the classrooms, weight room and case manager's office area.

The housing units consist of Unit C, D, and E. While there are cameras in these locations additional cameras would greatly enhance the safety and security of these housing units and cover additional blind spots that exist. Housing unit E was originally designed as four housing units separated by a floor to ceiling concrete wall. At some point in the facility's existence, a door way was added to allow a security officer to supervise the entire housing unit. This creates a problem in that the security officer has to leave one unit to provide supervision in the other unit. While an additional staff post could be created it is recommended that additional cameras be added with a video monitor located at the officer's post, which will allow better supervision of inmates in each unit.

Vermont Correctional Industries Building 1 has very limited surveillance cameras in use. Additional surveillance cameras would greatly enhance the security of this building and cover blind spots. As with VCI Building 2, supervisory or floater staff walk through the building throughout the day; but if events occur requiring the supervisory or floater staff to be elsewhere, there is only the VCI staff left to supervise the building.

Vermont Correctional Industries Building 2 has no surveillance cameras. It would enhance security if video surveillance cameras were added to cover blind spots. Currently there is not a security post in this building; however, supervisory staff or floater staff does walk through this building throughout the day; but if events occur that requires the supervisory or floater staff to be elsewhere, there is only the VCI staff left to supervise the building.

The outside recreation yard area has one surveillance camera. Additional cameras would enhance security in this area. Adjacent to the recreation yard is the walkway toward the dining room and other areas utilized by the inmates. There are no video cameras located in this area, and there are gaps between buildings that could be problematic, including an area just outside the dining hall that cannot be totally in view of security staff. Additional video surveillance cameras should be added to this outside area.

Also, outside is the woodpile that is used in the winter to augment boiler room operation. The wood is stacked outside, under a covered metal roof. This area only contains one video surveillance camera and does not provide video surveillance of the entire area. Additional cameras would enhance safety and security of this area.

Findings and Recommendations

The Association of State Correctional Administrators (ASCA) recommends: adoption of the newly calculated shift relief factor and applying it to the recommended post and staffing plan. Assuming the adoption of the recommended shift relief factor, ASCA recommends the following changes to the current staffing plan. They are:

- Correctional Facility Shift Supervisor (CFSS): This position serves as the facility shift commander and is staffed 24 hours per day, seven days per week. There are six positions allocated to this post. Current practice is to assign two CFSS positions to each shift, which under normal circumstances results in seven day coverage, and also, there are three days per week when two supervisors are present absent the discharge of some form of benefit leave. The presence of two supervisors on the shift allows for coverage for normal days off; but as noted, there is significant overlap. The overlap time is used for administrative work, such as preparing employee evaluations and conducting inmate disciplinary hearings. The Department may wish to consider allocating five positions to the primary CFSS role of shift commander. Three of the positions could then function as the primary shift commander and two of the positions as relief posts to cover days off and vacation leave of the three primary shift commanders. In order to achieve this, two of the CFSS relief positions would be required to work a split shift, working those shifts when the primary CFSS is not on duty. The sixth CFSS position could then be allocated to full-time administrative duties (5-days per week, 8 hours per day with

no relief) including the preparation of security policies and procedures and performing other administrative duties as needed. If required, this position could also cover for the primary shift commanders when they are on vacation. This concentration of administrative duties to this position would likely reduce administrative burdens that the CFSS now deals with and allow them to focus more attention on supervising institutional operations on their shifts.

- **Disciplinary Hearing Officer (Supervisor Level):** Presently, the CFSS is the primary officer for conducting inmate disciplinary hearings. Given the size of the facility and the number of disciplinary infractions that take place, a good portion of the CFSS time is allotted to conducting disciplinary hearings. On the first day of the staffing analysis, the 1st Shift CFSS had nine hearings scheduled during his tour of duty. The due process requirements of conducting disciplinary hearings is time-consuming and having the CFSS conduct that many hearings in the course of a shift detracts from their ability to provide supervision and oversight over the security operation. A second CFSS on the 2nd Shift also had to conduct a number of hearings on that shift. It is recommended that a dedicated CFSS position or a newly created class of supervisor between the rank of COII and CFSS (5-days per week, 8-hours per day with no relief) be established to conduct disciplinary hearings and manage the inmate discipline process. This will insure that due process requirements are being adhered to and a quality inmate disciplinary program is in place.
- **Yard Supervisor:** The staff analysis team believes that an additional layer of supervision would greatly benefit institutional operations. At the present time, the CFSS is the primary supervisor and is responsible for shift operations, personnel deployment, as well as performing administrative duties throughout the shift. The next layer of supervision is the COII positions that are assigned to critical posts in the housing units and in float/yard positions. These personnel operate as working foreman, as they are staffing a fixed post and performing numerous tasks and duties unrelated to providing supervision, such as relieving staff for meal breaks, supervising medication lines, supervising the inmate dining room and other duties according to their post orders. They have limited time available to provide supervision, and the supervision provided is intermittent. The COII's who were interviewed indicated their tasks and duties consume most of their work time and their ability to supervise is quite limited. Given the administrative duties and workload of the CFSS and the COII's, the ASCA team believes that facility operations at NSCF could greatly benefit from the addition of an additional supervisor between the rank of COII and CFSS, functioning as the assistant shift commander and focusing on supervising facility operations. It is recommended that this post be established on 1st and 2nd shift, seven days per week with relief.

- **Main Control:** The Main Control Center is the hub of facility activity and is located in the A-1 Building at the junction of major traffic areas, which lead to the inmate living units, the main dining room, and service areas. The main control operator is responsible for allowing access through security doors, monitoring communications, monitoring alarm systems, issuing keys and other critical operational functions. The design of the control center has the various door controls and alarm systems that need to be monitored at quite a distance from one another, and the officer assigned is constantly mobile, moving from one end of the control center to the other to activate doors or monitor the systems. Facility historians advised the staffing analysts that the post was originally a two-person post and was later changed to a one-person post, likely due to budgetary reasons. A review of the workload and interview with staff suggests that the need exists for two officers to be assigned to the Main Control Center during peak periods. The availability of a second control officer will also be useful during emergencies, as the control officer is responsible to alert staff, direct traffic and make notifications. The creation of this post will allow for improved surveillance within the facility and more efficient monitoring of the various systems. It is recommended that Main Control 2 be established and filled during peak periods of activity, Monday through Friday, 8:00 AM to 4:00 PM (with relief).
- **Building B Officer:** This building is a stand-alone, high use building off the main yard where inmates recreate and participate in programming with various program staff and volunteers. The building receives security coverage when the yard float officers are available to make security rounds. There is no full-time officer present to monitor inmate activity and ensure security is maintained. At any time, large groupings of inmates can be present in this building. Additionally, there is only one camera available in the building that monitors inmates and that camera is located in the gymnasium. There are no cameras in the program rooms. The team believes that given the large numbers of inmates that can be present in the building interacting with civilian staff and volunteers, a security officer position should be posted to improve security and safety, 5 days per week, 8 hours per day with relief.
- **A-1 Front Gate Officer:** This post is responsible for processing visitors and staff through the main pedestrian access point in the institution. The post is staffed 40 hours per week during business hours, Monday through Friday (with no relief). When the post is not staffed, a visitor must communicate with the control center via an intercom and a float officer is dispatched to process the visitor. A COII is assigned to the post, and this is a specialty post not subject to bidding with individual assigned by the Superintendent. The post is not a position where the relief factor is applied at this time, although it may be staffed when the primary officer is off duty discharging benefit leave. Regardless, the team believes that this

post should be staffed Monday through Friday, 8:00 AM to 4:00 PM, and the relief factor should be applied to ensure that sufficient staff are available to fill the post when the primary officer is off duty.

- **Transportation Officer:** There are currently two transportation officers assigned, and the transportation posts are normally staffed on the 1st Shift with two officers. Inmate transportation activity volume has a tendency to ebb and flow and there are times when the two officers posted are insufficient to handle the workload. Transportation activity is for inmate medical appointments, inter-institutional transfers, and occasionally for court trips. When there are an insufficient number of officers available to transport inmates, posts have to be closed down and officers reassigned to transportation or else overtime hiring occurs. In order to assess transportation demands, the team examined overtime costs for transportation during the first quarter of FY 15. In the first quarter, 755 hours of overtime was used to hire officers to conduct transportation activity at a cost of approximately \$30,000. An additional 253 hours at a cost of \$7,000 was expended to supervise inmates admitted to outside hospitals. The team believes that a minimum of one additional transportation officer (5 days per week with relief) should be established to be available to transport inmates. This will help reduce overtime hiring for transportation and reduce the closing down of posts inside the institution to make staff available for transportation, thus preserving institutional security that is often compromised by the closing down of posts to allow for the reassignment of staff or duties such as transportation.
- **Intelligence Officer:** This post has been intermittently filled by a correctional officer as directed by Department officials. However, the creation of the post has not been supported by the addition of staff full-time equivalent positions in the facility budget. Management staff and a number of officers interviewed expressed concern with the growing issue of inmate illicit activity related to gangs and contraband smuggling. Efforts are being made to develop intelligence files through interviews with informants, listening to inmate telephone calls of targeted individuals and other intelligence gathering techniques. The presence of this issue in a facility of this size calls for the establishment of a full-time post dedicated to gathering and coordinating of inmate intelligence. A good intelligence officer can work effectively at gathering and evaluating intelligence gained through inmate sources and information provided by staff. A 40-hour week (with no relief), dedicated post that is rarely pulled for other duty is justified in a facility of this size.
- **Training Officer –** A COII is presently assigned as the facility training officer and this individual coordinates and provides training to staff at the facility. Given the budget pressures faced by the management team, the training officer is only assigned four

days per week and on the fifth day is assigned to supervise inmate visitation. The development of facility training plans, curriculum, schedule and the delivery of training programs requires a dedicated post, 40 hours per week. It is recommended that the visitation staff be funded with relief personnel, allowing the training officer to provide training services exclusively and not be scheduled for other assignments. Assigning a training officer occasionally to a special assignment is an acceptable practice. Scheduling the training officer one day per week to a post other than training adversely impacts the efficiency of developing and maintaining a good training program.

- Visiting Officers – This post requires the assignment of two correctional officers on Saturday and Sunday during the 1st Shift with no relief. This post should be funded and the relief factor applied to ensure that officers are available to supervise inmate visitation two days per week as the schedule calls for.

NORTHERN STATE CORRECTIONAL FACILITY

Current Practice - ASCA Recommends

Updated Jan 3, 2015 - 11:33am

#	Post Position Title	CURRENT PRACTICE																ASCA RECOMMENDATION																				
		Shift Type							Frequency Filled			Relief		VDOC		ASCA		+/- FTE	ASCA Comments	Shift Type							Frequency Filled			Relief		VDOC		ASCA		+/- FTE	ASCA Recommendation	
		8 Hour			Other				M	F	Shifts	Days	Hours	Y	N	SRF	FTE			SRF	FTE	1st	2nd	3rd	1st	2nd	3rd	M	F	Shifts	Days	Hours	Y	N	SRF			FTE
Supervisory Staff																																						
1	Shift Supervisor (CFSS)	1	1	1	-	-	-	-	3	7	8	Y		1.78	5.34	1.96	5.88	0.54	Shift Commander	1	1	1	-	-	-	-	3	7	8	Y		1.78	5.34	1.96	5.88	-	No change recommended	
2	Administrative Supervisor																	-	Position doesn't currently exist								1	1	5	8		N	1.00	1.00	1.00	1.00	1.00	Recommend converting one of the CFSS supervisors to a full-time
3	Disciplinary Hearing Officer	-	-	-	-	-	-	-	-	-	-	N/A		-	-			-	Position doesn't currently exist	-	-	-	-	-	-	1	1	5	8		N	1.00	1.00	1.00	1.00	1.00	Recommend creation of hearing officer supervisor, sergeant level	
	Yard Supervisor	-	-	-	-	-	-	-	-	-	-	N/A		-	-			-	Position doesn't currently exist	1	1	-	-	-	-	2	7	8	Y		1.78	3.56	1.96	3.92	3.92	Recommend creation of supervisory rank at sergeant level to supervise facility activity		
Co	Sub-total	1	1	1	-	-	-	-	3	-	-			-	5.34		5.88	0.54	3	2	2	1	-	-	-	-	7	-	-			10.90		11.80	5.92	7		
4																																						
5	Admission Control (AC)(COII)	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	0.18	Booking officer	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	-	No change recommended	
6	Main Control (MC)	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	0.18	Main Control operator	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	-	No change recommended	
7	Main Control 2	-	-	-	-	-	-	-	-	-	-	N/A		-	-				Position doesn't currently exist	-	-	-	-	-	-	1	1	5	8	Y		1.25	1.25	1.29	1.29	1.29	Recommend adding second control post during high activity periods, five days per week with relief.	
8	Special Management (SMU)	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	0.18	Housing - 10 bed segregation unit	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	-	No change recommended	
9	Segregation (Seg)	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	0.18	Housing - 8 bed segregation unit	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	-	No change recommended	
10	CA Housing	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	0.18	Housing - 72 bed unit (GP)	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	-	No change recommended	
11	CB Housing	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	0.18	Housing - 72 bed unit (GP)	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	-	No change recommended	
12	C Float (CO II)	1	1	-	-	-	-	-	2	7	8	Y		1.75	3.50	1.81	3.62	0.12	Building supervisor/float	1	1	-	-	-	-	-	2	7	8	Y		1.75	3.50	1.81	3.62	-	No change recommended	
13	DA Housing	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	0.18	Housing - 72 bed unit (GP)	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	-	No change recommended	
14	DB Housing	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	0.18	Housing - 72 bed unit (GP)	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	-	No change recommended	
15	D Float (CO II)	1	1	-	-	-	-	-	2	7	8	Y		1.75	3.50	1.81	3.62	0.12	Building supervisor/float	1	1	-	-	-	-	-	2	7	8	Y		1.75	3.50	1.81	3.62	-	No change recommended	

NORTHERN STATE CORRECTIONAL FACILITY

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#	Post Position Title	CURRENT PRACTICE															ASCA RECOMMENDATION																				
		Shift Type							Frequency Filled			Relief		VDOC		ASCA		+/- FTE	ASCA Comments	Shift Type							Frequency Filled			Relief		VDOC		ASCA		+/- FTE	ASCA Recommendation
		8 Hour			Other				M	F	Shifts	Days	Hours	Y	N	SRF	FTE			SRF	FTE	1st	2nd	3rd	1st	2nd	3rd	M	F	Shifts	Days	Hours	Y	N	SRF		
16	EA/EB Housing	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	0.18	Housing – 56 bed unit (GP)	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	-	No change recommended
17	EC/ED Housing	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	0.18	Housing – 56 bed unit (GP)	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	-	No change recommended
18	E Float (COII)	1	1	-	-	-	-	-	2	7	8	Y		1.75	3.50	1.81	3.62	0.12	Building supervisor/float	1	1	-	-	-	-	-	2	7	8	Y		1.75	3.50	1.81	3.62	-	No change recommended
19	Post (Perimeter)	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	0.18	Perimeter security	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	-	No change recommended
20	Yard 1 Upper	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	0.18	Supervises outdoor recreation and float duties	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	-	No change recommended
21	Yard 2 Lower	1	1	-	-	-	-	-	2	7	8	Y		1.75	3.50	1.81	3.62	0.12	Supervises outdoor recreation and float duties	1	1	-	-	-	-	-	2	7	8	Y		1.75	3.50	1.81	3.62	-	No change recommended
22	Float 1 (COII)	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	0.18	Performs quasi supervisory functions. Floats provide a variety of services	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	-	No change recommended
23	Float 2 (a.)	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	0.18	Floats provide a variety of services	1	1	1	-	-	-	-	3	7	8	Y		1.75	5.25	1.81	5.43	-	No change recommended
24	Kitchen	1	1	-	-	-	-	-	2	7	8	Y		1.75	3.50	1.81	3.62	0.12	Kitchen security	1	1	-	-	-	-	-	2	7	8	Y		1.75	3.50	1.81	3.62	-	No change recommended
25	Kitchen Supervisor	1	-	-	-	-	-	-	1	5	8	N		1.00	1.00	1.00	1.00	-	Kitchen management	-	-	-	-	-	-	1	1	5	8	N		1.00	1.00	1.00	1.00	-	No change recommended
26	A1 Front Gate (COII)	-	-	-	-	-	-	1	1	5	8	N		1.00	1.00	1.00	1.00	-	Controls pedestrian access	-	-	-	-	-	-	1	1	5	8	Y		1.25	1.25	1.29	1.29	0.29	Recommend position be filled when primary officer is off duty, apply relief factor.
27	Training Officer COII (a.)	1	-	-	-	-	-	-	1	4	8	N		0.80	0.80	0.80	0.80	-	Training officer/visitation supervisor	-	-	-	-	-	-	1	1	5	8	N		1.00	1.00	1.00	1.00	0.20	Recommend training officer dedicate 40 hours work time to training
28	Work Crew Foreman COII (a.)	-	-	-	-	-	-	1	1	5	8	N		1.00	1.00	1.00	1.00	-	Work crew supervision	-	-	-	-	-	-	1	1	5	8	N		1.00	1.00	1.00	1.00	-	No change recommended
29	Visitation	2	-	-	-	-	-	-	2	2	8	Y		0.50	1.00	0.52	1.03	0.03	Supervises inmate visitation – weekends	2	-	-	-	-	-	-	2	2	8	Y		0.50	1.00	0.52	1.03	-	Recommend scheduling personnel to staff visitation. VMI and training officer should be dedicated to their primary duties.

NORTHERN STATE CORRECTIONAL FACILITY

Current Practice - ASCA Recommends

Updated Jan 3, 2015 - 11:33am

#	Post Position Title	CURRENT PRACTICE														ASCA RECOMMENDATION																					
		Shift Type							Frequency Filled			Relief		VDOC		ASCA		+/- FTE	ASCA Comments	Shift Type							Frequency Filled			Relief		VDOC		ASCA		+/- FTE	ASCA Recommendation
		8 Hour			Other				M	F	Shifts	Days	Hours	Y	N	SRF	FTE			SRF	FTE	1st	2nd	3rd	1st	2nd	3rd	M	F	Shifts	Days	Hours	Y	N	SRF		
30	Transportation	-	-	-	-	-	-	2	2	5	8	Y		1.25	2.50	1.29	2.58	0.08	Inter facility transportation, off-site medical appointments and occasional court trips	-	-	-	-	-	-	3	3	5	8	Y		1.25	3.75	1.29	3.87	1.29	Review of workload justifies adding a third position.
31	Intelligence ^(a.)	-	-	-	-	-	1	1	5	8		N	1.00	1.00	1.00	1.00	-	Inmate intelligence and investigations	-	-	-	-	-	-	1	1	5	8		N	1.00	1.00	1.00	1.00	-	No change recommended; however, position should be filled on a regular basis.	
32	VCI (Industries) ^(a.)	1	-	-	-	-	-	1	4	8	Y		1.00	1.00	1.03	1.03	0.03	Provide security in two stand-alone buildings	-	-	-	-	-	-	1	1	5	8	Y		1.25	1.25	1.29	1.29	0.26	Recommend position operates five days per week, supported by float positions	
33	B Building	-	-	-	-	-	-	-	-	-		N/A	-	-	-	-	-		-	-	-	-	-	-	1	1	5	8	Y		1.25	1.25	1.29	1.29	1.29	Provide security in the gymnasium and inmate program area, Monday through Friday, 8 AM to 4 PM	
	<i>Sub-total</i>	24	19	14	-	-	-	5	62					100.30		103.56	3.26	62		21	19	14	-	-	-	11	65					104.75		108.18	4.62	65	
	Total	25	20	15	-	-	-	5	65					105.64		109.44	3.80	65		23	21	15	-	-	-	13	72					115.65		119.98	10.54	72	

^(a.) Positions we recommend be considered as minimum staffing posts.

Southern State Correctional Facility

Dates of On-site Assessment December 8-9, 2014

Facility Description

The Southern State Correctional Facility (SSCF) is a central level male facility. It was dedicated on September 25, 2003, and opened in October 2003. It is operated by the Vermont Department of Corrections. There are, however, contract employees on-site that are responsible for medical, dental, and mental health services. The authorized number of these contract positions is 31.265 with a current staffing of 29.75 positions. The current medical provider is being replaced with another vendor in early 2015. The SSCF has a total of 374 beds, not counting admissions. The majority of inmates in the past six months are sentenced inmates (average 274), and detained inmates account for 73 beds on average the past six months. The total budget for FY 15 is \$12,955,419.00 with \$2,873,863.00 dedicated for operating expenses, \$10,057,560.00 for payroll, and the remaining \$23,996.00 for non-payroll and contracts. This is a direct supervision facility and is mostly located on one level for all operations, except some housing units that have two tiers. It is constructed with concrete and steel and has double outer fencing with rock between the two fences. It is a direct supervision facility in a campus-like setting.

The main building houses the administrative offices separated from the secure area of the building by a door controlled by the central control room. Once inside the secure area are the medical unit (including an infirmary), kitchen/dining rooms, education classrooms, programming, and a gymnasium. There are also a total of nine housing units including segregation/restrictive housing. There is also a large recreation yard inside the campus and maintenance is located outside the fenced in area.

The Alpha Unit is designed as a short term secure mental health stabilization unit for inmates in active crisis due to serious mental health concerns and suicidal or self-harming tendencies that cannot be managed in less restrictive setting. It is a 10-bed unit with single occupancy cells. There are two observation rooms equipped with a video surveillance camera, and a door/window in each cell to make observation easier. Average length of time in this unit varies from a few days to a few weeks. The Superintendent has requested new double oversized windows to replace the existing doors/windows to improve staff ability to observe these rooms.

The Bravo Unit is an intermediary mental health transitional unit consisting of 28 beds in 20 single occupancy cells and 4 cells retrofitted to double bunked cells. Its mission is somewhat unclear because it is designed primarily for those inmates who are having trouble adjusting to incarceration. There are a number of medical inmates in this unit as well. The current model the unit operates under is a fluid therapeutic community modified to accommodate both its placement inside a correctional institution, and its many various diagnoses within the unit.

Charlie Unit is a 28-bed single cell housing unit. This unit serves a population of inmates with significant medical issues including geriatric inmates. While there are younger inmates in this unit, the majority are elderly inmates suffering from a lifelong neglect of their own bodies and

medical issues associated with old age. The unit is much like a nursing home and tends to be quieter and calmer than other units.

The Infirmary is a ten-bed unit with six single cells and a four-bed ward. One cell is designated as a special observation cell for inmates who have an illness or injury requiring a higher level of care and are in need close observation due to risk of self-harm. The unit serves those inmates who are suffering from injuries/illnesses and terminally ill inmates.

Delta Unit is a 50-bed unit consisting of 25 two-man cells. It houses sex offenders from around the state.

Echo Unit is a 50-bed unit consisting of 25 two-man cells. This unit houses inmates who are nearer to completion of their sentences and are in need of risk reduction programs. This unit also houses a number of inmates who are involved in the facility work program such as kitchen workers.

Foxtrot Unit is a 48-bed unit consisting of single cells and is divided into 3 tiers of 16 beds each. Foxtrot I is for administrative and disciplinary segregation that may be sentenced or detained inmates. Foxtrot II is for administrative and disciplinary inmates and some close custody overflow that may be sentenced or detained. Foxtrot III is for close custody inmates that may be sentenced or detained. Inmates in this unit often are sent there from other state correctional facilities that need close custody supervision. This often includes inmates who have attempted or been successful in escaping. Also, inmates who are highly disruptive have behavioral issues and otherwise considered dangerous, are housed in the Foxtrot Housing Unit. Some of the inmates in this unit end up being transferred to out of state prisons either in Arizona or Kentucky.

Gulf Unit is a 50-bed unit consisting of 25 two-man cells. This is a straight detainee unit, housing prisoners from Windham and Windsor County as well as prisoners from Bennington, Rutland, or Orange County.

Hotel and India Unit consists of 50 beds with 25 cells housing two inmates each. These are the only true general population unit in SSCF.—There are mostly sentenced inmates; but on occasion, there could be some detainees in this unit. The India Unit has been approved and funded to change to a Close Custody unit, housing inmates that require a higher level of security due to their institutional behavior and an additional outside fenced recreation yard will be constructed.

Facility Operation

There are two dining rooms divided by a sally port. Each dining room can seat 50. There are four rounds of serving for each meal. Inmates have approximately 20 minutes to eat. The majority of inmates eat in the dining rooms; but inmates from Alpha, Foxtrot, and the Infirmary are served in their housing units. There are also some inmates in Bravo and Charlie Units that are fed on the unit. SSCF staff and inmate workers prepare, serve, and clean up the kitchen and dining area. There is no commissary on sight. Inmates can order from an outside vendor.

The booking area is where all new admissions arrive and depart the facility. The group holding cells can accommodate up to seven mattresses if detainees cannot be placed in a unit bed immediately on arrival. There are also three individual cells in the booking area. Local detainees are generally brought into a sally port and unloaded. Approximately every three weeks a bus arrives carrying out-of-state Vermont inmates being brought back from out-of-state prisons. The same numbers of inmates are put back on the bus for the return trip. Thus, if 30 inmates are brought in, then 30 are shipped out.

There are day rooms in the housing units. Generally there are stainless steel tables with non-attached seating in the day rooms. Indoor recreation such as card playing, writing letters, and general conversation take place among inmates in this area. Outside phone lines are also in the day room areas. There is a large gymnasium for indoor recreational activities. There is a large outdoor recreation yard for inmate use. Each wing of Segregation housing also has a small outdoor recreation space.

There is one central control center. It is manned with two staff on first and second shift and with one staff between 10:00 PM and 6:00 AM. All incoming calls are answered here. This post is also responsible for issuing keys and radios. Transports are also coordinated through this office. The control center staff operates doors throughout the facility. There are video surveillance monitors in the control center. There are 126 video surveillance cameras in the facility. Twenty-one of these are PTZ (point, tilt, and zoom) types of cameras and the rest are fixed placement cameras.

There are seven formal counts daily. Once cleared inmates are allowed to move around the units under direct supervision. Movement into the recreation yard is allowed without escort. The average outside recreation time is 4.25 hours daily. While eating, the inmates are supervised by security staff.

There is an array of programming available for inmates. **The Texas Christian University (TCU) Curriculum** is an open type of group format, and it is cognitive-behaviorally based. This group focuses on numerous areas of an inmate's life, including anger management, communications and relapse prevention. There are numerous program modules, which can be used to aid a group's needs. This is a 90-day program. **Thinking for a Change** is similar to the TCU program, focusing on thinking and behaviors. The curriculum focuses on problem solving and pro-social thinking. This too, is a 90-day program. **Cognitive Behavioral Interventions for Substance Abuse** is similar to the Thinking for a Change program with emphasis toward substance abuse issues and criminal behaviors. **Criminal Conduct and Substance Abuse** is a three-phase program that begins with inmates gaining knowledge about healthy lifestyles, and addressing addictive and criminal attitudes, beliefs and actions. It is also a cognitive-based therapy program.

There is a high school on the campus of the facility. It offers coursework toward achieving a high school diploma. There are nine classrooms and a library in the school. Teachers are not employees of the SSCF but rather are ~~contract~~ State employees of the Community High School of Vermont, an accredited school by the New England Association of Schools and Colleges. Any

inmates under 23 years of age and without a GED or high School Diploma must attend classes at the school.

Medical and mental health services are provided at the SSCF. There are round-the-clock medical services available to inmates. Medical services are provided via a contract. Access to outside medical services is coordinated, and SSCF security staff provides transportation. A doctor, dentist, and psychiatrist, visit the facility regularly.

Facility Staffing

The SSCF has a total of 110 security positions. Of those, 78 are correctional officer I (COI), 25 are correctional officer II (COII), and 7 are supervising correctional officers, one of whom is an administrative supervisor. Additionally there are five temporary correctional officer positions and a chief of security. Supervising correctional officers function as the shift commander for each of the security shifts. The administrative supervisor is responsible for various administrative duties as required. The COII positions perform a quasi-supervisory role as they function as a working foreman that supervise the activity of COI staff, but they also perform general correctional officer duties. The facility operates with three security shifts each of eight-hour duration

Supervisor Assignments

SSCF is the only Vermont facility, which has seven supervisory officers. Two are assigned to each of the three security shifts and one to an 10:00 AM to 6:00 PM shift, five days a week (with no relief) as an administrative supervisor. This structure allows for better supervision on the three security shifts, as there is less pressure to complete administrative duties when the security shift supervisor is there alone. When there are two shift supervisors available, generally Tuesday Wednesday and Thursday, there is more than ample opportunity to provide quality supervision of line personnel and tends to the other operational concerns of the shift. The Administrative Supervisor is responsible for disciplinary hearings, numerous report functions and grievances among other additional duties. It was quite apparent during the site visit that this structure allows Shift supervisors the opportunity to do facility inspections and staff and housing rounds daily.

Correctional Officer II Positions

COII positions are typically senior staff that receive promotions through a competitive application and interview process. COII's perform quasi-supervisory functions by overseeing assigned COIs. The COII's also perform regular officer duties as they are signed to a post that can be manned by either a CO I or COII. While COIs and COIIs are used interchangeably in many instances, certain positions ~~generally require~~ are designated as a level 2 officer. Examples would be AC (Booking or Intake), Float 1, 2, 3 & training.

The Admission Control (AC Booking) is responsible for processing all offenders into and out of the facility; this includes both new commitments and existing inmates who have been on court

or medical trips, transfers and those being transferred out-of-state or returned from an out-of-state assignment. This officer is also responsible for doing the institutional count and supervising the booking holding cells. The SSCF Admissions Control averages 300 intakes and releases each month.

The Fox housing unit (Fox 1, Fox 2 & Fox 3) is a multipurpose restrictive housing unit incorporating disciplinary, administrative segregation and close custody in three separate pods connected to a common control unit.

Float officers are generally responsible for supervising the various other housing units, the yard, dining room during feeding times, and serving as a first responder to emergencies within the facility. Additionally they may be pulled for emergency transportation runs when no other staff is available

The training officer is a CO II that works an eight-hour schedule, five days a week coordinating training, recruitment and hiring (with no relief).

Correctional Officer I Positions

The main control center is manned by two officers on the first and second shifts and one officer on the third (with relief). It is located near the main entrance to the facility and is responsible for allowing access through security doors, monitoring communications, monitoring alarm systems, issuing keys and conducting other critical operational functions.

There are eight housing units in addition to Fox unit and the infirmary; each has a special mission (i.e., mental health, geriatrics or general population). Each housing unit is directly supervised by a correctional officer on all three shifts, as well as by the various float officers. Coverage ratios are all reasonable ranging from one to ten to one to fifty. The Superintendent advised that the India Unit's mission would be changing from a general population unit to a close custody unit in the near future. When this happens, he feels he will need an additional CO II position. Funding for this mission change has been authorized for the physical plant renovations but not for the additional CO post of first and second shift.

Post 1 is the perimeter post for the facility operating 24 hours per day, seven days a week (with relief). It is a mobile patrol with the officer assigned to make rounds of the perimeter, respond to fence alarms, prevent intruders to the facility proper, and insure the overall safety and security of the institution. It is an armed position.

The kitchen is manned with on officer on two shifts, seven days a week (with relief). This post is responsible for overall supervision of the kitchen area. This includes inmate direct supervision and tool and sharps control. Additionally, there is a civilian food services supervisor that is responsible for the functional operation of the kitchen including preparation and administrative duties.

The intelligence officer is a five-day a week post (with no relief) and is responsible for all intel functions at the facility, including monitoring phone traffic, reviewing mail both incoming and outgoing correspondence and coordinating STG affiliation and activities with other facilities.

There are four transportation officers (working 5-days per week with no relief) to handle both statewide transportation functions and the institutional needs. There is a work crew supervisor (working 5-days per week with no relief) that is responsible for supervising an inmate work crew five days a week.

The visiting room officer (working 5-days per week with relief) also handles property room responsibilities on weekdays.

There are posts on the shift roster that have been approved by central office supervisory personnel but have not been authorized with a position number and legislative approval. These are as follows: Intelligence officer, Fox 3 officer on 2 shifts daily, the four transportation posts, and the property office coverage of the split responsibility post with visitation.

Staffing/PREA Standard 115.13(a) (d)

The facility staffing patterns and placement of video cameras was carefully considered and measured against PREA standard 115.13 Supervision and Monitoring (a), which states in part: "The agency shall ensure that each facility it operates shall develop, document and make its best efforts to comply on a regular basis with a staffing plan that provides for adequate levels of staffing and where applicable, video monitoring, to protect inmates against sexual abuse. In calculating adequate staffing levels and determining the need for video monitoring, facilities shall take into consideration: (1) Generally accepted detention and correctional practices; (2) any judicial findings of inadequacy; (3) any findings of inadequacy from Federal investigative agencies; (4) any findings of inadequacy from internal or external oversight bodies; (5) all components of the facilities physical plant (including "blind spots" or areas where staff or inmates may be isolated); (6) the composition of the inmate population; (7) the number and placement of supervisory staff; (8) institution programs occurring on a particular shift; (9) any applicable State or local laws, regulations or standards; (10) the prevalence of substantiated or unsubstantiated incidents of sexual abuse; and (11) any other relevant factors."

In assessing the facility as a whole against the PREA standard in this area, the following observations and recommendations are made.

Video Monitoring: PREA standard 115.13 (a) makes specific reference to the use of video monitoring to protect inmates against sexual abuse. In assessing the current placement of video cameras and the need for additional video cameras, an extensive walking tour of the facility was conducted with particular attention paid to facility design, blind spots and the placement of existing video cameras and staffing patterns. There is currently a video surveillance system in place throughout the facility. There are a total of 126 video surveillance cameras throughout the facility complex including outside video feeds of the recreation yard and other perimeter areas. These cameras can be monitored in the Central Control Unit. Additional monitors are placed at

additional locations such as the restrictive housing unit. Twenty-one of the cameras are capable of PTZ (point, tilt, and zoom functions) at various locations throughout the facility. Some of the four monitors in the Central Control Center are capable of viewing up to 13 images at a time, but the Control Center staff viewing these monitors prefer to use them as single image monitor. For other locations with viewing monitors, staff at these posts prefer the single image system as well. While the current video surveillance camera system is good additional cameras should be added at various locations inside the facility such as the education area and the kitchen dry storage areas. The current system is also a digital recording system allowing in excess of 30 days of maintaining the video feeds.

Education Area: The Education area is a particularly vulnerable area for staff. There are no video surveillance cameras in the classrooms. There are two video surveillance cameras that provide images, and these are located in the corridors of the Education area. Additional cameras should be added in the nine classrooms. The teaching staff does not have radios and there is not a security post in this area. The only actual security staff coverage is provided by Float staff and the Shift Supervisors. While there are staff in nearby areas that could respond to a teacher in trouble, it is a given fact that an assault could take place in a matter of seconds. Of course, a security post in the Education area would enhance safety and security as well.

Kitchen and Dining Area: Additional cameras are needed in both of these locations. There is minimal camera coverage in storage areas particularly, but there is also need in the kitchen area. Another concern in the kitchen is the sliding door openings where food is distributed and where trays are returned. Rather than sliding aluminum doors, a hard metal covering with a small slot only big enough for the trays themselves should be installed. It would be easy for inmates to climb through the existing openings and then be able to access culinary equipment including knives to use as weapons against others. In the sally port area between the two dining rooms there is no camera surveillance, thus an additional camera inside this sally port should be added.

Program Service Area: As with the education area, there are only two cameras providing video surveillance in the corridors; and there is a lack of radios for staff in this area. Additional cameras should be added to this area or the presence of a security officer at times when inmates are accessing this area would enhance safety and security.

Gymnasium: There are currently two fixed cameras in the gym. Additional PZT cameras would greatly enhance safety and security in this area.

Foxtrot Unit: This is a high-risk offender unit that has four video surveillance cameras. The placement of bars also reduces the cameras' effectiveness because of the loss of visibility. Additional PTZ cameras would enhance the safety and security of this unit. Approximately one-third of critical incidents occur in this unit annually.

Outside Coverage: At each of the three outer buildings (housing units primarily), there is a blind spot as you enter the buildings from the outside. The current cameras point in different directions. Adjusting the locations of these cameras would eliminate the blind spots.

Medical area: In the Medical area, there are only two video surveillance cameras in place and this is an area with many rooms and blind spots. Understanding HIPPA regulations are required, the medical provider should examine the need of additional camera coverage in areas that won't violate HIPPA.

Visitation Area: There is one PTZ camera in place in this area. If the security office post during visitation is distracted, which happens, contraband can be delivered into the inmates by family members; and in particular, children under 12 being used as "mules". Children under 12 cannot be searched.

Chapel: There is no video surveillance in the Chapel. A camera should be added to this room.

Findings and Recommendations

The Association of State Correctional Administrators (ASCA) recommends: adoption of the newly calculated shift relief factor and applying it to the recommended Post and Staffing plan. Assuming the adoption of the recommended shift relief factor, ASCA recommends the following changes to the current staffing plan. They are:

- Make the currently unauthorized posts authorized. There would be third officer in the Fox housing unit on first and second shifts; Intelligence officer (M-F) five days; four transportation officers (M-F) five days; and property officer three days each week.
- Correctional officer float post for educational/recreation building, five days, first and second shift (with no relief).

SOUTHERN STATE CORRECTIONAL FACILITY

Current Practice - ASCA Recommends

Updated Jan 4, 2015 - 10:31am

#	Post Position Title	CURRENT PRACTICE													ASCA RECOMMENDATION																
		Shift Type				Frequency Filled			Relief		VDOC		ASCA		+/- FTE	ASCA Comments	Shift Type				Frequency Filled			Relief		VDOC		ASCA		+/- FTE	ASCA Recommendation
		8 Hour				Shifts	Days	Hours	Y	N	SRF	FTE	SRF	FTE			8 Hour				Shifts	Days	Hours	Y	N	SRF	FTE	SRF	FTE		
1st	2nd	3rd	M - F	1st	2nd										3rd	M - F	1st	2nd	3rd	M - F											
Supervisory Staff																															
1	Shift Supervisor	1	1	1		3	7	8	Y		1.78	5.34	1.96	5.88	0.54	Shift Commander	1	1	1		3	7	8	Y		1.78	5.34	1.96	5.88	-	No change recommended
2	Administrative Supervisor	1				1	5	8		N	1.00	1.00	1.00	1.00	-	Administrative Supervisor	1				1	5	8		N	1.00	1.00	1.00	1.00	-	No change recommended
26	Transportation (a.)	4				4	5	8		N	1.00	4.00	1.00	4.00	-	Recommend that four transportation posts be authorized M-F 8 hours	4				4	5	8		N	1.00	4.00	1.00	4.00	-	Southern Correctional center is the main transportation hub for the department as well as having a primary mission of housing medical and Mental health offenders, currently these positions are utilized but not authorized by the budget ASCA recommends that they be authorized and funded
27	Intelligence CO (a.)	1				1	5	8		N	1.00	1.00	1.00	1.00	-	Inmate intelligence and investigations M-F 8 hrs	1				1	5	8		N	1.00	1.00	1.00	1.00	-	This post is currently being filled but not authorized ASCA recommends that it be authorized
28	Kitchen	1	1			2	7	8	Y		1.77	3.54	1.81	3.62	0.08	Kitchen supervision	1	1			2	7	8	Y		1.77	3.54	1.81	3.62	-	No change recommended
29	Work Crew Supervisor	1				1	5	8		N	1.00	1.00	1.00	1.00	-	Supervises inmate work crew 15 men	1				1	5	8		N	1.00	1.00	1.00	1.00	-	No change recommended
30	Training Coordinator	1				1	5	8		N	1.00	1.00	1.00	1.00	-	Responsible for coordinating and providing training for facility staff	1				1	5	8		N	1.00	1.00	1.00	1.00	-	No change recommended
31	Leave replacement officers					-	5	8		N	1.00	-	1.00	-	-	Relief staff for vacation and other leave					-	5	8		N	1.00	-	1.00	-	-	No change recommended
32	Visiting/Property (b.)	1				1	5	8	Y		1.26	1.26	1.29	1.29	0.03	Supervises visiting on weekends, manages property and inventory issues other three days	1				1	5	8	Y		1.26	1.26	1.29	1.29	-	This post is currently authorized for two days per week but is being filled five days per week. So the office can handle the property duties ASCA recommends that the additional days be authorized.
33	Float supervisor educatin/recreation blg					-				N/A						Post does not currently exist	1	1			2	5	8		N	1.00	2.00	1.00	2.00	2.00	This is a new post to provide permanent supervision in the educational/recreational blg. ASCA recommends that it be established.
Sub-total		31	23	17	-	71					119.77	122.32	2.55	71			32	24	17	-	73				121.77	124.32	2.00	73			
Total		33	24	18	-	75					126.11	129.20	3.09	75			34	25	18	-	77				128.11	131.20	2.00	77			

(a.) Equals posts on Roster but not approved

(b.) Equals post backed up on two days only & not approved

(c.) Represents those positions we recommend be considered as minimum staffing posts

North East Correctional Complex

Dates of On-site Assessment: December 4-5, 2014

Facility Description

The North East Correctional Complex (NECC) is a medium size, direct supervision facility consisting of 112 minimum-security work camp sentenced inmates and a medium security regional facility with 109 detainees. Located in St. Johnsbury, Vermont, the facility has two main structures: the regional facility for pre-trial detainees and the facility with sentenced inmates. The regional facility was opened in 1982 and since then, two dry cells have been added to the facility in 2013. The work camp was opened in 1993, with 12 beds and multi-purpose classrooms being added in 2012. The FY 15 budget for the NESRCF is \$8,599,135.00 with \$1,728,681.00 for operating expenses and \$6,748,852 for payroll. The remaining funds of \$121,602.00 are for non-payroll and contracts. The structures are made of brick, mortar, and steel.

Facility Operation

The complex operates as a medium security, direct supervision facility. There are currently 63 Correctional Officers, 6 Shift Supervisors and Chief of Security providing security coverage at both facilities. There are three shifts from 6:00 AM to 2:00 PM, 2:00 PM to 10:00 PM, and 10:00 PM to 6:00 AM. On the first shift, there is a staffing of 13 officers on Friday and Saturday and 15 officers, Monday through Friday. On second shift, there are 13 officers on Saturday and Sunday; 15 Officers, Monday and Friday; 16 officers on Thursday, and 14 Officers on Wednesday. On third shift, Sunday through Saturday there are 10 officers.

There are two separate dormitories in the sentenced facility: labeled North and South Housing units, each contains 56 beds with shared shower, toilet, and washbasin. In the detainee facility, there is an intake and release housing unit (booking) with two holding cells with up to five beds. There is also two units, Echo and Foxtrot containing 12 beds total, with all being wet cells (containing a commode and wash basin) and all being used for segregation/restrictive housing inmates. There are also two dry (no water in cells) observation cells in the segregation/restrictive housing unit. The remaining housing units are general population beds, including Alpha with 12 two-man cells, Bravo with 11 two-man cells, Charlie 11 with two-man cells, and Delta with 15 cells with a total of 25 inmates. Each housing unit also has a day room. Over the past year the average number of sentenced inmates at the Work Camp is 105 inmates and at the Regional Facility the average number of detainees this past year has been 131.

There is a Central Control Center (Main Control) that serves as the hub of facility operations. It is located in the Regional facility. The CCC is equipped with six, 32" surveillance monitors that display video feeds from the 60 surveillance cameras throughout the complex. The CCC also serves as the point where keys and radios are distributed. The surveillance system is digital and over 30 days of film can be saved for later investigative use. The CCC is also used to coordinate transports throughout the day for medical, court, and in-state inmate movement. On average,

5.5 new inmates arrive daily; and likewise, generally a similar number of inmates exit the facility. If the population goes beyond the number of beds, plastic boats are used for bed space.

There is a dining room/kitchen in the Regional Detention Building (42 seats) and a dining room/kitchen in the Work Camp (56 seats). Each unit eats separately and meals are taken to inmates in restrictive housing units. Each kitchen is assigned one staff each and security staff provides coverage from 6:00 AM to 10:00 PM.

There is a gymnasium located in the Regional Facility and two outside recreation yards, one at the Work Camp and one at the Regional Facility. Inmates in the Work Camp are able to use the outside recreation without direct staff supervision. Neither recreation area uses free weights, but weight resistance training equipment is available. Segregation/restrictive housing has a courtyard for its outside recreation yard but no adequate area for indoor recreation. The Complex does not have a recreation coordinator but relies on the Volunteer Coordinator to arrange the recreation program. In the Work Camp, the outside recreation yard is open 9:00 AM to 9:00 PM, with times closed for formal counts. In the Regional Detainee Facility, the recreation yard is open at 8:00 AM to 3:15 PM, with time out for formal head counts.

There are some programs for the inmates to participate in. One program that is available is a substance abuse education course for inmates pending release. The majority of Work Camp inmates work in areas around the facilities or on community work projects. An accredited high school is located at the Complex and offers high school diplomas. Any inmate under the age of 23, who does not have a high school diploma or GED, is required to attend class and work toward attaining the high school diploma. In addition to the substance abuse education course, there is also a smoking cessation class, a nurturing fathers class, AA and NA meetings, and religious programs conducted by volunteers. Visitation occurs on weekends and holidays from 8:00 AM to 10:00 AM and again from 7:00 PM and 8:30 PM.

There is a medical clinic operating at the Complex. There is 24-hour coverage for medical services. There are one and one-half positions for mental health staff coverage; one part-time physician and a part-time psychiatrist. Dental patients are taken once a week to Newport. An eye doctor and an x-ray technician visit the facility once a month. There are two medication distribution times at both the Regional and Work Camp facilities. At Regional, the med pass times are 6:15 AM and 9:30 PM. At the Work Camp, med pass occurs between 6:50 AM and 7:10 AM and again at 9:30 PM.

Facility Staffing

The NECC has a total of 63 security positions. Of those 40 are Correctional Officer I (COI), 23 are Correctional Officer II (COII) and 6 supervisor positions. Additionally there are 9 temporary correctional officer positions and a chief of security. Supervising correctional officers function as the shift commander for each of the security shifts. The COII positions perform a quasi-supervisory role as they function as a working foreman that supervises the activity of COI staff,

but they also perform general correctional officer duties. The facility operates with three security shifts, each of eight-hour duration.

Supervisor Assignments

The six supervisory positions are assigned two per shift and work either Tuesday through Saturday or Sunday through Thursday, overlapping on Tuesday, Wednesday, and Thursday. Each team of supervisors shares responsibilities both the administrative and operational duties of their shift, focusing primarily on operational duties when working as the lone supervisor and splitting administrative and operational duties when both are present. This system allows each supervisor a week-end day off; however, it results in over staffing on some shifts, particularly on the midnight shift. It would be much more efficient to establish an Administrative Supervisor position and let that person focus on the administrative functions, and the other supervisors can concentrate on the operational aspects of security supervision. We feel that the level of operations supervision could be improved.

Correctional Officer II Positions

COII positions are typically senior staff that receive promotions through a competitive application and interview process. COII's perform quasi-supervisory functions by overseeing COIs. The COII's also perform regular officer duties as they are assigned to a post that can be manned by either a CO I or COII. While COIs and COIIs are used interchangeably, in many instances, certain positions generally require a level II officer. Examples would be booking, camp leader, and unit leader. The A/C officer is responsible for all intake and discharge at the facility and maintaining the official facility count. The main control officer is responsible for monitoring all facility cameras controlling movement between different areas in the facility and monitoring all communication within the facility.

Correctional Officer I Positions

NECC consists of two adjacent campuses, the work camp with 2 housing units, 56 bed dormitories and the detention center with 5 housing units ranging in size from a 12-bed segregation unit to a 25-bed double celled unit.

Two separate kitchen and dining facilities are operated at the facility. The kitchen officers provide supervision and security functions on the two shifts when the kitchen is in operation. Each officer on the second shift goes to a rover position after the kitchen closes at 6 PM. The Rover officer provides support supervision in the housing unit and program areas as needed. They also provide manpower for emergency transports when regular transport officers are unavailable.

There are two separate transportation posts one on the 1st shift, five days a week (with no relief). This post is responsible for routine medical and court trips in the areas close to the facility. The other is a two-man transportation team that works a four-day, ten-hour shift (with

no relief). This team is responsible for statewide transportation and uses the ten-hour shift to reduce overtime.

The intelligence officer is a five-day post (with no relief) responsible for monitoring mail, telephone activity, investigating gang affiliation and other criminal activities. This post also coordinates intelligence activities with outside law enforcement agencies and other Vermont Department of Corrections institutions. This position is not authorized but has been approved by central office staff. The property and grievance post (five days per week with no relief) is responsible for maintaining all property records insuring compliance with property policies and investigating grievances.

Currently the facility is operating with an unauthorized construction post (five days per week with no relief) to supervise outside contractors replacing the boiler in the camp building. This position will be eliminated once the construction project is completed.

Staffing/PREA Standard 115.13(a) (d)

The facility staffing patterns and placement of video cameras was carefully considered and measured against PREA standard 115.13 Supervision and monitoring (a) which states in part: "The agency shall ensure that each facility it operates shall develop, document and make its best efforts to comply on a regular basis with a staffing plan that provides for adequate levels of staffing and where applicable, video monitoring, to protect inmates against sexual abuse. In calculating adequate staffing levels and determining the need for video monitoring, facilities shall take into consideration: (1) Generally accepted detention and correctional practices; (2) any judicial findings of inadequacy; (3) any findings of inadequacy from Federal investigative agencies; (4) any findings of inadequacy from internal or external oversight bodies; (5) all components of the facilities physical plant (including "blind spots" or areas where staff or inmates may be isolated); (6) the composition of the inmate population; (7) the number and placement of supervisory staff; (8) institution programs occurring on a particular shift; (9) any applicable State or local laws, regulations or standards; (10) the prevalence of substantiated or unsubstantiated incidents of sexual abuse; and (11) any other relevant factors."

In assessing the facility as a whole against the PREA standard in this area the following observations and recommendations are made.

Video Monitoring: PREA standard 115.13 (a) makes specific reference to the use of video monitoring to protect inmates against sexual abuse. In assessing the current placement of video cameras and the need for additional video cameras, an extensive walking tour of the facility was conducted with particular attention paid to facility design, blind spots and the placement of existing video cameras and staffing patterns. There is currently a video surveillance system in place throughout the facility. There is one Centralized Control Center for the Complex. At this post there are seven video surveillance monitors. Four monitors have 12 images each, 2 monitors have 9 images each and 1 monitor has a single image of the outside recreation yard for

the Regional Facility. This camera is on a dedicated close circuit monitor. There are a total of 60 video surveillance cameras in place at the Complex, which includes the Work Camp and the Regional Detention Center. A single correctional officer mans the Control Center post on all three shifts. In the restrictive housing unit there are video surveillance cameras in two dry observation cells and in two of the Foxtrot segregation cells.

Work Camp

Living Units: There are two living units called North and South. Each living unit has a dayroom. There is a single bathroom area with commodes, showers and wash basins. There is a single security officer in each living unit, and rovers will circulate throughout a shift as well. There are several blind spot locations that could use additional video surveillance cameras; however, there is not a need for additional security post officers.

Administration Building: In this building there are administrative offices, education services, medical services, visitation, and the kitchen/dining room. While there are video surveillance cameras in this building there are none in the classrooms or any other areas of the education wing. It is recommended to add additional cameras in the education wing. Outside the education wing on the outside of the building there is an area that is not covered by video surveillance, thus, this area could use additional video surveillance.

Maintenance/Work Crew Station: There is video surveillance in this area and staff is always located in this area; thus, there is not a need for additional inside building video surveillance cameras.

Equipment Building/Wood Sheds (2): There are no video surveillance cameras in these three buildings. It is recommended that cameras be installed inside these structures. Also, consideration should be given to adding additional cameras on the outer fence to ensure these structures are being monitored and the space between the buildings and behind them. There are no security posts in these buildings; but when inmates are in these areas, security staff are present.

Regional Detention Facility Building

This building is a separate building from the Work Camp. There are four living units as well as two dry holding cells near the booking post. Units B, C, and D are wet cells while Unit A is dry. There are video surveillance cameras in every pod; but there are some blind spots that could be an area of concerns, thus, additional cameras should be added to these units. In the day rooms attached to the living units, additional cameras should be added to ensure all areas of these spaces have video surveillance coverage. In the kitchen dry storage room, there is a single camera at one end; but an additional camera should be installed at the opposite end of this room to ensure complete video coverage. In the Visitation area, there is a need for an additional camera. In the gymnasium there is a need for an additional camera.

The Education Building is a separate building from the Detention Center but inside the fence. While there is some video surveillance coverage there is a need for additional cameras in this building because there is no security officer post in this building. The teaching staff, including females, is located in this building. While the teachers have “man down” buttons on their radios there is a need for the cameras to enhance safety and security in this building. Floats and security staff do walk through this area during the day.

Findings and Recommendations

The Association of State Correctional Administrators (ASCA) recommends: adoption of the newly calculated shift relief factor and applying it to the recommended Post and Staffing plan. Assuming the adoption of the recommended shift relief factor, ASCA recommends the following changes to the current staffing plan. They are:

- The establishment of an Administrative Supervisor position that would be a five-day post on the day shift with no relief. This position would come from one of the existing six positions that are currently in use with significant overlap. This new position’s duties would include disciplinary hearings, grievance investigation, and other administrative duties that are currently being shared between all six supervisors. By establishing one post to be dedicated to these activities, we believe that there will be both an increase in daily shift supervision but great consistency in the fulfillment of administrative functions.
- Intelligence officer post would be responsible for monitoring mail and telephone communication, gang membership and activity within the facility. Additionally this officer would be responsible for coordinating intelligence activity with other law enforcement agencies and DOC facilities. Currently this position is being filled but is not authorized; ASCA recommends that this position be officially established. This position shows as a post under “Current Practice” and is staffed five days per week with no relief. Additional staff would be required for this post based on current practice.
- ASCA recommends the construction security post be eliminated once the current renovation project is completed. Funding for construction security should be included in the overall costs of a particular construction or renovation project.

NORTH EAST CORECTIONAL COMPLEX
Current Practice - ASCA Recommends
Updated Jan 29, 2015 - 1:20PM

#	Post Position Title	CURRENT PRACTICE														ASCA RECOMMENDATION														ASCA Recommendation														
		Shift Type							Frequency Filled	Relief	VDOC		ASCA		+/- FTE	ASCA Comments	Shift Type							Frequency Filled	Relief	VDOC		ASCA			+/- FTE													
		8 Hour			12 Hour		Other				M - F	Shifts	Days	Hours			Y	N	SRF	FTE	SRF	FTE	1st			2nd	3rd	D	N			1st	2nd	3rd	D	Shifts	Days	Hours	Y	N	SRF	FTE	SRF	FTE
24	Intellegence ^(b)	1									1	5	8	N		1.00	1.00	1.00	1.00	-	Intellegence activities	1												1	5	8	N		1.00	1.00	1.00	1.00	-	This position is currently being staffed but is not a authorized position ASCA recomends that it be an authrized position
25	Construction ^(b)	1									1	5	8	N		1.00	1.00	1.00	1.00	-	Temporary construction project supervision	1												1	5	8	N		1.00	1.00	1.00	1.00	-	This position is staffed only when there is a major construction or renovation project underway at the facility. ASCA does not believe a full time positon should be established. The Department should consider bugeting for this temporary post in the overall cost of the project.
	<i>Sub-total</i>	21	18	11	-	-	-	-	-	-	50					78.70		83.21	4.51	50			21	18	11	-	-	-	-	-	-	-	50				78.70		83.21	-	50			
	Total	22	19	12	-	-	-	-	-	-	53					84.04		89.09	5.05	53			23	19	12	-	-	-	-	-	-	54				85.04		90.09	1.00	54				

^(a.) Two shifts 5-1 and 1-9 the second shift officer works as an additional rover from 6 to nine

^(b.) Authorized but filled.

Northwest State Correctional Facility

Date of On-Site Assessment: December 3, 2014

Facility Description

The Northwest State Correctional Facility (NWSCF) was opened in 1968 as a youth facility. It has since become a Department of Corrections Facility for adults. It has gone through five major renovations since opening. In August of 2011, it was converted from a female to a male population. The facility is male only for housing regional detainees and sentenced inmates, as well as accommodating up to 40 federal inmates. The regional detainees are sentenced from Chittenden, Franklin, and Grand Isles Counties. Additionally, there are sentenced inmates from the three counties mentioned who are awaiting transition into the community or returning from community supervision for disciplinary reasons. The Regional Jail has 100 beds in Housing Units A, F, G, and H. Sentenced inmate beds number 100 in Housing Units B, C, I, and J. The Delta and Echo Units house 40 close custody/restrictive housing inmates. There are also seven beds in the booking area. There are currently 247 beds in use at the NWSCF. When the facility was opened for juvenile offenders, there were two Units. In the 1970s and 1980s, more housing units opened. In the 1990s, I and J Units were constructed, as was the Education Building. The facility utilizes direct supervision of its medium and close custody inmates.

The FY 15 budget for the NWSCF is \$9.2 million with \$7.5 million for payroll, and the remaining amount of \$1.7 million for operating expenses. There are 107 state classified positions. This does not include medical and mental health staff.

Facility Operations

The Central Control Center (CCC) is staffed by one officer on every shift (seven days per week with relief). The control room officer monitors keys, radios, and the video surveillance monitors. This post also coordinates transportation of inmates. There are currently 44 video surveillance cameras in use at the facility. Three of these are PTZ (pivot, tilt, zoom) cameras that allow for greater visibility of the room they are installed in. There are 39 fixed camera locations throughout the facility that feed into a digital recording system. There are two cameras in the education building that are not on the digital system, which have monitors in one of the living units that are viewed by a correctional officer. The camera in the booking area is equipped to record sound as well.

The dining room has 50 seats. Each unit uses the dining room at separate times; thus, there are normally about 30 inmates using the dining room at a time. The kitchen is adequate in size for food preparation, storage and dishwashing. The kitchen opens each day at 4:00 AM and stays open until 4:00 PM. The facility has a commissary for inmate use, which is operated by the Keefe Company.

The booking area has three wet cells with a shared shower located outside the cells. The booking area is located outside the Central Control Center. Inmates are brought into a sally port to be booked or transported to another location.

The NWSCF has an indoor gymnasium as well as an outside recreation yard. A variety of sports are offered for the inmates including volleyball, basketball, and floor hockey. Weight resistant workout equipment is offered (no free weights). A recreation coordinator supervises the activities of both indoor and outdoor recreation.

There is no risk reduction programming for inmates. There is a parenting class offered and AA, NA, and religious programs are also available. There is a life skills class available for sentenced inmates being released.

The Education program is called the Community High School. It offers classes so inmates, who have not graduated from high school or received their GED, can obtain their high school diploma. The Education building has one big classroom and three smaller classrooms. Its library is open between 8:00 AM to 9:00 AM. There is a law library as well. The school is open between 7:00 am and 3:00 PM.

Units A, B, and C: These units are located on one level. Unit A has one officer assigned each shift. Unit B/C has one officer assigned each shift. Additional officers are assigned on the 1st and 2nd shifts. There are 19 beds in Unit A, 27 beds in Unit B, and 22 beds in Unit C. The cells in Unit A are dry cells, and inmates share toilet facilities and showers. In Units B and C, cells are dry. Each unit has a dayroom.

Units D and E: These units are used as Restrictive/Segregation housing units. Eight of the cells in Unit D have video surveillance cameras to monitor individual cells. These units are staffed with two officers per shift on the 1st and 2nd shifts and one officer per shift on the 3rd shift. All shifts are 7-days per week with relief.

Each of these units also has outside recreation bullpens. If inmates are utilizing these bullpens, a security officer is present. There are two activity rooms that do not have video surveillance, but these rooms are located in the same area as the security officer's post. Unit D and E have 20 cells each. Each cell has a toilet and washbasin, but inmates must use a shower located outside their cells.

Units F, G, and H have cells on the bottom tier and an upper tier. Unit F and G have 27 beds each, and Unit H has 27 beds. While the cells are wet, inmates must share shower facilities. There is a dayroom for each housing unit. There is a security post in each unit for every shift (one officer per shift in each unit, seven days per week with relief).

Unit I and J: These are split level units as well. This unit had formerly been utilized as a programming unit. Now, however, the units house inmates who have jobs in the kitchen and other areas of the facility and low risk inmates, who are not as prone to having disciplinary issues. These units are also dry cell units with shared toilet and shower facilities. There is one

security post in each of the three units for every shift (one officer per shift in each unit, seven days per week with relief). Both units have a dayroom.

Facility Staffing

The NWSCF has a total of 101 security positions. Of those 60 are correctional officer I (COI), 23 are correctional officer II (COII) and 6 are supervisor positions. Additionally, there are 12 temporary correctional officer positions and a chief of security. Supervising correctional officers function as the shift commander for each of the security shifts. The COII positions perform a quasi-supervisory role as they function as a working foreman that supervises the activity of COI staff, but they also perform general correctional officer duties. The facility operates with three security shifts, each of eight-hour duration.

Supervisor Assignments

The six supervisory positions are assigned two per shift and work either Tuesday through Saturday or Sunday through Thursday, overlapping on Tuesday, Wednesday, and Thursday. Each team of supervisors shares responsibilities, both the administrative and operational duties of their shift, focusing primarily on operational duties when working as the lone supervisor and splitting administrative and operational duties when both are present. This system allows each supervisor a weekend day off; however, it results in over staffing on some shifts particularly on the midnight shift. It would be much more efficient to establish an Administrative Supervisor position and let that person focus on the administrative functions, and the other supervisors can concentrate on the operational aspects of security supervision. We feel that the level of operations supervision could be improved.

Correctional Officer II Positions

COII positions are typically senior staff that receive promotions through a competitive application and interview process. COII's perform quasi-supervisory functions by overseeing COIs. The COII's also perform regular officer duties as they are signed to a post that can be manned by either a COI or COII. While COIs and COIIs are used interchangeably in many instances, certain positions generally require a level II officer. Examples would be booking or intake, the Float positions and training.

The booking officer is responsible for processing all offenders into and out of the facility, this includes both new commitments and existing inmates who have been on court or medical trips, transfers and those being transferred out of state or returned from an out-of-state assignment. This officer is also responsible for doing the institutional count, supervising the booking holding cells. The booking officer post is currently staffed with one officer per shift, seven days per week with relief.

Float officers are generally responsible for supervising the various other housing units, the dining room during feeding times, and serving as a first responder to emergencies within the facility. Additionally, they may be pulled for transportation runs when no other staff is available.

The float officer post is currently staffed with 4 officers on the 1st and 2nd shifts and 1 officer on the 3rd shift, seven days per week with relief.

The intelligence officer is a five-day post (with no relief) that is responsible for monitoring mail, telephone activity, investigating gang affiliation and other criminal activities. This position is particularly critical at this facility due to the number of ICE detainees and U.S. Marshal Prisoners and close proximity to the Canadian border.

Correctional Officer I Positions

NWSCF has nine housing units all manned with one Correctional officer except B/C, D and E, which have two officers assigned on two shifts (seven days per week with relief). This is due to the design of the housing unit and the number of blind spots; sound correctional practice requires this level of supervision, as well as the need to meet PREA standards. D and E units are also manned with two officers on two shifts; these are the disciplinary and close custody units and require this level of staffing.

The grounds officer is a five-day a week position (with no relief) that supervises an inmate work crew, doing a variety of light maintenance and sanitation duties. The control center is manned with one officer on all shifts (seven days per week with relief) and is responsible for monitoring security systems, controlling doors, and monitoring overall facility traffic and communication. The kitchen officers provide supervision and security functions on the two shifts (seven days per week with relief) when the kitchen is in operation.

The perimeter officer is a seven-day post, three shifts (with relief), and is responsible for monitoring the facility fence line and security alarm system, as well as monitoring traffic in and out of the institution grounds. Transportation officers (two officers on the 1st shift five days per week with no relief) provide security supervision for trips to court, medical and administrative transfers.

Currently there is a security post in the medical area (infirmary) on the second shift, seven days a week (with relief); this position is not authorized but has been approved by central office. We do not think this position is needed. If there is a security issue with a particular inmate receiving treatment then one of the float officers or other officers can temporarily monitor this area. Effort should be made to have medical personnel go to the offender's housing units whenever possible.

Staffing/PREA Standard 115.13(a) (d)

The facility staffing patterns and placement of video cameras was carefully considered and measured against PREA standard 115.13 Supervision and monitoring (a) which states in part: "The agency shall ensure that each facility it operates shall develop, document and make its best efforts to comply on a regular basis with a staffing plan that provides for adequate levels of staffing and where applicable, video monitoring, to protect inmates against sexual abuse. In calculating adequate staffing levels and determining the need for video monitoring, facilities

shall take into consideration: (1) Generally accepted detention and correctional practices; (2) any judicial findings of inadequacy; (3) any findings of inadequacy from Federal investigative agencies; (4) any findings of inadequacy from internal or external oversight bodies; (5) all components of the facilities physical plant (including “blind spots” or areas where staff or inmates may be isolated); (6) the composition of the inmate population; (7) the number and placement of supervisory staff; (8) institution programs occurring on a particular shift; (9) any applicable State or local laws, regulations or standards; (10) the prevalence of substantiated or unsubstantiated incidents of sexual abuse; and (11) any other relevant factors.”

In assessing the facility as a whole against the PREA standard in this area the following observations and recommendations are made.

Video Monitoring: PREA standard 115.13 (a) makes specific reference to the use of video monitoring to protect inmates against sexual abuse. In assessing the current placement of video cameras and the need for additional video cameras, an extensive walking tour of the facility was conducted with particular attention paid to facility design, blind spots and the placement of existing video cameras and staffing patterns. There is currently a video surveillance system in place throughout the facility. The Central Control Center post is staffed by one security staff member on each shift who has the responsibility to open doors, hand out keys, monitor the surveillance camera system screens located in the Control Center and on second and third shifts, answer incoming phone calls. There are five video monitoring screens in the Control Center. Two of the screens can show up to 16 separate camera views, 1 screen has the capability to have 9 separate camera views, and there are 2 separate monitors that allow for the viewing of only one surveillance camera each and these are views of the front of the building. There is a closed circuit video surveillance monitor in Unit J that has the camera feed from the one camera that is located in the school and viewed by the security officer in Unit J. In one of the close custody units, there is one cell that utilizes a surveillance camera and there is a monitor in the officer’s post where the feed can be viewed. In the segregation/restrictive housing unit there are 20 beds eight of which have video cameras in the rooms. These camera feeds can be viewed on one monitor at the security officer’s post.

Building Locations:

Units A, B, and C: These units are on one level and contain dry cells. This is especially cumbersome for the security officer on third shift who must open doors throughout the night. These units have one security officer each on all three shifts. It is recommended that the facility contact a software designer or company that can create a program that would automatically open these doors by the security post and also alert security staff if the cell door was open longer than five minutes. Only one door should be opened at a time, thus eliminating more than one inmate out at a time, enhancing safety and security in the unit.

Units D and E: These units are used as Restrictive/Segregation housing units. Eight of these cells in Unit D have video surveillance cameras to monitor individual cells. These eight cameras are monitored at the security officer post where a monitor shows all eight cells at once. There are

also additional cameras in the unit corridors. In Unit E, there is one camera cell in this unit monitored by the desk officer. There is a need for additional cameras in this unit. These units are staffed with two security officers on first and second shift and one on the third shift. Each of these units also has outside recreation bullpens. There are no video surveillance cameras in these areas. It is recommended to add additional cameras in these two areas to enhance safety and security. If inmates are utilizing these bullpens, a security officer is present. There are two activity rooms that do not have video surveillance but these rooms are located in the same area as the security officer's post.

Units F, G, and H: In these three pods there is only one video surveillance camera in each pod. These cameras do not show at least three cells in the pod. Additional cameras are needed in the three pods. Also, in the corridor there is no camera coverage and additional cameras are needed.

Unit I and J: These are split level units. This is a one-man security post. This unit had formerly been utilized as a programming unit. Now, however, it houses inmates who have jobs in the kitchen and other areas of the facility and low-risk inmates who are not as prone to having disciplinary issues. These units are also dry cell units. There is only one camera in each unit. Additional cameras should also be added in these units.

Kitchen/dining room: This area has three workers whose job it is to supervise inmates. This post begins at 0400 and closes at 1900 hours. There are three cameras monitoring this area, but an additional camera is needed in the dry storage room and one in the dish room.

Recreation area: There is only one pivoting camera for this area. The camera rotates, but additional cameras are needed to fully cover this area, as there are blind spots in the yard. There is a security officer on the yard each time inmates are in the yard; but if distractions occur, there is a portion of the yard that does not have staff coverage, thus, the need for additional cameras.

Medical/Mental Health area: When entering this area, there is an inmate waiting area without a video surveillance camera. An additional camera would greatly enhance safety and security as there is not an assigned security officer during the first shift, but there is one on the second shift. There are two surveillance cameras that provides coverage of the medication distribution post. Otherwise there are no cameras in this area.

Visitation area: There is one video surveillance camera in the room, but additional cameras would enhance safety and security. There is always one security officer in this room during visitation; however, distractions can and do occur diverting the officer's attention at times. There is one corner mirror located in this room.

Courtyard: This is a small outdoor area, and there are no video surveillance cameras. There are blind spots in this area, and additional cameras would enhance safety and security in this area.

Outside area near school: This is an area that is located around the recreation yard and near the school, where there are blind spots. In addition to surveillance cameras being added, more lighting should be installed to enhance safety and security during nighttime escorts.

Education Building: There are two video surveillance cameras in the school whose feed is monitored by the security officer in Unit J. There are no security posts in the school; thus, the only staff are teachers. Additional cameras should be installed. The last two significant PREA incidents occurred at the school.

Findings and Recommendations

The Association of State Correctional Administrators (ASCA) recommends: adoption of the newly calculated shift relief factor and applying it to the recommended Post and Staffing plan. Assuming the adoption of the recommended shift relief factor, ASCA recommends the following changes to the current staffing plan. They are:

- The establishment of an Administrative Supervisor position that would be a five-day post on the day shift (with no relief). This position would come from one of the existing six positions that are currently in use with significant overlap. This new position's duties would include disciplinary hearings, grievance investigation, and other administrative duties that are currently being shared between all six supervisors. By establishing one post to be dedicated to these activities, we believe that there will be both an increase in daily shift supervision, as well as a greater consistency in the fulfillment of administrative functions.
- An Intelligence officer post would be responsible for monitoring mail and telephone communication, gang membership and activity within the facility. Additionally, this officer would be responsible for coordinating intelligence activity with other law enforcement agencies and DOC facilities. The current staffing practice at this facility includes an intelligence officer, thus no additional staffing above that employed under current practice is required to implement this recommendation.
- The establishment of the additional post on two shifts in the B/C and D and E housing units are needed to maintain proper security supervision, complete required activities in segregated housing and provide adequate observation for preventing PREA incidents. These posts are currently manned; however, while approved they are not authorized by the legislative budget. ASCA is recommending that they be authorized by the budget.
- Eliminate the use of the Correctional officer in the infirmary on the second shift. We do not feel that this area needs a dedicated officer position. If additional security is needed on an occasional basis, it can be accomplished by the utilization of a Float officer.

NORTHWEST STATE CORRECTIONAL FACILITY

Current Practice - ASCA Recommends

Updated Jan 4, 2015 - 10:59am

#	Post Position Title	CURRENT PRACTICE														ASCA RECOMMENDATION																								
		Shift Type							Frequency Filled			Relief		VDOC		ASCA		+/- FTE	ASCA Comments	Shift Type							Frequency Filled			Relief		VDOC		ASCA		+/- FTE	ASCA Recommendation			
		8 Hour			Other				M - F	Shifts	Days	Hours	Y	N	SRF	FTE	SRF			FTE	1st	2nd	3rd	1st	2nd	3rd	D	Shifts	Days	Hours	Y	N	SRF	FTE	SRF			FTE		
18	Yard CO	1	1															2	7																	8	Y			
19	Outside perimeter	1	1	1					3	7	8	Y			1.71	5.13	1.81	5.43	0.30	Perimeter security	1	1	1						3	7	8	Y			1.71	5.13	1.81	5.43	-	No Change recommended
20	Control	1	1	1					3	7	8	Y			1.71	5.13	1.81	5.43	0.30	Master control center	1	1	1						3	7	8	Y			1.71	5.13	1.81	5.43	-	No Change recommended
21	Booking	1	1	1					3	7	8	Y			1.71	5.13	1.81	5.43	0.30	Responsible for all intake and discharge activity. Maintains institutional count	1	1	1						3	7	8	Y			1.71	5.13	1.81	5.43	-	No Change recommended
22	Grounds	1							1	5	8		N		1.00	1.00	1.00	1.00	-	supervises inmate work crew	1								1	5	8		N		1.00	1.00	1.00	1.00	-	No Change recommended
23	Transportation	2							2	5	8		N		1.00	2.00	1.00	2.00	-	provides transportation security for medical, court, and administrative trips	2								2	5	8		N		1.00	2.00	1.00	2.00	-	No Change recommended
24	Intell ^{(a) (b)}	1							1	5	8		N		1.00	1.00	1.00	1.00	-	Intelligence and investigative duties	1								1	5	8		N		1.00	1.00	1.00	1.00	-	This post is currently being filled but not authorized, ASCA recommends that it become a permanent post.
25	Kitchen	1	1						2	7	8	Y			1.71	3.42	1.81	3.62	0.20	Security supervision Kitchen	1	1							2	7	8	Y			1.71	3.42	1.81	3.62	-	No Change recommended

Chittenden Regional Correctional Facility

Date of On-site Assessment: December 3 – 4, 2014

Facility Description

The Chittenden Regional Correctional Facility (CRCF) has a current capacity of 169 inmates (not including booking and the infirmary) and houses female inmates as the main population of the facility. As a regional correctional facility, Chittenden also houses local male arrestees from the Burlington area and holds those inmates/detainees until they can be transferred to a male facility, normally after their first court appearance. It was reported the average daily population of the facility was approximately 160 inmates. Of that population, approximately 45 inmates are on pretrial status and the remainder is sentenced inmates. The entire facility is contained in one building and there are no outbuildings on the property. The facility became operational in 1974 as an 85-bed facility housing male inmates. In the early 1980s, two housing units were added (House 1 and House 2) and the administrative area was expanded. That construction added capacity for a total of 197 inmates that could be housed at the facility. In 2011, the facility transitioned to a female institution, and the overall capacity was reduced to 177. Renovations to the facility also took place in 2012, which expanded the booking area and added an additional holding cell, as well as a six-bed infirmary unit. At the present time, additional office space is being constructed in the facility to accommodate program staff. CRCF's budget is \$7,824,210, with expenditures for personnel and payroll of \$5,993,690, which are approximately 75% of all expenditures. The facility is managed by a superintendent, one assistant superintendent, a security and operations supervisor, a living unit supervisor, an administrative coordinator III, and additional administrative staff. The facility receives approximately 400 bookings of detainees and sentenced inmates per month. In addition to those criminal commitments, approximately 77 civil incapacitated persons are also committed for detoxification.

Facility Operation

The facility operates as a medium security unit, where inmates typically move from one point to another under general supervision and escorts are not needed. Dining takes place in the main dining room, where inmates dine one unit at a time. Outdoor recreation is provided in a main recreation yard and a gymnasium is available for indoor recreation. Outside recreation takes place seven days per week from 9:00 AM to 10:30 AM and again from 1:00 PM to 2:45 PM. The gymnasium is open on Monday through Friday at various times. Programming takes place throughout the day Monday through Friday. On Saturday and Sunday, inmate visitation with family and friends takes place. Program offerings include art, work readiness, language arts, Serve Safe, mathematics, risk reduction programs, strategies for self-improvement, drug/alcohol treatment, anger management, religious services, parenting, and children's visitation.

The facility operates and receives new commitments 24 hours per day, 7 days per week. In addition to housing criminal commitments this facility also houses citizens who have been deemed “incapacitated persons” by a clinician in the community. These individuals are placed in the facility for detoxification as a result of substance abuse. They are held in one of the holding cells in a less than desirable arrangement, as the holding cells are not designed for long-term housing. Typically, these individuals are held overnight until they are no longer intoxicated. Once they are sober, they can be released. The facility provides a large number of medications to the inmate population. Over 1,400 medications are dispensed each day. This includes methadone and buprenorphine maintenance. It was reported that 25% of the population is on some form of psychotropic medication. Medication lines take place continuously over the course of the day, and this impacts operations, as a correctional officer must supervise medication lines.

There are seven units that house inmates. Alpha Unit is a 15-bed unit that houses inmates in administrative segregation and disciplinary status. There are eight cells in the unit, some of which are double occupancy. This unit contains secure cells and the inmates are locked in their cells except during recreation, showers, etc. Housing Unit Bravo is a 12-bed unit that houses inmates with mental health needs. B Unit has six cells that are double bunked. Adjacent to Unit B is the facility infirmary that contains six beds. The infirmary is separated from B Unit by a wall that has a large vision panel so the unit officer can observe the infirmary while supervising B Unit. There is no C Unit. Delta Unit is a 22-bed unit with 8 cells housing mostly inmate workers in multiple occupancy rooms. Adjacent to D Unit is Echo Unit, which is a 20-bed general population unit that has 8 cells. Foxtrot Unit also has nine locking cells and is utilized to house inmates who have violated the rules and require closer supervision. The unit’s capacity is 24 inmates. Many of these offenders have had incidents with illicit drugs while incarcerated. House 1 and House 2 are the newer units in the facility, which contain multiple occupancy rooms that are not locked (general population). Each of these units can house 38 inmates. The total capacity of all housing units is 169 inmates combined. When additional inmates are housed at the facility, plastic beds also known as “boats” are placed on the floor to accommodate the additional inmates. At one time during overcrowded conditions, beds were placed in the gymnasium to house the overflow of the inmates. The situation is not occurring at the present time. In addition to the housing units, there are three cells that can hold as many as 12 inmates in the booking and admissions area. Also as mentioned previously, there are six beds in the infirmary unit.

The main building of the facility also contains all service areas, as well as program space. There is a main dining room, which is adjacent to the kitchen and along the service corridor, known as the medium corridor; there are classrooms and program space, as well as a gymnasium. Vermont Correctional Industries (VCI) also has space in the institution, which is currently undergoing transition. A sewing program run by VCI is being phased out. Caseworker offices are located throughout the facility, and the medical department is located in close proximity to the admissions and booking area. Facility maintenance is provided by a central services unit

that is not a part of the Department of Correction. They maintain and utilize maintenance space within the institution.

The facility is a direct supervision institution. Officers are located within the housing units and have direct communication and contact with the inmates. The exception to that are secure control centers, where officers are separated from inmate activity but can observe them through video monitoring or directly through security glazing for those inmates in close proximity to the control center.

Correctional staff work eight-hour shifts and there are three shifts per day. Shift hours are 7:30 AM to 3:30 PM, 3:30 PM to 11:30 PM, and 11:30 PM to 7:30 AM. The facility is operates on six days on and two days off schedule, one of the few facilities in the department that operates on this schedule. Staff is required to come to work early two times per week for 15 minutes for briefing and training. Officers bid on the basis of seniority for their shift, days off, and post that they work. This process is repeated every six months during a bid process posted by management. Certain specialty posts are not biddable and are awarded on the basis of merit.

Facility Staffing

The CRCF has a total of 88 security staff. Of those, 53 are correctional officer I (COI) positions, 17 COII positions, six correctional facility shift supervisors (CFSS) and one security and operations supervisor (SOS). There are also 11 temporary correctional officers assigned to the facility. The SOS functions as the chief of security for the institution and reports to an assistant superintendent. CFSS positions function as the shift commanders for each of the security shifts and report to the SOS. The COII staff is mainly posted in critical posts, such as Booking, B Unit, E Unit, F Unit, House 1 and House 2, as well as the A Float position. On the third shift, the booking officer and Float position are COII posts, when available. COII staff perform a quasi-supervisory role as they function as working foremen that supervise the activity of COI staff but also perform general correctional officer duties.

Supervisor Assignments

Each operating shift is supervised directly by a shift supervisor that is of a lieutenant rank in a typical paramilitary structure, although Vermont doesn't use the military designations and refers to the positions as a "Correctional Facility Shift Supervisor" (CFSS). The supervisor is responsible for overseeing shift operations and the deployment of personnel. Each shift has two supervisors assigned, which allows for three days of overlap when the two supervisors are present. Typically, one of the supervisors functions as the shift supervisor, while the other performs administrative duties, such as preparing reports, conducting inmate disciplinary hearings, assessing staff performance by writing evaluations, organizing training programs, and performing other administrative functions. When two supervisors are available, the workload appears reasonable. However, when there is one supervisor, that individual is responsible for many administrative duties, as well as deploying personnel, handling inmate management

issues and has little time to make supervisor rounds/tours and provide direction to staff. CFSS supervisors work a five-day shift, each shift of eight hours duration; and the supervisors have two days off in succession after the five days of work. Each of the supervisors is assigned additional duties. For example, one of the supervisors is involved in the selection and hiring process for new employees. He is also responsible for organizing facility training and maintaining training records. The 3rd shift supervisor is in charge of inmate property, inventory and storage.

Correctional Officer II Positions

COII positions are typically senior staff that receive promotions through a competitive application and interview process. COII's perform quasi-supervisory functions by overseeing COI personnel. The COII's also perform regular officer duties, as they are assigned to posts that can be manned by a COI or a COII. There are a number of positions where COII's are regularly assigned, although not exclusively, and they are noted below.

COII staff is normally assigned to the booking area. This post is responsible for processing of inmate/detainee admissions into the facility, as well as civil commitments that are considered incapacitated persons. This post is located in a high-traffic area and booking staff receives all new commitments, checks their legal paperwork to ensure that the commitment is lawful, interviews the new commitment, conducts searches, and arranges for placement within the facility. The officer in this post interacts with local law enforcement as well. All releases are also processed through the booking area and the booking officer must ensure that all releases are legal according to statute and release procedures. Booking staff also conducts periodic wellness checks of the inmates housed in the holding cells. This post is manned 24 hours per day, seven days per week (with relief).

COII officers are also assigned to supervise housing units B, E, F, and Houses 1 and 2. These units are either the larger units in the facility or units that house a difficult population, such as inmates with mental illness. Float 1 is a post that tours the facility conducting a variety of security functions to include, searches, escorts screening of pedestrians enter in the facility, razor exchange, commissary delivery, and acting as first responders to emergencies within the facility. When an emergency occurs it is helpful to have an experienced officer with supervisory experience present on the scene to make critical decisions.

On 2nd and 3rd shifts, fewer COII staff is available and they may not cover all of the posts listed above. It is typical that the booking and Float post is occupied by COII's as these are the most critical positions requiring their expertise.

Correctional Officer I (COI) Positions

COI's are posted in a variety of locations. The Control Room (CRO) is staffed by a COI 24-hours per day, seven days per week. The post is located in a central location and can observe

the pedestrian access door for the facility, as well as the medium corridor and booking and admissions corridor. Central control monitors all facility movement, facility communications, issuance of equipment, control of unit and building access doors, monitoring alarm systems, emergency systems, and monitors most facility cameras. There are 59 facility cameras. Additionally, the control officer is responsible for redeploying personnel throughout the day to ensure that services are delivered and security is maintained. In that sense the post performs quasi-supervisory functions, although not manned by a COII.

The booking process is supervised by a Booking 1 officer, who was normally a COII. That post operates 24 hours per day, seven days per week. Booking 2 is a COI post and is staffed on 1st and 2nd shift, seven days per week (with relief). Booking 2 conducts searches, performs wellness checks, is responsible for taking and maintaining the facility headcount, provides meals to the inmates in the holding cells, and performs other security functions as assigned.

There are three float positions, two of which are staffed 24 hours per day, seven days per week (with relief). The third float position is staffed on 1st and 2nd shift seven days per week with relief. Float's provide a variety of security services to include delivering commissary and property, conducting searches, delivering food to the segregated units, monitoring the movement of trash outside the building, conducting pedestrian screening at the front gate, inspecting inmate mail for contraband, transporting inmates to outside medical appointments, supervising the administration of medication to inmates and responding to emergencies as first responders. The float officers receive their assignments from the CFSS and often by the control room operator. Float positions on weekends have an additional duty, as they are assigned to supervise inmate visitation. This assignment consists of processing visitors into the institution at the main pedestrian access point, as well as supervising the visiting room, which is a contact visiting room where inmates sit at a table across from their visitors. The visiting room officer/float is responsible to control behavior of inmates and prevent the flow of contraband.

The housing units are all staffed 24 hours per day, seven days per week (with relief) with one exception. Units D and E are connected by an office that is located between the two units. On the 3rd shift one officer assigned D/E covers both units supervising a total of 42 inmates. Security coverage of the housing units is adequate and supervision ratios are consistent with good corrections practice. The two units that one officer supervises during the 3rd shift contains inmate workers and general population inmates. This practice poses no undue risk to security.

There are two correctional officers assigned to outside recreation (seven days per week with relief). Recreation is offered Monday through Sunday, and the two staff supervises recreation. Recreation begins at 9:00 AM and ends at 10:45 AM in the morning and commences again from 1:00 PM to 2:30 PM. When recreation is taking place, one of the recreation officers is posted inside the recreation yard and the second recreation officer is

posted outside the security perimeter to prevent escape and the flow of contraband. In addition to supervising the recreation, the recreation officers prepare a daily list of those inmates who are not eligible for recreation, as well as conducting cell searches and perimeter checks during the course of the day.

Kitchen staff is assigned to provide security in the kitchen supervising inmate workers and accounting for kitchen utensils. There are two kitchen officers, known as Cook C positions that work five days per week, eight hours per day with relief. They are supported by a Kitchen Supervisor that works five days per week as well. There is no relief for the Kitchen Supervisor. Attempts are made to ensure that one of these three staff are present in the kitchen during the course of the work day. When they are unavailable the CFSS must assign an available officer to supervise kitchen operations.

There are a number of five-day posts at the facility. A work crew supervisor works Monday through Friday and supervises inmate worker crews that leave the facility daily and provides services in the community. Inter-facility transportation of inmates and transportation to off-site medical appointments is provided by one officer on the 1st shift and two officers on 2nd shift. The practice is to allow one officer to transport minimum-security inmates; however, when a medium or maximum-security inmate requires transportation, two officers are assigned. The backup to the transportation officers are to close down one of the float positions and assign that officer to transportation, which impacts institutional operations typically slowing down all movement and services. Similarly, when an inmate is admitted to outside hospital a minimum of one correctional officer must be assigned to supervise that inmate around-the-clock. This can be accomplished by assigning a transportation officer or a float position, or place an officer on overtime to supervise this activity.

There are no dedicated posts to manage inmate property and inmate mail. Inmate mail is processed and inspected for contraband on the third shift in the control center. Property is managed by an assigned CFSS as an ancillary duty. The staff member maintains property records and stores inmate property.

Staffing/PREA Standard 115.13(a) (d)

The facility staffing patterns and placement of video cameras was carefully considered and measured against PREA standard 115.13 Supervision and Monitoring (a), which states in part: "The agency shall ensure that each facility it operates shall develop, document and make its best efforts to comply on a regular basis with a staffing plan that provides for adequate levels of staffing; and where applicable, use video monitoring to protect inmates against sexual abuse. In calculating adequate staffing levels and determining the need for video monitoring, facilities shall take into consideration: (1) generally accepted detention and correctional practices; (2) any judicial findings of inadequacy; (3) any findings of inadequacy from Federal investigative agencies; (4) any findings of inadequacy from internal or external oversight bodies; (5) all components of the facilities physical plant (including "blind spots" or areas where staff or

inmates may be isolated); (6) the composition of the inmate population; (7) the number and placement of supervisory staff; (8) institution programs occurring on a particular shift; (9) any applicable State or local laws, regulations or standards; (10) the prevalence of substantiated or unsubstantiated incidents of sexual abuse; and (11) any other relevant factors.” In assessing the facility as a whole against the PREA standard in this area the following observations and recommendations are made.

The facility has in place the ability to monitor inmates in most areas of the facility either through direct supervision, contact between officers and inmates, or by the presence of video cameras. There are some blind spots in the facility not covered by camera, such as the corridor leading to House 1, at the gym near the entrance doors, the caseworker offices, the recreation coordinator office, the administration corridor, the medical unit, and the suite of offices that house the Phoenix House drug treatment program.

Video Monitoring: PREA standard 115.13 (a) makes specific reference to the use of video monitoring to protect inmates against sexual abuse. In assessing the current placement of video cameras and the need for additional video cameras, an extensive walking tour of the facility was conducted with particular attention paid to facility design, blind spots and the placement of existing video cameras and staffing patterns. There is currently a video surveillance system in place throughout the facility. The feed from these cameras are shown on 54 monitors in the Control Center. There are three monitors and each of the monitors display 18 images from cameras throughout the facility. Executive staff members can also view these images on their office computers. The ability to monitor the cameras in the control center is limited, in that, the control center officer has numerous duties, and there is only one officer that works in control. The video feed is recorded and the recordings are maintained for 30 days. The camera system has been upgraded, and cameras have been added to monitor activity within the facility. The cameras consist of standard digital video cameras; and in some locations, pan-tilt-zoom (PTZ) cameras have been installed. In addition to the 54 cameras in common areas, there are five cameras located in cells to allow for close monitoring of inmates. Those cameras are placed in cells A-1, A-5, two in F Unit cells and one in the strip search room in booking.

Facility Buildings and Outside Areas:

Housing unit camera coverage includes two cameras in A Unit that views the corridor leading to the cells on both hallways. There are two cameras in B Unit, one that views the hallway and a second the dayroom area. The six-bed infirmary contains two cameras for viewing of activity in that area. D Unit also has two cameras placed in the unit, one covering the dayroom and a second the housing corridor. The general population E Unit also has two cameras, one covering the dayroom and a second one covering the housing corridor. F Unit housing inmates that have violated institutional rules regarding substance abuse has a single camera in the unit, as well as two cameras in cells that provide good surveillance for inmates that are suicide risks. Those cells are not being used for that purpose at this time. House 1 and House 2 both have two cameras

located in the dayroom that provide surveillance of inmate activity in the common area of the housing units. There is also a camera in the stairwell that leads from House 1 to House 2, House 2 being located on the second floor.

Common area cameras are posted throughout the facility that include parking lot coverage, coverage of various hallways, the education classrooms, exercise room, recreation yard, garage, the facility main entrance door, the gymnasium, kitchen, laundry, library, visiting room, and the VCI hallway.

An audit was recently conducted by a certified PREA auditor in August 2014. With regard to PREA Standard 115.13 the auditor indicated that the facility didn't meet the standard and corrective action is required. The auditor indicated that there had not been recent documented reviews of the staffing plan and a staffing analysis is required to meet the standard. Furthermore, the auditor indicated that the facility didn't have a policy that requires unannounced rounds by supervisors, and this needed to be addressed. The auditor did suggest that the facility consider adding mirrors and cameras to areas where blind spots were detected.

As noted previously, efforts have been made to upgrade the camera system and a well thought out camera plan exists. There are a number of blind spots where additional cameras would prove to be useful in improving surveillance of inmate and staff activity. Facility staff is aware of these issues and has made continuing attempts to upgrade the system. Those efforts, along with good inmate supervision plan serves to minimize risk of illicit sexual conduct occurring. Many of the housing units in this facility do not contain locking doors and this provides an opportunity for inmates to participate in illicit conduct in the housing rooms and dormitories. A good staffing plan is in place to ensure officer presence and direct supervision is practiced at this facility. Facility personnel and leadership utilize direct supervision with the aid of technology to supervise this operation. There are a number of areas where supervision can be strengthened and technology installed to further improve operating practices and minimize risk of harm to inmates. Staffing enhancements noted in the recommendations and further upgrading of technology systems is suggested to ensure compliance with the PREA standards.

Findings and Recommendations

The Association of State Correctional Administrators (ASCA) recommends: adoption of the newly calculated shift relief factor and applying it to the recommended Post and Staffing plan. Assuming the adoption of the recommended shift relief factor, ASCA recommends the following changes to the current staffing plan. They are:

- The Correctional Facility Shift Supervisor (CFSS) - This position serves as the facility shift commander and is staffed 24 hours per day, seven days per week. There are six positions allocated to this post. Current practice is to assign two CFSS positions to each shift, which under normal circumstances results in seven day coverage, and there are three days per week when two supervisors are present absent the

discharge of some form of benefit leave. The presence of two supervisors on the shift allows for coverage for normal days off but, as noted, there is significant overlap. The overlap time is used for administrative work, such as preparing employee evaluations and conducting inmate disciplinary hearings. The Department may wish to consider allocating five positions to the primary CFSS role of shift commander. Three of the positions could then function as the primary shift commander, and two of the positions as relief posts to cover days off and vacation leave of the three primary shift commanders. In order to achieve this, two of the CFSS relief positions would be required to work a split shift, working those shifts that the primary CFSS is not on duty. The sixth CFSS position could then be allocated to full-time administrative duties including the preparation of security policies and procedures and performing other administrative duties as needed, such as training. If required, this position could also cover for the primary shift commanders when they are on vacation. This concentration of administrative duties to this position would likely reduce administrative burdens that the CFSS now deals with and allows them to focus more attention on supervising institutional operations on their shifts. One of the duties for this position would be to coordinate training for the facility. There is no training officer assigned to this facility and training duties are shared among supervisors. According to the Warden this facility has 88 security staff assigned to the facility, inclusive of the Supervisor of Security and temporary officers and training of staff is an ancillary duty of various personnel. Given the size and scope of this operation, it is recommended that the administrative supervisor coordinate training for the facility as well. This will lead to a more organized and comprehensive approach to training designed to improve employee competency and reduce the risk of failure to train liability.

- COII Control Room Officer – Presently, a correctional officer I (CRO) is assigned to this post 24 hours per day, seven days per week. In observing operations and through interviews with staff, it was determined that the control center officer not only performs tasks and duties within the control center but also deploys staff to various tasks within the institution. The CRO assigns mainly float officers to various duties, and staff contacts the CRO when they are available for reassignment. Similar to booking 1 post, the CRO is performing quasi-supervisory functions and it would be more effective operationally if a COII was assigned to the position. The recommendation here is not to add staff or create a post, but assign COII's to this post in the facility's staffing matrix.
- Control Room Officer 2 - The Control Room is an extremely busy post. As indicated above, the primary CRO has numerous duties and responsibilities with respect to monitoring emergency systems, issuing keys and equipment, maintaining log entries and so forth. Additionally, the CRO when time permits is required to monitor 54 video monitor feeds from throughout the facility. Given the workload

that the CRO is responsible for there is little time to monitor facility activity using the video system. The workload is at its highest during weekdays on 1st and 2nd shift during business hours. The presence of an additional control room officer during peak periods will allow for increased monitoring of video systems and oversight of facility activity. It is recommended that the position of Control Room Officer 2 be established Monday through Friday between the hours of 8:00 AM and 4:00 PM (five days per week with relief).

- Transportation and Inpatient Hospital Coverage – A number of workload issues were identified during the staffing analysis. Medical transportation and the coverage of inmates on inpatient status at outside hospitals often requires the hiring of staff on overtime or the closing down of posts to provide coverage. Transportation to medical appointments and the emergency room average 20 transports per month and inpatient hospital days average 4.2 days per month that require coverage. Supervisors expressed concern that there is insufficient staff available under normal circumstances to address all transportation and outside hospital coverage needs. Currently, three staff assigned to transportation duties, one on 1st shift and two staff on 2nd shift with no relief. Given the availability of personnel on 1st and 2nd shift and the difficulty of predicting when transportation coverage needs may spike, it would be impractical to add positions to the roster specifically for this purpose. It may be more cost effective to utilize temporary employees to backfill for officers on transportation or hire staff on overtime to address the needs. The numbers provided do not support the addition of roster posts dedicated to transportation, although relief positions are needed to insure staff availability daily to provide this service.
- Float 4 Medical - The float positions perform a variety of security functions. They deliver commissary and inmate property, conduct cell searches and area searches, deliver food to the segregated units, escort inmates and visitors, conduct screening of visitors at the main pedestrian gate, inspect mail, conduct inmate transports and monitor the medication lines. The distribution of medications to inmates is a time-consuming issue in the facility. As noted previously over 1,400 medications are distributed to inmates daily, including methadone and controlled drugs that require the officer to remain with the inmate after the administration of the drug for up to 30 minutes to observe their behavior. Float staff is pulled from their duties often to perform outside transports as well. Interviews with staff and observation of operations demonstrate the need for an additional float position that can concentrate on supervising the dispensing of medication and supervising activity in the infirmary. The availability of this position will allow the other float positions to conduct security checks of areas where officers are not posted, such as the education/program corridor, as well as conduct searches and supervise inmate movement. It is recommended that Float 4 Medical be established as a post on 1st

and 2nd shift, five days per week (with relief), which are the days when operations activity is the highest level.

- Visiting Officer - The visiting room operates on Saturday and Sunday when inmates receive visits from family and friends. There are no staff dedicated to visitation and on weekends two out of three float positions are pulled for this duty, leaving one float to handle medication lines and the other float duties. The visiting post is a permanent weekend assignment on both first and second shift (with relief). These posts should exist on the roster, and sufficient relief staff should be available to fill the post, so that float positions are not used exclusively for this purpose. The pulling of float positions reduces inmate supervision and security during visiting hours.
- Intelligence Officer – This post has been intermittently filled by a correctional officer as directed by Department officials. However, the creation of the post has not been supported by the addition of staff full-time equivalent positions in the facility budget. Management staff and a number of officers interviewed expressed concern with the growing issue of inmate illicit activity related to gangs and contraband smuggling. The presence of this issue in a facility of this size calls for the establishment of a full-time post dedicated to gathering and coordinating of inmate intelligence. A good intelligence officer can work effectively at gathering and evaluating intelligence gained through inmate sources and information provided by staff. A 40-hour per week dedicated post that is rarely pulled for other duty is justified in a facility of this size (Monday through Friday on the day shift with no relief).

CHITTENDEN REGIONAL CORRECTONAL FACILITY

Current Practice - ASCA Recommends

Updated Jan 3, 2015 - 10:36am

Post	CURRENT PRACTICE																ASCA RECOMMENDATION																						
	Shift Type							Frequency Filled	Relief	VDOC		ASCA		+/- FTE	ASCA Comments	Shift Type							Frequency Filled	Relief	VDOC		ASCA		+/- FTE	ASCA Comments									
	8 Hour			Other			M - F			SRF	FTE	SRF	FTE			8 Hour			Other			M - F			SRF	FTE	SRF	FTE											
#	Position Title	1st	2nd	3rd	1st	2nd	3rd	D	Shifts	Days	Hours	Y	N	SRF	FTE	SRF	FTE	+/-	ASCA Comments	1st	2nd	3rd	1st	2nd	3rd	D	Shifts	Days	Hours	Y	N	SRF	FTE	SRF	FTE	+/-	ASCA Comments		
Supervisory Staff																																							
1	Shift Supervisor	1	1	1	-	-	-	-	3	7	8	Y		1.78	5.34	1.96	5.88	0.54	Shift Supervisor	1	1	1	-	-	-	-	3	7	8	Y		1.78	5.34	1.96	5.88	-	No change recommended		
2	Administrative Supervisor	-	-	-	-	-	-	-	-	-	-		N/A	-	-	-	-	-	Position doesn't currently exist	-	-	-	-	-	-	1	1	5	8		N	1.00	1.00	1.00	1.00	1.00	1.00	Recommend one of the six CFSS positions be assigned to handle administrative duties, such as due process hearings, drafting procedures and coordinating training.	
<i>Sub-total</i>		1	1	1	-	-	-	-	3					5.34		5.88	0.54	3		1	1	1	-	-	-	1	4					6.34		6.88	1.00	4			
Correctional Officers																																							
3	COII Control Room	-	-	-	-	-	-	-	-	-	-		N/A	-	-	-	-	-	See below position 4	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	5.43	5.43	Recommend assignment of COII at all times to provide direction and assignment of staff to various tasks and duties.	
4	Control Room (CRO)	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	0.12	Current practice assign a COI or CO II to post. Performs quasi-supervisory functions	-	-	-	-	-	-	1	1	5	8	Y		1.32	1.32	1.29	1.29	(4.14)	In addition to COII supervisor, recommend 8AM to 4PM coverage in Control Center to share workload and allow time for video surveillance monitoring		
5	Booking 1	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	0.12	Booking Officer in lead role	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	-	No change recommended		
6	Booking 2	1	1	-	-	-	-	-	2	7	8	Y		1.77	3.54	1.81	3.62	0.08	Assists Booking I -two shifts	1	1	-	-	-	-	-	2	7	8	Y		1.77	3.54	1.81	3.62	-	No change recommended		
7	Float 1	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	0.12	Floats provide a variety of services	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	-	No change recommended		
8	Float 2	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	0.12	Floats provide a variety of services	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	-	No change recommended		
9	Float 3	1	1	-	-	-	-	-	2	7	8	Y		1.77	3.54	1.81	3.62	0.08	Floats provide a variety of services Day/Afternoon shifts	1	1	-	-	-	-	-	2	7	8	Y		1.77	3.54	1.81	3.62	-	No change recommended		
10	Float 4 - Medical	-	-	-	-	-	-	-	-	-	-		N/A	-	-	-	-	-	Position doesn't exist at present time	1	1	-	-	-	-	-	2	5	8	Y		1.32	2.65	1.29	2.58	2.58	Position recommended to service medical department and security of medication lines five days to free up floats to perform various security duties that are not being adequately performed		
11	Alpha Unit (Alpha Seg)	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	0.12	Housing -15 bed Seg unit	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	-	No change recommended		
12	Bravo Unit (Bravo)	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	0.12	Housing - 15 bed mental health unit	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	-	No change recommended		
13	Delta Unit (Delta)	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	0.12	Housing - 22 bed workers unit	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	-	No change recommended		
14	Echo Unit (Echo)	1	1	-	-	-	-	-	2	7	8	Y		1.77	3.54	1.81	3.62	0.08	Housing - 20 bed GP unit	1	1	-	-	-	-	-	2	7	8	Y		1.77	3.54	1.81	3.62	-	No change recommended		
15	Foxtrot Unit (Fox)	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	0.12	Housing - 24 bed close supervision unit for drug abusers	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	-	No change recommended		
16	House 1 (H1)	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	0.12	Housing - 38 bed GP unit	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	-	No change recommended		
17	House 2 (H2)	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	0.12	Housing - 38 bed GP unit	1	1	1	-	-	-	-	3	7	8	Y		1.77	5.31	1.81	5.43	-	No change recommended		
18	Outside Rec 1 (OSR1)	1	-	-	-	-	-	-	1	7	8	Y		1.77	1.77	1.81	1.81	0.04	Supervises outdoor recreation and float duties	1	-	-	-	-	-	-	1	7	8	Y		1.77	1.77	1.81	1.81	-	No change recommended		
19	Outside Rec 2 (OSR2)	1	-	-	-	-	-	-	1	7	8	Y		1.77	1.77	1.81	1.81	0.04	Supervises outdoor recreation and float duties	1	-	-	-	-	-	-	1	7	8	Y		1.77	1.77	1.81	1.81	-	No change recommended		
20	Workcrew Supervisor	-	-	-	-	-	-	1	1	5	8		N	1.00	1.00	1.00	1.00	-	Supervises off site work crews	-	-	-	-	-	-	1	1	5	8		N	1.00	1.00	1.00	1.00	-	No change recommended		
21	Transportation	1	2	-	-	-	-	-	3	5	8		N	1.00	3.00	1.00	3.00	-	Inter facility transportation, off-site medical appointments and occasional court trips	1	2	-	-	-	-	-	3	5	8	Y		1.32	3.97	1.29	3.87	0.87	Position should be relieved when not present. Additionally, the establishment of Float 4 will provide additional staff available for transportation.		

CHITTENDEN REGIONAL CORRECTONAL FACILITY

Current Practice - ASCA Recommends

Updated Jan 3, 2015 - 10:36am

Post	CURRENT PRACTICE														ASCA RECOMMENDATION																						
	Shift Type							Frequency Filled			Relief		VDOC		ASCA		+/- FTE	ASCA Comments	Shift Type							Frequency Filled			Relief		VDOC		ASCA		+/- FTE	ASCA Comments	
	8 Hour			Other				M - F	Shifts	Days	Hours	Y	N	SRF	FTE	SRF			FTE	1st	2nd	3rd	1st	2nd	3rd	D	Shifts	Days	Hours	Y	N	SRF	FTE	SRF			FTE
#	Position Title	1st	2nd	3rd	1st	2nd	3rd	D	Shifts	Days	Hours	Y	N	SRF	FTE	SRF	FTE			1st	2nd	3rd	1st	2nd	3rd	D	Shifts	Days	Hours	Y	N	SRF	FTE	SRF	FTE		
22	Kitchen Supervisor	-	-	-	-	-	-	1	1	5	8		N	1.00	1.00	1.00	1.00	-		-	-	-	-	-	-	1	1	5	8		N	1.00	1.00	1.00	1.00	-	No change recommended
23	Cook C	1	1	-	-	-	-	-	2	5	8	Y		1.32	2.65	1.29	2.58	(0.07)		1	1	-	-	-	-	-	2	5	8	Y		1.32	2.65	1.29	2.58	-	No change recommended
24	Intelligence Officer																	-							1	1	5	8	N		1.00	1.00	1.00	1.00	1.00	1.00	Recommend intelligence position be established to coordinate and gather intelligence on inmate illicit activity in the facility.
25	Visiting Officer	-	-	-	-	-	-	-	-	-	-							-		1	1	-	-	-	-	-	2	2	8	Y		0.53	1.06	0.52	1.04	1.04	Dedicated visiting staff required to reduce pulling float positions from other duties. Currently, float positions are pulled to cover visiting leaving one float position that is supervising medication lines primarily
	<i>Sub-total</i>	17	16	10	-	-	-	2	45											19	18	10	-	-	-	4	51										
	Total	18	17	11	-	-	-	2	48											20	19	11	-	-	-	5	55										

(a) Positions we recommend be considered as minimum staffing posts.

Marble Valley Regional Correctional Facility

Date of On-site Assessment: December 5 – 6, 2014

Facility Description

The Marble Valley Regional Correctional Facility (MVRCF) is a medium security facility housing predominantly male inmates with a design capacity of 99 inmates. Current operating practice allows for a maximum inmate census of 118 inmates. As a regional correctional facility, Marble Valley also houses local female arrestees and holds them until they can be transferred to the Chittenden Regional Correctional Facility, normally after their first appearance in court. It was reported that the average population is in the vicinity of 135 inmates. The population is a mixture of medium and minimum-security inmates and the facility can house up to 12 close custody inmates, if necessary. The facility houses an average of 47 sentenced inmates and 89 pretrial offenders. Annual bookings average 328 per month, which includes a monthly average of 32 female admissions per month and an average of five "Incapacitated Persons". Incapacitated persons are civilly committed, intoxicated persons held pending detoxification. Once stabilized, they are released, usually with the assistance of community-based clinicians. The facility became operational in 1980. The main facility contains all inmate housing units, the booking/admissions unit and most service areas, including the kitchen, dining room, medical department, and gymnasium. Outdoor recreation is provided in a main recreation yard, and there is one outbuilding on the grounds, which contains offices and classrooms for the education department. The MVRCF budget for FY 15 is \$6,200,000, with payroll of approximately \$5 million, which constitutes approximately 80% of all expenditures. The facility is managed by a superintendent, one assistant superintendent, an administrative services coordinator IV, and a supervisor of security.

Facility Operation

The facility operates as a medium security unit, where inmates typically move from point to point under general supervision and escorts are not needed. Dining takes place in the main dining room where inmates dine one unit at a time. Outdoor recreation is provided in a main recreation yard and a gymnasium is available for indoor recreation. Outside recreation takes place seven days per week except during visitation, which takes place on Saturday and Sunday. Visitation typically ends by 1540 on the weekends. Two units at a time are allowed to participate in recreation and the schedule is 9:00 AM to 10:45 AM, then 2:30 PM to 3:45 PM and at weather permitting from 6:30 PM to dusk. The float posts provide supervision for outside recreation and the gymnasium, often assisted by the recreation coordinator, which is a civilian non-security staff member. When the recreation yard is open, the perimeter officer is posted outside the security perimeter. The gymnasium is open at various points during the day and supervised mainly by the recreation coordinator. Programming takes place throughout the week. Programs include alcoholics anonymous, reentry group, religious services/studies,

library, parents support group, conflict resolution, drug treatment and educational programs.

The facility operates and receives new commitments 24 hours per day, seven days per week. In addition to housing criminal commitments, pre-trial and sentenced inmates, this facility also houses citizens who have been deemed “incapacitated persons” by a clinician in the community. These individuals are placed in the facility for detoxification as a result of substance abuse. They are held in one of the holding cells until they are no longer deemed to be intoxicated. Once sober, they can be released. Arrestees are sent to this facility from three surrounding counties.

Inmates arrive at this facility through a vehicle sallyport and enter the admissions control area. New arrivals are processed at the admissions control desk and placed in a holding cell directly across from the officer station. Once the processing is complete, males are moved to a housing unit based on their classification. Females are held in the holding cells until released or transferred to the female Chittenden Regional Correctional Facility.

There are five units that house inmates. All provide direct supervision. The High Security unit is adjacent to Admissions Control and that unit contains 12 cells in units designated as E and F units. There is also a dry cell directly behind the officer’s desk where inmates suspected of ingesting or secreting narcotics are kept for observation. Inmates who may be suicidal are also housed in High Security. Unit A is a minimum-security unit that houses primarily inmate workers (36-bed unit). This unit contains “dry cells” that don’t have plumbing and bathroom and shower facilities are communal. This unit is located directly across from the Main Control. A single door provides entry into the unit and there is no sallyport to protect against inmates from leaving the unit unauthorized if they choose to rush the door when it’s opened. This is a security concern that was registered by staff. Units B, C, D are known as the medium security units. B and C units contain cells housing three inmates each. Each unit houses a maximum capacity of 33. Unit D contains 15 double occupancy cells for a total of 30 inmates. All general population units are podular design, where the unit officer has good visibility of the cells and dayroom area. High Security is linear design with the cells on either side of a corridor. There is no inpatient infirmary at the facility.

An Education Building adjacent to the main recreation yard is not connected to the main building and is the location where educational services are provided. There is no correctional officers assigned to the education building; and a float, when available, makes periodic security checks to check on staff and inmate safety, as well as changing out inmates who are entering or leaving the building. A main dining room for inmate meal service is adjacent to the kitchen. A shipping/receiving area and cold and dry food storage area connect to the vehicle sallyport. Facility maintenance is provided by a central services unit that is not part of the Department of Corrections.

The facility is a direct supervision institution. Officers are located within the housing units and have direct communication and contact with the inmates. The exception to that is the secure control center, where officers are separated from inmate activity but can observe them through video monitoring or directly through security glazing for those inmates in close proximity to the control center.

Correctional staff work a five days on and two days off schedule. Shifts are eight hours in duration and there are three shifts per day. Shift hours are 6:00 AM to 2:00 PM, 2:00 PM to 10:00 PM and 10:00 PM to 6:00 AM. Staff is required to come to work early two times per week for 15 minutes for briefing and training. Officers bid on the basis of seniority their shift, days off, and post they work. This process is repeated every six months during a bid process posted by management. Certain specialty posts are not biddable and are awarded on the basis of merit.

Facility Staffing

According to the Superintendent, MVRCF has a total of 60 security staff. Of those, 31 are correctional officer I (COI), 13 are correctional officer II (COII) positions, 6 are correctional facility shift supervisors (CFSS) and there is one security and operations supervisor (SOS). There are also nine temporary correctional officers available for assignment to shifts to fill vacancies. The SOS functions as the chief of security for the institution and that position reports to the Superintendent. CFSS positions function as the shift commanders for each of the security shifts and report to the SOS. COII's perform quasi-supervisory functions; however, they are assigned to fixed or floating posts in the institution. When available, COII's are assigned to critical posts, such as Float 1, Admissions Control, and Transportation. At times, COII's may be assigned to High Security and Float 2. COII officers may be occasionally assigned as acting shift supervisors when a CFSS is unavailable for duty.

Supervisor Assignments

Each operating shift is supervised directly by a shift supervisor that is of lieutenant rank in a typical paramilitary structure, although Vermont doesn't use the military designations and refers to the position as a "Correctional Facility Shift Supervisor" (CFSS). The supervisor is responsible for overseeing shift operations and the deployment of personnel. Each shift has two supervisors assigned, which allows for three days of overlap when the two supervisors are present. Typically, one of the supervisors functions as the shift supervisor, while the other performs administrative duties, such as preparing reports, conducting inmate disciplinary hearings, assessing staff performance by writing evaluations, organizing training programs, and performing other administrative functions. CFSS supervisors work a five day shift, each shift of eight hours duration, and the supervisors have two days off in succession after the five days of work. Days off are either Friday/Saturday or Sunday/Monday. In addition to overseeing the

shift, CFSS are also responsible for payroll and completing timesheets, as well as completing performance evaluations of staff. Additional duties include personnel deployment, inmate property inventorying and storage, roster management, performance monitoring interviews, conducting inmate disciplinary hearings and inmate furlough hearings.

Correctional Officer II Positions

COII positions are typically senior staff that receive promotions through a competitive application and interview process. COII's perform quasi-supervisory functions by overseeing COI personnel. The COII's also perform regular officer duties, as they are assigned to posts that can be manned by a COI or a COII. There are a number of positions where COII's are regularly assigned, although not exclusively, and they are noted below.

COII staff is normally assigned to the booking area, known as Admissions Control. This post is responsible for processing inmate/detainee admissions into the facility, as well as civil commitments that are considered incapacitated persons. This post is responsible for receiving all new commitments, checking their legal paperwork to ensure that the commitment is lawful, interview the new commitment, keeping and conducting the inmate headcount, conduct searches and arrange for placement within the facility. The officer on this post interacts with local law enforcement as well. All releases are also processed through the post area and the booking officer must ensure that all releases are legal according to statute and release procedures. Booking staff also conducts periodic wellness checks of the inmates housed in the holding cells. This post is manned 24 hours per day, seven days per week (with relief).

COII officers are also assigned to the Float I post. Float I has no specific posted location and performs duties as assigned by the CFSS or SOS. The position assists with conducting the facility headcount, supervises inmate movement, processes inmate property, ensures that services, such as medication delivery takes place according to schedule, relieves officers for meal breaks, and responds, to emergencies. In the course of performing their duties, the Float officer supervises COI staff as appropriate.

COII are also assigned to Float II and inmate transportation. Float II has similar responsibilities to Float I, and transportation officers transport inmates to medical appointments, certain courts, and for inter-facility transfers.

Correctional Officer I (COI) Positions

Correctional officers are posted in a variety of locations. The Master Control Officer is a post that is staffed 24 hours per day, seven days per week (with relief). Main control is located just beyond the pedestrian sallyport entry and is centrally located and has visibility of the medium corridor, the admissions control desk (through a viewing panel), "A" Unit entry door and the visiting room (also through a viewing panel). Main Control issues facility

keys; maintains an operations logbook; issues equipment; controls entry doors to critical areas; monitors all facility security cameras; monitors alarm systems, including the perimeter alarms; makes notifications during emergencies and handles facility communications.

There are two float positions, one of which is staffed 24 hours per day, seven days per week (with relief). The second float position is staffed on 1st and 2nd shift only (seven days per week with relief). Float's provide a variety of security services to include conducting headcounts, confirming inmates on out counts, supervising the dining hall, supervising medication dispensing, relieving officers for meal breaks, supervising outside recreation, and performing security checks on the education building. Float officers also conducts searches, respond to facility emergencies as first responders, process visitors through the front gate, and supervise inmate movement.

The officer assigned to High Security (also known as the Restricted Housing Unit officer (RHU) is either a COII or a COI. The high security post is staffed 24 hours per day, 7 days per week (with relief). The officer responsible for the post conducts 15 or 30 minute wellness checks depending on the inmate's status, ensures inmates receive scheduled recreation and showers, and performs other security functions noted in the post orders. The RHU contains 12 cells and can house up to 24 inmates if double celled.

The housing units (A through C) are all staffed 24 hours per day, seven days per week (with relief) with one exception. On 3rd shift, Unit D is not staffed and B and C unit officers make security and wellness checks in D Unit. B, C and D units house a maximum of 96 inmates. Security coverage of the housing units is adequate and supervision ratios are consistent with good corrections practice.

The Visitation/Perimeter post (VO/PO) primary duties are to provide security to the facility perimeter, mainly during outside recreation and when the Education Building is operational. On weekends, the duties of this position shift to coverage of the Visiting Room, as inmate visitation takes place on Saturday and Sunday. Recreation takes place seven days per week, but is not offered during inmate visitation, as the VO/PO post is assigned to manage visiting activity. This post is currently staffed on the 1st shift, 7-days per week with relief.

The kitchen officers are assigned to provide security in the kitchen supervising inmate workers and accounting for kitchen utensils. There are kitchen officers assigned on 1st and 2nd shift and coverage is provided seven days per week with relief. They are supported by a civilian Kitchen Supervisor that works a five-day week as well. There is no relief for the Kitchen Supervisor. Attempts are made to ensure that one of these three staff are present in the kitchen during the course of the work day. On 3rd shift there is no kitchen officer and the float officer is required to provide kitchen security, in addition to their other duties.

There are two five-day posts, which are the Transportation Officers. The Transportation Officers transport inmates between facilities, transport to off-site medical appointments, and occasionally, to courts. Transportation posts work 2nd shift (five days per week with relief). One of the transportation officers is responsible to coordinate training for the facility. The other is assigned to intelligence gathering as an ancillary duty.

There are no dedicated posts to manage inmate property and inmate mail. Inmate mail is processed and inspected for contraband on the third shift in the control center. Property is managed by a float as an ancillary duty on 3rd shift also. The staff member maintains property records and stores inmate property.

Staffing/PREA Standard 115.13(a) (d)

The facility staffing patterns and placement of video cameras was carefully considered and measured against PREA standard 115.13 Supervision and Monitoring (a), which states in part: "The agency shall ensure that each facility it operates shall develop, document and make its best efforts to comply on a regular basis with a staffing plan that provides for adequate levels of staffing and, where applicable, video monitoring to protect inmates against sexual abuse. In calculating adequate staffing levels and determining the need for video monitoring, facilities shall take into consideration: (1) generally accepted detention and correctional practices; (2) any judicial findings of inadequacy; (3) any findings of inadequacy from Federal investigative agencies; (4) any findings of inadequacy from internal or external oversight bodies; (5) all components of the facilities physical plant (including "blind spots" or areas where staff or inmates may be isolated); (6) the composition of the inmate population; (7) the number and placement of supervisory staff; (8) institution programs occurring on a particular shift; (9) any applicable State or local laws, regulations or standards; (10) the prevalence of substantiated or unsubstantiated incidents of sexual abuse; and (11) any other relevant factors." In assessing the facility as a whole against the PREA standard in this area the following observations and recommendations are made.

Video Monitoring: PREA standard 115.13 (a) makes specific reference to the use of video monitoring to protect inmates against sexual abuse. In assessing the current placement of video cameras and the need for additional video cameras, an extensive walking tour of the facility was conducted with particular attention paid to facility design, blind spots and the placement of existing video cameras and staffing patterns. There is currently a video surveillance system in place throughout the facility. There are 32 cameras strategically located throughout the facility. The feed from these cameras are shown on monitors in the Control Center. The ability to monitor the cameras in the control center is limited, in that, the control center officer has numerous duties and there is only one officer that works in control. The video feed is currently not recorded, as the facility is awaiting repair work that needs to be completed and an upgrading of the system, which we were advised is out to bid at the present

time. The upgrade includes digital technology with recording capacity.

Facility Buildings and Outside Areas

Housing unit video coverage consists of a single camera located near the officer station in each unit, which provides video of the cell fronts and dayroom area of each of the housing units. There are blind spots in the communal bathrooms and some of the cells cannot be viewed. In some of the units the officer station is also not covered by the cameras. In High Security RHU there are cameras that visually display the cellblock corridors in units E and F. There is also a camera located in the dayroom outside of Unit E and cameras are located in the dry cell and one of the cells in Unit E, which are used for potentially suicidal inmates. Additional cameras are recommended in the inmate housing units to ensure that the officer's desk, as well as all cell fronts and dayrooms are under camera view.

Cameras are placed in inmate programming in recreation areas. There is one camera in the gymnasium, three cameras in the Education Building, and two cameras in the garage sallyport. A camera in the dining room provides viewing of most of the main dining area. There are two cameras at either end of the visiting room. Cameras are also located in the shipping and receiving area, as well as the food storage areas. Additional common area coverage is provided along the medium security corridor, as well as the entrance to the facility adjacent to the administration offices. There are two cameras that survey the perimeter.

As noted previously, efforts are being made to upgrade the camera system and a well thought out camera plan exists. There are a number of blind spots where additional cameras would prove to be useful in improving surveillance of inmate and staff activity. Facility staff is aware of these issues and are making attempts to upgrade the system. Those efforts, along with a good inmate supervision plan serves to minimize risk of illicit sexual conduct occurring. One of the housing units in this facility does not contain locking doors and this provides an opportunity for inmates to participate in illicit conduct in the housing unit. A good staffing plan is in place to ensure officer presence and direct supervision is practiced at this facility. Facility personnel and leadership utilize direct supervision with the aid of technology to supervise this operation. There are a number of areas where supervision can be strengthened and technology installed to further improve operating practices and minimize risk of harm to inmates. Staffing enhancements noted in the recommendations and further upgrading of technology systems is suggested to ensure compliance with the PREA standards.

Findings and Recommendations

The Association of State Correctional Administrators (ASCA) recommends: adoption of the newly calculated shift relief factor and applying it to the recommended Post and Staffing plan. Assuming the adoption of the recommended shift relief factor, ASCA recommends the following changes to the current staffing plan. They are:

- Correctional Facility Shift Supervisor (CFSS) - This position serves as the facility shift commander and is staffed 24 hours per day, seven days per week. There are six positions allocated to this post. Current practice is to assign two CFSS positions to each shift, which under normal circumstances results in seven day coverage; and also, there are three days per week when two supervisors are present absent the discharge of some form of benefit leave. The presence of two supervisors on the shift allows for coverage for normal days off but, as noted, there is significant overlap. The overlap time is used for administrative work, such as preparing employee evaluations and conducting inmate disciplinary hearings. The Department may wish to consider allocating five positions to the primary CFSS role of shift commander. Three of the positions could then function as the primary shift commander, and two of the positions could function as relief posts to cover days off and vacation leave of the three primary shift commanders. In order to achieve this, two of the CFSS relief positions would be required to work a split shift, working those shifts that the primary CFSS is not on duty. The sixth CFSS position could then be allocated to full-time administrative duties including the preparation of security policies and procedures and performing other administrative duties as needed, such as training. If required, this position could also cover for the primary shift commanders when they are on vacation. This concentration of administrative duties to this position would likely reduce administrative burdens that the CFSS now deals with and allows them to focus more attention on supervising institutional operations on their shifts. One of the duties for this position would be to coordinate training for the facility. There is no training officer assigned to this facility and training duties are shared among supervisors. This facility has 60 security staff assigned to the facility and training of staff is ancillary duty of a transportation officer. Given the size and scope of this operation it is recommended that the administrative supervisor coordinate training for the facility as well. This will lead to a more organized and comprehensive approach to training designed to improve employee competency and reduce the risk of failure to train liability.
- Float III – Given the size of the facility, a number of personnel multitask and are assigned ancillary duties, in addition to working their normal posts. Ancillary duties include processing mail, coordinating training, coordinating of inmate intelligence, processing and inventorying inmate property and processing mail. Floats have a multitude of duties include relieving officers for meal breaks, escorting inmates, assisting the Admissions Control officer processing inmates, supervising the dining room, conducting security checks of the housing units, monitoring inmate medication lines, receiving facility deliveries and supervising recreation and the Education Building. A review of post orders and interviews with staff revealed that the presence of two float positions is insufficient to meet all of the responsibilities assigned, particularly as it relates to providing security and supervision in the

Education Building. The education staff is often alone with inmates in the building and officer rounds are sporadic due to the workload. There are also times when Float II is pulled for transportation or post coverage and is unavailable to perform these services. It is recommended that the Float III position be established as a five-day post, Monday through Friday, on 1st and 2nd shift (with relief). The presence of this officer would enhance security throughout the facility, particularly in the outside recreation and education areas. Creating the post will also enhance emergency response capacity in the facility.

- Kitchen Officer - Kitchen coverage by correctional officers is currently provided on 1st and 2nd shifts from 6:00 AM to 10:00PM, which are traditional shifts at this facility. There is also a civilian Kitchen Supervisor that is available five days per week to assist. Management and line staff expressed concern that the kitchen begins operations at 4:00 AM; and there are no staff present to supervise inmates, and the 3rd shift float covers the kitchen and provides supervision when they can. The concern that the kitchen is uncovered from 4:00 AM to 6:00 AM is a legitimate one; however, coverage can be made available by altering the shift schedules. It is recommended that the Department consider changing the shift schedule for the kitchen officers and begin operations and coverage at 4:00 AM. In this arrangement the shift schedule would be 1st shift 4:00 AM to 12:00 PM and 2nd shift from 12:00 PM to 8:00 PM. This would ensure the presence of an officer when the kitchen opens and the 2nd shift officer would be present until kitchen cleanup is completed at 8:00 pm.
- Transportation and Inpatient Hospital Coverage – A number of workload issues were identified during the staffing analysis. Medical transportation and the coverage of inmates on inpatient status at outside hospitals often requires the hiring of staff on overtime or the closing down of posts to provide coverage. Transportation to medical appointments and the emergency room have resulted in the expenditure of \$15,390, or an average of \$3,078 per month from July 1, 2014 until December 5, 2014. Given the uncertainty of when these transports are likely to take place, in our view, adding a post for transportation and outside hospital coverage is impractical and would not eliminate overtime expenditures. The amount of overtime expended is reasonable and not excessive; therefore, it is recommended that the facility continue to use overtime for transportation when the transportation officers are not on duty. With the addition of Float III, this will give the CFSS an additional option of a post to temporarily shut down in order to complete the required transportation service. An additional option is to call in temporary correctional officers to backfill for those officers on transportation if time permits.
- Visiting Officer - The visiting room operates on Saturday and Sunday when inmates receive visits from family and friends. There are no staff dedicated to visitation; and

on weekends, the perimeter officer is reassigned to visitation duty, leaving no officer on the perimeter. The visiting post is a permanent weekend assignment on both first and second shift. This post should exist on the roster and sufficient relief staff should be available to fill the post so the perimeter position is not used exclusively for this purpose. The perimeter officer could continue to assist processing of visitors at the pedestrian sallyport and then resume perimeter security duties. Covering this post with personnel will also free up the float officers to perform their duties inside the facility and not reduce security coverage inside the facility. ASCA recommends the establishment of a post for visiting which would be manned two days per week with relief.

- Intelligence Officer – This post has been intermittently filled by a correctional officer as directed by Department officials. However, the creation of the post has not been supported by the addition of staff full-time equivalent positions in the facility budget. Management staff and a number of officers interviewed expressed concern with the growing issue of inmate illicit activity related to gangs and contraband smuggling. The presence of this issue in a facility of this size calls for the establishment of a full-time post dedicated to gathering and coordinating of inmate intelligence. A good intelligence officer can work effectively at gathering and evaluating intelligence gained through inmate sources and information provided by staff. A 40-hour per week dedicated post that is rarely pulled for other duty is justified in a facility of this size. ASCA recommends the establishment of a post 5-days per week with no relief to address this function.

Southeast State Correctional Facility

Date of On-site Assessment: December 8, 2014

Facility Description

The Southeast State Correctional Facility (SESCF) located in Windsor, Vermont is a high minimum-security facility housing male inmates with a capacity of 109 inmates, not inclusive of the F Unit holding cells. It receives inmates on transfer from other Department of Corrections facilities and does not serve as a regional facility receiving new commitments from the community. The facility was originally constructed in 1904 and sits on a 924-acre parcel of land. It was formally a prison farm program. The facility has a single perimeter fence topped with three rows of razor ribbon. There are 26 acres contained inside the perimeter fence. At the present time, the facility houses two categories of inmates. Seventy beds are reserved for the Vermont Treatment Program for Sexual Abusers (VTPSA) and 30 beds for inmates that participate in community service work programs. The average daily population of the facility for 2014 through September is 100 inmates.

The facility has had numerous mission changes over the years and buildings were added to accommodate the needs of the facility at the time. The facility is comprised of numerous buildings including barns and silos that were in use when the facility operated as a farm. The facility still operates a license plate shop, sawmill and a graphics design program that manufactures road signs for the public works department.

Inmates housed at the facility first undergo a classification process. Work camp eligible inmates must have 60 days remaining on their sentence, with no family violence or sex offenses. They also must be medically able to participate in the work program. Work camp inmates receive one day of credit on their sentence in addition to the one-day served. Sex offenders must meet eligibility criteria for the VTPSA program.

The main building on the campus was constructed in 1941 and contains three of the four housing units. Unit A contains 37 beds and houses mainly the work camp inmates. B Unit holds 25 inmates and is a "dry" unit where inmates share communal bathroom facilities, as there is no plumbing in the cells. C Unit is also a 24-bed unit housing the general population inmates including sex offenders. Each of these units design configuration is three to five man rooms. The main building also contains the facility's dining room, laundry, recreation room (D Unit) and receiving area. There are two holding cells in the receiving area, which is also known as F Unit. A two-story attached building houses medical services and staff offices. The North Building sits on a hill overlooking the main campus and houses 22 inmates, 2 inmates in each room. This building is located approximately 125 yards from the main building and is very close to the perimeter fence.

As noted previously there are numerous buildings both inside and outside the perimeter.

Buildings include a license plate shop, a barn that includes a Salvation Farms food salvation program, a boiler room with boilers that burn wood for facility energy, an industries shop, recreation room, General Services building, a warehouse and an education building. There are three greenhouses, and vegetables are planted during the growing season and utilized by the kitchen when harvested. There are three tool rooms located within the perimeter, including two in education and one for facility workshops. Tools are also present in the General Services building, although they were not viewed during this assessment.

The facility experienced an escape in October 2014. An inmate, sex offender, was able to obtain tin snips and cut through the fence along the North perimeter. The inmate was captured within a few hours, but the escape called into question operational and tool control procedures. As a result, the matter is under investigation; and as of this writing, the tool crib has been locked and tools are not being issued.

One other note: during the assessment it was learned that the facility might be undergoing another mission change in the not-too-distant future. Inmates that are nearing release in need of housing in the community (known as B-1 inmates), but don't have the means to secure housing, may be moved to the SESCOF. The plan would be to employ them in a job and require them to save a portion of their income, thus allowing them to have funds to secure housing. This mission change is in the discussions stages as of this writing.

The facility budget is \$5,759,000, of which \$4,286,000 is for staff and payroll expenses, which constitutes 75% of all facility expenditures. A superintendent, an assistant superintendent, a living unit supervisor, and a security and operations supervisor manage the facility.

Facility Operation

The facility operates as a high minimum -security unit, where inmates move from point to point under general supervision and escorts are not needed. The presence of a single perimeter fence topped with razor ribbon adds additional security then would be typically the case at a prison farm.

Inmates are received and processed at the facility once they arrive through the vehicle sallyport, which is located adjacent to the main gate. Processing takes place in F Unit, where the inmate is examined and classification placement is determined. There is one control center in the facility. The main control center operates facility security electronics door controls, manages communication, monitors alarms, issues keys, monitors camera feeds on video monitors, maintains the count board, and ensures accountability of work crews. The control center officer is also responsible to deploy personnel during emergencies and make notifications to management staff and responders.

Dining takes place in the main dining room and outdoor recreation is provided in a recreation yard. Recreation takes place at various points during the day, beginning at 12:30 PM until 2:45

PM, and then again from 3:15 PM to 4:15 PM, and again from 6:00 PM to 8:30 PM. Recreation takes place either in the recreation room located in one of the outbuildings or in the recreation yard. Inmates may also recreate in D Unit, which is a former dormitory used for indoor recreation. Visitation takes place on Saturday and Sunday beginning at 8:30 AM and ending at 1:30 PM. Programming consists mainly of work programs, but treatment programs include sex offender treatment, Alcoholics Anonymous, counseling, religious services, education and various volunteer programs. One innovative program available at the facility is the Salvation Farms food salvation program, where inmates work with a volunteer provider to bag surplus potatoes for delivery to those in need in the community.

The facility is a direct supervision institution. Officers are located within the housing units and have direct communication and contact with the inmates. The exception to that is the secure control center, where officers are separated from inmate activity, but can observe them through video monitoring or directly through security glazing for those inmates in close proximity to the control center. Housing units are linear and rooms are on either side of a corridor that leads from the officer station to the rear of the unit. The housing units are relatively small and officer to inmate ratios are good and within industry standards. In order to observe inmate activity the housing officer has to be actively moving about the unit because of the linear design.

Correctional staff work a five days on and two days off schedule. Shifts are eight hours in duration and there are three shifts per day. Shift hours are 6:00 AM to 2:00 PM, 2:00 PM to 10:00 PM and 10:00 PM to 6:00 AM. Staff is required to come to work early two times per week for 15 minutes for briefing and training. Officers bid on the basis of seniority their shift, days off, and post that they work. This process is repeated every six months during a bid process posted by management. Certain specialty posts are not biddable and are awarded on the basis of merit.

Facility Staffing

The SESCF has a total of 40 security staff. Of those, 24 are correctional officer I (COI), seven are correctional officer II (COII), six are correctional facility shift supervisors (CFSS), and there is one security and operations supervisor (SOS). There are also two temporary correctional officers available for assignment to shifts to fill vacancies. The SOS functions as the chief of security for the institution and reports to the Superintendent. CFSS positions function as the shift commanders for each of the security shifts and report to the SOS. COII's perform quasi-supervisory functions; however, they are assigned to fixed or floating posts in the institution. When available, COII's are assigned to critical posts, such as A Unit and E Unit on 1st and 2nd shift, as well as visitation on Saturday and Sunday. The Float 1 post is typically staffed by a COII. COII officers may be occasionally assigned as acting shift supervisors when a CFSS is unavailable for duty.

Supervisor Assignments

Each operating shift is supervised directly by a shift supervisor that is of lieutenant rank in a typical paramilitary structure, although Vermont doesn't use the military designations and refers to the position as a "Correctional Facility Shift Supervisor" (CFSS). The supervisor is responsible for overseeing shift operations and the deployment of personnel. Each shift has two supervisors assigned, which allows for three days of overlap when the two supervisors are present. Typically, one of the supervisors functions as the shift supervisor while the other performs administrative duties, such as preparing reports, conducting inmate disciplinary hearings, assessing staff performance by writing evaluations, organizing training programs, and performing other administrative functions. CFSS supervisors work a five-day shift each shift of eight hours duration and the supervisors have two days off in succession after the five days of work. Days off are either Friday/Saturday or Sunday/Monday. In addition to overseeing the shift, CFSS are also responsible for personnel deployment, coordinating training, processing inmate grievances, conducting inmate disciplinary hearings, conducting security audits, key control, and tool control.

Correctional Officer II Positions

COII positions are typically senior staff that receive promotions through a competitive application and interview process. COII's perform quasi-supervisory functions by overseeing COI personnel. The COII's also perform regular officer duties, as they are assigned to posts that can be manned by a COI or a COII. There are a number of positions where COII's are regularly assigned, although not exclusively, and they are noted below. COII's are mainly posted in A Unit and E Unit on first and second shift; visitation on weekends and the Float 1 post. Unit positions are housing officers that supervise the inmate living areas. The Float 1 post is responsible for conducting security rounds of outside buildings, maintaining inventory of chemicals and supplies, relieving officers for meal breaks, conducting headcounts and process intakes and releases. The Float 1 post is typically a first responder to emergencies; and as a COII, performs in the role of incident side commander.

Correctional Officer I (COI) Positions

Correctional officers are posted in a variety of locations. The Main Control (MC) Officer is a post that is staffed 24 hours per day, seven days per week (with relief). Main control is located adjacent to the Main Dining Room and the officer can visually observe inmates in the dining room. MC is responsible for facility communications, monitoring emergency alarms, manning door controls to facility exit doors, accountability of inmate work crews, maintenance of the count board, key issuance and monitoring of facility cameras. It should be noted that one of the monitors in the control center is out of service and a number of cameras cannot be viewed at this time.

A correctional officer is posted at the Main Gate 24 hours per day, seven days per week (with relief). That post is responsible for processing and conducting security searches of all vehicular traffic through the vehicle sallyport, as well as all pedestrian traffic through the pedestrian sallyport. There is a standup magnetometer available for screening visitors for the presence of metal. The officer post can view both pedestrian and vehicle access areas from the gate office. The main gate officer issues certain facility keys and all vehicle keys.

Each inmate housing unit A, B, C and E are staffed with a correctional officer 24 hours per day, seven days per week (with relief). Housing officers are responsible for inmate accountability/headcounts, inmate supervision, room searches, unit sanitation and maintenance of equipment. Unit officers are responsible to make regular tours of the unit and conduct informal counts every hour. Tours, counts, searches and any unusual activity is logged in the unit logbook. The CFSS makes periodic checks of the unit on each shift and documents the security check in the unit logbook in red ink. The E Unit is located in very close proximity to the perimeter fence. Because of this, the officer needs to be particularly vigilant with respect to inmate accountability and movement.

There are two float positions, one of which is staffed 24 hours per day, seven days per week (with relief). The second float position is staffed on 1st and 2nd shift only (seven days per week with relief). Float's provide a variety of security services to include conducting headcounts, confirming inmates on out counts, supervising the dining hall, supervising medication dispensing by nurses, relieving officers for meal breaks, supervising outside recreation, and performing security checks on the various facility buildings. Float officers also conducts searches, respond to facility emergencies as first responders and supervise inmate movement. When necessary float officers also are assigned as transportation officers. When this occurs, one of the float positions is collapsed or closed down, and the remaining float officer takes on all float responsibilities. Staff expressed concern that when one of the float officers is removed and assigned to other duties that facility security is compromised. Float 2 performs kitchen security duty when the Kitchen Supervisor is off duty and on 2nd shift as a regular assignment. Float 2 on 1st shift is also listed as Fox/Seg on many of the rosters.

The Visitation post is staffed on Saturday and Sunday with one officer. Visitation takes place from 8:30 AM to 1:30 PM. The visiting officer is responsible for safety and security in the visiting room including the prevention of contraband flow.

The FSS are assigned to provide security in the kitchen supervising inmate workers and accounting for kitchen utensils. FSS working a five-day week with weekends off staffs the kitchen. Float 2 is assigned to kitchen duty when the Kitchen Supervisor isn't on duty. There are no dedicated kitchen officer posts.

There is one five-day post (with relief), which is the Transportation Officer. The Transportation Officer transports inmates between facilities, transports to off-site medical appointments, and occasionally, to courts.

There are no dedicated posts to manage inmate property and inmate mail. Inmate mail is processed and inspected for contraband on the third shift by the float post. The inmate property is managed by the officer who receives the inmate, and the 3rd shift main control post maintains property records.

Staffing/PREA Standard 115.13(a) (d)

The facility staffing patterns and placement of video cameras was carefully considered and measured against PREA standard 115.13 Supervision and Monitoring (a), which states in part: "The agency shall ensure that each facility it operates shall develop, document and make its best efforts to comply on a regular basis with a staffing plan that provides for adequate levels of staffing and, where applicable, video monitoring to protect inmates against sexual abuse. In calculating adequate staffing levels and determining the need for video monitoring, facilities shall take into consideration: (1) generally accepted detention and correctional practices; (2) any judicial findings of inadequacy; (3) any findings of inadequacy from Federal investigative agencies; (4) any findings of inadequacy from internal or external oversight bodies; (5) all components of the facilities physical plant (including "blind spots" or areas where staff or inmates may be isolated); (6) the composition of the inmate population; (7) the number and placement of supervisory staff; (8) institution programs occurring on a particular shift; (9) any applicable State or local laws, regulations or standards; (10) the prevalence of substantiated or unsubstantiated incidents of sexual abuse; and (11) any other relevant factors." In assessing the facility as a whole against the PREA standard in this area the following observations and recommendations are made.

Video Monitoring: PREA standard 115.13 (a) makes specific reference to the use of video monitoring to protect inmates against sexual abuse. In assessing the current placement of video cameras and the need for additional video cameras, an extensive walking tour of the facility was conducted with particular attention paid to facility design, blind spots and the placement of existing video cameras and staffing patterns. There is currently a video surveillance system in place throughout the facility. There are 50 cameras strategically located throughout the facility. The feed from these cameras are displayed on monitors in the Control Center. The ability to monitor the cameras in the control center is limited, in that, the control center officer has numerous duties and there is only one officer that works in control. The video feed is recorded for thirty days. The facility uses a combination of standard fixed digital video cameras and PTZ digital units. There are numerous blind spots throughout the facility and this was noted in a recent PREA audit. The facility and the department are making efforts to upgrade the system and install additional video cameras. A three-year plan was recently submitted to the superintendent to add cameras throughout the facility. Given the size and

expanse of this facility it would likely be cost prohibitive to cover all portions of the facility. Efforts should be made to place additional cameras in critical locations. Reasonable efforts are being made at this time. As indicated above, one of the video monitors in the control center is not functional and needs to be repaired. These repairs should be expedited, as the officer in control cannot do certain cameras.

Facility Buildings and Outside Areas

Housing unit video coverage varies based upon the architecture of those units. In A Unit there are three cameras. Two display video images of the housing corridors and a third of the bathroom and shower area. In Unit B there are also cameras displaying images of the housing corridor. The unit design is a linear corridor with rooms off either side of the corridor. There is no video coverage of inmate rooms or bathroom and shower areas. Two C Unit cameras display images of the housing corridor and a third camera focuses on the officer's post. D Unit has two cameras that depict similar coverage of the housing area. E Unit is a stand-alone unit approximately at 125-yard distance from the main buildings of the facility. There are two cameras that cover the housing corridor, which again is linear with rooms on either side of the corridor. This unit is in close proximity to the perimeter fence. The plan for additional cameras includes an external pan-tilt-zoom (PTZ) camera for improved perimeter coverage and an additional camera to cover the dayroom. Given the architecture of these units the camera placements are adequate. Linear designs are not good for video coverage, as the inmate rooms cannot be viewed. Attempts are being made to address the blind spots and this process should be continued, especially in the units where the officer station cannot be viewed. Stairwells that lead to units A, B and C are blind areas and the three-year camera plan has identified these areas for additional cameras.

An area of concern is the Salvation Farms food salvage program area in the Produce Barn. There is a volunteer worker who works with inmates to package food for delivery to people in need in the community. The room where this work takes place has no windows for natural light and no camera coverage. The female volunteer worker is working alongside sex offenders. The float staff makes periodic checks of the program to check on staff and inmate well being. At a minimum two cameras should be installed so that this area can be viewed at all times. The addition of natural lighting would also be helpful in the event that the lights are turned off in the unit or the unit faces a power outage. Facility management should also consider configuring the light switch in the unit so inmates cannot access it and turn the lights off.

Cameras are placed in inmate programming in recreation areas. There are two cameras in D Unit, which is an inmate recreation area. One of the blind spots is outside of the D Unit bathroom, and the three-year camera plan recommends a camera be installed in that location. This would improve surveillance of the recreation area. There is an outlier building where inmate recreation takes place. The recreation room in this building has cameras placed

into locations. This room is used for open recreation and staff conducts periodic checks of this area, but no officer is posted all the time. In the Education Building there are two cameras presently installed that provide coverage in the education classrooms and the waiting area outside of the offices. Additional cameras are needed in the vocational shop and computer lab. There are two tool rooms in this building as well. There is a camera located in the main facility Tool Crib, which is a PTZ camera. In this tool crib, a recent inmate escapee was able to secure tin snips without being detected. In the work and industries areas additional camera coverage should be considered. There is a camera in the medical unit that allows observation of the medication distribution line. A camera is located on the third floor of the administration area, where casework and mental health staff offices are located. In the inmate visiting room, there is a PTZ camera.

A number of PTZ cameras provide coverage of the perimeter. Keeping in mind the perimeter covers 26-acres, there are numerous blind spots that exist. The three-year camera plan does address adding PTZ cameras along the perimeter and on roof-tops.

The GSA building was not viewed during this assessment; however, management staff may wish to take a look at tool control in this building as it is inside the security perimeter. Camera coverage should also be examined.

One other area of need as it relates to cameras, are the holding cells in the F Unit, also known as Foxtrot. A camera should be placed in one of the holding cells to allow for close surveillance of inmates who are potentially suicidal. This is addressed in the three-year camera plan.

Kitchen coverage includes two cameras, one outside the supervisor's office and a second in the basement, where food storage is located. The main dining room, which is adjacent to Main Control, has three cameras strategically placed.

It should be noted that a PREA audit was conducted at this facility in August 2014. PREA standard #115.13 Supervision and Monitoring was found to be noncompliant in need of corrective action. Noncompliance was also found regarding standard #115.18 Upgrades to Facilities and Technology. Facility and Department managers are aware of these noncompliance issues and are taking action to address them.

Efforts are being made to upgrade the camera system and a well thought out camera plan exists. There are a number of blind spots where additional cameras would prove to be useful in improving surveillance of inmate and staff activity. Facility staff is aware of these issues and are making attempts to upgrade the system. Those efforts, along with good inmate supervision plan serves to minimize risk of illicit sexual conduct occurring. A good staffing plan is in place to ensure officer presence and direct supervision is practiced at this facility, especially in the housing units where there is one officer assigned 24/7. Facility personnel and leadership utilize direct supervision with the aid of technology to supervise this operation.

There are a number of areas where supervision can be strengthened and technology installed to further improve operating practices and minimize risk of harm to inmates. Staffing enhancements noted in the recommendations and further upgrading of technology systems is suggested to ensure compliance with the PREA standards. However, it must be noted that the design and expanse of this facility make it difficult to provide camera coverage of all areas of this facility, as there will continue to be blind spots where inmate illicit conduct can take place. The Interim Superintendent is making an effort to create an inner perimeter within this facility to reduce the amount of real estate inmates have access to. This is being done with interior fencing and rule changes. It is recommended that this process continue and that inmates be restricted from accessing areas where there is limited surveillance.

Findings and Recommendations

The Association of State Correctional Administrators (ASCA) recommends: adoption of the newly calculated shift relief factor and applying it to the recommended Post and Staffing plan. Assuming the adoption of the recommended shift relief factor, ASCA recommends the following changes to the current staffing plan. They are:

- Correctional Facility Shift Supervisor (CFSS) - This position serves as the facility shift commander and is staffed 24 hours per day, seven days per week. There are six positions allocated to this post. Current practice is to assign two CFSS positions to each shift, which under normal circumstances results in seven-day coverage, and also there are three days per week when two supervisors are present, absent one of them discharging of some form of benefit leave. The presence of two supervisors on the shift allows for coverage for normal days off; but as noted, there is significant overlap. The overlap time is used for administrative work, such as preparing employee evaluations and conducting inmate disciplinary hearings. The Department may wish to consider allocating five positions to the primary CFSS role of shift commander. Three of the positions could then function as the primary shift commander, and two of the positions as relief posts to cover days off and vacation leave of the three primary shift commanders. In order to achieve this, two of the CFSS relief positions would be required to work a split shift, working those shifts that the primary CFSS is not on duty. The sixth CFSS position could then be allocated to full-time administrative duties including the preparation of security policies and procedures and performing other administrative duties as needed, such as training. If required, this position could also cover for the primary shift commanders when they are on vacation. This concentration of administrative duties to this position would likely reduce administrative burdens that the CFSS now deals with and allow them to focus more attention on supervising institutional operations on their shifts.

- Main Gate/Perimeter - This post is currently staffed 24 hours per day, seven days per week (with relief). The officer in this post processes and searches the vehicular traffic through the sallyport and processes visitors and staff through the pedestrian sallyport. High activity periods for this post are during normal business hours; and in the evenings there are few visitors and pedestrians to process, except during shift change. Vehicular traffic in the evenings is for emergencies only. It is recommended that this post be closed during 3rd shift and the officer be utilized as a float to handle assignments from the CFSS and also perform perimeter security checks. This will serve to enhance perimeter security and improve inmate supervision within the institution.
- Float 2 (Fox/Seg) - There is no change recommended for this post; however, this position typically is moved into the kitchen on 2nd shift to provide for kitchen security and accountability of utensils. The establishment of the Kitchen post on 2nd shift below will allow for this position to be available for inmate supervision and perimeter security at the discretion of the CFSS.
- Kitchen Officer – This is a new post that is being recommended for 2nd shift (seven days per week with relief) to provide kitchen security when the Kitchen Supervisor is unavailable. The Kitchen Supervisor works the 1st shift with weekends off. At the present time the CFSS places the Float 2 in the kitchen until kitchen duties are completed, then the position returns to float status. The establishment of the Kitchen Officer on 2nd shift will free up the float to perform internal security/inmate supervision, as well as perimeter security checks at the discretion of the CFSS.
- Visiting Officer - The visiting room operates on Saturday and Sunday 1st shift when inmates receive visits from family and friends. This is not an approved post at the present time. The visiting post is a permanent weekend assignment on 1st shift. This post should exist on the roster and sufficient relief staff should be available to fill the post, so that overtime or temporary officers are not used to fill this position. Visitation is an ongoing activity and permanent security coverage is necessary.
- Intelligence Officer – This post was intermittently filled by a correctional officer as directed by Department officials. However, the creation of the post has not been supported by the addition of staff full-time equivalent positions in the facility budget. Management staff and a number of officers interviewed expressed concern with the growing issue of inmate illicit activity related to gangs and contraband smuggling. The presence of this issue calls for the establishment of a full-time post dedicated to gathering and coordinating of inmate intelligence. A good intelligence officer can work effectively at gathering and evaluating intelligence gained through

inmate sources and information provided by staff. A 40-hour per week dedicated post (with no relief) that is rarely pulled for other duty is recommended.

SOUTHEAST STATE CORRECTIONAL FACILITY

Current Practice - ASCA Recommends

Updated Jan19, 2015 - 6:32am

Post	CURRENT PRACTICE														ASCA RECOMMENDATION																						
	Shift Type							Frequency Filled	Relief		VDOC		ASCA		+/- FTE	ASCA Comments	Shift Type							Frequency Filled	Relief		VDOC		ASCA		+/- FTE	ASCA Recommendation					
	8 Hour			Other					M - F	Y	N	SRF	FTE	SRF			FTE	1st	2nd	3rd	1st	2nd	3rd		M - F	Y	N	SRF	FTE	SRF			FTE				
#	Position Title							Shifts	Days	Hours	Y	N	SRF	FTE	SRF	FTE	1st	2nd	3rd	M - F	Shifts	Days	Hours	Y	N	SRF	FTE	SRF	FTE								
Command Staff																																					
1	Shift Supervisor							3	7	8	Y		1.78	5.34	1.96	5.88	0.54	Shift Commander	1	1	1					3	7	8	Y		1.78	5.34	1.96	5.88	-	No change recommended	
2	Administrative Supervisor																N/A	Position doesn't currently exist								1	1	5	8	N		1.00	1.00	1.00	1.00	1.00	Recommend one of the six CFSS positions be assigned to handle administrative duties, such as due process hearings, drafting procedures and coordinating training.
<i>Sub-total</i>																																					
	1	1	1	-	-	-	-	3						5.34		5.88	0.54	3							1	4					6.34		6.88	1.00	4		
Correctional Sergeants, Corporals and Officers																																					
3	Main Control (MC)							3	7	8	Y		1.70	5.10	1.81	5.43	0.33	Control room duties	1	1	1	-	-	-	-	3	7	8	Y		1.70	5.10	1.81	5.43	-	No change recommended	
4	Main Gate							3	7	8	Y		1.70	5.10	1.81	5.43	0.33	Vehicle and pedestrian sallyport	1	1	1	-	-	-	-	3	7	8	Y		1.70	5.10	1.81	5.43	-	Gate coverage isn't required on 3rd shift. Position can be used as a float or make perimeter security checks	
5	A Unit							3	7	8	Y		1.70	5.10	1.81	5.43	0.33	Housing – 37 bed unit	1	1	1	-	-	-	-	3	7	8	Y		1.70	5.10	1.81	5.43	-	No change recommended	
6	B Unit							3	7	8	Y		1.70	5.10	1.81	5.43	0.33	Housing – 25 bed unit	1	1	1	-	-	-	-	3	7	8	Y		1.70	5.10	1.81	5.43	-	No change recommended	
7	C Unit							3	7	8	Y		1.70	5.10	1.81	5.43	0.33	Housing – 25 bed unit	1	1	1	-	-	-	-	3	7	8	Y		1.70	5.10	1.81	5.43	-	No change recommended	
8	E Unit							3	7	8	Y		1.70	5.10	1.81	5.43	0.33	Housing – 22 bed unit	1	1	1	-	-	-	-	3	7	8	Y		1.70	5.10	1.81	5.43	-	No change recommended	
9	Float 1							3	7	8	Y		1.70	5.10	1.81	5.43	0.33	COIL. Floats provide a variety of services	1	1	1	-	-	-	-	3	7	8	Y		1.70	5.10	1.81	5.43	-	No change recommended	
10	Float 2 (Fox/ Seg)							2	7	8	Y		1.70	3.40	1.81	3.62	0.22	Floats provide a variety of services. This post also provides Kitchen security when the supervisor is unavailable, specifically on 2nd shift from 1400 to 1800.	1	1	-	-	-	-	-	2	7	8	Y		1.70	3.40	1.81	3.62	-	No change recommended, however, on 2nd shift with the addition of the kitchen officer, this post will be available for inmate supervision during recreation and other float duties.	
11	Visiting							1	2	8	Y		0.49	0.49	0.52	0.52	0.03	Supervision of visiting room	1	-	-	-	-	-	-	1	2	8	Y		0.48	0.48	0.52	0.52	-	This post should be funded as a two day post with relief on 1st shift.	
12	Transportation							1	5	8	Y		1.214	1.21	1.29	1.29	0.08	Off-site transportation of inmates	-	-	-	-	-	-	-	1	1	5	8	Y		1.21	1.21	1.29	1.29	-	No change recommended
13	Kitchen Officer																	N/A	Position doesn't currently exist	-	1	-	-	-	-	-	1	7	8	Y		1.70	1.70	1.81	1.81	1.81	The addition of a kitchen officer on 2nd shift will provide kitchen security when the supervisor is off duty. At the present time a float position is utilized, which reduces security inside the facility. Once kitchen duties are completed this post can be utilized for internal security and perimeter security as needed

SOUTHEAST STATE CORRECTIONAL FACILITY

Current Practice - ASCA Recommends

Updated Jan19, 2015 - 6:32am

#	Post Position Title	CURRENT PRACTICE														ASCA RECOMMENDATION																					
		Shift Type							Frequency Filled			Relief		VDOC		ASCA		+/- FTE	ASCA Comments	Shift Type							Frequency Filled			Relief		VDOC		ASCA		+/- FTE	ASCA Recommendation
		8 Hour			Other				M - F	Shifts	Days	Hours	Y	N	SRF	FTE	SRF			FTE	1st	2nd	3rd	1st	2nd	3rd	D	Shifts	Days	Hours	Y	N	SRF	FTE	SRF		
14	Kitchen Supervisor	-	-	-	-	-	-	1	1	5	8		N	1.00	1.00	1.00	1.00	-	Non security post, but supervises kitchen when an officer isn't present	-	-	-	-	-	-	1	1	5	8		N	1.00	1.00	1.00	1.00	-	No change recommended
15	Intelligence Officer																	N/A	Position doesn't currently exist							1	1	5	8		N	1.00	1.00	1.00	1.00	1.00	Recommend intelligence position be established to coordinate and gather intelligence on inmate illicit activity in the facility.
16	<i>Sub-total</i>	9	8	7	-	-	-	2	26					41.80		44.44	2.64	26		9	9	7	-	-	-	3	28					44.49		47.25	2.81	28	
	Total	10	9	8	-	-	-	2	29					47.14		50.32	3.18	29		10	10	8	-	-	-	4	32					50.83		54.13	3.81	32	

(a) Positions we recommend be considered as minimum staffing posts.



Section III

Appendices

Appendix A – Facility Shift Relief Calculations

Appendix B – Methodology

Appendix C – Assessment Team

Vermont Department of Corrections - Shift Relief Factors

What is a shift relief factor?

A shift relief factor estimates the number of hours (or days) required to fill a post during a given shift, when the person who is regularly assigned to that post on that shift is unavailable to fill that post because he or she is occupied elsewhere, either on annual leave, sick leave, attending training, injured, or other wise not available for assignment to that post. To account for the time that the regularly assigned person is not available, additional staff time must be allocated to that post to ensure the duties assigned to that post are completed.

Importance of applying accurate shift relief factors

Because in almost every case, a single officer assigned to a post is not available to fill that post every day and every hour it is to be filled, agencies need to know how many additional staff they should have in order to fill all posts in the manner determined to be necessary and appropriate. By applying the appropriate shift relief factor to every post, and then summing the resulting numbers, an agency can determine the total number of personnel required to fill all posts in the prescribed manner without having to resort to assigning staff on an overtime basis to fill posts.

What are the shift relief factors within the Department?

Shift relief factors were calculated for custody staff working shifts for custody staff personnel for ranks that included correctional facility shift supervisors, correctional officer II's and correctional officer I's..

The shift relief factors for the custody staff are presented in the following tables segregating correctional facility shift supervisor and correctional officer I and II. Posts are categorized as either 5-day or 7-day, while shifts are 8-hours. Detail for the calculations can be found in the appendix to this report.

Table I - Shift Relief Factor – Correctional Facility Shift Supervisor				
Institution	Current Shift Relief Factor		ASCA Shift Relief Factor	
	5-Day, 8 Hour	7-Day, 8 Hour	5-Day, 8 Hour	7-Day, 8 Hour
Southeast State Correctional Facility	N/A	1.78	1.27	1.78
Northwest State Correctional Facility	N/A	1.71	1.38	1.93
Northern State Correctional Facility	N/A	1.78	1.33	1.86
Marble Valley Regional Correctional Facility	N/A	1.78	1.43	2.00
North East Correctional Complex	N/A	1.78	1.23	1.72
Chittenden Regional Correctional Facility	N/A	1.78	1.89	2.65
Southern State Correctional Facility	N/A	1.78	1.41	1.98
<i>Correctional Facility Shift Supervisor Average</i>	N/A	N/A	<i>1.40</i>	<i>1.96</i>

As noted in the above table, 1.40 FTE's are required to fill a five-day post, eight hours per day. A seven-day post, eight hours per day, will require 1.96 FTE's (based on a statewide average).

Table II – Shift Relief Factor – CO I and CO II				
Institution	Current Shift Relief Factor		ASCA Shift Relief Factor	
	5-Day, 8 Hour	7-Day, 8 Hour	5-Day, 8 Hour	7-Day, 8 Hour
Southeast State Correctional Facility	N/A	1.70	1.28	1.79
Northwest State Correctional Facility	1.24	1.71	1.27	1.78
Northern State Correctional Facility	1.25	1.75	1.22	1.71
Marble Valley Regional Correctional Facility	1.21	1.70	1.25	1.76
North East Correctional Complex	1.24	1.70	1.33	1.86
Chittenden Regional Correctional Facility	1.32	1.77	1.44	2.02
Southern State Correctional Facility	N/A	1.77	1.27	1.78
<i>CO I and CO II Average</i>	N/A	N/A	1.29	1.81

Table III – Shift Relief Factor – CFSS, CO I and CO II				
Institution	Current Shift Relief Factor		ASCA Shift Relief Factor	
	5-Day, 8 Hour	7-Day, 8 Hour	5-Day, 8 Hour	7-Day, 8 Hour
Southeast State Correctional Facility	N/A	N/A	1.28	1.79
Northwest State Correctional Facility	N/A	N/A	1.28	1.79
Northern State Correctional Facility	N/A	N/A	1.23	1.72
Marble Valley Regional Correctional Facility	N/A	N/A	1.27	1.78
North East Correctional Complex	N/A	N/A	1.32	1.85
Chittenden Regional Correctional Facility	N/A	N/A	1.47	2.05
Southern State Correctional Facility	N/A	N/A	1.28	1.79
<i>CFSS, CO I and CO II Average</i>	N/A	N/A	1.30	1.82

Table IV – Shift Relief Factor – CFSS, CO I and CO II				
Institution	Correctional Facility Shift Supervisor		Correctional Officer I and II	
	5-Day, 8 Hour	7-Day, 8 Hour	5-Day, 8 Hour	7-Day, 8 Hour
Southeast State Correctional Facility	1.27	1.78	1.28	1.79
Northwest State Correctional Facility	1.38	1.93	1.27	1.78
Northern State Correctional Facility	1.33	1.86	1.22	1.71
Marble Valley Regional Correctional Facility	1.43	2.00	1.25	1.76
North East Correctional Complex	1.23	1.72	1.33	1.86
Chittenden Regional Correctional Facility	1.89	2.65	1.44	2.02
Southern State Correctional Facility	1.41	1.98	1.27	1.78
<i>CFSS, CO I and CO II Average</i>	1.40	1.96	1.29	1.81

Hours unavailable for assignment were based on FY 2014 personnel data supplied by the Vermont Department of Corrections and is summarized by facility in the following tables.

Table V – Hours Unavailable for Assignment – Correctional Facility Shift Supervisor (a.)				
Institution	Leave	Training	Vacancies	Total Hours Unavailable
Southeast State Correctional Facility	303.25	76.50	65.71	445.46
Northwest State Correctional Facility	461.38	113.50	0	574.88
Northern State Correctional Facility	345.83	78.42	92.00	516.25
Marble Valley Regional Correctional Facility	500.32	48.83	77.33	626.48
North East Correctional Complex	309.94	81.00	1.33	392.27
Chittenden Regional Correctional Facility	568.58	168.25	245.33	982.16
Southern State Correctional Facility	376.18	60.36	172.57	609.11
Correctional Facility Shift Supervisor Average	408.58	88.87	95.31	592.76

(a.) - Per FTE.

Table VI- Hours Unavailable for Assignment – CO I and CO II (a.)				
Institution	Leave	Training	Vacancies	Total Hours Unavailable
Southeast State Correctional Facility	287.86	79.82	83.32	451.00
Northwest State Correctional Facility	319.53	74.57	51.28	445.38
Northern State Correctional Facility	265.88	66.63	50.21	382.72
Marble Valley Regional Correctional Facility	307.17	48.70	67.72	423.59
North East Correctional Complex	288.20	132.52	98.54	519.26
Chittenden Regional Correctional Facility	285.86	117.41	233.49	636.76
Southern State Correctional Facility	274.01	63.26	109.38	446.55
CO I and CO II Average	287.83	82.54	99.89	470.26

(a.) - Per FTE.

Table VII- Hours Unavailable for Assignment – CFSS, CO I and CO II (a.)				
Institution	Leave	Training	Vacancies	Total Hours Unavailable
Southeast State Correctional Facility	290.36	79.28	80.46	450.10
Northwest State Correctional Facility	329.09	77.19	47.82	454.10
Northern State Correctional Facility	271.03	67.39	52.90	391.32
Marble Valley Regional Correctional Facility	330.82	48.71	68.90	448.43
North East Correctional Complex	290.09	128.04	90.09	508.22
Chittenden Regional Correctional Facility	308.18	121.43	234.42	664.03
Southern State Correctional Facility	280.45	63.08	113.37	456.90
CO I and CO II Average	297.74	83.06	99.51	480.31

(a.) - Per FTE.

Leave for Holidays was not factored into the relief factor calculation since the Department is funded for “Holiday Overtime” as a portion of their overtime budget.

How do current shift relief factors compare to those in Nevada and Oregon?

ASCA conducted a similar study of the shift relief factor for the Nevada and Oregon Department of Corrections. The following table provides a comparison of the statewide average as calculated for

the Vermont Department of Corrections with the statewide average as calculated for the Nevada and Oregon Department of Corrections.

Table VIII – Comparison of Statewide Average Shift Relief Factors Vermont, Nevada and Oregon			
	Vermont	Nevada (a.)	Oregon
5-Day, 8-Hours	1.30	1.21	1.23
7-Day, 8-Hours	1.82	1.70	1.72

(a.) – Major Institutions

How were the shift relief factors determined?

Shift relief factors were estimated by applying a universally accepted methodology. Detailed descriptions of it may be found in many authoritative publications including *Staffing Analysis Workbook for Jails* published in 2003 and *Prison Staffing Analysis: A Training Manual* published in 2008.¹ That methodology involves identifying the total number of hours employees in a specific rank or job category could be available for work (Total Annual Hours Contracted for Work). Next, the total number of hours all of those employees were not available for work throughout the year is calculated (Total Hours Off Duty). Subtracting the number of hours all employees are off-duty from the total number of hours available for work produces the actual number of hours (Net Annual Work Hours) those same employees were really available to fill their posts.

Finally, by dividing the total Net Annual Work Hours by the total number of employees in that specific rank or job category, the shift relief factor is determined. However, since posts are generally filled either five days or seven days per week, and may be filled by staff working either an eight, ten or twelve hour shift, shift relief factors are produced for each type of post. The resulting shift relief factors indicate how many employees it actually takes to fill those posts on an annual basis. For example, if a post is to be filled five days per week, eight hours a day, it would take one employee to fill that post, but only if the employee was at work every week, five days per week, and for eight hours during every one of those five days. In reality, employees do not come to work every day because they may be sick, or taking annual leave, etc. Therefore, it actually takes more than one person to fill a post, and in the Department it actually takes 1.20 Correctional Officers to fill a five-day, 8-hour post throughout the course of a year (based on NDOC’s current SRF). Thus, to properly plan and budget for the number of staff required to fill posts, without the use overtime or closing posts, the shift relief factor should be applied to all posts to determine the number of staff require to fill all posts.

Macintosh HD:Users:garyghiggeri:Documents:Corrections - Vermont:ASCA Reports:Shift Relief Factor:Appendix A - Shift Relief Factor Narrative Jan 5 2015.docx

¹ See Liebert and Miller, *Staffing Analysis Workbook for Jails*, 2nd ed. (2003) and Camp, *Prison Staffing Analysis: A Training Manual*, (2008)

Vermont Department of Corrections
Comparison of Leave, Training & Vacancies - FY 2014 with PRELIMINARY Shift Relief Factor Calculation
 Updated Jan 29, 2015 - 1:18pm

CFSS

	Approved FTE's ^(a)	Annual Hours	Total Hours	Leave		Training		Vacancies		Available Work Hours		5-Day Shift Relief Factor	7-Day Shift Relief Factor
				Total Hours	Per FTE	Total Hours	Per FTE	Total Hours	Per FTE	Total Hours	Per FTE		
Southeast State	6	2,086	12,516	1,819.50	303.25	459.00	76.50	394	65.71	9,843.21	1,640.54	1.27	1.78
Northwest State	6	2,086	12,516	2,768.26	461.38	681.00	113.50	-	-	9,066.74	1,511.12	1.38	1.93
Northern State	6	2,086	12,516	2,075.00	345.83	470.50	78.42	552	92.00	9,418.50	1,569.75	1.33	1.86
Marble Valley	6	2,086	12,516	3,001.90	500.32	293.00	48.83	464	77.33	8,757.10	1,459.52	1.43	2.00
North East Corr	6	2,086	12,516	1,859.64	309.94	486.00	81.00	8	1.33	10,162.36	1,693.73	1.23	1.72
Chittenden Regional	6	2,086	12,516	3,411.48	568.58	1,009.50	168.25	1,472	245.33	6,623.02	1,103.84	1.89	2.65
Southern State	7	2,086	14,602	2,633.25	376.18	422.50	60.36	1,208	172.57	10,338.25	1,476.89	1.41	1.98
Total	43	2,086	89,698	17,569.03	408.58	3,821.50	88.87	4,098	95.31	64,209.18	1,493.24	1.40	1.96

CO I's and CO II's

	Approved FTE's ^(a)	Annual Hours	Total Hours	Leave		Training		Vacancies		Available Work Hours		5-Day Shift Relief Factor	7-Day Shift Relief Factor
				Total Hours	Per FTE	Total Hours	Per FTE	Total Hours	Per FTE	Total Hours	Per FTE		
Southeast State	31	2,086	64,666	8,923.79	287.86	2,474.50	79.82	2,583	83.32	50,684.85	1,635.00	1.28	1.79
Northwest State	83	2,086	173,138	26,520.87	319.53	6,189.00	74.57	4,256	51.28	136,172.13	1,640.63	1.27	1.78
Northern State	87	2,086	181,482	23,131.13	265.88	5,796.50	66.63	4,368	50.21	148,186.37	1,703.29	1.22	1.71
Marble Valley	43	2,086	89,698	13,208.25	307.17	2,094.00	48.70	2,912	67.72	71,483.75	1,662.41	1.25	1.76
North East Corr	63	2,086	131,418	18,156.51	288.20	8,349.00	132.52	6,208	98.54	98,704.49	1,566.74	1.33	1.86
Chittenden Regional	70	2,086	146,020	20,010.03	285.86	8,219.00	117.41	16,344	233.49	101,446.97	1,449.24	1.44	2.02
Southern State	104	2,086	216,944	28,497.17	274.01	6,579.00	63.26	11,376	109.38	170,491.83	1,639.34	1.27	1.78
Total	481	2,086	1,003,366	138,447.75	287.83	39,701.00	82.54	48,047	99.89	777,170.39	1,615.74	1.29	1.81

Combined CFSS, CO I's and CO II's

	Approved FTE's ^(a)	Annual Hours	Total Hours	Leave		Training		Vacancies		Available Work Hours		5-Day Shift Relief Factor	7-Day Shift Relief Factor
				Total Hours	Per FTE	Total Hours	Per FTE	Total Hours	Per FTE	Total Hours	Per FTE		
Southeast State	37	2,086	77,182	10,743.29	290.36	2,933.50	79.28	2,977	80.46	60,528.07	1,635.89	1.28	1.79
Northwest State	89	2,086	185,654	29,289.13	329.09	6,870.00	77.19	4,256	47.82	145,238.87	1,631.90	1.28	1.79
Northern State	93	2,086	193,998	25,206.13	271.03	6,267.00	67.39	4,920	52.90	157,604.87	1,694.68	1.23	1.72
Marble Valley	49	2,086	102,214	16,210.15	330.82	2,387.00	48.71	3,376	68.90	80,240.85	1,637.57	1.27	1.78
North East Corr	69	2,086	143,934	20,016.15	290.09	8,835.00	128.04	6,216	90.09	108,866.85	1,577.78	1.32	1.85
Chittenden Regional	76	2,086	158,536	23,421.51	308.18	9,228.50	121.43	17,816	234.42	108,069.99	1,421.97	1.47	2.05
Southern State	111	2,086	231,546	31,130.42	280.45	7,001.50	63.08	12,584	113.37	180,830.08	1,629.10	1.28	1.79
Total	524	2,086	1,093,064	156,016.78	297.74	43,522.50	83.06	52,145	99.51	841,379.58	1,605.69	1.30	1.82

Notes:

1. FTE count was taken from file received from Vermont titled "FY 14 SRF and Post Analysis 08292013".
2. Leave information was taken from file received from Vermont titled "Leave Used for Facilities FY 2014".
3. Training information was taken from file received from Vermont titled "Ross Edit GG Question Number 6".
4. Vacancies information was taken from file received from Vermont titled "Copy of DOC Staffing Analysis 2". This information was adjusted to reflect 5-days, 8-hours per day (vacant day count / 7 days X 5 days X 8 hours per day).

^(a) FTE count revised per Gary Dillon's email of Dec 30, 2014.

**Northern State / Newport
Relief Factor Calculation - FY 2014 Basis**

Updated Jan 3, 2015 - 2:23pm

	Corr Fac Shift Super	Corr Off - Classified	Total	Percent of Total Leave	Avg per FTE
Total Authorized FTE (e.)	6	87	93		
Total Contracted Work Hours (a.)	2,086.00	2,086.00	2,086.00		
Total Annual Hours	12,516.00	181,482.00	193,998.00		
Leave Information					
Admin	16.00	17.00	33.00	0.13%	0.35
Annual	1,009.35	8,471.63	9,480.98	37.61%	101.95
Comp	109.90	3,724.63	3,834.53	15.21%	41.23
Milit	-	584.00	584.00	2.32%	6.28
Misc	56.00	246.75	302.75	1.20%	3.26
Persnl	294.00	359.00	653.00	2.59%	7.02
Sick	589.75	8,389.09	8,978.84	35.62%	96.55
Workers Comp	-	943.03	943.03	3.74%	10.14
Temporarily Relieved from Duty	-	396.00	396.00	1.57%	4.26
Total Leave	2,075.00	23,131.13	25,206.13	100.00%	271.03
Proof	2,075.00	23,131.13	25,617.63		
Difference (b.)	-	-	411.50		
Average per FTE	345.83	265.88	271.03		
Available Hours Less Leave	10,441.00	158,350.87	168,791.87		
Average Work Hours per FTE	1,740.17	1,820.12	1,814.97		
Training Information					
06-048 2014 WorkSite Jobclass PN	470.50	5,796.50	6,267.00		
Total Training	470.50	5,796.50	6,267.00		
Proof	470.50	5,796.50	6,807.00		
Difference (c.)	-	-	540.00		
Average per FTE	78.42	66.63	67.39		
Available Hours Less Training	12,045.50	175,685.50	187,731.00		
Average Work Hours per FTE	2,007.58	2,019.37	2,018.61		
Vacant Position Information					
Total Vacant Workdays (d.)	69	546	615		
8 Hours per Workday	552	4,368	4,920		
Average per FTE	92.00	50.21	52.90		
Available Hours Less Vacancies	11,964.00	177,114.00	189,078.00		
Average Work Hours per FTE	1,994.00	2,035.79	2,033.10		
Net Annual Work Hours	9,418.50	148,186.37	157,604.87		
Average Work Hours Per FTE	1,569.75	1,703.29	1,694.68		
Percent Per FTE	75.25%	81.65%	81.24%		
5-Day Post, 8 Hours Per Shift	1.33	1.22	1.23		
7-Day Post, 8 Hours Per Shift	1.86	1.71	1.72		

(a.) - Used Factor from Prison Staffing Analysis, A Training Manual - Chapter 8 - Exhibit 5

(b.) - **Leave Difference From Above 411.50**
 Correctional Officer AC Admin 0.00
 Correctional Security & Oper Sup 411.50
Total 411.50
Difference 0.00

(c.) - **Training Difference From Above 540.00**
 Correctional Officer AC:Admin 0.00
 Correctnl Security&Oper Sup 72.00
 Facility Food Serv Sup II 41.00
 Temporary 427.00
Total 540.00
Difference 0.00

(d.) - Source file "Dec 24 - Copy of DOC Staffing Analysis 2"

(e.) - Per Gary Dillon's email of December 30, 2014

Southern State / Springfield
Relief Factor Calculation - FY 2014 Basis

Updated Jan 3, 2015 - 2:45pm

	Corr Fac Shift Super	Corr Off - Classified	Total	Percent of Total Leave	Avg per FTE
Total Authorized FTE (e.)	7	104	111		
Total Contracted Work Hours (a.)	2,086.00	2,086.00	2,086.00		
Total Annual Hours	14,602.00	216,944.00	231,546.00		
Leave Information					
Admin	-	414.69	414.69	1.33%	3.74
Annual	877.44	9,473.11	10,350.55	33.25%	93.25
Comp	224.50	4,366.59	4,591.09	14.75%	41.36
Milit	176.00	792.00	968.00	3.11%	8.72
Misc	-	80.75	80.75	0.26%	0.73
Persnl	249.50	1,131.50	1,381.00	4.44%	12.44
Sick	1,105.81	6,926.15	8,031.96	25.80%	72.36
Workers Comp	-	58.63	58.63	0.19%	0.53
Temporarily Relieved from Duty	-	5,253.75	5,253.75	16.88%	47.33
Total Leave	2,633.25	28,497.17	31,130.42	100.00%	280.45
Proof	2,633.25	28,497.17	31,764.42		
Difference (b.)	-	-	634.00		
Average per FTE	376.18	274.01	280.45		
Available Hours Less Leave	11,968.75	188,446.83	200,415.58		
Average Work Hours per FTE	1,709.82	1,811.99	1,805.55		
Training Information					
06-048 2014 WorkSite Jobclass PN	422.50	6,579.00	7,001.50		
Total Training	422.50	6,579.00	7,001.50		
Proof	422.50	6,579.00	7,444.50		
Difference (c.)	-	-	443.00		
Average per FTE	60.36	63.26	63.08		
Available Hours Less Training	14,179.50	210,365.00	224,544.50		
Average Work Hours per FTE	2,025.64	2,022.74	2,022.92		
Vacant Position Information					
Total Vacant Workdays (d.)	151	1,422	1,573		
8 Hours per Workday	1,208	11,376	12,584		
Average per FTE	172.57	109.38	113.37		
Available Hours Less Vacancies	13,394.00	205,568.00	218,962.00		
Average Work Hours per FTE	1,913.43	1,976.62	1,972.63		
Net Annual Work Hours	10,338.25	170,491.83	180,830.08		
Average Work Hours Per FTE	1,476.89	1,639.34	1,629.10		
Percent Per FTE	70.80%	78.59%	78.10%		
5-Day Post, 8 Hours Per Shift	1.41	1.27	1.28		
7-Day Post, 8 Hours Per Shift	1.98	1.78	1.79		

(a.) - Used Factor from Prison Staffing Analysis, A Training Manual - Chapter 8 - Exhibit 5

(b.) - **Leave Difference From Above 634.00**
 Correctional Officer AC Admin 414.00
 Correctional Security & Oper Sup 220.00
Total 634.00
Difference 0.00

(c.) - **Training Difference From Above 443.00**
 Correctional Officer AC:Admin 384.00
 Correctnl Security&Oper Sup 52.50
 Facility Food Serv Sup II 6.50
Total 443.00
Difference 0.00

(d.) - Source file "Dec 24 - Copy of DOC Staffing Analysis 2"

(e.) - Per Gary Dillon's email of December 30, 2014

**North East Correctional Complex / St. Johnsbury
Relief Factor Calculation - FY 2014 Basis**

Updated Jan 29, 2015 - 1:25PM

	Corr Fac Shift Super	Corr Off - Classified	Total	Percent of Total Leave	Avg per FTE
Total Authorized FTE (e.)	6	63	69		
Total Contracted Work Hours (a.)	2,086.00	2,086.00	2,086.00		
Total Annual Hours	12,516.00	131,418.00	143,934.00		
Leave Information					
Admin	-	72.00	72.00	0.36%	1.04
Annual	626.19	5,433.78	6,059.97	30.28%	87.83
Comp	427.58	3,689.21	4,116.79	20.57%	59.66
Milit	112.00	798.00	910.00	4.55%	13.19
Misc	-	36.00	36.00	0.18%	0.52
Persnl	217.50	415.50	633.00	3.16%	9.17
Sick	473.37	4,615.52	5,088.89	25.42%	73.75
Workers Comp	3.00	67.50	70.50	0.35%	1.02
Temporarily Relieved from Duty	-	3,029.00	3,029.00	15.13%	43.90
Total Leave	1,859.64	18,156.51	20,016.15	100.00%	290.09
Proof	1,859.64	18,156.51	20,581.15		
Difference (b.)	-	-	565.00		
Average per FTE	309.94	288.20	290.09		
Available Hours Less Leave	10,656.36	113,261.49	123,917.85		
Average Work Hours per FTE	1,776.06	1,797.80	1,795.91		
Training Information					
06-048 2014 WorkSite Jobclass PN	486.00	8,349.00	8,835.00		
Total Training	486.00	8,349.00	8,835.00		
Proof	486.00	8,349.00	9,776.00		
Difference (c.)	-	-	941.00		
Average per FTE	81.00	132.52	128.04		
Available Hours Less Training	12,030.00	123,069.00	135,099.00		
Average Work Hours per FTE	2,005.00	1,953.48	1,957.96		
Vacant Position Information					
Total Vacant Workdays (d.)	1	776	777		
8 Hours per Workday	8	6,208	6,216		
Average per FTE	1.33	98.54	90.09		
Available Hours Less Vacancies	12,508.00	125,210.00	137,718.00		
Average Work Hours per FTE	2,084.67	1,987.46	1,995.91		
Net Annual Work Hours	10,162.36	98,704.49	108,866.85		
Average Work Hours Per FTE	1,693.73	1,566.74	1,577.78		
Percent Per FTE	81.19%	75.11%	75.64%		
5-Day Post, 8 Hours Per Shift	1.23	1.33	1.32		
7-Day Post, 8 Hours Per Shift	1.72	1.86	1.85		

(a.) - Used Factor from Prison Staffing Analysis, A Training Manual - Chapter 8 - Exhibit 5

(b.) - **Leave Difference From Above 565.00**
 Correctional Officer AC Admin 241.00
 Correctional Security & Oper Sup 324.00
Total 565.00
Difference 0.00

(c.) - **Training Difference From Above 941.00**
 Correctional Officer AC:Admin 64.50
 Correctnl Security&Oper Sup 72.00
 Facility Food Serv Sup II 50.50
 Temporary 754.00
Total 941.00
Difference 0.00

(d.) - Source file "Dec 24 - Copy of DOC Staffing Analysis 2"

(e.) - Per Gary Dillon's email of December 30, 2014

Northwest State / Albans
Relief Factor Calculation - FY 2014 Basis

Updated Jan 3, 2015- 2:20pm

	Corr Fac Shift Super	Corr Off - Classified	Total	Percent of Total Leave	Avg per FTE
Total Authorized FTE (e.)	6	83	89		
Total Contracted Work Hours (a.)	2,086.00	2,086.00	2,086.00		
Total Annual Hours	12,516.00	173,138.00	185,654.00		
Leave Information					
Admin	-	32.00	32.00	0.11%	0.36
Annual	1,155.73	8,463.99	9,619.72	32.84%	108.09
Comp	384.03	6,467.76	6,851.79	23.39%	76.99
Milit	16.00	384.00	400.00	1.37%	4.49
Misc	-	64.00	64.00	0.22%	0.72
Persnl	335.00	834.87	1,169.87	3.99%	13.14
Sick	877.50	7,892.25	8,769.75	29.94%	98.54
Workers Comp	-	6.00	6.00	0.02%	0.07
Temporarily Relieved from Duty	-	2,376.00	2,376.00	8.11%	26.70
Total Leave	2,768.26	26,520.87	29,289.13	100.00%	329.09
Proof	2,768.26	26,520.87	29,639.63		
Difference (b.)	-	-	350.50		
Average per FTE	461.38	319.53	329.09		
Available Hours Less Leave	9,747.74	146,617.13	156,364.87		
Average Work Hours per FTE	1,624.62	1,766.47	1,756.91		
Training Information					
06-048 2014 WorkSite Jobclass PN	681.00	6,189.00	6,870.00		
Total Training	681.00	6,189.00	6,870.00		
Proof	681.00	6,189.00	7,463.00		
Difference (c.)	-	-	593.00		
Average per FTE	113.50	74.57	77.19		
Available Hours Less Training	11,835.00	166,949.00	178,784.00		
Average Work Hours per FTE	1,972.50	2,011.43	2,008.81		
Vacant Position Information					
Total Vacant Workdays (d.)	-	532	532		
8 Hours per Workday	-	4,256	4,256		
Average per FTE	-	51.28	47.82		
Available Hours Less Vacancies	12,516.00	168,882.00	181,398.00		
Average Work Hours per FTE	2,086.00	2,034.72	2,038.18		
Net Annual Work Hours	9,066.74	136,172.13	145,238.87		
Average Work Hours Per FTE	1,511.12	1,640.63	1,631.90		
Percent Per FTE	72.44%	78.65%	78.23%		
5-Day Post, 8 Hours Per Shift	1.38	1.27	1.28		
7-Day Post, 8 Hours Per Shift	1.93	1.78	1.79		

(a.) - Used Factor from Prison Staffing Analysis, A Training Manual - Chapter 8 - Exhibit 5

(b.) - **Leave Difference From Above** **350.50**
 Correctional Officer AC Admin 0.00
 Correctional Security & Oper Sup 350.50
Total **350.50**
Difference **0.00**

(c.) - **Training Difference From Above** **593.00**
 Correctional Officer AC:Admin 0.00
 Correctnl Security&Oper Sup 6.00
 Facility Food Serv Sup II 228.00
 Temporary 359.00
Total **593.00**
Difference **0.00**

(d.) - Source file "Dec 24 - Copy of DOC Staffing Analysis 2"

(e.) - Per Gary Dillon's email of December 30, 2014

**Chittenden Regional / South Burlington
Relief Factor Calculation - FY 2014 Basis**

Updated Jan 3, 2015 - 2:43pm

	Corr Fac Shift Super	Corr Off - Classified	Total	Percent of Total Leave	Avg per FTE
Total Authorized FTE (e.)	6	70	76		
Total Contracted Work Hours (a.)	2,086.00	2,086.00	2,086.00		
Total Annual Hours	12,516.00	146,020.00	158,536.00		
Leave Information					
Admin	-	-	-	0.00%	-
Annual	693.27	4,453.22	5,146.49	21.97%	67.72
Comp	842.25	4,729.34	5,571.59	23.79%	73.31
Military	-	1,440.00	1,440.00	6.15%	18.95
Misc	-	56.00	56.00	0.24%	0.74
Personal	325.96	172.50	498.46	2.13%	6.56
Sick	326.00	5,136.29	5,462.29	23.32%	71.87
Workers Comp	-	166.68	166.68	0.71%	2.19
Temporarily Relieved from Duty	1,224.00	3,856.00	5,080.00	21.69%	66.84
Total Leave	3,411.48	20,010.03	23,421.51	100.00%	308.18
Proof	3,411.48	20,010.03	23,757.26		
Difference (b.)	-		335.75		
Average per FTE	568.58	285.86	308.18		
Available Hours Less Leave	9,104.52	126,009.97	135,114.49		
Average Work Hours per FTE	1,517.42	1,800.14	1,777.82		
Training Information					
06-048 2014 WorkSite Jobclass PN	1,009.50	8,219.00	9,228.50		
Total Training	1,009.50	8,219.00	9,228.50		
Proof	1,009.50	8,219.00	9,945.50		
Difference (c.)	-	-	717.00		
Average per FTE	168.25	117.41	121.43		
Available Hours Less Training	11,506.50	137,801.00	149,307.50		
Average Work Hours per FTE	1,917.75	1,968.59	1,964.57		
Vacant Position Information					
Total Vacant Workdays (d.)	184	2,043	2,227		
8 Hours per Workday	1,472	16,344	17,816		
Average per FTE	245.33	233.49	234.42		
Available Hours Less Vacancies	11,044.00	129,676.00	140,720.00		
Average Work Hours per FTE	1,840.67	1,852.51	1,851.58		
Net Annual Work Hours	6,623.02	101,446.97	108,069.99		
Average Work Hours Per FTE	1,103.84	1,449.24	1,421.97		
Percent Per FTE	52.92%	69.47%	68.17%		
5-Day Post, 8 Hours Per Shift	1.89	1.44	1.47		
7-Day Post, 8 Hours Per Shift	2.65	2.02	2.05		

(a.) - Used Factor from Prison Staffing Analysis, A Training Manual - Chapter 8 - Exhibit 5

(b.) - **Leave Difference From Above 335.75**

Correctional Officer AC Admin	0.00
Correctional Security & Oper Sup	335.75
Total	335.75
Difference	0.00

(c.) - **Training Difference From Above 717.00**

Correctional Officer AC:Admin	0.00
Correctnl Security&Oper Sup	99.00
Facility Food Serv Sup II	0.00
Temporary	618.00
Total	717.00
Difference	0.00

(d.) - Source file "Dec 24 - Copy of DOC Staffing Analysis 2"

(e.) - Per Gary Dillon's email of December 30, 2014

**Marble Valley / Rutland
Relief Factor Calculation - FY 2014 Basis**

Updated Jan 3, 2015 - 2:31pm

	Corr Fac Shift Super	Corr Off - Classified	Total	Percent of Total Leave	Avg per FTE
Total Authorized FTE (e.)	6	43	49		
Total Contracted Work Hours (a.)	2,086.00	2,086.00	2,086.00		
Total Annual Hours	12,516.00	89,698.00	102,214.00		
Leave Information					
Admin	-	78.00	78.00	0.48%	1.59
Annual	958.43	4,717.89	5,676.32	35.02%	115.84
Comp	532.63	2,007.42	2,540.05	15.67%	51.84
Milit	216.00	16.00	232.00	1.43%	4.73
Misc	32.00	61.50	93.50	0.58%	1.91
Persnl	343.00	373.25	716.25	4.42%	14.62
Sick	919.84	4,120.69	5,040.53	31.09%	102.87
Workers Comp	-	9.50	9.50	0.06%	0.19
Temporarily Relieved from Duty	-	1,824.00	1,824.00	11.25%	37.22
Total Leave	3,001.90	13,208.25	16,210.15	100.00%	330.82
Proof	3,001.90	13,208.25	16,546.90		
Difference	-	-	336.75		
Average per FTE	500.32	307.17	330.82		
Available Hours Less Leave	9,514.10	76,489.75	86,003.85		
Average Work Hours per FTE	1,585.68	1,778.83	1,755.18		
Training Information					
06-048 2014 WorkSite Jobclass PN	293.00	2,094.00	2,387.00		
Total Training	293.00	2,094.00	2,387.00		
Proof	293.00	2,094.00	3,739.50		
Difference (c.)	-	-	1,352.50		
Average per FTE	48.83	48.70	48.71		
Available Hours Less Training	12,223.00	87,604.00	99,827.00		
Average Work Hours per FTE	2,037.17	2,037.30	2,037.29		
Vacant Position Information					
Total Vacant Workdays (d.)	58	364	422		
8 Hours per Workday	464	2,912	3,376		
Average per FTE	77.33	67.72	68.90		
Available Hours Less Vacancies	12,052.00	86,786.00	98,838.00		
Average Work Hours per FTE	2,008.67	2,018.28	2,017.10		
Net Annual Work Hours	8,757.10	71,483.75	80,240.85		
Average Work Hours Per FTE	1,459.52	1,662.41	1,637.57		
Percent Per FTE	69.97%	79.69%	78.50%		
5-Day Post, 8 Hours Per Shift	1.43	1.25	1.27		
7-Day Post, 8 Hours Per Shift	2.00	1.76	1.78		

(a.) - Used Factor from Prison Staffing Analysis, A Training Manual - Chapter 8 - Exhibit 5

(b.) - **Leave Difference From Above** **336.75**
 Correctional Officer AC Admin 0.00
 Correctional Security & Oper Sup 336.75
Total **336.75**
Difference **0.00**

(c.) - **Training Difference From Above** **1,352.50**
 Correctional Officer AC:Admin 0.00
 Correctnl Security&Oper Sup 36.50
 Facility Food Serv Sup II 20.50
 Temporary 1,295.50
Total **1,352.50**
Difference **0.00**

(d.) - Source file "Dec 24 - Copy of DOC Staffing Analysis 2"

(e.) - Per Gary Dillon's email of December 30, 2014

**Southeast State / Windsor
Relief Factor Calculation - FY 2014 Basis**

Updated Jan 3, 2015 - 2:00pm

	Corr Fac Shift Super	Corr Off - Classified	Total	Percent	Avg per FTE
Total Authorized FTE (e.)	6	31	37		
Total Contracted Work Hours (a.)	2,086.00	2,086.00	2,086.00		
Total Annual Hours	12,516.00	64,666.00	77,182.00		
Leave Information					
Admin	-	64.00	64.00	0.60%	1.73
Annual	700.75	2,916.75	3,617.50	33.67%	97.77
Comp	381.75	1,803.75	2,185.50	20.34%	59.07
Milit	-	16.00	16.00	0.15%	0.43
Misc	-	-	-	0.00%	-
Persnl	264.00	199.50	463.50	4.31%	12.53
Sick	473.00	2,953.54	3,426.54	31.89%	92.61
Workers Comp	-	10.25	10.25	0.10%	0.28
Temporarily Relieved from Duty	-	960.00	960.00	8.94%	25.95
Total Leave	1,819.50	8,923.79	10,743.29	100.00%	290.36
Proof	1,819.50	8,923.79	11,027.29		
Difference (b.)	0.00	0.00	284.00		
Average per FTE	303.25	287.86	290.36		
Available Hours Less Leave	10,696.50	55,742.21	66,438.71		
Average Work Hours per FTE	1,782.75	1,798.14	1,795.64		
Training Information					
06-048 2014 WorkSite Jobclass PN	459.00	2,474.50	2,933.50		
Total Training	459.00	2,474.50	2,933.50		
Proof	459.00	2,474.50	4,275.00		
Difference (c.)	-	-	1,341.50		
Average per FTE	76.50	79.82	79.28		
Available Hours Less Training	12,057.00	62,191.50	74,248.50		
Average Work Hours per FTE	2,009.50	2,006.18	2,006.72		
Vacant Position Information					
Total Vacant Workdays (d.)	49	323	372		
8 Hours per Workday	394	2,583	2,977		
Average per FTE	65.71	83.32	80.46		
Available Hours Less Vacancies	12,121.71	62,083.14	74,204.86		
Average Work Hours per FTE	2,020.29	2,002.68	2,005.54		
Net Annual Work Hours	9,843.21	50,684.85	60,528.07		
Average Work Hours per FTE	1,640.54	1,635.00	1,635.89		
Percent Per FTE	78.65%	78.38%	78.42%		
5-Day Post, 8 Hours Per Shift	1.27	1.28	1.28		
7-Day Post, 8 Hours Per Shift	1.78	1.79	1.79		

(a.) - Used Factor from Prison Staffing Analysis, A Training Manual - Chapter 8 - Exhibit 5

(b.) - **Leave Difference From Above 284.00**
 Correctional Officer AC Admin 0.00
 Correctional Security & Oper Sup 284.00
Total 284.00
Difference 0.00

(c.) - **Training Difference From Above 1,341.50**
 Correctional Officer AC:Admin 0.00
 Correctnl Security&Oper Sup 57.00
 Facility Food Serv Sup II 36.50
 Temporary 1,248.00
Total 1,341.50
Difference 0.00

(d.) - Source file "Dec 24 - Copy of DOC Staffing Analysis 2"

(e.) - Per Gary Dillon's email of December 30, 2014

Appendix B – Methodology

Once ASCA was notified by the Vermont Department of Corrections to proceed with the staffing analysis a list of documents was presented to the department. ASCA staff worked with representatives of the department to gather the documents. This information was shared with all team members and served as a foundation for the team’s knowledge base for Vermont’s operations and staffing philosophy. The review included hundreds of pages of documents to assist with developing an understanding of the Department’s staffing practices. Documents requested included the following:

- Agency Table of Organization
- Table of organization for each facility
- Policies or narrative descriptions explaining the hiring process for the Vermont DOC (e.g. central or local hiring, legislatively imposed staffing level caps, etc)
- Facility Technical Assistance and/or Audit reports (i.e. ACA, NIC, state agency)
- Settlement agreements/consent decrees
- Any local agreements with labor that mandate certain facility staffing levels.
- Any labor agreements that may have an impact upon staffing; e.g., shift swaps.
- Any staffing studies/post analysis studies completed since 2000 and any action plans/responses as a result of these studies. **Information was unavailable**
- The number of hours and type of leave taken by Correction Officer I and Correctional Officer II and Correctional Facility Shift Supervisors at each facility for fiscal year 2014.
- The number of hours and type of training by Correctional Officer I and Correctional Officer II and Correctional Facility Shift Supervisors at each facility for fiscal year 2014.
- Overtime hours used and dollars spent by rank within each facility for the most recent full fiscal year.
- Impact of “vacancy savings” data. **Information was unavailable**
- Staffing assignment information showing all authorized, filled and vacant positions for all facilities and units under review (current and for the last three years). **Historical information was unavailable only last fiscal year data used.**
- Monthly Vacancy Reports for Correction Officers and shift supervisors at each facility for fiscal year 2014.
- Facility description/mission for each facility (include population count and number of FTEs assigned to the facility).
- Floor plans for each facility (8.5 inches by 11 inches or 8.5 inches by 14 inches).
- Average daily population and capacity numbers for each facility under review for the last twelve months.
- Housing designation by inmate classification level, capacity and housing type (i.e. dormitory, secure cells, direct vs. indirect supervision).
- Payroll summary for each facility for two calendar months prior to the review.

- Shift rosters for each facility (for calendar month prior to the review preferred, all shifts).
- Shift schedules.
- Job descriptions including job requirements (education and experience) for all uniformed officer ranks.
- Documentation that identifies staff designated as primary and secondary responders to incidents and emergencies for each facility on each shift.
- Post orders for uniformed officers (all ranks) at each facility.
- Procedural manuals to include all security policies (403.03 Facility Security Manuals).
- Sick leave policy.
- Uniformed staff leave data for each facility (i.e. sick, annual, military, administrative, vacation, Injured on Duty leave, disciplinary suspension, AWOL, etc.).
- Staff turnover rates for CO's at each facility during the most recent fiscal year.
- Daily activity and program schedules for each facility.
- Staffing numbers, vehicle types, and numbers and policies and post orders for Transport Unit.
- Officer to inmate ratios for outside the perimeter inmate work crews.

Once the document review process was completed, the team commenced with the analysis phase of the work. Beginning in late October 2014, the team held several conference calls to discuss planning for the on-site analysis. Beginning on November 30, 2014, the five-member team traveled to Burlington Vermont, that evening a final planning meeting was held and the initial departmental meeting was held the next morning.

On Monday December 1, 2014, the team met with top staff at the Department to review the schedule, discuss projects goals and general timeline. Additionally, any last minute guidance or concerns were shared by the department with the team.

Following the morning meeting, the five member team then traveled to Newport, Vermont to visit the Northern State Correctional facility. During this initial facility visit, the entire team worked on the analysis, meeting with staff and visiting security posts throughout the facility on various shifts. This gave the team the opportunity to analyze their plan for conducting the analysis and the ability to fine tune the process. In all cases, the evaluators performed a document study in preparation for their facility visits. In total, an excess of 500 hours of professional services were provided in the process of completing the staffing study.

The team spent a day and a half at Northern meeting on the first evening to discuss the day's activities and plan for the rest of the analysis. At the end of the day, two of the team met together one last time to make sure all areas had been covered in the Northern State facility analysis, and the structure for the remaining institutional visits was in place. The team then split up with two members returning to other assignments; one team member visiting Marble Valley Correctional Center, Chittenden Correctional Center, and Southeast Correctional Center. The remaining two-person team visited Northwestern Correctional Center,

Northeastern Correctional Center, and Southern State Correctional Center. The on-site analysis was completed by December 9, 2014.

On Site Activities

Evaluating posts and correctional officer activity must take into account, not only the level of supervision the inmates require; but also, the workload level (Post Orders) the officer must complete. This is often referred to as a task analysis. The correctional officer has specific duties mandated by a policy, typically known as the "Post Order." The post order is a procedural document that specifies an officer's assignment and outlines general and specific duties that he/she is required to perform. In Vermont, correctional officers assigned to inmate housing units perform census counts; arrange for meal service (which can mean filling trays and delivering food directly to the inmate cell or releasing the inmate from the cell and the cellblock to receive the meal in a central dining room); arrange for inmate telephone calls; distribute property/commissary; deliver mail; and release inmates for recreation, showers, hearings, visitation, medical visits, and to receive medication. Housing officers are also responsible for the sanitation and cleanliness of the housing unit and supervision of inmate workers that are assigned to clean the unit.

Control rooms and towers have specific responsibilities to operate emergency equipment and communication systems, as well as observing perimeter security systems and video monitors.

Team members conducted detailed tours of the facilities and viewed each post, speaking to the officer manning the post utilizing the criteria detailed above. Each officer interviewed was advised as to the purpose of the meeting and asked to describe their duties and responsibilities contained in the post orders. Specifically, they were asked to outline tasks and their daily schedule, as well as to outline the challenges they face daily.

Team members also reviewed post logbooks to gain a better understanding of post activities. As much as possible, given time constraints, team members observed security operations and compared them with post order documents and the information obtained during interviews.

Special attention was paid to those posts where officers have been pulled to conduct other duties, leaving the post either vacant or with less staff than desirable. Team members were also instructed to evaluate post activity during peak and down periods as well. When appropriate, staff to prisoner ratios was evaluated, in an attempt to determine if officer safety issues needed to be addressed.

After the completion of the on-site activities, the team began to put together the individual facility reports and prepare staffing worksheets that compared the existing staffing complement to the one submitted with the document request, finalized individual staffing recommendations. A

conference call to discuss final preparation of the individual reports and overall issues that impacted the department was held in late December 2014.

Relief Analysis

The sixth member of the team is a former legislative budget analyst for the State of Nevada. While the majority of the team were conducting on site analysis, he was analyzing staffing charts provided with the document request; once data from the field was available, he compared this with the historical data and the level requirement standards for Vermont, and he developed a standardized relief factor for the department. This was used in developing the final recommendations contained in this report.

APPENDIX C - PROJECT TEAM

The project team represents a highly experienced set of correctional practitioners, who have served in line, supervisory, and management positions in their respective jurisdictions. The team members are John Rees, Lead Consultant; George Vose, consultant; Jeff Rogers, consultant; Gary Ghiggeri, consultant; and Wayne Choinski, Project Manager. Gary Maynard is serving as the Project Advisor, and George Camp, Co-Executive Director of ASCA, will provide oversight. Each member of the Project Team has participated in similar staffing studies in their own jurisdictions or as consultants to other public and private correctional agencies. Dr. Camp is a published author, whose publications include a monograph on conducting staff analysis in correctional facilities, published under a grant from the National Institute of Corrections.¹ Team member biographies are appended to this report.

JOHN D. REES, LEAD Consultant

John served as the Lead Consultant on this project. In 1969, John Dewitt Rees received his BA in Sociology and Political Science from the University of Kentucky, and one year later earned his MS in Criminology & Correctional Administration for Florida State University. John began his diverse corrections career in 1972 as Director of the Division of Special Institutions at the Kentucky Bureau of Corrections (KBC) in Frankfort, Kentucky. While at KBC, he moved on to the position of Executive Assistant/Commissioner, where he served as liaison with the Governor's staff, and was responsible for policy development, budget preparation, and special projects within the corrections system. In 1978, he left for the Oklahoma Department of Corrections where he served as Assistant Deputy Director of Institutions and Deputy Director of Program Services. He was responsible for the supervision of all Oklahoma Adult Prisons to insure their compliance in all department policies and procedures. He was also responsible for offender classification, planning and budget preparation for the Division of Institutions, compliance with federal court orders, and the accreditation process, as well as being responsible for the system-wide supervision of 10 adult prisons. In 1980, he returned to Kentucky as Warden at the Kentucky State Reformatory in LaGrange, Kentucky, making him the administrator of the largest adult institution in the state.

John's career course led him to Corrections Corporation of America (CCA) where in 1986 he served as Facility Administrator of the Santa Fe, New Mexico County Detention Center. Between 1989-94, he continued with CCA serving as Warden at Venus PRC in Texas (1989); Warden at Winn Correctional Center in Winnfield, LA (1990-92); and Warden at South Central Correctional Center in Clifton, Tennessee (1992-94). His tenure with CCA led him to serve four years as CCA's Vice President of Business Development in Nashville, Tennessee. John directed the nationwide objectives of CCA's marketing and development team, hired and supervised each governmental affairs representative and lobbyist on behalf of CCA, testified before

¹ Camille Camp, George Camp, Hardyman, and May, Prison Staffing Analysis, A Training Manual, National Institute of Corrections, December 2008

legislative committees at all levels of government regarding the benefits of privatization; directed and encouraged relationship building efforts with unions, state employee groups and other potential adversaries; and directed CCA in the active participation of appropriate corrections and legislative organizations.

John again returned to Kentucky in 2004 to serve as Commissioner of the Kentucky Department of Corrections, where he served until retirement in 2008.

Since 1980, John has been involved in teaching assignments at NIC, NIJ, NAC, and the Civil Rights Division of the U. S. Department of Justice. He was a consultant to Norval Special Master (Williams vs. Lane, District of Illinois), and from 1998-2004, he served as a consultant to Corrections and Criminal Justice Administration in Madison, Indiana.

After retiring, John remained actively involved with ASCA to include playing a major role in ASCA's BJA funded Corrections-Law Enforcement Intelligence Sharing Project in 2008 and 2009. From 2008-present, John works as a consultant at Rees and Associates Consulting in Madison, Indiana, providing services to companies and government agencies. He also trains and provides consulting services to correctional services and is an expert witness and provides legal guidance to those in the corrections industry, including the National Institute of Corrections, National Institute of Justice, the National Academy of Corrections, and the United States Department of Justice (Civil Rights Division, Washington, DC). He is also a consultant to Norval, Special Master (Williams vs. Lane, northern District of Illinois).

GEORGE VOSE

George Vose served as a consultant member of the on-site team and played a primary role in assessing staffing assignments, prioritizing posts and formulating recommendations. He previously worked with George Camp on staffing studies in the Arizona Department of Corrections and the Maricopa County Jail System.

George Vose has more than 35 years of experience in the corrections field. He served in a number of positions within the Massachusetts Department of Correction, including the Commissioner, Deputy Commissioner, and Superintendent of three facilities. He also served as the Director of the Rhode Island Department of Corrections for more than eight years. Through these positions, Mr. Vose has been responsible for the development and allocation of programs and staff, as well as determination of agency objectives, goals and internal organizational structure.

As a senior executive at both MGT and CJI, he has provided consulting services and technical expertise to numerous state departments of correction including Arizona, Florida, Maryland, New Mexico, Hawaii, and Wyoming, as well as local government correctional systems, including Bristol County, Massachusetts; the City of Philadelphia, Pennsylvania; and Miami, Dade County.

From 2002 through 2009, he was a senior executive with two private correction firms that operated community-based reentry programs and facilities in over 20 states.

The Association of State Corrections Administrators recognized him in 2012, with the Louis Wainwright Award, which recognizes former Corrections Directors who have demonstrated outstanding achievements in the field of corrections.

He graduated with honors from Northeastern University with a BS in Criminal Justice.

JEFF ROGERS

Jeff Rogers served as a consultant in the area of PREA compliance on this project. Jeff began his career in Corrections in 1979 in Kentucky's juvenile Justice system as a program administrator. In 1981 he enrolled in the University of Kentucky earning his B.A. in Political Science in 1984. Upon graduation Mr. Rogers began working again in Kentucky state government as a program administrator overseeing the education contracts in adult prisons with the Kentucky Department of Corrections. In 1987 he returned to the Kentucky juvenile justice system as a program coordinator responsible for the accreditation of 53 juvenile programs by the American Correctional Association. From this point on Mr. Rogers continued working with juvenile justice retiring from the Department of Juvenile Justice in 2004 as Branch Manager of Quality Assurance. While Branch Manager Mr. Rogers was responsible for statewide policy and procedure development, oversight/monitoring of the state's juvenile detention centers and the state's residential and day treatment programs, as well as ACA Accreditation. Mr. Rogers is a certified auditor for the American Correctional Association beginning this task in 1990 and continuing today. He has audited over 200 programs in 33 states in both adult and juvenile corrections. In 2006, Mr. Rogers began working for the Kentucky Department of Corrections conducting program reviews of prisons and central office, training, and probation and parole functions. He also spent three years working in the Education Branch for Corrections until retiring from that position in 2014. In November 2013, Mr. Rogers became a certified PREA Auditor (Prison Rape Elimination Act) and has subsequently conducted multiple PREA Audits in four states. Mr. Rogers also has conducted Revocation Hearings for juvenile delinquents and has served as an expert witness in both adult and juvenile corrections. Mr. Rogers is a member of the American Correctional Association and the Correctional Accreditation Manager's Association serving two terms as President of that organization. In 2013 Mr. Rogers was awarded the 33rd Annual Walter Dunlap Award presented annually by the Commission on Accreditation for Corrections.

GARY GHIGGERI

Gary served as a consultant on this project. He began his career with the State of Nevada in 1971 as an intern in the accounting division of the Nevada State Welfare Division, while attending the University of Nevada. Upon graduating from the University in 1972 with a degree in accounting, Gary continued his employment with the Nevada State Welfare Division as an auditor and then promoted into the accounting division finishing his employment with the

Welfare in 1979 as the Principal Accountant in responsible for the benefit payments and the cost allocation section of the Welfare Division.

From 1979 through 1983, Gary was employed at the Nevada State Budget Office as a Budget Analyst responsible for developing budget recommendations for use by the Governor in the development of his recommended budget for the Department of Corrections, the Division of Parole and Probation, the State Public Works Board, the Department of Motor Vehicles and the State Public Defender's Office.

From 1983 through 1984, Gary was employed the Business Manager with responsibilities for the Nevada Mental Health Institute, the Facility for the Mental Offender and Northern Nevada Mental Health Institute.

From 1984 through 2000, Gary was employed as the Principal Deputy Fiscal Analyst for the Assembly Ways and Means Committee. Responsibilities included the review of the Governor's recommended budget for the purpose of assisting the Legislature in their review of the Governor's budget and the development of the Legislature's approved budget. Primary assignments were similar to those that were assigned while employed by the Nevada State Budget Division with the addition of General Fund revenue tracking.

From 2000 through 2009, Gary was employed as the Senate Fiscal Analyst for the Senate Finance Committee. During that time he worked in conjunction with the Assembly Fiscal Analyst in providing information to the Legislature for their use in reviewing the Governor's recommended budget and in the development of the legislatively approved budget.

WAYNE CHOINSKI

Wayne Choinski, Project Manager, began his career with the Connecticut Department of Correction as a Correction Officer and held positions of Correctional Lieutenant; Correctional Captain; Unit Manager; Correctional Deputy Warden; and Director of Community Enforcement. He was named warden in 2003 and became District Administrator for the North District in 2006. As District Administrator he oversaw nine facilities of all classification levels. He retired in July of 2009.

He currently provides staff support to the Program & Training Committee and on special project assignments including the formulation of model administrative segregation policies and the development of best practices with Yale Law School and ASCA's Administrative Segregation Committee. His areas of expertise include planning, classification, programming and management of maximum-security units and gang management, staffing analysis and facility security.

He has worked with the National Institute of Corrections in providing assistance in the development and implementation of gang management programs and has provided assistance to Massachusetts, Mississippi, Nevada and Washington State.

GARY D. MAYNARD

Gary Maynard, Project Advisor, was the primary point of contact for the Department, leading both the initial meeting with Vermont DOC staff and the final closeout meeting where the final report will be presented. Gary will play a significant role in the review of documents and data and in the writing and review of the initial report documents and final report documents submitted to the Department.

Gary Maynard has served as an Associate Director of ASCA since 2013. Gary has more than 35 years of experience in prison, jail and parole and probation operations at the state level. His experience at the facility level includes institutional parole officer, case manager, case manager supervisor, and deputy warden. He has experience as warden at both medium and maximum-security institutions. He previously served as a psychologist for the federal Bureau of Prisons. He has served as director/secretary for four state correctional systems, including the states of Oklahoma, South Carolina, Iowa and most recently, Maryland.

As Secretary of the Maryland Department of Public Safety and Correctional Services, he oversaw 22 prisons, Baltimore City Booking and Detention complex, 65,000 individuals under parole/probation, a budget of \$1.2 billion and 11,000 both uniformed and civilian staff members. Upon his arrival in Maryland, Gary tackled the enormous task of overseeing the closure of the Maryland House of Correction due to safety issues. During his tenure as Secretary, he significantly raised awareness of gang violence issues by bringing together a meeting of over 50 criminal justice stakeholders. As a result of this collaboration, key information-sharing protocols were introduced leading to the identification of gang members both entering and exiting the system. He focused much of his efforts to improving safety and security, both inside the prisons as well as in the community, by identifying drug treatment, education and health care as the building blocks for inmates' ultimate success.

As a member of the Association of State Correctional Administrators since 1987, Gary has chaired the Information Sharing Committee, as well as served on the Executive Committee and acted as the Southern Directors President. Gary has been a member of the American Correctional Association since 1974. He is a past President of ACA and served as a member with ACA's Commission on Accreditation for Corrections and the Standards Committee.

GEORGE M. CAMP

George M. Camp, Co-Executive Director of the Association of State Correctional Administrators, will provide oversight of this Project. He has been engaged in several ASCA initiatives including the expansion of the Performance-Based Management System (PBMS); Reducing Racial

Disparity within Corrections; Providing Training and Professional Development Opportunities for Correctional Administrators; and Developing Guidelines for the Operation of Long-Term Segregation Populations.

George has served the public sector from 1962 to 1977 in a variety of positions that included Director of the Missouri Department of Corrections; First Deputy Commissioner of the New York State Division of Criminal Justice Services; Assistant Commissioner of the New York City Department of Correction; and Associate Warden of the Federal Prison in Lompoc, California and the U.S. Penitentiary in Marion, Illinois.

As Co-executive Director of ASCA, he will focus on the calculation of shift relief factors for all ranks at all facilities, as well as providing overall direction to the project.

He has led or co-led State Department of Corrections' staffing studies in Arizona, Connecticut, Georgia, Wyoming, and Utah. He has also played major roles in staffing studies in Florida, Philadelphia, Maricopa County, and Travis County. He is also the co-author of *Prison Employees: Corrections Most Valuable Resource*, a report on prepared for the National Institute of Corrections based on a study funded by NIC. In addition, he contributed the chapter on Developing the Shift Relief Factor in *Prison Staffing Analysis: A Training Manual*, authored by Camille Camp and published by the National institute of Corrections.

He has a Bachelor's degree from Middlebury College, a Master's degree in Criminology and Corrections from Florida State University, and a Doctorate in Sociology from Yale University.