

A Staffing Study Proposal

Prepared for the:

Nevada Department of Corrections

Submitted by the:

Association of State Correctional Administrators

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301-393-ASCA

July 18, 2013

Overview

The Association of State Correctional Administrators (ASCA) is a national organization with over twenty-five years of providing professional services to its members and their agencies. ASCA proposes to conduct a thorough staffing assessment of Nevada Department of Corrections' facilities during a four-month period of time commencing on or about September 1, 2013 and, should the Department desire, provide follow-up services for an additional period of time.

With extensive experience in both correctional operations and management including conducting security staffing assessments, ASCA will bring to this project a highly qualified team of senior correctional experts using an approach that will ensure the highest quality work product, which reflects the Department's primary mission of public safety and security. ASCA's approach will be based upon a unique combination of qualitative and quantitative assessment methodologies that will result in a highly credible review of the existing staffing patterns, a prioritized set of posts within each prison, a shift relief factor for each uniform rank in each facility, and realistic staffing plans.

The most critical resource within a correctional institution is its staff. It is also a resource that consumes more than 75 percent of an agency's budgeted expenditures. ASCA understands the importance of deployment practices that maximize efficiency, while at the same time ensure staff safety, orderly institutional operations, and the public's safety. This plan is designed to respond to the needs and requirements of the Nevada Department of Corrections for a comprehensive review of its deployment of uniform staff.

The plan anticipates site visits to seventeen of the Department's nineteen facilities. All seven Correctional Facilities, eight of the ten Conservation Camps, the Northern Nevada Restitution Center, and the Casa Grande Transitional Center will be visited and assessed first-hand. Because of their remote locations, two Conservation Camps – PCC and TCC – are at this point excluded from site visits, unless the Department thinks they should be visited. However, staffing plans will be provided for them based on information collected and analyzed.

Work could commence as early as October 9, 2013. Anticipating a three-month time frame, the study could be completed by December 31. An estimated 880 hours of professional services are budgeted at \$75/hour for a cost of \$66,000. Travel and other expenses are estimated at \$12,000. All study costs total \$78,000.

Understanding the Issues

Safety and Security: ASCA understands that (1) absent a safe and secure prison, that nothing constructive can occur and the likelihood of disruption increases; and (2) the key to ensuring a safe and secure environment is the ability to effectively deploy a sufficient number of trained staff. The operation of a prison is a complex matter. Services must be provided over a twenty-four hour period, while accounting for the inherent dangers posed by these difficult environments. A delicate balance must be maintained between security staffing and activity levels. We will, first and foremost, make our judgments based on public and staff safety being the ultimate priority. Our managers and consultants operated their facilities in this manner and will provide service to the Nevada

Department of Corrections consistent with their experience and with this guiding principle in mind.

Commitment to Economy and Efficiency: ASCA understands that the Department does not have unlimited resources and therefore staff must be assigned in the most cost efficient manner without jeopardizing staff safety. We know that in many states the single most serious impediment to achieving the proper level of staffing is the absence of a realistic shift relief factor. Keys to computing an accurate shift relief factor are ensuring that all factors that influence post vacancies are included and accurately determining the degree to which each factor influence the outcome by assessing employee practices and not just “theoretical” estimates.

Clarity and Understanding our Audience: ASCA understands that the Department needs to have the findings, conclusions, and recommendations contained in the report be presented in clear, concise and straightforward manner so that individuals outside of the Department can understand the rationale for the recommendations and are comfortable with the methodology and documentation that supports the Report’s findings and conclusions.

Understanding the Context and Needs of Practitioners: We also understand the difficulties prison managers and correctional administrators must overcome when their institutions have very large numbers of staff vacancies. Correctional Officer vacancy levels vary significantly not only between state correctional agencies, but they can and do, vary dramatically within the same state. The Nevada Department of Corrections is not alone in facing this challenge and therefore is looking even more closely for ways to reduce the burden on existing staff (as well as the financial costs it generates through the use of overtime) while at the same time avoiding any increase in the risk of staff injury. Hence, the need to systematically prioritize the manner in which posts would be filled based on prudent reductions in the delivery and availability of non-essential programs and services.

Approach

ASCA proposes to perform on-site assessments at each facility including conducting interviews with all appropriate staff and Department officials, reviewing data, records and procedural manuals, observing operations and attending meetings as necessary to fully support our findings. In conducting these assessments, we will maintain close contact with the Department’s leadership. Particular attention will be given to optimization of consultant time and travel expenses through a well-planned logistical strategy. Finally, we will prepare a comprehensive and succinct final report that will be presented in a manner that will allow the Department to quickly identify key findings and recommendations while providing adequate background information to support them.

In the next section of our proposal we present our understanding of the project goals and objectives, and an overview of the tasks involved in meeting those objectives.

Goals:

The primary goal of this project is to provide the Nevada Department of Corrections with a comprehensive, objective review and assessment of the current security staffing at its prisons that will enable it to perform security operations in the most effective, efficient and uniform manner while preserving the primary mission to maximize public safety,

facility security and staff safety. Ensuring that staffing levels and posts are consistent with the Department's mission is of paramount concern.

Objectives:

ASCA understands the uniqueness and special circumstances of each correctional environment. Each staffing study must be tailored to address the priorities and policies of the specific agency. Standardized approaches to staffing studies do not account for the complexities of each site and environment. Throughout this project we intend to communicate with designated Department staff to ensure that we are paying close attention to local requirements, institutional culture issues, and the philosophy and mission of the Department.

1. Conduct a review of existing staffing levels at each facility and recommend modifications reflecting optimal levels within each.

The ASCA team will review the actual staffing levels at each prison to determine whether the levels are consistent with each site's physical plant, mission, custody levels, and specific inmate activities and services conducted. The review will also consider such factors as inmate demographics (age, gender, custody levels, special populations (e.g., mental health, level of violence, etc.)), as well as the physical design and security systems, and the ability of the staff to respond in a timely manner should an emergency arise. The review will include an assessment of whether there are an adequate number of posts and positions (from correctional officer up to and including major).

Team members will consider the appropriateness of staffing levels including consideration of whether staffing charts are being utilized as designed, whether any posts can be combined with others or eliminated/reassigned, and whether additional coverage is needed. This assessment will consider specific post task levels, proximity to other posts, comparability of adjacent post functions, and such factors as the number and types of inmates under supervision, the physical configuration of the area and type of observational sight lines. It will also consider the degree of compatibility between inmate activity schedules and shift staffing schedules. Recommendations for modification to the existing staffing pattern and schedules will be made. Throughout all its work, the team will maintain a particular focus on maximizing staff safety.

Tasks to be Performed:

- Assess existing staffing pattern at each facility;
- Review prison-specific services, mandates, staff charts and schedules, inmate activity schedules, inmate demographics, incident reports, grievances, unit floor plans, and other data (e.g., log reports, overtime reports, rosters, use of force, staff sick time, etc.);
- Observe shift activity within each unit; and
- Prepare specific recommendations for improving staffing levels.

2. Develop standardized staffing patterns in similar facilities, while applying a zero-based approach at unique facilities.

In conducting reviews of staffing patterns and levels, the ASCA team will identify those facilities that are sufficiently similar in design, function and staffing need to

enable standardization. Wherever feasible, they will be categorized in like groupings. Those facilities that are clearly unique in design, function and need will be reviewed through a zero-based approach wherein the team will take a fresh look at the staffing needs from the perspective of 'form following function' rather than starting from the existing staffing pattern and simply modifying it.

Tasks to be Performed:

- Meet with Department officials to identify potentially similar prisons and those that are unique;
- Categorize facilities that are similar in design, function and staffing need;
- Develops zero-based staffing patterns for each unique facility; and
- Prepare recommendations for standardization of staffing patterns at like facilities.

3. Conduct a study to prioritize all security posts within each prison according to inmate activity levels, and specific service mandates and agency mission.

The ASCA team will begin site work by performing an assessment of all security posts at each facility, including their use on all shifts and weekends. Based on the role and function of the post in the operation of the facility, each post will be determined to be a mandatory post, or non-mandatory post. The extent to which non-mandatory posts can remain unfilled will also be determined.

The importance of a post may vary according to the day of the week. For example the relative importance of a given seven-day post may vary on those days that a significant number of five-day posts are filled as opposed to those two days when the five-day post is not being filled. Similarly, for those posts that are designated for staffing on more than one-shift, there may also be discernable differences in the need for filling those posts on different shifts. Further, it may be instructive and valuable to weigh the number of continuous shifts or days that a post has been vacated in determining when it should be increased in priority for filling.

Tasks to be Performed:

- Site visits by consultant teams to each Complex to observe security operations and inmate activities within each building, yard and Housing unit;
 - Conduct interviews, as necessary, with administrative and security personnel from the warden down to correctional officers;
 - Using data collection instruments categorize levels of activity and staffing at each security post;
 - Rank each post according to level of importance; and
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4. Review the Department's current shift relief factor formulas and system, and propose revisions as necessary.

A critical component in determining staffing needs is an accurate and realistic formula for calculating relief factors for each post category. These require a review of agency personnel policies and procedures, records of actual staff attendance and use of paid and unpaid time off, and use of overtime. It is also important to include all types of leave including for example, military leave, bereavement, training and other unusual circumstances such as administrative suspensions -- all based upon actual experience at each facility.

The ASCA team will review the post relief factor formula for each type of post including five-day 8-hour posts, seven-day 24-hour posts, four-day 10-hour posts and 12-hour posts. The relief factor formulas proposed by the team will not be recommended for rounding up or down. It is anticipated that there will be revisions suggested and that formulas will be modified.

Tasks to be Performed:

- Review Department personnel policies and procedures;
- Analyze personnel data (e.g., attendance, time off, etc.);
- Assess each post position for the need for relief at each staffing level (included in #1 above);
- Design revised post relief factor formula for each type of post; and
- Compute shift relief factors for each rank at each prison.

5. Produce Staffing Plans for Security Staff in All Ranks at All Facilities

Tasks to be Performed:

- List all posts including the shifts during which they are to be filled, the number of additional staff required to fill each post (as determined by the shift relief factor for that rank at that facility.)
- Summarize and total the number of security staff by rank required to fill all posts at each facility.
- Estimate the annual cost to staff all security posts at each facility, based on the recommended staffing plan.
- Present the recommended staffing plans to Department officials and to others identified by the Department.

6. If requested, Provide the Department with Ongoing Support and Assistance in Maintaining the Recommended Staffing Levels.

We look forward to assisting the Department in implementing, monitoring, or modifying its staffing plan. We are prepared to provide assistance both on-site and via telephone, the internet, or in any other way deemed appropriate by the Department.

In the next section of our proposal, we highlight ASCA's qualifications to conduct these staffing services.

Project Team

We have assembled an extremely experienced group of correctional practitioners to conduct the work. Each of the ASCA team members has significant line, supervisory, and executive experience working in and operating correctional facilities. ASCA and its project consultants have conducted staff analyses in a number of jurisdictions, and have also overseen the work of staffing consultants in their own agencies and institutions. Simply put, we understand the task before us.

An important aspect of ASCA's conduct of the work will be the interactive team approach including continuous quality improvement of the assessment process that will enable us to make necessary and timely modifications to our methodology to ensure that we integrate each prison's characteristics into the staffing model. Through our on-site presence and a strong technology-based infrastructure to support our team in the field, we will bring our ASCA's full capacity to accomplish the proposed work plan in a timely fashion while providing the highest quality of services.

ASCA Staff and Consultants Have Extensive Experience Conducting Post Studies, Analyzing Staffing levels, and Estimating Shift-Relief Factors.

ASCA staff have extensive experience in providing the security staffing analyses services and our consultants have assisted numerous states, cities and counties in evaluating various components of staffing operations including staffing patterns, staffing levels prioritizing posts, and calculating accurate shift relief factors.

We believe that the comprehensive evaluation of security staffing requires: (1) a proven track record in successfully completing major projects within allotted time-frames; (2) a thorough understanding of and practical experience in addressing prison staffing issues; (3) experience in conducting similar staffing assessments for other jurisdictions; and (4) immediate availability of skilled project staff. More specifically -

- 1) *We have a proven track record in successfully completing major projects within allotted time-frames based on:*
 - a. 25 years of delivering services to the field of corrections; and
 - b. Reputation for quality work, attention to detail, and professional conduct.
- 2) *We have a thorough understanding of and practical experience in addressing prison staffing issues because:*

Our project team is made up of correctional practitioners with years of experience in both addressing staffing requirements and in conducting staffing studies for other agencies. Moreover, we have examined staffing issues at the national level through two studies funded by the National Institute of Corrections.

- 3) *Our experience in conducting similar staffing assessments for other jurisdictions goes back 30 years; in a variety of state and local settings; for both entire*

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departments of corrections, specialized institutions, as well as central and regional office operations; and total more than 30 projects.

Outlined below are brief summaries of the proposed ASCA team members' qualifications and experiences:

GEORGE VOSE

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

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

As a senior executive at both MGT and CJI, he has provided consulting services and technical expertise to numerous state departments of correction including Arizona, Florida, Maryland, New Mexico, Hawaii, and Wyoming, as well as local government correctional systems, including Bristol County Massachusetts, the City of Philadelphia, Pennsylvania and Miami Dade County. From 2002 through 2009 he was a senior executive with two private corrections firms that operated community-based reentry programs and facilities in over 20 states.

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

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

DAVID TRISTAN

David Tristan will play a major role in the on-site assessment work and play a primary role in assessing staffing assignments, prioritizing posts and formulating recommendations.

David Tristan has over 35 years of experience in corrections. He has worked in virtually every facet of California's correctional system. His experience includes institutions, parole, gang programs, new prison activation and headquarters. He has been a trainer for both the California Youth Authority and the California Department of Corrections.

During his ten-year tenure as Deputy Director, he directed the safe and orderly expansion of the prisons, which grew from 16 to 33, in an effort to house the inmate population that grew from 60,000 to 160,000 during this time period. As Deputy Director,

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he assessed the needs of the institutions and Institutions Division and reorganized the division several times in an effort to meet the ever-growing complexities and needs of the prison operations.

He directed staffing studies to ensure that the staffing was adequate for the level and mission of the institution. The studies also served to identify weaknesses in safety and security. A review of the staffing also served to justify the need for additional staff to the control agencies, the legislature, and the governor's office. These studies also served as a tool by which to better distribute the existing resources and to standardize the staffing at like prisons with like missions.

More recently he has worked with George Camp on staffing studies in the Arizona Department of Corrections and for Maricopa County (AZ). He graduated with a B.A. Degree from Pepperdine University.

ROBERT BAYER

Bob Bayer will play a major role in the on-site assessment work and play a primary role in assessing staffing assignments, prioritizing posts and formulating recommendations.

He held the position of Director of the Nevada Department of Corrections from 1995-2000. He began his career in corrections as a Correctional Classification Counselor in the mid-1970's for the Nevada Department of Prisons. He was promoted through the ranks to Statewide Substance Abuse Program Director, Department Training Manager, Training/Internal Affairs Administrator, Inspector General, Correctional Captain and then to Associate Warden of Operations.

From 1992 to 1995, he worked as the Operations Supervisor with the special assignment of statewide responsibility for parole revocation procedures and policies as well as all out-of-state parole caseload. From 1994 to 1995 in his capacity with the Peace Officer Standards and Training Academy, he was borrowed from the Parole and Probation Department for special assignment to develop and implement a new statewide corrections academy for a rural detention center and police/sheriff staff, and to set up computerized state police/peace officer training.

Dr. Bayer holds Ph.D. degrees in Political Science/Public Administration and Policy, and English Literature from the University of Nevada, Reno. He also earned a M.P.A. in Political Science/Public Administration and Policy, a M.A. in English Literature and a B.A. in Liberal Arts. He continues his contributions to the field of corrections by serving on the National Advisory Council, Justice Management Program at the University of Nevada. While Director, he was an active member of ASCA and in addition to serving on several committees, he also served as its Treasurer. After retiring, he has remained active with ASCA as an associate member and as a trainer of new users of the Performance Measures System.

GARY GHIGGERI

Gary Ghiggeri will assist the team in the collection and assessment of relevant prior staffing studies of Nevada Department of Corrections' staff. He will also assist in the

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formulation of shift relief factors, cost analyses, and contribute to the conclusions drawn and recommendations made by the team.

Gary began his career with the State of Nevada in 1971 as an intern in the accounting division of the Nevada State Welfare Division while attending the University of Nevada. Upon graduating from the University in 1972 with a degree in accounting, he continued his employment with the Nevada State Welfare Division as an auditor and then promoted into the accounting division finishing his employment with the Welfare in 1979 as the Principal Accountant in responsible for the benefit payments and the cost allocation section of the Welfare Division.

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

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

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

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

WAYNE CHOINSKI

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

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

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

CAMILLE G. CAMP

Camille G. Camp, Project Advisor: As Co-Executive Director of the Association of State Correctional Administrators since 1985, she has worked with Directors of corrections to support policy and issues of concern and provided training to new and current directors in a variety of areas. She directs ASCA's Performance Based Measures System (PBMS), a nationwide automated information system developed by the ASCA Performance Measures Committee (PMC) to translate the missions and goals of correctional agencies into a set of uniform measurable outcomes.

She has enjoyed a career in corrections that began in 1971 with the South Carolina Department of Youth Services where she held positions of leadership as Unit Supervisor and Director of Social Services. In 1976 she became the Warden of the South Carolina Department of Corrections men's Maximum Security Center. In 1978, she was appointed to lead the Arizona Department of Corrections' adult corrections, community services and parole.

She has conducted and directed operational audits, needs assessments, management studies, and staffing analyses throughout the country. She has completed staffing projects for the Philadelphia Prison System, the Nassau County Jail (NY), the Westchester County Jail (NY), the Rhode Island Department of Corrections, the Arizona Department of Corrections, the Michigan Department of Corrections, the Utah Department of Corrections, the Florida Department of Corrections, and the Indiana Department of Correction.

She is also the co-author of *Prison Employees: Corrections Most Valuable Resource*, a report on prepared for the National Institute of Corrections based on a study funded by NIC. In addition, she is the author of *Prison Staffing Analysis: A Training Manual*, published by the National Institute of Corrections.

She has Bachelor degree from Meredith College, and a Masters degree in Counseling Psychology from the University of South Carolina. She also completed the Wharton School's program in Strategic Management for Correctional Administrators.

GEORGE M. CAMP

George M. Camp, Project Advisor: In his role as Co-Executive Director of the Association of State Correctional Administrators, since 1985, he is engaged in several ASCA initiatives including the expansion of the Performance-Based Management System (PBMS); Reducing Racial Disparity within Corrections; Providing Training and Professional Development Opportunities for Correctional Administrators; and Developing Guidelines for the Operation of Long-Term Segregation Populations.

George has served the public sector from 1962 to 1977 in a variety of positions that included Director of the Missouri Department of Corrections; First Deputy Commissioner of the New York State Division of Criminal Justice Services; Assistant Commissioner of

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the New York City Department of Correction; and Associate Warden of the Federal Prison in Lompoc, California and the U.S. Penitentiary in Marion, Illinois.

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

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

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

ASCA BACKGROUND

In the early 1960's, as departments of corrections were being created, the heads of those agencies began gathering on a national basis to form the Association of State Correctional Administrators. Administrators would get together in conjunction with the American Correctional Association's summer congress and midwinter meetings. ASCA developed its Constitution in 1972, which since then has been amended nine times. ASCA strictly adheres to this governing document.

In 1984, then President Donald Yeomans of Canada, proposed the creation of an Executive Office to plan its meetings and training programs, produce news publications, and manage functions. An RFP for Executive Office services was released in 1984, and the Criminal Justice Institute, Inc. (CJI) was awarded the contract to manage the operations and programming of the Association beginning in January 1985. Morris Thigpen, then Director of the Mississippi Department of Corrections, was the first President of the newly organized ASCA. In 1985, ASCA was incorporated as a not-for-profit organization, and in 1987 it was designated a 501(c)(3) entity by the IRS.

Membership consists of persons who are appointed to serve on a full-time basis to be directly responsible for the administration of the correctional facilities or correctional system of a jurisdiction. These persons include heads of state corrections agencies, heads of the District of Columbia, New York City, Philadelphia, Federal Bureau of Prisons, Correctional Service of Canada, each province of Canada, and any United States territory, possession, and/or commonwealth. ASCA Associate members include former administrators who served three years in one or more jurisdictions and who have been nominated by a member and approved by ASCA's Executive Committee.

ASCA's work is organized around a series of committees and overseen by its Executive Committee. This year, President, A.T. Wall (RI) has structured the work of ASCA into twelve committees – Performance Measures; Program and Training; PREA; Information Sharing; Research and Best Practices; Reentry and Community Corrections; Substance Abuse and Mental Health; Racial Disparity; Policy, Resolutions, Legislation and Legal

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Issues; Executive; Nominating; and Past Presidents.

Its Co-Executive Directors – Camille and George Camp - and other staff, support the work of the Association. In addition to eight staff who devote all or part of their time to ASCA's work, ASCA has a pool of several hundred consultants upon whom to draw to provide specific services for its members.

Work on special projects, such as its performance based measures system, clearinghouse, and the substance abuse/mental health collaborations have been supported with fund from the Bureau of Justice Assistance. Membership dues, foundation funds and federal grants and cooperative agreements are the major sources of financial support for ASCA.

The ASCA Executive Office is located in Hagerstown, MD. The Co-Executive Directors, George and Camille Camp, supervise all activities include managing the accounts, supporting committees, updating the website, planning and coordinating meetings and trainings, producing publications, and directing cooperative agreements, grants, and contracts used to further ASCA's goals and objectives as delineated in its Constitution and Bylaws. The Executive Office also annually publishes and distributes a bi-monthly newsletter. Financial reports are posted on ASCA's website – www.asca.net

Current and recent ASCA projects are listed and summarized below.

ASCA Clients	Description	From	To
Hawaii Department of Public Safety	Under a \$98,000 contract ASCA will assist Hawaii improve its policies, procedures, programs, services, operations, and management relating to the use of disciplinary and administrative segregation in all of its prisons and jails.	7/1/13	6/30/14
Vital Projects Fund, Inc. – What Corrections can do to reduce racial disparity	With a \$125,000 award from the Vital Projects Fund, ASCA's Racial Disparity Committee will direct a study to identify and correct the unintended consequences of decisions concerning assignment of inmates to programs and imposition of sanctions that may result in extending length of stay for minorities.	4/15/13	4/15/14
Collaboration with Yale Law School	Working with Yale Law School students and faculty, ASCA's Administrative Segregation Committee has supported and facilitated the study of DOC policies and the development of national best practices in the management and operations of Administrative Segregation units.	9/1/12	8/1/13
Colorado Department of Corrections – Independent Review and Assessment	Following a serious incident occurring on September 24, 2012, at Arkansas Valley Correctional Facility that resulted in the loss of life of one staff member and serious assault of another, an Independent Review Team of ASCA associates and staff was created to conduct a critical incident	11/1/12	12/31/12

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ASCA Clients	Description	From	To
	analysis at the request of the State. The team conducted an extensive study of policies and procedures, leadership, security operations, communications, culture and climate, staff training, emergency procedures, safety and security equipment, staffing, and management at the site of the incident. Based on the experience of staff and information gathered from available documents, onsite observations, and staff interviews; conclusions were drawn and recommendations made.		
Kansas Department of Corrections – Independent Review and Assessment	ASCA received a request for technical assistance from the Secretary of the Department of Corrections to conduct an assessment of Topeka Correctional Facility (TCF) located in Topeka, KS. This followed an investigation conducted by the Civil Rights Division of the U.S. Department of Justice, which concluded that TCF did not provide an environment free from sexual misconduct. The team, consisting of one ASCA Associate and two ASCA staff members, conducted an extensive study of policies and procedures, staff training, staff and inmate knowledge of misconduct and undue familiarity, inmate grievance process, facility response to allegations of sexual misconduct/abuse, inmate education, mentoring systems, and staffing plans. Based on a review of documents, observations of facility and interviews, the state was provided with a report that addressed strengths, challenges and recommendations.	11/1/12	12/20/12
BJA / NIC Performance Based Measures System – Monitoring and Tracking Performance	A nationwide automated information system that tracks the performance of correctional institutions and prison systems using a series of uniform measures. Participating agencies can track their performance as well as compare themselves with other agencies and facilities. Financial support is currently provided by NIC.	2002	Present
BJA Information Clearinghouse	The Grants Network provides agencies with information/links regarding grant opportunities and completed grant project reports. Agency staff has the opportunity to network with their peers to ask questions, share issues, and exchange tips regarding grants and/or research projects. A grant from BJA supported the project work.	4/1/06	10/31/10

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ASCA Clients	Description	From	To
PEW Charitable Trusts - Recidivism Study	In collaboration with Pew Charitable Trust, ASCA conducted a comprehensive study of state recidivism rates and profiles of prison admission and release populations.	11/1/08	3/31/10
Collaboration with Yale Law School	ASCA has been assisting Yale Law School students, who were participating in the Liman Public Interest Program, gather state DOC policies on inmate visitation as part of a comprehensive research project on similarities and differences in state policies. Results were presented to ASCA members and published on Yale's website.	2/1/12	10/31/12
ASCA - National Reentry Justice Information Sharing (JIS) Initiatives (BJA funded)	ASCA is working with BJA, IJIS, SEARCH and APPA to exchange of information between correctional agencies, and community-based social service agencies to help ensure successful reentry of offenders back into the community.	10/1/09	Present
ASCA - Corrections Information Sharing Implementation Program (BJA funded)	Pilot the implementation of information exchanges between the corrections and law enforcement community to reduce recidivism.	10/1/10	Present

This portion of this section of the proposal is divided into three parts. They are our experience in (1) Assessing prison staff; (2) Conducting national studies on staffing issues; and (3) Completing numerous prison management and operation projects.

Listed below are a number of projects that demonstrate our ability to meet and exceed the Nevada Department of Corrections' requirements.

Arizona Department of Corrections

Camille and George led a team that also included David Tristan and George Vose that conducted a security post assessment and staffing analysis of the entire Arizona State Prison System. We analyzed every security post within every prison unit at each the ten Arizona State Prison Complexes. The results were presented to the state legislature.

Wyoming Department of Corrections

George Camp led a team in which all security posts were assessed and staffing plans developed for all Wyoming Department of Corrections' prisons, Staffing plans were recommended that included an updated shift relief factor and additional posts.

Connecticut Department of Correction - Connecticut's Thomas Commission (a Commission created to study ways to improve the efficiency of state government operations) selected Camille and George Camp to study the management of Connecticut's Department of Correction to produce strategies to improve cost efficiency,

enhance management efficiency, and increase revenues with which to operate state government. As part of the 1990 study conducted of the Connecticut Department of Correction, organizational arrangements were analyzed and modifications were proposed to increase managerial and administrative efficiency. In order to make recommendations, We performed a detailed analysis of the Department's posting and staff assignment practices. Among other issues, we examined:

- Shift relief factors;
- Critical complements;
- Overtime;
- Staff utilization;
- Off-time scheduling practices; and
- Central hiring practices.

By developing new shift relief factors and uniform guidelines, we were able to determine areas in which the Department could realize savings while still staffing each facility without jeopardizing the safety of staff and inmates.

Florida Department of Corrections - Camille Camp was engaged by the Florida Department of Corrections to perform a post analysis in nine each of its major institutions. The focus of the analysis was gender issues, such as cross-gender supervision and post assignment. After obtaining master rosters, post charts, critical complement information, physical layouts, and other documents from each institution, we developed a data collection instrument that allowed us to record the shift, post, post type, post duties, and any related special information for each post in each facility throughout the Department. The table below, which lists the institutions, their average daily populations, and their staff complements, gives an indication of the size of this undertaking.

<u>Florida Institutions</u>	<u>ADP</u>	<u>Employees</u>
Apalachee Correctional Institution	1,724	533
Avon Park Correctional Institution	1,221	334
Baker Correctional Institution	973	356
Brevard Correctional Institution	895	312
Cross City Correctional Institution	831	355
Lawtey Correctional Institution	702	262
Martin Correctional Institution	1,413	358
South Florida Reception Center	1,042	421
Union Correctional Institution	1,553	622

Following development of the instrument, we toured each facility, examining the physical layout issues posed by each post in terms of general security, cross-gender privacy, and inmate supervision issues. We were able to prepare a comprehensive report for the Department that presented data on each post, its duties, security issues affecting it, physical plant impacts upon the post, and any specific gender issues that would affect staffing practices.

Georgia Department of Correction - George Camp completed a major analysis of the Central Office and regional offices of the Georgia Department of Correction. He assessed the Georgia Department of Corrections' (GDC) staffing and organization, in

response to growing perceptions among stakeholders that the agency was "top-heavy." He also assessed the agency's structure, workload, and central and regional office staff assignment patterns and recommended options to improve its effectiveness and efficiency.

As part of that project, he interviewed key staff and internal and external stakeholders, observed top-level management meeting regarding budget issues, observed Central and regional office staff at work in office areas, collected a variety of information and documentation from the GDC, and surveyed selected state correctional agencies regarding their organizational structures and staffing levels. Based on that information, findings and recommendations were formulated based on an information analysis, and a report was prepared for the use of Department officials in reorganizing the Department's roles and structure.

Indiana Department of Correction – Camille Camp conducted a staffing analysis of all posts in the major institutions in Indiana. This detailed post analysis was completed for the purpose of determining the extent to which female staff could be assigned to posts throughout institutions. Each institution was toured to determine the impact of security and physical plant issues on the duties of each post. Sight lines were determined for each post during the tours, in order to determine the effect of privacy requirements on cross-gender supervision practices. In addition, specific post duties were analyzed in terms of privacy and gender so that recommendations could be formulated. The results of the analysis were incorporated into a report detailing the ways in which female correctional officers could be more widely utilized by the agency.

Philadelphia Prison System – Camille and George Camp conducted a staffing practices analysis for the Philadelphia Prison System that included the reorganization of the Prison System's staffing practices. As part of a five-year policy and procedure development project for the System, they analyzed staffing in each of the System's five institutions. They provided planning and design assistance to the City during the design phase of a new prison and developed the staffing plan for the facility.

A staff deployment policy and procedural guidelines developed for the System that included not only its five existing institutions, containing 5,000 beds, but also the new 2,000-bed facility, which will employ 675 staff. To develop a viable and feasible policy and procedures for staffing, they analyzed each post on each shift in each institution. They then:

- Calculated shift relief factors;
- Developed post plans;
- Developed master rosters;
- Established a uniform scheduling system;
- Determined a rational hiring plan;
- Formulated procedural guidelines for implementation;
- Instituted the policy; and
- Set up a monitoring process to ensure its success.

Rhode Island Department of Corrections - Camille and George Camp performed a management study of the Rhode Island Department of Corrections that closely examined the Department's entire operation. A crucial element of the study, which resulted in over two hundred recommendations for improvement and implementation plans for each recommendation, was a staffing analysis of the entire Department.

Focus areas included:

- Management staffing;
- Institution posts and staffing levels;
- Post orders;
- Supervision and evaluation by staff;
- Staff assignment practices;
- Post assignment, day-off, and vacation bidding practices; and
- Overtime issues.

To complete the study, they performed detailed document reviews at the central office and institution levels, an analysis of posting practices, an examination of the utilization of line and supervisory staff, reviews of collective bargaining agreements, and a fiscal analysis of overtime expenditures and hours worked. They formulated recommendations regarding staffing issues were implemented by the Department as part of its long-range goal of operational improvement.

Utah Department of Corrections – Camille and George Camp conducted a staffing analysis of the Utah State Prison focusing on correctional officer requirements. Non-correctional officer areas were also studied because of their impact on the total operation, and included Food Services, Medical Services and Maintenance. Using the Mission and Objectives of the Utah Department of Corrections as a guide, we analyzed the staffing needs of the 1,500-bed Prison Complex from a “zero base,” ground –level analysis without bias toward existing positions or staffing levels. In order to determine post-requirements, we utilized several criteria, such as the duties to be performed, degree of mobility needed to complete the duties, number and type of inmates to be supervised, the area’s physical configuration and physical sight lines, and the degree of inmate movement allowed. We also determined shift relief factors, allowing us to make recommendations regarding the exact numbers of staff required in each functional area of the Prison. After these staff requirement recommendations were made, they were prioritized, resulting in a rational, viable hiring and reassignment plan. For the final report, the staffing needs assessment and associated options were organized by area, so that administrators could address the security, medical, mental health and food services areas separately while operating within a unified framework.

National Projects Demonstrating a Knowledge of Staffing Issues

ASCA has extensive knowledge of national corrections issues and practices. Our awareness is kept current in large part by our constant communication with correctional administrators and practitioners, federal and state officials and researchers in the criminal justice field. Our exchanges with these experts is strengthened and informed by our work on projects that are national in scope.