



**REPORT**

# **Correctional Institution Security and Staffing**

**March 2023**

**AFSCME Maryland Council 3 | [www.afscmemd.org](http://www.afscmemd.org)**



# Correctional Institution Security and Staffing Report

**To: Governor Wes Moore and Public Safety Secretary Carolyn Scruggs**

Pursuant to Correctional Services Article § 3-207.1, on or before October 31, in every odd-numbered year, the Commissioner shall submit a security and staffing report covering the prior two-year period to the Secretary, the Governor, and in accordance with § 2-1257 of the State Government Article, the General Assembly.

## **The statute specifically states:**

(b) The report shall be based on a joint survey conducted by the administration of the Division of Correction and **the exclusive collective bargaining representative of the employees.**

(c) The report shall include:

- (1) A post-by-post analysis that identifies the actual number of positions needed to safely and securely staff each institution;
- (2) The amount of overtime currently being used to meet minimum standards;
- (3) An accounting of all institution activities that have been impacted by staffing levels;
- (4) An assessment of expected future turnover in personnel; and
- (5) An analysis of the need for additional staff.

As the exclusive collective bargaining representative of the employees in Corrections, we take our charge seriously and appreciate the support we received, particularly from Asst. Commissioner Frank Bishop, to be able to complete our analysis. We also appreciate the support we received from each institution's institutional leadership.

## **The AFSCME Staffing Analysis Team hereby attaches our post-by-post findings and recommendations for 2022/2023.**

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## Executive Summary

### Background

Maryland currently has 19 state correctional facilities staffed by hardworking Correctional Officers who are responsible for guaranteeing the safe supervision of institutional programs and activities for incarcerated persons, promoting public safety, and ensuring effective operations and the safety of staff, personnel, and those under supervision.

However, staff vacancies in the Department of Public Safety and Correctional Services (DPSCS) are at an all-time high, largely due to the previous Hogan administration's efforts to hollow out state agencies and services. This short staffing negatively affects a Correctional Officer's ability to safely carry out their job responsibilities and causes alarming levels of mandatory overtime, burnout, and dangerous working conditions that threaten public safety.

This report was conducted by the AFSCME Staffing Analysis Team (SAT) to highlight serious staffing deficiencies in correctional facilities across Maryland and offers concrete recommendations for posts that need to be created and how these vacancies should be filled.

The AFSCME Staffing Analysis Team consists of dedicated union Correctional Officers from all 19 state correctional facilities. Together, this team has nearly 200 cumulative years worth of experience in custody and security. We have conducted a post-by-post staffing analysis in DPSCS facilities to determine the number of posts needed, and by extension the number of officers required, to safely and adequately carry out the agency's work.

The AFSCME Staffing Analysis Team conducted interviews with Correctional Case Management Specialists, Correctional Maintenance Officers, Correctional Supply Officers, Correctional Dietary Officers and MCTU (transportation) at various institutions, many who cited concerns and a desperate need for more staff. The interviews clearly showed how short staffing has negatively impacted staff productivity, goals for incarcerated persons, and entire operations in various departments.

This post-by-post staffing analysis report and recommendations are based on interviews, facility layouts, post layouts, incarcerated persons' populations, program/institutional activities, policies, safety of custody/non-custody, and those under our supervision. This report relies on the documents provided as of the time of the AFSCME Staffing Analysis Team's visit, which includes facility staffing plans (FSPs), post assignment worksheets (PAWs) and special assignment post (SAP) requests.

## Summary of the Findings

This analysis conducted by the AFSCME Staffing Analysis Team confirms that the state's correctional facilities are not operating with enough posts or enough officers to staff each post.

The most recent DPSCS facility staffing plans state that there are 5,579 posts authorized for the Department of Corrections (DOC). However, when factoring in needed Special Assignment Posts (SAPs) created by wardens and the department, the department is recording a total need of 6,114 posts for its correctional facilities. This means that the department itself is admitting that 535 more posts are needed in the state's correctional institutions simply based on their own latest staffing plans.

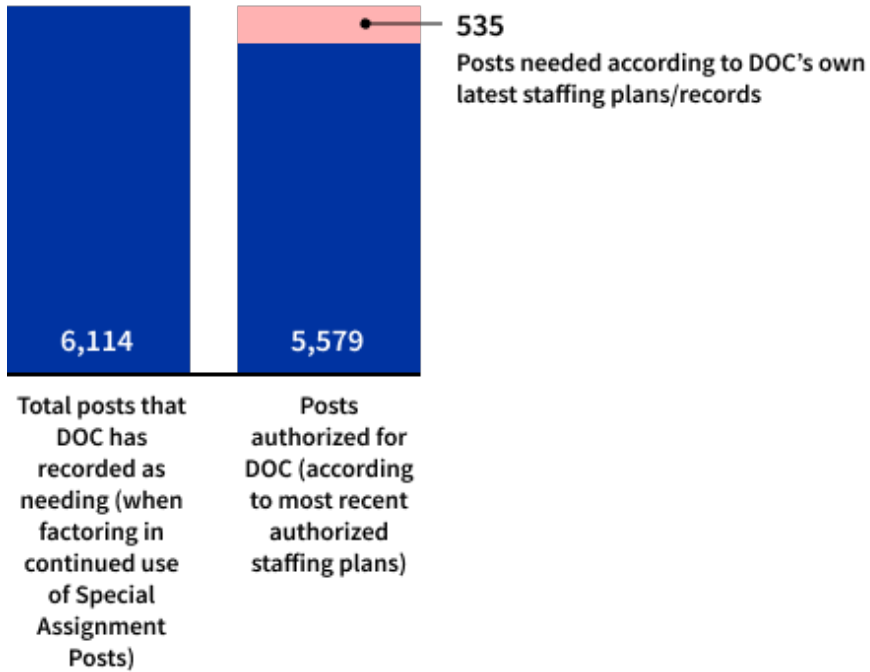
To determine how many officers are actually needed to fill these posts, according to a Net Annual Work Analysis (NAWH) calculation conducted by The Moss Group, a firm contracted by DPSCS, 2,535 additional staff positions (i.e. PINs) must be filled. This is because one post requires multiple officers to safely staff the post; for example, a 24-hour post requires more than just a single officer to staff.

When those 2,535 needed additional PINs are added to the total number of currently vacant PINs, the department has acknowledged that they believe 2,963 total officers need to be hired to fill existing and new PINs in order to address officer staffing deficiencies.

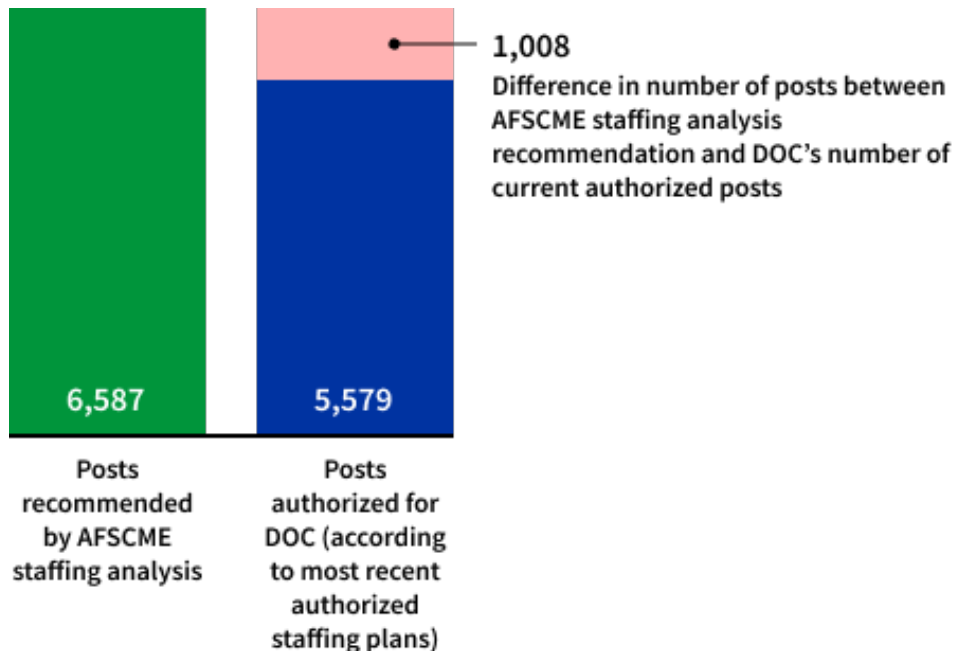
**The AFSCME Staffing Analysis Team's post-by-post analysis reveals that the number of posts that are needed in Maryland's correctional facilities should be even higher: 1,008 additional posts above what are currently in use are needed in order to have the necessary posts to safely operate these institutions.**

**If the same NAWH calculation is applied to the 1,008 posts this AFSCME SAT report recommends, then the total number of additional officers that must be hired is 3,417, when factoring in existing vacancy levels, to reach safer levels of staffing.**

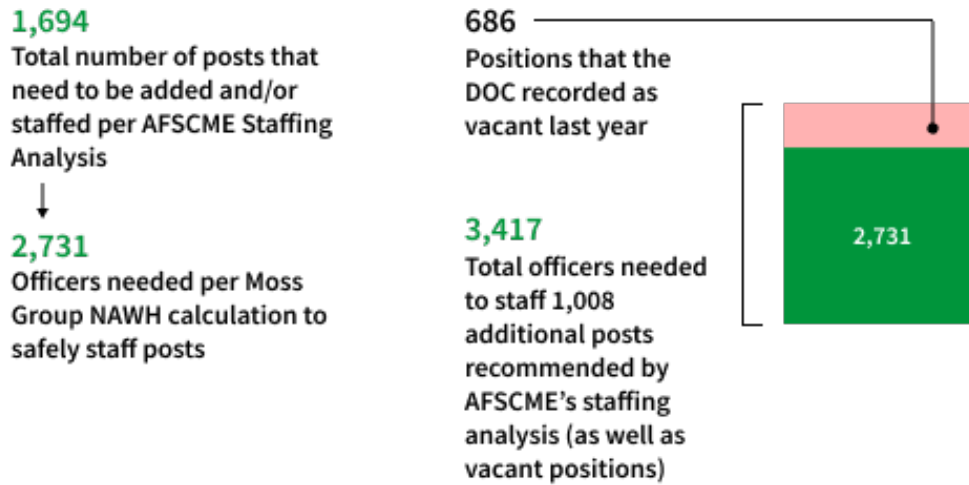
**According to the DOC's latest staffing plans and records, the department itself admits that 535 more posts are needed. This doesn't even include the 686 positions that the DOC recorded as vacant last year.**



**When looking at the 1,008 additional posts recommended by the AFSCME Staffing Analysis as well as the 686 positions that the DOC recorded as vacant last year, a total of 1,694 posts need to be added and/or staffed to safely operate DOC facilities.**



**In total, when applying the NAWH calculation and when factoring in the number of positions that the DOC recorded as vacant, 3,417 additional officers need to be hired in order to safely operate DOC facilities according to AFSCME's Staffing Analysis.**



Officers Needed per Moss Group NAWH according to DOC: 2,535 officers  
Officers Needed per Moss Group NAWH according to DOC (incl. vacant positions): 2,963 officers



## Section 2: Recommendations for Hiring and Retention

### Effects of Short-Staffing

The Department of Public Safety and Correctional Services is operating at an all-time low, with significantly reduced staffing and increased workloads for correctional officers, correctional case managers, correctional dietary officers, correctional supply officers, and correctional maintenance officers. We are facing critical staff shortages that make it difficult for state employees to provide the public services our communities need. Correctional staff are uniquely positioned to have a significant impact on the lives and prospects of incarcerated offenders and the larger community. Institutional security is crucial to maintaining staff and inmate safety in a correctional setting.

The staff shortage is extreme and creates a dangerous cycle where there is no standard officer-to-incarcerated person ratio in place. Short staffing has major impacts and effects due to increased workloads that add to officers' stress as they try to complete work and meet performance expectations. Short staffing also lowers morale and job satisfaction. This affects employees' mental and physical health and also increases leave usage. High vacancy rates threaten the correctional facility's ability to implement appropriate security and safety, putting inmates and staff at risk. In recent years, correctional staff vacancy rates have reached an alarming level. Mandatory overtime (draft), burnout, and lack of communication between management and line staff have created dangerous working conditions inside the facilities and institutions within DPSCS.

Currently, all institutions are operating dangerously, with over 100 inmates to 1 officer. We lack the staff to respond to an incident adequately. Governor Hogan's administration refused to pay staff what they are worth, holding back pay raises and stopping step increases that were promised, forcing employees to look for other jobs to make a decent living. The workforce challenges that we are facing are unsustainable. DPSCS has approximately 1,500 vacancies or eliminated positions as of November 2022. This number is ever-growing due to the inability to retain current retirement-eligible correctional staff due to low pay that is not worth the stress.

With staff resources overstretched, conditions for inmates have worsened, and levels of violence have increased while staff are being put at risk.

Short staffing has impacted several activities in DPSCS institutions in recent years prior to the COVID-19 pandemic. While staffing numbers have continued to dwindle, the inmate population has continued to grow. There are several institutions where outdoor activities are partially suspended because of the short staffing crisis.

The following impacted activities are important to the inmate population and demand urgent action:

- In-person visitation/Microsoft (virtual) visit
- Road crews and work release programs
- Educational/classroom activities
- Vocational shops
- Outside and indoor recreation
- Library activities (affecting case searches and references)
- Chapel hours (religious activities)
- Medical appointments
- Maryland Correctional Enterprises (MCE) hours
- Delays in food preparations

Staff are regularly placed in dangerous positions, having a negative effect on the mental and physical health of the staff, including weight challenges, back and foot issues, on-the-job injuries, and limited time spent with loved ones. Officers work 16-hour shifts daily, arriving at their designated time, working their shift, and then getting drafted for another eight hours or more.

Understaffing leads to high stress levels in the workplace that lead to a loss of productivity. In addition, when officers feel like they must stay on the job beyond their 8-hour shift for unplanned overtime/draft and already have pre-scheduled appointments that are important to them or loved ones, stress levels rise. This also leads to higher incidences of workplace violence.

The department must find a way to staff the institutions. Although some steps have been taken to hire and retain staff, more must be done. Retention efforts will expire in January 2024, potentially triggering a further loss of staff of up to 30%.

The following list are suggestions for addressing short staffing and increasing hiring:

- Decentralize hiring: DPSCS has a centralized hiring process. Decentralizing would make hiring efforts regional with direct community outreach. Therefore, decentralizing hiring would quicken the pace of decision-making, so that the hiring department can move quickly. The hiring department would have the liberty to select candidates based on the individual needs of their institutions.
- Expedite the hiring process: Streamline hiring efforts by screening for pre-employment requirements.
- Restore wages based on years of service: Eliminate pay wage disparity and address wage compression.

- Provide lucrative retirement packages: The department has failed to provide wage increases that match years of service. Staff are reaching retirement eligibility before they reach the maximum steps. Years of service no longer match with annual steps.
- Increase employee incentives: This includes things like student loan benefits and the officer next door program.

## **Safe Staffing Justification**

At the conclusion of our post-by-post analysis for all 19 DPSCS facilities in the State of Maryland and based upon our post analysis for safe staffing, the AFSCME Staffing Analysis Team recommends additional posts, including converting special assignment posts (SAPs) that are needed for the operation of the facility into established posts, as well as recommending new posts that need to be created in order to keep staff and incarcerated people safe. It should be noted that our post analysis recommends the number of new posts — it does not speak to the number of additional officer PINs that will be needed to safely staff those additional posts (nor existing posts). That calculation involves the Net Annual Work Hour (NAWH) review done by the Moss Group Inc. (TMG), hired by the Maryland Department of Public Safety and Correctional Services. The NAWH calculation must now be applied to the new posts that we have recommended to be created so that the true scope of the understaffing in Corrections can be acknowledged and quality plans can be made. Section 5 of our report discusses prolonged use of SAPs without conversion, FSP reviews without approval and OSL mismanagement. Section 6 reflects our justification for additional posts for safe staffing.

### Section 3: Budgeted and Established Positions

Table 1 below summarizes the year the facility staffing plan (FSP) was approved, budgeted authorized positions (posts recorded on facility plans), current established posts in use by Correctional Officers 1, 2, 3 and supervisors that are needed to run the facility, vacancies for Correctional Officers and supervisors, and the total number of additional recommended posts to be created based on the AFSCME Staffing Analysis Team’s post-by-post analysis.

The below summary does not reflect other Correctional departments, such as Correctional Maintenance Officers, Correctional Supply Officers, Correctional Dietary Officers, and MCTU (Transportation). Please see Section 7 for the MCTU report.

**TABLE 1: FSP YEAR, POSTS RECORDED ON FACILITY PLANS, CURRENT POSTS NEEDED TO RUN FACILITY, VACANCY NUMBERS, AND ADDITIONAL POSTS RECOMMENDED FOR CREATION**

#### BALTIMORE CENTRAL BOOKING AND INTAKE CENTER

FSP Year	Posts Recorded on Facility Plans	Current Posts Needed to Run Facility	Vacancy Numbers for Supervisors & COs (1, 2, and 3)	Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT
1/10/2020	497	577.93	SUPERV - 37 COs - 147	<b>49 POSTS</b>

#### BALTIMORE CITY CORRECTIONAL CENTER

FSP Year	Posts Recorded on Facility Plans	Current Posts Needed to Run Facility	Vacancy Numbers for Supervisors & COs (1, 2, and 3)	Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT
12/16/2018	98	104.24	SUPERV- 5 COs - 19	<b>48 POSTS</b>

**CHESAPEAKE DETENTION FACILITY**

FSP Year	Posts Recorded on Facility Plans	Current Posts Needed to Run Facility	Vacancy Numbers for Supervisors & COs (1, 2, and 3)	Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT
NO DATE & UNSIGNED	192	259	SUPERV - 7 COs - 27	<b>39 POSTS</b>

**CENTRAL MARYLAND CORRECTIONAL FACILITY**

FSP Year	Posts Recorded on Facility Plans	Current Posts Needed to Run Facility	Vacancy Numbers for Supervisors & COs (1, 2, and 3)	Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT
4/29/2022	89	93.69	SUPERV - 6 COs - 15	<b>19 POSTS</b>

**DORSEY RUN CORRECTIONAL FACILITY**

FSP Year	Posts Recorded on Facility Plans	Current Posts Needed to Run Facility	Vacancy Numbers for Supervisors & COs (1, 2, and 3)	Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT
12/31/2018	209	221.81	SUPERV - 5 COs - 6	<b>37 POSTS</b>

**EASTERN CORRECTIONAL INSTITUTION - EAST & WEST**

FSP Year	Posts Recorded on Facility Plans	Current Posts Needed to Run Facility	Vacancy Numbers for Supervisors & COs (1, 2, and 3)	Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT
1/18/2017	536	552.04	SUPERV - 23 COs - 91	<b>56 POSTS</b>

**EASTERN CORRECTIONAL INSTITUTION - ANNEX**

<b>FSP Year</b>	<b>Posts Recorded on Facility Plans</b>	<b>Current Posts Needed to Run Facility</b>	<b>Vacancy Numbers for Supervisors &amp; COs (1, 2, and 3)</b>	<b>Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT</b>
1/18/2017	96	102.62	SUPERV - 2 COs - 11	<b>49 POSTS</b>

**JESSUP CORRECTIONAL INSTITUTION**

<b>FSP Year</b>	<b>Posts Recorded on Facility Plans</b>	<b>Current Posts Needed to Run Facility</b>	<b>Vacancy Numbers for Supervisors &amp; COs (1, 2, and 3)</b>	<b>Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT</b>
11/16/2017	478	465.16	SUPERV - 6 COs - 13	<b>124 POSTS</b>

**MARYLAND CORRECTIONAL INSTITUTION - HAGERSTOWN**

<b>FSP Year</b>	<b>Posts Recorded on Facility Plans</b>	<b>Current Posts Needed to Run Facility</b>	<b>Vacancy Numbers for Supervisors &amp; COs (1, 2, and 3)</b>	<b>Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT</b>
11/30/2017	334	312.40	SUPERV- 4 COs - 50	<b>62 POSTS</b>

**MARYLAND CORRECTIONAL INSTITUTION - JESSUP**

<b>FSP Year</b>	<b>Posts Recorded on Facility Plans</b>	<b>Current Posts Needed to Run Facility</b>	<b>Vacancy Numbers for Supervisors &amp; COs (1, 2, and 3)</b>	<b>Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT</b>
10/19/2018	252	266.02	SUPERV - 14 COs -13	<b>36 POSTS</b>

**MARYLAND CORRECTIONAL INSTITUTION FOR WOMEN**

<b>FSP Year</b>	<b>Posts Recorded on Facility Plans</b>	<b>Current Posts Needed to Run Facility</b>	<b>Vacancy Numbers for Supervisors &amp; COs (1, 2, and 3)</b>	<b>Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT</b>
3/15/2021	233	278.66	SUPERV - 22 COs - 10	<b>41 POSTS</b>

**MARYLAND CORRECTIONAL TRAINING CENTER/ANNEX**

<b>FSP Year</b>	<b>Posts Recorded on Facility Plans</b>	<b>Current Posts Needed to Run Facility</b>	<b>Vacancy Numbers for Supervisors &amp; COs (1, 2, and 3)</b>	<b>Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT</b>
3/15/2021	396	488.88	SUPERV - 3 COs - 36	<b>60 POSTS</b>

**MARYLAND RECEPTION DIAGNOSTIC CLASSIFICATION CENTER**

<b>FSP Year</b>	<b>Posts Recorded on Facility Plans</b>	<b>Current Posts Needed to Run Facility</b>	<b>Vacancy Numbers for Supervisors &amp; COs (1, 2, and 3)</b>	<b>Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT</b>
1/29/2019	271	353.98	SUPERV - 16 COs - 18	<b>53 POSTS</b>

**METROPOLITAN TRANSITION CENTER**

<b>FSP Year</b>	<b>Posts Recorded on Facility Plans</b>	<b>Current Posts Needed to Run Facility</b>	<b>Vacancy Numbers for Supervisors &amp; COs (1, 2, and 3)</b>	<b>Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT</b>
12/13/2017	356	308.13	SUPERV - 3 COs - 24	<b>81 POSTS</b>

**NORTH BRANCH CORRECTIONAL INSTITUTION**

<b>FSP Year</b>	<b>Posts Recorded on Facility Plans</b>	<b>Current Posts Needed to Run Facility</b>	<b>Vacancy Numbers for Supervisors &amp; COs (1, 2, and 3)</b>	<b>Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT</b>
9/3/2022	445	484.54	SUPERV - 5 COs - 51	<b>60 POSTS</b>

**PATUXENT INSTITUTION**

<b>FSP Year</b>	<b>Posts Recorded on Facility Plans</b>	<b>Current Posts Needed to Run Facility</b>	<b>Vacancy Numbers for Supervisors &amp; COs (1, 2, and 3)</b>	<b>Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT</b>
12/21/2017	366	420.94	SUPERV - 14 COs - 33	<b>35 POSTS</b>

**ROXBURY CORRECTIONAL INSTITUTION**

<b>FSP Year</b>	<b>Posts Recorded on Facility Plans</b>	<b>Current Posts Needed to Run Facility</b>	<b>Vacancy Numbers for Supervisors &amp; COs (1, 2, and 3)</b>	<b>Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT</b>
1/24/2022	275	318.38	SUPERV- 4 COs -53	<b>47 POSTS</b>

**WESTERN CORRECTIONAL INSTITUTION**

<b>FSP Year</b>	<b>Posts Recorded on Facility Plans</b>	<b>Current Posts Needed to Run Facility</b>	<b>Vacancy Numbers for Supervisors &amp; COs (1, 2, and 3)</b>	<b>Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT</b>
3/25/2021	342	391.84	SUPERV - 9 COs - 47	<b>73 POSTS</b>



**YOUTH DETENTION CENTER**

<b>FSP Year</b>	<b>Posts Recorded on Facility Plans</b>	<b>Current Posts Needed to Run Facility</b>	<b>Vacancy Numbers for Supervisors &amp; COs (1, 2, and 3)</b>	<b>Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT</b>
12/13/2017	114	113.96	SUPERV - 4 COs - 22	<b>39 POSTS</b>

**TOTALS ACROSS ALL INSTITUTIONS**

	<b>Posts Recorded on Facility Plans</b>	<b>Current Posts Needed to Run Facility</b>	<b>Vacancy Numbers for Supervisors &amp; COs (1, 2, and 3)</b>	<b>Total Number of Additional Posts Recommended To Be Created Per AFSCME SAT</b>
<b>Total</b>	5,579	6,114.22	COs: 686 Supervisors: 192	<b>1,008</b>

## Section 4: DPSCS Facility List and Schedule Summary

Based on the documents provided by DPSCS, facilities are listed in alphabetical order. Table 2 provides a brief synopsis of the operational posts authorized, SAP in use, collapsed posts, total Officers needed, number of Officers available for work, overtime available to staff the facility, and the vacancies for Correctional Officers.

Note that the Post Assignment Worksheet provided to the AFSCME Staffing Analysis Team while conducting the post-by-post analysis was used to create the table below. The PAW only reflects daily operational staffing needs of the facility, which is subject to change on a daily basis. However, the authorized positions and the vacancy number will remain unchanged except in a case of a retirement, TDY, or resignation.

### **Below is the list of DPSCS facilities where analysis was conducted:**

- Baltimore Central Booking & Intake Center
- Baltimore City Correctional Center
- Chesapeake Detention Center
- Central Maryland Correctional Facility
- Dorsey Run Correctional Facility
- Eastern Correctional Institution
- Eastern Correctional Institution - Annex
- Jessup Correctional Institution
- Maryland Correctional Institution - Hagerstown
- Maryland Correctional Institution - Jessup
- Maryland Correctional Institution for Women
- Maryland Correctional Training Center
- Maryland Reception, Diagnostic & Classification Center
- Metropolitan Transition Center
- North Branch Correctional Institution
- Patuxent Institution
- Roxbury Correctional Institution
- Western Correctional Institution
- Youth Detention Center, Division of Correction

**TABLE 2: AUTHORIZED POSTS, SAP, COLLAPSED POSTS, TOTAL NEEDED, AVAILABLE TO WORK, OVERTIME USE ON AVERAGE, AND VACANCIES**

**POST ASSIGNMENT WORKSHEET SCHEDULING SUMMARY**

**BALTIMORE CENTRAL BOOKING AND INTAKE CENTER**

DATE (2022)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
30-Dec	A	109	29	15	123	69	54	32
28-Dec	B	83	25	1	107	47	60	61
29-Dec	C	69	16	9	76	26	50	54

**BALTIMORE CITY CORRECTIONAL CENTER**

DATE (2022)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
13-Dec	A	34	9	12	31	19	6	19
13-Dec	B	12	6	0	18	11	6	0
13-Dec	C	10	5	1	14	11	3	0

**CHESAPEAKE DETENTION FACILITY**

DATE (2022)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
20-Dec	A	42	18	3	57	39	18	8
20-Dec	B	34	11	0	45	27	18	10
21-Dec	C	21	7	0	28	14	14	9

**CENTRAL MARYLAND CORRECTIONAL FACILITY**

DATE (2022)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
15-Dec	A	22	11	5	28	19	8	6
15-Dec	B	15	5	0	20	13	7	5
15-Dec	C	10	2	1	11	7	4	4

**DORSEY RUN CORRECTIONAL FACILITY**

DATE (2023)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
8-Jan	A	63	27	20	70	48	22	3
8-Jan	B	36	9	0	46	28	17	3
8-Jan	C	27	14	0	41	24	17	0

**EASTERN CORRECTIONAL INSTITUTION - EAST & WEST**

DATE (2023)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
3-Jan	A	135	13	19	129	86	43	64
4-Jan	B	90	7	6	91	55	36	20
25-Jan	C	59	4	4	59	36	23	7

**EASTERN CORRECTIONAL INSTITUTION - ANNEX**

DATE (2023)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
4-Jan	A	18	9	1	26	17	9	4
4-Jan	B	16	7	0	23	15	8	6
4-Jan	C	13	0	0	13	11	2	1

**JESSUP CORRECTIONAL INSTITUTION**

DATE (2022)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
12-Dec	A	116	55	8	163	98	65	7
12-Dec	B	79	51	8	122	75	47	3
13-Dec	C	44	31	3	72	40	32	3

**MARYLAND CORRECTIONAL INSTITUTION - HAGERSTOWN**

DATE (2023)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
11-Jan	A	64	20	27	57	31	26	23
11-Jan	B	48	13	21	40	19	21	18
12-Jan	C	39	11	10	40	25	15	9

**MARYLAND CORRECTIONAL INSTITUTION - JESSUP**

DATE (2022)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
30-Nov	A	69	36	15	90	44	46	3
29-Nov	B	46	12	8	50	34	16	3
29-Nov	C	30	6	4	32	22	10	7

**MARYLAND CORRECTIONAL INSTITUTION FOR WOMEN**

DATE (2022)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
28-Nov	A	62	18	13	67	50	17	4
28-Nov	B	42	17	4	55	29	26	4
28-Nov	C	27	5	0	32	32	0	2

**MARYLAND CORRECTIONAL TRAINING CENTER/ANNEX**

DATE (2023)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
10-Jan	A	105	21	17	109	81	28	19
8-Jan	B	71	7	6	72	58	14	7
8-Jan	C	57	5	5	57	44	13	10

**MARYLAND RECEPTION DIAGNOSTIC CLASSIFICATION CENTER**

DATE (2022)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
27-Dec	A	66	18	22	62	27	35	10
27-Nov	B	44	16	8	52	23	29	8
28-Dec	C	34	13	3	44	29	15	0

**METROPOLITAN TRANSITION CENTER**

DATE (2022)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
27-Dec	A	59	41	6	94	64	30	8
27-Dec	B	38	26	0	64	34	30	9
27-Dec	C	29	20	1	48	29	19	7

**NORTH BRANCH CORRECTIONAL INSTITUTION**

DATE (2023)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
18-Jan	A	102	22	21	103	67	36	18
18-Jan	B	78	9	8	79	51	28	23
19-Jan	C	53	7	14	46	31	15	10

**PATUXENT INSTITUTION**

DATE (2022)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
6-Dec	A	100	17	3	107	60	47	3
5-Dec	B	76	9	7	71	59	12	9
7-Dec	C	45	10	4	51	25	26	21

**ROXBURY CORRECTIONAL INSTITUTION**

DATE (2023)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
12-Jan	A	69	5	13	61	45	16	18
12-Jan	B	55	2	7	50	26	24	26
12-Jan	C	39	0	0	39	22	17	9

**WESTERN CORRECTIONAL INSTITUTION**

DATE (2023)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
17-Jan	A	82	16	7	91	63	28	25
17-Jan	B	60	11	3	68	34	34	9
20-Jan	C	37	11	3	45	20	25	13

**YOUTH DETENTION CENTER**

DATE (2022)	SHIFTS	PS AUTH	SAP	CP	Total Needed	Available	Overtime	Vacancy
21-Dec	A	22	6	4	24	19	5	10
21-Dec	B	19	4	5	18	9	9	11
21-Dec	C	12	2	0	14	8	6	1

**TOTALS ACROSS ALL INSTITUTIONS**

Posts Authorized	SAP	Collapsed Posts	Total Posts Needed	Available To Work	Overtime	Vacancy
2,936	807	385	3,345	2,049	1287	686

Table 2 above is a snapshot of the institutional need across State Facilities resulting in the use of voluntary and or mandatory overtime of 1,287 Officers, collapsing over 385 posts which impacts inmate supervision, programs/activities and an officer vacancy of 686.

## Section 5: Operational Staffing Level & Special Assignment Post Report

The AFSCME Staffing Analysis Team has done a comprehensive review of the measures that are needed to ensure the safety of officers, inmates, detainees, and civilian staff under our supervision. After touring all institutions under the Department of Public Safety and Correctional Services, we have seen a number of irregularities and violations that need to be addressed. However, this report will focus primarily on the misuse and continued manipulation of Operational Staffing Levels (OSL).

Operational Staffing Levels ensure the safety of staff, inmates, and citizens. According to OPS115.0001, effective March 2014, the managing official, or a designee, shall designate an OSL for a post in accordance with established policy and procedures regarding collapsible posts. The OSL for each post shall be designated on the Facility Staffing Plan (FSP) and Post Assignment Worksheet (PAW).

### **The following are the requirements/guidelines for utilizing the (OSL) Operational Staffing Levels system:**

- **OSL 1:** Posts may be collapsed for the duration of the shift while maintaining normal operations. All inmate activities, programs, services, and recreation are completed without interruption.
- **OSL 2:** Posts may be collapsed during periods of diminished staffing levels by reducing operations while still maintaining institutional security. Their collapse prevents some activities, programs, services, and/or recreation from being completed.
- **OSL 3:** Posts are only collapsed in a complete institutional lock down or with the warden's approval. Minimal inmate services are provided.
- **OSL 4:** Posts shall not be collapsed except in an emergency or with the warden's approval. These posts remain staffed during a lockdown.

Our report reveals alarming observations, such as:

- Officers working multiple posts
- Use of collapsed posts
- Lack of management training for Supervisors and those in "Acting" positions
- Inadequate and/or direct supervision for Officers in a "Acting" capacity
- Staffing plans not being updated, reviewed or approved
- Approving SAP (Special Assignment Post) & used long-term
- OSL (Operational Staffing Level) being changed from shift to shift
- Administrators and Supervisors not practicing proper checks and balances as it pertains to safe staffing



- The removal of PINs (Position Identification Number) from all DPSCS institutions and transportation units. PINS are supervisory and non-supervisory positions assigned to each shift, whether filled or vacant.
- Special Assignment Post (SAP) not being converted to an established post. Established posts are posts specified in the current approved Facility Staffing Plan and are represented on the Post Assignment Worksheets.
- Administration's lack of awareness when Operational Staffing Levels are mishandled/manipulated

**As we bring these issues to your attention, we are also providing immediate solutions that will make all our facilities safer for those under our custody and care.** The facts regarding our staff shortages across the state of Maryland clearly conflict with OPS.115.000 (1) titled Post Assignments, which states the DPSCS shall ensure consistency with the DPSCS correctional officers staffing plan with respect to post assignments and duties on the post. Also, the DPSCS shall assign a correctional officer on duty that is:

1. Commensurate with a job specification
2. Appropriate for a correctional officer's level of understanding and training

This would include all officers' experience, skills, ability, and suitability of duties to be performed.

**With all these things in mind, the AFSCME Staffing Analysis Team would like to put forward the following recommendations:**

- Training for individuals in "Acting" capacity
- Better and/or more intense training for those individuals promoted to include:
  1. OSL (Operational Staffing Level): A level of facility operations maintained (i.e., programs, services, and recreation) that determine which post must be staffed and which may be collapsed
  2. SAP (Special Assignment Post): Posts that are not established in the facility staffing plan, but are authorized, on a short-term basis to accommodate staffing requirements due to operational changes or exceptional demands
  3. FSP (Facility Staffing Plan): A list of posts (which should be revisited yearly) approved by the Deputy Secretary of Operations that are required to operate a facility that identifies that days per week the posts are staffed and the rank of the officer assigned to staff the post
  4. The roles, duties and responsibilities of Facility Administrators, Wardens, Assistant Wardens, Security Chiefs, Majors, Captains, and Lieutenants
  5. End of Shift Reports: Utilized to reflect changes in posts, staffing of posts and/or collapsing of posts throughout the entire shift. This would include an Addendum

that reflects the number of overtime hours utilized from start to finish and subsequently the number of officers on post from beginning to end of the shift.

6. Overtime justification
7. PAW (Post Assignment Worksheet): The list of posts by shift and the officers assigned. The format should closely follow the facility staffing plan. The established post listed on the PAW should match those listed on the FSP (Facility Staffing Plan).

The AFSCME Staffing Analysis Team's goal and intention are to secure safe staffing on all three shifts with performance and consistency. The Department of Public Safety and Correctional Service's mission is to maintain the proper level of security and custody staff to protect everyone under its care, that is to include non-custody, civilians, pre-trial (detainees), sentenced, correctional officers and administration under its care.

Furthermore, it is our fervent desire as state employees to do all we can to further the DPSCS's mission to boost awareness, accountability, and increase efforts in the constant improvement of how we work, how many hours we work, the quality of our officer's work performance, our work conditions and overall wellness (mental and physical). The AFSCME Staffing Analysis Team can see the mental and physical constraints caused by officers working multiple posts along with prolonged hours. The effective use of Operational Staffing Levels will increase safety, productivity, and security.

Consequently, we have seen the continuous misuse, and lack of guidance regarding Operational Staffing Levels. The constant manipulation of the PAW is a direct link to the use of leave. It also compels the use of shortcuts by staff, supervision, and administration when interpreting directives and post orders in order to complete the necessary requirements by the state. At present, we've seen posts removed, combined, and/or collapsed on the PAW from shift to shift. These posts require direct supervision. We have also had the opportunity to speak with the administrative staff from all institutions, most of whom claim that they were unaware of the collapsing of posts and/or removal of posts from the PAW sheet. For example, it is not uncommon to see one officer on every housing unit/tier/dorm on the morning shift. That one officer may be responsible for ninety-six (96) inmates/detainees in that particular area that holds four housing units. On the overnight shift, that same institution will have one officer responsible for two housing units, making him responsible for one hundred ninety (192) inmates/detainees. It is clear that the officer-to- inmate ratio presents a clear and present danger, not only to the correctional officers, but to those we are sworn to protect.

We know through our years of combined service that safety issues influence how we work and move throughout the facility. When we are forced to compromise on safety and work multiple posts because OSL (3)s and (4)s are collapsed due to staffing, it infringes on the rights of those

detainees and inmates under our supervision. It creates unnecessary risk and liability for everyone in the facility. Institutions have conditioned themselves to collapse posts which are OSL (3) and (4) and encouraged officers to work more than one post to their detriment. This increases the possibility of assault on correctional officers, inmate/detainees, and non-uniform personnel. In addition, it also increases the likelihood of disciplinary action for failure to complete assigned duties. If the Operational Staffing Level is used properly in accordance with the policy written, it will create a safer environment and enhance continuity between Administration, Supervisors, and frontline staff.

Although DPSCS has used extraordinary efforts for recruitment and advertisement, prison facilities are overwhelmingly understaffed. The use of retention and hiring bonuses cannot keep up with the number of retirements, resignations, and employees choosing to transfer to other departments within the state. On the other hand, the inmate population is increasing. We understand that you expect to see an improvement in hiring in 2023; but in the meantime, the officers who have tolerated excessive drafts, working multiple posts within a shift, and forsaking their personal safety are also expecting immediate changes. The AFSCME Staffing Analysis Team suggests that a means of checks and balances be put in place to encourage dialogue between the Commissioner's office, Administration, Supervision, and frontline employees. Continued dialogue would eliminate the possibility of security breaches, misinformation, and misinterpretation of our set policies and directives.

Our goal is to complete the five fundamental points used as guidelines in the 2019 Staffing Analysis:

- a. Post-by-post analysis that identifies the actual number of positions needed to safely and securely staff each institution
- b. The amount of overtime currently being used to meet minimum standards
- c. Account of all institution activities that have been impacted by staffing levels
- d. An assessment of expected future turnover in personnel as we reach January 2024. When the contracts signed by senior officers with twenty years or more expire, we are expecting an alarming exodus. These officers take with them an abundance of wisdom, knowledge, and experience.
- e. An analysis of the need for additional staff

## Section 6: Post Recommendations

### BCBIC Recommendation

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAYS = 08, 7-DAYS = 41

MEDICAL TRANSPORT OFFICER #2 (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Medical transport Officer #2 is recommended on 7-3 shift to compliment the medical transport Officer. The responsibility of medical Officer #2 includes transporting inmates and detainees for medical appointments, assist in transporting transfers and pick up, assist in reliefs and responding to emergency. We recommend a 7-day establish post for the medical transport Officer #2

MEDICAL ESCORT #4 (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 7-DAYS/WEEK

Currently, the institution is the intake facility in the region and have so many medical movements. Medical escort includes escorting new intake and housed detainees to medical for appointment, sick call, medical emergency and other escort needs. Observing the operation in medical, there is a need for additional Officer to assist in the movement. We recommend a 7-day established post for the medical escort #4

3 SOUTH B-DORM OFFICER (+1): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK

The current post has been operated as a SAP on a 7-day schedule. The Officer is to serve as a dorm Officer supervising the South dorm incarcerated persons, make required security rounds, perform searches and counts. We recommend a 7-day established post on 11-7 shift.

4 SOUTH B-DORM OFFICER (+1): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK

The current post has been operated as a SAP on a 7-day schedule. The Officer is to serve as a dorm Officer supervising the South dorm incarcerated persons, make required security rounds, perform searches and counts. We recommend a 7-day established post on 11-7 shift.

5 SOUTH B-DORM OFFICER (+1): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK

The current post has been operated as a SAP on a 7-day schedule. The Officer is to serve as a dorm Officer supervising the South dorm incarcerated persons, make required security rounds, perform searches and counts. We recommend a 7-day established post on 11-7 shift.

ESCORT & RELIEF OFFICERS (+5): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Currently, there are two (3) escort Officers on the 7-3 shift and three (2) escort on 3-11 & 11-7 shift. We recommend additional four (5) Officers for the escort and relief. Establish additional two (1) escort on 7-3 and one (2) escort each on 3-11 & 11-7 shift.

Escort & relief Officers are responsible for doing all level of job and are also referred to as utility Officers. They are responsible for escorting major inmate movement around the facility, give relief for break, assist in cell searches and respond to emergency.

**INTAKE #3 OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

Currently, A & B shift has intake Officer #1 & #2 as an established 7-day post in booking unit. The intake Officers are responsible for finger printing of new intake, showers, strip searches, phone calls, clothing, property, feed, medical movement/appointment, mental health appointment, attorney appointment and housing. We recommend additional established post for intake Officer #3 on 7-3 & 3-11 shift.

**POINT 1 OFFICER #2 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

Currently, point 1 Officer is an established 7-day post on all shift. Point 1 Officer is responsible for the intake traffic movement on the booking unit, operate the holding cell and the Adani scanner machine. We recommend additional Officer to assist the point 1 Officer for a safe staffing and maintaining supervision of intake detainees on all shifts.

**1 NORTH CONTROL #2 OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

1 North control center has one Officer issuing out security equipment for the institution. 1 North control center serves as the armory for the institution, operates the doors for staff and other employees coming through the back entrance. It was observed that the 1 North Officer will need additional assistance to effectively operate the control center on the 7-3 & 3-11 shift. We recommend the additional Officers to be established

**DIRECT INTAKE SCANNER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

The direct intake post has been operated on SAP with a 5-day schedule. The direct intake Officer assist in fingerprinting and processing of newly sentenced detainees for admission and documentation of the detainees will properly be entered into the OCMS. We recommend that a 5-day established post and convert the SAP.

**DIRECT INTAKE SEARCH OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

Currently, the post is operated on a 5-day SAP. The Officer is responsible for giving intake shower, assist in intake processing, assist in escort and admission, relief and respond to emergency. We recommend a 5-day established post for 7-3 shift.

**DIRECT INTAKE ESCORT (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

This post is currently running as a SAP on 5-day responsibility. The Officer assist in the processing and escorting of newly sentenced detainees to holding until cleared by the

medical department. We recommend that the post be converted from SAP to a 5-day established post on 7-3 shift

BAIL RELEASE ASSISTANT (OFFICER) (+3); ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Currently, this post is staffed as a SAP on a 7-day schedule on all shift this post ensures that detainees are properly identified to prepare to see the court commissioner, they will escorted from and back to their housing unit and the Officer shall have proper supervision at all times. We recommend that the SAP be converted into a 7-day established post on all shift.

4 SOUTH B-OFFICER (+1): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK

The South B Officer is currently run as a SAP on a 7-day schedule on 11-7 shift. The Officer is responsible for supervision, counts, rounds, feed, emergency and security of the detainees. We recommend that the SAP be converted into an established 7-day post on 11-7 shift.

3 SOUTH B-OFFICER (+1): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK

The South B Officer is currently run as a SAP on a 7-day schedule on 11-7 shift. The Officer is responsible for supervision, counts, rounds, feed, emergency and security of the detainees. We recommend that the SAP be converted into an established 7-day post on 11-7 shift.

5 SOUTH B-OFFICER (+1): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK

The South B Officer is currently run as a SAP on a 7-day schedule on 11-7 shift. The Officer is responsible for supervision, counts, rounds, feed, emergency and security of the detainees. We recommend that the SAP be converted into an established 7-day post on 11-7 shift.

RICHMOND ESCORT OFFICER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The Richmond escort Officer is running as a 7-day SAP on all shift. The Richmond escorting Officer monitors the detainees for their initial appearance with the district court commissioner. We recommend that the SAP be converted into a 7-day established post for smooth process of the court appearance.

SOUTH TOWER ESCORT (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, the South Tower escort is a 7-day SAP use on 7-3 & 3-11 shift. The South Tower Officer is responsible for escorting detainees from South Tower to the visiting area to see the public defender and stayed under the supervision of the Officer. We recommend that the SAP be converted into a 7-day post on 7-3 & 3-11 shift

CENTER TOWER ESCORT (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, the center Tower escort is a 7-day SAP use on 7-3 & 3-11 shift. The center Tower Officer is responsible for escorting detainees from center Tower to the visiting area to see the public defender and stayed under the supervision of the Officer. We recommend that the SAP be converted into a 7-day post on 7-3 & 3-11 shift

NORTH TOWER ESCORT (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, the North Tower escort is a 7-day SAP use on 7-3 & 3-11 shift. The North Tower Officer is responsible for escorting detainees from North Tower to the visiting area to see the public defender and stayed under the supervision of the Officer. We recommend that the SAP be converted into a 7-day post on 7-3 & 3-11 shift

VISITOR CONTROL OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, the visitor control Officer is operating as a 7-day SAP on 7-3 & 3-11 shift. The visiting control Officer is responsible for registration, assigning booth, observing and documenting into the OCMS. We recommend the conversion of the SAP into a 7-day established post on 7-3 & 3-11 shift

MADISON STREET LOBBY OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

The Madison Street Officer is currently used as a 7-day SAP on 7-3 & 3-11 shift. The Officer is responsible for screening the civilians and attorneys entering into the facility. We recommend that the SAP be converted into a 7-day established post on 7-3 & 3-11 shift

LAUNDRY ESCORT OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

The laundry escort Officer is operated as a SAP post for 5-days on 7-3 shift. The laundry Officer will be responsible for supervising and escorting the laundry detainee workers during distribution of the institutional laundry to housing units, does inventory and receiving laundry supply. We recommend that the SAP be converted into a 5-day established post on 7-3 shift

MEDICAL TRANSPORTATION OFFICER (+3): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Currently, the medical transportation Officer is a 5-day SAP on the 7-3 shift as #1, #2 & #3. This Officers are responsible for the transporting of the detainees form and to the institution during transfers, medical appointment and other institutional need. We recommend that the post be converted from a SAP to an established post.

VISITING AREA SECURITY OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

The visiting area security operates as a SAP on 7-3 & 3-11 shift 7-days a week. This post is to properly secure and monitor detainee movement in the visiting room and provide security to both detainees and the visitors. We recommend that the SAP be converted into a 7-day established post.

**5 NORTH B-OFFICER (+1): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK**

The 5 North B Officer is currently run as a SAP on a 7-day schedule on 11-7 shift. The Officer is responsible for supervision, counts, rounds, feed, emergency and security of the detainees. We recommend that the SAP be converted into an established 7-day post on 11-7 shift.

**4 CENTER (OIC) SERGEANT (+3): ESTABLISH SERGEANT ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

The 4 center OIC is run as a 7-day SAP on all shift. The sergeant is responsible for making rounds in the building and also attending to the detainee issues. The sergeant assist in searches, escorting and responding to emergency. We recommend that the SAP post be converted into a 7-day established post on all shift.



## **BCCC Recommendation**

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAYS = 8, 7-DAYS = 40

TRAFFIC OFFICER (+2): ESTABLISH OFFICER ON 3-11 & 11-7, 7-DAYS/WEEK

Currently, there is one (1) established traffic Officer on each 7-3 shift. Traffic Officers are responsible for clearing the institutional counts, movement of incarcerated person in and off the institution, assigning buildings and cells to all transfer-ins and to update the OCMS. We recommend that the SAP status for the traffic Officers on 3-11 and 11-7 shift be converted into a 7-day established post on both shift with one (1) Officer each

MASTER CONTROL #2 (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 7-DAYS/WEEK

Master control currently has one (1) Officer as established. Master control Officer is saddled with responsibility of receiving and transferring incoming calls, monitoring the cameras for the entire institutions as main visual person, controls all doors, process visitors, relay communication to the entire jail and prevent incarcerated persons escape. We recommend additional one (1) Officer for 7-day post on 7-3 shift

VISIT REGISTRATION OFFICER (+2): ESTABLISH OFFICERS ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

The incarcerated visiting operations does not have an established staff for processing and registering visitors during visit hours. The visiting registration Officer is to process all visitors visiting the incarcerated persons, complete background checks, clears incarcerated person for visit, update OCMS and schedule visits. We recommend 5-day established post for the visiting registration Officer.

FRONT LOBBY OFFICER (+3): ESTABLISH OFFICER 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The front lobby post is staffed only 7-3 shift as a SAP but collapsed on the 3-11 & 11-7 shift. The front lobby Officer is responsible for entry searches and clearance into the institution, prevent introduction of contraband through searches, frisk searches all personnel and observed the front entrance to prevent public destruction and access. The entry clearance Officer can also be used to assist in other areas of the institution doing relief for a short time. We are recommending that the entrance lobby Officer Post be converted from SAP to an established on 7-3, 3-11 & 11-7 shift.

ARP OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 7-DAYS/WEEK

Currently, the ARP deals with the claim and needs of the incarcerated persons through the ARP process. While the adjustment Officer is functioning as the ARP coordinator. This post covers different grounds. Adjustment Officer deals with the disciplinary process (infraction) on the incarcerated persons. We recommend that the post of adjustment Officer and the ARP be independent into taking their roles without intertwining.

**ADJUSTMENT OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 7-DAYS/WEEK**

Currently, the adjustment Officer is functioning as the ARP coordinator. This post covers different grounds. Adjustment Officer deals with the disciplinary process (infraction) of the incarcerated persons. We recommend that the post of adjustment Officer be established as a 5-day post.

**RECREATION OFFICER #1 & #2 (+4): ESTABLISH 4 ADDITIONAL OFFICER FOR 7-3 & 3-11 SHIFT GYM, 7-DAYS/WEEK**

Currently, the gym runs from Monday-Friday, 7 days a week on 7-3 & 3-11 shifts. Provides security rounds during the recreation activities for the inmates and also supervises the barber shop and religious activities, create gym schedule/ activity. We recommend that additional Officer be established for the 7-3 & 3-11 shift

**SCHOOL OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

It was observed that no Officer was assigned or on the PAW for the school. School area should be staffed during the school activities. We have civilian staff as tutors and no adequate security was provided to ensure their safety and of the incarcerated persons. We recommend that one (1) established 5-day post for 7-3 shift

**REAR SALLY PORT OFFICER (+1): ESTABLISH OFFICER FOR 7-3 SHIFT, 5-DAYS/WEEK**

This post is to provide guidance and direction to ensure the efficient operation of the rear sally port. Sally port Officer is responsible to ensure the access of only authorized personnel into the facility and to also prevent the introduction of contraband to the facility through proper searches, attentiveness, observation and contact perimeter check against the drone. We recommend that the rear sally port should have an established 5- day post on 7-3 shift. Other shift should consider establishing same.

**FLEET OFFICER (+1): ESTABLISH ON 7-3 SHIFT, 5-DAYS/WEEK**

Currently, BCCC has 7 approved landscaping details not including the OSTC transport scheduled for Monday- Friday, hospital transports, special projects and transfers. Twenty-two (22) vehicles are assigned to the facility for this operations. Fleet Officer is also required to get the paperwork completed, inspections of vehicles, auto & preventive maintenance on each vehicle. We recommend an established 5-day post for the fleet Officer on 7-3 shift.

**PROPERTY OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 5-DAYS/WEEK**

Currently, this post has been used as a SAP, 5-day a week. Property Officer is responsible for issuing, inventory, distribute inmate's packages and inmate property for transfers. The property Officer also ensure that the paper work is up to date. We recommend that this post be established on 7-3 & 3-11 shift

VISITING ROOM OFFICER #2 (+2): ESTABLISH OFFICERS ON 7-3 & 3-11 SHIFT, 5-DAYS/WEEK

The visiting room Officer is to process all visitors for their visits with the incarcerated persons, prepare the incarcerated person for visit, stripped, update OCMS and schedule visits. We recommend that SAP be converted 5-day established post for the visiting room Officer one for each shift.

CENTER HALL: (+3) ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The center hall is the hub of the institutional movements and activities. The officer controls a lot of movements such as hospital movements, transfers in and out, work details, road crews, breakfast lunch, and dinner movements to mention few. To maintain safety, security, control and to respond to emergency codes effectively. We recommend 1 (one) additional officer to this post on all shifts.

NORTH & SOUTH ROVER: (+4) CORRECTIONAL OFFICERS ON 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

We recommend 2 (two) additional officers to both North and South rovers. These officers will also add coverage for the 3-11 and 11-7 shifts in case there's an emergency.

ESCORT&RELIEF #1 & #2: (+2): ESTABLISH OFFICER FOR (COMPOUND) 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Two additional officers are recommended to assist with gym, yard, chow lines, visiting, commissary, med lines, sick call and all other mass movement. Also, will be used for Strip searching work release inmates coming back to the facility. This way the traffic officer could remain in traffic and handle post, and the equipment officer could remain in master control.

SOUTH WING LOWER B OFFICER #2 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Currently, this post (housing unit) has been manned by one (1) Officer/120 incarcerated persons on all shift. One Officer has been left to operate the tier doors, the control center doors, do security rounds by abandoning the control center, send out medical movements, feed up and visit. Having the second Officer is to ensure adequate security and safe staffing protecting the incarcerated persons and staff. We recommend that additional one (1) Officer per shift be added to the post.

SOUTH WING UPPER B OFFICER #2: (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Currently, this post (housing unit) has been manned by one (1) Officer/120 incarcerated persons on all shift. One Officer has been left to operate the tier doors, the control center doors, do security rounds by abandoning the control center, send out medical movements, feed up and visit. Having the second Officer is to ensure adequate security and safe staffing

protecting the incarcerated persons and staff. We recommend that additional one (1) Officer per shift be added to the post.

**NORTH WING UPPER B OFFICER (+3) ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

Currently, this post (housing unit) has been manned by one (1) Officer/120 incarcerated persons on all shifts. One Officer has been left to operate the tier doors, the control center doors, do security rounds by abandoning the control center, send out medical movements, feed up and visit. Having the second Officer is to ensure adequate security and safe staffing protecting the incarcerated persons and staff. We recommend that additional one (1) Officer per shift be added to the post.

**NORTH WING LOWER B OFFICER (+3) ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

Currently, this post (housing unit) has been manned by one (1) Officer/120 incarcerated persons on all shifts. One Officer has been left to operate the tier doors, the control center doors, do security rounds by abandoning the control center, send out medical movements, feed up and visit. Having the second Officer is to ensure adequate security and safe staffing protecting the incarcerated persons and staff. We recommend that additional one (1) Officer per shift be added to the post.

**HOUSING UNITS OIC (+6): ESTABLISH BUILDING SERGEANTS FOR SOUTH & NORTH HOUSING UNIT ON ALL SHIFT**

We recommend each housing unit have a building sergeant as a support manager for the housing unit. The housing units currently have 1 (one) officer by his or herself and over 160 inmates moving around the tiers and the control center. There is no back-up for the officer while in the control center or while he or she leaves the tier to make security rounds on a wing which leaves the control center and the other wing unattended. Using one officer to staff the building does not meet the safe staffing procedure, security and emergency needs of the officer and inmates. Having additional officer and a Sergeant will provide support and safe practice in fulfilling their daily activities therefore, we recommend 1 building sergeant to each housing unit 7-3 (2), 3-11 (2) & 11-7 (2) on every shift as the sergeant will serve as the front line supervisor for the inmates.

## CDF Recommendation

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAYS= 7, 7-DAYS= 32

ADJUSTMENT OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Currently, the adjustment Officer is functioning as the ARP coordinator. This post covers different grounds. Adjustment Officer deals with the disciplinary process (infraction) on the incarcerated persons while the ARP deals with the claim and needs of the incarcerated persons through the ARP process. We recommend that the post of adjustment Officer and the ARP be separated into taking their roles without intertwining.

ARP OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Currently, the ARP deals with the claim and needs of the incarcerated persons through the ARP process. While the adjustment Officer is functioning as the ARP coordinator. This post covers different grounds. Adjustment Officer deals with the disciplinary process (infraction) on the incarcerated persons. We recommend that the post of adjustment Officer and the ARP be separated into taking their roles without intertwining.

A-POD SKYPE OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

A-pod Officer is currently being used as the skype Officer on a daily basis. The skype Officer will monitor skype visits, assist in connecting to skype on laptop, escort inmates to the skype area and allow relief the A-pod Officer from being used as skype Officer. We recommend that two (2) additional Officers be established, one for 7-3 & one for 3-11.

C-POD SKYPE OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

C-pod Officer is currently being used as the skype Officer on a daily basis. The skype Officer will monitor skype visits, assist in connecting to skype on laptop, escort inmates to the skype area and allow relief the C-pod Officer from being used as skype Officer. We recommend that two (2) additional Officers be established, one for 7-3 & one for 3-11.

D-POD SKYPE OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

D-pod Officer is currently being used as the skype Officer on a daily basis. The skype Officer will monitor skype visits, assist in connecting to skype on laptop, escort inmates to the skype area and allow relief the D-pod Officer from being used as skype Officer. We recommend that two (2) additional Officers be established, one for 7-3 & one for 3-11.

F-POD SKYPE OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

F-pod Officer is currently being used as the skype Officer on a daily basis. The skype Officer will monitor skype visits, assist in connecting to skype on laptop, escort inmates to the skype

area and allow relief the F-pod Officer from being used as skype Officer. We recommend that two (2) additional Officers be established, one for 7-3 & one for 3-11

**E-POD ESCORT #3 (+1): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK**

Currently, the E-pod escort Officer is a SAP, 7-days a week on all shift. Escort relief Officers are responsible for relief and support for the operation. We recommend that E-pod escort #3 be converted into a 7-day established post on 11-7.

**E-POD ESCORT #4 (+1): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK**

Currently, the E-pod escort Officer is a SAP, 7-days a week on all shift. Escort relief Officers are responsible for relief and support for the operation. We recommend that E-pod escort #4 be converted into a 7-day established post on 11-7.

**E-POD OFFICER #5 (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

Currently, the E-pod Officer is a SAP, 7-days a week on all shift. E-pod Officers are responsible for incarcerated person's daily activities in the housing unit. We recommend that E-pod escort #5 be converted from SAP into a 7-day established post, one (1) for 7-3 and one (1) for 3-11

**E-POD OFFICER #6 (+2): ESTABLISH OFFICER ON 7-3, & 3-11 SHIFT, 7-DAYS/WEEK**

Currently, the E-pod Officer is a SAP, 7-days a week on all shift. E-pod Officers are responsible for incarcerated person's daily activities in the housing unit. We recommend that E-pod Officer #6 be converted from SAP into a 7-day established post, one (1) for 7-3 and one (1) for 3-11

**E-POD OFFICER #7 (+2): ESTABLISH OFFICER FOR 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

Currently, the E-pod Officer is a SAP, 7-days a week on all shift. E-pod Officers are responsible for incarcerated person's daily activities in the housing unit. We recommend that E-pod escort #7 be converted from SAP into a 7-day established post, one (1) for 7-3 and one (1) for 3-11

**A-POD OFFICER (+2): ESTABLISH OFFICERS ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

Currently, the A-pod escort Officer is a SAP, 7-days a week on all shift. Escort relief Officers are responsible for relief and support for the operation. We recommend that A-pod escort be converted into a 7-day established post on 7-3 & 3-11

**A-TOWER OFFICER (+3): ESTABLISH OFFICERS ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

A-tower Officer is a vital post that is required 24 hours across the shifts. The A- Tower Officer is responsibilities includes prevention of escape, maintaining constant observation of the fencing, security devices within the view of the post. The A-Tower is recommended to be

manned 7-days a week across the three shift. it is also recommended that A-Tower which is currently a SAP be converted to an establish 7-day post

**C-TOWER OFFICER (+3): ESTABLISH OFFICERS ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

C-tower Officer is a vital post that is required 24 hours across the shifts. The C- Tower Officer is responsibilities includes prevention of escape, maintaining constant observation of the fencing, security devices within the view of the post. The C-Tower is recommended to be manned 7-days a week across the three shift. It is also recommended that C-Tower which is currently a SAP be converted to an establish 7-day post

**CORRIDOR #1/DIETARY OFFICER (+2): ESTABLISH DIETARY OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

Currently, dietary Officer do not have an Officer to Mann the post. Corridor #1 Officer has been constantly reassigned to work dietary and abandoning his post. We recommend either a dietary or a custody Officer to be on post.

**MEDICAL INTAKE (+2): ESTABLISH OFFICER ON 7-3 & 3-11SHIFT, 7-DAYS/WEEK**

Currently, the post is being manned on 5-days a week as SAP. Medical intake Officer receives new incarcerated person into the pre-trial system by providing security and safety operation during infectious control, physical therapy and appointment. We recommend that the SAP post be converted into a 7-day post

**LAUNDRY OFFICER (+1); ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

The institutional laundry Officer is currently on a SAP 5-days a week. The laundry Officer is responsible to coordinate and direct the process of institutional laundry system that works for the incarcerated persons under BCBIC supervision.

**AUDIT OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

Currently, the Audit post is on a 5-day SAP. Audit Officer is responsible for institutional compliance on policies, procedures and court orders. We recommend that the SAP be converted to an established 5-day post

**TRAFFIC OFFICER (+3): ESTABLISH OFFICERS ON 7-3, 3-11 & 11-7 SHIFT, 5-DAYS/WEEK**

The traffic Officer is a SAP, 5-day post on all shifts. Traffic Officer is responsible for the clearing of the institutional counts, transfer ins and outs, in house movement and housing assignment. We recommend that the post be converted from SAP to an established 5-day post on all shifts

**VISITATION OFFICER #2 (+2): ESTABLISH OFFICERS ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

Currently, there is one (1) visitation Officer assigned on 7-3 & 3-11 shift. Visitation Officer is responsible for incarcerated person's visitation, escort, stripping, monitoring the floor to prevent contraband and supervising the conduct of both inmates and the visitors. We recommend that the SAP be converted into an established post, additional one (1) Officer for 7-3 and one (1) Officer for 3-11

**F-POD ESCORT (+2): ESTABLISH OFFICERS 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

Currently, it was observed that the post is needed to aid the operation of the Pod (housing unit due to the responsibility of the Officers assigned. The F-Pod escort will assist in the operation to include incarcerated feed, recreation, showers, medical movement, escorting, visits and responding to emergency or other operational needs. We recommend one (1) Officer each for 7-3 & 3-11 shift



## CMCF Recommendation

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAY= 2, 7-DAY=17

ESCORT & RELIEF OFFICERS: (+6) ESTABLISH OFFICERS FOR 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

These escort officers are needed for the running of the institutional activities and to prevent pulling officers from other posts that will result in collapsing those posts such as A-Building, B-Building and the yard. Two additional officers on each shift will be utilized as the receiving Officer, reliefs, strip searching, transportation, emergency response, inmate feed and other institutional needs that may arise during operation.

A-HOUSING UNIT #3 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

It was observed that the A- building has a maximum capacity of about 250 incarcerated persons assigned to the four (4) dormitories. Two (2) Officers are currently running the dorm and was observed that there is a need for one (1) additional Officer for each shift.

MEDICAL OFFICER (+1): ESTABLISHED OFFICERS FOR 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Currently, one medical Officer is assigned to morning and afternoon shift as a SAP. Medical Officer coordinates the movement, property, library, medical insulin, medication, attorney visits and other institutional operations as directed by the supervisor. We recommend the additional Officer for 11-7 while recommending that the two other be converted from SAP into a 7-day post

TOOL CONTROL OFFICER (+1): ESTABLISH ONE OFFICER FOR 7-3 SHIFT, 5-DAYS/WEEK

The Tool control officer is responsible for monitoring and accounting for all institutional tool and equipment. Tool control Officer issues and receive tools and also make sure the institution is in compliance with the regulations. We are recommending that the Tool control position be converted into a 5-day post.

PERIMETER SECURITY ROVER #1 (+3): ESTABLISH OFFICERS FOR 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Perimeter security rover #1 monitors and prevent the introduction of contraband from the outside visitors. The rover routinely drive around the perimeter for security rounds to prevent escape of incarcerated persons and damages to any State property. We recommend that the rover be used on all shift and be converted from the SAP to a 7-day established post

INMATE PROPERTY/CLOTHING (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Property Officer is responsible for issuing, inventory, distribute inmate's packages and inmate property for transfers. The property Officer also ensure that the paper work is up to date. We recommend that this post be established 5-days a week.

**FRONT LOBBY OFFICER (+1): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK**

The front lobby post is staffed on 7-3 & 3-11 shift but collapsed on the 11-7 shift. The front lobby Officer is responsible for entry searches and clearance into the institution. The entry clearance Officer can also be used to assist in other areas of the institution doing relief for a short time. We are recommending that the entrance lobby Officer Post be established on 11-7 shift.

**B-BUILDING OFFICER IN CHARGE (+3): ESTABLISH OIC ON 7-3. 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

Currently, there are three (3) assigned Officers to the A-building dorm for monitoring and supervision. There is a need to have a higher ranking Officer (Sergeant) to supervise the dorm and the operation. The sergeant serve as the supervisor attending to issues in the dorm and also a first responder to emergency and to give directions as the ranking Officer. We recommend that A-building should have a sergeant each on all shift for security control and supervision.

## **DRCF Recommendation**

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAYS = 3, 7-DAY = 34

ESCORT #3 (+3): ESTABLISH OFFICER ON 6-2, 2-10 & 10-6 SHFIT, 7-DAYS/WEEK

Currently, #3 escort is an established 5 day post to assist in the escort and relief for the institution and also serving as utility. We are recommending that the escort #3 which is 5 day established post be extended as 7 day established for the same purpose.

ESCORT #4 (+3): ESTABLISH OFFICER ON 6-2, 2-10 & 10-6 SHIFT, 7-DAYS/WEEK

Currently, #4 escort is an established 5 day post to assist in the escort and relief for the institution and also serving as utility. We are recommending that the escort #4 which is 5 day established post be extended as 7 day established for the same purpose.

ESCORT & RELIEF #7 & #8 (+4) ADDITIONAL ONE EACH TO 6X2 & 2X10 SHIFT, 7-DAYS/WEEK

Escort and relief Officers assist in the operation of the institution doing reliefs, searches, feed movement, escorting during medical and other institutional needs. Escort and relief Officers are a great asserts to the operation. The additional escort and relief Officer will assist the entry and exit Officer with searches of incarcerated persons before scanning. This will in addition ensure the security of the facility and control of contraband introduction to the jail via the sally port which has been used to send and receive work release incarcerated persons. Established additional two (2) Officers on 6-2 & 2-10pm shift.

HU 1 (#2 ROVER) (+3) ESTABLISH OFFICER ON 6-2, 2-10 & 10-6 SHIFT, 7-DAYS/WEEK

Currently, housing unit has rover #1 in use on every shift. The housing unit housed incarcerated persons and one Officer is not enough to oversee the two pods, make security rounds, searches and timely respond to emergency. We therefore recommend additional Officer for each shift on 6x2, 2x10 and 10x6. (+3)

HU 2 (#2 ROVER) (+3) ESTABLISH OFFICER ON 6-2, 2-10 & 10-6 SHIFT, 7-DAYS/WEEK

Currently, housing unit has rover #1 in use on every shift. The housing unit housed incarcerated persons and one Officer is not enough to oversee the two pods, make security rounds, searches and timely respond to emergency. We therefore recommend additional Officer for each shift on 6x2, 2x10 and 10x6. (+3)

HU 3 (#2 ROVER) (+3) ESTABLISH OFFICER ON 6-2, 2-10 7 10-6 SHIFT, 7-DAYS/WEEK

Currently, housing unit has rover #1 in use on every shift. The housing unit housed incarcerated persons and one Officer is not enough to oversee the two pods, make security rounds, searches and timely respond to emergency. We therefore recommend additional Officer for each shift on 6x2, 2x10 and 10x6. (+3)

**HU 4 (#1 ROVER) (+3) ESTABLISH OFFICER ON 6-2, 2-10 & 10-6 SHIFT, 7-DAYS/WEEK**

Currently, housing unit has rover #1 in use on every shift. The housing unit housed incarcerated persons and one Officer is not enough to oversee the two pods, make security rounds, searches and timely respond to emergency. We therefore recommend additional Officer for each shift on 6x2, 2x10 and 10x6. (+3)

**MASTER CONTROL #2 OFFICER (+2) ESTABLISH OFFICER ON 6X2 & 2X10 SHIFT, 7-DAYS/WEEK**

Master control Officer is tasked to monitor the institutional camera, control panel, gives security equipment, institutional passes to guest, answer phone calls and other assigned task. The post was observed to be busy for one Officer on both 6x2 and 2x10 shifts. We recommend an established master control #2 Officer to assist the first control Officer in master control.

**SCHOOL OFFICER (+1) ESTABLISH OFFICER ON 6X2 SHIFT, 5-DAYS/WEEK**

It was observed that the school area is not been staffed on the 6x2 shift during the school programs in the three (3) classrooms. The visual watch of the civilians in the class rooms has been left with the master control Officer via the CCTV monitor. We recommend that the school be staffed with an Officer present to make rounds, deter and prevent movement of contraband and inmate violence on other inmate.

**VISITING ROOM SEARCH OFFICER (+2) ESTABLISH OFFICER ON 6X2 & 2x10 SHIFT, 5-DAYS/WEEK**

The visiting room search Officer has been used as a SAP on the morning shift 6x2 to conduct searches of visitors entering the facility and for other institutional operations as the case may arise. We recommend that the visiting room search Officer (SAP) be converted to a 5 day post on 6x2 & 2x10.

**ESCORT #2 MEDICAL OFFICER (+3) ESTABLISH OFFICER ON 6-2, 2-10 & 10-6 SHIFT, 7-DAYS/WEEK**

Currently, escort and relief #2 is an established post on both 6x2 and 2x10 shift. Medical unit takes care of incarcerated person medication, sick call, population and control medication. Medical department operates 24 hours and the presence of an Officer is needed. The 10x6 shift has a SAP use for the medical unit and should be converted into an established 7 day post. We recommending that each shift have one Officer assigned to the medical unit to maintain security, safety of medical staff, Officers and incarcerated persons.

**ENTRY/EXIT GATE OFFICER #2 (+2) EXTENDING 5 DAY TO 7 DAY POST ON 6-2 & 2-10 SHIFT**

Entry/exit #2 is currently a 5 day SAP post used every day Monday thru Friday on 6-2 and 2-10 shift but extended on the weekends on 10-2 shift. Entry & exit post is the sending and

receiving post for work release inmates. The Officers assigned to this post are responsible for stripping and searching the incarcerated persons preventing the introduction of contraband and maintaining safe secured institution. We are recommend that the 5-day post be converted to a 7-day established post on 6-2 & 2-10 shift.

**SSB CONTROL (+2): ESTABLISH OFFICER ON 6-2 & 2-10 SHIFT, 7-DAYS/WEEK**

The SSB control center issues and accounts for equipment given out every shift daily. It was observed that the SSB control will require a second Officer to assist the SSB control. The second Officer can also be used as supporting relief Officer.

**ENTRY/EXIT GATE OFFICER #1 (+3): ESTABLISH OFFICER ON 6-2 & 2-10 & 10-6 SHIFT, 7-DAYS/WEEK**

Entry/exit #1 is currently a 5 day SAP post used every day Monday thru Friday on 6-2 and 2-10 shift only. Entry & exit post is the sending and receiving post for work release inmates. The Officers assigned to this post are responsible for stripping and searching the incarcerated persons preventing the introduction of contraband and maintaining safe secured institution. We are recommend that the 5-day post be converted to a 7-day established post on all shift.

## ECI Recommendation

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAYS =17, 7-DAYS = 39

HU #1, #2, #3, #4, #5, #6, #7, #8 CONTROL #2 OFFICER (+16) EAST & WEST: ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

The post should be manned on all shifts respectfully to have an Officer with direct observation of monitoring and operating the doors from the control panel. They're four (4) control panels in a building with about 96 incarcerated persons on each wing (tier). The Officer will also be assist doing relief, count, searches, escort if need be and respond to emergency. Currently, the control center Officer Post is collapsed on all shift. We recommend a 7-day established post for second control #2 in all housing unit 1 through 8 and on 7-3 & 3-11 shift. We also recommend that the control center Officer be handled by a COII in order to have the sergeant rove around the tier as a front line lead supervisor and as emergency response Officer.

TOOL CONTROL OFFICER (+2): EAST & WEST ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Tool control is a vital post in ensuring a safe and secure environment for both juvenile and staff. Tools are issued out every day and there is a need to ensure they are stored in a safe area and inventoried daily for accountability and safety. We are recommending that the tool control be converted from SAP to a 5-day established post

VAC OFFICER (+1) EAST: ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAY/WEEK

Currently, the Vocation activity coordinator is on a 5-day SAP on the 7-3 shift. The VAC coordinator ensures that the incarcerated persons have various plans and activities that will enhance their reentry and maintain order while under supervision. Part of the program include the provision of a place of worship for religious purposes. We recommend that the VAC post be converted from a SAP to a 5-day post

MAIL ROOM OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Mail room Officer is on a SAP for 5-days a week. The mail room Officer is to ensure that the incoming mails are properly screened for contraband. The mail room Officer/ department works with intelligence unit of the institution in making sure that all packages coming into the institution are secured and screened before distribution. We recommend that this post be converted from SAP to a 5-day established post.

ESCORT & RELIEF #7 (+2) WEST: ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

The escort & relief Officers are responsible for doing all level of job assignment and are also referred to as utility Officers. They are responsible for escorting major inmate movement around the facility, give relief for break, assist in cell searches and respond to emergency.

**ESCORT & RELIEF #8 (+2) EAST: ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

The escort & relief Officers are responsible for doing all level of job assignment and are also referred to as utility Officers. They are responsible for escorting major inmate movement around the facility, give relief for break, assist in cell searches and respond to emergency.

**INTAKE OFFICER #1, & #2 EAST (+2): ESTABLISH OFFICER ON 8-4 SHIFT, 7-DAYS/WEEK**

Currently, there are two (2) assigned Officers to the intake unit on a 7-day schedule as a SAP on day shift. Officers are responsible for new intake, stripe search, assist in intake processing, medical assessment, assist in escort and admission, relief and respond to emergency. We recommend that the SAP be converted into a 7-day established post for 8-4 shift.

**TOWER #7 WEST (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

Currently, the Tower is not manned. Recommendation is that the Tower should be a 7-day establish post on the all shift to adequately have visibility in the court and the perimeter fence area on the rear of the housing unit.

**TOWER #3 EAST (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

Currently, the Tower is not manned. Recommendation is that the Tower should be a 7-day establish post on the all shift to adequately have visibility in the court and the perimeter fence area on the rear of the housing unit.

**INTELLIGENCE OFFICER #1 & #2 (+2): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

This post is responsible for incarcerated persons gang data entry and classification for housing. The intelligence Officer Collects information on the operation of gang members and activity, prevent the introduction of contraband by listening to phone conversation. Intelligence Officer is a key to gather information for informed decision by the administration. We recommend that two Officers be established for EAST & WEST compound on 7-3 shift

**MCE #2 OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

The MCE #2 Officer is recommended to be established as a 5-day post to ensure the proper monitoring of the shop workers during work hours, to do proper strip search per the policy and to created adequate security for both Officers and the incarcerated.

**VISITING ROOM/ VIDEO VISIT OFFICER #1 & #2 (+4): EAST & WEST ESTABLISH OFFICER ON 7-3 & 4-12 SHIFT, 5-DAYS/WEEK**

Currently, visiting room Officer #1 & #2 SAP post on 5-day. Visiting room Officer admits visitors, search, process & document, log inmate into the computer, strip search after in-person visit, observe the visiting activity and document in the OCMS. We are recommending that a 5-day established post as Officer #1 & #2 on 7-3 & 4-12 shift

**AUDIT OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

Currently, the Audit post is on a 5-day SAP. Audit Officer is responsible for institutional compliance on policies, procedures, security operations programs, filed documentation, collate and check all security log sheets for auditing and ensure compliance. We recommend that the SAP be converted to an established 5-day post. We recommend a 5-day established post for Audit Officer on 7-3 shift.

**ADJUSTMENT OFFICER EAST (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

Currently, ECI institution has one (1) adjustment Officer to deal with over 3500 incarcerated persons. Adjustment Officer deals with the disciplinary process (infraction) of the incarcerated persons. The adjustment Officer is vital to the disciplinary aspect of the prison system in ensuring institutional compliance on rules and regulations as well as inmate right not violated during the hearing process. We recommend that the post of adjustment Officer be established as a 5-day post for the EAST compound

**HU-4 B-TIER SEG/ADMIN OFFICER (+3) ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

There is a need to have additional Officer to support the B-tier Officer as stated in the policy to have two (2) Officers on one incarcerated person at all times. Segregation Officer is saddled with the responsibility of providing recreation, shower, escort, feed and other needs in the segregation unit. We recommend that additional Officer be established on 8-4, 4-12 & 12-8.

**HU-4 C-WING SEG/ADMIN OFFICER (+3) ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

Currently, the C-wing Officer is a SAP on all shift and 7-day a week. There is a need to have established Officer to support the C-wing Officer as stated in the policy to have two (2) Officers on one incarcerated person at all times. Segregation Officer is saddled with the responsibility of providing recreation, shower, escort, feed and other needs in the segregation unit. We recommend that additional Officer be established on 8-4, 4-12 & 12-8.

**HU-5 B-TIER SEG/ADMIN OFFICER (+3) ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

Currently, the B-wing Officer is a SAP on all shift and 7-day a week. There is a need to have established Officer to support the C-wing Officer as stated in the policy to have two (2) Officers on one incarcerated person at all times. Segregation Officer is saddled with the responsibility of providing recreation, shower, escort, feed and other needs in the segregation unit. We recommend that the SAP be converted into a 7-day established post on 8-4, 4-12 & 12-8.



**REC OFFICER EAST (+2): ESTABLISH OFFICER FOR 8-4 & 4-112 SHIFT, 5-DAYS/WEEK**

Currently, this post is functioning as a SAP. The recreation Officer is to ensure recreation schedule and oversee the activities. Recreation activities has been shut down for several months due to staffing. We recommend that this post be converted from SAP to a 5-day established post on both 8-4 & 4-12 shift.

**REC OFFICER WEST (+2): ESTABLISH OFFICER FOR 7-3 & 3-11 SHIFT, 5-DAYS/WEEK**

Currently, this post is functioning as a SAP. The recreation Officer is to ensure recreation schedule and oversee the activities. Recreation activities has been shut down for several months due to staffing. We recommend that this post be converted from SAP to a 5-day established post on both 7-3 & 3-11 shift.

**PERIMETER SECURITY WEST & EAST (+2); ESTABLISH OFFICER ON 7-3/8-4 SHIFT, 7-DAYS/WEEK**

The recommendation is to convert the post of perimeter security East and West into an establish post. The Officer shall provide additional security on the perimeter outside the secured gated courtyard. The Officer shall ensure that the perimeter is secured at all times and prevent escape. We recommend a 7-day establish post for East and West on day shift

## ECI - Annex Recommendation

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAYS=16, 7-DAYS=33

FRONT LOBBY: (+1) ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK

This POST is responsible for primary entrance into the institution. One (1) Officer each is assigned to morning and afternoon shift, no assigned Officer on 11-7 shift. It was observed during the exercise that the post was collapsed on the PAWS and physical. One Officer cannot adequately run x-ray, check bags, watch people walk through body scanner, conduct pat down searches and insure all staff and visitor sign in. We recommend 1 additional officer for 11-7 shift as 7-day established post.

ROAD CREW SHA #1 OFFICER: (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Work release activity is a coordinated program for inmates awaiting release back into society. Currently, the post has been on a SAP for over three (3) years. The position is regularly use on 7-3 shift for the road crew incarcerated person. We recommend that the post be converted from SAP to a 5-day established post

ROAD CREW SHA #2 OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Work release activity is a coordinated program for inmates awaiting release back into society. Currently, the post has been on a SAP for over three (3) years. The position is regularly use on 7-3 shift for the road crew incarcerated person. We recommend that the post be converted from SAP to a 5-day established post

ROAD CREW SHA #3 OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Work release activity is a coordinated program for inmates awaiting release back into society. Currently, the post has been on a SAP for over three (3) years. The position is regularly use on 7-3 shift for the road crew incarcerated person. We recommend that the post be converted from SAP to a 5-day established post

ROAD CREW SHA #4 OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Work release activity is a coordinated program for inmates awaiting release back into society. Currently, the post has been on a SAP for over three (3) years. The position is regularly use on 7-3 shift for the road crew incarcerated person. We recommend that the post be converted from SAP to a 5-day established post

ESCORT & RELIEF #2 & #3 (+6): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The escort & relief #1 is currently in operation during morning, afternoon and night shifts. Escort & relief Officers are responsible for doing all level of job assignment and are also

referred to as utility Officers. They are responsible for escorting major inmate movement around the facility, give relief for break, assist in cell searches and respond to emergency.

There is a need to have additional officers for proper security and supervision. The facility has a large number of work crew incarcerated persons going out daily Mon-Friday. Additionally, officers will assist in other institutional area of operation. We recommend 6 additional established officers be created as 7-day post as escort and relief on 7-3, 3-11 & 11-7 shift

**WORK RELEASE OIC (+1): ESTABLISH SERGEANT ON 7-3 SHIFT, 5-DAYS/WEEK**

Currently, the work release OIC (sergeant) is a 5-day SAP on 7-3 shift. Work release activity is a coordinated program for inmates awaiting community reentry. We recommend the O.I.C post be converted from SAP to a 5-day established post on 7-3 shift.

**WORK CREW TRANSPORTATION #1 (+1): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 5-DAYS/WEEK**

Currently, the work crew Officer is on a 5-day SAP on both morning and afternoon shift. The work crew Officer is responsible for ensuring that the work crew incarcerated persons are prepared for work and transported to and from their various work location and maintaining supervision at all times.

**WORK CREW TRANSPORTATION #2 (+1): ESTABLISH OFFICER ON 7-3 7 SHIFT, 5-DAYS/WEEK**

Currently, the work crew Officer is on a 5-day SAP on both morning and afternoon shift. The work crew Officer is responsible for ensuring that the work crew incarcerated persons are prepared for work and transported to and from their various work location and maintaining supervision at all times.

**WORK CREW TRANSPORTATION #3 (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

Currently, the work crew Officer is on a 5-day SAP on both morning and afternoon shift. The work crew Officer is responsible for ensuring that the work crew incarcerated persons are prepared for work and transported to and from their various work location and maintaining supervision at all times

**WORK CREW TRANSPORTATION #4 (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

Currently, the work crew Officer is on a 5-day SAP on both morning and afternoon shift. The work crew Officer is responsible for ensuring that the work crew incarcerated persons are prepared for work and transported to and from their various work location and maintaining supervision at all times

**WORK RELEASE TRANSPORTATION #1 (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 5-DAYS/WEEK**

Currently, the work crew Officer is on a 5-day SAP on both morning and afternoon shift. The work crew Officer is responsible for ensuring that the work crew incarcerated persons are prepared for work and transported to and from their various work location and maintaining supervision at all times.

VAC OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Currently, the Vocation activity coordinator is on a 5-day SAP on the 7-3 shift. The VAC coordinator ensures that the incarcerated persons have various plans and activities that will enhance their reentry and maintain order while under supervision. Part of the program include the provision of a place of worship for religious purposes. We recommend that the VAC post be converted from a SAP to a 5-day post

VISITOR REGISTRATION OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 6-DAYS/WEEK

Currently, there is no visiting registration Officer assigned. The Lobby Officer has been collapsed and used to fulfil the task. The visiting room Officer is to ensure that the visitors are processed, incarcerated are processed, monitor and document. We recommend that a 6-day established post for the visiting registration Officer on 7-3 & 3-11 shift

MASTER CONTROL #2 (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Master control currently has one (1) Officer as established. Master control Officer is saddled with responsibility of receiving and transferring incoming calls, monitoring the cameras for the entire institutions as main visual person, controls many doors, process visitors, relay communication to the entire jail and prevent escape. We recommend that master control #2 Officer for 7-day post on 7-3 & 3-11 shift

IDENTIFICATION OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Currently, the ID Officer is on 5-day SAP on 7-3 shift. The I.D Officer is responsible for maintaining and updating current ID cards of incarcerated and all employees. The post is used on a regular basis and we recommend that the SAP be converted into a 5-day established post on 7-3 shift

HU 1 SERGEANT (+3): ESTABLISH SERGEANT ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The recommendation is to create the post of HU 1 O.I.C as an established 7-day post on all three (3) shift. This post should be staffed with a sergeant or COII shall be in charge of operation in the unit. The OIC shall supervise the housing unit as the first line supervisor, assist the Officers in performing cell searches and responds to emergency. We recommend a 7-day established post for the sergeant on all shift.

HU 2 SERGEANT (+3): ESTABLISH SERGEANT ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The recommendation is to create the post of HU 2 O.I.C as an established 7-day post on all three (3) shift. This post should be staffed with a sergeant or COII shall be in charge of operation in the unit. The OIC shall supervise the housing unit as the first line supervisor, assist the Officers in performing cell searches and responds to emergency. We recommend a 7-day established post for the sergeant on all shift.

HU 3 SERGEANT (+3): ESTABLISH SERGEANT ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The recommendation is to create the post of HU 3 O.I.C as an established 7-day post on all three (3) shift. This post should be staffed with a sergeant or COII shall be in charge of operation in the unit. The OIC shall supervise the housing unit as the first line supervisor, assist the Officers in performing cell searches and responds to emergency. We recommend a 7-day established post for the sergeant on all shift.

HU 4 SERGEANT (+3): ESTABLISH SERGEANT ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The recommendation is to create the post of HU 4 O.I.C as an established 7-day post on all three (3) shift. This post should be staffed with a sergeant or COII shall be in charge of operation in the unit. The OIC shall supervise the housing unit as the first line supervisor, assist the Officers in performing cell searches and responds to emergency. We recommend a 7-day established post for the sergeant on all shift.

HU 1 POST #3 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The HU 1 housing unit has two (2) Officers officially assigned to the building on a 7-day post on all shift. The building has been running on less Officers and it makes it unsafe for not only the Officers but also the incarcerated persons that we supervise. The Officers ensures that the security rounds is conducted, counts completed, movement and workers sent out, engage in searches and respond to emergency. There is a need to have additional Officers #3 to the housing unit for security and operational support.

HU 2 POST #3 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The HU 2 housing unit has two (2) Officers officially assigned to the building on a 7-day post on all shift. The building has been running on less Officers and it makes it unsafe for not only the Officers but also the incarcerated persons that we supervise. The Officers ensures that the security rounds is conducted, counts completed, movement and workers sent out, engage in searches and respond to emergency. There is a need to have additional Officers #3 to the housing unit for security and operational support.

HU 3 POST #3 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The HU 3 housing unit has two (2) Officers officially assigned to the building on a 7-day post on all shift. The building has been running on less Officers and it makes it unsafe for not only

the Officers but also the incarcerated persons that we supervise. The Officers ensures that the security rounds is conducted, counts completed, movement and workers sent out, engage in searches and respond to emergency. There is a need to have additional Officers #3 to the housing unit for security and operational support.

HU 4 POST #4 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The HU 4 housing unit has two (2) Officers officially assigned to the building on a 7-day post on all shift. The building has been running on less Officers and it makes it unsafe for not only the Officers but also the incarcerated persons that we supervise. The Officers ensures that the security rounds is conducted, counts completed, movement and workers sent out, engage in searches and respond to emergency. There is a need to have additional Officers #3 to the housing unit for security and operational support.

EDUCATION OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Currently, the education department Officer is running on a 5-day SAP on the 7-3 shift. The Officer is to ensure the safety of the incarcerated persons and non- custody staff. We recommend that the post of the education Officer be converted from a SAP into a 5-day established post on 7-3 shift

## JCI Recommendation

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAYS = 10, 7-DAYS = 114

A-BUILDING CONTROL #2 (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

. A-building control center #2 has been used as a SAP 7-days a week. We recommend converting the Building second control #2 officer SAP into an established 7-day post. Currently, the post is used on the 7-3 & 3-11 shifts which justifies the need to have the second Officer as an established post to mount the other set of panels that controls the other two wings in the building and also having a visual of the activities on and off the tier and in the day room. The second control Officer serves as an extra monitoring agent for the wing Officer and the incarcerated person's safety, and also observe IP violence on other IP. We recommend the SAP post for second control officer be converted and manned on 7-3 & 3-11 shifts.

B-BUILDING CONTROL #2 (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

. B-building control center #2 has been used as a SAP 7-days a week. We recommend converting the Building second control #2 officer SAP into an established 7-day post. Currently, the post is used on the 7-3 & 3-11 shifts which justifies the need to have the second Officer as an established post to mount the other set of panels that controls the other two wings in the building and also having a visual of the activities on and off the tier and in the day room. The second control Officer serves as an extra monitoring agent for the wing Officer and the incarcerated person's safety, and also observe IP violence on other IP. We recommend the SAP post for second control officer be converted and manned on 7-3 & 3-11 shifts.

C-BUILDING CONTROL #2 (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

C-building control center #2 has been used as a SAP 7-days a week. We recommend converting the Building second control #2 officer SAP into an established 7-day post. Currently, the post is used on the 7-3 & 3-11 shifts which justifies the need to have the second Officer as an established post to mount the other set of panels that controls the other two wings in the building and also having a visual of the activities on and off the tier and in the day room. The second control Officer serves as an extra monitoring agent for the wing Officer and the incarcerated person's safety, and also observe IP violence on other IP. We recommend the SAP post for second control officer be converted and manned on 7-3 & 3-11 shifts.

D-BUILDING CONTROL #2 (+2): ESTABLISH OFFICER 7-3 & 3-11 SHIFT, 7 DAYS/WEEK

D-building control center #2 has been used as a SAP 7-days a week. We recommend converting the Building second control #2 officer SAP into an established 7-day post.

Currently, the post is used on the 7-3 & 3-11 shifts which justifies the need to have the second Officer as an established post to mount the other set of panels that controls the other two wings in the building and also having a visual of the activities on and off the tier and in the day room. The second control Officer serves as an extra monitoring agent for the wing Officer and the incarcerated person's safety, and also observe IP violence on other IP. We recommend the SAP post for second control officer be converted and manned on 7-3 & 3-11 shifts.

**E-BUILDING CONTROL #2 (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

E-building control center #2 has been used as a SAP 7-days a week. We recommend converting the Building second control #2 officer SAP into an established 7-day post. Currently, the post is used on the 7-3 & 3-11 shifts which justifies the need to have the second Officer as an established post to mount the other set of panels that controls the other two wings in the building and also having a visual of the activities on and off the tier and in the day room. The second control Officer serves as an extra monitoring agent for the wing Officer and the incarcerated person's safety, and also observe IP violence on other IP. We recommend the SAP post for second control officer be converted and manned on 7-3 & 3-11 shifts.

**F-BUILDING CONTROL #2 (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

F-building control center #2 has been used as a SAP 7-days a week. We recommend converting the Building second control #2 officer SAP into an established 7-day post. Currently, the post is used on the 7-3 & 3-11 shifts which justifies the need to have the second Officer as an established post to mount the other set of panels that controls the other two wings in the building and also having a visual of the activities on and off the tier and in the day room. The second control Officer serves as an extra monitoring agent for the wing Officer and the incarcerated person's safety, and also observe IP violence on other IP. We recommend the SAP post for second control officer be converted and manned on 7-3 & 3-11 shifts.

**A-BUILDING CONTROL #2 (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

A-building control center #2 has been used as a SAP 7-days a week. We recommend converting the Building second control #2 officer SAP into an established 7-day post. Currently, the post is used on the 7-3 & 3-11 shifts which justifies the need to have the second Officer as an established post to mount the other set of panels that controls the other two wings in the building and also having a visual of the activities on and off the tier and in the day room. The second control Officer serves as an extra monitoring agent for the wing Officer and the incarcerated person's safety, and also observe IP violence on other IP. We



recommend the SAP post for second control officer be converted and manned on 7-3 & 3-11 shifts.

**B-BUILDING CONTROL CENTER OFFICER: (+3) OFFICERS EACH FOR 7-3 & 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

B-building control center Officer has been used as a SAP 7-days a week. We recommend converting the Building second control officer SAP into an established 7-day post. Currently, the post is used on the 7-3, 3-11 & 11-7 shifts. The need to have the first control Officer as an established post is to resume early to relief control center Officer, count equipment, get briefing on the building activity and account for the issued equipment for proper transfer and inventory of security equipment. Mount the main panels that controls the major doors and also having a visual of the activities on and off the tier and in the day room. Control Officer serves as an extra monitoring agent for the wing Officer and the incarcerated person's safety, and also observe IP violence on other IP. We recommend the SAP post for the first control officer be converted and manned on 7-3, 3-11 & 11-7 shifts. It was observed that the SAP in B-building has not been converted to fulfill the accuracy of the staffing audit.

**B-BUILDING SERGEANT (+3): ESTABLISH SERGEANT ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

B- Building is the segregation building for the institution. It also have the retake, intake and transit inmates. The building has a lot of movements within and outside and needs a permanent and stable sergeant and not as a SAP. The building is the only building with a SAP sergeant position in the institution. We recommend that the SAP be converted to a 7 day established post on all shift.

**B-BUILDING A WING OFFICER #1&2 (+5): 2 WING OFFICERS NEEDED FOR 7-3 & 3-11 SHIFT AND 1 OFFICER FOR THE 11-7 SHIFT, 7-DAYS/WEEK**

A-wing is the wing for the transit inmates coming through JCI for court proceedings, hospital appointment and care, intake and retake inmates. A- Wing has several activities going on during the morning and afternoon shift and was observed that additional Officer is required on both 7-3 and 3-11 shifts. We recommend that the Officers be converted from SAP into established post on all shift.

**B-BUILDING B WING OFFICER #1&2 (+5): 2 WING OFFICERS NEEDED FOR 7-3 & 3-11 SHIFT AND 1 OFFICER FOR THE 11-7 SHIFT, 7-DAYS/WEEK**

B-wing is a disciplinary tier for the institution. B- Wing has several activities going on during the morning and afternoon shift to include conducting recreation, shower, medical movement, court movement, visiting movement, sick calls movement, property movement and adjustment? Segregation review. It was observed that 2 Officers is required on both 7-3 and 3-11 shifts to run the minimum activities of the wing and assistance is constantly needed

for the operation. We recommend that the Officers be converted from SAP into a 7 day established post on all shift.

**B-BUILDING C WING OFFICER #1&2 (+5): 2 WING OFFICERS NEEDED FOR 7-3 & 3-11 SHIFT AND 1 OFFICER FOR THE 11-7 SHIFT, 7-DAYS/WEEK**

C-wing is a one of the administrative segregation tier for the institution. C- Wing has several activities going on during the morning and afternoon shift to include conducting recreation, shower, medical movement, court movement, visiting movement, sick calls movement, property movement and adjustment? Segregation review. It was observed that 2 Officers is required on both 7-3 and 3-11 shifts to run the minimum activities of the wing and assistance is constantly needed for the operation. We recommend that the Officers be converted from SAP into a 7 day established post on all shift.

**B-BUILDING D WING OFFICER #1&2 (+5): 2 WING OFFICERS NEEDED FOR 7-3 & 3-11 SHIFT AND 1 OFFICER FOR THE 11-7 SHIFT, 7-DAYS/WEEK**

D-wing is one of the administrative segregation tier for the institution. D- Wing has several activities going on during the morning and afternoon shift to include conducting recreation, shower, medical movement, court movement, visiting movement, sick calls movement, property movement and adjustment? Segregation review. It was observed that 2 Officers is required on both 7-3 and 3-11 shifts to run the minimum activities of the wing and assistance is constantly needed for the operation. We recommend that the Officers be converted from SAP into a 7 day established post on all shift.

**B- BUILDING ESCORT&RELIEF #1, #2, #3 & #4 (+11) 4 OFFICERS EACH FOR 7-3 & 3-11 SHIFT, 3 OFFICERS FOR 11-7 SHIFT, 7-DAYS/WEEK**

B-building is the segregation unit for the institution. The lock up unit has a several movements and activities daily on all three shifts. Escort and relief Officers are critical to the operation of the building providing relief to wing Officer, escorting medical movement including sick calls, insulin and medication, assist in feed up, responding to emergency, doing cell searches and building to building movement. We recommend that this post be made a 7-day established post and not a SAP.

**LUNCH RELIEF OFFICER #4 & #5 (+2): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK**

Currently, the housing units has been staffed by just 2 Officers, 1 Officer to two wings and there is no proper relief for them during the night shift for break. We recommend 2 established relief Officers for the building to ensure Officer's presence during relief and the safety of the incarcerated persons.

**LUNCH RELIEF OFFICER #1, #2 & #3 (+6): 3 OFFICERS FOR 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

Currently, there is no assigned Officers to grant relief for the housing wing Officers for break. Officers do not get relief and found not to be on post during their break. We recommend 3 established relief Officers to conduct relief for housing unit A, C, D, E, & F. It will also ensure Officer's presence during relief and the safety of the incarcerated persons.

COMPOUND ESCORT & RELIEF (+4): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT. 7-DAYS/WEEK

Current, escort and relief officers assigned to the compound 7-3 & 3-11 shifts are unable to effectively complete the security duties the post requires. JCI has a high number of emergency and unplanned transportation, escort, disturbances, pack-ups and reassignments. Therefore, there is need for more additional officers for the escort and relief for the compound. These additional officers will assist in monitoring the cat walk for feed up with 2 officers on morning and afternoon shifts, respond to emergency, assist in reliefs, conduct perimeter fence check of the institution, available for outside escort (911), assist in pack-ups and cell searches, assist in doing feed-up, monitor movement and also assist to lock down buildings. We recommend a 7-day established post for the escort & relief Officers on 7-3 & 3-11 shift

HUB SALLY PORT OFFICER (+4): ESTABLISH OFFICER ON 7-3, 3-11 SHIFT, 5-DAYS/WEEK

The HUB post is currently a SAP. HUB sally port Officer is responsible for screening and processing all vehicles and occupants which includes the incarcerated persons through the gate. The HUB sally port Officer is equally responsible to prevent the introduction of contraband into the institution through vehicle movements we recommend that the post be staffed with 2 Officers, one male and one female on both 7-3 and 3-11 shift for accountability and safety purposes.

MOBILE PATROL #2 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Currently, the mobile patrol #2 is a SAP on all shift. The mobile patrol vehicle is needed to patrol around the institutional perimeter to prevent escape and introduction of contraband into the jail. Mobile patrol is important to the operation of the institution. We recommend that the mobile patrol be a 7-day established post and not a SAP.

ARP OFFICER (+1): ESTABLISHED OFFICER ON 7-3 SHIFT, 5-DAY/WEEK

Institutional ARP coordinator is to assist in investigating inmate's institutional issues and claim. The institution has a large population of incarcerated persons and as such, we recommend that the ARP Officer should be a 5-DAY POST.

INMATE PROPERTY OIC (+1): ESTABLISH SERGEANT ON 7-3 SHIFT,

It was observed that the property department does not have a supervisor (sergeant). Inmate property department deals with in-coming and out-going incarcerated person's transfer,

inmate packages, identification card, PREA screening and releases just to mention few. We recommend that the inmate property department should have a 5-day established post.

JCI PROPERTY OFFICER RENAMED #1 & #2 & #3 (+3): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 5-DAYS (2) & 7-DAYS (1)/WEEK

Property department was observed to be very busy for two Officers to handle. We are recommending that the property Officer be renamed to #1 and to also have a second Officer to assist in the operation making it 2 Officers while the sergeant oversees the department and take care of other pressing issues. Also have the established 7-day #3 post on 3-11 shift

VISITING ROOM MONITOR #2 (+1): ESTABLISH OFFICER ON 3-11 SHIFT, 5-DAYS/WEEK

Currently, the visiting room monitor has one (1) Officer to log I.Ps into the skype network and to make constant security rounds. We are requesting additional Officer as a 5-day established post on 3-11 shift.

VISITING ROOM OFFICER (+2): ESTABLISH OFFICER ON 7-3 SHIFT, 7-DAYS/WEEK

Currently, the visiting room operation has changed since Covid and the institution has been having additional visit such as the Microsoft team virtual visit for the incarcerated persons. We recommend additional visiting room established Officers on 7-3 shift

HUB TRAFFIC OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 5-DAYS/WEEK

The Hub Officer is responsible for the movement of inmates' movement from and into the institution and making sure the inmates are accounted for during counts. The post was observed to be a sensitive and busy post that should be established as a 5-day post on 7-3 & 3-11 shifts.

METAL DETECTOR #1 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Metal detector is currently SAP on a 7-day post on all 3 shifts. The metal detector is responsible for controlling the multipurpose movements. The Officer conducts searches, monitors inmate movement to prevent contraband into the multipurpose building. The metal detector has also been used to detect contraband and control movement. We recommend that this post be converted from SAP to an established 7-day post.

METAL DETECTOR #2 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Metal detector is currently SAP on a 7-day post on all 3 shifts. The metal detector is responsible for controlling the multipurpose movements. The Officer conducts searches, monitors inmate movement to prevent contraband into the multipurpose building. The metal detector has also been used to detect contraband and control movement. We recommend that this post be converted from SAP to an established 7-day post.

**TOWER 7 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

Tower 7 has been used as a SAP, 7 days a week on all shift. It provides additional security to the institution via the tower. Tower 7 operates the inner and outer gates of transportation sally port, visual over the perimeter to prevent the introduction of contraband through human or drone and watches inmates' movement in the compound to prevent escape.

**RECREATION OFFICER #2 (+2): ESTABLISH 1 ADDITIONAL OFFICER ON 7-3 SHIFT, 7-DAYS/WEEK**

Currently, the gym runs from Monday-Friday, 7 days a week on 7-3 & 3-11 shifts. Provides security rounds during the recreation activities for the inmates and also supervises the barber shop and religious activities. We recommend that additional Officer be established for the 7-3 shift

**TOWER 9 (+3): ESTABLISH OFFICER EACH ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

Tower 7 has been used as a SAP, 7 days a week on all shift. It provides additional security to the institution via the tower. Tower 9 has visual over part of the perimeter to prevent the introduction of contraband through human or drone and watches inmates' movement in the compound to prevent escape.

**HOSPITAL GATE #2 (+1): ESTABLISH OFFICER ON 3-11 SHIFT, 7-DAY/WEEK**

It was observed that there is constant movement in the area by medical staff, incarcerated persons. The hospital gate stayed collapsed on 3-11 shift. We recommend that the post be manned and established as a 7-day post to maintain security and safety of medical staff, incarcerated persons and Officers.

**PANEL 15 (+2): ESTABLISH OFFICERS 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

The panel 15 post is located within the hallway of the multipurpose building and its use to control incarcerated persons going to medical or the kitchen incarcerated workers. Suspected of contraband or items considered contraband by the institution. The panel 15 Officer supports the Adani Scanner Officer because it take two Officers to effectively operate and maintain control of the post while scanning the incarcerated persons. Currently, the post is a SAP and we recommend that it should be made an established 7-day post.

**ADANI SCANNER (+3): ESTABLISH 1 OFFICER EACH FOR 7-3, 3-11 & 11-7 SHIFT**

The Adani post is located within the hallway of the multipurpose building and its use to scan incarcerated persons suspected of contraband or items considered contraband by the institution. The Adani Scanner required two Officers to effectively operate and maintain safety. Currently, the post is a SAP and we recommend that it should be made an established 7-day post.

**CCTV OFFICER (+1): ESTABLISH 1 OFFICER FOR 7-3 SHIFT, 5-DAYS/WEEK**

Currently, the post is a SAP. The CCTV post is required in order to get CCTV footage of incidence as a supporting evidence for the institution and the investigative department. It will also be needed to maintain the cameras. We recommend 5-day established post for this post. The Officer will also assist in other areas of operation.

Currently, the post is a SAP. The CCTV post is required in order to get CCTV footage of incidence as supporting evidence for the institution and the investigative department. It will also be needed to maintain the cameras. We recommend 5-day established post for this post. The Officer will also assist in other areas of operation.

**C-BUILDING B & C WING (+2): ESTABLISH 2 ADDITIONAL OFFICERS ON 11-7 SHIFT, 7-DAYS/WEEK**

We recommend the addition of 2 wing officers in C-Building. These additional officers are needed to observe all four wings. These wings are covered on 7-3 and 3-11 shifts with 11-7 shift being left with 2 officers covering 4 wings. By staffing all the posts on 11-7, it will be easier for the officers to make rounds accordingly, cell searches as required, complete perimeter fence check, breakfast movement, frisk searches, count and other institutional emergencies. We recommend an additional 2 officers be assigned on 11-7 shift

**D-BUILDING B & C WING (+2): ESTABLISH 2 ADDITIONAL OFFICERS ON 11-7 SHIFT, 7-DAYS/WEEK**

We recommend the addition of 2 wing officers in D-Building. These additional officers are needed to observe all four wings. These wings are covered on 7-3 and 3-11 shifts with 11-7 shift being left with 2 officers covering 4 wings. By staffing all the posts on 11-7, it will be easier for the officers to make rounds accordingly, cell searches as required, complete perimeter fence check, breakfast movement, frisk searches, count and other institutional emergencies. We recommend an additional 2 officers be assigned on 11-7 shift

**E-BUILDING B & C WING (+2): ESTABLISH 2 ADDITIONAL OFFICERS ON 11-7 SHIFT, 7-DAYS/WEEK**

We recommend the addition of 2 wing officers in E-Building. These additional officers are needed to observe all four wings. These wings are covered on 7-3 and 3-11 shifts with 11-7 shift being left with 2 officers covering 4 wings. By staffing all the posts on 11-7, it will be easier for the officers to make rounds accordingly, cell searches as required, complete perimeter fence check, breakfast movement, frisk searches, count and other institutional emergencies. We recommend an additional 2 officers be assigned on 11-7 shift

**F-BUILDING B & C WING (+2): ESTABLISH 2 ADDITIONAL OFFICERS ON 11-7 SHIFT, 7-DAYS/WEEK**

We recommend the addition of 2 wing officers in F-Building. These additional officers are needed to observe all four wings. These wings are covered on 7-3 and 3-11 shifts with 11-7 shift being left with 2 officers covering 4 wings. By staffing all the posts on 11-7, it will be easier for the officers to make rounds accordingly, cell searches as required, complete perimeter fence check, breakfast movement, frisk searches, count and other institutional emergencies. We recommend an additional 2 officers be assigned on 11-7 shift

VEHICLE SALLY PORT OFFICER (+2): ESTABLISH 2 OFFICERS FOR 3-11 SHIFT, 7-DAYS/WEEK

JCI vehicle Sally port is the entrance through which deliveries to the dietary, MCE shops, medical and contractor, 911 ambulance and State vehicles enters the institution on a daily. We recommend that this post be converted from SAP to a 7-day established post on 3-11 shift.

VEHICLE SALLY PORT OFFICER (1): ESTABLISH 1 OFFICER FOR 11-7 SHIFT, 7-DAYS/WEEK

JCI vehicle Sally port is the entrance through which deliveries to the dietary, MCE shops, medical and contractor, 911 ambulance and State vehicles enters the institution on a daily. We recommend that this post be staffed on 11-7 in order to have access, prevent escape and maintain security of the perimeter.

INTAKE OFFICER #1-#5 (+7) & OIC (+1): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7 DAYS/WEEK

Currently, JCI is the intake unit for DPSCS and other county jail. It was observed during the analysis that three (30) Officers are assigned and as a SAP. Intake process unit will need additional staff to process, shower, escort and respond to emergency. We recommend a 7-day established post for five (5) Officers one sergeant on 7-3 shift and two (2) Officers for the 3-11 shift

INTELLIGENCE OFFICER #2 (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

This post is responsible for incarcerated persons gang data entry and classification for housing. The intelligence Officer Collects information on the operation of gang members and activity, prevent the introduction of contraband by listening to phone conversation. Intelligence Officer is a key to gather information for informed decision by the administration. We recommend a 5-day established post on 7-3 shift

VEHICLE SALLY PORT OFFICER (+1): ESTABLISH 1 OFFICER ON 7-3 SHIFT

JCI vehicle Sally port is the entrance through which deliveries to the dietary, MCE shops, medical and contractor, 911 ambulance and State vehicles enters the institution on a daily. We recommend that this post be converted from SAP to a 7-day established post on 7-3 shift

TOWER 1 OFFICER (+1): ESTABLISH 1 OFFICER 11-7 SHIFT, 7-DAYS/WEEK

The tower #1 post has been observed to be collapsed on 11-7 shift. Tower 1 post watches over the front entrance perimeter to the institution. Tower 1 post is built to strengthen the security and safety of the jail and also preventing inmate escape situation. Reducing the security post at night makes the institution unsafe. We recommend that tower 1 be staffed as a 7-day established post.



## MCI-H Recommendation

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAYS = 02, 7-DAYS = 60

**B-1 TIER OFFICER (+3): ESTABLISH OFFICER 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

B-1 tier Officer Post functions as a S.A.P on all the shift the Officer is to ensure the safety of the incarcerated persons and to also have direct supervision at all times. Officer is responsible to conduct count, security rounds and searches, supervise, conduct recreation and respond to emergency. We recommend that the SAP be converted into a 7-day established post on 8-4, 4-12 & 12-8 shift.

**C-2 TIER OFFICER (+3): ESTABLISH OFFICER 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

C-2 tier Officer Post functions as a S.A.P on all the shift the Officer is to ensure the safety of the incarcerated persons and to also have direct supervision at all times. Officer is responsible to conduct count, security rounds and searches, supervise, conduct recreation and respond to emergency. We recommend that the SAP be converted into a 7-day established post on 8-4, 4-12 & 12-8 shift.

**A-1 TIER OFFICER (+3): ESTABLISH OFFICER 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

A-1 tier Officer Post functions as a S.A.P on all the shift the Officer is to ensure the safety of the incarcerated persons and to also have direct supervision at all times. Officer is responsible to conduct count, security rounds and searches, supervise, conduct recreation and respond to emergency. We recommend that the SAP be converted into a 7-day established post on 8-4, 4-12 & 12-8 shift.

**C-1 TIER OFFICER (+3): ESTABLISH OFFICER 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

C-1 tier Officer Post functions as a S.A.P on all the shift the Officer is to ensure the safety of the incarcerated persons and to also have direct supervision at all times. Officer is responsible to conduct count, security rounds and searches, supervise, conduct recreation and respond to emergency. We recommend that the SAP be converted into a 7-day established post on 8-4, 4-12 & 12-8 shift.

**D-1 TIER OFFICER (+3): ESTABLISH OFFICER 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

D-1 tier Officer Post functions as a S.A.P on all the shift the Officer is to ensure the safety of the incarcerated persons and to also have direct supervision at all times. Officer is responsible to conduct count, security rounds and searches, supervise, conduct recreation and respond to emergency. We recommend that the SAP be converted into a 7-day established post on 8-4, 4-12 & 12-8 shift.

**PC/SEG. ESCORT OFFICER (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

Currently, this post is being used as a 7-day SAP. The Officer is to assist in running the segregation unit overflow for showers, recreation, escort, medical movement, security rounds, counts and emergency. We recommend that the SAP be converted into a 7-day established post on 8-4, 4-12 & 12-8 shift

**CONTROL CENTER #2 (+2): ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT, 7-DAYS/WEEK**

Master control currently has two (2) Officers as established a sergeant and a COII. Master control Officer is saddled with responsibility of receiving and transferring incoming calls, monitoring the cameras for the entire institutions as main visual person, controls many doors, process visitors, relay communication to the entire jai, issue security equipment, issue lethal weapon and maintain security checks of the fence. We recommend that master control #2 Officer for 7-day post on 8-4 & 4-12 shift

**ESCORT & RELIEF #2 (+2): ESTABLISH OFFICER ON 8-4 SHIFT, 7-DAYS/WEEK**

The escort & relief Officers are responsible for doing all level of job assignment and are also referred to as utility Officers. They are responsible for escorting major inmate movement around the facility, assist with feeds, assist in counts, give relief for break, assist in cell searches and respond to emergency. We recommend that a 7-day established post for escort & relief #2 on 8-4 shift

**PLATFORM OFFICER (+1) ESTABLISH OFFICER ON 8-4 SHIFT, 7-DAYS/WEEK**

The platform officer operates on day shift as a SAP post on a 7-day schedule. The platform Officer oversee the link into the MCE shop and also ensure that the incarcerated persons are stripped search before and after work. We are recommending that the SAP be converted into a 7-day established post.

**RECEIVING & I.D #2 (+2): ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT, 5-DAYS/WEEK**

We recommend the receiving & ID #2 S.A.P. be converted to an Established 5 day a week on morning and to also be available in the afternoon shift. Assist with new inmates coming in, inventory property for transfer ins and outs. We recommend these posts be renamed and converted to 5-day posts. I.D section officer engages in several activities during the day doing fingerprints for inmates, contractors, non-custody staff and pack-ups. We recommend that the post of Receiving/ID #2 be established on the 8-4 & 4-12 shift

**SOUTH ANNEX (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

Currently, the South Annex Officer functions as a S.A.P on all shift 7 Day post. The Officer is responsible to monitor two (2) dormitory, counts, searches, security rounds, run the feed up, send movement out and respond to emergency. These tiers are open housing, so they need a

regular officer presence. We recommend the post be converted from SAP to a 7-day established post on 8-4, 4-12 & 12-8 shift.

UNIT #3 OIC (SAP): (+3) CORRECTIONAL OFFICERS (UNIT #3 OIC), 7-DAYS/WEEK

The Unit #3 OIC operates as a S.A.P on a 7-day schedule. The post needs a sergeant as a lead worker and will be assisted by COII who will assist with the day to day operations of the unit, supervised the inmate feed up and recreation movements. The sergeant will be available to assist in searches, security rounds, attend to inmate issues and respond to emergency. We recommend adding 1 sergeant to all shifts.

UNIT 5 H-1 #2 OFFICER (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK

Unit 5 H-1 #2 officer is needed to assist with the segregation exercise. To ensure the safety and security of the incarcerated persons and to maintain the standard of required Officer to a segregation inmate. The Officer will assist in count, escort, medical need, security rounds, recreation and shower, feed and to respond to emergency. We recommend that this post be established as 7-day on 8-4, 4-12 & 12-8 shift.

VET DOG LIASON OFFICER (+2): ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT, 5-DAYS/WEEK

The VET Dog liaison Officer is functioning as a SAP for over 4 years on a 5-day post in charge of training exercise for the dog (k-9) on 8-4 & 4-12 shift. This position assist and coordinate the VET Dog program and treatment. The post oversees the Dog training by the incarcerated persons and to enforce the policy and procedures. We recommend that the SAP post be converted to a 5-day established post.

LOCK SMITH OFFICER #2 (+1): ESTABLISH OFFICER ON 8-4 SHIFT, 5-DAYS/WEEK

This institution is about 70% lock and key operation, there is need to have an officer assigned to this post on a regular basis in order to keep up with normal wear and tear of the keys. We recommend the Locksmith #2 as a 5-day 8-4 established Post.

TOWER #5, #7, #420 (COLLAPSED) (+3): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK

Towers #5, #7 & #420 are currently collapsed on the shift. We recommending that the tower be reopened on the 12-8 shift 7 days a week. It is recommended these towers be reopened due to the age of the perimeter fence. These posts are also needed because of the several blind spots around the perimeter fence. With the distance of the outer perimeter it would be relatively easy to breach the fence and escape. We are recommending the reestablishment of the towers on the 12-8 shift.

NORTH ANNEX OFFICER (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT 7-DAYS/WEEK

Currently, the north Annex Officer functions as a S.A.P on all shift 7 Day post. The Officer is responsible to monitor two (2) dormitory, counts, searches, security rounds, run the feed up, send movement out and respond to emergency. These tiers are open housing, so they need a regular officer presence. We recommend the post be converted from SAP to a 7-day established post on 8-4, 4-12 & 12-8 shift.

**NORTH ANNEX #2 OFFICER (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT 7-DAYS/WEEK**

The Officer is responsible to monitor the dormitory, counts, searches, security rounds, run the feed up, send movement out and respond to emergency. These tiers are open housing, so they need a regular officer presence. We recommend the post be converted from SAP to a 7-day established post on 8-4, 4-12 & 12-8 shift.

**SOUTH ANNEX #2 (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT 7-DAYS/WEEK**

The Officer is responsible to monitor the dormitory, counts, searches, security rounds, run the feed up, send movement out and respond to emergency. These tiers are open housing, so they need a regular officer presence. We recommend the post be converted from SAP to a 7-day established post on 8-4, 4-12 & 12-8 shift.

**OUTSIDE MOBILE PATROL (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT 7-DAYS/WEEK**

We recommend the Mobile Patrol be a 7-Day established post. The mobile patrol Officer will ensure the security patrol of the perimeter fence of the institution, will monitor the outer perimeter activities to prevent the introduction of contraband and will also ensure the security of the staff and non-custody staff. This recommendation is due to the current Mobile Patrol is being ran 24/7 this justifies the use of the post. This post is needed with the collapsing or closing of 3 perimeter towers and the aging of the fence

**BASEMENT EDUCATION OFFICER (+1): ESTABLISH OFFICER ON 8-4 SHIFT, 5-DAYS/WEEK**

The Officer supports and provide security for the incarcerated persons during the educational activities in the area. The post has been used as a SAP for 5-day a week on 8-4 shift. We recommend that the SAP be converted into a 5-day establish post on 8-4 shift

**MEDICAL ROVER (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

The hospital medical patrol is hereby recommended to support the operation of the hospital relief and safety. The Officer will assist in making security rounds, recreation, monitor treatment and interview, physician escort, relief and respond to emergency. We recommend that the post be established as a 7-day post on 8-4, 4-12 & 12-8 shift

**D1/H1 GRILLE OFFICER (+2): ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT, 7-DAYS/WEEK**

The grille Officer has been used as a SAP on 8-4 & 4-12 shift. The officer is responsible for monitoring the Northside security grille. The Officer will be responsible for monitoring the inmate's movement to the chapel, medication passes, study groups and the recreation yard. The Officer will conduct security rounds, path downs (frisk search), monitor recreation, showers and respond to emergency

REC OFFICER (+1): ESTABLISH OFFICER FOR 8-4 SHIFT, 7-DAYS/WEEK

Currently, this post is functioning as a SAP. The recreation Officer is to ensure recreation schedule and oversee the activities. Recreation activities has been shut down for several months due to staffing. We recommend that this post be converted from SAP to a 5-day established post on both 8-4 shift.

MOBILE PATROL #2 (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT 7-DAYS/WEEK

We recommend the Mobile Patrol #2 to be a 7-Day established post. The mobile patrol Officer will ensure the security patrol of the perimeter fence of the institution, will monitor the outer perimeter activities to prevent the introduction of contraband and will also ensure the security of the staff and non-custody staff. This recommendation is due to the current Mobile Patrol is being ran 24/7 this justifies the use of the post. This post is needed with the collapsing or closing of 3 perimeter towers and the aging of the fence

## MCI-J Recommendation

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAY= 2, 7-DAY= 34

ARP OFFICER (+1): ESTABLISH OFFICER ON 7X3 SHIFT, 5-DAYS/WEEK

Currently, the ARP post has been utilized under the SAP. ARP coordinator serves as a mediator to resolve incarcerated persons complaints over staff and medical. The ARP post is observed not functioning as required to keep up with the incarcerated person concerns. We recommend that the ARP should be an established 5-day post on 7x3 shift.

TOWER 5 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Currently, the tower #5 has been observed to be collapsed and inoperable. Tower is one of the institutional tower that is built to boost the perimeter security of the institution but is not functioning as planned. The institution system is malfunctioning and the microwave is nonfunctioning as well. Not having the tower manned create security breach and opportunity for introduction of contraband through human or drone into the institution. We recommend that the tower #5 be reopened and be staffed as 7 day post.

METAL DETECTOR (FRONT ENTRANCE) (+2): ESTABLISH OFFICER ON 7X3 & 3X11 SHIFT, 7-DAYS/WEEK

The post is a 7 day post but it was observed that one Officer is assigned to the metal detector on all shift at this institution. However, we are requesting that the metal detector post should have the second Officer for adequate control of operation and entry procedures. The second Officer will assist in searches during entries, frisk search of all personnel and staff, assist and process in-person visitors, using the x-ray machine, responding to emergencies and assisting in the institutional operation.

METAL DETECTOR OFFICER (+1): ESTABLISH OFFICER ON 11X7 SHIFT, 7-DAYS/WEEK

Currently, it was observed that the metal detector post is collapsed on 11x7 shift for great amount of hours and to return later in the morning to search staff and other personnel coming in. The metal detector post is the first contact to the institution and should be a staffing priority for the institution and to always have an Officer assigned to work the post for a good amount of hours and to also serve as a relief Officer for the armory Officer.

BHU #3 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Currently, this post is a SAP and used as a 7 day post on 7x3, 3x11 and 11x7 shifts respectively to have an Officer presence on both housing pods to provide security and control, address concerns and questions incarcerated person's movement. The post is essential in controlling IP to IP violence and control of contraband movement into or out of the pod. We are requesting that the post be converted to an established post on all shifts for this housing unit.

**BHU CONTROL OFFICER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

Currently, the BHU control center has been manned by the housing unit sergeant, OIC as a 7 day post on all the three shifts. The OIC in the control center monitors the activities of incarcerated persons and the Officers on the pod, operates the doors and writes the events, security rounds made by Officers and activities of the wing in the log book. We are requesting the control center to be manned by an Officer and not a sergeant in order to have the sergeant float and make security rounds on the pods, address incarcerated and Officers issues, de-escalate issues in the pod, be among the first responders to emergency and acting as the highest ranking Officer to give directions on the scene and to assist in cell and targeted searches.

**L #2 AND #3 DOMITORY (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7SHIFT, 7-DAYS/WEEK**

Currently, L2/3 is being manned by one Officer on all the three shifts, making it impossible for the Officer to maintain visual and proper security and safety watch over the incarcerated persons. The Officers barely get relief for their breaks on all the shifts citing no relief person. The housing units are unconventional housing dormitories created in the gym area for older and health challenged IPs, has the recreation phone and shower at the bottom level of the gym which is off sight of the dormitory Officer. We are recommending additional one Officer to the L dormitory.

**C-HU #3 SAP (+3) ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

.This post is a 7 day post manned on 7x3, 3x11 and 11x7 shifts. Currently, it is observed that the post is ran on a SAP as opposed an established post which means the Officer can be reassigned and or pulled leaving the pod unattended SAP). The pod Officer provides security and control, address concerns and questions, monitor incarcerated persons (IP) movement and supervises recreation activities. The post is essential in curtailing inmate on inmate violence and the trafficking of contraband into the unit. MCI-J is one of, if not the only medium security male institutions with only on tier or pod Officer for a unit that has two pods. We recommending that the SAP post be converted into an established post on all three shifts

**D-HU #3 SAP (+3) ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

This post is a 7 day post manned on 7x3, 3x11 and 11x7 shifts. Currently, it is observed that the post is ran on a SAP as opposed an established post which means the Officer can be reassigned and or pulled leaving the pod unattended SAP). The pod Officer provides security and control, address concerns and questions, monitor incarcerated persons (IP) movement and supervises recreation activities. The post is essential in curtailing inmate on inmate violence and the trafficking of contraband into the unit. MCI-J is one of, if not the only medium security male institutions with only on tier or pod. Officer for a unit that has two

Pods. We recommend that the SAP post be converted into an established post on all three shifts

**E-HU #3 SAP (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

This post is a 7 day post manned on 7x3, 3x11 and 11x7 shifts. Currently, it is observed that the post is ran on a SAP as opposed an established post which means the Officer can be reassigned and or pulled leaving the pod unattended (SAP). The pod Officer provides security and control, address concerns and questions, monitor incarcerated persons (IP) movement and supervises recreation activities. The post is essential in curtailing inmate on inmate violence and the trafficking of contraband into the unit. MCI-J is one of, if not the only medium security male institutions with only on tier or pod Officer for a unit that has two pods. We recommend that the SAP post be converted into an established post on all three shifts

**VOC SHOP OFFICER #3 (+1): ESTABLISH OFFICER ON 6-2 SHIFT, 5-DAYS/WEEK**

The vocational shop is a 5 day post on 6x2 shift and it was observed that there is a need for additional one (1) officer to support the operation of this unit to save as an extra safety measure in supervising and control of the incarcerated persons. The additional Officer will also be of assistance to security rounds, reliefs the sally port, print shop and the building Sergeant. We hereby recommend that additional Officer for 6x2 VOC

**ESCORT & RELIEF #6 (+2): ESTABLISH OFFICER ON 7X3 & 3X11 SHIFT, 7-DAYS/WEEK**

Currently, the escort & relief Officer #6 (SAP) is used to assist in the relief of Officers from the housing units for the lunch breaks, commissary, conducts inmate skype visits, video court hearings, mass movements, yard movements, feed up and targeted searches. We recommend to be converted to an established 7 day post on 7x3 and 3x11 shift.

**ESCORT & RELIEF #7 (+2): ESTABLISH OFFICER ON 7X3 & 3X11 SHIFT, 7-DAYS/WEEK**

Currently, the escort & relief Officer #7 (SAP) is used to assist in the relief of Officers from the housing units for the lunch breaks, commissary, conducts inmate skype visits, video court hearings, mass movements, yard movements, feed up and targeted searches. We recommend to be converted to an established 7 day post on 7x3 and 3x11 shift.

**HOUSING UNIT B, C, D, & E OFFICER (+4): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK**

Housing unit B-E currently has 1 (one) officer assigned to observe and supervise 2 tiers that houses over 140 incarcerated persons on both tiers of West and East pods. It is important to note that 1 officer is not sufficient for standard supervision according to the policy. One (1) Officer is inadequate to effectively supervise 2 tiers. We recommend a 7-day established post for the second Officer on 11-7 shift



**SALLY PORT/ESCORT (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

The Sally port has 2 officers on post with no adequate relief. This post is being relieved by an officer from MCE (print shop) who also has to leave his post with over 50 inmates with equipment to relieve the 2 sally port officers for break. We recommend additional one (1) officer as sally port escort on 7-3 & 3-11 shift

## **MCIW Recommendation**

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAY= 2, 7-DAY= 39

METAL DETECTOR MCE (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS A WEEK

Currently, the post is collapsed and should be an operating post during the shop operation. The post is an entry for all MCE incarcerated workers which includes sewing, flag, MVA, data entry and printing shops. The scanner that is placed at the entrance should be utilized to prevent contraband from entry and exiting the area.

INTAKE (+1) ESTABLISH OFFICER ON 3X11 SHIFT, 5 DAYS/WEEK

There is no Intake Officer assigned to the 3x11 shift to take care of the Intake operation and admission of incarcerated persons coming into the institution on the 3x11 shift. The traffic Officer is mostly being collapsed and used for intake processing. We recommend having an intake Officer for 3x11 shift that will also assist in break relief, targeted searches and other institutional needs.

MENTAL HEALTH #2 OFFICER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Currently, the mental health unit (medical) has one Officer OIC assigned on every shift. The building is the medical unit for the institution where several medical services provided to the incarcerated persons. Additional Officer is required to support the OIC to maintain safety of staff and the incarcerated persons, makes routing rounds to deter nefarious activity by the incarcerated persons. The additional Officer will assist in relief, security, response and institutional operations.

SSB CONTROL CENTER OFFICER (+1): ESTABLISH OFFICER ON 7X3 SHIFT, 7-DAYS/WEEK

Currently, SSB control center Officer has been used as a SAP 7 day a week on 3x11 and 11x7 shifts. We are recommending 1 Officer for 7x3 shift and that all post be converted into established 7 day post.

TOWER 7 MOBILE ROVER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/ WEEK

Currently, tower 7 rover has been used as a SAP on all shifts. It is recommended that a security tower should be manned at all times and not to be used as a collapsible post. We recommend that the SAP be converted to a permanent post.

GATEHOUSE OFFICER (+1): ESTABLISH OFFICER ON 11X7 SHIFT, 7-DAYS/WEEK

The gatehouse metal detector is the front entrance post that should be manned 24 hours, 7 days a week. Presently, the post is manned on 7x3 and 3x11 shifts as an established post but

as SAP on 11x7 shift. We recommend that the gatehouse post on 11x7 be converted to an established post on 11x7 shift.

INFIRMARY OFFICER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAY/WEEK

Currently, there is one Officer assigned to the post. The infirmary department is where the incarcerated persons gets their medication such as schedule controlled and regular medication, isolation unit, insulin, retakes and other medical emergencies. We recommend that each shift should have an established 7 day post to compliment the other Officer.

TOWER #1 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Tower 1 is one of the institutional towers and is currently closed down. The tower is facing the parking lot and around the perimeter of the institution, it is a security post that is needed at all times. 7 days a week to prevent the introduction of contraband over being thrown over the fence we are requesting that the tower be reopened for facility operation.

COMPOUND PATROL OFFICERS #2 & #3 (+6): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Currently, the compound is assigned one Officer (compound patrol) on every shift and will later be reassigned two other Officers from the escort and relief. It is imperative to know that three Officers were usually assigned in the past before the pins were taken and leaving the institution to work short. The #2 & #3 Officers for the compound should be established post and assigned to the compound.

192 CONTROL CENTER OFFICER (+1): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK

The control center is being manned by one person (sergeant) on 11x7 shift. It is impossible for the Sergeant to make security rounds or to attend to issues on the tier. The Sergeant should be able to move around and assist other Officers in the building and be among the first responders to emergency situations

192 C-WING ROVER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Currently, C-wing is a lock up wing for the institution. 3 Officers are being assigned. We are recommending additional Officer that has been used as SAP to be converted to an established post on all shifts. Additional Officer is needed for safety reason and will assist in escorting incarcerated persons and other wing segregation activities. The C-wing rover has been used as SAP for over two years and should be converted.

A-BUILDING CONTROL CENTER OFFICER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Currently, the control center has been manned by the Sergeant operating two panels. It is impossible for the Sergeant to securely operate the two panels and at the same time pay attention to the safety of the incarcerated persons and the Officers. We hereby recommend that the control center for A-building have a control center Officer manning a section of the panel on each shift while the Officer in charge (sergeant) have the other panel and to also supervise the building as a lead supervisor

**B-BUILDING CONTROL CENTER OFFICER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

Currently, the control center has been manned by the Sergeant operating two panels. It is impossible for the Sergeant to securely operate the two panels and at the same time pay attention to the safety of the incarcerated persons and the Officers. We hereby recommend that the control center for A-building have a control center Officer manning a section of the panel on each shift while the Officer in charge (sergeant) have the other panel and to also supervise the building as a lead supervisor

**MASTER CONTROL CENTER #2 (+2): ESTABLISH OFFICER ON 7X3 & 3X11 SHIFT, 7-DAYS/WEEK**

Currently, the post has been manned by one Officer on 7x3 and 3x11 shift. Master control center operates entry and exit doors, monitors the CCTV, screen the visitors, issues keys, equipment and other duties. It was observed that the post will require addition staff to assist in operations, reliefs and respond to emergency.

**SALLY PORT GROUNDS OFFICER (+1): ESTABLISH OFFICER ON 3X11 SHIFT, 7-DAYS/WEEK**

Currently, the post has been collapsed on the 3x11 shift without having anyone assigned. Sally port is the vehicle entrance for exiting and returning vehicles. The sally port should be manned always in order to prevent the introduction of contraband through sally port. We recommend that an established 7 day post on 3x11 shift.

**RECREATION OFFICER (+1): ESTABLISH OFFICER ON 7X3 SHIFT, 7-DAYS/WEEK**

Currently, the post has been used 7 days a week as a SAP. Upon review of the post, the Officer is responsible for the incarcerated persons exercise schedules and religious services. We are requesting that the recreation Officer should be converted to an established post for 7x3 shift.

**ESCORT&RELIEF #3 & #4 (+2): ESTABLISH OFFICER ON 3X11 SHIFT, 7-DAYS/WEEK**

Currently, 3x11 shift has just two escort and reliefs Officers that assist in feed movement for the 3x11 shift. The two current Officers were also used for building reliefs and other duties. The two Officers are not sufficient for a smooth operation of the institution. We are requesting additional 2 Officers for the 3x11 shift.

**MENTAL HEALTH #2 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

Currently, additional Officer has been used on all shift as second Officer (rover) as SAP. We recommend that mental health #2 be established as a post to support the other Officer on all shifts.

## MCTC Recommendation

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAYS = 5 7-DAYS =55

GATE GOUSE METAL DETECTOR (+2): ESTABLISH OFFICER ON 4-12 & 12-8, 7-DAYS/WEEK

Currently, the Gatehouse metal detector post runs as a 7-day SAP on 4-12 & 12-8 shift. The gatehouse Officer is to ensure the proper and safe entry of all staff through the gatehouse. The gatehouse Officer searches, frisk search and prevent the introduction of contraband into the facility. We recommend that the SAP post be converted into a 7-day post on both shifts.

HOUSING UNIT 2 OIC (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK

Housing unit 1 sergeant post is currently unfilled. Considering the volume of work and in order to ensure proper supervision on 12-8 shift, having an establish sergeant as a front line lead supervisor will be required. We recommend that housing unit 2 should have a separate OICS.

HOUSING UNIT #7 SEG ESCORT&RELIEF #1 (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK

Currently, the segregation escort runs as a SAP on 7-day a week. The segregation unit is saddled with the responsibility of conducting showers, recreation, medication, inmate feed, supervision, escort and emergency response. We recommend that the SAP be converted into a 7-day established post on 8-4, 4-12 & 12-8 shift.

HOUSING UNIT #7 SEG ESCORT&RELIEF #2 (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8, 7-DAYS/WEEK

Currently, the segregation escort runs as a SAP on 7-day a week. The segregation unit is saddled with the responsibility of conducting showers, recreation, medication, inmate feed, supervision, escort and emergency response. We recommend that the SAP be converted into a 7-day established post on 8-4, 4-12 & 12-8 shift.

HOUSING UNIT #7 SEG ESCORT&RELIEF #3 (+2): ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT, 7-DAYS/WEEK

Currently, the segregation escort runs as a SAP on 7-day a week. The segregation unit is saddled with the responsibility of conducting showers, recreation, medication, inmate feed, supervision, escort and emergency response. We recommend that the SAP be converted into a 7-day established post on 8-4 & 4-12 shift.

HOUSING UNIT #7 SEG ESCORT&RELIEF #4 (+1): ESTABLISH OFFICER ON 8-4 SHIFT, 7-DAYS/WEEK

Currently, the segregation escort runs as a SAP on 7-day a week. The segregation unit is saddled with the responsibility of conducting showers, recreation, medication, inmate feed, supervision, escort and emergency response. We recommend that the SAP be converted into a 7-day established post on 8-4 shift.

**HOUSING UNIT 8 ESCORT (+1): ESTABLISH OFFICER ON 8-4 SHIFT, 5-DAYS/WEEK**

We are recommending the creation of a housing unit 8 escort & relief officer as an establish 5-day post on 8-4 shift. Housing unit 8 housed general population incarcerated persons, isolation inmates and regional inmates on transit. The housing unit 8 incarcerated persons required escort during movement and there is a need for an established post instead of collapsing other post to fulfil the operation of the housing unit 8. We recommend a 5-day established post for housing unit 8

**HOUSING UNIT 3&4 OIC (+1): ESTABLISH SERGEANT ON 12-8 SHIFT, 7-DAYS/WEEK**

Currently, housing unit 3 and housing unit 4 are being supervised by one (1) Sergeant (officer in charge). There is a need to have an established housing unit sergeant as the lead supervisor to supervise and direct the operation in the building at all times. We recommend housing unit 3 and 4 have separate building sergeants by establishing housing unit 4 OIC as 7-day post.

**HOUSING UNIT 3 A&B, C-TIER OFFICER (+3): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK**

Currently, housing unit 3 has two (2) Officers manning three (3) tiers during the night shift. Officers are responsible for supervision, counts, security rounds, searches, feeds, emergency response. We recommend that a 7-day established post for HU-3, C-wing Officer to separate and have each tier supervised by one (1) Officer each on 12-8 shift

**HOUSING UNIT 4 A&B-TIER OFFICER (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK**

Currently, housing unit 4 has two (2) Officers manning three (3) tiers during the night shift. Officers are responsible for supervision, counts, security rounds, searches, feeds, emergency response. We recommend that a 7-day established post for HU-4, B-wing Officer be separated and have each tier supervised by one (1) Officer on 12-8 shift

**SALLY PORT OFFICER #2 (+1): ESTABLISH OFFICER ON 8-4 SHIFT, 5-DAYS/WEEK**

Sally port #2 (Construction) post is currently a 5-day Special Assignment Post. Sally port is the transportation HUB and retake facility in the region. There's a high traffic through the sally port and need to have additional established Officer. We are recommending the post to be converted to a 5-day established post to avoid continued collapsing of the post.

**HU-7 SEG VIRTUAL VISIT (+2): ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT, 6-DAYS/WEEK**

Currently, the video visit post is a SAP on 6-day schedule on 8-4 & 4-12 shift. Incarcerated persons are allowed to have a video visit with their families and segregation unit being restricted housing. The virtual Officer is responsible to give them visit on the set days for the unit. We recommend that the SAP be converted into a 6-day established post.

**MEDICAL ROVER OFFICER (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

Medical rover Officer is currently a special assignment post that is being manned as a 7-day schedule across all the 3 shifts. The post has been used as SAP for over 5 years and it plays a vital role in supervising and maintaining safety and security of the medical staff and inmates. The medical building has additional services and increased inmate traffic than the previous dispensary. We recommend that the post be converted into a 7-day established post on 8-4, -12 & 12-8 shift

**HOUSING UNIT 2 D-TIER OFFICER (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK**

Currently, housing unit 2 has two (2) Officers manning three (3) tiers during the night shift. Officers are responsible for supervision, counts, security rounds, searches, feeds, emergency response. We recommend that a 7-day established post for HU-2, D-tier Officer be separated from C&D tier (post) and have each tier supervised by one (1) Officer on 12-8 shift to bring the total of tier Officers needed to three (3) on night shift

**HOUSING UNIT 5 D-TIER OFFICER (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK**

Currently, housing unit 5 D tier should made established post. Officers are responsible for supervision, counts, security rounds, searches, feeds, emergency response. We recommend that a 7-day established post for HU-5, D-tier Officer be separated from C&D tier (post) and have each tier supervised by one (1) Officer on 12-8 shift to bring the total of tier Officers needed to three (3) on night shift

**HOUSING UNIT 1 D-TIER OFFICER (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK**

Currently, housing unit 1 has two (2) Officers manning three (3) tiers during the night shift. Officers are responsible for supervision, counts, security rounds, searches, feeds, emergency response. We recommend that a 7-day established post for HU-1, D-tier Officer be separated from C&D tier (post) and have each tier supervised by one (1) Officer on 12-8 shift to bring the total of tier Officers needed to three (3) on night shift

**REC'G/PRO & I.D OFFICER #1, #2, #3 & #4. (+7) ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT, 7-DAYS/WEEK**

The #1 - #3 post is currently running as a SAP on a 7-day schedule Monday through Friday and has three officers assigned on 8-4 & 4-12 shift. We recommended post #4 as additional officer to be added to day shift because of the volume of details & work involved in running this post.



This post among other things handles receiving/Intakes of inmates, property, transfer, ID production, fingerprinting and inmates on court and medical trips. We recommend 1 (one) additional officer to the existing receiving, property and identification

YARD POST/SECURITY #3 (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK

This post is operated as a 7-day SAP on all shifts. The post is needed 24/7 due to the large number of inmates traffic at this location. An important factor to this need is the layout of this compound and major blind spots. The established post will ensure safety and security of officers and incarcerated persons. Having the additional yard officer will add to the physical supervision and deterrent in the yard and will also monitor the blind sport. We recommend that the SAP be converted a 7-day established post on 8-4, 4-12 & 12-8 shift

YARD POST/SECURITY #2 (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK

This post is operated as a 7-day SAP on all shifts. The post is needed 24/7 due to the large number of inmates traffic at this location. An important factor to this need is the layout of this compound and major blind spots. The established post will ensure safety and security of officers and incarcerated persons. Having the additional yard officer will add to the physical supervision and deterrent in the yard and will also monitor the blind sport. We recommend that the SAP be converted a 7-day established post on 8-4, 4-12 & 12-8 shift

PERIMETER ROVER #2 (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK

The perimeter rover is currently a SAP on 7-day schedule. The perimeter rover is to ensure the mobile security rounds of the institution fences and to prevent escape, introduction of contraband, destruction of State property and staff/visitor's safety. We recommend the SAP to be converted to a 7-day established post on 8-4, 4-12 & 12-8 shift.

VISITING ROOM OFFICER HED/EHU (+1); ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT, 5-DAYS/WEEK

Currently, visiting room Officer HED/EHU is SAP post on 5-day. Visiting room Officer admits visitors, search, process & document, log inmate into the computer, strip search after in-person visit, observe the visiting activity and document in the OCMS. We are recommending that a 5-day established

VISITING ROOM/ VIDEO VISIT OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 4-12 SHIFT, 5-DAYS/WEEK

Currently, visiting room Officer #1 & #2 SAP post on 5-day. Visiting room Officer admits visitors, search, process & document, log inmate into the computer, strip search after in-person visit, observe the visiting activity and document in the OCMS. We are recommending that a 5-day established

**HED/EHU YARD (+2): ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT, 7-DAYS/WEEK**

We recommend HED/EHU Yard be converted from a Sap on the 8-4 shift to an established post on 8-4 & 4-12 shifts, 7 days. The yard currently run on the 8-4 and 4-12 shifts. With the Yard SAP only on the 8-4 shift this leaves the yard unwatched or covered by the HU officers. This yard officer will assist both EHU and HED operations. The officer will assist with counts, tier walks and provide relief for HU officers. We recommend that the SAP be converted into an established post on 8-4 & 4-12 shift

**HED/EHU UTILITY (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

We recommend H.E.D./EHU HOUSING UNIT Utility S.A.P. be converted to a 7-day post on all 3 shifts. This post is currently filled on a regular basis as a S.A.P. This has shown the need for the post. This post is needed to assist H.E.D & E. H. U HOUSING UNIT as needed. Currently this officer mainly stays at H.E.D. and assists at the Sally port. With the flow of traffic of inmates leaving and returning from work. This officer can watch the A/B tier or go to the gate for strip searches or use of Adani Scanner. With the need of a female officer at the gates at times, this creates an open post the utility can fill. We recommend 1 (one) officer per shift be assigned to the post and not as a SAP

**EHU ROVER OFFICER (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK**

The rover Officer will be responsible to assist with clearing the sally port with all work details incarcerated persons going to work early in the morning, will assist in making rounds, escort, counts and respond to emergency. We are recommending that the rover be established 7-days a week on 12-8 shift.

**HED ROVER OFFICER (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK**

The rover Officer will be responsible to assist with clearing the sally port with all work details incarcerated persons going to work early in the morning, will assist in making rounds, escort, counts and respond to emergency. We are recommending that the rover be established on 12-8 shift.

**HU 1 OIC (+1): ESTABLISH SERGEANT ON 12-8 SHIFT, 7-DAYS/WEEK**

Housing unit 1 operates on 12-8 shift without a sergeant. The housing unit sergeant will be to supervise and act as the lead supervisor during the night shift. We recommend an established post for the sergeant on 12-8 shift.

**EHU HOUSING UNIT BUILDING OFFICERS A, B, C & D: (+6) ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

E.H.U HOUSING UNIT building currently has 2 officers supervising 4 tiers with approximately 240 inmates. We recommend each of the four tiers have separate tier officers. This additional

two officers will ensure proper management and effective supervision of inmates. We recommend additional 6 officers (2 per shift) in addition to the existing 2 officers on 8-4, 4-12 & 12-8 shift

## MRDCC Recommendation

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAYS = 0, 7-DAYS = 53

7<sup>TH</sup> FLOOR CORRIDOR #2 OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, there is an assigned Officer roving the entire corridor, the Officer has the key to open all unit door while the incarcerated persons and the one (1) Correctional Officer is locked in the unit. This is not a safe and reasonable to entrust the Officer's life into one corridor Officer should there be an emergency. We recommend that 7-day additional corridor Officer be established for 7-3 & 3-11 shift.

6<sup>TH</sup> FLOOR CORRIDOR #2 OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, there is an assigned Officer roving the entire corridor, the Officer has the key to open all unit door while the incarcerated persons and the one (1) Correctional Officer is locked in the unit. This is not a safe and reasonable to entrust the Officer's life into one corridor Officer should there be an emergency. We recommend that additional corridor Officer be established for 7-3 & 3-11 shift.

5<sup>TH</sup> FLOOR CORRIDOR #2 OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, there is an assigned Officer roving the entire corridor, the Officer has the key to open all unit door while the incarcerated persons and the one (1) Correctional Officer is locked in the unit. This is not a safe and reasonable able to entrust the Officer's life into one corridor Officer should there be an emergency. We recommend that additional corridor Officer be established for 7-3 & 3-11 shift.

4<sup>TH</sup> FLOOR CORRIDOR #2 OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, there is an assigned Officer roving the entire corridor, the Officer has the key to open all unit door while the incarcerated persons and the one (1) Correctional Officer is locked in the unit. This is not a safe and reasonable able to entrust the Officer's life into one corridor Officer should there be an emergency. We recommend that additional corridor Officer be established for 7-3 & 3-11 shift.

3<sup>RD</sup> FLOOR CORRIDOR #2 OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, there is an assigned Officer roving the entire corridor, the Officer has the key to open all unit door while the incarcerated persons and the one (1) Correctional Officer is

locked in the unit. This is not a safe and reasonable able to entrust the Officer's life into one corridor Officer should there be an emergency. We recommend that additional corridor Officer be established for 7-3 & 3-11 shift.

6A SEG/ADMIN OFFICER (+2) ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

There is a need to have additional Officer to support the 6A SEG recreation Officer. Segregation Officer is saddled with the responsibility of providing recreation, shower, feed and other needs in the segregation unit. We recommend that additional Officer be established on 7-3 & 3-11 shift respectively.

7B SEG/ADMIN OFFICER (+2) ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

There is a need to have additional Officer to support the 7B SEG recreation Officer. Segregation Officer is saddled with the responsibility of providing recreation, shower, feed and other needs in the segregation unit. We recommend that additional Officer be established on 7-3 & 3-11 shift respectively.

2ND FLOOR HOLDING OFFICER #2 (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

To recommend that the post of the 2<sup>nd</sup> floor holding Officer be reinstated to 5-day post on 7-3 & 3-11. This Officer will assist in conducting strip searches, escorts, reliefs, attorney visits, respond to emergency and other institutional needs.

3A POD OFFICER #2 (+2); ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, this post (housing unit) has been manned by one (1) Officer/70 incarcerated persons on all shift. Having the second Officer is to ensure adequate security and safe staffing protecting the incarcerated persons and staff. Adding additional Officer will enhance the services provided to the incarcerated person and ensure the safety of staff and those that we supervise. We recommend that additional one (1) Officer on 7-3 & 3-11 shift.

3B POD OFFICER #2 (+2); ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, this post (housing unit) has been manned by one (1) Officer/70 incarcerated persons on all shift. Having the second Officer is to ensure adequate security and safe staffing protecting the incarcerated persons and staff. Adding additional Officer will enhance the services provided to the incarcerated person and ensure the safety of staff and those that we supervise. We recommend that additional one (1) Officer on 7-3 & 3-11 shift.

4B POD OFFICER #2 (+2); ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, this post (housing unit) has been manned by one (1) Officer/70 incarcerated persons on all shifts. Having the second Officer is to ensure adequate security and safe

staffing protecting the incarcerated persons and staff. Adding additional Officer will enhance the services provided to the incarcerated person and ensure the safety of staff and those that we supervise. We recommend that additional one (1) Officer on 7-3 & 3-11 shift.

**4A POD OFFICER #2 (+2); ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

Currently, this post (housing unit) has been manned by one (1) Officer/70 incarcerated persons on all shifts. Having the second Officer is to ensure adequate security and safe staffing protecting the incarcerated persons and staff. Adding additional Officer will enhance the services provided to the incarcerated person and ensure the safety of staff and those that we supervise. We recommend that additional one (1) Officer on 7-3 & 3-11 shift.

**4C POD OFFICER #2 (+2); ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

Currently, this post (housing unit) has been manned by one (1) Officer/70 incarcerated persons on all shifts. Having the second Officer is to ensure adequate security and safe staffing protecting the incarcerated persons and staff. Adding additional Officer will enhance the services provided to the incarcerated person and ensure the safety of staff and those that we supervise. We recommend that additional one (1) Officer on 7-3 & 3-11 shift.

**6B POD OFFICER #2 (+2); ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

Currently, this post (housing unit) has been manned by one (1) Officer/70 incarcerated persons on all shifts. Having the second Officer is to ensure adequate security and safe staffing protecting the incarcerated persons and staff. Adding additional Officer will enhance the services provided to the incarcerated person and ensure the safety of staff and those that we supervise. We recommend that additional one (1) Officer on 7-3 & 3-11 shift.

**5A POD OFFICER #2 (+2); ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

Currently, this post (housing unit) has been manned by one (1) Officer/70 incarcerated persons on all shift. Having the second Officer is to ensure adequate security and safe staffing protecting the incarcerated persons and staff. Adding additional Officer will enhance the services provided to the incarcerated person and ensure the safety of staff and those that we supervise. We recommend that additional one (1) Officer on 7-3 & 3-11 shift.

**5A RECREATION OFFICER (+2) ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS WEEK**

There is a need to have additional Officer to support the 7B SEG recreation Officer. Segregation Officer is saddled with the responsibility of providing recreation, shower, feed and other needs in the segregation unit. We recommend that additional Officer be established on 7-3 & 3-11 shift respectively

**5B RECREATION OFFICER #1 (+2) ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

There is a need to have additional Officer to support the Officer. Segregation Officer is saddled with the responsibility of providing recreation, counts, searches, shower, feed and other needs in the segregation unit. We recommend that additional Officer be established on 7-3 & 3-11 shift respectively

5B POD OFFICER #2 (+2) ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

There is a need to have additional Officer to support the Officer. Segregation Officer is saddled with the responsibility of providing recreation, counts, searches, shower, feed and other needs in the segregation unit. We recommend that additional Officer be established on 7-3 & 3-11 shift respectively

SC POD OFFICER #2 (+2) ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

There is a need to have additional Officer to support the POD Officer. Segregation Officer is saddled with the responsibility of providing recreation, counts, searches, shower, feed and other needs in the segregation unit. We recommend that additional Officer be established on 7-3 & 3-11 shift respectively

5C SEGREGATION ADM/REC OFFICER #1 (+2) ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

There is a need to have additional Officer to support the Officer. This post is currently run as a SAP. Segregation Officer is saddled with the responsibility of providing recreation, counts, searches, shower, feed and other needs in the segregation unit. We recommend that the SAP be established as a 7-day post and with additional Officer on 7-3 & 3-11 shift respectively

6A POD OFFICER #2 (+2) ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

There is a need to have additional Officer to support the 6A POD Officer. Segregation Officer is saddled with the responsibility of providing recreation, shower, feed and other needs in the segregation unit. We recommend that additional Officer be established on 7-3 & 3-11 shift respectively

6C POD OFFICER #2 (+2) ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

There is a need to have additional Officer to support the 6C POD Officer. Segregation Officer is saddled with the responsibility of providing recreation, shower, feed and other needs in the segregation unit. We recommend that additional Officer be established on 7-3 & 3-11 shift respectively

7B POD/SEG/ADMIN OFFICER #2 (+2) ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

There is a need to have additional Officer to support the 7B SEG recreation Officer. Segregation Officer is saddled with the responsibility of providing recreation, shower, feed

and other needs in the segregation unit. We recommend that additional Officer be established on 7-3 & 3-11 shift respectively.

**7C POD OFFICER#2 (+2) ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

There is a need to have additional Officer to support the Officer. Segregation Officer is saddled with the responsibility of providing recreation, counts, searches, shower, feed and other needs in the segregation unit. We recommend that additional Officer be established on 7-3 & 3-11 shift respectively

**AUDIT OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

Currently, the Audit post is on a 5-day SAP. Audit Officer is responsible for institutional compliance on policies, procedures, and court orders. We recommend that the SAP be converted to an established 5-day post

**FIRE AND SAFETY OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

Fire and safety Officer is on the post assignment worksheet as a SAP. This is imperative to establish this post in order to focus on the safety and compliance of employees in accordance with the safety procedure. We recommend that the ESO post be established as a 5-day post

**PERIMETER ROVER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

Currently, the post is running as a SAP on all shifts. The perimeter Officer ensures the safety of the perimeter, State property, observe and stop the introduction of contraband by the public through drones or fishing method. We recommend that the post be converted from the SAP to a 7-day establish post.



## MTC Recommendation

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAYS = 07, 7-DAYS = 74

FIRST FLOOR HOSPITAL OFFICER #2 (+3): ESTABLISH OFFICER ON 7-3

& 3-11 SHIFT, 7-DAYS/WEEK

Currently, this post runs as a SAP on all shift 7-days a week. The first floor hospital Officer provides security to the floor, institution counts, observe, make rounds and supervise the detainees during their medical appointment or treatment. We recommend that additional Officer be established on 7-3 & 3-11 shifts for safe staffing and prevention.

THIRD FLOOR HOSPITAL OFFICER #2 (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, this post runs as a SAP on all shift 7-days a week. The third floor hospital Officer provides security to the floor, institution counts, observe, make rounds and supervise the detainees during their medical appointment or treatment. We recommend that additional Officer be established on 7-3 & 3-11 shifts for safe staffing and prevention.

FOURTH FLOOR HOSPITAL OFFICER #2 (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, this post runs as a SAP on all shift 7-days a week. The fourth floor hospital Officer provides security to the floor, institution counts, observe, make rounds and supervise the detainees during their medical appointment or treatment. We recommend that additional Officer be established on 7-3 & 3-11 shifts for safe staffing and prevention.

HOSPITAL ROVER #2 OFFICER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT

Currently, the hospital rover #2 is the on the SAP use for 7-days a week on all shifts. The hospital rover provides additional unannounced rounds, patrol, support, supervision and assist in conducting count if not engaged in the medical unit but not regularly. We recommend that this post be a 7-day established post on 7-3, 3-11 & 11-7 shift

DUVAL OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Currently, the Duval Officer is operating as a SAP on the morning shift for 5- days a week. The Duval Officer is the liaison person between the institution (detainees) and the medical department. The Duval Officer also ensure compliance on both the institution and the medical department

3 YARD H&M YARD (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The yard Officer is currently on the FSP as a SAP for 7-days a week. The yard Officer is responsible for monitoring the movement of staff and incarcerated persons, monitor the medical staff, make fence check, observe the yard activity and respond to emergency. We recommend that the yard post be converted from SAP to 7-day establish post.

POST 5 TOWER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The post 5 Tower is currently running as a SAP on the FSP on a 7-days a week. The post is a weapons post which provides and maintain security to the perimeter. We are recommending that the post be converted from SAP to a 7-day establish post.

UPPER METHADONE ESCORT #2 (+1) ESTABLISH OFFICER ON 11-7, 7-DAYS/WEEK

Currently, there is one Officer assigned to this task on the night shift 11-7. The Officer is responsible for escorting the detainees for medical treatment and appointment. This schedule is only on the night shift and there is need to maintain proper security and custody of the detainees. We recommend that the additional Officer be established on the 11-7 shift in order to assist and safely facilitate the process.

LOWER METHADONE ESCORT #2 (+1) ESTABLISH OFFICER ON 11-7, 7-DAYS/WEEK

Currently, there is one Officer assigned to this task on the night shift 11-7. The Officer is responsible for escorting the detainees for medical treatment and appointment. This schedule is only on the night shift and there is need to maintain proper security and custody of the detainees. We recommend that the additional Officer be established on the 11-7 shift in order to assist and safely facilitate the process.

UPPER METHADONE ESCORT # (+1) ESTABLISH OFFICER ON 11-7, 7-DAYS/WEEK

Currently, there is one Officer assigned to this task on the night shift 11-7 as a SAP. The Officer is responsible for escorting the detainees for medical treatment and appointment. This schedule is only on the night shift and there is need to maintain proper security and custody of the detainees. We recommend that the additional Officer be established on the 11-7 shift in order to assist and safely facilitate the process.

LOWER METHADONE ESCORT #2 (+1) ESTABLISH OFFICER ON 11-7, 7-DAYS/WEEK

Currently, there is one Officer assigned to this task on the night shift 11-7 as a SAP. The Officer is responsible for escorting the detainees for medical treatment and appointment. This schedule is only on the night shift and there is need to maintain proper security and custody of the detainees. We recommend that the additional Officer be established on the 11-7 shift in order to assist and safely facilitate the process.

PROPERTY OIC (+1): ESTABLISH OFFICER (SERGEANT) ON 7-3 SHIFT, 5-DAYS/WEEK

Property Officer is responsible for issuing, inventory, releases, identification, distribute inmate's packages and inmate property for transfers. The property Officer also ensure that the paper work is up to date. We recommend that this post has an established Sergeant on 7-3 to oversee the operation of this unit

**FACILITY LAUNDRY OFFICER (+1) ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

Currently, the laundry Officer is running on a SAP, 5-days a week on 7-3 shift. The laundry Officer will ensure the smooth operation of the institutional laundry is done. We are recommending an established Officer on 7-3 shift.

**TRAFFIC OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

Currently, there is one (1) established traffic Officer on 7-3 shift while the second Traffic Officer is a SAP on 7-3 & 3-11 shift. Traffic is responsible for clearing the institutional counts, movement of incarcerated person in and off the institution, assigning buildings and cells to all transfer-ins and to update the OCMS. We recommend that the SAP status for the traffic Officers on 7-3 & 3-11 shift be converted into a 7-day established post on both shift with one Officer each

**COMPOUND OFFICER: (+3) ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

We recommend the compound officer be converted from SAP an established post on all shifts to further strengthen the compound activities and security rounds. Often times, there is not enough officers on post and it diminishes their effort to adequately watch and observe inmates. We recommend staffing and converting this SAP into an established post on all shift.

**FLEET OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

Currently, the fleet coordinator is operating as a SAP on the 7-3 shift. Fleet Officer is required to inspect the vehicles, supervise the use, maintain, repair and replace if need be. We recommend an established 5-day post for the fleet Officer on 7-3 shift to ensure compliance and enforcement for the State vehicle

**REC OFFICER (+2): ESTABLISH OFFICER FOR 7-3 & 3-11 SHIFT, 5-DAYS/WEEK**

Currently, this post is functioning as a SAP. The recreation Officer is to ensure recreation schedule and oversee the activities. We recommend that this post be converted from SAP to a 5-day established post on both 7-3 & 3-11 shift.

**BACK GATE #2 OFFICER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

Back gate Officer #2 is currently on the post assignment work sheet as a SAP. The back gate Officer is to maintain security search on all incoming vehicles, vendors and equipment to

prevent the introduction of contraband. We recommend that the back gate #2 Officer be converted from a SAP into an established post on all three (3) shift

KITCHEN REAR OFFICER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The kitchen rear post is currently on a SAP use for four (4) days a week. The kitchen rear entrance is the entry post for all food supply in the region. We recommend that the post be converted and staffed on a regular basis 7-days a week and on 7-3, 3-11 & 11-7

MASTER CONTROL #3 OFFICER (+3): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Master control currently has one two (2) Officers as established. Master control Officer is saddled with responsibility of receiving and transferring incoming calls, monitoring the cameras for the entire institutions as main visual person, controls many doors, process visitors, relay communication to the entire jail and prevent escape. We recommend that master control #3 Officer for 7-day post on 7-3 & 3-11 shift

INTAKE OFFICER (+1): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Intake Officer has been used as a SAP on the FSP. Intake Officer is responsible to receive and interview new detainee, process detainee, evaluate and document detainee, PREA interview and prepare detainee for housing. We recommend that the SAP be converted into a 7- day post

INTAKE OFFICER #2 (+1): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Intake Officer has been used as a SAP on the FSP. Intake Officer is responsible to receive and interview new detainee, process detainee, evaluate and document detainee, PREA interview and prepare detainee for housing. We recommend that the SAP be converted into a 7- day post

INTAKE OFFICER IN CHARGE (+1): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Intake Officer has been used as a SAP on the FSP. Intake Officer is responsible to receive and interview new detainee, process detainee, evaluate and document detainee, PREA interview and prepare detainee for housing. We recommend the establishment of a sergeant position to oversee the intake unit as a front line supervisor on both shift

ROTUNDA OFFICER (+3): ESTABLISH OFFICER ON 7-3,311 & 11-7 SHIFT

The Rotunda Officer is on a SAP on all three (3) shift. The Officer provide escort to non-custody staff, maintain security of the walkway to the entry post by making sure non-authorize person does not go past the gate. We recommend that the SAP be converted and established on all three shifts.

MAIL ROOM OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Mail room Officer is on a SAP for 5-days a week. The mail room Officer is to ensure that the incoming mails are properly screened for contraband. The mail room Officer/ department works with intelligence unit of the institution in making sure that all packages coming into the institution are secured and screened before distribution. We recommend that this post be converted from SAP to a 5-day established post.

LOWER WAGON YARD #2 OFFICER (+3) ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The lower wagon Officer is running on a SAP on a 5-day schedule on all shift. The Officer is to assist in searching the vehicles, vendors, contractors, detainees and staffs. It provides movement alert to other post on entry and exits. We recommend that the post be established.

LOWER MED WINDOW OFFICER (+2): ESTABLISH OFFICER ON 7-3 7 3-11 SHIFT, 7-DAYS/WEEK

This post is currently a SAP for 7-days on day and afternoon shift. We recommend that the post be converted into an established 7-day post on 7-3 & 3-11 shift.

UPPER MED WINDOW OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

This post is currently a SAP for 7-days on day and afternoon shift. We recommend that the post be converted into an established post for 7-days on 7-3 & 3-11 shift

D-BLOCK LOWER ROVER #2 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

This post is currently a SAP for a 7-days on all shifts. The rover Officer will provide additional security support to the housing unit Officer, respond to emergency, assist in searches, escort and help with other operation in the building. We recommend that this rover be an established post on all shifts.

D-BLOCK UPPER ROVER #2 (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

This post is currently a SAP for a 7-days on all shifts. The rover Officer will provide additional security support to the housing unit Officer, respond to emergency, assist in searches, escort and help with other operation in the building. We recommend that this rover be an established post on all shift.

URINALYSIS OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

The urinalysis Officer is on a SAP for 5-days on 7-3 shift. The Officer is responsible for taking urine sample to ensure the reduction and compliance on the use of drug by detainees. We recommend that the post be converted from SAP to an established post.

LOWER LEVEL OFFICER (+1): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK

It was observed that the lower level Officer has been used as a SAP on 11-7 shift for 7-days a week. Lower level Officer is responsible for maintain security and custody of the detainees, observe visits such as attorney visit, virtual court, in person visit, identification process and maintain the traffic as the entrance Officer to the facility. Also monitor activities of detainees at all times. We recommend that the lower level Officer be converted from a SAP to a 7-day established post on 11-7 shift

**LOWER LEVEL OFFICER #2 (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 7-DAYS/WEEK**

The lower level Officer is to maintain security and custody of the detainees, to also monitor activities of detainees at all times. The lower Officer #2 will assist to observe visits such as attorney visit, virtual court, in person visit, identification process and maintain the traffic as the entrance Officer to the facility. We recommend that the lower level Officer #2 be establish as a 7-day established post on 7-3 shift

**SANITATION OFFICER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

The sanitation Officer is currently being used as a SAP on all three (3) shifts. Sanitation Officer is to maintain a clean facility by supervising the sanitation workers (detainees). We recommend that the SAP be converted to an established post.

**H&M#1 & H&M #2 ROVER OFFICER (+1): ESTABLISHED ON 7-3 SHIFT, 7-DAYS/WEEK**

This post is currently a SAP for a 7-days on 7-3 shifts. The rover Officer will provide additional security support to the housing unit Officer, respond to emergency, assist in searches, escort and help with other operation in the building. The Officer will also monitor the mental health appointment, psych, chaplain and social worker. We recommend that this rover be an established post on 7-3 shift.

**RELEASE OFFICER #1 & # 2 (+6); ESTABLISH ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

Currently, there is no established post for the release Officer. Release must be transported to the local intake facility on all shifts within one hour of receiving orders from the BCBC institution. The release Officer will be responsible for strip search, security and custody of the released inmate until handing over to BCBC. We recommend that the release Officer #2 be an established 7-day post, three (2) on 7-3 & three (2) 3-11 shift

**H&M#1 & H&M #2 OFFICER (+1): ESTABLISHED ON 7-3 SHIFT, 7-DAYS/WEEK**

This post is currently a SAP for a 7-days on 7-3 shifts. The Officer Conduct counts, will provide additional security support to the housing unit Officer, respond to emergency, assist in searches, escort and help with other operation in the building. The Officer will also monitor the mental health appointment, psych, chaplain and social worker. We recommend that this rover be an established post on 7-3 shift.

H&M OFFICER IN CHARGE (SERGEANT) (+2): ESTABLISH ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

The position of the H & M building OIC (sergeant) has been used as a SAP on 5-day schedule. The building sergeant is the front line supervisor, it is determined that having a sergeant in this building will help resolve issues and keep the buildings calm. It will serve as a form of support for the Officers during searches, rounds and emergency. We recommend that the position of a sergeant be established for a 7-day post on 7-3

ESCORT & RELIEF OFFICERS (+4): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Currently, there are two (2) escort Officers on the 7-3 shift and three (3) escort on 3-11 & 11-7 shift. We recommend additional four (4) Officers for the escort and relief. Establish additional two (2) escort on 7-3 and one (1) escort each on 3-11 & 11-7 shift.

3<sup>RD</sup> FLOOR HOLDING SERGEANT (+1): ESTABLISH SERGEANT ON 7-3 SHIFT, 7-DAYS/WEEK

3<sup>rd</sup> floor holding is a restrictive housing that housed detainees that are on segregation status and as a holding unit before transfer. The unit operates as a lock up unit and by applying the policy and procedure of a restrictive housing for detainees. We recommend a 7-day established post for a sergeant for the unit on all shift, 7-3, 3-11 & 11-7.

NBCI RECOMMENDATION

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAYS= 06, 7-DAYS=54

HOUSING UNIT #1, #2, #3, & #4 (+8): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK

Currently, this post has one officer manning two tiers on the 11-7 shift which is called HU A/B patrol #2. On day and evening shifts this post, which has inmate housing, has four officers, one officer per tier for direct supervision. As it stands on night shift, the officer is responsible for two tiers. This occurs in population housing units 1, 2, 3, and 4. Combining this post does not combine the duties such as security rounds at minimum. Recommendation is to separate the two posts as it is on other shifts; staff each building with four officers regardless of the shift, one officer for each separate tier for the safety and security of the officer and inmates with a 7-day established post on 11-7 shift with two Officers for each building making a total of four (4) Officers per building on 11-7 shift

HOUSING UNIT #1 ESCORTS OSL NEED TO BE UPGRADED TO STANDARD IN A MANNER IT WILL NOT BE COLLAPSABLE AT WILL AND RANDOM BY SUPERVISORS

The recommendation is to change HU1 Segregation Escorts OSL from 1 because this post has a large population of segregation inmates, and should always be staffed with an officer. This post provides essential coverage for security and operations of the housing unit activities. This post is responsible for conducting chow reliefs, area security, and significant escorting

within and outside of the housing unit. The Segregation Escort officer assists the tier officer when an inmate comes out of cell. There should always be 2 officers on 1 inmate. This officer will escort inmates to medical, conduct feed up, court pack up, assist with showers, case management and emergency response. This shall prevent placing extra duties on the officer who is being pulled to staff the post.

**HOUSING SECURITY OFFICER #1 & #2 (+2): ESTABLISH OFFICER ON 7-3 SHIFT, 7-DAYS/WEEK**

Currently Housing Security #1 and #2 is being utilized as a SAP on 7-3 shift. The recommendation is to convert these two posts into an established 5 day on 7-3 shift. This post will adequately implement the structure housing programs which have been devised to accommodate inmates at NBCI. This post is integral to completing the recreation, emergency response and programming needed to successfully complete the required phase of the program.

**CCCW TOWER OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

The CCCW Tower post has been operating as a Special assignment post (SAP) on the 7-3 shift, 5- days a week. The CCCW Officer provides security and observation of the MCE & Warehouse. We recommend a 5-day/week established post on the 7-3 shift

**GATEHOUSE RECEPTION (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT 7-DAYS/WEEK**

The recommendation is to convert the post of the gatehouse/ reception officer from a special assignment post to an established 7-day post on all 7-3, 3-11 & 11-7 shifts with an operational staffing level of #4. This post is vital as an entry point for the institution and a point to stop any contraband from entering as well as checking all visitors and staff entering. The Officer Frisk search all personnel coming in through the entrance lobby and also work with the intelligence unit for information and interception of contraband

**VISITING ROOM OFFICER #1, #2, #3, #4 and #5 (+5): ESTABLISH OFFICER ON 3-11 SHIFT, 7-DAYS/WEEK7**

Currently, these posts are staffed as special assignment posts (SAP) on 7-3 shift. NBCI had to adjust the way the incarcerated person visits are being conducted during the ongoing pandemic. There is a need for additional staff to accommodate the increased level of visits. The increase is not only in the number of visits but the number of days on which they occur. These officers would enable proper security and safety maintained. We recommend a 7-day established post on 3-11 shift

**VISITING ROOM OFFICER #1, #2, #3, #4 and #5 (+5): ESTABLISH OFFICER ON 7-3 SHIFT, 3-DAYS/WEEK7**

Currently, these posts are staffed as special assignment posts (SAP) on 7-3 shift. NBCI had to adjust the way the incarcerated person visits are being conducted during the ongoing pandemic. There is a need for additional staff to accommodate the increased level of visits.



The increase is not only in the number of visits but the number of days on which they occur. These officers would enable proper security and safety maintained. We recommend a 7-day established post on 7-3 shift

PROTECTIVE CUSTODY SERGEANT/OIC (+3): ESTABLISH SERGEANY ON 7-3 & 3-11 SHIFT, 5-DAYS/WEEK

it is recommended that this post be created and maintained as an established 5-day post with an operational staffing level of #2. The sergeant is to coordinate the PC operation, create program, to ensure safety and supervision of incarcerated persons and staff. We recommend a 5-day established post on 7-3 and on 3-11 shift.

AUDIT OFFICER #2 (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Currently, the Audit post is on a 5-day SAP. Audit Officer is responsible for institutional compliance on policies, procedures, security operations programs, filed documentation, collate and check all security log sheets for auditing and ensure compliance. We recommend that the SAP be converted to an established 5-day post. We recommend a 5-day established post for Audit Officer on 7-3 shift.

TRAFFIC OFFICER (+1): ESTABLISH OFFICER 11-7 SHIFT, 7-DAYS/WEEK

Currently, the Traffic Officer is a SAP on 11-7 shift. Traffic is responsible for clearing the institutional counts, movement of incarcerated person in and off the institution, assigning buildings and cells to all transfer-ins and to update the OCMS. We recommend that the SAP status for the traffic Officers 11-7 shift be converted into a 7-day established post.

MASTER CONTROL OFFICER #3 (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, the Master control officer #3 is being used as a special assignment post (SAP) on the 7-3 shift for 7 days. The officer is responsible to operate the institutional doors from the control tower and also monitors the video, perimeter intrusions and shaker alarm, man-down body alarms, man-down radio alarms, radio call-out of incarcerated person movements, unauthorized vehicle movement and staff safety. We recommend a 7-day established post on 7-3 & 3-11 shift

MOBILE PATROL #2 OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 7-DAYS/WEEK

Currently, there are mobile patrol #1 and #2 on both 3-11 and 11-7 shifts. Whereby, on the 7-3 shift, there is just one mobile patrol post. It is therefore recommended that an additional mobile patrol officer should be added on 7-3 shift as an established 7-day post. The post will ensure the safety of the public and the staff. However, this post is the most crucial to the facility. We recommend a 7-day established post on 7-3 as #2 Officer

PERIMETER SECURITY SOUTH TOWER (+3); ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

The perimeter security south tower post will ensure proper perimeter security for the facility which serves as a last line of defense for prevention of an escape from the south compound. The post will ensure the safety of staff and also prevent the introduction of contraband into the facility. We recommend a 7-day established post on 7-3, 3-11 & 11-7 shift.

**SOUTH TOWER ROVER OFFICER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

Currently, this post is running as a special assignment post on 7-3, 3-11 & 11-7 shifts. It is recommended that this post be converted to a 7-day established post on 7-3, 3-11 & 11-7 shift. This post will ensure proper perimeter security for the facility which serves as a last line of defense for prevention of an escape from the south compound. This post has been a special assignment post for so long. We recommend a 7-day established post.

**RECEIVING/ PROPERTY OFFICER (+1): ESTABLISH OFFICER ON 3-11 SHIFT, 7-DAYS/WEEK**

Currently, NBCI receives most of the inmate's court returns and transfers during the evening shift. This officer processes the inmates that are returning from court and or transfers in from other institutions. This is a primary point of contraband into the facility the officer performs strip searches, PREA interviews for new arrivals, issue mattresses, sheets, pillows, hygiene items and essentials. Logs and secure inmates' property from transfers, ensure that the transfer in or out are escorted to medical for evaluation and complete necessary paperwork for transfers. Therefore, it is recommended that a property officer post be established as a 7-day post on 3-11 shift.

**SALLY PORT GATE OFFICER #2 (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

Currently, the sally port gate Officer #2 is on a special assignment post (SAP) on 7-3 shift. This post is essential to the functions of the facility to ensure that there is proper security for vehicles coming through the sally port. This includes deliveries, inmates' transport, emergency hospital trips, and routine traffic of other departmental staff. The Officer is to ensure that all vehicles and passengers are properly search to prevent escape and introduction of contraband. We recommend an additional Officer for a 5-day established post on 7-3 shift

**SALLY PORT GATE OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11SHIFT, 7-DAYS/WEEK**

Currently, the sally port gate Officer is on a special assignment post (SAP) on 7-3 shift. This post is essential to the functions of the facility to ensure that there is proper security for vehicles coming through the sally port. This includes deliveries, inmates' transport, emergency hospital trips, and routine traffic of other departmental staff. The Officer is to ensure that all vehicles and passengers are properly search to prevent escape and

introduction of contraband. We recommend an additional Officer for a 7-day established post on 7-3 & 3-11 shift

HOUSING UNIT 1 UTILITY OFFICER #5 (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 7-DAYS/WEEK  
This post is currently being used as a special assignment post (SAP) on 7-3 shift. This post provides essential coverage for the security and operations of the housing unit activities. The Officer assist in doing launch reliefs, counts, medical escort and security rounds, case management escort/ observation, recreation, searches, showers and respond to emergency. This post is essential to the overall operation of the housing unit and must be staffed to fulfill the operation of the unit. We recommend a 7-day established post on 7-3 shift.

HOUSING SECURITY #1, #2, #3, #4, #5, #6, #7, & #8 (+16): ESTABLISH OFFICER ON 3-11 & 11-7 SHIFT 7-DAYS/WEEK

Currently, this post is being used as a special assignment post (SAP) on a daily bases on 3-11 & 11-7 shift and for a long period of time without conversion. The Officers are to provide supervision for the incarcerated in the population building and having one (1) Officer assigned to run one wing during 3-11 & 11-7 shift. Security rounds, recreation, shower, medical movement, visit, phones, medical appointment and respond to emergency. We recommend 7-day established post on 3-11 & 11-7 shift. The additional Officers will be assigned to a wing each on every shift.

INTELLIGENCE OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

This post is responsible for incarcerated persons gang data entry and classification for housing. The intelligence Officer Collects information on the operation of gang members and activity, prevent the introduction of contraband by listening to phone conversation, Validation of inmates that have been identified or associated with security threat groups. Intelligence Officer is a key to gathering information for informed decision by the administration. We recommend a 5-day established for the intelligence Officer on 7-3 shift.

## Patuxent Recommendation

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAYS = 2, 7-DAYS = 33

C1 2ND OFFICER/TRAFFIC (+3): ESTABLISH TRAFFIC OFFICER 12-8AM SHIFT, 7-DAYS/WEEK

This is a traffic post and it is collapsed between 12.00 midnight and 8.00 am. It was observed not staffed during the night shift and we recommend it is staffed during the night shift in order to control the early traffic and to support the tier officer. The additional officer can also assist in other areas such as cell searches, reliefs and institutional emergencies should they arise.

D1: CORRECTIONAL OFFICER (NIGHT SHIFT) (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK

This post is currently being collapsed on the first shift (12-8am). The housing unit requires an additional officer for the night shift. It was observed not staffed during the night shift and we recommend it is staffed with an additional officer on 12-8 shift. It will increase the security rounds and safety operation. An additional officer will also ensure there is an officer available on the tier at all times and not abandoning the inmates and the tier. We recommend D1 be staffed on 12-8am shift.

D2: CORRECTIONAL (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK

This post is currently being collapsed on the first shift (12-8am). The housing unit requires an additional officer for the night shift. It was observed not staffed during the night shift and we recommend it is staffed with an additional officer on 12-8 shift. It will increase the security rounds and safety operation. An additional officer will also ensure there is an officer available on the tier at all times and not abandoning the inmates and the tier. We recommend D2 be staffed on 12-8am shift.

D3: CORRECTIONAL OFFICER (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK

This post is currently being collapsed on the first shift (12-8am). The housing unit requires an additional officer for the night shift. It was observed not staffed during the night shift and we recommend it is staffed with an additional officer on 12-8 shift. It will increase the security rounds and safety operation. An additional officer will also ensure there is an officer available on the tier at all times and not abandoning the inmates and the tier. We recommend D3 be staffed on 12-8am shift.

E1: OFFICER (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK

This post is currently being collapsed on the first shift (12-8am). The housing unit requires an additional officer for the night shift. It was observed not staffed during the night shift and we recommend it is staffed with an additional officer on 12-8 shift. It will increase the security

rounds and safety operation. An additional officer will also ensure there is an officer available on the tier at all times and not abandoning the inmates and the tier. We recommend E1 be staffed on 12-8am shift.

**E2 OFFICER (NIGHT SHIFT) (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK**

This post is currently being collapsed on the first shift (12-8am). The housing unit requires an additional officer for the night shift. It was observed not staffed during the night shift and we recommend it is staffed with an additional officer on 12-8 shift. it will increase the security rounds and safety operation. An additional officer will also ensure there is an officer available on the tier at all times and not abandoning the inmates and the tier. We recommend E2 be staffed on 12-8am shift.

**E3 OFFICER (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK**

This post is currently being collapsed on the first shift (12-8am). The housing unit requires an additional officer for the night shift. It was observed not staffed during the night shift and we recommend it is staffed with an additional officer on 12-8 shift it will increase the security rounds and safety operation. An additional officer will also ensure there is an officer available on the tier at all times and not abandoning the inmates and the tier. We recommend 1 (one) additional Officer per shift.

**ER/ESCORT/RELIEF OFFICER: (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

The current number of emergency response team members in general population (DD) building is inadequate to fully function and additional help is needed to carry out these functions. Additional officer is recommended for this post in order to efficiently serve the ESCORT needs, reliefs, cell searches, institutional feed-up, perimeter checks and any institutional emergency that may arise. We recommended 1 (one) additional officer per shift.

**N-2 OFFICER (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK**

This unit requires an additional officer for the night shift. It was observed not staffed during the night shift and we recommend it is staffed with an additional officer on 12-8 shift it will increase the security rounds and safety operation. An additional officer will also ensure there is an officer available on the tier at all times and not abandoning the inmates and the tier. We recommend 1 (one) additional Officer per shift.

**N-4 OFFICER (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK**

This unit requires an additional officer for the night shift. It was observed not staffed during the night shift and we recommend it is staffed with an additional officer on 12-8 shift it will increase the security rounds and safety operation. An additional officer will also ensure there

is an officer available on the tier at all times and not abandoning the inmates and the tier. We recommend 1 (one) additional Officer per shift.

**L-3 OFFICER (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK**

This unit requires an additional officer for the night shift. It was observed not staffed during the night shift and we recommend it is staffed with an additional officer on 12-8 shift it will increase the security rounds and safety operation. An additional officer will also ensure there is an officer available on the tier at all times and not abandoning the inmates and the tier. We recommend 1 (one) additional Officer per shift.

**L-4 OFFICER (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK**

This unit requires an additional officer for the night shift. It was observed not staffed during the night shift and we recommend it is staffed with an additional officer on 12-8 shift it will increase the security rounds and safety operation. An additional officer will also ensure there is an officer available on the tier at all times and not abandoning the inmates and the tier. We recommend 1 (one) additional Officer per shift.

**PIW PATROL #2 (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

Currently, PIW housing unit has one Officer. There is a need for an additional Officer for supervision of incarcerated persons. Having additional Officer will increase security rounds, supervision, ensure the safety of incarcerated persons, counts, and respond to emergency. We recommend a 7-day establish post.

**CORRIDOR ANNEX OFFICER (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK**

It was observed during the night shift (12-8) that the corridor was not staffed. The corridor Officer will enhance the security and safety in the area and to provide support to N- corridor. The Officer will also assist in other emergency that may arise during the night shift. We recommend that 12-8 shift has an established corridor Officer.

**CONTROL CENTER #2 (+2): ESTABLISH OFFICER ONE EACH ON 8-4 & 4-12 SHIFT, 7-DAYS/WEEK**

Currently, the control center requires additional Officer to effectively operate. The control center is saddled with several tasks and we are recommending an established post for additional Officer on 8-4 & 4-12 shift.

**ER/ESCORT/RELIEF OFFICER: (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

The current number of emergency response team members in general population (DD) building is inadequate to fully function and additional help is needed to carry out these functions. Additional officer is recommended for this post in order to efficiently serve the

ESCORT needs, reliefs, cell searches, institutional feed-up, perimeter checks and any institutional emergency that may arise. We recommended 1 (one) additional officer per shift.

SEARCH OFFICER (+1) ESTABLISH 1 OFFICER FOR THE SEARCH (ENTRY) ON 12-8 SHIFT, 7-DAYS/WEEK

Currently, it was observed that the night shift (12-8) collapses the search Officer Post and utilized a squad / escort Officer. The front lobby door is closed and chained from 1am-3am. The front lobby post is reactivated around 3am with a squad/escort Officer We recommend that this post be established as a 7-day post and be staffed.

ARP OFFICER (+1): 1 ESTABLISH OFFICER FOR 8-4 SHIFT, 5-DAYS/WEEK

Institutional ARP coordinator is to assist in investigating inmate's institutional issues and claim. The institution has a large population of incarcerated persons and as such, we recommend that the ARP Officer should be converted from SAP to a 5-day post

VAC OFFICER (+1): 1 ESTABLISH OFFICER FOR 8-4 SHIFT, 5-DAYS/WEEK

VAC coordinator/ Officer is the coordinator for the incarcerated person's activities programs which includes religious services, outside volunteers/ orientation and outside programs. ARP Officer/ coordinator is the bridge between the community programs and the incarcerated persons. We recommend that the SAP be converted into a 5-day post

HOSPITAL #2 OFFICERS (+2): 2 ESTABLISH OFFICERS FOR 8-4 & 4-12 SHIFT, 7-DAYS/WEEK

Currently, the hospital Officer is an OSL4 operating 7-days a week according to the post PAWS and staffing plan on all 3 shifts. Hospital Officer is collapsed on night. Medical Officer is responsible for the sharp counts, medication, insulin staff and incarcerated person's safety at all times. We recommend that additional 1 Officers each, one for 8-4 & 4-12 be established.

TRAFFIC OFFICER #2 (+2): 1 ESTABLISH OFFICER FOR 8-4 & 4-12 SHIFT, 7-DAYS/WEEK

Currently, there is one (1) traffic Officer on each shift. Traffic Officers are responsible for clearing the institutional counts, movement of incarcerated person in and off the institution, assigning buildings and cells to all transfer-ins and to update the OCMS. We recommend that a 7-day established post on both shift with additional one (1) Officer each

TACTICAL EQUIPMENT OFFICER (+3): 3 ESTABLISH ONE OFFICER EACH FOR 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK

The tactical equipment Officer is to issue security equipment such as mace, fogger, handcuffs and radios to Officers on a daily basis. Currently, an escort and relief Officer is pulled to staff post daily. All Officers are responsible for equipment issue and return which includes the

inspection of the equipment. We recommend the creation of a 7-day post for the (T.E.O) Officer on all three (3) shifts.

#### RCI RECOMMENDATION

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5 DAYS =08, 7-DAYS =39

HOUSING UNIT #1 #2 #3 #4 #5 SECOND CONTROL OFFICER (+10): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, there is only one control officer assigned to the control center (sergeant) to monitor the 4 panels. The building sergeant end up pulling one of the tier Officers to operate two (2) panels and ended abandoning the tier without supervision. Creating second control officer #2 posts in this unit will allow the building sergeant to support the tier Officers, make security rounds and attend to the inmate needs. We recommend a 7-day established post for the second control Officer on 7-3 & 3-11 shift

VOCATIONAL BUILDING ROVER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Currently there is an officer under a (5) five day established titled post named vocational building entrance. It is impossible for this officer to monitor and make the required security rounds while maintaining his/her post duties. A vocational rover would maintain the proper number of security rounds and would be able to monitor all inmates. Recommending adding a vocational rover as an established five-day post on 7-3shift.

EDUCATION BUILDING SERGEANT (+1): ESTABLISH SERGEANT ON 7-3 SHIFT, 5-DAYS/WEEK

Recommending that the Sergeant post be established as a (5) five day post. Currently there is no Education Building OIC. The OIC would be responsible for security, patrols and monitors the metal detector along with incoming and outgoing traffic. The Sergeant can also conduct reliefs and assist with emergency response.

REC OFFICER (+2): ESTABLISH OFFICER FOR 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently, this post is functioning as a SAP. The recreation Officer is to ensure recreation schedule and oversee the activities. Recreation activities has been shut down for several months due to staffing. We recommend that this post be converted from SAP to a 5-day established post on both 7-3 & 3-11 shift.

MEDICATION OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Recommending a medication officer for a 7 day established post on 7-3 & 3-11. This position is needed for inmates to receive medication at the dispensary area in a timely manner. The officer will monitor the inmates receiving medication at the pharmacy during mass



movement, the post supervises inmates during medications, sick calls, therapy, dental and close supervision on medical staff and inmates.

INTELLIGENCE OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

This post is responsible for incarcerated persons gang data entry and classification for housing. The intelligence Officer Collects information on the operation of gang members and activity, prevent the introduction of contraband by listening to phone conversation, Validation of inmates that have been identified or associated with security threat groups. Intelligence Officer is a key to gathering information for informed decision by the administration. We recommend a 5-day established for the intelligence Officer on 7-3 shift.

YARD PATROL #4 ESCORT/RELIEF (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Yard patrol officer #4 is currently a special assignment post (SAP) on 7-3 and 3-11 shift. We recommend this post be made permanent on both shifts to ensure appropriate safety and security. This post is needed due to the numerous inmate programs which creates a higher volume of movement at RCI's main compound, which is almost ¼ mile long. We recommend this post be converted from SAP into a 7-day established post on 7-3 & 3-11 shifts.

VISITING ROOM ROVER (+4): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

This post is currently a SAP on 7-3 shift. This post would be assigned to assist with monitoring inmate visits. Due to the current structure of the visiting area, additional staff is needed to closely monitor, deter, and or intercept contraband by visitors in the visiting area to inmates. This post conducts skype visits (Sunday-Monday) on day and evening shift, in person visits on Saturday and Sunday. We recommend a 7-day established post on 7-3 & 3-11 shift

MEDICAL ROVER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Currently this post is a SAP for 7 days on 7-3 & 3-11 shift. Position is needed to assist with security, answering phones, conducting counts, monitoring inmate movement in the dispensary and phycology department. With the services and clinics such as optometry, ophthalmology, dental, and sick call appointments, this post is essential in an area where its days, tools and syringes are present. Additional services require contractors without sacrificing security. Recommending the SAP post be converted to an established 7-day on 7-3 & 3-11shift

SEGREGATION ESCORT #1 & #2 (+2): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK

Segregation escort #1, #2 operate as a SAP on 11-7 shift as a 7-day post. This position is needed on the shift to assist with the overflow of segregation showers from the previous shift. This post is needed to ensure mandated out of cell activities occur per regulations to meet

audit requirements. We recommend the established two (2) additional Officers as escort and relief on the 11-7 shift.

**CORRECTIONAL COMMISSARY LIAISON OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

Currently commissary officer is utilized as a SAP on Day shift (7am-3pm). Commissary has always been distributed on day shift. That is where the post was assigned, without this position, commissary delivery will be hampered. Recommending that this post be a 5 day established post on 7-3 shift

**MAIL ROOM OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK.**

This post is currently being utilized as a SAP on day shift, for 5 days. The officer would sort incoming/outgoing mail, look up the inmate cell location and mark the letter to ensure that mail is distributed correctly. The officer will also answer the switchboard and direct calls to the appropriate department, the Officer will ensure that all incoming mails are free from contraband and also work with the intelligence unit. We recommend the established 5-day post for the mailroom Officer

**TRAFFIC OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 5-DAYS/WEEK**

Traffic Officer is responsible for clearing the institutional counts, movement of incarcerated person in and off the institution, assigning buildings and cells to all transfer-ins and to update the OCMS. We recommend a 5-day established traffic Officer on 7-3 & 3-11 shift

**HU 1 PROGRAM UTILITY OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

The HU 1 Officer post functions as a SAP on 7-3 & 3-11 shift. This position is needed to assist with the special needs unit. Lost Dog Restorative Justice Program and over 50 blind inmates to ensure added security of inmates assigned to special programs in housing unit #1. Assist with volunteers conducting weekly training sessions. SNU inmates require constant observation and monitoring of mentally impaired inmates. It is recommended that this post be converted from a SAP to a 7 day post on 7-3 & 3-11 shift.

**FOOD SERVICE ROVER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

The Food service rover will be assigned to ensure the smooth operation of the food service to the incarcerated persons. The Officer will supervise the serving in the dining and monitor the movement. The recommendation is to create the post of Food Service Rover on 7-3, 3-11 & 11-7 shift. This post will be assigned to assist dietary officers with maintaining control of inmate movement, assign proper inmate seating and monitoring the food service slot/window.

**A-BUILDING ENTRANCE OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 7-DAYS/WEEK**

This post is currently being used under a SAP on 3-7 shift for 7 days. The recommendation is to make this post establish for 7 days. This area is the access point for the property room, clothing room, package room, visiting room, and inmates entering and exiting the institution. Without staffing this post seven days a week, the potential for, escape, assaults and introduction of contraband movement will increase. We recommend that the SAP be converted into a 7-day established post on the 7-3 shift

**ADJUSTMENT OFFICER (+1): EXTEND AND ESTABLISH OFFICER ON 7-3 SHIFT FOR 5-DAYS/WEEK**

Currently the Adjustment Officer post is established for 3 days. Recommendation is to move to an established 5 day post. Officer holds hearings 3 days out of the week, requiring 2 days for preparation and paperwork. Officers are forced to work beyond shift and on overtime daily to meet this post requirements including scanning documentation, entering required information in OCMS, escorting inmates to and from hearings and being present at the hearing. We recommend that the post be extended to a 5-day post on 7-3 shift

**ADJUSTMENT OFFICER #2 ESCORT (+1): EXTEND AND ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

Currently there is no post created to assist the adjustment officer when hearings are in progress. The Adjustment Officer is escorting handcuffed detainees alone Adjustments Officer are to provide consequential remedies to those inmates who have violated institution rules and regulations. These inmates learn the consequences through the adjustment officer and become irate, upset, which places a single officer in immediate danger. Recommendation is to create an escort officer to assist the current adjustment officer on 7-3 shift.

**HOUSING UNIT #1, #2, #3, & #4 ADDITIONAL (+8): ESTABLISH OFFICER ON 11-7 SHIFT, 7-DAYS/WEEK**

Housing unit #1-housing unit #4 currently has 2 officers supervising 4 tiers of over 90 inmates on a tier during the 11-7 shift (night). For adequate security, safety, emergency and supervision of inmates and officer's safety, we recommend 2 (two) additional officers be assigned to this post on 11-7 shift.

## WCI Recommendation

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAYS =13, 7-DAYS =60

VIDEO VISIT OFFICER #1, #2, #3 & #4 (+8): ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT, 7-DAYS/WEEK

It is recommended for these four posts to be created as an established 7-day post. These posts are hereby necessary to fulfill the current video visits that are being conducted. It is necessary to have four officers staffed in the visiting room during these visits to operate the computer systems and for the safety and security of the visitor and the incarcerated. We're recommending that the post be 7-days on 8-4 & 4-12 shift

VIDEO COURT OFFICER (+1): ESTABLISH OFFICER ON 8-4 SHIFT, 5-DAYS/WEEK

This post is recommended to be created for a 5day established post on the day shift. However, this post is needed in order to conduct video court procedures and the officer would be in charge of ensuring that the video conferencing is working properly and also supervise the incarcerated during his video court procedure. We recommend that the post be established on 8-4 shift

SOH ESCORT OFFICER (+2): ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT, 5-DAYS/WEEK

Currently, this post does not exist but it is required. It is hereby recommended to be created as a 5day established post on the day and evening shift. The SOH escort will assist the escorting of the incarcerated to appointments such as medical, dental and all other appointments. At the moment, the duties of this post are being satisfied by the Emit lab officers who is also responsible for urinalysis testing for the institution. Emit lab duties are not being completed due to assisting with SOH. Therefore, creating a SOH escort officer post will satisfy these duties. We recommend the stabled 5-day post on 8-4 & 4-12 shift

RECEIVING/ INTAKE/PROPERTY #1 & #2 (+2); ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT, 5-DAYS/WEEK

Currently, the receiving/ intake/ property officer is operating on a 5-day established post on day shift. The operational security level for this post is currently at a #2 which allows for the constant collapsing of the post leaving duties to not be completed for receiving incarcerated persons property and intake duties. We recommend a 5-day established post on 8-4 & 4-12 shift

MEDICAL INFIRMARY OFFICER #2 (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK

Currently there is no medical infirmary officer #2. However, this post is needed to run the x-ray, provider sick call, wound care and optometry for two separate institutions (WCI & NBCI).

This post is necessary to provide coverage in the infirmary when the maximum inmates, serious mental inmates (SMI) and disciplinary segregation inmates are getting services from NBCI, which is a daily routine. However, these inmates require 3 correctional officers to escorts due to the security level. Therefore, recommendation is required to add a second officer to this unit to assist with daily duties to support the needs of the institution on 8-4, 4-12 & 12-8 shift

PSYCH CORRIDOR ROVER OFFICER (+1): ESTABLISH OFFICER ON 8-4 SHIFT, 5-DAYS/WEEK

This post is currently not available and it is recommended to be created for a 5-day established post. The Officer will provide coverage in the psych corridor for safety and security of medical staff and the incarcerated. This provided post would also assist during security rounds and emergency response in the medical area. We recommend a 5-day established post on 8-4 shift

COMPOUND OFFICER #4 (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK

There are currently compound escort #1, #2, and #3 officers on 8-4 and 4-12 shifts and #1 and #2 compound officers on the overnight shift. However, the compound officer is responsible for monitoring inmate movement on the compound. The post of the compound officer #4 is necessary to provide security coverage and officers presence during all movements. Therefore, recommendation is made for the compound officer #4 as a permanent 7 day established post on 8-4, 4-12 & 12-8 shift

VOCATIONAL EDUCATION SHOP #1 & #2 (+2): ESTABLISH OFFICER ON 8-4 SHIFT, 5-DAYS/WEEK

Currently, this post is run on day shift as a special assigned post (SAP) on day shift. However, it is recommended for these posts to be converted to a 5day established post on the 8-4 shift. The Vocational education shop officers operate the entry and exit doors while monitoring the movement of the incarcerated to the buildings and provide relief when needed. We recommend established post on 8-4 shift.

EDUCATION #2 (+1): ESTABLISH OFFICER ON 8-4 SHIFT, 5-DAYS/WEEK

Currently this post is recommended to be created as an established 5-day post on 8-4 shift. The education department during a five-day period in a week, has many incarcerated at a time attending school and the library. The school has a large area and contains multiple hallways, classrooms, offices, restrooms, and storage areas. There are no cameras for these blind spots in the school to observe these areas. Given the physical layout of the area, lack of assisted technology, the demographic of the incarcerated population, and the potential risk of violence: an additional officer's presence is imperative and much needed. We recommend a 5-day established post on 8-4 shift.

**COMPOUND OFFICER #3 (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK**

Recommendation of the compound officer #3 is needed for an established 7-day post for the compound on the 12-8 shift. This post is necessary to monitor the incarcerated movement on the compound during the 12-8 shift. Housing unit #3 and #5 are at the northernmost end of the compound and there is no direct observation when going to feed up from these units or until they get closer to compound #2. Considering the number of disturbances that have taken place on the compound, this post is a necessity to ensure security coverage and the maintenance of officer's presence during the movements. We recommend a 7-day established post on 12-8 shift

**VISITING ROOM OFFICER #2 & #3 (+2): ESTABLISH OFFICER ON 8-4 SHIFT, 7-DAYS/WEEK**

Visiting room officer #2 and #3 operates on a 7-day SAP. 7day for day shift. Virtual visits have been added to in-person visits thereby, creating additional visiting periods to NBCI visiting schedule. We recommend that the SAP be converted into a 7-day established post on 8-4 shift.

**VISITING ROOM OIC (+1): ESTABLISH SERGEANT ON 8-4 SHIFT, 7-DAYS/WEEK**

The visiting OIC (Sergeant) operates as a SAP on a 7-day schedule. Visits have been added to the in person visits thereby creating additional visiting periods to NBCI visiting schedule. Visiting room OIC post is to supervise the activities during visit and to ensure compliance. We recommend that the SAP be converted into a 7-day established post for a sergeant on 8-4 shift

**PROTECTIVE CUSTODY ESCORT #1 & #2 (+6): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

Currently, these posts are being staffed as special assignment post (SAP) on 8-4, 4-12 & 12-8 shift since 2007. Due to the increased amount of gang member's ongoing activities, the administrative segregation population has grown to the point that it was necessary to convert a general population wing in another unit to administrative segregation to house the incarcerated. In order to remain in compliant with the regulation for showers and outside recreation, the extra staff necessary to assist with recreation and showers. This post is necessary on all three shifts for the simple fact that this is a general population unit and there are no segregation escorts officers in the staffing plan for this unit. At the present time, due to having the protective custody incarcerated persons in housing unit #5, the staff performs the duties of escorting the incarcerated persons to and from both medical and dental appointments. Therefore, it is recommended that these posts be converted to an established 7-day post.

**MEDICAL ROVER OFFICER (+3): ESTABLISH OFFICER ON 8-4, 4-12 & 12-8 SHIFT, 7-DAYS/WEEK**

This post is currently staffed as a special assigned post (SAP) on all shift. These officer would assist with the security rounds, access panels, responds to emergencies and maintaining supervision and security of the medical area. We recommend that the SAP be converted into a 7-day established post on 8-4, 4-12 & 12-8 shift

MEDICAL ROVER #2 OFFICER (+2): ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT, 7-DAYS/WEEK

Currently there is no medical rover #2. However, it is recommended that this post be established as a 7-day post. This post is necessary to provide coverage in the infirmary, security rounds, observe activities, relief and respond to emergency. We recommend that medical rover #2 Officer be established on 8-4 & 4-12 shift

HOUSING UNIT #1, #2, #3, #4 & #5 SECOND CONTROL OFFICER (+10): ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT

Housing unit second control center officer #2 be establish on 8-4 & 4-12 shift. Currently, this post is not in the staffing plan but being staffed. Therefore, it is recommended that this post is created for all housing units (#1-5) on 8-4 & 4-12 shifts as an established 7day post. The Officer will be assigned to operate the second panel for the other tiers and allow housing unit OIC to do the duties of an OIC instead of running a panel. The institution has shown a need for two officers by placing the duties on the OIC, but that makes it difficult to handle any issues because he/she cannot leave the control center. We recommend the established post on 8-4 & 4-12 shift.

SERIOUSLY MENTALLY ILL ESCORT (+6): ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT, 7-DAYS/WEEK

This post is currently being used as a special assignment post on 8-4 & 4-12 shift, 7-days a week .It is hereby requested that the post be converted as an established 7-day post for both the day and evening shift. The housing unit SMI escort officer would provide essential coverage for security and operations of the housing unit activities and will also be responsible for proving lunch reliefs, area security, and significant escorting within and outside the housing unit to include inmate recreations, showers, medical, case management, psychology and other passes on 8-4 & 4-12 shift.

CHAPEL OFFICER #2 (+2): ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT, 7-DAYS/WEEK

Chapel officer is currently an established post. Creating another Officer is to assist in the monitoring of the religious participants and to have adequate supervision. This officer would be responsible to assist in all religious activities. We are recommending that a 7-day established post for Chapel Officer #2 on 8-4 & 4-12 shift

SPECIAL OBSERVATION HOUSING OFFICER (+1): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK

Special Observation Housing for night shift. Currently, this post is a special assignment post (SAP) for 7 days on 12-8 shift since 2007. Therefore, there is a need to have the SAP converted into a 7-day established post on 12-8 shift

**HOUSING UNIT 4 SEGREGATION ESCORT (+4): ESTABLISH OFFICER ON 8-4 & 4-12 SHIFT, 7-DAYS/WEEK**

Currently, there is need for additional escort for the segregation unit based on the unit activities. These officers would help with the escorts of incarcerated persons that must be escorted on a 2:1 ratio, cell searches, feed, recreation, shower, medical movement, visits and emergency. We recommend the additional two escort Officers #3 & #4 as established post on 8-4 & 4-12 shift

**HOUSING UNIT #1, #2, #3 & #5 PATROLS/ OFFICER (+8): ESTABLISH OFFICER ON 12-8 SHIFT, 7-DAYS/WEEK**

Currently, it was observed that the population units has two (2) Officers assigned to a building with four (4) tiers on 12-8 shift. Two (2) Officers is not adequate to properly supervise the incarcerated persons on the 12-8 shift and in contrary to the standard of supervision and policy. We recommend two (2) established 7-days/ week Officers on 12-8 shift for each population housing unit 1, 2, 3 & 5

**EMIT TESTING OFFICER (+1): ESTABLISH OFFICER ON 8-4 SHIFT, 5-DAYS/WEEK**

This post is currently running as a Special assignment post on 8-4 shift. This officer develops, plans and coordinates schedules for testing programs and transports the tests to testing company, ensures that the test is being done, and ensures the confidentiality of information of incarcerated persons. We recommend that the SAP be converted into a 5-day establish post on 8-4 shift

**WORK CREW SHA #1, #2, and #3 (+3): ESTABLISH OFFICER ON 8-4 SHIFT, 5-DAYS/WEEK**

Currently, work crew #1, #2 & #3 operates as a special assignment post (SAP) on 8-4 shift. This post is necessary for providing security and observing the institutional ground workers (incarcerated persons). These posts assist the state highway administration with the crews needed to maintain the scenic beauty of the highways. The officers ensure the public's security by supervising the workers (incarcerated persons). We recommend that the SAP be converted into a 5-day established post on 8-4 shift.



## YDC Recommendation

TOTAL NUMBER OF RECOMMENDED POST (TNORP) 5-DAYS =18, 7-DAYS = 21

ENVIRONMENTAL SAFETY COMPLIANCE OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Environmental safety compliance Officer is a vital post that require attention of an Officer that will ensure safety compliance. We recommend that a 5-day post be established on 7-3 shift.

PROPERTY OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK

Property Officer is responsible for issuing, inventory, distribute inmate's packages and inmate property for transfers. The property Officer also ensure that the paper work is up to date. We recommend that this post be established on 7-3 & 3-11 shift

KEY CONTROL OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Key control post is necessary in the institution in ensuring a safe and secure environment. Key inventory, maintenance and condition. The routine check and key audit is a key to making sure all institutional keys are secured. We recommend that the key control be converted from SAP to a 5-day established post.

TOOL CONTROL OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Tool control is a vital post in ensuring a safe and secure environment for both juvenile and staff. Tools are issued out every day and there is a need to ensure they are stored in a safe area and inventoried daily for accountability and safety. We are recommending that the tool control be converted from SAP to a 5-day established post

ADJUSTMENT OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Currently, Adjustment Officer deals with the disciplinary process (infraction) of the incarcerated persons. The adjustment Officer is vital to the disciplinary aspect of the prison system in ensuring inmate compliance. We recommend that the post of adjustment Officer be established as a 5-day post

REC OFFICER (+1): ESTABLISH OFFICER FOR 3-11 SHIFT, 5-DAYS/WEEK

Currently, this post is functioning as SAP. The recreation Officer is to ensure recreation schedule and oversee the activities. We recommend that this post be converted from SAP to a 5-day established post

ARMORY/ SECURITY OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 5-DAYS/WEEK

The post is needed to ensure that all security equipment is in working conditions and are available to Officers, inventory the equipment and make sure they are accounted for. We recommend that the Armory/ security equipment be established on 7-3 shift.

TRANSPORTATION/ESCORT & RELIEF OFFICER (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 5-DAYS/WEEK

Transportation/ escort and relief Officer is needed as a support staff for the operation of the institution. The Officer will be used to transport or pick juveniles, escort within the institution, respond to emergency and other operational need. We recommend that you establish a 5-day post on all shifts.

FIRE AND SAFETY OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Currently, fire & safety Officer is operated as a SAP on a 5-day schedule. We recommend that the SAP be converted into a 5-day established post for safety and compliance need

VISITING ROOM OFFICER #2 & #3 (+2); ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Currently, there is one visit room Officer established post on 5-day. Visiting room Officer admits visitors, search, process & document, notify the juvenile of his or her visit, search the juvenile, observe the visiting activity and document in the OCMS. We are recommending that additional established post as Officer #2 & #3 on 7-3 shift

AUDIT OFFICER (+1): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Currently, the Audit post is on a 5-day SAP. Audit Officer is responsible for institutional compliance on policies, procedures, and court orders. We recommend that the SAP be converted to an established 5-day post

SCHOOL OFFICER #3, #4, #5, #6 & #7 (+5): ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK

Currently, the school Officers post (5) listed above are running on a SAP use and for a 5-day schedule. The school Officers are assigned to the school area of the facility to supervise, observe, monitor and ensure the safety of each juvenile, custody, non -custody staff. The school program for the juvenile are mandatory school programs and need to run on a 5-day schedule and in line with the State public school regulation. We are recommending that the SAP post be converted into an established 5-day schedule on 7-3 shift.

ESCORT&RELIEF #2, #3 & #4 (+9): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK

Three additional officers are recommended to assist the housing units with chow lines and feed, visiting, commissary, med lines, sick call, contractors, emergency, reliefs, searches,

mass movement and other facility operations. We recommend additional escorts and relief Officers be established on all shifts for safe and smooth operation.

**MEDICAL OFFICER #2 (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT**

Currently, there is one (1) established medical Officer on 7-3 & 3-11 shifts. We observed the activity and for safe operation in the medical unit, there is a need for an addition to further staff the medical unit for safety of staff (custody & non- custody) & the juveniles we protect. We are recommending additional (1) Officer each as established 7-day post on 7-3 & 3-11 shift.

**RECEIVING OFFICER (+2): ESTABLISH OFFICER ON 7-3 & 3-11 SHIFT, 7-DAYS/WEEK**

Currently there is no Officer or OIC (sergeant) assigned to this post as either established or SAP. Receiving Officer is responsible for booking & intake, release and transfers. YDC is a newly built juvenile facility in the Baltimore region, there is a need to have this post established as the operation is growing. For accountability and security of the juvenile under our custody. We recommend the 7-day establishment of the receiving Officer on 7-3 and 3-11 shift.

**BAIL REVIEW OFFICER #1 (+1) ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

The facility does not have a bail review Officer assigned. This post is operated on a 5-day schedule on the 7-3. The Officer is responsible for escorting the juveniles from the housing unit, processing the bail officer, watch over the activity during bail review, operate the computer or phone with the attorney. We recommend the establishment of the bail review Officer for 7-3 shift.

**BAIL REVIEW OFFICER #2 (+1) ESTABLISH OFFICER ON 7-3 SHIFT, 5-DAYS/WEEK**

The facility does not have a bail review Officer assigned. This post is operated on a 5-day schedule on the 7-3. The Officer is responsible for escorting the juveniles from the housing unit, processing the bail officer, watch over the activity during bail review, operate the computer or phone with the attorney. We recommend the establishment of the bail review Officer for 7-3 shift.

**RECEIVING UNIT SERGEANT (+3): ESTABLISH OFFICER ON 7-3, 3-11 & 11-7 SHIFT, 7-DAYS/WEEK**

Currently there is no OIC (sergeant) assigned to this post as either established or SAP. Receiving Officer is responsible for booking & intake, release and transfers. YDC is a newly built juvenile facility in the Baltimore region, there is a need to have this post established as the operation is growing. For proper supervision, accountability and security of the juvenile

under our custody. We recommend the 7-day establishment of the receiving unit sergeant that will oversee the receiving unit on 7-3, 3-11 and 11-7 shift.

## Section 7: MCTU Report

The Maryland Correctional Transportation Unit (MCTU) is a unit within the Department of Public Safety and Correctional Services. This unit is dispatched to various correctional facilities to provide transportation services to and from courts and for inmate transfers throughout the State of Maryland. The Maryland Correctional Transportation Unit's goal is to transport detainees and offenders safely to court, ensuring timely transport to the designated areas.

The transportation units are extremely short staffed, posing major security risks daily and routinely.

Escort Officers, which is a Correctional Officer equipped with a firearm with the primary function of transporting detainees/offenders, are assigned to this unit. These officers are specially trained, qualified, and certified to perform the duties required of this unit.

All inmates are transported according to the highest level of security on the transport vehicle. All inmates in transit shall be escorted by two armed Correctional Officers (Escort Officers), with one being of the same sex as the inmate(s) being transported. The department's policy requires inmates to be escorted at a ratio of 2 officers to 1 inmate. With the current staff shortage, officers are forced to dangerously reduce that ratio to 1 officer to 1 inmate which is a security breach and risk that officers are dealing with every day. Officers are forced to do more and more work to keep up with the demand of transports, but additional officers have not been provided to meet the demand. Transportation officers work long hours, with some court trips beginning in the early morning and going as late as 9:00 PM for jury trials. Hospital trips routinely occur that force officers to work 20 hour days due to no relief factors or shortages on weapons qualified officers. A minimum of two officers must be present when opening a cell in the main holding area, but this is not happening. One officer is operating the holding area with approximately 30 inmates at any given time. Inmates that are housed at maximum level I, II, and/or segregation should be separated and placed in separate holding areas than other inmates. This task requires additional monitoring and supervision placed on the one officer, which ultimately leaves one group unsupervised because the officer is stretched so thin.

DPSCS and the previous Hogan administration cut 50 percent of transportation officer positions statewide. As it stands, MCTU needs approximately 35 percent more staff to operate at the minimum staffing level. Staffing is at an all-time low.

Supervisors are overwhelmed with the task of staffing safely and forced to abandon their duties to conduct transports or work inside of court houses because of officer shortages across Maryland.

Fleet officers are also taken from their duties daily in order to assist in the courts and escorting. A fleet is responsible for overseeing and managing all vehicles, including vans used to transport inmates. The duties include servicing and providing maintenance to the vehicles and vans that officers and inmates rely on every day to safely and securely transport. With more than 50 percent of inmate transport vehicles needing service, a fleet officer is a key officer with a high operating level and should not be pulled from those duties. State transport vans have over 200,000 miles, and check engine lights appear on more than half of the vehicles that are on the road daily, posing life risks. With the staff shortage, the fleet officer cannot effectively complete duties. Their work should be made of dire importance in order to safeguard transportation and the department's goal of protecting detainees and inmates.

The Maryland Correctional Transportation Unit requires the following staff to operate: Commander (Major), Asst. Commander (Captain), Supervisors (Lieutenants), Sergeants (Officers in charge of assigned areas), and Correctional Officers. All positions require specialized training and certification in the proper use of firearms, chemical agents, and restraint devices and equipment. All positions require response to emergency calls, which is subject to call-in on a 24 hour basis. MCTU must cover 5 different regions:

- C1 – Jessup Region
- C2 – Baltimore Region
- E – Eastern Shore Region
- W1 – Hagerstown Region
- W2 – Cumberland Region

As referenced, all of these units are extremely understaffed. The MCTU C2 Unit is working 28 officers short every single day. Meal/lunch breaks are on the go, and there is no relief factor or staffing plan in place. This unit is forced to work close to 1,500 hours of overtime every pay period to meet the demand of over 1,000 monthly court appearances for an inmate population of over 16,000 detainees and inmates. Out of state appearances are also done by the Transportation Unit with officers being mandated to travel outside of jurisdictions at times. There are no incentives or compensation for enduring the long hours of forced overtime, extended travels for trips that may include overnight stays, and working while short staffed.

MCTU has recently ceased its duties of transporting inmates/detainees to medical appointments due to overwhelming responsibilities. Since then, all institutions have been solely responsible for transporting inmates to medical appointments from their respective institution. This change has placed strain on the institutions due to a low number of weapons escort officers.

In Baltimore City, a Medical Transportation Unit was created in an attempt to handle the vast number of medical appointments for over 2,000 pretrial detainees. This unit is made of 11

escort officers (weapons) and one supervisor. The Medical Transportation Unit should ideally be established with assigned officers instead of pulling officers from surrounding institutions daily to create this unit. This unit experiences officer shortages as well and are forced to cancel inmate appointments daily. Adding 5 additional officers to assist in medical appointments would improve the unit's ability to complete their duties safely. The Medical Transportation Unit is responsible for transports to specialty appointments, routine appointments, and daily transport services outside of the pretrial institutions, including drug treatment programs, local hospital appointments, and mental health appointments.

**Our recommendation is to:**

- **Adequately staff all transportation units to meet the minimum staffing requirements for the safety of officers and inmates alike.** Officers are forced to go against the mandated ratios stated in policy. Almost 100 more officers across the 3 transportation units are needed to meet this requirement. The post-by-post staffing analysis identifies the actual number of positions needed to safely and securely staff each transportation assignment/ detail.
- **Initiate hazard pay.** This is an additional compensation for workers who are performing exceedingly dangerous job duties. Transportation Officers must also transport the most combative and unruly detainees in the state of Maryland, which are also categorized as Ultra Max and call for extra measures and security. Transportation Officers are in direct contact with inmates being transported to hospitals for illnesses that are contagious. Close contact in the transport vans is unavoidable even with personal protective equipment such as masks, gloves, and gowns.
- **Recognize Transportation Officers as a special duty group.** These officers require special training for transporting inmates outside of the institutions and into the general public and court rooms. Every officer must be equipped with a firearm and receive specialized training for doing so. Transportation Officers are mandated to complete additional training just as other recognized special groups within the departments, such as tactical officers, operations officers, and contraband officers. All of these specially assigned training officers receive a bonus for their additional training, while transportation officers do not.

## **Conclusion**

The DPSCS mission is to maintain a proper level of security and custody staff to protect everyone under its care, which includes non-custody staff. Furthermore, our report reflects the short staffing crises within the Maryland Department of Public Safety and Correctional Services. The crisis has lowered the safety standard of operations and also affects the activities of the incarcerated persons. This exercise was conducted by various AFSCME union leaders and members from institutions across the State of Maryland. This report is submitted in good faith and in anticipation of better staffing in all DPSCS facilities.



**From:**

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**Cc:**

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The Honorable Bill Ferguson, President, Senate of Maryland  
The Honorable Adrienne Jones, Speaker of the Maryland House of Delegates  
Ms. Sarah Albert, Department of Legislative Services Library