

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

Submitted to the:

Nevada Department of Corrections
Carson City, Nevada

By the:

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Transmittal Letter

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Section I

Project Overview and Summary of Findings, Conclusions, and Recommendations

SUMMARY OVERVIEW

Background

In response to a request to assess the correctional officer, sergeant, Lieutenant and Captain staffing needs and requirements of the Department of Corrections, the Association of State Correctional Administrators (ASCA) conducted an assessment of uniform staff at all 18 Department facilities and its Transportation Unit. The 18 facilities included assessed, seven major correctional facilities and eleven minimum-security conservation camps or transitional facilities. Additionally, the Central Transportation Unit staffing was also evaluated.

ASCA conducted a thorough review of the posts and staffing levels prescribed by the state legislature for each facility and as appropriate made recommendations to alter the current legislatively approved post and staffing plans. Those changes were based on observation of the work performed by staff in those facilities, analysis of staff deployment documents, rosters, budget and expense reports, and the assessment team's extensive experience working in prisons as line officers, supervisors, wardens, and directors of state correctional systems.

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

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

This report presents our findings, conclusions and recommendations. In the first section of the report, two separate but related sets of summary findings, conclusions and recommendations are presented. They are: (1) the number of staff required to fill all currently mandated correctional officer, sergeant, lieutenant and captain posts at each of the 18 facilities; and (2), assuming that the number of staff required to fill all currently mandated posts are authorized, the number of additional staff required to fill the recommended changes in staffing levels are presented. Recognizing that it is neither reasonable nor realistic to expect all of the recommendations to be implemented immediately, we strongly recommend adoption of a phased implementation of the recommended increases in staff.

In the second section of the report, the findings, conclusions and recommendations for each of the 18 facilities and the Transportation unit are presented, including tables that compare in detail the specific differences between the legislatively mandated posts and staffing levels with our recommended posts and staffing levels.

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

Staff Required to Fill Legislatively Mandated Posts

One hundred additional staff are required to fill the legislatively mandated correctional officer, sergeant, lieutenant and captain posts in all 18 Department of Corrections facilities and within the Central Transportation Unit. Ninety-one of those 100 staff are required within the seven major institutions, eight within seven of the conservation camps, and one at the Casa Grande Transition Center. Therefore, we recommend that 100 staff be hired to avoid having mandated posts go unfilled, or having to fill them with staff working overtime.

Shift Relief Factor – Rationale and Impact: The reason the 100 staff are required is because the existing shift relief factor was based on out of date estimates of the number of days staff were actually available to work their posts. That underestimation resulted in a shortage of 100 staff that meant mandated posts either went unfilled, or were filled with staff working overtime.

The shift relief factors currently utilized by the Department are based on an historical practice which utilizes 1.20 officers being required to fill a 5-day post, 8 hours per day and 1.60 officers being required to fill a 7-day post, 8 hours per day. In their report completed in September 2006 utilizing data for the year ending March 2006, the Governor's Executive Branch Internal Audit Division estimated the relief factor Department-wide for a 7-day post, 8-hours per day at 1.825 or simply stated 1.825 officers being required to fill a 7-day post, 8-hours per day. (No estimate was provided for shifts other than the 7-day, 8- hour.)

Recommended shift relief factors for the custody staff personnel for ranks that included Lieutenants, Sergeants, Senior Correctional Officers, Correctional Officers and Correctional Officer Trainees were estimated. The overall SRF for each facility by shift and hour is presented in SRF Table 1 in which major institutions and camps are separated.

Please refer to Appendix A for relief factor information for the Restitution Center, Transitional Housing Center and the Transportation Unit. Posts are categorized as either 5-day or 7-day, while shifts are 8-hour, 10-hour or 12-hour. Detail for the calculations for the major institutions and camps can also be found in Appendix A.

SRF Table 1: Shift Relief Factor by Facility					
Institution	5-Day, 8-Hr	7-Day, 8-Hr	7-Day, 10-Hr	7-Day, 12-Hr	24-Hr Shift
Warm Springs Correctional Center	1.20	1.68	2.10	2.53	5.05
Northern Nevada Correctional Center	1.25	1.76	2.19	2.63	5.27
Southern Desert Correctional Center	1.22	1.71	2.14	2.56	5.12
Ely State Prison	1.22	1.70	2.13	2.56	5.11
Lovelock Correctional Center	1.18	1.65	2.06	2.47	4.95
Florence McClure Women's Correctional	1.20	1.68	2.10	2.52	5.05
High Desert State Prison	1.20	1.69	2.11	2.53	5.06
Major Institution Statewide Average	1.21	1.70	2.13	2.55	5.10
Stewart Conservation Camp	1.19	1.67	2.09	2.50	5.01
Pioche Conservation Camp	1.18	1.65	2.06	2.47	4.94
Three Lakes Valley Cons./Boot Camp	1.42	1.99	2.49	2.99	5.97
Wells Conservation Camp	1.15	1.60	2.01	2.41	4.81
Humboldt Conservation Camp	1.23	1.72	2.15	2.59	5.17
Ely Conservation Camp	1.24	1.74	2.18	2.61	5.22
Jean Conservation Camp	1.21	1.69	2.11	2.53	5.06
Carlin Conservation Camp	1.23	1.72	2.15	2.58	5.17
Tonopah Conservation Camp	1.17	1.64	2.05	2.46	4.92
Conservation Camp Statewide Average	1.23	1.73	2.16	2.59	5.18

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

Finally, by dividing the total Net Annual Work Hours by the total number of employees in that specific rank or job category, the shift relief factor is determined. Since posts are generally filled either five days or seven days per week, and may be filled by staff working either an eight, ten or twelve hour shift, shift relief factors are produced for each type of post. The resulting shift relief factors indicate how many employees it will take to fill those posts on an annual basis. For example, if a post is to be filled five days per week, eight hours a day, it would take one employee to fill that post, but only if the employee was at work every week, five days per week, and for eight hours during every one of those five days. In reality, employees do not come to

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

work every day because they may be sick, or taking annual leave, etc. Therefore, it actually takes more than one person to fill a post, and in the Department it actually takes 1.20 Correctional Officers to fill a 5-day, 8-hour post throughout the course of a year. Thus, to properly budget for the number of staff required to fill all posts, without using overtime or closing posts, the SRF should be applied to all posts to determine how many staff are required.

Because in almost every case, a single officer assigned to a post is not available to fill that post every day and every hour it is to be filled, agencies need to know how many additional staff they should have in order to fill all posts in the manner determined to be necessary and appropriate. By applying the appropriate shift relief factor to every post and then summing the resulting numbers, an agency can determine the total number of personnel required to fill all posts in the prescribed manner without having to resort to assigning staff on an overtime basis to fill posts. Summary Table 1 lists all 18 facilities and the Central Transportation Unit along with the number

Summary Table 1	Staff Required Based on		Change in Staff Required
	Existing SRF	Recommended SRF	
Institutions			
Warm Springs	96	101	5
Northern Nevada	234	247	13
Lovelock	213	226	13
Ely State Prison	270	285	15
Southern Desert	206	218	12
High Desert	452	479	27
Florence McClure	117	123	6
Subtotal	1,588	1,679	91
Conservation Camps			
Carlin	11	12	1
Ely	11	12	1
Humboldt	11	12	1
Pioche	14	15	1
Tonopah	11	12	1
Wells	11	12	1
Jean	13	13	0
Stewart	13	13	0
Three Lakes Valley	21	23	2
Subtotal	116	124	8
Casa Grande	22	23	1
Northern Nevada Restitution Center	7	7	0
Central Transportation	33	33	0
Subtotal	62	63	1
Total	1,766	1,866	100

of staff required using the existing shift relief factor, the recommended shift relief factor, and the resulting change in staff required to fill all legislatively mandated posts. The largest number of additional staff (27) are required at High Desert, followed by 15 at Ely State Prison, and 13 at both Northern Nevada and Lovelock. Twelve more are required at Southern Desert, six at Florence McClure and five at Warm Springs. At the Conservation Camps, two staff are needed at Three Lakes Valley, and one each at Carlin, Ely, Humboldt, Pioche, Tonopah, and Wells.

SRF by Rank: In order to provide as accurate an estimate as possible of the number of staff required to fill currently mandated posts, shift relief factors were also estimated for each rank in each facility. The results of those calculations at the seven major institutions for Lieutenants, Sergeants, and for Senior Correctional Officers, Correctional officers, Correctional Officer Trainees combined are presented and compared with the current SRF in SRF Tables 2, 3, and 4.

SRF Table 2: Shift Relief Factor for Lieutenants – Major Institutions					
Institution	5-Day, 8-Hr	7-Day, 8-Hr	7-Day, 10-Hr	7-Day, 12-Hr	24-Hr Shift
Warm Springs Correctional Center	1.38	1.93	2.41	2.90	5.79
Northern Nevada Correctional Center	1.17	1.64	2.05	2.46	4.91
Southern Desert Correctional Center	1.15	1.62	2.02	2.42	4.85
Ely State Prison	1.11	1.55	1.94	2.33	4.66
Lovelock Correctional Center	1.28	1.79	2.23	2.68	5.36
Florence McClure Women’s Correctional	1.33	1.86	2.32	2.79	5.57
High Desert State Prison	1.21	1.69	2.12	2.54	5.08
Major Institution Average	1.22	1.71	2.13	2.56	5.12
Current Relief Factor	1.20	1.60	2.00	2.40	4.80

SRF Table 3: Shift Relief Factor for Sergeants – Major Institutions					
Institution	5-Day, 8-Hr	7-Day, 8-Hr	7-Day, 10-Hr	7-Day, 12-Hr	24-Hr Shift
Warm Springs Correctional Center	1.20	1.68	2.10	2.51	5.03
Northern Nevada Correctional Center	1.19	1.67	2.09	2.51	5.01
Southern Desert Correctional Center	1.29	1.81	2.26	2.72	5.43
Ely State Prison	1.30	1.82	2.27	2.73	5.45
Lovelock Correctional Center	1.17	1.64	2.05	2.46	4.91
Florence McClure Women’s Correctional	1.23	1.72	2.15	2.58	5.16
High Desert State Prison	1.14	1.60	2.00	2.40	4.80
Major Institution Average	1.21	1.70	2.12	2.54	5.09
Current Relief Factor	1.20	1.60	2.00	2.40	4.80

SRF Table 4: Shift Relief Factor for Senior Correctional Officers, Correctional Officers and Correctional Officer Trainees Combined – Major Institutions					
Institutions	5-Day, 8-Hr	7-Day, 8-Hr	7-Day, 10-Hr	7-Day, 12-Hr	24-Hr Shift
Warm Springs Correctional Center	1.19	1.67	2.09	2.51	5.01
Northern Nevada Correctional Center	1.26	1.76	2.20	2.64	5.29
Southern Desert Correctional Center	1.22	1.71	2.13	2.56	5.12
Ely State Prison	1.22	1.70	2.13	2.55	5.10
Lovelock Correctional Center	1.18	1.65	2.06	2.47	4.94
Florence McClure Women’s Correctional	1.20	1.68	2.09	2.51	5.03
High Desert State Prison	1.21	1.69	2.11	2.53	5.07
Major Institution Average	1.21	1.70	2.12	2.54	5.09
Current Relief Factor	1.20	1.60	2.00	2.40	4.80

For each of the three major ranks, for each type of shift, the newly estimated average shift relief factors (5.12 and 5.09) to cover a 24-hour post are larger than the currently applied shift relief factor (4.80). The new shift relief factors on average are the same for both Correctional officers and Sergeants (5.09), while the shift relief factors for Lieutenants (5.12) is slightly larger than the shift relief factor for Correctional Officers and Sergeants (5.09).

While the SRF averages for all of the seven major institutions that we estimated do not vary greatly from the currently used shift relief factor at all institutions, there are considerable shift relief factor differences between major institutions. For example, in SRF Table 2 the SRF for Lieutenants ranges from a high of 5.79 at Warm Springs to a low of 4.66 at Ely State Prison. For Sergeants, the SRF ranges from a high of 5.45 at Ely State Prison to a low of 4.80 at High Desert State Prison (SRF Table 3). The shift relief factors for Correctional Officers range from a high of 5.29 at Northern Nevada Correctional Center to a low of 4.94 at Lovelock Correctional Center (SRF Table 4).

These differences between institutions are not unexpected. Variations in the number of days of vacation taken and sick leave used account for some of the variation as does the length of time it takes to fill vacation positions.

The results of the shift relief factor calculations at the conservation camps for Lieutenants, Sergeants, and Senior Correctional officers, Correctional Officers, Correctional Officer Trainees combined are presented in SRF Tables 5, 6, and 7. A somewhat different pattern emerges at the conservation camps than at the major institutions. While the newly estimated average shift relief factors are larger for Lieutenants and Correctional Officers, they are slightly lower for Sergeants. For a 24-hour shift, the average for Lieutenants is 5.24 and the average for Correctional Officers is 5.20, while for Sergeants it is 4.78, as compared to 4.80 the current SRF.

SRF Table 5: Shift Relief Factor for Lieutenants – Camps					
Conservation Camp	5-Day, 8-Hr	7-Day, 8-Hr	7-Day, 10-Hr	7-Day, 12-Hr	24-Hr Shift
Stewart Conservation Camp	1.13	1.58	1.98	2.37	4.74
Pioche Conservation Camp	1.15	1.61	2.02	2.42	4.84
Three Lakes Valley Cons./Boot Camp	1.52	2.12	2.65	3.18	6.37
Wells Conservation Camp	1.44	2.02	2.52	3.02	6.05
Humboldt Conservation Camp	1.27	1.78	2.22	2.66	5.33
Ely Conservation Camp	1.21	1.69	2.12	2.54	5.08
Jean Conservation Camp	1.10	1.54	1.93	2.31	4.62
Carlin Conservation Camp	1.07	1.50	1.88	2.26	4.51
Tonopah Conservation Camp	1.27	1.77	2.22	2.66	5.32
Camp Average	1.25	1.75	2.18	2.62	5.24
Current Relief Factor	1.20	1.60	2.00	2.40	4.80
SRF Table 6: Shift Relief Factor for Sergeants – Camps					
Conservation Camp	5-Day, 8-Hr	7-Day, 8-Hr	7-Day, 10-Hr	7-Day, 12-Hr	24-Hr Shift
Pioche Conservation Camp	1.17	1.64	2.05	2.46	4.92
Wells Conservation Camp	1.06	1.49	1.86	2.23	4.46
Humboldt Conservation Camp	1.18	1.65	2.07	2.48	4.96
Ely Conservation Camp	1.10	1.55	1.93	2.32	4.64
Carlin Conservation Camp	1.20	1.68	2.10	2.52	5.05
Tonopah Conservation Camp	1.13	1.58	1.97	2.36	4.73
Camp Average	1.14	1.59	1.99	2.39	4.78
Current Relief Factor	1.20	1.60	2.00	2.40	4.80
SRF Table 7: Shift Relief Factor for Senior Correctional Officers, Correctional Officers and Correctional Officer Trainees Combined – Camps					
Conservation Camp	5-Day, 8-Hr	7-Day, 8-Hr	7-Day, 10-Hr	7-Day, 12-Hr	24-Hr Shift
Stewart Conservation Camp	1.20	1.68	2.10	2.52	5.03
Pioche Conservation Camp	1.18	1.65	2.06	2.47	4.95
Three Lakes Valley Cons./Boot Camp	1.41	1.98	2.47	2.97	5.94
Wells Conservation Camp	1.13	1.58	1.98	2.37	4.75
Humboldt Conservation Camp	1.23	1.73	2.16	2.59	5.18
Ely Conservation Camp	1.26	1.77	2.21	2.66	5.31
Jean Conservation Camp	1.22	1.70	2.13	2.55	5.11
Carlin Conservation Camp	1.25	1.76	2.20	2.63	5.27
Tonopah Conservation Camp	1.17	1.63	2.04	2.45	4.90
Camp Average	1.24	1.73	2.17	2.60	5.20
Current Relief Factor	1.20	1.60	2.00	2.40	4.80

While the newly estimated SRF averages for the conservation camps vary somewhat from the currently used shift relief factors at all camps, there are considerable shift relief factor differences between the conservation camps. For example, in SRF Table 5 the SRF for Lieutenants ranges from a high of 6.37 at Three lakes valley to a low of 4.51 at Carlin. For Sergeants, the SRF ranges from a high of 5.05 at Carlin to a low of 4.46 at Wells (SRF Table 6). The shift relief factors for Correctional Officers range from a high of 5.94 at Three Lakes Valley Conservation / Boot Camp to a low of 4.75 at Wells (SRF Table 7).

Impact of the SRF on Staff Required by Rank at Each Facility

Applying the statewide average relief factor for each rank provided a reasonable estimates for the number of Correctional Officers, Sergeants, and Lieutenants to staff the legislatively mandated posts at each facility. Summary Table 1.1 shows that 100 staff consisting of 95 Correctional Officers, four Sergeants and one Lieutenant are required. 91 of the required staff are located at the seven major institutions, eight at the camps, and one at Casa Grande.

Staff Required to Fill Recommended Changes in Post Coverage

In addition to recommending that 100 staff be provided to fill the legislatively mandated posts, we concluded there was a need for additional staff beyond that mandated by the legislature. The staffing recommendations presented are designed to ensure that critical correctional posts are staffed, so that the facilities operate in a safe, effective, and secure manner. Public safety as well as officer and inmate safety is primary considerations in making these recommendations. The staffing analysis takes into account levels of facility activity consistent with the mission and goals of the organization. Correctional facility operations are fluid and change over time based on policy decisions and often on unplanned events that may occur. Particular emphasis was placed on housing unit operations, as this is an area of vulnerability in the correctional institutions. Proper staffing of the housing units helps to reduce the risk of harm to staff and inmates alike. There are many variables that must be considered in making correctional staffing recommendations. They include, but are not limited to, the following:

- The security and classification level of the institution;
- Facility activity schedules;
- Increases/decreases to the average daily population;
- The need for sight and sound separation (usually if juveniles are present);
- The presence of segregated units;
- Gender of inmates housed;
- Availability of technology to assist with supervision;
- Perimeter security;
- Inmate supervision practices;
- The presence of special populations, such as mental health inmates or inmates with significant medical issues;
- The presence of high risk prisoners; and

SUMMARY TABLE 1.1

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

Facility	Legislatively Approved Staffing				ASCA Relief Factor Staffing (Rounded)				Difference							
	Capt	Lts	Sgts	Sr. CO's / CO's	Capt	Lts	Sgts	Sr. CO's / CO's	Civilian	Total	Capt	Lts	Sgts	Sr. CO's / CO's	Civilian	Total
Major Institutions																
Warm Springs Correctional Center	-	5	7	84	-	5	7	89	-	101	-	-	-	-	-	5
Northern Nevada Correctional Center	-	6	9	219	-	6	10	231	-	247	-	-	1	12	-	13
Lovelock Correctional Center	-	5	8	200	-	5	9	212	-	226	-	-	1	12	-	13
Ely State Prison	-	5	13	252	-	5	14	266	-	285	-	-	1	14	-	15
Southern Desert Correctional Center	-	5	9	192	-	5	9	204	-	218	-	-	-	12	-	12
High Desert State Prison	-	12	17	423	-	13	18	448	-	479	-	1	1	25	-	27
Florence McClure Correctional Center	-	4	3	110	-	4	3	116	-	123	-	-	-	6	-	6
Total Major Institutions	-	42	66	1,480	-	43	70	1,566	-	1,679	-	1	4	86	-	91
Camps																
Carlin	-	1	1	9	-	1	1	10	-	12	-	-	-	1	-	1
Ely	-	1	1	9	-	1	1	10	-	12	-	-	-	1	-	1
Humboldt	-	1	1	9	-	1	1	10	-	12	-	-	-	1	-	1
Pioche	-	1	1	12	-	1	1	13	-	15	-	-	-	1	-	1
Tonopah	-	1	1	9	-	1	1	10	-	12	-	-	-	1	-	1
Wells	-	1	1	9	-	1	1	10	-	12	-	-	-	1	-	1
Jean	-	1	-	12	-	1	-	12	-	13	-	-	-	-	-	-
Stewart	-	1	-	12	-	1	-	12	-	13	-	-	-	-	-	-
Three Lakes Valley	-	2	-	19	-	2	-	21	-	23	-	-	-	2	-	2
Total Camps	-	10	6	100	-	10	6	108	-	124	-	-	-	8	-	8
Casa Grande Trans Housing	-	1	-	21	-	1	-	22	-	23	-	-	-	1	-	1
Northern Nevada Rest Center	-	1	1	5	-	1	1	5	-	7	-	-	-	-	-	-
Central Transportation	-	1	3	28	1	33	1	3	28	1	33	-	-	-	-	-
Total	-	3	4	54	1	62	4	55	1	63	-	-	-	1	-	1
Total All Staff	-	55	76	1,634	1	1,766	80	1,729	1	1,866	-	1	4	95	-	100

- The presence of rival gangs in the same institution.

In Summary Table 2, the number of staff, in addition to the 100 staff required to adequately staff the revised shift relief factor, are presented. 399 staff are recommended of which 332 are at the seven major institutions, 38 at the camps and 29 at the remaining three units. Assuming adoption of the recommendation to provide the 100 staff to fill the currently mandated posts, the total number of uniform staff rises from 1,866 to 2,265.

Summary Table 2

Facilities	Staff Required Based on		Change in Staff Required
	Existing Staff Mandates with Recommended SRF	Recommended Staff with Recommended SRF	
Institutions			
Warm Springs	101	103	2
Northern Nevada	247	269	22
Lovelock	226	294	68
Ely State Prison	285	290	5
Southern Desert	218	301	83
High Desert	479	570	91
Florence McClure	123	184	61
Subtotal	1,679	2,011	332
Conservation Camps			
Carlin	12	15	3
Ely	12	15	3
Humboldt	12	15	3
Pioche	15	17	2
Tonopah	12	15	3
Wells	12	15	3
Jean	13	15	2
Stewart	13	16	3
Three Lakes Valley	23	39	16
Subtotal	124	162	38
Casa Grande	23	41	18
N. Nevada Restitution	7	12	5
Central Transportation	33	39	6
Subtotal	63	92	29
Total All Staff	1,866	2,265	399

Within each facility the number of recommended staff by rank are presented in Summary Table 2.1.

As compared to the number of staff required to fill the currently mandated posts with the recommended shift relief factor, an additional 314 Correctional Officers, 46 Sergeants, six Lieutenants, and seven Captains, as well as 26 Civilian Staff are required to meet the recommended staffing levels in all facilities. Most of those staff are needed in the seven major institutions in which 264 Correctional officers, 31 Sergeants, six Lieutenants, seven Captains, and 24 Civilian Staff are required.

Between the seven major institutions, there is considerable range in the need for additional staff. Two facilities – Warm Springs and Ely State Prison – require just two and five additional staff respectively to meet recommended levels of staff. At the other end of the range High Desert and Southern Desert require 91 and 83 additional staff respectively. Lovelock requires 68, Florence McClure requires 61, while Northern Nevada requires 22.

Among the camps, Three Lakes Valley requires 16 of the 38 additional staff. The remaining camps require either two or three additional staff. Casa Grande Transitional Housing requires 18 more staff, Northern Nevada Restitution Center requires five, and Central Transportation requires six additional staff.

The specific reasons for recommending additional staff at each facility are included in the finding, conclusions, and recommendations for each facility, which are included in Section 2 of the report.

Implementing the Staffing Recommendations: A Phased Approach to Staffing Priorities

The Department is faced with many challenges regarding proper staffing of its correctional facilities. Recruitment and retention issues of personnel, as well as budget restrictions that result in staffing reductions and the implementation of minimum staffing levels on a regular basis, are major issues that should be addressed. This project team's staffing recommendations are based upon best practices, as we know them, as well as intending to comply with national standards. Mainly, the recommended approach is designed to reduce the risk of harm and ensure that safety and security is maintained.

The team recognizes that the staffing practices we observed are long-standing, and have been exacerbated by the recent economic recession and reduction in available revenues. What is required here, in order to achieve the goal of proper staffing, is a long-term plan that can be implemented over time to achieve the desired result, without causing undue strain on the state budget.

We recognize that applying the new shift relief factor to the currently mandated staffing levels, as well as authorizing the creation of the additionally recommended staff will be expensive to implement. In total, there is a need for 499 new staff, 100 to meet the requirement to fill the

SUMMARY TABLE 2.1

ASCA Recommended Relief Factor / Post Revisions																				
All Facilities Summary - ASCA Recommended Staffing with ASCA Shift Relief Factor																				
Facility	ASCA Relief Factor Staffing (Rounded)							ASCA Recommended Staffing (Rounded)							Difference					
	Capt	Lts	Sgts	Sr. CO's / CO's	Civilian	Total		Capt	Lts	Sgts	Sr. CO's / CO's	Civilian	Total	Capt	Lts	Sgts	Sr. CO's / CO's	Civilian	Total	
Major Institutions																				
Warm Springs	-	5	7	89	0	101														
Northern Nevada	-	6	10	231	0	247														
Lovelock	-	5	9	212	0	226														
Ely State Prison	-	5	14	266	0	285														
Southern Desert	-	5	9	204	0	218														
High Desert	-	13	18	448	0	479														
Florence McClure	-	4	3	116	0	123														
Subtotal	-	43	70	1,566	0	1,679	7	49	101	1,830	24	2,011	7	6	31	264	24	332		
Camps																				
Carlin	-	1	1	10	0	12														
Ely	-	1	1	10	0	12														
Humboldt	-	1	1	10	0	12														
Pioche	-	1	1	13	0	15														
Tonopah	-	1	1	10	0	12														
Wells	-	1	1	10	0	12														
Jean	-	1	0	12	0	13														
Stewart	-	1	0	12	0	13														
Three Lakes Valley	-	2	0	21	0	23														
Subtotal	-	10	6	108	0	124	0	10	19	132	1	162	0	0	13	24	1	38		
Casa Grande Trans Housing	-	1	0	22	0	23														
Northern Nevada Rest Center	-	1	1	5	0	7														
Central Transportation	-	1	3	28	1	33														
Subtotal	-	3	4	55	1	63	0	3	6	81	2	92	0	0	2	26	1	29		
Total All Staff	-	56	80	1,729	1	1,866	7	62	126	2,043	27	2,265	7	6	46	314	26	399		

currently mandated posts, and 399 additional staff to meet other identified needs. Even in times where revenues far exceed expenses, the initial and on-going cost to fund these positions would be extremely difficult to manage. Given the reality of the current revenue situation and the competing demands for state funds to support a range of priorities, we recommend a phased-in approach to addressing the Department's staffing needs and requirements.

We recommend that Nevada approve and implement a multi-biennium schedule for implementing all of the staffing recommendations. Within five biennium, all 499 additional staff should be added to the Department of Corrections. We think the highest priority is funding the 100 staff required to meet the currently mandated posts and that they should be funded in the next biennium. Providing the Department with the fiscal resources to fill all of its currently mandated posts is the highest priority.

The remaining 399 staff can and should be implemented at the rate of approximately 100 staff per biennium. Further, we recommend that the Department set its own priorities for which of the 100 staff should be authorized in each of those biennium. While we include our own suggestions below as to how best to prioritize the implementation, we think it preferable for the Department to make those decisions based on emerging issues at and within each facility that are more difficult to predict at this point in time. Therefore, we recommend that the Department prioritize recommendations for funding in their subsequent biennial budgets.

In our opinion, the following staffing items should be considered in making those decisions. They are:

- Supervisory Staff – The project team believes that addressing the shortage of supervisors available to supervise daily correctional operations should be a high priority. Increases to the minimum number of supervisors required to be present on any shift should be the first priority, and ensuring that sergeants are available to supervise officers in the living units will improve operations and ensure safe and secure facilities.
- Floor Officers – The increase in personnel in the first phase of funding the recommendations should prioritize the filling of correctional officers assigned to the living units. As noted above, the practice of reducing housing coverage to intermittent supervision and having one officer supervising large numbers of inmates in a housing unit is an unsafe practice, which should be corrected as soon as new positions are available.

Staffing Issues and General Recommendations

Legislative Approved Staffing

A unique feature of correctional staffing in Nevada is that the Nevada Legislature approves a facility staffing plan as part of the biennial budgeting process, and Nevada utilizes a hybrid line item budget. The "Legislative Approved" staffing plan specifies what posts are approved on an annual basis for a facility. These approved staffing plans are detailed and list the name of each

post approved, the number of staff allowed working the post, the number of days the post is staffed, and the number of personnel approved utilizing a generic relief factor. In the case of 7-day posts, a 1.6 factor is used. This means for every 7-day post, the legislature assumes that a little more than 1.5 personnel are required to fill the post. As these "pieces" of a position are aggregated by the various ranks (lieutenants, sergeants and correctional officers), they combine to provide the regular day off, vacation, annual, and training relief, etc., they complement the entire facility staffing roster.

Typically, budgets are built approximately two and one half years in advance of the fiscal year in effect, and this process doesn't account for changes that need to be made throughout the course of a fiscal year. The Nevada Legislature meets every two years. The next legislature will convene in 2015 and the budget that was approved in 2013 will provide the funding for the Department until June 30, 2015.

On September 1, prior to the legislative session, the Department must submit a budget request to the Department of Administration for review and inclusion into the Governor's recommended budget, which will be presented in January to the incoming legislature. Staffing of a correctional facility is an ongoing and fluid process; having approved staffing plans that were developed over two and one half years earlier doesn't take into consideration changes that need to be made after the budget documents are prepared. A good example of this unanticipated need would be the Youthful Offender Program, which was required as a result of federal legislation referred to as the Prison Rape Elimination Act (PREA) that requires separation of sight and sound for youthful offenders incarcerated as adults. This was not anticipated when the current budget was enacted. Rather than creating positions needed to efficiently operate the institution by utilizing positions designated as relief positions, there are avenues available to the Department to address budgetary issues during the interim. The Interim Finance Committee meets every six weeks during the interim to address budgetary issues that arise during the interim between legislative sessions.

This practice results in staff shortages to fill mandated posts since the relief positions are being utilized elsewhere. When shortages exist, the facility has two options. One is to hire staff on overtime to fill a post if the prison is at or below minimum staffing levels. In the alternative, the Warden authorizes the shift commander to close down posts, which have not been identified as required minimum staffing, in order to fill the more critical vacant post. The day-to-day shift roster management is disruptive to maintaining operational consistency.

The most notable case coming to our attention is the case of administrative lieutenants. Administrative lieutenants are not approved posts on the facility staffing plan and have been created by eliminating the relief lieutenant post that was originally designed to be the relief shift commander. There were numerous other cases where positions were created at an institution that were not authorized by the Legislature's plan; positions that were often taken from relief positions designed to backfill certain posts. When this occurs, there are an insufficient number of personnel available to fill out the roster. This results in staff shortages as indicated above and

results in a domino effect. For example, if a lieutenant is out due to illness or vacation, a sergeant assumes the lieutenant's post; and a senior officer, if available, assumes the sergeant's post, then an officer is re-directed to cover the senior officer's post. At the end of this domino chain, an officer's post is left uncovered.

In other cases, corrections managers have permanently re-directed positions from their legislatively approved posts to posts that the manager feels are more critical to the safety and security of the prison. One example is the re-directing of a culinary sergeant's post to a housing unit sergeant's post. Another example is converting a minimum unit visiting post to a night-shift floor officer post.

Personnel Cap Versus Legislative Approved Staffing Plan

The practice of developing detailed staffing plans two and one-half years prior to the actual time operations takes place limits flexibility in correctional operations, which are typically fluid and change regularly. The current situation forces managers to deviate from the Legislative Plan in order to manage effectively based on their professional judgment. In our opinion, the current level of legislative oversight inhibits managerial flexibility and limits creativity. Consideration should be given to authorizing the number of full-time equivalent positions for a facility without specifying the post assignments. Many jurisdictions with which we are familiar place a personnel cap on correctional institutions that that may not be exceeded without legislative/executive approval as a method to control expenditures. That mechanism allows for operational flexibility within the cap and permits operational decisions to be made based on real-time conditions.

Roster Management

An effective roster management system is designed to ensure proper and efficient staffing of an institution through the use of post studies, master rosters, daily rosters and an ongoing review of personnel deployment practices. Each facility should have a master roster from which the daily roster is derived. These documents are reviewed on an ongoing basis to evaluate the effectiveness of staff deployment and evaluate the adequacy of staffing, and where inadequate staffing is discovered to make adjustments to the staffing plan. A number of the facilities the project team visited have a master roster in place that is usually maintained by the administrative lieutenant. These master rosters should be developed and maintained at all facilities to allow for ongoing review of staffing practices.

The Department does not exercise oversight over the daily operating staffing practices of the institutions. The rosters that are submitted by the warden and approved by the Deputy Director of Operations list the posts that are authorized and published by the Nevada Legislature. Additionally, the wardens identify posts within the roster that must be filled daily in order to provide all inmates normal programming. This process is referred to as "minimum staffing." Those posts that are not identified as minimum staffing posts can be left vacant on a case-by-case basis, and these are referred to as "pull posts." Some posts are identified as "shut-down"

posts, and these are typically posts that can be left vacant for an extended period of time if there are insufficient personnel to fill those posts.

In practice, the institutions operate their staffing and deployment practices somewhat consistent with the Legislative Approved staffing plan. When the wardens identify an operational need that requires a staffing adjustment, they authorize the creation of a post or modification of duties of an existing post. This results in variations from the approved legislative staffing plan. Permanent changes to a prison's staff roster are therefore decentralized, allowing the wardens to make staffing and employment adjustments without direct oversight. As we understand it, making adjustments to the approved legislative plan is frowned upon by the legislature but, as a practical matter, necessary to ensure efficient and practical operations.

Department personnel developed the roster management automated system, known as the NSIS program. From what we observed, the program does allow for the development of a wide range of reports; however, NSIS is not user friendly and is slow and cumbersome to operate. Lieutenants and sergeants were observed attempting to make adjustments to the daily roster that took an inordinate amount of time to complete. The program often "freezes" while staff are attempting to make adjustments to the roster.

In some facilities, updating NSIS is so cumbersome that they have resorted to making handwritten notations on the shift schedule, without updating the computer program. Because the program is not user friendly, upper management staff in the central office does not utilize it to review the facility staffing activities. It is inefficient to have shift supervisors spending hours at a computer to create shift schedules, that could be more simply done and take less time if they were utilizing modern technology. The roster system also makes it difficult to visually observe personnel movement during a shift if they are assigned to multiple posts during a tour duty. They are likely to show up on the shift document as being assigned to a post when in fact they may have covered one or two additional posts during the same tour of duty. The system makes it difficult to track personnel assignments and workload.

Centralized Roster Management

The Department should consider transitioning to a centralized roster management system, which would require facilities to develop a master roster that is reviewed and approved at the Department's central office. Any changes to the approved roster, such as the creation of new posts, should be submitted to the Director or his designee for approval. Post changes would require justification, as well as an impact statement related to the cost of the change versus the benefit.

Replace NSIS Roster System

The Department should request funding for a new automated staff scheduling software program that allows for the creation of staffing schedules and improves the management of employee availability, days off, leave and assignments. A roster management program can also

aid in the management of employee time and payroll. An automated staff scheduling program will allow for the updating of staff rosters, post plans, employee schedule changes and other critical information. A relational database will allow for the creation of management reports that will be helpful in controlling costs. A program of this nature can be networked so that central office managers can also access real-time information on staffing practices and staffing history.

Minimum Staffing

Each of the major institutions is guided by an operational procedure known as Minimum Staffing. These procedures are reviewed and updated annually and submitted to the Deputy Director for approval. The purpose of the minimum staffing procedure is to guide shift commanders as how to staff their rosters when optimal conditions don't exist, and there are insufficient staff available to fill all posts and continue normal operations/programming. Shift lieutenants and sergeants shut down posts and transfer personnel from their regular assignments to posts that are considered more critical based upon the priority listing in the minimum staffing document. The shutdown or pull posts are listed in order of reverse priority, and those considered less of a priority can be shut down for the duration of the shift. If minimum staffing cannot be met by utilizing this procedure and an insufficient number of personnel are available for duty than required to safely operate the institution, the shift supervisor is required to contact the institution duty officer or associate warden, as appropriate, to request the hiring of staff on overtime to fill the posts considered necessary or in the alternative, reduce facility activity.

The project team rarely encountered a shift at a facility where minimum staffing procedures were not implemented. There was simply not enough staff available to staff all required posts. As a result, the shift roster manager, often a sergeant, would find it necessary to implement minimum staffing.

An example that demonstrates this is in the maximum-security prison at Ely, Nevada. Units five, six and seven contain up to 180 inmates; and correctional officer coverage is reduced to one officer on the floor when minimum staffing is implemented. Although these are segregation units and inmates are typically locked in their cells, they still must be showered, recreated, served meals in their cells, and escorted to hearings and medical appointments.

Reducing the number of officers to one on the floor and to minimum levels reduces emergency response capabilities. It reduces the ability of officers to properly supervise inmates, record significant inmate activities in the logbooks, and reduces the time available to conduct cell and common area searches for contraband.

Adjustments to Minimum Staffing Plans

The project team was concerned that a number of posts designated as shut down posts in order to achieve minimum staffing were posts that were necessary to properly maintain safety,

security, and reduce the potential risk of harm to staff and inmates. These posts were mainly in housing units, which reduced the available number of staff to supervise inmates, respond to emergencies, and carry out the tasks necessary to the proper operation of the unit. It is recommended that the Department review and revise minimum staffing procedures consistent with the recommendations of the project team.

Custody Post Conversions to Civilian Staff

There are a number of posts in the institutions that traditionally are staffed by correctional officers that do not require the assignment of a highly trained, Peace Officer Standards and Training (P.O.S.T.) certified correctional officer, as the duties do not necessarily require a care and custody designation. These posts are support posts and the occupants do not have close contact with inmates. The project team attempted to evaluate each post, with an eye towards recommending conversion of correctional officer posts to a civilian title for those posts that don't have traditional care and custody responsibilities. These posts were mainly clerical and logistics related. The project team found that a number of posts should be considered for the conversion. For those posts that had considerable care and custody functions, along with the clerical/logistics function, we recommend that they remain as correctional officer posts. One such example were property officers in certain facilities that functioned as property officers as well as intake officers, that received, processed and searched inmates arriving at the institution.

This process we are recommending has begun to a degree at Ely State prison, where the Warden has established a position known as the "Corrections Assistant" (CA). These positions are utilized as assistants to correction officers, who assist with cellblock cleaning and the set up and distribution of meals to inmates in segregation confinement. The Warden expressed that the reason these positions were created was because it is difficult to recruit, screen, and train correctional officers in the Ely region, and a cohort of potential employees was available, who were not either P.O.S.T. certification eligible, or ready to make the commitment to become certified officers. This is also serving as a training ground for potential correctional officers, who wish to become certified and attend the Department's Training Academy. One other benefit of the corrections assistant position is that the compensation level is lower than that of a correctional officer, which presents a savings to the taxpayer.

Convert Selected Correctional Officer Posts to Civilian Titles

The following posts are being recommended on a case-by-case basis for conversion to civilian titles, such as the corrections assistant position.

- Property officer;
- Mail officer;
- Commissary/Canteen officer;
- Clerical positions;
- Infirmary Cage officer; and

- Camp Culinary/Mail/Property/Gymnasium officer.

Captain as Uniform Commander

The chain of command at the higher levels has the shift commander lieutenant reporting to the associate warden. There are typically four lieutenants or more that are reporting to this individual, who is a non-uniformed manager. In this arrangement, there is no chief of security that is responsible for the development of policies/procedures and authority is dispersed among the lieutenants. Keeping in mind that the associate warden has other responsibilities, including managing non-uniform staff such as support personnel; there is no staff person dedicated to commanding the uniformed force. The lack of adherence to the principle of unity of command is a concern. In most correctional organizations with which we are familiar, there is a chief of security major and/or a captain that is responsible for the entire security program of an institution. That position works on the development of policies/procedures and planning, as well as continually inspecting practice to ensure that it complies with Department expectations. More specifically, this position would be responsible for monitoring staffing levels to ensure that staffing doesn't fall below minimum staffing; ensuring that emergency response plans are up to date; facility safety equipment in operating condition; and ensure that prison policies, procedures, post orders and training are up-to-date and consistent with best practices.

The team also recognizes that under the current chain of command structure, the promoting at the associate warden level is made more difficult, given the fact that the rank below associate warden is a facility lieutenant who typically lacks the managerial experience necessary to perform at the associate warden level. Therefore, lieutenants promoted to associate warden require a significant degree of training in order to perform at a higher level. In short, the career ladder in this organization is missing a significant rung that effects operational effectiveness, as there are a limited number of staff prepared to step into this higher level of management.

Establishment of Captain Position

The project team recommends the establishment of a captain position in all of the major facilities reviewed. The captain would be responsible for overseeing and commanding the uniformed staff, as well as being responsible for the security of the institution. He/she would report to the associate warden/operations under the structure being proposed. The captain's primary subordinates would be the lieutenants that operate as the shift commanders. The State of Nevada is one of the few jurisdictions that does not assign a single individual as chief of security of the correctional institution. The team is not recommending a captain position for the conservation camps or restitution centers.

Supervisor Span of Control

The Nevada Department of Corrections prisons are large, complex operations, most of which have multiple missions and different custody level inmates within the same facility. The prison operation is made more complex as a result of the various special inmate housing needs, such as segregation units and higher classification general population units for those that are violent or belong to security threat groups. Two facilities have an intake component as part of their mission, which includes a three-week period of diagnostic evaluation of each new arrival, in order to classify them, as well as address their medical and program needs. Other facilities have youthful offenders, which have to have sight-and-sound separation from the adult felons. In addition to the healthy general population inmates, some facilities house the elderly, infirm and mentally ill inmates. Correctional facilities no longer simply warehouse inmates. Today's modern correctional systems, such as those found in Nevada, provide educational, rehabilitative, re-entry, religious, recreation, visiting and work opportunities, all of which have to be provided in keeping with sound correctional safety and security practices. In view of this, a workable organizational rank structure is considered essential.

In all of the major facilities reviewed, there was a shift commander assigned to a shift, most often a lieutenant, except on his or his/her days off, and at least one shift sergeant. The shift sergeant's main responsibility is management of the roster and deployment of personnel. On the lieutenant's days off, one of the sergeants usually fills in as the shift commander, as they have staggered days off. When a sergeant functions as shift commander, a senior officer is often pulled from a post to function as the acting shift sergeant. In some facilities, there may be one or more sergeants who are responsible for supervision of the yard and housing units. In a number of the facilities we observed that the shift sergeant, oftentimes, is responsible for supervision and oversight of all personnel within the institution.

The span of control varied from facility to facility; but at one facility, a sergeant could be responsible for as many as fifty officers. It is difficult to supervise fifty officers who are posted in different areas of the prison and provide these officers with on-the-job training, performance reviews, examine the logbooks, check weapons, inventory ammunition, respond to inmate grievances, and manage the other functions of the job. It was also noted that due to overlapping shifts, some of the shift commanders and shift sergeants were responsible for multiple shifts, which made the chain of command less clear for the line officer. The problem of sergeant presence was particularly notable on afternoon and/or evening shifts, when the five-day sergeants that function as disciplinary officers, property sergeants, culinary sergeants, and other specialty sergeants were not present. Two facilities that stand out are the Southern Desert Correctional Center and Ely State Prison, where a single sergeant was responsible for supervision of all of the housing units with a broad span of control. This deployment practice has an impact on operations, in that line officers do not have a direct supervisor available to provide guidance and support. Furthermore, the lack of regular and close supervision adversely impacts

officer performance, as they are not receiving supervision that is needed, especially in the case of facilities that have high turnover and a young and inexperienced workforce.

With regard to lieutenant coverage, the Legislative Approved staffing plan in most cases provides a relief position for the shift commander/lieutenant. In a number of instances, those positions have been reallocated to create an administrative lieutenant position. That position was deemed critical by facility managers as a position that oversees roster management and scheduling for the institution, as well as developing policies and procedures required by the complexities of modern correctional management. The team agrees with this position being created; however, it has an impact on relief coverage that needs to be addressed.

The team found that at some of the conservation camps there is one lieutenant and no sergeants. However, one lieutenant with no relief leaves the supervisory structure understaffed. Camp officers on the night shift contact the lieutenant at home for command decisions. If the lieutenant is not available, officers contact the facility that provides executive oversight of the camp. However, the shift commander or sergeant at that facility may not know the camp operation and not be in a position to make the correct decision.

Increase in Lieutenants and Sergeants Positions

The project team was concerned that the lack of an adequate number of lieutenants and sergeants, with the appropriate relief factor applied, was creating supervisory voids in critical areas of the facilities. Therefore, recommendations are made on a case-by-case basis, where it is believed that additional lieutenants and sergeants are required.

The recommendations also call for a reduced span of control for those sergeants who are supervising housing units, so that sergeants are available to supervise four housing units or less under optimal conditions. In the detailed recommendation staffing charts, these positions are noted as unit and housing sergeants.

Minimum Staffing of Sergeants

In a facility of 500 beds or more, we believe that there should be at least three supervisors present at any given time when minimum staffing is implemented. This will ensure that a facility commander is available to be in command of the institution, while a second supervisor manages the yard/housing units. The third supervisor needs to focus on roster management and staff deployment. This is the minimum level of staffing we believe is appropriate, and we were made aware of situations where the minimum number of supervisors in an institution was two supervisors.

Administrative Lieutenant Position

With respect to the administrative lieutenant position, the team recommends in facilities housing 500 inmates or more be authorized to establish an administrative lieutenant position, and the relief position for shift commander lieutenant be funded as well.

Outside Facility Hospital Coverage

When inmates are admitted to outside hospitals or transferred to a medical facility for treatment, a burden is placed on correctional facility supervisors who must arrange for a minimum of two correctional officers to provide security coverage in the community hospital. These outside hospitals are not designed for secure inmate supervision; therefore, it takes two correctional officers to provide that coverage. In most of the facilities we examined, there were an insufficient number of correctional officer posts available to provide this supervision over a 24-hour day. As a result, security posts are often shut down, and the officers are pulled and sent to the outside hospital to provide coverage. This situation results in insufficient staffing at the facility.

Community Hospital Posts

It is recommended that in the facilities where outside hospital coverage needs to be provided and there are insufficient posts assigned for this purpose, that additional 24-hour per day, seven day per week posts be established to provide the coverage and prevent posts within the institution from being shut down to free up officers to provide coverage. In our experience, in facilities that are faced with regularly admitting inmates to outside hospitals, there are dedicated posts on the shift roster to provide for this coverage, to avoid disrupting the operations of the institution. These posts can also be useful as additional search and escort personnel, or relief coverage within the institution when there are no inmates admitted to an outside hospital.

Technology

The project team found that certain technological enhancements would improve safety and security and provide for a more efficient correctional operation. An example of that is discussed earlier in this report, the project team found the shift roster management automated system, known as the NSIS program, was not user-friendly and was cumbersome to operate. Attempts to make adjustments to the daily roster took an inordinate amount of the sergeant's or lieutenant's time to complete. The program often "froze" and caused delays in making roster adjustments. In some facilities, updating NSIS was so cumbersome and inflexible that some staff resorted to making handwritten notations for changes in the roster.

The project team also found that a number of the video surveillance systems need upgrading. A number of the systems do not have recording capabilities to allow for retrieval of the video for evidentiary purposes. Others, which allow control center officers to view individuals attempting to gain entrance into the facility through perimeter sallyports or gates, are out-of-date, functioning ineffectively, or cumbersome to operate. At one facility, the control booth officer had three different computer screens that controlled different doors and gates in the prison. A computer mouse controlled one of the screens, and the other two were touch screens, which made the operation confusing for the operator to determine which doors are controlled by which device.

In some areas within the facilities, camera systems have been installed, but provide insufficient coverage of the area being monitored including having permanent fixed angles with blind spots, or the monitors are in offices that the officer on duty cannot access. In some cases, there are simply not enough cameras to provide appropriate coverage. One such area is culinary departments. Culinary usually has many blind spots, due to the need to separate dish washing areas from food preparation areas, and there are bakeries, dry good and cold storage areas, serving lines, loading docks and the dining rooms that need to be monitored.

At one facility, the food was brought to a small room in the housing unit, where inmates, supervised by an officer, placed the food on individual serving trays. The small room was completely enclosed and the officer was not visible from the floor or control booth. There was no camera in the room and radio transmission was described as extremely poor.

The batteries for the radios in some of the facilities are in poor condition. The batteries are typically charged in central control; but due to the poor condition of the batteries, chargers have also been placed in some of the housing units. As the batteries run low, the officers have to leave their post to exchange the battery or be without communication capability for a period of time. This creates a safety and security problem for the officers, because the radios are their only way of communicating an emergency situation in a number of these facilities.

The Department does not have any personal alarm devices for the staff. Their only source of communicating if they are in distress is to use their radio, which can be difficult if they are trying to defend themselves during an assault. A personal alarm that has a simple push button distress feature would greatly enhance their safety, especially if the alarm identifies where the emergency is occurring, which aids in quickly deploying staff to assist.

The Department should also consider providing floor officers in the higher custody and segregation units with puncture resistant vests. The Department is beginning to see an influx of security threat groups, including powerful and violent prison gang members, who can be very disruptive to a correctional institution.

Technology Assessment

Although the purpose of this study was limited in scope to evaluating facility staffing, the project team learned a good deal about how correctional operations are conducted. There have been significant advances in technological systems utilized in correctional institutions in the past decade. Many of the systems improve operational efficiency and officer safety. The Department should consider establishing a technology advisory group and task the group to review existing technology in the facilities, as well as investigate new technologies that can be of benefit to the Department and its employees. Ultimately, subsequent to a review of this type, a budget request can be made to the legislature for funding of new and updated systems. Funding of technological enhancements would likely be a phased-in due to cost considerations. The project team believes that replacing the NSIS system should be among the high priority items. It is noted that the legislature has funded a number of capital improvements that include some technology enhancements. Those approved capital projects should be evaluated as part of this process.

Investigator Posts

The management of correctional facilities requires the ongoing gathering of intelligence and investigations into illicit inmate activity and the conduct of security threat groups. The Department recognizes the value of this information and a central investigative team is in place at the central office. However, there are no funded local investigators at the facility level reporting to the warden regarding the issues cited above. The lack of investigative capability at the facilities has caused wardens to reassign personnel from the Legislative Approved roster to perform investigative duties. Most of these investigators are performing part-time on their regular assignments and part-time as investigators. The project team found this approach insufficient to meet the needs of modern-day correctional practice as it relates to security threat group management and inmate investigations.

Establishment of Investigators Posts

As the detailed staffing recommendations will reveal, the project team is recommending the creation of investigator posts at all of the major facilities. The funding of these posts will serve to improve overall security through the gathering of intelligence, monitoring of gang activity and conducting investigations into inmate misconduct that frequently occurs in the correctional institutions. These posts will primarily address local issues in the facilities, but they will also be available as liaisons to the Inspector General and his/her staff.

Recruiting and Retaining Staff

A number of facilities have a history of position vacancies for a variety of reasons. Creating new posts may only result in the increase of position vacancies in these difficult employment environments. The Department is in the unenviable position of competing for available staff

with the mining industry in the rural camps and the Ely State Prison. Historically, the mines not only provide higher compensation, but they have also affected the local real estate markets to price rentals and home ownership outside the grasp of correctional officers and their families. The housing crisis is so severe that in several of the rural camps, RV pads are being constructed on site to allow staff short term housing, especially when staff have to work double shifts. In those situations, living hours away from the facility creates difficult and sometimes dangerous transportation issues. When mineral prices are high, and the mines are in full operation, vacancies increase in the prison system in those geographical areas (Ely, Wells, Humboldt, Lovelock, and Carlin). In Las Vegas, the economy is dynamic and the travel distance to the Indian Springs' facilities is long and costly.

Historically, there were incentives to working in the remote facilities. There was a "Remote Area Differential" (RAD) incentive that was provided on a daily basis to offset the cost of transportation, but Nevada's revenue shortfalls resulted in the removal of this benefit. As the economy improves and increased revenues are available to the General Fund, this may be one benefit that can be reinstated, which may result in improvement in the hiring and retention of correctional officers.

Incentives Designed to Retain and Attract Staff

The Department should consider approaching the legislature with a plan to address the issue of recruitment and retention of staff in certain geographical areas, where it is proven that staff can't be retained and vacancies cannot be filled. The understaffing that was observed in some of these remote areas was a major concern of the project team. In facilities like Ely State Prison, where the state's most dangerous inmates are held, having 50 to 60 correctional officer vacancies is having an impact on the Department's ability to manage the facility safely. Programs such as the Remote Area Differential is one such incentive to consider. There are other incentive options that may prove successful in recruiting and retaining staff, but the Department and local officials are in a better position to determine the most appropriate approach to resolving this issue.

Budgeting of New Correctional Officer Hires

The project team was made aware that the Department places new officer hires on the facilities' staff rosters and payroll, while these new hires are being trained at the academy and are unavailable to work posts in the facilities. This practice misrepresents the number of officers that are actually available for deployment at the prison, and it also places a drain on the prison budget, as it is paying for officers that are not available for deployment.

The project team recommends that newly hired correctional officers be assigned to a central budget account during the time that the new officer is in the basic training program and

unavailable to be staffed for a post in a correctional facility. This would provide a more accurate depiction of facility staffing and the funds available to the facilities for their payroll.

At the time of the on-site reviews it was reported that officer turnover rates ranged from 20 to 28 percent, which indicates that there are a significant number of new officer hires assigned to facility staff rosters and payroll. It was also reported that, even though the new officer hires might be carried on one prison's payroll/budget, upon graduation from the academy, the new officers are often assigned to other facilities. Additionally, as the Department increases academy training from six weeks to eight weeks beginning in January 2014, the problem for the facilities managing an inaccurate staff roster will only be exacerbated.

Another alternative would be for the facilities to note on their staff rosters and timesheets that the new officer hires are at the training academy with a code or number. The current practice of placing officers that are training at the Academy on a facility payroll does not accurately reflect their availability, as noted above. Additionally, the time that an officer is in basic training should be noted as time unavailable to work as part of the relief factor calculation. This is difficult to accomplish presently, as the officers in training are not counted as being unavailable for duty.



Section II

Facility Findings, Conclusions, and Recommendations

Warm Springs Correctional Center

Date of On-site Assessment: November 11 – 12, 2013

Facility Description

The Warm Springs Correctional Center (WSCC) is a 520-bed male facility located in Carson City, Nevada, which opened in 1964 as a women's prison. It operated as a women's facility until 1997, when it was converted to a medium-security men's prison, which began operations in 1998. In subsequent years, it was converted to a minimum security facility, and later to a medium security facility. It now operates as a medium security male institution. The facility has been remodeled and expanded four times, as a second housing unit was added in 1979, and a third unit in 1987. A core services building was added in 1981. In 1997 and 1998, a fourth housing unit was built along with two towers, a new perimeter security fence, additional classrooms, and a remodeling of the core services building.

The facility is a direct supervision, campus style design. Unit One cells house up to four inmates. The remainder of the facility housing unit cells are double occupancy.

Facility Operation

The facility operates as a medium security unit, where inmates move from one point to another under general supervision, and escorts are not needed. Dining is provided in a main dining room, where inmates dine one unit at a time. Recreation is provided in a main recreation yard for units one and two. Unit Four recreates in a yard adjacent to that unit. Most services are provided in the core services building. One exception to that is the drug treatment program and K-9 training program, which takes place on the living unit. Contact visitation takes place in the visiting room, adjacent to the Gatehouse at the facility's entrance. Out of cell time begins after the morning meal, which is served at 5:30AM and continues until lockdown, which occurs at roughly 10:30PM in the evening. Inmates are also locked in for census counts throughout the day. The evening meal is served at 4:00PM and recreation yard time is offered from 6:30AM to 11:00AM, and again at 12:00PM to 4:00PM. Additional yard time is allowed during daylight savings in the evening.

WSCC provides a number of programming opportunities, including a K-9 training program, a drug treatment program, and an array of educational programs, which includes adult basic education, vocational training, and a general education diploma program. A prison industry program is in operation, where inmates recycle playing cards for resale in area retail stores.

The facility operates as a direct supervision institution, where officers supervise inmates within their living area, not separated by security barriers. The exception to that are the control room officers who supervise inmates from a distance through security glazing. The majority of those

control posts also serve as gun posts, where the officer protects staff and inmates from their control post location, separated from the inmates by a security barrier.

There are three living units in the facility; Unit One, which houses 129 inmates, Unit Two, which houses 105 inmates and Unit Four, which houses a total of 336 inmates. Unit Three was demolished a number of years ago. Most unit cells are multiple occupancy. Units One and Two are a linear design. The linear design does obstruct an officer's vision from observing activity at the end of the unit corridor. Unit Four is a more modern pod design that has doors that slide into locking position. A secure control room has visual observation to this unit and sightlines are good. The Core Services Building includes an Infirmary, Kitchen and Dining Room, Gymnasium, educational classrooms, and Library. The Infirmary contains no cells or housing dormitory to house prisoners with medical conditions. Adjacent to the Core Services Building is a modular building that is used for vocational training. The perimeter includes two chain-link fences affixed with razor ribbon along the top and bottom of the fences. The interior, as well as portions of the perimeter, are observed from two observation towers, which also serve as gun posts. A mobile patrol is used to supplement perimeter security. There are two vehicle sallyports and a single pedestrian sallyport, where facility access is controlled.

Most correctional staff works a 12-hour shift, and there are four teams of staff that cover seven days of the week. There are 20 posts that need to be staffed on the day shift and 19 posts on the night shift. In addition, there is an administrative shift, which includes a number of 5-day posts and 8-hour shifts. There are also six, 12-hour relief officers that fill-in for 12-hour personnel when they discharge benefit leave.

Facility Staffing

The WSCC facility has a total of 96 security positions including seven sergeants and five lieutenants. The security division is managed by an associate warden, who provides management oversight of the facility and is supplemented by one administrative lieutenant. As mentioned previously, the facility operates mainly with 12-hour shifts, supplemented by 8-hour shifts for specialty posts

Supervisor Assignments

Each operating shift is supervised directly by a shift commander, which is a lieutenant/sergeant post responsible for overseeing shift operations and the deployment of personnel. There is one relief lieutenant and one relief sergeant budgeted; however, those posts typically handle specialty assignments, as the lieutenant functions as the administrative lieutenant, and the sergeant functions as the yard sergeant when he is on duty. Because of the shortage of personnel, when the lieutenant is off duty, a sergeant, who functions as the shift commander, often replaces him. The shift sergeant post is also not relieved when he is discharging benefit leave. Additional supervisor posts include a culinary sergeant, who provides security services in the kitchen and dining room, as well as a property sergeant who manages inmate property and

clothing distribution. The shift lieutenant and shift sergeant are responsible for the performance evaluations of all of their shift personnel, as they are the first line supervisors of line correctional staff.

Correctional Officer Posts

Correctional officers are posted in a variety of locations. The central control operates and monitors emergency systems for the facility including two-way radio communication. This post also serves as a monitoring post of Unit One inmates. It is located at the head of the unit corridors that lead to the inmate cells. Because of its linear design, the central control post has limited visibility of the inmate housing unit.

Perimeter entry is from the Gatehouse, where staff and visitors enter the facility after clearing the metal detector. There is one post on the day shift supervising this activity. Other perimeter posts include posting of an officer in towers one and two, as well as a perimeter patrol that operates a portion of the day supervising the Vehicle Sallyport and patrolling the perimeter. The perimeter patrol officer also is reassigned midday to four post, which is an unfunded post.

Housing units are typically manned by two personnel when available; however, the unit rover post is often pulled from the units for other duty, leaving the control officer as the only officer to supervise the unit. Housing unit control posts in Unit Four also serve as protection posts, as they are armed with shotguns to quell disturbances.

Two towers located on the west and south sides of the facility supervise the perimeter. A mobile patrol is available for a portion of the day to supervise the vehicle sallyports and perimeter fence line. Four Post is located on the roof of Unit Four and provides armed protection for the unit recreation yard and also supervises the North perimeter, which cannot be observed from the two operational towers.

There are three posts for search and escort personnel, who provide security to the core services building, recreation yard, assist with unit searches, and other utility duties as assigned. Two transportation officers transport inmates off-site for medical appointments, court appointments, as well as supervising inmates who have been admitted to outside community hospitals. These transportation officers also are assigned as facility investigators to investigate inmates suspected of illicit activity, disciplinary matters, security threat group membership, and protective custody issues.

The mailroom is managed by the unit one rover post, which takes that officer away from their duties as housing unit officer for unit one. This additional assignment places a burden on the officer and substantially reduces the amount of time available to supervise the 105 inmates living in the unit. This is a function that we are recommending be replaced with a civilian clerk.

Five-day posts include a culinary officer, who is responsible for kitchen/dining room security. This post has similar duties as the culinary sergeant, but works a different shift. There are two visiting officers that cover visits four days per week, and two transportation officers that work Monday through Friday, eight hours per day.

Findings and Recommendations

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

- **Captain:** It is recommended that the position of captain be created and funded for this facility. This position will serve as the chief of security and commander of uniform personnel. At the present time there is no uniform commander at the facility, and the various shift lieutenants report directly to the associate warden. The associate warden has responsibility for administration, programming, and operations, in addition to supervising the uniformed staff. In most jurisdictions with which we are familiar, a single individual, such as a captain or major, manages the custody staff. These positions do not exist in the Nevada Department of Prisons and operations would be significantly strengthened if this position were approved for funding.
- **Administrative Lieutenant:** The relief lieutenant post handles mainly administrative duties at the present time, such as writing and reviewing operational procedures and developing the shift schedule. It was apparently originally designed as a relief post, but has evolved into an administrative post, because of the demands of modern correctional practice, which requires complex and comprehensive policies and procedures that guide the operations of a correctional facility. It is recommended that an administrative lieutenant post be created and funded at this facility. This will also allow for the relief lieutenant position not to be pulled for administrative duties. This will result in an increase of one lieutenant position than what is currently authorized by the legislature.
- **Culinary Sergeant:** The culinary sergeant post currently operates as a five-day post; however, the kitchen requires security seven days per week. It is recommended that the culinary sergeant post be funded eight hours per day, seven days per week on the day shift, to be supplemented by the culinary officer seven days per week with relief on evening shift. This will require an increase of .70 sergeants versus the number of positions currently authorized.
- **Unit One Rover/Mailroom Mail / Property:** The unit one rover post is responsible for supervision of 129 inmates in unit one, as well as processing mail and delivering it to inmates in the facility. These mail duties only take place on the day shift, seven days

per week. This involves the processing of outgoing mail at 6:00AM in the morning, traveling to the post office at 8:40AM, mail sorting at 10:15AM, additional mail processing at 1:00PM and throughout the afternoon, and delivering the mail at approximately 5:00PM. When time permits, the officer makes rounds of the housing unit. Unit One is a worker's unit housing medium custody inmates. When the Unit One rover is absent, there is no officer available to make rounds. It is recommended that the Unit One rover post be relieved of the mail duties and a civilian clerk post be established to process inmate mail. In many jurisdictions, civilian staff process mail and this can be accomplished at less cost than the hiring of a correctional officer for this function. The legislature provided funding for two positions, five days per week with relief, but those positions are not readily available. Those positions should be eliminated and/or redeployed and the civilian mail clerk take on the duties of the position. The Unit One Rover should not be involved in mail processing. This recommendation will result in an increase of one civilian mail clerk, and a reduction of 2.42 correctional officers on the legislative authorized staffing plan

- Search and Escort: The legislative approved staffing plan funds two officers over three shifts seven days per week with relief. Our analysis revealed that it is more appropriate for this facility to operate on 12 hour shifts, as is the current practice. Given the open campus style layout of this facility and the need to supervise recreation yards and remote program areas, the need exists for three search and escort positions to operate seven days per week with relief on 12 hour shifts. The resultant increase in staffing with relief factor is 5.10 FTE.
- Culinary Officer: This post is currently funded as a seven-day post on two shifts, day and evenings providing kitchen and dining room security. It is recommended that the seven-day relief factor be applied to this post and the culinary post be funded seven days per week on evening shift only. The culinary sergeant position is available to cover the kitchen on the day shift and that post was recommended to be filled seven days per week with relief on the day shift. Implementing this recommendation will reduce the correctional officer complement by 1.7 officers.
- One Post: This post is an administrative post that provides supplies to the facility and also supervises inmates involved in grounds maintenance. Although funded by the legislature with an officer assigned to day and evening shift with coverage over seven days with the relief factor applied, this level of funding is currently not required. Therefore, the ASCA recommendation is to fund the post with an officer assigned to the day shift, five days per week, without the relief factor being applied. This is also consistent with current practice and will produce a savings of 2.4 correctional officers.
- Four Post: This post is a gun post on the roof of Unit Four and it is not currently funded as a legislative approved post-. It is currently manned roughly 16 hours per day by reassigning the perimeter post and other available personnel. It provides important security services to ensure the North perimeter is secure, as well as the Unit Four

recreation yard. It is recommended that the post be staffed 12 hours per day from 6:00AM to 6:00PM, 7 days per week with relief to provide gun post protection and security to the North perimeter. Implementation of this recommendation will increase correctional officer staffing by 2.55 correctional officers from the current authorized level.

- **Investigations Post:** This facility is a medium security prison that houses inmates in need of close supervision. There are issues with security threat groups, as well as other inmate management issues that require the presence of a corrections investigator to ensure safety and security of inmates and staff. This has been recognized by the administration of the facility and the transportation officers perform the duties of investigators approximately 50% of their time. They are unable to dedicate themselves fully to investigative work, and are unavailable for significant portions of the day. It is recommended that one investigator post be created and funded to address this security and operations issue.
- **Infirmary Officer:** The infirmary post is funded as a seven-day post with two officers assigned on the day shift and one officer assigned on the evening shift, seven days per week. The infirmary's activities begin at 6 AM continue until 4:00PM on most days. In addition, medication distribution occurs from the infirmary throughout the day. It is recommended that the infirmary post be filled as a ten-hour post, five days per week (6:00AM to 4:00PM) to accommodate clinic and medication requirements. As is currently the case, search and escort personnel can cover weekends. Implementation of this recommendation will result in a decrease of correctional officers assigned by 3.59 officers.
- **Gatehouse:** The legislature approved staffing roster provides for one officer on each of three shifts, seven days per week, with relief to supervise the gatehouse. Current practice has been to close the gatehouse in the evenings and redeploy personnel. Our analysis has determined that this practice is acceptable as long as there is coverage during business and visiting hours. The recommendation is to have the gatehouse staffed seven days per week, 12 hours per day on the day shift. This is also consistent with current practice. This will result in a reduction of 2.55 correctional officers from the authorized staffing plan.
- **Unit 4A and Unit 4B Roving:** These positions are funded by the legislature to be staffed over three shifts with one officer on day shift and evening shift and .5 officer on the night shift. Our analysis suggests that in-line with current staffing schedule that the position be filled on 12 hour shifts with one officer on days and the second on nights seven days per week. This will insure coverage 24 hours per day and will require an increase of 1.7 correctional officers.

Warm Springs Correctional Center
Shift Relief Comparison
Legislatively Approved Staffing - 2013-15 Biennium
Updated June 24, 2014 - 1:09pm

	NDOC Legislatively Approved														ASCA Recommended													
	Shift Type						Frequency Filled			Relief					+/- FTE	Shift Type						Frequency Filled			Relief		+/- FTE	
	8 Hour			12 Hour		M-F	Shifts	Days	Hours	Y/N	NDOC		ASCA			8 Hour			12 Hour		Other	Shifts	Days	Hours	Y/N	ASCA		
	D	E	N	D	N	D					SRF	FTE	SRF	FTE		D	E	N	D	N	D					SRF		FTE
Unit 4A - Control	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-
Unit 4A - Roving	1.00	1.00	0.50				2.50	7	8	Y	1.60	4.00	1.70	4.25	0.25				1.00	1.00		2.00	7	12	Y	2.55	5.10	0.85
Unit 4B - Control	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-
Unit 4B - Roving	1.00	1.00	0.50				2.50	7	8	Y	1.60	4.00	1.70	4.25	0.25				1.00	1.00		2.00	7	12	Y	2.55	5.10	0.85
Perimeter Patrol	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-
Total Correctional Officers	24.00	17.00	13.00	-	-	-	54.00					84.00		88.86	4.86	1.00	1.00	-	16.00	14.00	6.00	38.00					86.55	(2.31)
Legislatively Approved FTE												84.00		84.00													84.00	
Difference												-		4.86													2.55	
Total All Custody Staff	28.00	19.00	15.00	-	-	-	62.00					95.60		101.06	5.46	4.00	1.00	-	18.00	16.00	7.00	46.00					101.45	0.39
Total Legislatively Approved FTE												96.00		96.00													96.00	
Difference												(0.40)		5.06													5.45	
Civilian Staff																												
Mail Clerk																					1.00	1.00	5	8	N	1.00	1.00	1.00
Total Civilian Staff	-	-	-	-	-	-	-					-		-	-	-	-	-	-	-	1.00	1.00					1.00	1.00
Total All Staff	28.00	19.00	15.00	-	-	-	62.00					95.60		101.06	5.46	4.00	1.00	-	18.00	16.00	8.00	47.00					102.45	1.39
Total Legislatively Approved FTE												96.00		96.00													96.00	
Difference												(0.40)		5.06													6.45	

Northern Nevada Correctional Center

Dates of On-site Assessment: November 7 – 8, 2013

Facility Description

The Northern Nevada Correctional Center (NNCC) is a medium security male facility constructed in 1963 with two housing units on 61.95 acres of land located in Carson City, Nevada. Since 1963 seven additional units have been added to the institutional footprint, ranging from general dorm style housing to high security lock down design. The design capacity provided on the census date of the institution analysis was 1,683 inmates. The "Unit Count and Vacant Bed Report" on that date reflected a slight difference with 1,693 inmates as the unit capacities. The capacity design listed on the DOC website is 1,619 inmates. The average daily count over the previous year was 1,411 inmates, and the actual census on the date of the analysis was 1,391 inmates.

NNCC is contiguous with the old Stewart Indian School on Snyder Lane in south Carson City. This facility has been designated as the intake facility for the northern half of the state, and this process takes place in unit seven, which is designed similar to the secure unit design implemented at the Lovelock Correctional Center. The Regional Medical Facility is also located in this facility and it functions as an infirmary, a secure mental health facility, and a clinic for the older, more infirm inmates in the system. It can also be used as a "step down" facility to transition inmates who are being released from the hospital, but need more specialized care than that available to them in the average facility. There is a Medical Intermediate Care (MIC) unit, which is located in Unit Three, along with the Senior Structured Living Program (SSLP) Unit also referred to as the "True Grit" program, which has been in operation since February 2004. Unit Three is in close proximity and adjacent to Unit Eight, which is the Regional Medical Facility, and is a step down unit for the mental health program (MHU). Mental health care (MHU) is provided for in Unit Eight for the entire state. This institution also provides the segregation housing for NNCC, Warm Springs Correctional Center, Stewart Conservation Camp, and the Northern Nevada Restitution Center. The regional warehouse is also located at this institution. Because of the numerous specialized programs in this institution, all custody designations are housed here as well as all inmate custody levels.

Facility Operation

The facility operates as a medium-security unit, where inmates move from one point to another under general supervision and escorts are not needed. However, separate units schedule access to the yard. Dining is provided in a main dining room, where inmates dine one unit at a time. Recreation is provided in a main recreation yard for units one through five as scheduled. Unit six and seven recreates in a yard adjacent to that unit. Most services are provided in the core services building. Education programs for units one, two, four, five/Voc. is offered Monday-Friday from 8:00AM-3:30PM, with break for the noon meal. There is a wide array of religious programs available seven days a week, including Buddhist, Rastafarian, Messianic Jewish, Islam,

pagan worship, Kairos, and Episcopal volunteers, to list a few. The Canteen is available on a schedule, and located in the old culinary building separated from the main yard by a single fence. General population units are released to order and pick up their own purchases; For example, unit two and unit three have access on Tuesdays. Lockdown units (seven and eight) are bagged and delivered on Monday. Wednesdays are reserved to resolve "old store" (errors or lack of delivery) and special order pick-up.

Contact visitation takes place in the visiting room adjacent to the culinary building on Friday-Monday. It is shut down Tuesday-Thursday. NNCC provides for both inside and outside visiting. Access is through a separate entrance at the external administration building where the visiting one officer is posted to screen and process all visitors. Upon final approval, they walk through the double fence line in a fully fenced and secure walkway.

For the institution, out of cell time begins after the morning meal and continues until lockdown, which occurs at roughly 10:30PM in the evening. Inmates are also locked in for census counts throughout the day. There is no outside yard time after sunset. "Night yard" (beginning after evening meal with recall at 8:45PM) does begin on Memorial Day and ends on Labor Day, which provides more outdoor activity time.

The laundry also provides services Monday-Friday during day shift, with the focus of the schedule changing to white clothes only, Monday and Thursday; blues and coveralls only on Tuesdays and Fridays; and coats, blankets, personal items, etc. on Wednesdays. The Law Library is also scheduled by units and is open Monday-Friday. The medical schedule offers routine sick call, morning clinic appointments, dental appointments and afternoon clinic appointments from 7:30AM-3:30PM, Monday-Friday. There are cardiology clinics, echo clinics, urology clinics, neurology clinics, etc. This facility offers a wide range of medical services for inmates and when one reviews the schedule it reinforces the importance of full security staffing at this unit.

To summarize, NNCC provides a number of programming opportunities, including drug treatment programs, and an array of educational programs, which includes adult basic education, vocational training, and a general education diploma program. A robust prison industry program is in operation as well including a furniture factory, print shop, etc.

The facility operates a mixture of direct supervision, where officers supervise inmates within their living area, not separated by security barriers and indirect supervision for high custody situations. This would be expected in a facility that houses every level of inmate from medium custody to close, max and HRP (high risk potential) custody, and levels one-four of the general population inmates. Control room officers supervise inmates from a distance in unit eight which houses the Mental Health Unit, and Unit Seven, which houses intake and a variety of close custody segregation inmates. These control posts also serve as gun posts, where the officer protects staff and inmates from their control post location, separated from the inmates by a security barrier.

There are nine living units in the facility, despite the fact that one of the units is referred to as unit ten. Unit one housing capacity is 170 general population (level 1) inmates (currently this unit has a reduced count because of a shower remodel that will be rotated through units one, two, and three). The actual census indicated 113 inmates housed in this unit; Unit two's capacity is 171, and the actual census indicated 170 general population (level two) inmates in this unit. Unit three's capacity is 171 inmates, and the actual census confirmed that this unit was at capacity on the date of this site visit, housing level two general population inmates. These are transitional inmates who, for a variety of reasons, need to be close to the RMF. Unit four's capacity is 190 inmates and the actual census was 184 level three inmates. Unit five has three wings, with a capacity of 190 general population inmates (level two), and the actual census was 182 inmates. Unit six has a capacity of 60 level two inmates in two wings, with 15 cells in each wing, who are generally step down inmates from the Mental Health Unit. The actual census indicated that this unit was at capacity with 60 inmates. Unit seven's capacity is 327 intake and segregation inmates (close/max/hrp custody). The actual census was 185 inmates. Unit eight (the Regional Medical Facility) houses both male and female inmates, including those who are housed for medical care in the infirmary, and those who are housed in the Mental Health Unit (a secure lock-up unit). The capacity of this unit is 124 total beds and the actual census was 79 inmates. Unit ten is a large dormitory style unit that houses the prison industry workers. Two old psychiatric rooms have been converted to dorm housing for 10 inmates each on a temporary basis to accommodate some of the inmates displaced by the unit one shower construction. This unit has a capacity of 140 inmates on each side, with a total capacity of 280 level one general population inmates. The actual census was 277 inmates, most of who are workers in the prison industry program.

Most unit cells are multiple-occupancy. Units one, two, and three are general population dorm style units with a central control/officer area, congregation space, and three wings with four 12-man dorms and one 4-man day room, which has been converted from an activity room. Showers are attached to the dorms. Units four, five, and six are a linear design. It was observed that the locking mechanisms in the control room of units four and five are not fully functional, resulting in officer safety issues. The linear design does obstruct and officer's vision from observing activity at the end of the unit corridor. Unit seven is a more modern pod design that has doors that slide into locking position, with two tiers on each of two wings that are observed by a secure control room, which has visual observation this unit and sightlines are good. Unit eight has an infirmary, as well as a mental health unit that also has sliding doors and control observation serviced by floor officers.

Core services are not centralized in one building. They are located throughout the facility. The core services do include a Regional Medical Center, which includes an infirmary, kitchen and dining room, gymnasium, educational classrooms, library, law library, and visiting building. The facility also has a robust prison industry program, including an embroidery shop, print shop, furniture factory and an adjacent vocational training area with an auto shop. The perimeter includes two chain-link fences affixed with razor ribbon along the top and bottom of the fences.

The interior, as well as portions of the perimeter, is observed from five observation towers, which also serve as gun posts. In addition, there is a gun post above the culinary which serves as gun coverage during meals, and as an observation/protection post for staff and inmates along the culinary/gymnasium/unit two and unit three areas. There are three vehicle sallyports located at the gatehouse area; an emergency entry at the Regional Medical Center (Unit eight) under the supervision of tower three; and a rear vehicle sallyport at the Prison Industry area, under the observation of tower four. In addition, there is a single pedestrian sallyport through the gatehouse, where facility access is controlled.

NNCC is the only facility currently operating under a federal court consent decree referred to as the "Stickney Agreement", which was originally the *Stickney v. List* case in 1982. This agreement controls the staffing of units one, two, and three, as well as provisions for search and escort. If the inmate population exceeds 172 inmates in any one of these units, three (3) correctional officers must be assigned 24/7 to each shift, and an additional two (2) search and escort officers (which the order refers to as "roving officers") must be added to the existing staffing pattern. Presently, none of those housing units exceed the population limits described in this order; and upon questioning, staff in the units are well aware of the requirements of this order.

Facility Staffing

The NNCC is managed by a warden, an associate warden/operations (security), and an associate warden/programs, supplemented by an administrative lieutenant, a post converted from the shift lieutenant.

The institution has a total of 373 staff members as documented on the DOC web site and this includes custody, program, medical, mental health staff and support staff, many of whom are in budget accounts other than the NNCC account. NNCC has a total of 277 budgeted full-time equivalent positions for the operation.

NNCC operates mainly with 12-hour shifts, supplemented by 8-hour shifts and 10-hour shifts for specialty posts. In order to accomplish this intricate staffing, designed to meet the needs of a flexible program schedule necessitated by the institution's mission, there are three staffing teams (A-C). The third shift (C shift) is broken down into six shift variations of eight and 10-hour shift patterns.

Supervisor Assignments

Each operating shift is supervised directly by a shift commander and a shift sergeant post, responsible for overseeing shift operations and the deployment of personnel. Both the shift lieutenant and the shift sergeant posts are assigned to begin one hour prior to the commencement of their shift, and conclude their shift one hour prior to the conclusion of their shift. Technically, both the shift lieutenant and shift sergeant posts supervise the staff from two different shifts. The shift lieutenant and shift sergeant are responsible for the performance

evaluations of all of their shift personnel, as they are the first line supervisor of line correctional staff. The shift sergeant and shift lieutenant create the daily roster, make last minute changes in the assignments and respond to the various incidents that occur on a day to day basis in a large institution. These supervisors are also charged with conducting post visits throughout the institution on a daily and weekly basis.

There is one relief lieutenant and one relief sergeant budgeted; however, those posts have been reassigned as an administrative lieutenant and an administrative sergeant. Infrequently they will fill in for an absent shift lieutenant or sergeant. The sick leave/annual leave relief lieutenant functions as the administrative lieutenant, and the sick leave/annual leave relief sergeant functions as the gang specialist, training sergeant and a wide number of administrative responsibilities when he is on duty. Because of the shortage of personnel and with the deployment of these two relief posts, when the lieutenant is off duty, a sergeant, who functions as the shift commander, often replaces him. The shift sergeant post is also not relieved when discharging benefit leave. A senior correctional officer may be pulled to function as the shift sergeant when the shift sergeant is assigned to replace a shift lieutenant who may be on benefit leave.

Additional supervisor posts include:

- An intake lieutenant supervises all of the functions of the intake process, which is critical to the overall mission of the Department. Currently it is assigned a day shift post; Tuesdays through Saturdays with relief. Proper documentation and paperwork is essential in the eventual initial classification of the offender, and this documentation becomes his "map" for future programming in the institutions, which reinforces the importance of this supervisory post. Current Nevada law allows the counties to transport inmates to the DOC seven days a week if they choose to; however, common practice reveals that all of the counties transport new commitments to the DOC during the standard work week (M-F).
- A culinary sergeant providing security services oversight and inmate supervision in the kitchen and dining room;
- A property sergeant managing inmate property and clothing receipt, storage, and distribution;
- A disciplinary sergeant that is "borrowed" from the sergeant relief factor managing the disciplinary process hearings, which is recognized by the courts as the legal due process for inmates guaranteed by the U.S. Constitution.
- A Regional Medical Center sergeant insuring that proper security measures are implemented in an area that has the presence of needles, drugs, and a great opportunity for breaches in security. The direct supervision of an experienced

sergeant in this unit is a critical function. The legislature funded two sergeant posts for this unit, but only one is filled.

Correctional Officer Posts

Correctional officers are posted in a variety of locations. The central control operates and monitors emergency systems for the facility, including two-way radio communication.

Perimeter entry is from the Gatehouse, where staff and visitors enter the facility after signing in with the officer and clearing the metal detector. There is one post on the day shift only supervising this activity. Other perimeter posts include posting of an officer in towers one through five, as well as a perimeter patrol that is staffed to patrol the perimeter fence line. This has been basically a shutdown post; however, and the staffing is used elsewhere.

Two officers, when available, typically are assigned to housing units. Units one through three must have at least two officers 24/7 by court degree. Units Four, Five, and Six experience almost constant shutdown of the second floor officer, and a rover post is used instead between these units, leaving the remaining staffing resources to be used elsewhere. This leaves the A officer as the only officer to supervise the unit. It is impossible to meet the demands included in the post orders in those units with only one officer supervising all of those inmates.

There are four posts for search and escort personnel on day shift (7-days, 12-hours), but one is a permanent shutdown post. Two search and escort posts are on the night shift (7-days, 12-hours), and these officers provide security to the core services building, recreation yard, assist with unit searches, and other utility duties as assigned. Five transportation officers, five days, eight hour shifts with relief, transport inmates off-site for medical appointments, court appointments, as well as supervising inmates who have been admitted to outside community hospitals. One of those transportation officers (Transportation 5) does not routinely do any transportation duties. This post has been created to function as the institutional investigations officer, which is not a legislatively funded post.

A property/mail sergeant and a formal mailroom officer post manage the mailroom. This is a function that we are recommending be replaced with two civilian clerks. There is a need to increase the coverage in this post because of the dramatic increase in facility population over the years and the implementation of "J-Pay" which is an online delivery of mail. There is no need to use more costly correctional officers (peace officers) in this post.

Two visiting officers supervise visiting four days per week and work 10-hour shifts. There is a third visiting officer who is budgeted, but the post has been borrowed to fund additional sallyport duties.

Findings and Recommendations

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

- **Captain:** It is recommended that the position of captain be created and funded for this facility. This proposed position should be staffed Monday-Friday with 8 hours per day and no relief. This will add 1 post and 1 FTE beyond the legislatively approved staffing levels. This position will serve as the chief of security and commander of uniformed personnel. At the present time there is no uniform commander at the facility and the various shift lieutenants report directly to the associate warden. The associate warden has responsibility for administration, programming, and operations in addition to supervising the uniformed staff. In most jurisdictions, with which we are familiar, a single individual, such as a captain or major manages the custody staff. These positions do not exist in the Nevada Department of Corrections and operations would be strengthened significantly if this position were approved for funding.
- **Administrative Lieutenant (currently S/A Lieutenant):** It is recommended that the post of administrative lieutenant be created and funded for this facility. This proposed position should be staffed Monday-Friday with 8 hours per day and no relief. This will add 1 post and 1 FTE beyond the legislatively approved staffing levels. The current relief lieutenant post handles mainly administrative duties at the present time, such as writing and reviewing operational procedures, and developing the shift schedule. It was apparently originally designed as a relief post, but has evolved into an administrative post because of the demands of modern correctional practice, which requires complex and comprehensive policies and procedures that guide the operations of a correctional facility. It is recommended that the post be created and formally designated as an administrative lieutenant. This will allow the relief duties for the shift lieutenant to be applied appropriately as provided for by the legislatively approved post-staffing document. If this is approved, the new post should be titled "administrative lieutenant".
- **Disciplinary Sergeant:** It is recommended that the post of disciplinary sergeant be created and funded for this facility. This proposed position should be staffed 8 hours per day with 7 day relief. This will add 1 post and 1 FTE beyond the legislatively approved staffing levels. This post is currently staff but is not a legislatively approved post. It has been created from the evening shift RMF sergeant post, which is funded but shutdown; it is a necessity for a facility of this size. This position will insure a well functioning disciplinary process, which is a legal due process requirement recognized by the court systems.

- Administrative Sergeant (currently S/A Sergeant): It is recommended that the post of administrative sergeant be created and funded for this facility. This proposed position should be staffed Monday-Friday with 8 hours per day and no relief. This will add 1 post and 1 FTE beyond the legislatively approved staffing levels. This relief sergeant is used in a similar fashion as the S/A lieutenant. The post has been borrowed from the normal shift relief factor for the shift sergeant post. This post is responsible for all institutional training issues such as yearly Peace Officer Standards and Training recertification requirements as provided for in Nevada Revised Statute 289 Nevada Administrative Code 289 in defensive tactics, weapons re-familiarization range proficiency, chemical agent training, range master and armorer training and recertification, Prison Rape Elimination Act (PREA) training, peace officer physical exam coordination, and a wide range of ongoing departmental needs training.
- Regional Medical Facility Sergeant: The legislature funded two posts (day shift and evening shift), 5-days per week on an 8-hour shift, with no relief. Currently, the day shift post is pulled from assignment when needed and the evening shift post remains permanently shutdown. The funding for this post has been used to create the disciplinary sergeant post. It is recommended that these posts continue to receive funding, with no relief, and that both posts be utilized as designed. There should be one post on day shift and one post on afternoon shift during the week with no relief because this is the time period when the clinics are running, medical appointments in town are being attended to, the most medical staff are on board, and this is the most critical activity time for the RMF. On the weekends there are far fewer activities, and less need for this supervisory oversight.
- Medical Transportation: Legislatively approved staffing provides for 4 positions with 5 day/8 hour per day and no relief designation. The institution has renamed these positions and includes the duties assigned to medical transportation under the title "Transportation". Thus, 4 total posts have been eliminated and included under the transportation posts which reflect the shift roster designations.
- Transportation: The "medical transportation" posts funded in the legislatively approved staffing have been eliminated and transferred into this new title "transportation" which reflects the actual utilization as well as the shift roster assignments at NNCC. In addition to the 4 medical transportation posts which are assigned 5 days/8 hours per day with no relief, two new transportation posts have been created to reflect the actual staff assignments and are referred to as "transportation 5" and transportation 6" on the current shift roster. These additional posts are also 5 day/8 hour per day shifts with no relief and result in a net gain of 2 posts and 2 FTE for the facility. When one reviews the number of medical transportation runs that are initiated because NNCC is the Regional Medical Facility for all of the northern institutions, there is a clear need for two additional posts staffed as a five day 8-hour post with no relief. Currently, transportation five is an existing unfunded post with no relief, used almost exclusively

as the institutional investigation officer. Transportation six is an entirely new post being requested, and is needed to work with transportation five, because procedures require two officer teams. In order for these two posts to work effectively as a transportation team, the institutional investigator post would have to also be approved.

- Sallyport: The legislatively approved staffing provides for 2 day shift officers working 5 days/8 hour shifts with relief. The recommendation based on actual use is for a reduction to 1 post working on 7 days/12 hour day shift with relief. There is little need for sallyport operation in the late evening and during the night and it can be covered by search and escort officers or the shift sergeant because of the proximity to the operations center.
- Mail/Property: The legislatively approved staffing provides for 1 post working 5 days/8 hours per day with relief. ASCA recommends eliminating this correctional officer post and replacing it in the facility staffing with a civilian position.
- Mail/Property Civilian: As noted in the recommended elimination of the correctional officer post for this position, ASCA recommends replacing this officer post with 2 civilian clerks to staff this clerical function 5 days per week on day shift with no relief. The institution has a property sergeant as well as a mailroom officer. The institution has increased in size and needs additional support to process the mail. However, this does not have to be a uniformed peace officer post. The job involves the processing of outgoing mail in the morning, traveling to the post office, mail sorting, mail processing throughout the afternoon, including the electronic "J-mail" which is a new technology taking additional steps and time, and distributing the mail to the nine housing units. In many jurisdictions civilian staff process mail, and this task can be accomplished at less expense than hiring correctional officers for this activity. Correctional staff has more costly benefits expense and mandatory yearly training requirements mandated by Nevada Revised Statutes that are not required for this task.
- Laundry: Although this post is legislatively approved as a 5-day, 8-hour post with relief and it appears on the roster, staff indicates that it is almost always shutdown and the FTE deployed elsewhere with no ill effects, unless the civilian employee is not available. Therefore, it is recommended that this post be eliminated. If the civilian employee is absent, this post can be supervised by existing relief staff on shift or through the utilization of an approved pull post.
- PI Sallyport: Although this is a legislatively approved position, there is no staff on the shift roster with this title. It is probably included in the Prison Industry 1 and Prison Industry 2 position which are addressed in the new positions in "Prison Industry".
- Visiting: The legislatively approved staffing provides for 3 officers working day shift 5 days/8hours with relief. These officers are responsible for the direct supervision of the visitors and inmates in the visiting room, supervision of the porters

cleaning the area, and supervision the outside visiting. The visiting 1 officer also maintains the approvals, denials and visiting records. The third officer in visiting has been permanently shut down and the position converted to increase the sallyport officer staffing in order to provide for institutional tool control. The recommendation is to convert the shift assignment from 5 day/8 hour shifts to three posts that reflect 4 day/10 hour shifts with no relief. The visiting room does not operate 5 days per week. This is now a 4day/10hour shift with staff assigned to work 7:00 am-5:00 pm Friday-Monday. The third officer should be returned to the visiting post assignment.

- Perimeter Officer: The legislatively approved staffing for this function is 2 posts: One is assigned the evening shift 8 hours per day/7 days per week with relief and the other is assigned to the night shift with 8 hours per day/7 days per week with relief. ASCA recommends reflecting the current practice and staffing this post with 1 day position, 12 hour shift with 7 day relief coverage. This will result in a slight reduction of FTE by .85 . Since this institution has numerous towers staffed on the perimeter, there is no need to staff a perimeter officer as well during daylight hours. Thus, a 12 hour shift that is currently in use is a more efficient use of staff resources.
- Gatehouse: This position is referred to on the post chart and the NNCC staffing pattern as "Gatehouse/Tool Control". The legislatively approved staffing for this function is 2 posts: One is assigned the day shift with 8 hours/7 day relief and the other is assigned to the evening shift with 8 hours/7 day relief. ASCA recommends reflecting the current practice and staffing this post with 1 day position, 12 hour shift with 7 day relief coverage. This will result in a slight reduction of FTE by .85 . Under current practice the gatehouse has staff in it from 5:00 pm-11:00 pm on the evening shift when there is very little need to allow ingress and egress to the institution. A 12 hour shift that is currently in use is a more efficient use of staff resources. If there is a need to allow ingress and egress after normal business hours, search and escort staff or one of the administrative supervisors in the operations area which is in close proximity to the entrance can operate this sallyport.
- Search & Escort: Currently, there are 9 posts assigned to 7 day/8 hour shifts with relief. In practice, 12 hour shifts are utilized with 7 day relief and the result is the need for additional staffing. Under the approved staffing, there are 3 officers on evening shift and just 2 officers on the night shift. By using 12 hour shifts, there is an additional officer on what was previously referred to night shift from 11:00 pm-6:00 am.
- Unit 6 C/O General Population: The legislative staffing provides for 4 posts working 8 hour shifts 7 days per week with relief. ASCA recommends deleting these posts which reduces the institutional FTE total by 6.8. These posts are not staffed in actual practice and absolutely not needed. They seem to be a carryover from staffing done in the past. "Unit 6 (Seg, PC) MHU" is provided with sufficient staffing of six posts working 8 hour shifts with 7 day relief on the legislative staffing document.

- Unit Four/Five and Six Rover and Unit Four/Five, and Six B Officer Posts: These rover posts have been created and do not appear on the legislatively approved staffing document. They do appear on the shift rosters and reflect current practice, which is why it must be addressed in this study. They have been created to allow the shutdown of the B officer in units four, five and six. The original second officers are recommended to be reinstated and this post should be discontinued. Unfortunately, this is a permanent adaptation and results in the control officer being responsible for control duties, as well as supervising inmates inside the units. The officers are working with locking mechanisms that are in disrepair, and are being asked to ignore the written safety precautions of searching without other staff present. This is not felt to be a safe practice, and the original staffing should be reinstated. Unit Six houses mental health inmates. It is recommended that the relief factor be applied to these units (four, five, and six) to ensure that two officers are available to supervise the unit on day and night shift, 12 hours per day, with a seven-day relief. Since this is already budgeted, there is no impact on the current legislative staffing document.
- Unit 7 (Intake, Seg, PC): The legislative staffing provides for 14 posts working 8 hour shifts 7 days per week with relief. However, the institution provides 12 hour/7 day shifts with relief coverage in these units and ASCA recommends additional staffing to insure adequate coverage for the 12 hour shifts.
- Unit Seven A & B, Floor Three: These are permanent shutdown posts according to the institution staff and corroborated by the shift rosters. They are rarely staffed. The recommendation is to staff these on a permanent basis, which will provide an additional officer on evening shift with 8hour/ 7 day positions with relief. These posts are not 12 hour positions because there is no need for a third officer on night shift. There is a significant amount of unit activity from 4:00 pm-midnight when these staff are needed. Operating with two officers is not recommended in a close custody unit and staff work cannot be completed as required in the post orders. Staff relies upon inmate workers too much in this unit which is the intake unit. These posts can be a shutdown post in emergencies.
- Unit 8 (Reg Medical): The legislatively approved staffing document identifies 10 posts with 5 day/8hours per day shifts with relief. In practice, these positions have been converted to 12 day posts with relief and identified on the roster as specific posts within the unit (A, B, and C officers) They routinely do the direct and indirect unit supervision. ASCA recommends an increase in one (1) 7 day/12 hour post with relief to fulfill all of the duties.
- Unit 8/ C2 Clinic Officer: According to the NNCC staffing pattern provided for the site visit and staff interviews, this position is assigned to ten hour shifts/4 days per week with relief.

- Unit Eight C Three (Clinic Officer): Although this post is identified on the roster, it is rarely filled. It is recommended that this post be staffed on day shift, 5 days per week/ 8 hours, with a 5-day relief given the complexity of the Regional Medical Facility.
- Unit Eight B, Floor Three: This is a third floor person in the Mental Health Unit and it is listed on the roster and the staffing pattern but rarely ever filled. Since there is no consequence to the lack of staffing, the recommendation is to eliminate this post from the staffing pattern.
- Clinic Escort/dialysis: This specific post is reflective of the increasing need for dialysis and escort in the Regional Medical Facility. It is recommended that this position be staffed 8 hours/day and 5 days per week with relief from 7:00 am-3:00 pm which is a reflection of current practice and documented in the NNCC staffing pattern.
- RMF C/O: The legislatively approved staffing provides for 12 RMF (Regional Medical Facility) posts working 8 hour shifts with 7 day relief. In practice, the institution has identified specific posts requiring staffing and thus ASCA recommends deleting these 12 posts and identifying and funding the specific posts associated with the RMF, which is referred to in the shift rosters and in all documentation as Unit 8. This results in a reduction of 20.4 FTE.
- Clinic: The legislatively approved staffing provides for 1 clinic post working 5 days a week/8 hours per shift. ASCA recommends deleting this post and replacing it with specific clinic positions reflective of current practice. This is a reduction of 1.21 FTE.
- Unit 9 (Modular): This is an old name that applies to what is now called unit 10. The legislatively approved staffing is for 6.4 posts assigned 8 hours a day, seven days a week with relief. ASCA recommends eliminating this reference and staffing since it is no longer referred to as Unit 9 on any documentation and therefore difficult to reconcile any current staffing issues with the legislatively approved staffing document. In addition, it is also inaccurate since the day and evening shift are staffed with 2.2 posts each and there is no ".2" posts in use.
- Unit 10: This is the current identification of the unit that used to be referred to as Unit 9. All institutional references to this unit are identified as "Unit 10". ASCA recommends staffing this with two posts on each 7 day/12 hour shift with 7 day relief. This creates 4 posts with 12 hour/7 day with relief which is reflective of the actual institutional practice. This is actually slightly less than the staffing that was deleted from the Unit 9 (Modular) which is identified in the legislatively approved staffing document that supplies the actual staffing for this unit.
- Outside Institutional Medical: Legislatively approved staffing provides for 7 posts staffed 8 hours per day with 7 day relief. Current practice is to staff this with 6 positions identified on the institutional roster with 7 day/12 hour relief. It is suggested that one more 12 hour/7 day post be added to each shift because of the demographics of this institution. This facility contains the Regional Medical Facility (Unit 8), and it has

been designated as the institution to house the older inmates, mental health inmates both inpatient and outpatient, and inmates with a wide variety of disabilities. The average age in this facility is higher than any other in the state and because of these factors there is a much greater degree of hospital utilization that requires custody coverage. On the day these posts were checked, there were 14 officers covering inmates in the area hospitals, and there is only staffing for seven posts. Although this high number may not be typical of the daily demand, it appears to be greater than the currently legislative approved staffing. The OIM positions are used to provide security coverage for inmates who are transported for procedures on day shift, but also used for security for all inmates who are admitted for overnight stays in any of the regional medical facilities including Renown Medical Center in Reno and the Carson-Tahoe Regional Medical Center in Carson City.

- **Yard:** The current legislatively approved staffing document provides for one position to work an 8 hour shift/7 days per week with relief. ASCA recommends reducing this staffing to one position assigned to an 8 hour shift/5 days per week with relief to reflect current practice. This is a frequently pulled or shutdown position.
- **Prison Industry:** The current shift roster and NNCC staffing pattern identify two prison industry positions, PI 1 and PI 2. However, none are listed in the legislatively approved staffing document. There is a PI Sallyport position which has been previously noted and that position was deleted in order to reflect more accurately how these positions are being used. These positions should both be funded by the Silver State Industry program's budget rather than the NNCC operational budget but both need to be included in a discussion of how staff is being utilized. Since there is a deletion of 1 prison industry position and now the creation of two positions, there is a net gain in the current budget of 1 post with no relief. This results in a net gain of 1 FTE. These staff both work 4days/10 hours per day with no relief Monday-Thursday.
- **Investigator:** This post is not included in the legislatively approved staffing but it is filled with the officer who is assigned the "Transportation 5" post, which is also not legislatively approved. It is recommended that one full-time investigator post staffed 7 days/ 8 hours per day with relief be funded to address this security and operations issue. This will result in an additional post plus relief. This facility is a medium security prison that houses inmates in need of close supervision. There are issues with security threat groups, as well as other inmate management issues such as the random 5% urine testing each month, with a yearly 10% saturation testing that each facility must complete. Disciplinary investigations often require additional expertise and resources that require the presence of corrections investigators to ensure safety and security of inmates and staff. Currently, the roster position listed as the transportation five officer is responsible for these duties and that post was created from existing relief factor funding. Although it is not legislatively approved, it is critical to the operation of the institution. If approved, staffing should allow for one post with 7 day relief to insure

that there is continuity in this effort during periods of illness, days off, vacations, etc. There was an institutional investigator at each facility at one time, and these were absorbed by the Office of the Inspector General, which is a central office post. This transfer left an important institutional security need vacant in the individual facilities.

Northern Nevada Correctional Center
Shift Relief Comparison - ASCA Average NDOC Major Institution SRF
Legislatively Approved Staffing - 2013-15 Biennium
Updated May 14, 2014 - 12:35 pm

	NDOC Legislatively Approved														ASCA Recommended														
	Shift Type						Frequency Filled			Y/N	Relief				+/- FTE	Shift Type					Frequency Filled			Relief			+/- FTE		
	8 Hour			12 Hour M-F			Shifts	Days	Hours		NDOC		ASCA			8 Hour			12 Hour		Other	Shifts	Days	Hours	Y/N	ASCA			
	D	E	N	D	N	D				SRF	FTE	SRF	FTE	D	E	N	D	N	D	SRF						FTE			
Tower 1	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Tower 2	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Tower 3	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Tower 4	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Tower 5	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Unit 1	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60				2.00	2.00		4.00	7	12	Y	2.55	10.20	-	
Unit 2	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60				2.00	2.00		4.00	7	12	Y	2.55	10.20	-	
Unit 3	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60				2.00	2.00		4.00	7	12	Y	2.55	10.20	-	
Unit 4	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60				2.00	2.00		4.00	7	12	Y	2.55	10.20	-	
Unit 5	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60				2.00	2.00		4.00	7	12	Y	2.55	10.20	-	
Unit 6 (Seg, PC) MHU	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60				2.00	2.00		4.00	7	12	Y	2.55	10.20	-	
Unit 6 - CO Gen Pop	2.00	1.00	1.00				4.00	7	8	Y	1.60	6.40	1.70	6.80	0.40														(6.80)
Unit 7 (Intake, Seg, PC)	6.00	4.00	4.00				14.00	7	8	Y	1.60	22.40	1.70	23.80	1.40				6.00	4.00		10.00	7	12	Y	2.55	25.50	1.70	
Unit 7 A & B Floor 3																		2.00				2.00	7	8	Y	1.70	3.40	3.40	
Unit 8 (Reg Medical)	5.00	3.00	2.00				10.00	7	8	Y	1.60	16.00	1.70	17.00	1.00				6.00	5.00		11.00	7	12	Y	2.55	28.05	11.05	
Unit 8, C 2 Clinic Officer																			1.00			1.00	4	10	Y	1.21	1.21	1.21	
Unit 8, C 3 Clinic Officer																		1.00				1.00	5	8	Y	1.21	1.21	1.21	
Clinic Escort - Dialysis																		1.00				1.00	5	8	Y	1.21	1.21	1.21	
RMF - CO	5.00	5.00	2.00				12.00	7	8	Y	1.60	19.20	1.70	20.40	1.20													(20.40)	
Clinic	1.00						1.00	5	8	Y	1.20	1.20	1.21	1.21	0.01													(1.21)	
Unit 9 (Modular)	2.20	2.20	2.00				6.40	7	8	Y	1.60	10.24	1.70	10.88	0.64													(10.88)	
Unit 10																			2.00	2.00		4.00	7	12	Y	2.55	10.20	10.20	
Culinary	1.00	1.00					2.00	7	8	Y	1.60	3.20	1.70	3.40	0.20	1.00	1.00					2.00	7	8	Y	1.70	3.40	-	
Out Inst Medical	4.00	2.00	1.00				7.00	7	8	Y	1.60	11.20	1.70	11.90	0.70				7.00	7.00		14.00	7	12	Y	2.55	35.70	23.80	
Yard	1.00						1.00	7	8	Y	1.60	1.60	1.70	1.70	0.10	1.00						1.00	5	8	Y	1.21	1.21	(0.49)	
Prison Industry Investigator																				2.00		2.00	4	10	N	1.00	2.00	2.00	
Investigator																						1.00	7	8	Y	1.70	1.70	1.70	
Total Correctional Officers	64.20	42.20	34.00	-	-	-	140.40					218.24	230.98	12.74	12.00	3.00	-	47.00	40.00	6.00	108.00					247.40	16.42		
Legislatively Approved FTE												219.00	219.00														219.00		
Difference												(0.76)	11.98														28.40		
Total All Custody Staff	70.20	45.20	36.00	-	-	-	151.40					233.44	246.81	13.37	19.00	4.00	-	49.00	42.00	7.00	121.00					267.93	21.12		
Total Legislatively Approved FTE												234.00	234.00														234.00		
Difference												(0.56)	12.81														33.93		
Civilian Staff																													
Mailroom Staff																				2.00		2.00	5	8	N	1.00	2.00	2.00	
Total Civilian Staff																				2.00		2.00					2.00	2.00	
TOTAL ALL	70.20	45.20	36.00				151.40					233.44	246.81	13.37	19.00	4.00	-	49.00	42.00	9.00	123.00					269.93	23.12		
Total Legislatively Approved FTE												234.00	234.00														234.00		
Difference												(0.56)	12.81														35.93		

Lovelock Correctional Center

Dates of On-site Assessment: November 14 – 15, 2013

Facility Description

The Lovelock Correctional Center (LCC) is a medium security prison located in Pershing County, NV. immediately east of Lovelock at exit 112 I-80 East off Coal Canyon Rd. and at 1200 Prison Rd. LCC opened in August 1995 with two (2) 168-cell housing units with a total bed capacity of 672. Each cell is 80 square feet and has a double bed capacity. Phase two construction began shortly after the August opening, providing two additional 168-cell housing units, which raised the bed capacity to 1344. Phase two also added two 84-cell units, for 344 beds and this brought the total bed capacity inside the secure perimeter to 1680. In 2010, 10 beds (5 double bunks) were added in five (5) of the activity rooms, which increased the bed capacity to 1,730 inside the secure perimeter. Additionally, there are 24 beds available in the infirmary for a total bed capacity of 1,754 inside the secure perimeter. Although, the infirmary beds are counted as part of the total bed capacity for the institution, they are only used if inmates need medical attention. The facility also has a minimum custody dorm outside the secure perimeter of the facility that has a 22-bed capacity that raised the total bed capacity for LCC to 1776.

There is also a small 20 bed Youthful Offender Program (YOP), which is designated as Unit 9. This was originally the Disciplinary Segregation unit for the facility. With the passage of the Prison Rape Elimination Act and the requirement for every department of corrections to provide separation of sight and sound between young offenders and adult offenders, this unit was converted to the YOP. The YOP beds are not counted as part of the total bed capacity for adult felons, although they are part of the total DOC inmate population count.

LCC inmate programs include GED, High School Equivalency, college courses, and Structured Living (Boot Camp). It also has vocational training programs such as dry cleaning, a culinary program, and automotive service and repair.

LCC has a total of 265 full-time equivalent positions provided for in the Legislatively approved Post and Staffing plan. Included in that number are 214 protective service positions. Of those, there are five lieutenant positions and eight sergeant positions. A warden and two associate wardens manage the facility.

Facility Operation

The facility operates as a medium security unit, where inmates move unescorted from one point to another under general supervision. Dining is provided in a main dining room (culinary) where meals are served one unit at a time, except for the segregation unit, where meals are delivered to each cell. Recreation is provided in two main recreation yards for units 1 through 4. Units 5 and 6 recreate in yards adjacent to those units. The Intake and the Structured Living Program

are located in Unit 5. The minimum support unit is outside the main security perimeter and it has its own recreation area. Most services are provided in the core services building. Prison Industries (PI) has two buildings at the rear of the facility that total 40,000 square feet. Contact visitation takes place in the visiting room adjacent to the gatehouse at the facility's entrance. Out-of-cell time begins after the morning meal and continues until lockdown, which occurs at approximately 9:30 PM in the evening. Inmate movement is ceased during census counts unless they are in housing units, and then they are in the cells or bunks in the minimum unit for census counts throughout the day.

LCC provides a number of educational programs, which includes adult basic education, vocational training, a general education diploma program and college courses. There is also a vocation auto mechanic service and repair program and culinary safe-serve vocational training program. A prison industry vocational dry cleaning program is in operation as well as a garment factory. For those inmates approaching parole eligibility, they may enroll in "Respect", which is a pre-release program designed to prepare inmates for smooth transition and re-entry into society.

The facility operates as a direct supervision institution; officers supervise inmates within their living area and are not typically separated by security barriers. An exception are the control room officers who supervise inmates from a distance. The majority of those control posts also serve as gun posts, where the officer protects staff and inmates from their control post location, separated from the inmates by a security barrier. Units 1 through 6 are all designed so that the control booth officer, who is in an elevated post, has good observation of most of the cells, the dayroom and the activity room. While there are some areas without direct visibility (blind spots), observation is generally good. In areas without direct supervision, video technology is often used.

Unit 1, Unit 2, and Unit 3 can house up to 352 inmates each. Each unit has an A and B side and each unit can double-cell 166 on each side and an additional 10 inmates in bunks in the Activity Room which is adjacent to the control booth for a total of 176 inmates on A and 176 inmates on B. Units 1 and 2 are general population housing. Unit 3 is designated close custody and protective custody.

Unit 4 has an Administrative Segregation Unit on the A side, and while it should be mostly single-celled during the site visit; it had a census of 132 during the site visit. All inmates that are double-celled in administrative segregation have to be approved for double occupancy (double celling) by classification. The B-side of Unit 4 houses 166 general population inmates. Unit 5 does not have an A and B-side and it houses 166 inmates and it is the intake unit. Unit 6 also houses 166 inmates and it is the inmate worker unit. Unit 7 is the infirmary and it can house up to 24 inmates and Unit 8 is the minimum unit and it is outside the secure perimeter of the facility. Unit 9 is the YOP and it can house up to 22 youthful offenders, but the average census is about 15 YOP inmates.

The core services buildings include an infirmary, kitchen and dining room, gymnasium, educational classrooms, and library. There are also two prison industries buildings but only one (1) is in use and it houses the laundry operation and dry cleaning. The infirmary does have cells and it can house up to 24 inmates with medical conditions. The perimeter includes two chain-link fences affixed with razor ribbon along the top and bottom of the fences. The interior areas where inmates can recreate can also be observed from the control booths, which also serve as gun posts.

Most correctional staff work a 12-hour shift rather than the 8 hour shifts in the Legislatively approved Post and Staffing plan. This adaptation has occurred because of the difficulty to find housing in Lovelock and the difficulty in recruiting staff. Under current shift bid policies, it has been found that staff will not bid on 8 hour shift assignments. There are 43, 12-hour, day posts and 37, 12-hour night posts. There are 5, 8-hour day posts, 2, 8-hour afternoon posts and 2, 8-hour night posts. There are also 3, 10 hour, 4-day posts. The shift lieutenants work 12-hour shifts, with relief, as do the shift sergeants. The current practice for the sergeants assigned to specific institutional assignments (such as the housing sergeant) work 4, 10-hour shifts but they do not have any relief factor. The administrative lieutenant works an 8-hour, 5 day, Monday through Friday schedule with no relief.

Facility Staffing

The LCC facility has a total of 214 protective service positions (FTE's) in the following categories: 200 correctional officers, 9 sergeants, and 5 lieutenants. The warden and two associate wardens provide management and administrative direction to the facility with the assistance of one administrative lieutenant. As mentioned previously, the facility operates mainly with 12-hour shifts, supplemented by eight hour and 10 shifts for specialty posts.

Supervisor Assignments

Each shift is supervised directly by a shift commander (lieutenant), who is responsible for overseeing shift operations and the deployment of personnel. This facility is funded for relief lieutenants; however the administrative lieutenant position was created from the relief factor, and is rarely used to relieve the shift lieutenants. Thus, the shift sergeant is often used to under-fill the shift lieutenant position and act as the shift commander. The shift sergeant position also has relief built into the schedule, but specialty sergeant positions have been created from this relief factor as well. The shift lieutenants and shift sergeants are responsible for the performance evaluations of all of their shift personnel as they are the first line supervisors of line correctional staff. The housing unit sergeants are responsible for the performance evaluations of the housing unit officers.

Correctional Officer Posts

Correctional officers are posted in a variety of locations. Central control operates and monitors emergency systems for the facility including two-way radio communication and controls access to the secure area of the prison where the housing units, core services, prison industries, and yards are located. The exception to this is the minimum unit, which is located outside the main security perimeter, across from Tower 3.

Perimeter entry is through the Gatehouse where staff and visitors enter the facility after clearing the metal detector. There is one 12-hour post on the day shift and one 12-hour post on the night shift. However, the night shift officer has to leave the Gatehouse and patrol the perimeter and conduct counts at the minimum unit during the night shift because the minimum unit does not have any staff assigned to it. Other perimeter posts include Towers 1, 2, 3 and 4 which are staffed 24 hours per day/7 days per week. A vehicle sallyport located at the bottom of tower 3 is staffed 12 hours a day/7 days per week with relief during the day shift and this post conducts counts in the minimum unit during the day shift. It is not staffed at night. Search and escort officers are pulled to operate the vehicle sallyport at night. The problem with this staffing is that perimeter security is compromised during the night when visibility is limited and the vehicle sallyport is left unattended when the vehicle sallyport officer is conducting counts at the minimum unit. If an emergency vehicle either arrives or is attempting to depart during a count, either the count or the emergency vehicle is going to be delayed.

The housing units are designed with two housing tiers and an elevated control both in what is referred to as a "bow tie" design. All of the housing in these units is comprised of 80 square foot cells designed for double housing with the exception of the minimum unit, which is a unique design. Unit 9, the Youthful Officer Program (YOP) does not have an elevated control booth and the officer maintains separation between the floor officer and the inmate housing with a secure glass and concrete barrier with protected ingress and egress. Units 1 through 4 have an A and B side that house up to 166 inmates on each side and 10 inmates each in the activity room. Inmates in units 1 through 4 can recreate in the dayrooms or on the large outside recreation yards, with the exception of the segregation unit. The segregation inmates who want to recreate outside have access to small individual chain link recreation areas. There is a fence that cuts the recreation yard between Units 3 and 4 in half in order to provide safe yard recreation for the general population protective custody inmates. Units 5 and 6 are half the size of units 1 through 4 and inmates can use the dayrooms and they have access to smaller recreation yard areas outside of their units.

With the exception of the segregation unit, units 1 through 6 have a control booth officer and a floor officer. Because units 1, 3, and 4 have an A and B side, one of the floor officers is often pulled to perform other duties such as search and escorts, transportation, community hospital guarding, or to activate the sallyport or cover posts that don't have full relief factors applied to them.

There are three search and escort posts providing security to the core services building and recreation yard, assisting with unit searches, and providing secure inmate escort and other utility duties as assigned. However, the search and escort 3 post is usually pulled during the day shift and it is always pulled during the night shift. Therefore, there are only two (2) search and escort officers on duty 24 hours per day/7 days per week, which is inadequate for a facility of this size. Therefore, three (3) additional search and escort posts are being recommended 24/7 with full relief factor. This facility is funded for two (2) transportation officers on days and afternoons with full relief factor for a five (5) day post. However, only one (1) transportation officer is on the staff roster due to the fact that the facility has had to redirect these other positions to other posts within the prison. Per policy two (2) transportation officers are required to transport inmates off-site for medical appointments, court appointments, and outside community hospitals, all of which are located in either Reno or Carson City. Therefore it is being recommended that funding be applied to these two (2) transportation posts for 8-hour, day and afternoon shifts, with relief factor for a five (5) day workweek.

The mailroom is managed by the unit one (1) officer who works a 4 day, 10-hour shift which requires another officer to be pulled off of their duties to sort, inspect and deliver the mail on the fifth day. This takes that officer away from their primary duties and reduces the amount of time available to supervise inmates. Thus, the recommendation is to replace the uniformed officer post with two (2) civilian staff who will be assigned an 8-hour/5 day post with no relief Monday through Friday. This schedule coincides with postal delivery at the facility.

Culinary posts include one (1) officer on a 12-hour, 7 day with relief on day and night shift. The single day shift officer is responsible for custody supervision of the food preparation area, the loading dock, the cold and dry good storage areas and the dishwashing areas. During feeding this officer is responsible for assisting in the supervision of the food carts that are being loaded for any meal service in the units (cells) and the serving lines as well as assisting in the observation of the dining room areas. Therefore an additional officer is being recommended for the day shift.

The infirmary has one (1) 12-hour, 7 day post with relief for both day and night shift, but the officers covering these posts are pulled if there are no inmates in the infirmary and redirected to cover the YOP. Visiting is scheduled on Friday, Saturday and Sunday and the visiting officers are scheduled to work 4, 10-hour days with relief. However it is recommended that the schedule be revised to an 8 hour, 5 day work schedule and the visiting officers would be available on two (2) non-visiting days to perform other duties such as visiting record maintenance and search as escort duties. Additionally, if visiting is light, one (1) of the officers is pulled to perform other institutional duties. However, this may not be a wise practice, especially if there are men, women and children visiting since procedures dictate that male officers can only search males and female officers are required to search females and typically female officers search small children.

Prison Industries (PI), laundry and dry cleaning has a roving officer assigned to a 4 day 10-hour post, which requires that an officer be pulled on the fifth day to cover Prison Industries. However, during the site visit, the officer was performing the duties of a civilian dry cleaning staff because PI did not have a civilian staff to perform those duties. It is recommended that PI hire a civilian dry cleaning staff person. Education has an officer assigned to perform custody duties in that area and this is also a 4-day 10-hour post with relief. Again, an officer has to be pulled off post on the fifth day to cover the Education area. These should be a 5-day 8-hour post to coincide with the work schedule in PI and Education.

Findings and Recommendations

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

- **Captain:** It is recommended that the position of captain be created and funded for this facility. This position will serve as the chief of security and commander of uniformed personnel. At the present time there is no uniform commander at the facility and the various shift lieutenants report directly to the associate warden. The associate warden has responsibility for administration, programming, and operations in addition to supervising the uniformed staff. In most jurisdictions with which we are familiar, a single individual, such as a captain or major manages the custody staff. These positions do not exist in the Nevada Department of Corrections and operations would be significantly strengthened if this position were approved for funding.
- **Culinary Sergeant:** Unlike the other DOC major facilities, this facility does not staff a culinary sergeant's post. This post is funded in the Legislatively approved Post and Staffing plan, but was used to cover a roving sergeant post for housing units 1, 2, and 6. It is recommended that the culinary sergeant post be funded eight hours per day, seven days per week with relief on the day and evening shift. This adds one new post and expands the relief from 5 day relief to 7 day relief coverage. The Culinary needs intense supervision because it has some of the most difficult areas to supervise. There are a number of the blind spots, dangerous tools, access to loading docks where escapes can take place, food can be stolen and fruit can be hidden to create prison made alcohol. Culinary officers are responsible for the security of the food preparation area, the loading docks, the dish wash area, cold storage, freezers and dry good storage areas and the dining rooms. Dishwashers have a number of small metal and plastic components that can be made into weapons and they should be inspected every shift.
- **Housing Sergeant:** The Legislatively approved Post and Staffing plan has provided for 1 post, 5 days per week/ 8 hour per day with relief. This position has not been staffed and

is used instead for a roving housing sergeant for units 1, 2, and 6 which will be recommended separately. It is recommended that this post be eliminated in favor of the current practice of a housing sergeant for units 1, 2, and 6.

- Housing Sergeant-units 1, 2, and 6: The recommendation is to provide a roving sergeant post which is the current practice to supervise the operation of these general population units on day shift 10 hours per day/4 days per week with no relief.
- Housing Sergeant-Units 3 (close custody, intake) and unit 9 (youthful offender program): The recommendation is to provide a roving sergeant post to supervise the operation of these general population units on day shift 10 hours per day/4 days per week with no relief. Units 3 and 9 house special populations and require active supervision to insure close custody operations. The youthful offender program was a new designation as a result of Federal Prison Rape Elimination Act requirements since the last legislative session and the restrictions for this unit were not anticipated.
- Housing Sergeant-Unit 5, unit 7, unit 8/Infirmary, fire safety officer: The recommendation is to provide a roving sergeant post to supervise the operation of these general population units on day shift 10 hours per day/4 days per week with no relief. Units 5, 7 and 9 house special populations and require active supervision to insure close custody operations. In addition to providing supervisory support to the infirmary which contains unique opportunities to contraband, this post also is responsible for the institution's fire safety program.
- Property Sergeant: It is recommended that the schedule for this post be changed from the current practice of a 12-hour shift/ 4 days per week with no relief on a 14-day work schedule to the more conventional 8-hour, 5 day shift with relief as provided in the Legislatively approved Post and Staffing plan. Inmates usually arrive and leave the facility five days a week during normal work hours, and currently, an officer is pulled off a post in order to cover the shift during the current sergeant's regular days off.
- Education Officer: This post is a 5 day/8 hour per day position with relief on the Legislatively approved Post and Staffing plan. The current practice is to schedule this position 4 days/10 hours per day with relief. The explanation is that staff will not bid on 8 hour shifts. The recommendation is to schedule this for 5 days/8hour shifts with no relief to coincide with the education schedule.
- Mail/Packages: The Legislatively approved Post and Staffing plan provides for one (1) day shift post with 8 hour shifts/5 days per week with relief. The recommendation is to delete this officer post and replace it with civilian staff posts.
- Transportation: The Legislatively approved Post and Staffing plan provides for 4 transportation officer posts (2 on day shift and 2 on evening shift) scheduled for 5 day per week/8 hour per day shifts with relief. The current practice is one (1) transportation officer on days and nights, 7 days per week/12-hours per day shifts with relief factor. It

is being recommended that two posts are staffed for day and night shift 7 days per week with 12 hour shifts with relief because LCC policy requires a minimum of 2 officers per transport for medium security inmates. This facility is at least 1.5 hours away from the nearest community hospital, courts and bus depots for inmates that are being released on parole. The legislatively approved staffing does not provide for night shift staffing but the facility has adopted 12 hour shifts because the contention is that no staff will bid for 8 or 10 hour shifts for this position and recruiting for new staff is not possible because of the lack of housing in Lovelock.

- Visiting: Two day shift posts are provided in the Legislatively approved Post and Staffing plan 8 hours per day/5 days per week with relief. The current practice is to staff these posts 10 hours per day/4 days per week with no relief. The recommendation is to staff these two posts 8 hours per day/5 days per week with no relief.
- Central Control: The Legislatively approved Post and Staffing plan provides for 2 posts on day shift, 1 post on evening shift and 1 post on night shift 8 hours per day/5 days per week with 7 day relief. The current practice is to utilize 12 hour shifts and the recommendation is to provide 1 post on day shift and 1 post on night shift 12 hours per day/7 days per week with relief coverage.
- Culinary Officer: The Legislatively approved Post and Staffing plan provides for 2 posts on day shift, 1 post on evening shift and 1 post on night shift 8 hours per day/7 days per week with relief. This facility current practice is to staff the culinary officer post on day and night shifts 12 hours per day/7 days per week with relief. It is recommended the addition of a day shift post staffed 7 days per week/12-hours per day with relief. The culinary area is too large for one (1) officer to properly supervise. The areas include the food preparation area, the loading docks, the dishwasher area, and the cold and dry good storage areas. There are tools and equipment that can be extremely dangerous and dishwashers have to be checked each shift as they have many moving parts that can be removed and made into weapons. The serving lines have to be monitored as well as the dining rooms.
- Property: The current Legislatively approved Post and Staffing plan provides a property officer post on day shift, 8 hours per day/5 days per week with relief. The current practice is not to staff this post at all and it is not reflected in the shift rosters. It is being recommended that one (1) officer 8-hour/5-day post with relief should be reinstated into the roster to assist the property sergeant with the additional workload. This facility has one (1) sergeant who deals with intake and property and this one (1) sergeant's post cannot keep up with the increased workload, due to the increase in the number of inmates at this facility.
- Disciplinary Detention: The Legislatively approved Post and Staffing plan provides one post for day shift, evening shift, and night shift 8 hours per day/7 days per week with relief. Disciplinary detention was in the current unit (9) which has been converted to

the youthful offender unit which is mandated under new legislation for the Prison Rape Elimination Act. These posts need to be deleted under current practice and addressed in the Unit 9 staffing.

- Gun Post 5 (Unit 5, Bldg 4 & Bldg 5): The Legislatively approved Post and Staffing plan provides one post for day shift, evening shift, and night shift 8 hours per day/7 days per week with relief. The current practice is not to staff these posts. The recommendation is to follow current practice and eliminate these posts.
- Laundry/ PI Escort: The Legislatively approved Post and Staffing plan provides two (2) posts for day shift 8 hours per day/7 days per week with relief. One of these posts is not included in the current staffing practice. Prison Industries (PI) is using the other post to cover a vacant civilian staff member post which is supposed to be funded by Silver State Industries, which prevents this officer from roving from laundry to dry cleaning to perform their security duties. It is recommended that PI hire a civilian to perform the required civilian duties and that one post be staffed on day shift, 10 hours per day/4 days per week with no relief to reflect the actual PI escort schedule matching the PI schedule.
- Search and Escort Officers: The Legislatively approved Post and Staffing plan provides three (3) posts for each day shift, evening shift and night shift 8 hours per day/7 days per week with relief. The facility has converted these posts to 3 posts on dayshift and 3 posts on night shift, 12 hours per day/7 days per week with relief. However, the third search and escort officer on days is pulled on a regular basis for transports or other duties and the night shift is always pulled, which realistically leaves this large, densely populated facility with 2 search and escort officers. It is recommended that 3 additional search and escort posts be funded for both day shift and night shift 12 hours per day/7 days per week with relief. Additionally, it is recommended that the third existing search and escort day shift officer not be pulled, as they are needed for search and escort duties.
- Tower 3: Base: The Legislatively approved Post and Staffing plan provides two (2) posts (one on day shift and one on evening shift) for 8 hours per day/7 days per week with relief. It is recommended that these posts be deleted and addressed in the current institutional title of Vehicle Sallyport Officer.
- Vehicle Sallyport Officer: The vehicle sallyport is located at the base of Tower 3. Currently, this post is staffed on day shift 12 hours a day/7 days a week with relief. It is recommended that an additional 12-hour, 7-day post with relief be funded for the night shift. The officer assigned to this post is responsible for inspecting all vehicles entering and exiting the facility as well as identifying the occupants of the vehicles to ensure that only those individuals that are authorized to enter or exit the facility do so. This post ensures that no weapons enter the facility and that there are no escapes via a vehicle. Any vehicle that arrives at the sallyport must wait for a search and escort officer to

operate the sallyport. The Tower 3 officer cannot leave his/her post. Emergency vehicles seeking entrance or exiting the facility for either inmates or staff may be delayed if this post is not staffed 24/7.

- Unit 1- Floor Rover: It is being recommended that one new post be funded for both day shift and night shift 12 hours day/7 days per week with relief to assist the existing floor officers with their duties in Unit 1. The floor officer duties are too many to be able to perform them adequately with the existing staffing. Over 50% of the population are serving life sentences and they can present a serious threat even though this facility provides gun coverage in the housing control booths.
- Unit 2 Floor Rover: It is being recommended that one new post be funded for both day shift and night shift 12 hours day/7 days per week with relief to assist the existing floor officers with their duties in Unit 2. The floor officer duties are too many to be able to perform them adequately with the existing staffing. Over 50% of the population are serving life sentences and they can present a serious threat even though this facility provides gun coverage in the housing control booths.
- Unit 3 Floor Rover: It is being recommended that one new post be funded for both day shift and night shift 12 hours day/7 days per week with relief to assist the existing floor officers with their duties in Unit 3. The floor officer duties are too many to be able to perform them adequately with the existing staffing. Over 50% of the population are serving life sentences and they can present a serious threat even though this facility provides gun coverage in the housing control booths.
- Unit 4 Floor Rover: It is being recommended that one new post be funded for both day shift and night shift 12 hours day/7 days per week with relief to assist the existing floor officers with their duties in Unit 4. The floor officer duties are too many to be able to perform them adequately with the existing staffing. Over 50% of the population are lifers and they can present a serious threat even though this facility provides gun coverage in the housing control booths.
- Unit 4 Yard Gun Post: This position is not legislatively provided for in the Legislatively approved Post and Staffing plan. Current practice is to fill these posts on day and evening shift when possible from pull positions. The recommendation is to follow current institutional practice and staff this post on day shift 8 hours per day/5 days per week with relief.
- Unit 5 Floor: the current Legislatively approved Post and Staffing plan provides for one post on day shift, evening shift and night shift 8 hours per day/seven days per week with relief. The actual practice is to convert these to 12 hour shifts seven days a week with relief, adding one post on day shift. The result is 2 posts on day shift and 1 post on night shift, 12 hours per day/7 days per week with relief which is the recommendation for these posts. This unit contains the Boot Camp with 83 double celled beds on one half of the unit; the other half of Unit 5 is Intake which is a lockdown function requiring a lot of officer activity.

- **Structured Living:** The Legislatively approved Post and Staffing plan provides for 1 post on day shift 8 hours per day/7 days per week with relief. This is located in unit 5 and the recommendation is for this post to be changed to reflect current practice to 8 hours per day/5 days per week with no relief.
- **YOP Control Booth:** This position is not currently funded in the Legislatively approved Post and Staffing plan because this unit (also referred to as Unit 9) is the result of the federal mandates under the Prison Rape Elimination Act (PREA) which requires sight and sound separation of youthful offenders. This unit operates a 22 bed capacity for the entire DOC. The recommendation for the control both post is to follow current institutional practice and provide 1 post on day shift and 1 post on night shift, 12 hours per day/ 7 days per week with relief.
- **YOP Floor:** This position is not currently funded in the Legislatively approved Post and Staffing plan because this unit (also referred to as Unit 9) is the result of the federal mandates under the Prison Rape Elimination Act (PREA) which requires sight and sound separation of youthful offenders. This unit operates a 22 bed capacity for the entire DOC. The recommendation for the floor officer post is to follow current institutional practice and provide 1 post on day shift and 1 post on night shift, 12 hours per day, 7 days per week with relief. Currently, the night shift post is a pull position after 10:00 p.m. on a regular basis.
- **Training Officer:** This position is not currently funded in the Legislatively approved Post and Staffing plan because the previous institutional training officer was transferred back to the Central Office academy several years ago. The institution still feels a pressing need to have an on-site training officer to provide PREA training, ongoing officer POST required training, etc. The recommendation is that this post follow current practice and provide a 10-hour per day/4 day post with no relief.
- **Investigator:** This position is not currently provided in the Legislatively approved Post and Staffing plan. This institution does not have any funded inmate misconduct/crime investigation/gang validation capability and has created a 5 day/8 hours per day position with no relief. Investigations are critical to any incident, and crime scene preservation, gang validation and report writing is crucial to the reduction of violence and a functioning classification system in a facility. It is recommended to staff this post 8 hours a day/5 days per week with no relief to reflect current institutional practice.
- **Hospital Coverage:** This position is not currently provided in the Legislatively approved Post and Staffing plan. It is recommended that two posts be created for day, evening and night shift resulting in 2 posts for each shift, 8 hours per day/ 7 days per week with relief. Policy requires two (2) officers per inmate per shift any time that an inmate is housed in a community hospital. The community hospitals nearest to this facility are in Reno or Carson City and typically one or more inmates are at the hospital. This results

in officers being pulled off of their posts to provide inmate supervision in the community hospitals.

- Mailroom Clerk: Currently the civilian posts for mailroom clerks do not exist. The existing officer post (mail/packages) is provided for on the Legislatively approved Post and Staffing plan for 5 days per week/8 hours per day with relief. In actual practice, this post is scheduled to work 10 hours per day/4 days per week with no relief. This results in an officer being pulled off post on the fifth day to perform the mailroom duties. The recommendation is to eliminate the correctional officer post and replace it with two (2) day shift civilian posts, 8 hours per day/ 5 days per week with no relief. The current staffing of 1 officer post to handle all of the institution's mail has not changed since the facility opened in 1995. In contrast, the population (and thus the workload) has increased dramatically. The more cost effective solution to this staff increase is to hire civilian staff that do not need annual peace officer training and peace officer benefits including early retirement.

Lovelock Correctional Center
Shift Relief Comparison - ASCA Average NDOC Major Institution SRF
Legislatively Approved Staffing - 2013-15 Biennium
 Updated June 25, 2014 - 12:06 pm

	NDOC Legislatively Approved														ASCA Recommended													
	Shift Type						Frequency Filled			Relief					+/- FTE	Shift Type						Frequency Filled			Relief			+/- FTE
	8 Hour			12 Hour		M-F	Shifts	Days	Hours	Y/N	NDOC		ASCA			8 Hour			12 Hour		Other	Shifts	Days	Hours	Y/N	ASCA		
	D	E	N	D	N	D					SRF	FTE	SRF	FTE	D	E	N	D	N	D	SRF					FTE		
Gun Post 2 (N Yard-Phase 1, Bldg 2)	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-
Gun Post 3 (S Yard- Phase 2, Bldg 2)	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-
Gun Post 4 (Gym & Dining)	1.00	1.00					2.00	7	8	Y	1.60	3.20	1.70	3.40	0.20	1.00	1.00					2.00	7	8	Y	1.70	3.40	-
Gun Post 5 (Unit 5, Bldg 4 & Bldg 5)	1.00	1.00					2.00	7	8	Y	1.60	3.20	1.70	3.40	0.20							-					-	(3.40)
Infirmery	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-
Laundry / PI Escort	2.00						2.00	7	8	Y	1.60	3.20	1.70	3.40	0.20					1.00		1.00	4	10	N	1.00	1.00	(2.40)
Search & Escort	3.00	3.00	3.00				9.00	7	8	Y	1.60	14.40	1.70	15.30	0.90				6.00	6.00		12.00	7	12	Y	2.55	30.60	15.30
Tower 1	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-
Tower 2	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-
Tower 3 - Top	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-
Tower 3 - Base	1.00	1.00					2.00	5	8	Y	1.20	2.40	1.21	2.42	0.02							-					-	(2.42)
Vehicle Sallyport Officer																			1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10
Tower 4	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-
Unit 1 - Control	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60				2.00	2.00		4.00	7	12	Y	2.55	10.20	-
Unit 1 - Floor	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60				2.00	2.00		4.00	7	12	Y	2.55	10.20	-
Unit 1 - Floor Rover																			1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10
Unit 2 - Control	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60				2.00	2.00		4.00	7	12	Y	2.55	10.20	-
Unit 2 - Floor	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60				2.00	2.00		4.00	7	12	Y	2.55	10.20	-
Unit 2 - Floor Rover																			1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10
Unit 3 - Control	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60				2.00	2.00		4.00	7	12	Y	2.55	10.20	-
Unit 3 - Floor	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60				2.00	2.00		4.00	7	12	Y	2.55	10.20	-
Unit 3 - Floor Rover																			1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10
Unit 4 - Control	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60				2.00	2.00		4.00	7	12	Y	2.55	10.20	-
Unit 4 - Floor	3.00	3.00	3.00				9.00	7	8	Y	1.60	14.40	1.70	15.30	0.90				3.00	3.00		6.00	7	12	Y	2.55	15.30	-
Unit 4 - Floor - Rover																			1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10
Unit 4 - Yard Gun Post																1.00						1.00	5	8	Y	1.21	1.21	1.21
Unit 5 - Control	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-
Unit 5 - Floor	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				2.00	1.00		3.00	7	12	Y	2.55	7.65	2.55
Unit 5 - Floor - Rover																			1.00			1.00	7	12	Y	2.55	2.55	2.55
Structured Living	1.00						1.00	7	8	Y	1.60	1.60	1.70	1.70	0.10	1.00						1.00	5	8	N	1.00	1.00	(0.70)
Unit 6 - Control	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-
Unit 6 - Floor	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-
YOP Control Booth																			1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10
YOP Floor																			1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10
Training																				1.00		1.00	4	10	N	1.00	1.00	1.00
Investigator																1.00						1.00	5	8	N	1.00	1.00	1.00
Hospital Coverage																2.00	2.00	2.00				6.00	7	8	Y	1.70	10.20	10.20
Total Correctional Officers	51.00	41.00	36.00	-	-	-	128.00					200.00	211.72	11.72		11.00	3.00	2.00	49.00	48.00	2.00	115.00				271.58	59.86	
Legislatively Approved FTE												200.00	200.00														200.00	
Difference												-	11.72														71.58	

Lovelock Correctional Center
Shift Relief Comparison - ASCA Average NDOC Major Institution SRF
Legislatively Approved Staffing - 2013-15 Biennium

Updated June 25, 2014 - 12:06 pm

	NDOC Legislatively Approved											ASCA Recommended															
	Shift Type						Frequency Filled			Relief				+/- FTE	Shift Type						Frequency Filled			Relief		+/- FTE	
	8 Hour			12 Hour		M-F	Shifts	Days	Hours	Y/N	NDOC		ASCA		8 Hour			12 Hour		Other	Shifts	Days	Hours	Y/N	ASCA		
	D	E	N	D	N	D					SRF	FTE	SRF	FTE	D	E	N	D	N	D					D	D	SRF
Total All Custody Staff	56.00	43.00	38.00	-	-	-	137.00					213.20	225.55		14.00	4.00	2.00	51.00	50.00	6.00	127.00					291.39	65.84
Total Legislatively Approved FTE												213.00	213.00													213.00	
Difference												0.20	12.55													78.39	
Civilian Staff																											
Mailroom Clerk																				2.00	2.00	5	8	N	1.00	2.00	2.00
Total Civilian Staff	-	-	-	-	-	-	-					-	-	-	-	-	-	-	-	2.00	2.00					2.00	2.00
Total All	56.00	43.00	38.00	-	-	-	137.00					213.20	225.55		14.00	4.00	2.00	51.00	50.00	8.00						293.39	67.84
Legislatively Approved													213.00													213.00	
Difference													12.55													80.39	

Ely State Prison

Dates of On-site Assessment: November 18 – 21, 2013

Facility Description

The Ely State Prison (ESP) was opened in July of 1989 and is designated as a maximum-security prison. The facility is located approximately 9 miles north of Ely, Nevada. The facility was originally built in two phases; phase 1 opened in 1989 and phase 2 roughly one year later in 1990. The facility has a design capacity of 1,054 inmates; however, its capacity has been increased to 1,150 inmates at this time. On Friday November 22, the facility census was 1,067. The entire facility operates as a segregation unit, as the majority of inmates are confined to their cells for approximately 23 hours per day. The two exceptions to this are the worker's unit that houses inmates that have institutional jobs in the kitchen and other central service areas. The other exception is the condemned man's unit of inmates awaiting the death penalty, which also allowed congregate activity inside the common area of the cellblock and recreation yard.

The facility is comprised of eight, 96-cell housing units, divided into two 48 cell units with a control center in the middle of the units that has visibility into each of the two 48 cell housing units it oversees. The construction is a pod type design that offers excellent sightlines and visibility into the units from the control center. Units one through four are designated as segregation units, and one inmate occupies those cells. Two officers escort each of these inmates from their cell in restraints to the various destinations. A third officer is required to transport high-risk prisoners (HRP). The one exception to that is unit 3A, which houses the condemned inmates, who are allowed out of cell in small groups.

Units five through eight are considered to house inmates that are less of a security risk and can be escorted by a single officer, while in restraints. The cells in these units are occupied by two inmates or as many as 96 inmates on each side, 180 inmates total. All of these units, with the exception of the workers unit 8B, are operated consistent with segregation unit policies and procedures with respect to out of cell time and escort procedures.

The facility offers educational services to inmates on a limited basis, as well as limited program activity. Law library services are provided to inmates at their cells based on orders that are placed to inmate clerks in the law library.

Facility Operation

Fourteen of the sixteen housing units in the Ely State Prison are operated as segregation units. In these units, inmates are locked in their cells approximately 23 hours per day. Two units are operated as open units, where congregate activity is allowed. Unit 3A houses condemned death row inmates that are allowed to congregate in the recreation areas, and unit 8B the workers' unit also is an open unit where congregate activity is allowed. Units 3A and 8B inmates receive

their meals in a main dining hall, and the remainder of the inmates in the facility receive meals in their cells. As previously referenced, Phase 1 housing units are single occupancy and Phase 2 housing units are double occupancy. Recreation takes place in small recreation yards adjacent to the living units. Visitation takes place in a main visiting room and contact visits are allowed, with some exceptions, due to disciplinary and security issues. A noncontact visiting room is available for use as well.

Medical services are provided in a central core services building and in satellite medical rooms, adjacent to the housing units. Medication is distributed to the inmate directly in their cells.

Inmates are received twice per week and are transfers from other Department of Corrections facilities. This facility does not receive inmates directly from the community or from county jails, except in rare circumstances. The facility operates as a direct supervision facility, where officers work within the housing units and have ongoing interaction with the inmate population to the degree possible, given the facility status as a segregation unit.

A number of gun posts exist at the facility, where officers supervise common areas, and inmates are under the possible threat of being fired upon if their misconduct reaches a certain severity level based upon policy and procedure. Gun posts exist in the four main towers, as well as interior towers that protect recreation yards for phase 1 and phase 2 and an administration building. Gun posts also exist in each unit control room, which supervise the cellblocks.

Most correctional staff work a 12-hour shift, as there are four teams of staff that cover seven days of the week. The facility staffing plan also includes eight-hour shifts for administrative posts, as well as eight-hour shifts for facility support personnel that operate between 5:00AM and 9:00PM each day. After 9:00PM daily, there is little to no facility movement, programs or activity. A number of staff are also assigned to 10-hour shifts, such as the laundry, culinary, armory, transportation, and the security squad.

Facility Staffing

The Ely facility has an authorized position count of 270 custody positions. There are 216 correctional officers, 31 senior correctional officers, 13 sergeants, five lieutenants, and five corrections assistants. All positions are filled, except there are 36 vacant correctional officer positions and one senior correctional officer position. The Warden and human resource staff work diligently to fill vacant positions; however, there is an insufficient labor force available in the Ely area to keep the facility fully staffed. Competition with the mining industry in this section of Nevada makes it difficult to fully staff the institution. This issue has exacerbated the staffing problem in the past and will likely continue to do so in the future, as there are insufficient incentives available to attract potential staff. This issue has resulted in the Warden looking for other alternatives to fill positions, such as creating the corrections assistant positions, which can be used for certain duties that the officers perform. An associate warden, who provides management oversight of the facility and is supplemented by one administrative lieutenant,

manages the security division. As of this writing, the associate warden was on administrative leave and the Warden had assumed that person's responsibilities.

Supervisor Assignments

Each operating shift is supervised directly by a shift commander, which is a lieutenant or sergeant position that is responsible for overseeing shift operations and the deployment of personnel. Although the legislatively approved staffing chart reflects the application of the relief factor for both the shift lieutenant and shift sergeant post, those relief positions have been reassigned to other functions, such as administrative lieutenant and disciplinary sergeant; therefore, relief positions are not currently available to backfill for these posts. One of the positions that was formally a relief position is now utilized as an administrative lieutenant. This individual performs administrative duties, such as policy and procedure development and developing shift schedules.

Each shift deploys a shift sergeant post, which is a post dedicated to managing the roster and deploying personnel throughout the 12-hour tour of duty. The person occupying this post typically does not leave the shift sergeant office as they receive phone calls from personnel regarding workload adjustments. This post is filled 24/7, although the relief post designed for this coverage has been assigned other duties as the discipline officer, who conducts inmate disciplinary hearings that takes up a significant portion of his week. The maximum lockup unit (MLU) sergeant post provides supervision to Phase 1 lockup units. The MLU sergeant post is a 24/7 post; however, there is no relief built in based upon the current deployment of personnel. The MLU sergeant also fills in for the shift sergeant, when that post needs backfilling. Given the design of this supervisory structure, the phase 2 units do not have a dedicated supervisor and are either supervised by the MLU sergeant or the shift sergeant. Given current deployment practices, housing unit officers may not have a dedicated housing unit supervisor on a particular shift. Other non-relieved sergeant posts include a laundry sergeant, who supervises the inmate laundry and clothing; a culinary sergeant, who provides security and supervision in the kitchen; and a housing/property sergeant, who was responsible for intake of new inmates, and management of all inmate property. A sergeant is assigned to the security squad, who was responsible for supervising CERT operations, emergency response, and high-risk inmate transportation. Finally, a vacation relief sergeant is utilized as the facility inmate disciplinary hearing officer.

Correctional Officer Posts

Correctional officers are posted in a variety of locations. The central control operates and monitors emergency systems for the facility, including two-way radio communication. This post also has visibility of the inmate visiting room and provides coverage for the visiting room officer. Pedestrians enter the facility through a pedestrian access building referred to as the gatehouse. An officer post is designated for the gatehouse 24/7, although the post is often shut down at 6:00PM and the officer reassigned to other duties. When this post is closed, Tower one, which is

located approximately 150 yards from the gatehouse, controls the pedestrian access doors to the facility. Other perimeter posts include the four towers, a perimeter patrol, and the vehicle shakedown post assigned to the vehicle sallyport. The vehicle sallyport post is a five-day post covering Monday through Friday and is non-relieved at this time. The perimeter post also provides supervision of minimum custody inmates in Building 12. There are three gun post posts inside the facility that overlook and monitor phase 1 and phase 2 recreation yards, as well as the yard area between the administration building and core services building. These gun posts are on 12-hour shifts, 24/7.

There are two search and escort posts that act as utility personnel providing escort duties and support to officers throughout the facility. These posts are often pulled due to staffing shortages. The housing areas are all similarly constructed, but house a different type of inmate based on classification. Phase 1 units (one to four) are staffed with one officer in the control room and two officers that work inside the housing unit. All housing units are managed under the direct supervision inmate supervision strategy. The control rooms also act as a gun post to protect officers from potential violence. Phase 2 units (five to seven) are manned with an officer in the control center and two posts for officers working inside the units. Because of staff shortages, the second officer post is most often not filled, and one officer is required to supervise as many as 180 inmates at a time. It should be again noted that these units are lockdown units, and inmates are out of cell approximately one hour per day and are transported in restraints. All of the second floor officer posts are eight hour shift personnel, whose posts are intended to be covered from 5:00AM to 9:00PM, when staffing is available. The administration has assigned corrections assistants (CA) to these units to support the officers, by assisting with cleaning and meal service. Unit eight has two officers deployed to the unit, and one correctional officer in the control room. As previously mentioned, one half of Unit Eight are workers, who are allowed to participate in congregate activity for a good portion of the day.

Officers are assigned to core services as follows: The hospital infirmary is staffed with two permanent posts that are staffed 24/7; one covering the entry cage, and the second supervises the 30-cell infirmary. There are a third and fourth post that are intended to be manned from 5:00AM to 9:00PM on two 8-hour shifts, although due to staff shortages these posts are typically vacant. There is also a five-day post for senior correctional officer that is a non-relieved post. This officer supervises the unit when on duty. The visiting room is manned by a single officer, although a second post is listed on the roster, but rarely filled. The property and mail department includes five posts, all of which are five-day, eight-hour posts. At times, a correction assistant is assigned to one of those posts. These posts process inmate property and inmate mail. One officer is assigned to the laundry; however, this post is only filled when the sergeant that is assigned is unavailable. A post exists on the roster for prison industries; although industries are no longer functioning in the post has been permanently shut down. There are two culinary security posts that supervise the kitchen area, and those posts are on 12-hour shifts 24/7. These two officers work under the supervision of the culinary sergeant that is referenced above.

There are three transportation officer posts that are listed on the roster as 10-hour, four-day posts, although these posts have been reallocated; and one serves as the institution investigator, the second serves as the tool control officer, and the third as the work crew supervisor for inmates from Building 12. Twelve officers have been assigned to the security squad and perform CERT team duties, provide emergency response to incidents, transport high-risk inmates, conduct shakedowns/searches, gather intelligence, and perform cell extractions. Each of these officers works 10-hour shifts, four days per week. Six of these officers are assigned to the day shift, and six to the afternoon shift.

It is important to emphasize with respect to this institution, that the vast majority of inmates are held in segregation status and are locked in approximately 23 hours per day. This requires officers to escort inmates in restraints to core services, recreation, and showers. All meals are served to the inmates in their cells, the only exception being workers and condemned prisoners, also known as death row inmates. This is a labor-intensive operation and given the staffing issues the facility is faced with, officers have difficulty keeping up with the daily requirements of the job, which appears to affect their ability to conduct searches and manage cell decor requirements. The lack of a second floor officer in a number of these units places a burden on the remaining officer assigned.

Findings and Recommendations

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

- **Captain:** It is recommended that the position of captain be created and funded for this facility. This post will serve as the chief of security and commander of uniformed personnel. At the present time there is no uniformed staff commander at the facility and the various shift lieutenants report directly to the associate warden. The associate warden has responsibility for administration and operations, in addition to supervising the uniformed staff. In most jurisdictions, with which we are familiar, a single individual, such as a captain or major manages custody staff. These positions do not exist in the Nevada Department of Corrections and operations would be significantly strengthened if this position were approved for funding.
- **Administrative Lieutenant:** The relief lieutenant post handles mainly administrative duties at the present time, such as writing and reviewing operational procedures and developing the shift schedule. It was apparently originally designed as a relief post, but has evolved into an administrative post, because of the demands of modern correctional practice, which requires complex and comprehensive policies and procedures that guide the operations of a correctional facility. It is recommended that an administrative lieutenant post be created and funded at this facility. This will also

allow for the relief lieutenant position not to be pulled for administrative duties. This will result in an increase of one lieutenant position than what is currently authorized by the legislature.

- **Sergeant Deployment:** It is recommended that, in addition to the shift sergeant, there be two assigned sergeant posts to supervise housing unit operations, one in Phase 1 (Maximum Lockup Unit MLU), and a second in Phase 2. These positions should be filled 24 hours per day, seven days per week on 12 hour shifts. The current practice at the facility is to post personnel on 12 hour shifts. The legislative approved staffing roster allows for a housing sergeant deployed on day shift and evening shift seven days per week on eight hour shifts. The posting of the additional sergeants would ensure closer supervision of housing unit operations and staff than is currently the case, due to lack of available personnel. In a facility of this complexity and size, having a sergeant responsible for housing unit operations is likely to have a positive effect on policy compliance and unit security. Authorizing these Sergeant positions will result in an increase in sergeants assigned to the facility by 6.8 sergeants more than authorized by the legislature.
- **Security Squad Sergeant:** The security squad sergeant position was authorized to have the relief factor built-in, five days per week. This position is a specialty position and does not require relief when the security squad sergeant is discharging benefit leave. ASCA recommends that the relief factor not be applied to this position, resulting in a savings of .21 correctional officer sergeants.
- **Laundry Sergeant:** At the present time, a sergeant post has been allocated to oversee laundry operations. The position was approved by the legislature as an eight-hour post on the day shift, five days per week without relief. We are recommending that the relief factor be applied to this position so there is a sergeant present five days per week to ensure continuity of laundry operations. The resultant increase in sergeant staffing is .21 sergeants.
- **Property Sergeant:** It is recommended that the property sergeant position be replaced by a civilian Supply Technician I and that a number of positions in the property department also become civilian titles. This would result in a reduction of 1.21 sergeants and an increase in the civilian supervisor position.
- **Culinary Sergeant:** A reduction of .70 sergeant results from converting this position from the legislatively approved staffing level of one officer on day shift seven days per week with relief, to a four day, 10 hour shift without relief as is the current practice, in effect, affirms the current practice versus the legislative approved staffing plan.
- **Disciplinary Sergeant:** The current relief sergeant also performs duties as the disciplinary hearing officer for the facility. A review of the workload reveals that the sergeant conducts as many as six hearings per day, which indicates a need for a post assigned for this purpose and it is recommended five days per week, eight hours per

day with relief and results in a 1.21 increase in sergeants versus the current authorized staffing level.

- Mail /Packages and Property Correctional Officers: The property and mail posts are responsible for securing and inventorying inmate property and the processing of inmate mail. There are currently one sergeant post and five correctional officers assigned to these functions. The majority of the work is related to logistics and doesn't require the presence of a correctional officer. The legislative approved roster includes four positions, five days per week, plus the relief factor to perform this work. ASCA is recommending two civilian positions, a Mail Service Supervisor and a Mail Service Clerk 2 to replace these officer posts. A reduction of 4.84 officers results from this action, with the addition of two civilian staff.
- Education Officer: The majority of inmates receiving educational services at this facility receive those services in their cells because of their maximum classification level. The only congregate activity occurs in two cellblocks, one being the death row group, and the second the workers unit. This education position was designed to monitor security in the classrooms when the facility provided more congregate activity. At this time it does not appear that the post is necessary. The incumbent is utilized as a facility interpreter, because he is bilingual. Assigning the incumbent to a search and escort post, where he would have flexibility to perform interpreter services can provide those same services. A reduction of 1.21 officers results from the elimination of this post.
- Transportation Officers: These posts are responsible for inmate transportation to courts and medical facilities. The facility roster lists three posts for this purpose and only two are filled regularly. The legislative approved roster includes three posts for transportation, two of which are five-day post with relief, and the third is a seven-day post with relief, based on eight-hour shifts. ASCA is recommending that the three positions be retained and the one position that is a seven-day post be reduced to a five-day post. All posts are recommended as positions that require relief. The resulting action is a reduction of .49 correctional officers.
- Security Squad: The legislative approved roster calls for nine posts, six of which are five-day post with relief, and three posts, which are seven-day posts with relief and are eight-hour posts. The current operation has security squad officers working 10 hour days, four days per week. This seems reasonable given the workload and coverage requirements. ASCA is recommending a total of 12 posts, six working days and six working nights, 10 hours per day, four days per week. These positions do not require relief as they cover for one another. This action results in a reduction of .36 correctional officer.
- Central Control: Central Control distributes keys, restraints, radios, and maintains the facility count. The post also monitors eight pedestrian access doors that surrounded it. Central Control also has limited visibility of the visiting room as well. The legislative

approved roster funds two officers on day shift, two officers on evening shift and one officer on night shift seven days per week, eight hours per day with relief. Given the workload requirements and facility preference to operate on 12-hour shifts ASCA is recommending one position on day shift, one position on night shift, 12 hours per day, seven days per week with relief. Workload requirements are higher on the day shift and a case can be made for an eight-hour post to assist with central control duties, as well as assisting with monitoring the visiting room on the day shift. This action results in a reduction of staff by 1.7 correctional officers from the legislative approved roster. The addition of the second officer on the day shift for eight hours per day actually increases the posting of personnel based on current practice.

- **Search and Escort Officers:** The vast majority of the inmates at this facility must be escorted at all times when they leave their cells. These escorts take place with the inmates in full restraints, because of their classification as maximum custody inmates. The search and escort posts manage a high volume of activity to include transporting inmates to central core service areas throughout the day. They also assist unit personnel serving meals, and assist with the transport of high-risk prisoners (HRP). Because of staffing shortages, these posts are often pulled to cover housing units and other posts that are critical to be maintained. There are many duties that the personnel are unable to perform, such as searches of housing units. The legislative approved roster funds two positions on all three shifts, eight hours per day seven days per week with relief. Given the heavy workload and the job responsibilities observed during the staff analysis, it is recommended that two positions on day shift, two positions on night shift based on 12 hour shifts, seven days per week should be funded. We are recommending an increase of staffing to provide two additional officers on day shift, two additional officers on evening shift, these being eight-hour post seven days per week with relief. This will provide additional search and escort personnel during heavy workload hours. This recommendation increases staffing for search and escort by 6.80 officers.
- **Unit One Staffing:** The legislative approved staffing roster provides for one officer in control over three shifts, seven days per week with relief and five officers on the floor on day shift, four officers on the evening shift and one officer on the night shift. The staffing pattern was based on the mission of the facility at the time it was activated. Subsequent mission change has resulted in staffing with one officer in control on 12 hour shifts around-the-clock and two officers on the floor when staffing is available. ASCA believes that the appropriate staffing level is one officer in control, two shifts, 12 hours per day and three officers on the floor on day shift for 12 hours and two officers on the floor on night shift, 12 hours. This will allow for appropriate staffing to conduct recreation, provide meal service and other unit activities. The reduction of 2.08 officers from the legislative approved staffing plan is based on the current mission of the facility and present staffing needs. The unit houses inmates in administrative segregation, including protective custody inmates.

- **Unit Two Staffing:** The legislative approved staffing roster provides for one officer in control over three shifts, seven days per week with relief and six officers on the floor on day shift, four officers on the floor on the evening shift and one officer on night shift based on eight hour shifts. The staffing pattern was based on the mission of the facility at the time it was activated. Subsequent mission change has resulted in staffing with one officer in control on 12-hour shifts around-the-clock and two officers on the floor when staffing is available. ASCA believes that the appropriate staffing level is one officer in control, two shifts, 12 hours per day, seven days per week, and three officers on the floor on the night shift, 12 hours, seven days. This will allow for appropriate staffing to conduct unit activities, which include recreation, meal service, showers and programming. The reduction of 4.97 officers from the legislative approved staffing plan is based on the current mission of the facility and present staffing needs.
- **Unit Three Staffing:** The legislature authorized staffing in this unit to allow for one officer in control over three shifts 24 hours per day based on eight-hour shifts. Floor coverage includes three officers on day shift, three officers on evening shift, and two officers overnight, seven days per week with relief. This unit houses death row, as well as inmates in segregated housing. Given the nature of the population and high risk classification inmates, ASCA believes that proper staffing for the unit is one officer in control 24 hours a day, seven days per week on 12 hour shifts and four officers on the floor, 24 hours per day, seven days per week on 12 hour shifts as well. This is an increase in the legislative approved level by 7.78 FTE.
- **Unit Four Staffing:** The legislature authorized staffing level in this unit provides one officer in control, three eight hour shifts, 24 hours per day with four officers on day shift, three officers on evening shift, and two officers on night shift, seven days per week with relief. This is a disciplinary lockup unit. ASCA believes that control center staffing is adequate and based on 12 hour shifts are recommending three officers on the floor on day shift and two officers on the floor on night shift, seven days per week. This will allow for adequate staffing to provide escorts and services to the unit. The resultant impact on legislative staffing levels is a reduction of 2.55 officers.
- **Units Five, Six, Seven and Eight Staffing:** These units are typically staffed by a single floor officer because of the staffing difficulties the facility is faced with. The single unit officer is responsible for escorting inmates in restraints to showers, recreation, classification hearings, and disciplinary hearings. Additionally, the unit officer is responsible for serving meals to inmates at their cell door, after they have filled the tray from bulk containers and transported it to the cell. The feeding process takes as long as two hours when a single officer is involved in the meal serving. These officers are also responsible for searching three cells per day per shift, in addition to the duties noted above. A correctional officer in the control room supports them. In these units, the officers are supervising 96 cells, most of which are double bunked. Therefore, they often supervise as many as 180 inmates in these units. The Floor 2 Post is not

designated as a mandatory post; therefore, it is frequently closed because of lack of availability of personnel. In our estimation, the closing of these posts has an adverse effect on safety and security. It is recommended that these posts be filled as mandatory posts. The legislative approved staffing levels for these units is one officer in control 24 hours per day, seven days per week on eight hour shifts. Floor officer coverage is two officers on days, two officers on evenings, and one officer on night shift, eight hour shifts, seven days per week. The one exception is that in Unit Seven the legislature had approved three officers on the floor on day and evening shift. Given the workload noted above, ASCA is recommending one officer in control on 12 hour shifts, 24 hours per day, seven days per week, and two floor officers on 12 hour shifts, 24 hours per day, seven days per week. The difference in the number of officers ASCA recommends to staff these units (five, six, and eight) versus the legislative funding level is 1.7 FTE per housing unit or an additional 5.10 FTE. The Unit Seven staffing differential is a reduction of .72 correctional officers versus the approved legislative staffing plan. It is essential that these positions not be pull posts and staffed at all times.

- Hospital Infirmary Officers: One post is identified as the cage officer in the infirmary. That post is responsible for ingress/egress of pedestrian traffic into the infirmary, as well as the issuance of keys and restraints. Otherwise, the person manning the post is required to remain inside the cage at all times. Additionally, the posting of officers is required in the infirmary housing unit to supervise inmates 24 hours per day, seven days per week. These are inmates that have significant health issues requiring skilled care, as well as inmates under observation for mental health issues. Additional personnel are required to supervise inmate movement to the various health clinics, while they receive service. The clinics mainly operate during business hours, five days per week. However, off hour emergency medical care is also provided. The legislature approved three positions on day shift, four positions on evening shift, and two positions for the night shift. All of these positions are eight hour shifts, seven days per week. In addition, the legislature provided two posts on the day shift five days per week, eight hours per day with no relief factor in. One additional position was authorized five days per week, eight hours per day with relief. The ASCA recommendation provides for staffing to man the cage area, infirmary housing unit, as well as providing personnel to cover supervision of the clinics. The staffing recommendation is for two officers to be posted on 12 hour shifts, seven days per week on both the day and night shift. Additionally, we are recommending two five day posts with relief, eight hours per day, one on day shift and a second eight hour post on evening shift. As a result of this recommendation, correctional officer staffing levels can be reduced by 5.89 officers.
- Culinary Staffing: Culinary staff supervise the kitchen food preparation and the inmate workers. The legislative approved staffing for culinary is three officers on days, three officers on evenings, and one officer overnight, based on eight hour shifts with relief, seven days per week. Current practice is not to fill all of these positions. ASCA

recommends that officers be posted on 12-hour shifts, two on day shift and two on night shift, seven days per week with relief and the continuation of the one officer overnight on an 8-hour shift with relief. This will provide sufficient coverage of the kitchen area, which will continue to be supervised by a culinary sergeant, four days per week based on our recommendation. This recommendation results in no change in the number of correctional officers authorized for culinary.

- PI Back Dock Officer: This post was formally assigned to correctional industries. The industry program has been shut down and this post is no longer required. It is recommended that the post be eliminated. This position was funded by the legislature seven days per week on one shift with relief. Elimination of this position results in a savings of 1.70 correctional officers.
- Gunpost # 3 Gunrail: This post was funded by the legislature on day shift only, eight hour shift, seven days per week with relief. The post is no longer active or necessary and its elimination results in a 1.70 reduction in correctional officers from the legislative approved level.
- Armory Officer: The armory post is an essential post required to maintain the armory, order weapons and equipment, and keep the inventory of facility weaponry. It should be included on the facility roster as a 40-hour per week post. The officer currently assigned has a backlog of work caused by being frequently pulled for other duties. ASCA is recommending that this post be established as a ten-hour post, four days per week with no relief factor applied. It will result in an increase in correctional officers assigned by one.
- Investigator: This post doesn't officially exist on the facility or legislative approved roster, although one of the transportation officer posts was converted for this purpose. The facility investigator is responsible for monitoring security threat groups and investigating inmate illicit activity. This is a critical post and is recommended to be established on the roster as a 40-hour per week post, eight hours per day, with no relief, resulting in an increase by one correctional officer to the facility staffing plan.
- Work Crew Supervisor: This post doesn't officially exist on the facility roster, although an officer's post was converted for this purpose. The work crew supervisor supervises inmates who maintain the grounds and perform routine maintenance. It is recommended that the post be established as a 40 hour per week post, five days per week, eight hours per day with no relief. This will result in an increase by one correctional officer to the facility staffing plan.
- Vehicle Shakedown (Sallyport) Officer: This post is responsible for searching of vehicles and supervising the Building 12 unit, which houses minimum-security inmates. The post is manned eight hours per day, but is not replaced when the incumbent officer is discharging benefit leave, even though the legislature approved the position to be a seven-day post, with relief. It is recommended that the relief factor be applied to this

post and it be filled five days per week, Monday through Friday, when the sallyport workload is high. This recommendation results and .49 reduction in correctional officers assigned to the facility based upon the approved legislative staffing plan.

- Gatehouse Officer: The gatehouse post operates on 12-hour shifts; however, it has been deemed as a pull post, and is often shut down at 6:00PM. This post secures the perimeter at the main pedestrian access point, and when shutdown, Tower One controls ingress and egress to the facility. The tower post is too remote for this purpose and is insufficient to provide security for ingress/egress. It is recommended that the gatehouse post be manned 24/7 and not be designated as a shutdown or pull post.
- Perimeter Officer: This post is responsible for supervising Building 12 inmates, as well as providing mobile patrol security of the perimeter of the facility. It should be noted that the distance between towers is 440 yards and the perimeter post supplements the security provided by the towers. Additionally, the perimeter post is responsible for ensuring close supervision of Building 12, a duty it shares with the Vehicle Shakedown Sallyport post when it is manned. It is recommended that the perimeter post not be pulled as frequently as it currently is.
- Tool Control: This post doesn't officially exist on the facility roster, although a transportation officer post was converted for this purpose. Tool control is an essential element of the facility security program and is a requirement of national standards and correctional best practice. It is recommended that the duties be assigned to a qualified individual as part-time duties and not be a dedicated post as the duties typically don't occupy 100% of an individual's time.
- Sick and Annual: This post should not stand alone as a separate post, as officers who are designated as relief officers via the relief factor are simply available to plug into the roster slots vacated by those who are absent discharging benefit leave. The post should be eliminated.

Ely State Prison
Shift Relief Comparison - ASCA Average NDOC Major Institution SRF
Legislatively Approved Staffing - 2013-15 Biennium

Updated June 24, 2014 - 1:00pm

	NDOC Legislatively Approved												ASCA Recommends												
	Shift Type 8 Hour			Frequency Filled			Relief				+/- FTE	Shift Type			Frequency Filled			Relief			+/- FTE				
	D	E	N	Shifts	Days	Hours	Y/N	NDOC		ASCA		D	E	N	D	N	Other	Shifts	Days	Hours		Y/N	ASCA		
								SRF	FTE	SRF	FTE											SRF	FTE		
Captain																									
Captain													1.00						1.00	5	8	N	1.00	1.00	1.00
Total Captain	-	-	-	-						-			1.00	-	-	-	-	-	1.00				1.00	1.00	1.00
Legislatively Approved FTE Difference																									
Lieutenants																									
Shift Supervisor	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-
Administrative																		1.00	1.00	5	8	N	1.00	1.00	1.00
Total Lieutenants	1.00	1.00	1.00	3.00				4.80		5.10	0.30		-	-	-	1.00	1.00	1.00	3.00					6.10	1.00
Legislatively Approved FTE Difference								5.00		5.00													5.00		
Difference								(0.20)		0.10														1.10	
Sergeants																									
Phase 1 - Housing (Lock-Up)	1.00	1.00		2.00	7	8	Y	1.60	3.20	1.70	3.40	0.20				1.00	1.00		2.00	7	12	Y	2.55	5.10	1.70
Phase 2 - Housing																1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10
Security Squad	1.00			1.00	5	8	Y	1.20	1.20	1.21	1.21	0.01						1.00	1.00	5	8	N	1.00	1.00	(0.21)
Shift Supervisor	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30				1.00	1.00		2.00	7	12	Y	2.55	5.10	-
Laundry	1.00			1.00	5	8	N	1.00	1.00	1.00	1.00	-	1.00						1.00	5	8	Y	1.21	1.21	0.21
Property (Housing / Property) Replaced by Supply Tech 1	1.00			1.00	5	8	Y	1.20	1.20	1.21	1.21	0.01							-	5	8	N	1.00	-	(1.21)
Culinary	1.00			1.00	7	8	Y	1.60	1.60	1.70	1.70	0.10						1.00	1.00	4	10	N	1.00	1.00	(0.70)
Disciplinary																		1.00	1.00	5	8	Y	1.21	1.21	1.21
Total Sergeants	6.00	2.00	1.00	9.00				13.00		13.62	0.62		1.00	-	-	3.00	3.00	3.00	10.00					19.72	6.10
Legislatively Approved FTE Difference								13.00		13.00													13.00		
Difference								-		0.62														6.72	
Correctional Officers																									
Mail / Packages - Replaced by Mail Service Supervisor and Mail Services Clerk 2	2.00			2.00	5	8	Y	1.20	2.40	1.21	2.42	0.02							-					-	(2.42)
Property	2.00			2.00	5	8	Y	1.20	2.40	1.21	2.42	0.02							-					-	(2.42)
Education	1.00			1.00	5	8	Y	1.20	1.20	1.21	1.21	0.01							-					-	(1.21)
Law Library	1.00			1.00	5	8	Y	1.20	1.20	1.21	1.21	0.01	1.00						1.00	5	8	Y	1.21	1.21	-
Transportation	2.00			2.00	5	8	Y	1.20	2.40	1.21	2.42	0.02						2.00	2.00	5	8	Y	1.21	2.42	-
Transportation	1.00			1.00	7	8	Y	1.60	1.60	1.70	1.70	0.10						1.00	1.00	5	8	Y	1.21	1.21	(0.49)
Laundry	1.00			1.00	5	8	Y	1.20	1.20	1.21	1.21	0.01						1.00	1.00	4	10	Y	1.21	1.21	-
Security Squad	3.00	3.00		6.00	5	8	Y	1.20	7.20	1.21	7.26	0.06						6.00	6.00	4	10	N	1.00	6.00	(1.26)
Security Squad	3.00			3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30						6.00	6.00	4	10	N	1.00	6.00	0.90

Ely State Prison
Shift Relief Comparison - ASCA Average NDOC Major Institution SRF
Legislatively Approved Staffing - 2013-15 Biennium

Updated June 24, 2014 - 1:00pm

	NDOC Legislatively Approved												ASCA Recommends												
	Shift Type			Frequency Filled			Relief			+/- FTE	Shift Type			Frequency Filled			Relief			+/- FTE					
	8 Hour			Shifts	Days	Hours	Y/N	NDOC			ASCA		8 Hour			12 Hour		Other	Shifts		Days	Hours	Y/N	ASCA	
	D	E	N					SRF	FTE	SRF	FTE	D	E	N	D	N	SRF			FTE					
Central Control	2.00	2.00	1.00	5.00	7	8	Y	1.60	8.00	1.70	8.50	0.50	1.00						1.00	7	8	Y	1.70	1.70	(6.80)
Central Control - A																1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10
Perimeter	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Search & Escort	2.00	2.00	2.00	6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60			2.00	2.00		4.00	7	12	Y	2.55	10.20	-	
Search & Escort													2.00					2.00	7	8	Y	1.70	3.40	3.40	
Search & Escort														2.00				2.00	7	8	Y	1.70	3.40	3.40	
Tower 1	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Tower 2	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Tower 3	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Tower 4	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Unit 1 - Control - Ad Seg	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Unit 1 - Floor A & B - Ad Seg	3.00	2.00	1.00	6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60			3.00	2.00		5.00	7	12	Y	2.55	12.75	2.55	
Unit 1 - Floor A & B - Ad Seg	1.00			1.00	5	8	N	1.00	1.00	1.00	1.00	-												(1.00)	
Unit 1 - Floor A & B - Ad Seg	1.00	2.00		3.00	5	8	Y	1.20	3.60	1.21	3.63	0.03												(3.63)	
Unit 2 - Control - Ad Seg	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Unit 2 - Floor A & B - Ad Seg	4.00	4.00	1.00	9.00	7	8	Y	1.60	14.40	1.70	15.30	0.90			3.00	2.00		5.00	7	12	Y	2.55	12.75	(2.55)	
Unit 2 - Floor A & B - Ad Seg	2.00			2.00	5	8	Y	1.20	2.40	1.21	2.42	0.02												(2.42)	
Unit 3 - Control - Ad Seg & CMU	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Unit 3 - Floor A - Ad Seg	1.50	0.50	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			2.00	2.00		4.00	7	12	Y	2.55	10.20	5.10	
Unit 3 - Floor A - Ad Seg		1.00		1.00	5	8	Y	1.20	1.20	1.21	1.21	0.01												-	(1.21)
Unit 3 - Floor B - CMU	1.50	0.50	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			2.00	2.00		4.00	7	12	Y	2.55	10.20	5.10	
Unit 3 - Floor B - CMU		1.00		1.00	5	8	Y	1.20	1.20	1.21	1.21	0.01												-	(1.21)
Unit 4 - Control - Dis Seg	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Unit 4 - Floor A & B - Dis Seg	4.00	3.00	2.00	9.00	7	8	Y	1.60	14.40	1.70	15.30	0.90			3.00	2.00		5.00	7	12	Y	2.55	12.75	(2.55)	
Unit 5 - Control - Gen Pop	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Unit 5 - Floor A & B - Gen Pop	2.00	2.00	1.00	5.00	7	8	Y	1.60	8.00	1.70	8.50	0.50			1.00	1.00		2.00	7	12	Y	2.55	5.10	(3.40)	
Unit 5 - Floor A & B - Gen Pop															1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10	
Unit 6 - Control - Gen Pop	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Unit 6 - Floor A & B - Gen Pop	2.00	2.00	1.00	5.00	7	8	Y	1.60	8.00	1.70	8.50	0.50			1.00	1.00		2.00	7	12	Y	2.55	5.10	(3.40)	
Unit 6 - Floor A & B - Gen Pop															1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10	
Unit 7 - Control - Gen Pop	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Unit 7 - Floor A & B - Gen Pop	2.00	2.00	1.00	5.00	7	8	Y	1.60	8.00	1.70	8.50	0.50			1.00	1.00		2.00	7	12	Y	2.55	5.10	(3.40)	
Unit 7 - Floor A & B - Gen Pop	1.00	1.00		2.00	5	8	Y	1.20	2.40	1.21	2.42	0.02			1.00	1.00		2.00	7	12	Y	2.55	5.10	2.68	
Unit 8 - Control - Gen Pop	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00		2.00	7	12	Y	2.55	5.10	-	
Unit 8 - Floor A & B - Gen Pop	2.00	2.00	1.00	5.00	7	8	Y	1.60	8.00	1.70	8.50	0.50			1.00	1.00		2.00	7	12	Y	2.55	5.10	(3.40)	
Unit 8 - Floor A & B - Gen Pop															1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10	
Hospital - Infirmary	3.00	4.00	2.00	9.00	7	8	Y	1.60	14.40	1.70	15.30	0.90			2.00	2.00		4.00	7	12	Y	2.55	10.20	(5.10)	
Hospital - Infirmary	2.00			2.00	5	8	N	1.00	2.00	1.00	2.00	-	1.00	1.00				2.00	5	8	Y	1.21	2.42	0.42	
Hospital - Infirmary	1.00			1.00	5	8	Y	1.20	1.20	1.21	1.21	0.01						-						-	(1.21)

Ely State Prison
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Legislatively Approved Staffing - 2013-15 Biennium

Updated June 24, 2014 - 1:00pm

	NDOC Legislatively Approved												ASCA Recommends													
	Shift Type			Frequency Filled			Relief			+/- FTE	Shift Type			Frequency Filled			Relief			+/- FTE						
	8 Hour			Shifts	Days	Hours	Y/N	NDOC			ASCA		8 Hour			12 Hour		Other	Shifts		Days	Hours	Y/N	ASCA		
	D	E	N					SRF	FTE	SRF	FTE	D	E	N	D	N	D			SRF				FTE		
Culinary	3.00	3.00	1.00	7.00	7	8	Y	1.60	11.20	1.70	11.90	0.70				2.00	2.00		4.00	7	12	Y	2.55	10.20	(1.70)	
Culinary															1.00				1.00	7	8	Y	1.70	1.70	1.70	
Back Dock	1.00			1.00	7	8	Y	1.60	1.60	1.70	1.70	0.10							-					-	(1.70)	
Visiting	2.00			2.00	7	8	Y	1.60	3.20	1.70	3.40	0.20	2.00						2.00	7	8	Y	1.70	3.40	-	
Gatehouse	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00			2.00	7	12	Y	2.55	5.10	-	
Gun Post #3 (Gunrail)	1.00			1.00	7	8	Y	1.60	1.60	1.70	1.70	0.10							-					-	(1.70)	
Gun Post #13	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00			2.00	7	12	Y	2.55	5.10	-	
Gun Post #14	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00			2.00	7	12	Y	2.55	5.10	-	
Gun Post #15	1.00	1.00	1.00	3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30			1.00	1.00			2.00	7	12	Y	2.55	5.10	-	
Armory																	1.00	1.00	1.00	4	10	N	1.00	1.00	1.00	
Investigator																	1.00	1.00	1.00	5	8	N	1.00	1.00	1.00	
Work Crew Supervisor																	1.00	1.00	1.00	5	8	N	1.00	1.00	1.00	
Sallyport (Vehicle Shakedown)	1.00			1.00	7	8	Y	1.60	1.60	1.70	1.70	0.10					1.00	1.00	1.00	5	8	Y	1.21	1.21	(0.49)	
Total Correctional Officers	78.00	54.00	33.00	165.00					252.20		266.15	13.95		7.00	3.00	1.00	45.00	42.00	20.00	118.00				260.13	(6.02)	
Legislatively Approved FTE									252.00		252.00													252.00		
Difference									0.20		14.15													8.13		
Total All Custody Staff	85.00	57.00	35.00	177.00					270.00		284.87	14.87		9.00	3.00	1.00	49.00	46.00	24.00	132.00				286.95	2.08	
Total Legislatively Approved FTE									270.00		270.00													270.00		
Difference									-		14.87													16.95		
Civilian Staff																										
Supply Tech 1 (Replaces Property Sergeant)														1.00						1.00	5	8	N	1.00	1.00	1.00
Mail Service Supervisor - Replaces Mail / Packages Officer														1.00						1.00	5	8	N	1.00	1.00	1.00
Mail Service Clerk 2 - Replaces Mail / Packages Officer														1.00						1.00	5	8	N	1.00	1.00	1.00
Total Civilian Staff	-	-	-	-					-		-	-		3.00	-	-	-	-	-	3.00				3.00	3.00	
TOTAL ALL	85.00	57.00	35.00	177.00					270.00		284.87	14.87		12.00	3.00	1.00	49.00	46.00	24.00	135.00				289.95	5.08	
Total Legislatively Approved FTE									270.00		270.00													270.00		
Difference									-		14.87													19.95		

Southern Desert Correctional Center

Dates of On-site Assessment: November 18 - 19, 2013

Facility Description

The Southern Desert Correctional Center (SDCC) is primarily a medium security facility. It was originally opened in 1982 with seven 102-cell housing units, one of which housed federal prisoners until 1987 when it began housing Nevada Department of Corrections inmates. In 1989 a new 200-cell housing unit was opened. In 2008 two 240-inmate dormitories were added which brought the capacity to 2,149, and at the time of the analysis, had a census that averaged about 2,100 inmates.

This facility has a double-perimeter fence with razor ribbon. It has five towers but it does not have a roving perimeter patrol officer for perimeter security. The facility has one vehicle sallyport, and there is one pedestrian entrance for both staff and visitors at the front of the facility. Once visitors are cleared past the pedestrian entrance, visitors can gain access to the visiting room, but they cannot gain access into the more secure area of the prison where the housing units are located. There is a secondary pedestrian gate (K-Gate) into the secure perimeter of the prison where the housing units, gym, dining rooms and yards are located. Only staff or official visitors that have clearance can gain access to this area.

Because this facility added housing units in stages, the housing units are not arrayed in any particular fashion that promotes good line-of-sight supervision of the yards from the gym roof-top gun post, and the perimeter towers cannot easily provide gun coverage on the yard or in the front of any of the housing units in response to an incident. The gym roof-top gun post has the best vantage point for interior yard gun coverage, but there are too many blind spots for those officers to really be effective in providing coverage for the interior of the secure perimeter.

However, there is a fence between the gym, and infirmary, and the entrance to visiting, and the back of the administration building, and this fence provides some degree of separation for the staff and visitors if there is a major incident. The housing unit control booths are ground level and located in such a way inside the housing unit that the officer doesn't have any view of inmate movement outside of the housing unit.

SDCC has seven housing units that are designed with a floor level control center and three linear wings/cell blocks that fan out from the control booth. Each wing has 68 beds and the total bed capacity for each of these units is 204 inmates. There cannot be any gun coverage from the control booth because it was never designed for this purpose. Additionally, there is no visibility into any of the cells or showers from the control booth. Each unit has two small dayrooms that can accommodate twelve inmates each. The control booth is more of an officer's station than a control booth.

Unit 8 was originally designed to be an administrative segregation unit, but it is now being used for general population inmates. It is two-tiered and has three wings that fan out from an elevated control

booth. This housing unit does not have any dayrooms and inmates recreate on the tier while in the unit. The A wing has 128 beds, B wing has 144 beds and C wing has 126 beds, for a unit capacity of 398 inmates. Even though it has an elevated control booth, it does not lend itself to good gun coverage for officer or inmate safety because there is a wall with a gate into each of the cell blocks.

Unit 9 is actually the infirmary, but because it once housed some inmates, it has remained designated Unit 9 in the NDOC's computer system, and the designation has not been changed; therefore it is reflected on the SDCC staff roster. Unit 10 is the gym, and it also has remained designated a housing unit in the NDOC's computer system because it once housed inmates.

Units 11 and 12 were the last two units that were added to SDCC. Each of these two units has two dorms each, for a total of four dorms. Each of the four dorms has an officer's station. These two dorms within each unit are designated as A and B dorms. The units are arranged in linear fashion and are connected to each other. Each dorm can house 120 inmates for a total of 240 inmates per unit and a total of 480 inmates for these two units.

In summary, there are approximately 204 inmates each in Units 1 through 7; there are 398 inmates in Unit 8; 240 inmates in Unit 11; and 240 inmates in Unit 12. As stated above the units referred to as 9 and 10 are not housing units and currently do not house any inmates.

Facility Operation

This facility operates as a medium security male facility. SDCC does not have a segregation unit and any time there is a need to place an inmate in administrative or disciplinary segregation, he is transported to HDSP. All inmate movement at this facility is controlled, meaning that it is under officer supervision. Inmates are escorted to and from activities such as gym recreation, prison industries, education, medical, visiting, etc. Although this is staff-intensive and requires more search and escort officers than are currently budgeted, it has kept serious incidents to a minimum on the yard.

SDCC operates as a direct supervision institution, where officers supervise inmates within their living area, and with the exception of the control booths, the officers are not separated from inmates by security barriers. The control booths do not serve as gun posts, where the control booth officer protects staff and inmates from their post, because with the exception of Unit 8, all of the control booths are at floor level, and the control booth officers act as floor officers. All of the general population cells are double-celled with a few exceptions for those inmates that are disabled or mobility impaired.

The inmates enjoy outside recreation in either the large recreation yard, which is located in the center of the facility, or the gym which is adjacent to the large recreation yard. The gym has an interior gun post and a gun post on the roof top of the gym. Yard and gym time is scheduled on a rotating basis to keep the inmate numbers to a manageable level. In addition to the gym and the recreation yard, inmates can recreate in the dayrooms of each of the units or in Unit 8 on the tiers of each of the wings. Out-of-cell time for general population inmates begins after the morning meal is concluded and continues until approximately 9:30 PM.

All inmates receive two hot meals and a sack lunch. The hot meals are served in the four dining rooms. The dining rooms are relatively new, and search and escort officers and housing unit officers provide custody coverage during meal times. This facility bakes its own bread and it provides bread to the Three Lakes Valley Conservation Center and Three Lakes Boot Camp which are located adjacent to SDCC on prison property but outside the secure perimeter of SDCC. As stated earlier, SDCC does not have a segregation unit and all inmates that require segregation housing are transported to HDSP.

SDCC provides a number of programming opportunities, including Prison Industries, card sorting, and automotive restoration and GED or High School diplomas, as well as some college courses. SDCC also offers Anger Management, Stress Management, Fitness and Wellness, Inside/Outside Dads, Domestic Violence, Toastmasters, Gang Awareness, Conflict Resolution, Victim Empathy, Commitment to Change, SOS Help for Emotions, Thinking for Change, Sex Offender Treatment, and Stress and Anxiety Management programs. It also has "New Beginnings," a re-entry program, and "TRUST," a therapeutic community program, in which SDCC prepares inmates for reintegration into the community. SDCC also offers Forklift Certification and OSHA Certification in cooperation with the local Teamsters Union for those inmates in the re-entry program.

As noted in this report, this is an extremely large facility, with a large distance between some of the units, and there are a number of blind spots at this facility due to the layout of the housing units, the infirmary etc. In order to compensate for this, all movement is controlled or under escort, but this is staff-intensive and creates security weaknesses in the housing units from which officers are being pulled to perform these duties. There is in essence limited gun coverage at this facility.

Facility Staffing

A Warden and two Associate Wardens manage SDCC. The Security Division is managed by one associate warden who is responsible for managing all of the security functions including the units and functions such as central control, the staff roster, perimeter security, the armory, security squad, property, towers, etc.

The Legislatively Approved Staffing provides for 206 correctional staff that includes their respective relief factors in the following categories: 192 correctional officers, nine sergeants, and five lieutenant positions. The 206, 8-hour positions, which includes their respective relief factors, are posted as follows: 93 are on days, 67 on evenings, and 46 on nights. Most positions at SDCC are 8-hour positions except for visiting which has four, 10-hour posts and there are 12, 12-hour posts. There are three Monday through Friday 8-hour shifts.

During the assessment, it was reported that SDCC has an approximate officer turnover rate of 18 to 20% each year due to a variety of reasons including higher pay in the neighboring Las Vegas law enforcement agencies. Additionally, the fact that cadets assigned to the training academy are reflected on the SDCC roster and budget, makes it appear as though there are actually more officers on the staff roster than are actually available to report for duty.

Supervisor Assignments

Each operating shift is supervised directly by a shift commander, which is a lieutenant who is responsible for overseeing shift operations and the deployment of personnel. The shift lieutenant and shift sergeant are 7-day positions with relief and they are responsible for all of the security functions including the housing unit functions and they are responsible for the supervision and management of the night shift. The shift lieutenants and shift sergeants are responsible for the performance evaluations of all of their shift personnel as they are the first line supervisors of line correctional staff. There is also an 8-hour, 5-day Culinary Sergeant with relief and an 8-hour, 5-day Housing Sergeant with relief in the Legislatively Approved Staffing. The Housing/Property Sergeant in the Legislatively Approved Staffing is not utilized as funded and it would be unreasonable to expect one sergeant to supervise all of the officers in the housing units and the inmate property operation.

This facility does not have any housing unit or yard lieutenants or sergeants, and as stated, the one housing sergeant is not utilized as a housing sergeant. This facility does not have a security squad sergeant or a security squad nor does it have a visiting sergeant. At a minimum, it should have three housing unit sergeants to more effectively deal with inmate discipline, inmate grievances, staff on-the-job training, performance evaluations and staff discipline.

At the time of the on-site visit, there were three lieutenant vacancies. In order to fill the supervisory void by these three vacancies, sergeants were pulled-up to perform lieutenant duties and senior correctional officers were pulled-up to perform sergeant duties. In one sense, this can be viewed as good because of the experience gained performing these higher level duties. However, this domino effect created a void at the officer level as the senior officers were pulled to perform sergeant duties, which usually meant that there was only one floor officer left to supervise an entire unit by himself or herself. (Since the time of the on-site visit the DOC reports that these vacancies have been filled.)

Correctional Officer Posts

Correctional officers are posted in a variety of positions throughout the facility in order to ensure the safe and secure operation of this facility, while at the same time providing the necessary service and programs that are also essential to the operation of this facility. Central Control is located in the administration building that also houses inmate visiting, inmate records, parole board hearings, and the shift operations. Central control operates and monitors emergency systems for the facility through two-way radio communication and the emergency keys are located in central control. Central control issues and logs all keys and radios, and it controls access to the K-Gate which controls access to the main area of the institution, which includes the housing units, culinary, recreation and prison industries. The infirmary is on the administration side of K-Gate and access to visiting and the infirmary is controlled by the K-Gate officer. However, under the current practice, K-Gate is staffed for one 12-hour shift, which

means that the nurses have to go to the gym in the evenings to dispense inmate medication. The gym officer is responsible for providing guarding for the nurse while observing the front of the dining rooms to ensure that inmates are aware that their movement to the dining rooms is being monitored by custody staff.

Perimeter entry is through the administration building where an officer is stationed at the gate that controls access into the area where central control is located. Staff and visitors enter the facility after clearing the metal detector, which is located at the far end of a long corridor/hallway at central control. There is 1 officer posted on days and evenings and search and escorts are pulled to cover this gate post on the night shift. Once a staff person is cleared through this front entrance gate and central control, they have access to all of the facility. Once visitors are cleared at the front entrance gate, they are directed by central control to the visiting room. Other perimeter posts include posting of an officer 24/7 in the 5 perimeter towers. As stated, this facility does not have a roving perimeter patrol officer, even though the facility has multiple parking lots, the academy, Three Lakes Valley Conservation Center and the Three Lakes Valley Boot Camp on the same property. The legislatively approved staffing for the vehicle sallyport is for one officer 8-hours a day, seven days a week. A search and escort officer is used to operate the vehicle sallyport at other times. This is problematic for the search and escort officers who are pulled off of their duties, especially during the evening when most inmates have their out-of-cell time. Because of this lack of staffing, emergency vehicles may be delayed while waiting for a search and escort officer. At a minimum, the vehicle sallyport should be staffed on the evening shift.

Housing unit officer posts differ depending on the design of the unit. Units 1 through 7 have approximately 204 beds and should be staffed with one control booth officer and two floor officers on days and evenings. The control booth does control cell and entry doors; however, it does not provide gun coverage for the floor officer. Therefore, the control booth officer and the floor officers perform both duties interchangeably. During the site visit at SDCC, the units were often operating with only one officer on days and evenings. Additionally, Units 1 through 7 have different levels of funding for the night shift, but regardless of the Legislatively Approved Staffing, the night shift operates with one officer.

Unit 8 should be operating with one control booth officer and three floor officers on days and evenings. This would be a reasonable level of staffing for a 398-bed unit, but in reality at least one officer is pulled on days and evenings to deal with operational needs due to staffing deficiencies in other areas such as transports, hospital guarding and search and escorts etc. The night shift is funded for one officer in the control booth and one officer on the floor. There should be at least 2 officers on the floor on the night shift.

Two dormitory/modular housing units that were added to this facility are designated as Unit 11 A and B and Unit 12 A and B; these two dorms can house 120 inmates on the A side and 120 inmates on the B side. Both Unit 11 and Unit 12 are funded for one floor officer for the A side and one floor officer for the B side with one rover that patrols and provides back-up for both A and B sides on days and evenings 7-days a week, 8-hours a day. However, the rover is pulled daily to perform other needed functions

throughout the facility during days and evenings. The night shift for Unit 11 and Unit 12 is only funded with one officer for each dorm without a rover between the two dorms.

There are three officer posts for search and escorts on days and evenings and two on nights who escort inmates to the various programs in the core services building, recreation yard, culinary, and gym, and they perform other utility duties as assigned. A prison that has a 2,100-inmate design capacity, and that has controlled inmate movement, requires more search and escort officers than are currently funded. This has resulted in the pulling of floor officers to perform these escort duties. This in turn results in reduced supervision of inmates in the housing units, and a reduction in their duties such as cell and common area searches for contraband.

SDCC does not have any funded transportation officer positions. However, policy requires two transportation officers to transport inmates off-site for medical appointments, court appointments, Casa Grande transfers and bus depot drop-offs for paroled inmates or transports from SDCC to High Desert Correctional Center for administrative/disciplinary segregation housing. Again, pulled officer positions are used to provide transportation.

This facility is funded for one community hospital officer position for days, evening and nights. However, community hospital guarding requires a minimum of two officers. There is no hospital jail ward where inmates can be housed while in one of the community hospitals. This sometimes requires more than one team of two officers to be posted 24/7 while inmates are in these hospitals. Again, these duties are being performed by officers that are being pulled off their normal duties to guard inmates while in a community hospital.

There are other posts that are covered by officers such as the infirmary, the gym, the education area, prison industries, and culinary. These posts are critical to the safe and secure operation of the facility. Two officers perform the mailroom duties, but during the site visit, one of the mailroom officers was sorting mail and JPAY emails while providing security for a parole board hearing.

Four, 10-hour, 5-day officers supervise inmate visiting. Visiting officers also provide security for attorney visits, parole board hearings, and holding rooms and they monitor non-contact visits. In addition to processing all visitors and searching visitors at the entrance gate and supervising visiting, these officers are responsible for the processing of new visitor requests, background checks, and coordinating the visiting schedule. They also search inmates prior to and subsequent to the visit. Due to the size of the visiting room, the number of inmates that visit, and the other duties that these officers perform, one additional visiting officer is being recommended for this facility.

Culinary posts two gun posts in the dining rooms while feeding; and these gun posts are pulled between feedings to perform other duties as required. The gym gun post officer on the gym roof provides gun coverage for the recreation yard and for any escorts that are directly in front of the gym.

In order to compensate for the size of this facility, and the fact that the towers are ineffective for interior yard coverage, a gun officer is posted on the gym roof to monitor the movement of inmates

from the housing units to the various program areas, recreation and dining. However, the distance is too great for this one gun post to be effective from the gym to the front of Units 11 and 12.

ASCA makes the following recommendations:

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

- **Captain:** It is recommended that the position of captain be funded for this facility. This position will serve as the chief of security and commander of uniformed personnel. At the present time there is no uniform commander at the facility and the various shift lieutenants report directly to the associate warden. The associate warden has responsibility for administration, programming, and operations, in addition to supervising the uniformed staff. In most jurisdictions with which we are familiar, a single individual, such as a Captain or Major manages the custody staff. These positions do not exist in the Nevada Department of Corrections and operations would be significantly strengthened if this position were approved for funding.
- **Administrative Lieutenant:** It is recommended that one administrative lieutenant position be funded for this facility as a 5-day position with no relief. The administrative lieutenant performs mainly administrative duties, such report as writing, reviewing operational procedures and developing the shift schedule, and this position also provides sick and vacation relief for the current shift lieutenant.
- **Culinary Sergeant:** It is recommended that the current 5-day, 8-hour day post with relief factor be funded as a 7-day post with the relief factor. It is also being recommended that one sergeant's position be funded for the evening shift, 7-days a week, with the relief factor. The food preparation and inmate feeding is a 7-day, 2-shift operation. Additionally, the culinary is extremely large and complex and has a number of blind spots. It has four dining rooms, with an extremely large food preparation area, a bakery, two dishwashing areas, a large loading dock, and a number of cold and dry good storage areas. The dining rooms have a floor-level gun post, but it would be difficult to discharge a round from this post, especially if the incident was at the far end of the dining room; and if there was a large incident, officers would need direction from a supervisor in order to quell an incident. Therefore good supervision is essential for a safe culinary operation.
- **Housing & Property Sergeant:** It is recommended that the funding for the current 5-day sergeant's post with relief be increased to a 7-day sergeant's post with relief. Inmates are received, released and transported from SDCC 7-days a week and their property has to inventoried, logged and stored. Additionally, contraband has to be identified, destroyed or placed in an evidence locker for disciplinary action or prosecution. Currently this function receives only intermittent supervision from the security sergeant. However, the security

sergeant's workload is already too large. This new sergeant's post would also provide supervision for the mailroom officers as these officers not only sort, scan and deliver mail, but they also provide security coverage for parole board hearings.

- Lock Up – Unit 8 Sergeant: It is recommended that the one, 7-day sergeant's post with relief be deleted because Unit 8 is no longer being used as a lock-up (segregation) unit. Under the current practice this sergeant's position is not utilized as funded.
- Security Sergeant: It is being recommended that one, 8-hour, 7-day sergeant's post with relief be funded to conduct investigations into gang membership and activities, investigate incidents, provide gang information to administrators to prevent incidents, supervise the investigator (officer), and yard officers and provide gang training and incident report writing to officers. This facility is extremely large and it is very difficult for a shift sergeant to monitor and direct inmate activities, supervise, train and write performance evaluations on all of the officers on the day-shift. This sergeant's post would provide much needed supervision and training at a facility where there is about a 20% officer turnover each year.
- Unit I Sergeant: It is recommended one, 8-hour, 7-day sergeant's post be funded with the relief factor for the day and evening shifts, for a total of two sergeants with relief. The day and evening shift is when the inmates spend the most out-of-cell time and these are the shifts when the most inmate activities and programs take place. It is being recommended that SDCC use the unit management concept due to the number and size of the housing units, and that the supervision of several housing units be under the supervision and direction of a unit sergeant. The span of control is simply too large for one shift sergeant. These unit sergeants would be responsible for the direct supervision of the officers under their command, writing performance evaluations, dealing with the more difficult inmates, and ensuring due process in the disciplinary process so that the lieutenants can conduct the disciplinary hearings. It is recommended that the Unit I Sergeant be responsible for Units 1, 2, & 7.
- Unit II Sergeant: It is recommended one, 8-hour, 7-day sergeant's post be funded with the relief factor for the day and evening shifts, for a total of two sergeants with relief. The day and evening shift is when the inmates spend the most out-of-cell time and these are the shifts when the most inmate activities and programs take place. It is being recommended that SDCC use the unit management concept, due to the number and size of the housing units, and that the supervision of several housing units be under the supervision and direction of a unit sergeant. The span of control is simply too large for one shift sergeant. These unit sergeants would be responsible for the direct supervision of the officers under their command, writing performance evaluations, dealing with the more difficult inmates, and ensuring due process in the disciplinary process so that the lieutenants can conduct the disciplinary hearings. This sergeant would be responsible for Units 3, 4, 11 & 12.
- Unit III Sergeant: It is recommended one, 8-hour, 7-day sergeant's post be funded with the relief factor for the day and evening shifts, for a total of two sergeants with relief. The day and

evening shift is when the inmates spend the most out-of-cell time and these are the shifts when the most inmate activities and programs take place. It is being recommended that SDCC use the unit management concept, due to the number and size of the housing units, and that the supervision of several housing units be under the supervision and direction of a unit sergeant. The span of control is simply too large for one shift sergeant. These unit sergeants would be responsible for the direct supervision of the officers under their command, writing performance evaluations, dealing with the more difficult inmates, and ensuring due process in the disciplinary process so that the lieutenants can conduct the disciplinary hearings. This sergeant would be responsible for Units 5, 6, & 8.

- Perimeter Patrol - Outside Work Detail Officer: It is recommended 1, 8-hour, 7-day officer post with relief be funded to provide outside perimeter patrol and supervise the inmate Outside Work Detail. In addition to this facility, there is the conservation camp and boot camp, a training facility, a large maintenance building, and a Prison Industries yard that has vehicles on the SDCC property. There are inmate crews that work around the facility administration building that are not under direct supervision and there are visitors that drive into the various parking lots. There is potential for contraband to be dropped on the perimeter, the presence of a full time perimeter patrol officer would help improve the security of that institution. While ideally the perimeter patrol should be a 24/7 operation, the day4 shift would at least provide an officer during the peak times of inmate work detail activities, inmate visitors and camp activities.
- Laundry/PI Escort Officer: It is recommended that this officer post be deleted as funded in the Legislatively Approved Staffing and be converted to the Laundry officer post listed below.
- Laundry Officer: It is recommended that this officer post be funded, as an 8-hour, 5-day, with relief post, as it is needed to provide officer coverage in the laundry area.
- Property Officer: It is recommended that two, 10-hour, 4-day officer posts with relief be funded to coincide with the current practice at SDCC. There are a large number of inmates and their property is being processed into and out of SDCC daily. Contraband, storing inmate personal property, and insuring that all property and contraband is properly logged and stored for retrieval is extremely important. Preferably, these two posts would work alternate RDO's, to provide 5-day coverage.
- Fire & Safety Officer: It is recommended that the current 8-hour, 5-day post with relief be converted to a 10-hour, 4-day position without relief in order to align the Legislatively Approved Staffing with the current practice as SDCC. This post is needed and performs vital services to SDCC in order to ensure that the equipment, training etc. is in compliance with the Fire Life Safety requirements.

- Mailroom/PI Escort Officer: It is recommended the two posts identified for this function (currently 5-day, 8-hours per day with relief) be eliminated with two new civilian Mail Clerk posts be funded and a Mail/Packages Officer post also be funded as noted below.
- Mail/Packages Officer: It is recommended that one, 8-hour, 5-day post with relief, be funded from the Mailroom/PI Escort positions to deal with mail and packages. This post is critical to the safety and security of the facility because of the attempts to introduce contraband, drugs and threats through mail and packages.
- Clothing/PI Escort Officer: It is recommended that this one, 8-hour, 5-day post with relief be deleted from the Legislatively Approved Staffing because it is not being utilized as funded.
- Central Control A Officer: It is recommended that the one, 8-hour, 7-day post with relief for the day-shift be deleted and converted to the 12-hour, 7-day post with relief listed below.
- Central Control A Officer: It is recommended that one, 12-hour, 7-day post with relief be funded to provide the needed officer coverage in Central Control on the day shift.
- Community Hospital Officer: It is being recommended that one additional, 8-hour, 7-day officer post with relief be funded for all three shifts. Policy requires two officers to guard one inmate while being transported or housed in a community hospital. Currently, the SDCC is funded for one officer 7-days on all three shifts. This level of staffing is inconsistent with policy requirements. SDCC usually has at least one inmate that either needs to see a doctor in an outside community hospital or is being housed in a community hospital bed. Often there is more than one inmate in a community hospital, but funding for a second officer for all three shifts is essential to reduce the need to pull officers who are providing direct inmate supervision in order to perform hospital guard duty.
- Transportation Officer: It is recommended that two, 8-hour, 7-day officer posts, with relief, be funded for days and evenings. Most transports occur during the weekdays on the day-shift and evening shift. Currently there is no funding for transportation officers at SDCC. Transports are being conducted daily at this facility to HDSP Administrative Segregation, community hospitals, Casa Grande, outside doctor's appointments or the bus depot for parole.
- Investigator Officer: It is recommended that one, 8-hour, 5-day officer post without relief be funded to perform the duties of an investigator. There are too many incidents, gang members/security threat groups and gang activity for SDCC not to have an investigative officer's position. The complexity and workload would be too large for the existing officers to undertake. The addition of this post would enhance the safety and security of this facility.

Culinary Officer: It is recommended that two, 8-hour, 7-day additional culinary officer posts with relief be funded for days and evenings. This would provide a total of four officer posts for

the culinary. SDCC has an extremely large culinary food preparation area that services four dining rooms. In addition to the four dining rooms, the food preparation area is very large and has many blind spots, making it difficult to provide custody supervision with the current level of staffing. In addition to the food preparation area, there is a separate bakery, a loading dock, two dishwashing areas, four serving lines, and many cold and dry good storage areas. The dining room gun posts are staffed during feeding, but because they are at ground level, it would be difficult to use the birdshot in the shotguns, especially if there was an incident in the far area of a dining room.

- Gatehouse Officer: It is recommended that one, 8-hour, 7-day officer post with relief be funded for the night shift gatehouse post. Staff report for duty and leave on all three shifts. However, the gatehouse is only staffed on days and evenings, which requires a search and escort officer to staff the gatehouse; and if for some reason a search and escort officer is not available, an officer is pulled off post to perform the duties at the gatehouse. The addition of this post on the night shift would reduce the practice of pulling officers from posts where they are directly supervising inmates.
- K-Gate Officer: It is recommended that the two, 8-hour, 7-day officer posts with relief currently in the Legislatively Approved Staffing be converted to one, 12-hour 7-day officer post with relief to align the Legislatively Approved Staffing with the current practice. The K-Gate post is essential as this officer prevents the intrusion of visitors and others from entering the secure area of the facility where the housing units, gym, and culinary etc. are located.
- Gym Officer: It is recommended that the one, 8-hour, 7-day officer gym post with relief be converted to a 5-day post without relief in order to align the Legislatively Approved Staffing with the current practice at SDCC.
- Search and Escort Officer: – It is recommended that this post be augmented as follows: two additional, 8-hour, 7-day search and escort officer posts be funded with relief for the day-shift; five additional, 8-hour 7-day posts be funded with relief for the evening shift; and, two additional, 8-hour, 7-day search and escort officer posts be funded with relief for the night shift. With these additional search and escort officers, each of three unit sergeants being recommended would have two search and escort officers on days and evenings and one on nights to perform search and escort duties. These search and escort officers would be the first responders in an emergency. Additionally, the shift sergeant would have two search and escort officers on days and evenings and one officer on nights to perform search and escort duties. At the present time, unit control or floor officers are pulled off of their normal duties in order to perform the duties that are normally performed by search and escort officers. The search and escort duties, whether as a result of intake, paroles, board hearings, visiting, medical, chapel, recreation, feeding, etc., occur numerous times a day, seven days a week. These additional search and escort officers would reduce the number of officers that have to be pulled off of other duties that are just as critical to the safe and secure operation of the prison.

- Search and Escort Officer: It is recommended that three, 12-hour, 7-day search and escort officer posts with relief be funded on the day shift to align the current practice with the Legislatively Approved Staffing. These search and escort positions are included in the total number of search and escort officers that each of the three recommended unit sergeants would have to be available to them as well as the search and escort officers that the shift sergeant would have available to them.
- Sallyport Officer: It is recommended that one, 8-hour, 7-day officer post with relief, be funded for the evening shift. The sallyport operation does not end on the day-shift as vehicles still need to be allowed in and out of the facility during the majority of the evening shift. The current practice of pulling a floor officer, off of their assignment to open the gate, search and log the vehicle and identify the driver reduces the number of staff on the assigned housing unit. This additional post would eliminate pulling officers to perform this function on the evening shift.
- Construction Officer: It is recommended that one, 8-hour, 5-day post with no relief be funded from the construction budget on the day shift to supervise the construction workers that are working on the unit door replacement project. It is anticipated that this will be a temporary position that should be deleted when the construction project is completed.
- Construction Sallyport Officer: It is recommended that one, 8-hour, 5-day post with no relief be funded from the construction budget on the day shift to operate the construction sallyport for the construction vehicles and workers that are entering to work on the unit door replacement project. It is anticipated that this will be a temporary position that should be deleted when the construction project is completed.
- Unit 1 Officer: It is recommended that one, 8-hour, 7-day officer day-shift post with relief be deleted and used to create and fund one, 12-hour, 7-day post with relief in order to align the Legislatively Approved Staffing with the current need and practice as SDCC. This officer position is in practice both a booth officer and floor officer in a unit that has 68 beds for each of three wings, for a total of 204 beds.
- Unit 2 Officer: It is recommended the staffing for unit 2 be revised to align with the staffing for unit 1. Unit 2 is currently approved with 2 officers on the day and evening shifts and one officer on the night shift, 7-days, 8-hours per day with relief. Unit 1 is staffed (as recommended by ASCA) with one officer on the days (augmented) with the recommended new post noted in the following item and two officers on the evening and night shifts, 7-days, 8-hours with relief.
- Unit 2 Officer: It is recommended that one, 12-hour, 7-day officer day-shift post with relief be funded. This officer position is in practice both a booth officer and floor officer in a unit that has 68 beds for each of three wings, for a total of 204 beds. Direct line-of-sight supervision from the control booth is extremely poor in this type of unit design and this post is critical for the safe

and secure operation of this unit. Officers cannot see into any part of a cell from the floor level control booths or showers and only has partial vision into the small dayrooms. This officer is essential to the safe and secure operation of the unit.

- Unit 3 Officer: It is recommended that one, 8-hour, 7-day officer day-shift post with relief be deleted and used to create and fund one, 12-hour, 7-day post with relief in order to align the Legislatively Approved Staffing with the current need and practice as SDCC as noted below.

Unit 3 Officer: It is recommended that one, 12-hour, 7-day officer day-shift post with relief be funded. This officer post is in practice both a booth officer and floor officer in a unit that has 68 beds for each of three wings, for a total of 204 beds. Direct line-of-sight supervision from the control booth is extremely poor in this type of unit design and this post is critical for the safe and secure operation of this unit. Officers cannot see into any part of a cell from the floor level control booths or showers and only has partial vision into the small dayrooms.

- Unit 4 Officer: It is recommended that one, 8-hour, 7-day officer day-shift post with relief be deleted and used to fund one, 12-hour, 7-day post with relief in order to align the Legislatively Approved Staffing with the current need and practice as SDCC as noted below.

Unit 4 Officer: It is recommended that one, 12-hour, 7-day officer day-shift position with relief be funded. This officer post is in practice both a booth officer and floor officer in a unit that has 68 beds for each of three wings, for a total of 204 beds. Direct line-of-sight supervision from the control booth is extremely poor in this type of unit design and this post is critical for the safe and secure operation of this unit. Officers cannot see into any part of a cell from the floor level control booths or showers and only has partial vision into the small dayrooms.

- Unit 5 Officer: It is recommended the staffing for unit 5 be revised to align with the staffing for units 1 through 4. Unit 5 is currently approved with two officers on the day shift and one officer on the evening and night shifts, 7-days, 8-hours per day with relief. Units 1 through 4 are staffed (as recommended by ASCA) with one officer on the days (augmented) with the recommended new post noted in the following item and two officers on the evening and night shifts, 7-days, 8-hours with relief.
- Unit 5 Officer: It is recommended that one, 12-hour, 7-day officer day-shift post with relief be funded. This office position is in practice both a booth officer and floor officer in a unit that has 68 beds for each of three wings, for a total of 204 beds. Direct line-of-sight supervision from the control booth is extremely poor in this type of unit design and this post is critical for the safe and secure operation of this unit. Officers cannot see into any part of a cell from the floor level control booths or showers and only has partial vision into the small dayrooms.

- Unit 6 Officer: It is recommended the staffing for unit 6 be revised to align with the staffing for units 1 through 5. Unit 6 is currently approved with two officers on the day and evening shifts and one officer on the night shift, 7-days, 8-hours per day with relief. Units 1 through 5 are staffed (as recommended by ASCA) with one officer on the days (augmented) with the recommended new post noted in the following item and two officers on the evening and night shifts, 7-days, 8-hours with relief.
- Unit 6 Officer: It is recommended that one, 12-hour, 7-day officer day-shift post with relief be funded. This officer post is in practice both a booth officer and floor officer in a unit that has 68 beds for each of three wings, for a total of 204 beds. Direct line-of-sight supervision from the control booth is poor in this type of unit design and this post is critical for the safe and secure operation of this unit. Officers cannot see into any part of a cell from the floor level control booths or showers and only has partial vision into the small dayrooms.
- Unit 7 Officer: It is recommended that one, 8-hour, 7-day officer day-shift post with relief be deleted and used to create and fund one, 12-hour, 7-day post with relief in order to align the Legislatively Approved Staffing with the current need and practice as SDCC as noted below.
- Unit 7 Officer: It is recommended that one, 12-hour, 7-day officer day-shift post with relief be funded for the day-shift. This officer post is in practice both a booth officer and floor officer in a unit that has 68 beds for each of three wings, for a total of 204 beds. Direct line-of-sight supervision from the control booth is extremely poor in this type of unit design and this post is critical for the safe and secure operation of this unit. Officers cannot see into any part of a cell from the floor level control booths or showers and only has partial vision into the small dayrooms.
- Unit 8 Officer: It is recommended that one, 8-hour, 7-day officer night-shift post with relief be funded for the night-shift. The current Legislatively Approved Staffing provides two officer positions for the night shift. This means that one officer is in the Control Booth and one officer is on the floor. It is recommended that this officer post be funded.
- Unit 11 – Modular Officer: It is recommended that 1, 8-hour, 7-day officer night-shift post with relief be funded for the night-shift. The current Legislatively Approved Staffing provides two officer posts for the night shift for each of two adjoining dorms (A&B) that house 120 inmates each, for a total of 240 inmates. The officer post that is being recommended would be a rover between the two dorms, and not only be available to respond, but would also be available to ensure that either of the floor officers could be relieved without compromising the direct observation of the dorm.
- Unit 12- Modular Officer: It is recommended that one, 8-hour, 7-day officer night-shift post with relief be funded for the night-shift. The current Legislatively Approved Staffing provides

two officer posts for the night shift for each of two adjoining dorms (A&B) that house 120 inmates each, for a total of 240 inmates. The officer post that is being recommended would be a rover between the two dorms, and not only be available to respond, but would also be available to ensure that either of the floor officers could be relieved without compromising the direct observation of the dorm.

- Visiting Officer: It is recommended that the current Legislatively Approved Staffing for SDCC which provides four, 8-hour, 7-day officer posts with relief be converted to five, 10-hour, 4-day posts with relief. The current practice provides four officers four days a week, on 10-hour shifts. At the present time the current four visiting officers are responsible not only for clearing the visitors, but also searching and escorting the visitors to the visiting area. They also search the inmates and are responsible for attorney visits, non-contact visits, and they also supervise inmates in holding room areas for hearings that are taking place via video conferencing. During the site visit, there were eight inmates that were divided into two groups due to enemy or security threat group issues who were being supervised by visiting staff as they waited for their parole board hearings. Due to the workload, funding for an additional visiting officer with full relief factor is being recommended.
- Mailroom Clerk (civilian): It is being recommended that two civilian mailroom clerks be funded. These mailroom clerks will be responsible for performing the duties of the two Mailroom officer posts that are recommended for deletion. These two mailroom clerks would be doing the sorting, scanning & delivering mail and JPAY emails that had been performed by correction officers.

Southern Desert Correctional Center
Shift Relief Comparison - ASCA Average NDOC Major Institution SRF
Legislatively Approved Staffing - 2013-15 Biennium
 Updated July 21, 2014 - 8:51am

	NDOC Legislatively Approved														ASCA Recommended													
	Shift Type						Frequency Filled			Relief					+/- FTE	Shift Type						Frequency Filled			Relief		+/- FTE	
	8 Hour			12 Hour		M-F	Shifts	Days	Hours	Y/N	NDOC		ASCA			8 Hour			12 Hour		M-F	Shifts	Days	Hours	Y/N	ASCA		
	D	E	N	D	N	D					SRF	FTE	SRF	FTE		D	E	N	D	N	D					SRF		FTE
Gym (Gun Post)	2.00	2.00					4.00	7	8	Y	1.60	6.40	1.70	6.80	0.40	2.00	2.00					4.00	7	8	Y	1.70	6.80	-
Infirmery	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Search & Escort	3.00	3.00	2.00				8.00	7	8	Y	1.60	12.80	1.70	13.60	0.80	5.00	8.00	4.00				17.00	7	8	Y	1.70	28.90	15.30
Search & Escort Sallyport	1.00						1.00	7	8	Y	1.60	1.60	1.70	1.70	0.10	1.00	1.00		3.00			3.00	7	12	Y	2.55	7.65	7.65
Construction																1.00						1.00	5	8	N	1.00	1.00	1.00
Construction - Sallyport																1.00						1.00	5	8	N	1.00	1.00	1.00
Tower 1	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Tower 2	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Tower 3	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Tower 4	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Tower 5	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Unit 1 - General Population	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60	1.00	2.00	2.00				5.00	7	8	Y	1.70	8.50	(1.70)
Unit 1 - General Population																			1.00			1.00	7	12	Y	2.55	2.55	2.55
Unit 2 - General Population	2.00	2.00	1.00				5.00	7	8	Y	1.60	8.00	1.70	8.50	0.50	1.00	2.00	2.00				5.00	7	8	Y	1.70	8.50	-
Unit 2 - General Population																			1.00			1.00	7	12	Y	2.55	2.55	2.55
Unit 3 - General Population	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60	1.00	2.00	2.00				5.00	7	8	Y	1.70	8.50	(1.70)
Unit 3 - General Population																			1.00			1.00	7	12	Y	2.55	2.55	2.55
Unit 4 - General Population	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60	1.00	2.00	2.00				5.00	7	8	Y	1.70	8.50	(1.70)
Unit 4 - General Population																			1.00			1.00	7	12	Y	2.55	2.55	2.55
Unit 5 - General Population	2.00	1.00	1.00				4.00	7	8	Y	1.60	6.40	1.70	6.80	0.40	1.00	2.00	2.00				5.00	7	8	Y	1.70	8.50	1.70
Unit 5 - General Population																			1.00			1.00	7	12	Y	2.55	2.55	2.55
Unit 6 - General Population	2.00	2.00	1.00				5.00	7	8	Y	1.60	8.00	1.70	8.50	0.50	1.00	2.00	2.00				5.00	7	8	Y	1.70	8.50	-
Unit 6 - General Population																			1.00			1.00	7	12	Y	2.55	2.55	2.55
Unit 7 - General Population	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60	1.00	2.00	2.00				5.00	7	8	Y	1.70	8.50	(1.70)
Unit 7 - General Population																			1.00			1.00	7	12	Y	2.55	2.55	2.55
Unit 8 - Segregation	4.00	4.00	2.00				10.00	7	8	Y	1.60	16.00	1.70	17.00	1.00	4.00	4.00	3.00				11.00	7	8	Y	1.70	18.70	1.70
Unit 11 - Modular	3.00	3.00	2.00				8.00	7	8	Y	1.60	12.80	1.70	13.60	0.80	3.00	3.00	3.00				9.00	7	8	Y	1.70	15.30	1.70
Unit 12 - Modular	3.00	3.00	2.00				8.00	7	8	Y	1.60	12.80	1.70	13.60	0.80	3.00	3.00	3.00				9.00	7	8	Y	1.70	15.30	1.70
Visiting	4.00						4.00	7	8	Y	1.60	6.40	1.70	6.80	0.40						5.00	5.00	4	10	Y	1.21	6.05	(0.75)
Total Correctional Officers	55.00	40.00	27.00	-	-	-	122.00					192.40		203.97	11.57	49.00	51.00	37.00	12.00	-	9.00	158.00				269.91	65.94	
Legislatively Approved FTE												192.00		192.00												192.00		
Difference												0.40		11.97												77.91		
Total All Custody Staff	60.00	42.00	29.00	-	-	-	131.00					206.00		218.29	12.29	58.00	57.00	39.00	12.00	-	10.00	176.00				299.11	80.82	
Total Legislatively Approved FTE												206.00		206.00												206.00		
Difference												-		12.29												93.11		
Civilian Staff																												
Mailroom Clerk																					2.00	2.00	5	8	N	1.00	2.00	2.00
Total Civilian Staff	-	-	-	-	-	-	-					-		-	-	-	-	-	-	-	2.00	2.00				2.00	2.00	
Total All	60.00	42.00	29.00	-	-	-	131.00					206.00		218.29		58.00	57.00	39.00	12.00	-	12.00					301.11	82.82	
Legislatively Approved												206.00		206.00												206.00		
Difference												12.29		12.29												95.11		

HIGH DESERT STATE PRISON

Dates of On-site Assessment: November 4 – 6, 2013

FACILITY DESCRIPTION

The High Desert State Prison (HDSP) is a medium/maximum security facility that also has a reception center/intake unit. It was constructed in the year 2000 with eight Bow-Tie designed units. Additional Nevada T-designed units were added in 2009, which added 1,344 additional beds to the existing 2,671 beds. With the additional beds, this facility has a design capacity of 4,176, and at the time of the analysis, had a census that averaged 3,400 inmates.

This facility has a two “electrically charged” perimeter fences with razor ribbon. It has four towers and a roving perimeter patrol officer for perimeter security. Tower 3 has a vehicle sallyport adjacent to it with a gate house for the sallyport officer. In addition to perimeter security, Tower 2 is not a sallyport but it provides gun coverage for all vehicles/buses that are delivering inmates to the intake/reception unit. Tower 2 also provides gun coverage for all vehicles that are transporting inmates out of the facility and other vehicles making deliveries into the facility. There is a secondary vehicle sallyport that allows entrance into the prison industries area and this vehicle sallyport is located at the back of the facility and it is not staffed. There is 1 pedestrian entrance for both staff and visitors at the front of the facility. Once visitors are cleared past the pedestrian entrance, visitors can gain access to the visiting room, but they cannot gain access into the more secure area of the prison where the housing units are located. There is a secondary gate into the secure perimeter of the prison where the housing units, yard and core services are located. Only staff or official visitors that have clearance can gain access to this area.

All of the housing units are arrayed in a linear fashion. The addition of the Nevada T-designed cell blocks at the far end of the facility, instead of next to the existing Bow-Tie units, created an extremely lengthy facility which makes emergency response from the back end of the institution to the front of the institution time consuming. The core services buildings and visiting are located more towards the front of the facility, opposite of the original Bow-Tie units.

HDSP has 8 housing units that are the Bow-Tie design. Each of these 8 units has two cell blocks for a total of 16 cell blocks. Each has 42 cells and each cell is typically double-bunked in the general population housing units. The segregation units are typically single-celled. Each cell block has two tiers with an elevated control booth that controls the locks on the cell doors and the entrance into each housing unit. Visibility is generally good from the control booth, but there are blind spots on each tier and the control booth cannot see inside the cells.

There are also housing Units 9 through 12 which are of the Nevada T-design that have three pods each and each pod has two wings each for a total of six wings. Each wing has 56 cells that are double-celled. These units are also two-tier design with an elevated control booth. Visibility is generally good down the central corridor of each cell block, but the food preparation room where the meals are brought in large carts, and then placed on individual trays, is completely blind to any observation from any officer in any

post. There is no camera or sound in that room for the control booth officer to be aware of that officer's safety. The officer is totally dependent on his/her radio for any emergency call for assistance.

Facility Operation

The facility operates as a medium/maximum security and reception center prison. HDSP also provides segregation for inmates from the Southern Desert Correctional Center (SDCC). Inmates are transported to HDSP from SDCC anytime that an incident occurs which requires the segregation of an inmate or inmates for safety and security reasons. All inmate movement at this facility is controlled, meaning that it is under officer supervision. Inmates are escorted to and from activities such as gym recreation, prison industries, education, medical, visiting, etc. Although this is staff-intensive and requires more Search and Escort officers than are currently budgeted, it has served the institution well as evidenced by the reduction of incidents.

At HDSP, each of the Bow-Tie units has its own recreation yard that is fenced and gated from the large recreation yard. The gates to each of the Bow-Tie units and their general population exercise yards are controlled by the control booth officer. The segregation units have individualized exercise yards in order to keep violence between inmates at a minimum. All inmates receive two hot meals and a sack lunch. The segregation units cell feed all of the inmates, which is very labor intensive for the officers, especially taking food trays up and down the tiers. Segregation inmates get the same meals as the general population inmates, which are two hot meals and a sack lunch, which is given to them at the breakfast meal. The general population inmates in the Bow-Tie units eat breakfast and dinner in the dining room. At the Nevada T-cell blocks, the meals are brought over to the cell blocks in large containers where they are placed on steam tables and then inmates under officer supervision make up the individual trays for each inmate. The inmates in the Nevada T-designed cell blocks eat all their meals in their cells.

Recreation for the Nevada T-cell blocks can be on the yard between the two cell blocks or at the gym. Inmates using the yard between the cell blocks are supervised by a floor officer. Inmates are escorted to the gym and are supervised at the gym by the gym officer. Contact visiting is provided seven days a week. The exception is those inmates that are in segregation and they are provided non-contact visiting. Out-of-cell time for general population inmates begins after the morning meal is concluded and continues until approximately 9:30 PM.

HDSP provides a number of programming opportunities, including Prison Industries, card sorting, GED or High School diplomas, as well as some college courses. In addition to normal inmate work assignments there are vocational training classes in automotive mechanics, heating and air conditioning and carpentry.

This facility operates as a direct supervision institution, where officers supervise inmates within their living area, and with the exception of the control booths, the officers are not separated from inmates by security barriers. The control booths also serve as gun posts, where from their post the control booth officer protects staff and inmates. All of the general population cells are double-celled with a few exceptions for those inmates that are disabled or mobility impaired. Therefore, there are approximately

163 inmates in each of the general population Bow-Tie units. The segregation cells are almost all single-celled, due to safety and security concerns, and there are approximately 84 inmates in each of the segregation Bow-Tie units. Each of the Nevada T-designed housing units can house 336 inmates.

The Bow-Tie units 3/4, 5/6, and 7/8 each have an officer that is posted, on days and evenings, on the roof of the units to provide gun coverage while the inmates are on the recreation yards. Unit 12, which is a Nevada T, has an officer posted in a control booth that is located above the unit control booth. This officer provides gun coverage for the recreation yard and for any escorts. The Gym has a gun post, and Culinary has 3 gun posts in the dining rooms while feeding; but these gun posts are pulled between feedings and they perform other duties as required.

In order to compensate for the length of the facility, a Yard Tower in the center of the facility provides gun coverage for any escorts to and from visiting, recreation, programs, chapel etc. However, the distance from one end of the facility to the other creates a difficult, if not impossible, safe discharge of a lethal round. Shot guns with less-lethal bird shot rounds are ineffective for use in this central tower. Therefore, emergency response has to primarily rely on officer response from the housing units and Search and Escort officers and the Security Squad. Emergency response is by section in order to reduce response time. Specific staff are identified on the roster as the responders in each area.

At the time of the assessment there were 185, 8-hour posts, 68 of which are on days, 64 on evenings, and 53 on nights. There were 39, 12-hour posts and 17, 10-hour posts. There were 18 Monday through Friday post, each eight hours in duration.

FACILITY STAFFING

The HDSP has a total of 452 budgeted positions including the respective relief factors in the following categories: 423 correctional officers, 17 sergeants, and 12 lieutenants. The Security Division is managed by the Warden and four Associate Wardens. One associate warden is responsible for all of the security functions that are not part of the units' functions such as central control, the staff roster, perimeter security, the armory, security squad, property, towers, etc. Three of the Associate Wardens have a Quad or 4 units for which they are responsible. Units 1 to 4 comprise one quad, Units 5 to 8 comprise another quad, and Units 9 to 12 comprise the third quad.

It was reported that HDSP has an officer turnover rate of approximately 26.9% each year due to a variety of reasons including higher pay in the neighboring law enforcement agencies. Additionally, the number of staff actually available for work assignments at HDSP is less than the number of officers assigned to HDSP because cadets assigned to the training academy are included in HDSP budget and therefore the staff roster does accurately reflect the actual number of staff available for assignment to a post.

Supervisor Assignments

Each Associate Warden has a Quad Lieutenant and a Quad Sergeant to assist in the management of each of the Quads. The current practice is for the Quad Lieutenants and Sergeants not have any relief on the RDO's, Sick or Vacation. Therefore, the Quad Lieutenants and Sergeants work eight hours on the day and evening shifts, but they have alternating schedules five days a week so that there is at a minimum of one Lieutenant or Sergeant on duty 7-days a week on days and evenings during inmate out-of-cell time. However, this practice of alternating schedules for Quad Lieutenants and Sergeants does not provide adequate continuum of supervision and training that correctional staff need.

The Shift Lieutenant and Shift Sergeant are 7-day posts and they are responsible for all of the security functions that are not part of the unit functions and they are responsible for the supervision and management of the night shift. The Shift Commander is a Lieutenant and he/she is assisted by a Sergeant and they are responsible for overseeing shift operations and the deployment of personnel. There is also a Visiting Sergeant, a Property Sergeant, a Culinary Sergeant and a Security Squad Sergeant. Each of these sergeants have specialized duties which pertain to their specific area of responsibility and their shift is tailored to those operations. For example, the Visiting Sergeant works a 5-day work week consistent with visiting. The Property Sergeant works a regular Monday through Friday work week because this is when the deliveries from the county jails arrive for intake. However, there are late arrivals that have to be handled by the Shift Sergeant and officers that are pulled from their posts. The Security Squad Sergeant also works a regular Monday through Friday work week, again because this is when the new arrivals at intake are screened for Security Threat Group membership.

This facility, however, does not have a Correctional Captain to coordinate all of the various custody functions within all three shifts. This includes the shift roster and the supervision and coordination of the Shift Lieutenants and Sergeants, as well as the duties of the Visiting Sergeant, Security Squad Sergeant, Central Control, Culinary Sergeant, the core services officers and other specialized functions such as transportation, perimeter security and hospital guarding.

Correctional Officer Posts

The Central Control is located in a building that also houses inmate records, the shift operations, security squad and search and escort operations. Central Control operates and monitors emergency systems for the facility through two-way radio communication and the emergency keys are located in Central Control. Central Control issues and logs all keys and radios and it controls access to the main area of the institution which includes the housing units, infirmary, the intake unit, culinary, recreation and prison industries. Inmate visitors do not have access to these areas.

Perimeter entry is from the Gatehouse, where staff and visitors enter the facility after clearing the metal detector. There is one officer post 24/7 supervising this activity. Other perimeter posts include posting of an officer 24/7 in Towers 1 and 3. Towers 2 and 4 are posted with an officer on days and evenings. A roving perimeter patrol officer is posted 24/7, but the day and evening perimeter officers, in addition to their regular duties, also supervise an inmate crew that picks up trash from the trash bins inside the

main security perimeter. This prevents perimeter patrol officers from performing their normal duties for part of their shift. The vehicle sallyport, which is located near the base of Tower 3, is posted on a 12-hour shift, five days a week. The remainder of the time, a Search and Escort officer has to go to the vehicle sallyport when they are notified by the Tower 3 officer that a vehicle, its manifest, and the occupants have to be searched and identified prior to entering or leaving the facility. There is a secondary vehicle sallyport that is located at the rear of the facility, near prison industries, but it is rarely used. Therefore, Search and Escort officers are sent to supervise an entrance or exit through that sallyport. In addition to perimeter security, Tower 2 also provides observation and gun coverage for any vehicle loading or unloading inmates at the back of the intake unit. There is also an interior yard tower that provides gun coverage for any inmate movement or escorts.

Housing unit officer posts differ depending on the design of the unit and the type of inmate housed in the unit. The segregation Bow-Tie units have 1 control booth officer and 3 floor officers. However, the 3rd officer is typically pulled to perform other duties. The Bow-Tie housing unit control posts also serve as protection posts, as they are armed with shotguns loaded with birdshot to quell disturbances. The Bow-Tie units that are designated segregation units post a gun officer on the roof top of the unit when inmates are recreating. The general population Bow-Tie Units have 1 control booth officer and 2 floor officers, one of which is generally pulled to perform other duties leaving the control officer and 1 floor officer to supervise the unit.

The Nevada T-housing units are staffed with 1 control booth officer and 3 floor officers. The Housing unit control posts also serve as protection posts, as they are armed with shotguns loaded with birdshot to quell disturbances. The housing unit control officer is extremely busy because of all of the doors that are controlled by this officer. Each of the Nevada T-housing units has 3 cell blocks and the corridor in each cell block is used as a dayroom. These officers are not usually pulled because of the 3 cell blocks per housing unit and the need to cell feed, conduct counts, perform cell searches and supervise showers and observe inmate behavior, and because the control booth officer does not have any observation into the cells.

There are six posts for search and escort personnel, on days and evenings and four posts on nights, who escort inmates to the various programs in the core services building, recreation yard, and other utility duties as assigned. A prison that has a designed capacity of approximately 3,600 inmates and that is extremely long, with a number of gates between housing unit, and that has controlled inmate movement, requires more search and escort officers than are currently budgeted.¹ This shortage has resulted in the pulling of floor officers to perform these escort duties. In turn reduced levels of supervision of inmates in the housing units and a reduction in their duties such as cell and common area searches for contraband occurs. Therefore, additional search and escort officer posts are being recommended for day and evening shifts.

¹ Emergency Threshold Capacity is noted as 3,197 per the Legislature's Appropriation Report. HDSP is budgeted to operate with an average of 3,238 inmates in fiscal year 2014 and 3,228 in fiscal year 2015.

HDSP does not have any budgeted transportation posts. However, policy requires two transportation officers to transport inmates off-site for medical appointments, court appointments, Casa Grande transfers and bus depot drop-offs for paroled inmates or transports to and from HDSP and to and from Southern Desert Correctional Center. Again, officers are pulled from other posts to provide transportation.

This facility does not have any budgeted hospital security posts. However, policy requires that inmates who have been admitted to outside community hospitals have at least two officers with them at all times. There is no hospital jail ward where inmates can be housed while in one of the community hospitals. This situation sometimes requires more than one team of two officers to be posted 24/7 while inmates are in these hospitals. Again, these duties are being performed by officers that are being pulled off their normal duties to guard inmates while in a community hospital.

HDSP has five security squad officers that perform cell extractions, respond to emergencies and serve as facility investigators to investigate inmates suspected of illicit activity, disciplinary matters, security threat group membership, and protective custody issues. However, these security squad officers are also subject to being pulled from their assigned duties to cover needed posts elsewhere.

There are other posts that are covered by officers such as the infirmary, the gym, the education area, prison industries, and culinary. These posts are critical to the safe and secure operation of the facility. This facility does not have a chapel officer and officers are pulled off of their regular posts to cover the chapel seven days a week. It is recommended that a chapel officer post be created.

Four officers perform the mailroom duties. One of these four officers is responsible for all legal correspondence. This officer inspects the legal documents coming in and leaving this facility. This legal mail officer delivers legal mail and has the inmate sign in a log that he has received the legal documents. The mailroom duties are functions that we are recommending be replaced with civilian clerks as these four officers can be better utilized in other posts that provide for the safety and security of the institution.

HDSP utilizes five officers to deliver commissary purchases to inmates instead of having the inmates escorted to the commissary. This was done to reduce the inmate grievances claiming that their commissary items were missing and the inmate-on-inmate thefts. This procedure was successful, but it is being recommended that civilian commissary staff perform this function. Again, these five officers can be better utilized in other posts that provide for the safety and security of the institution.

Visiting is supervised using four 7-day, 8-hour posts. Visiting officers also provide security for attorney visits, parole board hearings and monitor non-contact visits. In addition to processing all visitors and searching visitors at the entrance gate and supervising visiting, these officers are responsible for the processing of new visitor requests, background checks, and coordinating the visiting schedule. They also search inmates prior to and subsequent to the visit. It is being recommended that a clerical position be funded to support the officers by performing more of the clerical duties, thereby freeing the visiting

officers to increase their presence in the visiting room. This clerical would handle phone calls, visiting requests, background checks, and schedule the visits.

Findings and Recommendations

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

- **Captain:** It is recommended that the position of Captain be created and funded for this facility. This position will serve as the chief of security and commander of uniformed personnel. At the present time there is no uniform commander at the facility and the various shift lieutenants report directly to the associate warden. The Associate Warden has responsibility for administration, programming, and operations in addition to supervising the uniformed staff. In most jurisdictions with which we are familiar, the custody staff are managed by a single individual, such as a Captain or Major. These positions do not exist in the Nevada Department of Corrections and operations would be significantly strengthened if this position is approved for funding.
- **Housing Lieutenant:** Currently, the Legislatively Approved Staffing funds one, 5-day Housing post with relief. It is recommended that the Housing (Lieutenant) position and relief factor be deleted and that the position be converted to the Quad (Lieutenants) positions listed below as is the current practice at HDSP.
- **1-4 Quad Lieutenant:** It is recommended that a 5-day, day and evening shift (8-hour posts) Lieutenant's post be created and funded with full relief factor. This lieutenant's position is responsible for the day-to-day decision-making and supervision of their respective housing units. It is also responsible for responding to inmate grievances and administering disciplinarys.
- **5-8 Quad Lieutenant:** It is recommended that a 5-day, day and evening shift (8-hour posts) Lieutenant's post be created and funded with full relief factor. This lieutenant's position is responsible for the day-to-day decision-making and supervision of their respective housing units. It is also responsible for responding to inmate grievances and administering disciplinarys.
- **9-12 Quad Lieutenant:** It is recommended that a 5-day, day and evening shift (8-hour posts) Lieutenant's post be created and funded with full relief factor. This lieutenant's position is responsible for the day-to-day decision-making and supervision of their respective housing units. It is also responsible for responding to inmate grievances and administering disciplinarys.
- **Intake Lieutenant:** Currently the Legislatively Approved Staff funds a 5-day (8 hour) with relief Intake post. It is recommended that this Intake (Lieutenant) post be deleted because it is not being utilized as an Intake Lieutenant.

- Shift Supervisor Lieutenant: The Legislatively Approved staffing provides two officers on each shift with relief, 7-days per week on days, evenings and nights. ASCA recommends the staffing be reduced to one officer per shift with relief on days, evenings and nights since this is the current practice at HDSP and appears to meet the institution's needs.
- Housing Sergeant: The Legislatively Approved Staffing provides two, 5-day Housing (Sergeants') post on the day shift with relief. It is recommended that the Housing (Sergeant) position be deleted and converted to the Quad (Sergeants) positions listed below as is the current practice at HDSP.
- 1-4 Quad Sergeant: It is recommended that 5-day, day and evening shift Quad (Sergeants') post be created and funded with full relief factor. These sergeants are responsible for the direct supervision of the officers under their command, writing performance evaluations, dealing with the more difficult inmates and ensuring due process in the disciplinary process, so that the lieutenants can conduct the disciplinary hearings.
- 5-8 Quad Sergeant: It is recommended that 5-day, day and evening shift Quad (Sergeants) post be created and funded with full relief factor. These sergeants are responsible for the direct supervision of the officers under their command, writing performance evaluations, dealing with the more difficult inmates and ensuring due process in the disciplinary process, so that the lieutenants can conduct the disciplinary hearings.
- 9-12 Quad Sergeant: It is recommended that 5-day, day and evening shift Quad (Sergeants') post be created and funded with full relief factor. These sergeants are responsible for the direct supervision of the officers under their command, writing performance evaluations, dealing with the more difficult inmates and ensuring due process in the disciplinary process, so that the lieutenants can conduct the disciplinary hearings.
- Maximum Lockup Unit (MLU) Sergeant: It is recommended that the MLU (Sergeant) post be deleted because it is not being utilized. The current Legislatively Approved Staffing provides for one, 7-day position with relief.
- Shift Supervisor: The Legislatively Approved staffing provides two officers on each shift with relief, 7-days per week on days, evenings and nights. ASCA recommends the staffing be reduced to one officer per shift with relief on days, evenings and nights since this is the current practice at HDSP and appears to meet the institution's needs.
- Prison Industry Sergeant: It is recommended that one, 5-day, with no relief, Prison Industry (Sergeant) post be created and funded from the Prison Industry Fund. HDSP has an enormously long and large physical plant and prison industries staff will continue to be without supervision without establishing this post.
- Security Squad Sergeant: It is recommended that the relief factor for the Security Squad (Sergeant) be deleted because and be reduced from a 7-day post to a 5-day post since this is the manner it is being utilized. The Legislatively Approved Staffing provides for one Security Squad Sergeant's position 7-days a week with relief.

- Visiting Sergeant: It is recommended that a Visiting Sergeant's post be created and funded as a 5-day post, 8-hours per day with relief. The Legislatively Approved Staffing does not have a Visiting Sergeant's post. Due to the number of visitors and inmates utilizing visiting, a Visiting Sergeant post is essential for the coordination and supervision of visiting.
- Property Sergeant: It is recommended that a Property Sergeant's post be created and funded as a 5-day post, 8-hours per day with relief. Due to the volume of intake and releases at HDSP, because of the multiple missions, the facility is utilizing an unfunded Property Sergeant to manage and control inmate property. At this present time the relief is being provided by officers that are being pulled off of their posts when the Property Sergeant is not on duty due to sick, vacation, etc. Since this post does not exist currently, the staffing currently is being provided by using the relief factor from other posts to create and staff the post.
- Culinary Sergeant: It is recommended that the Culinary Sergeant be converted from a 7-day, 8-hour position with relief to a four-day, 10-hour post with relief so that the budget is consistent with the current practice. The 10-hour shift provides supervision over more of the day during which meal preparation and/or feeding for the breakfast, lunch and dinner takes place.
- Visiting Officers: The Legislatively Approved staffing provides six officers on the day shift, 8-hours per day with relief, 5-days per week. ASCA recommends the staffing be reduced to four officers per shift on the day shift, 10-hours per day with relief, 7-days per week. This is the current practice at HDSP. Visiting is extremely heavy at this facility due to its proximity to Las Vegas, and visiting does provide motivation for good conduct.
- Property Officer: It is recommended that three officer posts and their relief be deleted and converted to Property/Intake posts as indicated below. The Legislatively Approved Staffing provides for four, 5-day officer posts, with relief. Due to the volume of intake, releases, transfers and transports at this facility there is a very high volume of property turnover which requires staff to inspect, search, log, store and retrieve it. In addition to the property workload, these inmates have to be processed in and out of the facility and contraband that is found needs to be identified and processed to the evidence locker for violation reports or criminal prosecution; therefore, it is recommended that these posts be created and funded as Property/Intake Officers as indicated below.
- Property/Intake Officer: It is recommended that three, 5-day officer posts with relief be created and funded to coincide with the current practice. As stated above there is a tremendous amount of inmate turnover which requires the processing of inmates into and out of this facility. The intake process requires, but is not limited to: running criminal background history checks in at least a couple of automated law enforcements systems, photos, finger prints, shower, creating an inmate file and processing of property and search for contraband. Therefore, these positions are critical to the safe and secure operation of the facility.
- Mailroom Officer: The mailroom is currently staffed with four officers, 5-days per week, 8-hours per day with relief. ASCA recommends this function be assigned to civilian staff; four Mail Room Clerks as noted in the "Civilian Staff" portion of this report.

- Tower 2 Officer: The legislatively approved staffing provides for coverage of tower 2 7-days per week, with relief on all three shifts. ASCA recommends staffing on the night shift be eliminated since the current practice of NDOC is to not staff tower 2 on the night shift.
- Tower 4 (Renamed Tower 7) Officer: The legislatively approved staffing provides for coverage of tower 4 7-days per week, with relief on all three shifts. ASCA recommends staffing on the night shift be eliminated since the current practice of NDOC is to not staff tower 4 on the night shift.
- Housing Officer - Unit 1, A&B Intake: It is recommended that two, 12-hour, 7-day posts with relief be created and funded. One post would be for days and the other for nights. Unit floor officers perform a number of duties including but not limited to counts, search cells, search common areas, cell feed, conduct showers, release for yard recreation, respond to emergencies, make entries into logs, write reports, etc.
- Housing Officer - Unit 1, C&D Intake: It is recommended that two, 12-hour, 7-day posts with relief be created and funded. One post would be for days and the other for nights. Unit floor officers perform a number of duties including but not limited to counts, search cells, search common areas, cell feed, conduct showers, release for yard recreation, respond to emergencies, make entries into logs, write reports, etc.
- Housing Officer – Unit 2 A&B, Disciplinary Segregation: It is recommended that one, 8-hour, 7-day post with relief be deleted from days and evenings and converted to 12-hour posts as indicated below. The current Legislatively Approved Staffing provides for three officers, 7-days, with relief for days and evenings. However, the current practice is to staff the day and night shift with 2 officers, 7-days with relief for days and nights (12-hour shifts). Therefore, the deletion and conversion is being recommended so that the practice is reflected in the Legislatively Approved Staffing.
- Housing Officer - Unit 2 A&B, Disciplinary Segregation: It is recommended that two, 12-hour, 7-day posts with relief be created and funded. One post would be for days and the other for nights. Unit floor officers perform a number of duties including but not limited to counts, search cells, search common areas, cell feed, conduct showers, release for yard recreation, respond to emergencies, make entries into logs, write reports, etc.
- Housing Officer – Unit 2 C&D: It is recommended that one, 8-hour, 7-day post with relief be deleted from days and evenings and converted to 12-hour posts as indicated below. The current Legislatively Approved Staffing provides for three officers, 7-days, with relief for days and evenings. However, the current practice is to staff the day and night shift with two officers, 7-days with relief for days and nights (12-hour shifts). Therefore, the deletion and conversion is being recommended so that the practice is reflected in the Legislatively Approved Staffing.
- Housing Officer - Unit 2 C&D: It is recommended that two, 12-hour, 7-day posts with relief be created and funded. One post would be on days and the other on nights. Unit floor officers perform a number of duties including but not limited to counts, search cells, search common areas, cell feed, conduct showers, release for yard recreation, respond to emergencies, make entries into logs, write reports, etc.

- Housing Officer – Unit 3 A&B: It is recommended that one, 8-hour, 7-day day post with relief be deleted from days and evenings and converted to 12-hour posts as indicated below. The current Legislatively Approved Staffing provides for three officers, 7-days, with relief for days and evenings. However, the current practice is to staff the day and night shift with two officers, 7-days with relief for days and nights (12-hour shifts). Therefore, the deletion and conversion is being recommended so that the practice is reflected in the Legislatively Approved Staffing.
- Housing Officer – Unit 3 A&B: It is recommended that two, 12-hour, 7-day posts with relief be created and funded. One post would be on days and the other on nights. Unit 3 houses Level IV inmates. Unit floor officers perform a number of duties including but not limited to counts, search cells, search common areas, cell feed, conduct showers, release for yard recreation, respond to emergencies, make entries into logs, write reports, etc.
- Housing Officer – Unit 3 C&D: It is recommended that one, 8-hour, 7-day post with relief be deleted from days and evenings and converted to 12-hour posts as indicated below. The current Legislatively Approved Staffing provides for three officers, 7-days, with relief for days and evenings. However, the current practice is to staff the day and night shift with two officers, 7-days with relief for days and nights (12-hour shifts). Therefore, the deletion and conversion is being recommended so that the practice is reflected in the Legislatively Approved Staffing.
- Housing Officer – Unit 3 C&D: It is recommended that two, 12-hour, 7-day posts with relief be created and funded. One post would be on days and the other on nights. Unit 3 houses Level IV. Unit floor officers perform a number of duties including but not limited to counts, search cells, search common areas, cell feed, conduct showers, release for yard recreation, respond to emergencies, make entries into logs, write reports, etc.
- Housing Officer – Unit 4 A&B: It is recommended that one, 8-hour, 7-day day post with relief be deleted from days and evenings and converted to 12-hour posts as indicated below. The current Legislatively Approved Staffing provides for three officers, 7-days, with relief for days and evenings. However, the current practice is to staff the day and night shift with two officers, 7-days with relief for days and nights (12-hour shifts). Therefore, the deletion and conversion is being recommended so that the practice is reflected in the Legislatively Approved Staffing.
- Housing Officer – Unit 4 A&B: It is recommended that 2, 12-hour, 7-day posts with relief be created and funded. One post would be on days and the other on nights. Unit 4 houses segregation inmates. Unit floor officers perform a number of duties including but not limited to counts, search cells, search common areas, cell feed, conduct showers, release for yard recreation, respond to emergencies, make entries into logs, write reports, etc.
- Housing Officer – Unit 4 C&D: It is recommended that one, 8-hour, 7-day post with relief be deleted from days and evenings and converted to 12-hour posts as indicated below. The current Legislatively Approved Staffing provides for three officers, 7-days, with relief for days and evenings. However, the current practice is to staff the day and night shift with 2 officers, 7-days with relief for days and nights (12-hour shifts). Therefore, the deletion and conversion is being recommended so that the practice is reflected in the Legislatively Approved Staffing.

- Housing Officer – Unit 4 C&D: It is recommended that two, 12-hour, 7-day posts with relief be created and funded. One post would be on days and the other on nights. Unit 4 houses segregation inmates. Unit floor officers perform a number of duties including but not limited to counts, search cells, search common areas, cell feed, conduct showers, release for yard recreation, respond to emergencies, make entries into logs, write reports, etc.
- Housing Officer - Unit 5, A&B: It is recommended that two, 12-hour, 7-day posts with relief be created and funded in order for the Legislative Approved Staffing to be consistent with the current practice. One post would be for days and the other for nights. Unit floor officers perform a number of duties including but not limited to counts, search cells, search common areas, cell feed, conduct showers, release for yard recreation, respond to emergencies, make entries into logs, write reports, etc.
- Housing Officer - Unit 5, C&D: It is recommended that two, 12-hour, 7-day posts with relief be created and funded in order for the Legislative Approved Staffing to be consistent with the current practice. One post would be for days and the other for nights. Unit floor officers perform a number of duties including but not limited to counts, search cells, search common areas, cell feed, conduct showers, release for yard recreation, respond to emergencies, make entries into logs, write reports, etc.
- Housing Officer - Unit 6 A&B: It is recommended that the night shift 8-hour, 7-day post with relief be deleted and converted to a 12-hour, 7-day post with relief as indicated below. Converting the 8-hour position to a 12-hour position will provide additional hours of needed officer coverage.
- Housing Officer - Unit 6 A&B: It is recommended that two, 12-hour, 7-day posts with relief be created and funded in order for the Legislative Approved Staffing to be consistent with the current practice. One post would be for days and the other for nights. The officers perform a number of duties including but not limited to cell searches, common area searches, pat-down searches, escorts, roll-ups, disciplinary and log documentation, showers, feeding etc.
- Housing Officer - Unit 6 C&D: It is recommended that the night shift 8-hour, 7-day post with relief be deleted and converted to a 12-hour, 7-day post with relief as indicated below. Converting the 8-hour position to a 12-hour position will provide additional hours of needed officer coverage.
- Housing Officer - Unit 6 C&D: It is recommended that two, 12-hour, 7-day post with relief be created and funded in order for the Legislative Approved Staffing to be consistent with the current practice. One post would be for days and the other for nights. The officers perform a number of duties including but not limited to cell searches, common area searches, pat-down searches, escorts, roll-ups, disciplinary and log documentation, showers, feeding etc.
- Housing Officer - Unit 7 A&B: The legislatively approved staffing provides coverage of two officers on the day and evening shifts and one officer on the night shift, 7-days per week with relief. ASCA recommends staffing be reduced to one officer on the days and evening shifts and

the night shift officer be eliminated, 7-days per week with relief. Converting the 8-hour post to a 12-hour post will provide additional hours of needed officer coverage.

- Housing Officer - Unit 7 A&B: It is recommended that two, 12-hour, 7-day posts with relief be created and funded in order for the Legislative Approved Staffing to be consistent with the current practice. One post would be for days and the other for nights. The officers perform a number of duties including but not limited to cell searches, common area searches, pat-down searches, escorts, roll-ups, disciplinary and log documentation, showers, feeding etc.
- Housing Officer - Unit 7 C&D: The legislatively approved staffing provides coverage of two officers on the day and evening shifts and one officer on the night shift, 7-days per week with relief. ASCA recommends staffing be reduced to one officer on the days and evening shifts and the night shift officer be eliminated, 7-days per week with relief. Converting the 8-hour post to a 12-hour post will provide additional hours of needed officer coverage.
- Housing Officer - Unit 7 C&D: It is recommended that two, 12-hour, 7-day posts with relief be created and funded in order for the Legislative Approved Staffing to be consistent with the current practice. One post would be for days and the other for nights. The officers perform a number of duties including but not limited to cell searches, common area searches, pat-down searches, escorts, roll-ups, disciplinary and log documentation, showers, feeding etc.
- Housing Officer - Unit 8 A&B: It is recommended that the night shift 8-hour, 7-day post with relief be deleted and converted to a 12-hour, 7-day post with relief as indicated below. Converting the 8-hour position to a 12-hour position will provide additional hours of needed officer coverage.
- Housing Officer - Unit 8 A&B: It is recommended that two, 12-hour, 7-day posts with relief be created and funded in order for the Legislative Approved Staffing to be consistent with the current practice. One post would be for days and the other for nights. The officers perform a number of duties including but not limited to cell searches, common area searches, pat-down searches, escorts, roll-ups, disciplinary and log documentation, showers, feeding etc.
- Housing Officer - Unit 8 C&D: It is recommended that the night shift 8-hour, 7-day post with relief be deleted and converted to a 12-hour, 7-day post with relief as indicated below. Converting the 8-hour position to a 12-hour position will provide additional hours of needed officer coverage.
- Housing Officer - Unit 8 C&D: It is recommended that two, 12-hour, 7-day posts with relief be created and funded in order for the Legislative Approved Staffing to be consistent with the current practice. One post would be for days and the other for nights The officers perform a number of duties including but not limited to cell searches, common area searches, pat-down searches, escorts, roll-ups, disciplinary and log documentation, showers, feeding etc.
- Housing Officer - Unit 9 A, B, C, D, E, F: It is recommended that the day and evening 8-hour, 7-day posts with relief be deleted and converted to two, 12-hour, 7-day posts with relief as indicated below. Converting these 8-hour posts to 12-hour posts will allow the current practice

to be consistent with the Legislatively Approved Staffing. It will also provide one needed additional officer on the night shift. Housing Officer - Unit 9 A, B, C, D, E, F: It is recommended that two 12-hour, 7-day posts with relief be created and funded in order for the Legislative Approved Staffing to be consistent with the current practice. One post would be for days and other for nights. The officers perform a number of duties including but not limited to cell searches, common area searches, pat-down searches, escorts, roll-ups, disciplinary and log documentation, showers, feeding etc.

- Housing Officer - Unit 10 A, B, C, D, E, F: It is recommended that the day and evening 8-hour, 7-day posts with relief be deleted and converted to two, 12-hour, 7-day posts with relief as indicated below. Converting these 8-hour posts to 12-hour posts will allow the current practice to be consistent with the Legislatively Approved Staffing. It will also provide one needed additional officer on the night shift. Housing Officer - Unit 10 A, B, C, D, E, F: It is recommended that two, 12-hour, 7-day day posts with relief be created and funded in order for the Legislative Approved Staffing to be consistent with the current practice. One post would be for days and other for nights. The officers perform a number of duties including but not limited to cell searches, common area searches, pat-down searches, escorts, roll-ups, disciplinary and log documentation, showers, feeding etc.
- Housing Officer - Unit 11 A, B, C, D, E, F: It is recommended that the day and evening 8-hour, 7-day posts with relief be deleted and converted to 2, 12-hour, 7-day posts with relief as indicated below. Converting these 8-hour posts to 12-hour posts will allow the current practice to be consistent with the Legislatively Approved Staffing. It will also provide 1 needed additional officer on the night shift. Housing Officer - Unit 11 A, B, C, D, E, F: It is recommended that 2, 12-hour, 7-day posts with relief be created and funded in order for the Legislative Approved Staffing to be consistent with the current practice. One post would be for days and other for nights. The officers perform a number of duties including but not limited to cell searches, common area searches, pat-down searches, escorts, roll-ups, disciplinary and log documentation, showers, feeding etc.
- Housing Officer - Unit 12 A, B, C, D, E, F: It is recommended that the day and evening 8-hour, 7-day posts with relief be deleted and converted to 2, 12-hour, 7-day posts with relief as indicated below. Converting these 8-hour posts to 12-hour posts will allow the current practice to be consistent with the Legislatively Approved Staffing. It will also provide 1 needed additional officer on the night shift. Housing Officer - Unit 12 A, B, C, D, E, F: It is recommended that 2, 12-hour, 7-day posts with relief be created and funded in order for the Legislative Approved Staffing to be consistent with the current practice. One post would be for days and other for nights. The officers perform a number of duties including but not limited to cell searches, common area searches, pat-down searches, escorts, roll-ups, disciplinary and log documentation, showers, feeding etc.
- Search and Escort Officer: It is recommended that three additional, 8-hour, 7-day Search and Escort Officer posts with relief, be created and funded for the day shift. And four additional, 8-hour, 7-day Search and Escort Officer posts with relief, be created and funded for the evening

shift. This will result in having ten officers on the day and evening shifts and four officers on the night shift. Security Squad officers or Floor Officers are pulled off of their normal duties in order to perform the duties that are normally performed by Search and Escort officers. This is an extremely large prison with approximately 3,600 inmates. The search and escort duties, whether as a result of intake, paroles, board hearings, visiting, medical, chapel, recreation, feeding, etc., occur numerous times a day, 7-days a week. The additional Search and Escort officers would reduce the number of officers that have to be pulled off of other duties that are just as critical to the safe and secure operation of the prison.

- Security Squad Officer: Legislatively Approved staffing for the security squad is two officers on each of the three shifts, 7-days per week with relief. ASCA recommends the staffing to be 10 officers on the day shift, 4-days per week working 10-hour shifts without relief.
- Transportation Officer: It is recommended that two, 8-hour, 5-day Transportation Officer positions with relief be created and funded on the day and evening shifts. Currently inmate transports are being performed by officers that are being pulled off of critical posts at the prison. No transportation officer posts are currently funded at this facility. There are too many planned and unplanned transports that have to take place for The Central Transport unit to handle. Transports are numerous in an approximately 3,600 inmate prison and these transports may include transporting inmates to or from Southern Desert Correctional Center or to Casa Grande, or to court or a community hospital.
- Culinary Officer: Legislatively Approved staffing for the culinary officer is 3-3-1, 7-days per week, 8-hours per day with relief. ASCA recommends staffing of 3 officers each of the day and evening shifts 7-days per week, 10-hours per day with relief.
- Infirmary Officer: It is recommended that one, 8-hour, 7-day post and the relief factor be deleted and converted to one, 10-hour 4-day post as indicated below.
- Infirmary Clinic Officer: It is recommended that one, 10-hour 4-day post with relief factor be created and funded. This post is needed in the clinic and this schedule is consistent with the current demand for security coverage.
- Community Hospital Officer: It is recommended that two, 8-hour, 7-day officer posts be created for the day, evening and night shift with relief. HDSP typically has at least one inmate in a community hospital in North Las Vegas. At times HDSP may have more than one inmate in a community hospital, but the addition of two officers, 24/7 will reduce the need to pull officers off of posts in the prison. Policy requires that there be at least two officers per inmate while they are in a community hospital.
- Prison Industries Officer: It is recommended that one, 10-hour, 4-day (with relief) Prison Industries Officer post be created and funded from the Prison Industry Fund. The Prison industries program needs an officer to patrol and search common areas and inmates while in the prison industries areas.

- Education Building Officer: It is recommended that the three, 8-hour, 7-day officer posts with relief be converted to three, 8-hour 5-day officer posts because education operates 5-days a week.
- Chapel Officer: It is recommended that a chapel officer be funded for an 8-hour, 7-day shift with full relief factor. Currently, officers are pulled 7-days a week to supervise inmates that attend chapel services. Inmates cannot be left unsupervised in the chapel. Prior to and after each chapel service, the chapel should be searched in order to prevent the transfer of contraband, drugs and weapons from one area to another by inmates attending chapel at different times or days.
- Gym Floor Officer: It is recommended that two, 8-hour, 7-day posts with relief be established on the evening and night shift in lieu of the one, 8-hour, 7-day post that is currently in the Legislatively Approved Staffing. The gym is used for emergency inmate housing pending an assignment to a housing unit, and therefore an officer is needed to provide for the safety and security of the inmates and the facility.

Civilian Staff

- Visiting Clerk: It is recommended that 1 civilian Visiting Clerk's position be created and funded to assist visiting officers with the clerical duties that are being performed by visiting officers. This position would allow officers to concentrate on safety and security issues instead of performing clerical duties that can be better performed by a civilian staff person.
- Mail Room Clerk: It is recommended that 4 civilian Mail Room Clerk positions be created and funded to perform the duties now being performed by 4 correctional officers whose positions are recommended for deletion. It has been ASCA's experience that mailroom duties can be successfully performed by civilian staff.
- Canteen Worker: It is being recommended that 5 civilian Canteen Worker positions be created and funded to perform the duties currently being performed by 5 correctional officers. These 5 officers are utilized during the day shift to deliver commissary purchases to inmates, instead of having inmates pickup their purchases at the commissary. This was done in an effort to reduce canteen losses, inmate grievances, and to prevent thefts by the more predatory inmates against weaker inmates. While this accomplished the desired results, it also removed correctional officers from inmate supervision, searches, escorts etc. Therefore, it is being recommended that 5 civilian positions be created to perform these same duties.

Physical Plant Modification Recommendation

When originally designed, it was never anticipated that in the Bow-Tie Units 1 through 6 that the gun post officer on the roof top would have to move to the rear of those building tops because they were general population units. These have now been converted to segregation units and these units now have individual segregation yards made of chain-link fencing for these inmates. This requires the officer

to move from the front of the building to the rear of the building to provide gun coverage for the officers moving inmates to and from these recreation yards. If an emergency occurs at the rear of the building in these new segregation exercise yards, the officer has to travel from the front of the building, across the entire roof top, to the back of the building over the existing catwalk, to provide any gun coverage.

It is being recommended that a short bridge be constructed at the rear of the building, similar to the existing one in the front entrance of the building, to reduce the time it would take an officer to respond to an emergency in the back of these buildings.

High Desert State Prison
Shift Relief Comparison - ASCA Average NDOC Major Institution SRF
Legislatively Approved Staffing - 2013-15 Biennium
 Updated July 7, 2014 - 1:17 pm

	NDOC Legislatively Approved														ASCA Recommended													
	Shift Type						Frequency Filled			Relief					+/- FTE	Shift Type						Frequency Filled			Relief			+/- FTE
	8 Hour			12 Hour		M-F	Y/N	NDOC		ASCA		D	8 Hour			12 Hour		Other	Y/N	ASCA		+/- FTE						
	D	E	N	D	N	D		Shifts	Days	Hours	SRF		FTE	SRF	FTE	D	E	N		D	N		D	Shifts	Days	Hours	SRF	FTE
Tower 2	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00				2.00	7	8	Y	1.70	3.40	(1.70)	
Tower 3	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Tower 4 (Renamed Tower 7)	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00				2.00	7	8	Y	1.70	3.40	(1.70)	
Sallyport	1.00	1.00					2.00	7	8	Y	1.60	3.20	1.70	3.40	0.20	1.00	1.00				2.00	7	8	Y	1.70	3.40	-	
Housing Control Officer - Unit 1 A & B	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 1 A & B Intake	2.00	2.00	1.00				5.00	7	8	Y	1.60	8.00	1.70	8.50	0.50	2.00	2.00	1.00				5.00	7	8	Y	1.70	8.50	-
Housing Officer - Unit 1 A & B Intake																		1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10	
Housing Control Officer - Unit 1 C & D	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 1 C & D - Intake	2.00	2.00	1.00				5.00	7	8	Y	1.60	8.00	1.70	8.50	0.50	2.00	2.00	1.00				5.00	7	8	Y	1.70	8.50	-
Housing Officer - Unit 1 C & D - Intake																		1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10	
Housing Control Officer - Unit 2 A & B	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 2 A & B - Dis / Seg	3.00	3.00	1.00				7.00	7	8	Y	1.60	11.20	1.70	11.90	0.70	2.00	2.00	1.00				5.00	7	8	Y	1.70	8.50	(3.40)
Housing Officer - Unit 2 A & B - Dis / Seg																		1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10	
Housing Control Officer - Unit 2 C & D	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 2 C & D	3.00	3.00	1.00				7.00	7	8	Y	1.60	11.20	1.70	11.90	0.70	2.00	2.00	1.00				5.00	7	8	Y	1.70	8.50	(3.40)
Housing Officer - Unit 2 C & D																		1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10	
Housing Control Officer - Unit 3 A & B	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 3 A & B	3.00	3.00	1.00				7.00	7	8	Y	1.60	11.20	1.70	11.90	0.70	2.00	2.00	1.00				5.00	7	8	Y	1.70	8.50	(3.40)
Housing Officer - Unit 3 A & B																		1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10	
Housing Control Officer - Unit 3 C & D	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 3 C & D	3.00	3.00	1.00				7.00	7	8	Y	1.60	11.20	1.70	11.90	0.70	2.00	2.00	1.00				5.00	7	8	Y	1.70	8.50	(3.40)
Housing Officer - Unit 3 C & D																		1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10	
Unit 3 & 4 Protection Post	1.00	1.00					2.00	7	8	Y	1.60	3.20	1.70	3.40	0.20	1.00	1.00				2.00	7	8	Y	1.70	3.40	-	
Housing Control Officer - Unit 4 A & B	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 4 A & B	3.00	3.00	1.00				7.00	7	8	Y	1.60	11.20	1.70	11.90	0.70	2.00	2.00	1.00				5.00	7	8	Y	1.70	8.50	(3.40)
Housing Officer - Unit 4 A & B																		1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10	
Housing Control Officer - Unit 4 C & D	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 4 C & D	3.00	3.00	1.00				7.00	7	8	Y	1.60	11.20	1.70	11.90	0.70	2.00	2.00	1.00				5.00	7	8	Y	1.70	8.50	(3.40)
Housing Officer - Unit 4 C & D																		1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10	

High Desert State Prison
Shift Relief Comparison - ASCA Average NDOC Major Institution SRF
Legislatively Approved Staffing - 2013-15 Biennium
 Updated July 7, 2014 - 1:17 pm

	NDOC Legislatively Approved															ASCA Recommended												
	Shift Type						Frequency Filled			Y/N	Relief				+/- FTE	Shift Type						Frequency Filled			Y/N	Relief		+/- FTE
	8 Hour			12 Hour		M-F	Shifts	Days	Hours		NDOC		ASCA			8 Hour			12 Hour		Other	Shifts	Days	Hours		ASCA		
	D	E	N	D	N	D				SRF	FTE	SRF	FTE	D	E	N	D	N	D	SRF	FTE							
Housing Control Officer - Unit 5 A & B	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 5 A & B	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 5 A & B																		1.00	1.00			2.00	7	12	Y	2.55	5.10	5.10
Housing Control Officer - Unit 5 C & D	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 5 C & D	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 5 C & D																		1.00	1.00			2.00	7	12	Y	2.55	5.10	5.10
Unit 5 & 6 Protection Post	1.00	1.00					2.00	7	8	Y	1.60	3.20	1.70	3.40	0.20	1.00	1.00					2.00	7	8	Y	1.70	3.40	-
Housing Control Officer - Unit 6 A & B	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 6 A & B	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00					2.00	7	8	Y	1.70	3.40	(1.70)
Housing Officer - Unit 6 A & B																		1.00	1.00			2.00	7	12	Y	2.55	5.10	5.10
Housing Control Officer - Unit 6 C & D	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 6 C & D	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00					2.00	7	8	Y	1.70	3.40	(1.70)
Housing Officer - Unit 6 C & D																		1.00	1.00			2.00	7	12	Y	2.55	5.10	5.10
Housing Control Officer - Unit 7 A & B	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 7 A & B	2.00	2.00	1.00				5.00	7	8	Y	1.60	8.00	1.70	8.50	0.50	1.00	1.00					2.00	7	8	Y	1.70	3.40	(5.10)
Housing Officer - Unit 7 A & B																		1.00	1.00			2.00	7	12	Y	2.55	5.10	5.10
Housing Control Officer - Unit 7 C & D	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 7 C & D	2.00	2.00	1.00				5.00	7	8	Y	1.60	8.00	1.70	8.50	0.50	1.00	1.00					2.00	7	8	Y	1.70	3.40	(5.10)
Housing Officer - Unit 7 C & D																		1.00	1.00			2.00	7	12	Y	2.55	5.10	5.10
Unit 7 & 8 Protection Post	1.00	1.00					2.00	7	8	Y	1.60	3.20	1.70	3.40	0.20	1.00	1.00					2.00	7	8	Y	1.70	3.40	-
Housing Control Officer - Unit 8 A & B	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 8 A & B	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00					2.00	7	8	Y	1.70	3.40	(1.70)
Housing Officer - Unit 8 A & B																		1.00	1.00			2.00	7	12	Y	2.55	5.10	5.10
Housing Control Officer - Unit 8 C & D	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 8 C & D	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00					2.00	7	8	Y	1.70	3.40	(1.70)
Housing Officer - Unit 8 C & D																		1.00	1.00			2.00	7	12	Y	2.55	5.10	5.10
Housing Control Officer - Unit 9 A, B, C, D, E, F	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 9 A, B, C, D, E, F	3.00	3.00	1.00				7.00	7	8	Y	1.60	11.20	1.70	11.90	0.70	2.00	2.00	2.00				6.00	7	8	Y	1.70	10.20	(1.70)

High Desert State Prison
Shift Relief Comparison - ASCA Average NDOC Major Institution SRF
Legislatively Approved Staffing - 2013-15 Biennium
 Updated July 7, 2014 - 1:17 pm

	NDOC Legislatively Approved														ASCA Recommended													
	Shift Type						Frequency Filled			Relief					+/- FTE	Shift Type						Frequency Filled			Relief			+/- FTE
	8 Hour			12 Hour		M-F	Shifts	Days	Hours	Y/N	NDOC		ASCA			8 Hour			12 Hour	Other	Shifts	Days	Hours	Y/N	ASCA			
	D	E	N	D	N	D					SRF	FTE	SRF	FTE	D	E	N	D	N	D					SRF	FTE		
Housing Officer - Unit 9 A, B, C, D, E, F																		1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10	
Housing Control Officer - Unit 10 A, B, C, D, E, F	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 10 A, B, C, D, E, F	3.00	3.00	1.00				7.00	7	8	Y	1.60	11.20	1.70	11.90	0.70	2.00	2.00	2.00				6.00	7	8	Y	1.70	10.20	(1.70)
Housing Officer - Unit 10 A, B, C, D, E, F																		1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10	
Housing Control Officer - Unit 11 A, B, C, D, E, F	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 11 A, B, C, D, E, F	3.00	3.00	1.00				7.00	7	8	Y	1.60	11.20	1.70	11.90	0.70	2.00	2.00	2.00				6.00	7	8	Y	1.70	10.20	(1.70)
Housing Officer - Unit 11 A, B, C, D, E, F																		1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10	
Unit 12 Protection Post	1.00	1.00					2.00	7	8	Y	1.60	3.20	1.70	3.40	0.20	1.00	1.00					2.00	7	8	Y	1.70	3.40	-
Housing Control Officer - Unit 12 A, B, C, D, E, F	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30	1.00	1.00	1.00				3.00	7	8	Y	1.70	5.10	-
Housing Officer - Unit 12 A, B, C, D, E, F	3.00	3.00	1.00				7.00	7	8	Y	1.60	11.20	1.70	11.90	0.70	2.00	2.00	2.00				6.00	7	8	Y	1.70	10.20	(1.70)
Housing Officer - Unit 12 A, B, C, D, E, F																		1.00	1.00		2.00	7	12	Y	2.55	5.10	5.10	
Search and Escort	7.00	6.00	4.00				17.00	7	8	Y	1.60	27.20	1.70	28.90	1.70	10.00	10.00	4.00				24.00	7	8	Y	1.70	40.80	11.90
Security Squad	2.00	2.00	2.00				6.00	7	8	Y	1.60	9.60	1.70	10.20	0.60					10.00		10.00	4	10	N	1.00	10.00	(0.20)
Transportation															2.00	2.00					4.00	5	8	Y	1.21	4.84	4.84	
Yard Officer							-	7	8	Y	1.60	-	-	-	-													-
Culinary Officer	3.00	3.00	1.00				7.00	7	8	Y	1.60	11.20	1.70	11.90	0.70	3.00	3.00					6.00	7	10	Y	2.12	12.72	0.82
Gun Posts 1, 2 & 3	3.00	3.00	1.00				7.00	7	8	Y	1.60	11.20	1.70	11.90	0.70	3.00	3.00	1.00				7.00	7	8	Y	1.70	11.90	-
Infirmery	3.00	2.00	2.00				7.00	7	8	Y	1.60	11.20	1.70	11.90	0.70	2.00	2.00	2.00				6.00	7	8	Y	1.70	10.20	(1.70)
Infirmery Clinic																			1.00		1.00	4	10	Y	1.21	1.21	1.21	
Community Hospital							-								2.00	2.00	2.00				6.00	7	8	Y	1.70	10.20	10.20	
Prison Industries																			1.00		1.00	4	10	Y	1.21	1.21	1.21	
Education Building	3.00						3.00	7	8	Y	1.60	4.80	1.70	5.10	0.30					3.00		3.00	5	8	Y	1.21	3.63	(1.47)
Chapel Officer															1.00						1.00	7	8	Y	1.70	1.70	1.70	
Gym Floor Officer	1.00						1.00	7	8	Y	1.60	1.60	1.70	1.70	0.10		1.00	1.00				2.00	7	8	Y	1.70	3.40	1.70
Gym Tower - Gun Post	1.00						1.00	7	8	Y	1.60	1.60	1.70	1.70	0.10	1.00						1.00	7	8	Y	1.70	1.70	-
Total Correctional Officers	116.00	94.00	58.00	-	-	-	268.00					422.80	448.25	25.45	94.00	89.00	54.00	20.00	20.00	20.00	297.00				526.72	78.47		
Legislatively Approved FTE												423.00	423.00												423.00			
Difference												(0.20)	25.25												103.72			
Total All Custody Staff	127.00	98.00	62.00	-	-	-	287.00					451.60	478.59	26.99	104.00	97.00	56.00	20.00	20.00	24.00	321.00				558.07	79.48		
Total Legislatively Approved FTE												452.00	452.00												452.00			
Difference												(0.40)	26.59												106.07			

(a.) - Legislature Approved post chart shows no relief ("N"); however, calculations factored in relief.

High Desert State Prison
Shift Relief Comparison - ASCA Average NDOC Major Institution SRF
Legislatively Approved Staffing - 2013-15 Biennium
Updated July 7, 2014 - 1:17 pm

	NDOC Legislatively Approved											ASCA Recommended																						
	Shift Type						Frequency Filled			Y/N	Relief				+/- FTE	Shift Type						Frequency Filled			Y/N	Relief		+/- FTE						
	8 Hour			12 Hour			M-F	Shifts	Days		Hours	NDOC		ASCA		8 Hour			12 Hour			Other	Shifts	Days		Hours	ASCA							
	D	E	N	D	N	D	SRF			FTE		SRF	FTE	D	E	N	D	N	D	SRF	FTE													
Civilian Staff																																		
Visiting Clerk																					1.00						1.00	5	8	N	1.00	1.00	1.00	
Mailroom Clerk																					4.00						4.00	5	8	Y	1.21	4.84	4.84	
Canteen Worker																					5.00						5.00	5	8	Y	1.21	6.05	6.05	
Total Civilian Staff																					10.00	-	-	-	-	-	10.00						11.89	11.89
	<i>Assumes same relief factor as Correctional Officers</i>																																	
TOTAL ALL	127.00	98.00	62.00	-	-	-	287.00					451.60		478.59	26.99	114.00	97.00	56.00	20.00	20.00	24.00	331.00									569.96	91.37		
Total Legislatively Approved FTE												452.00		452.00																	452.00			
Difference												(0.40)		26.59																	117.96			

Florence McClure Women's Correctional Center

Dates of On-site Assessment: November 11 – 12, 2013

Facility Description

The Florence McClure Women's Correctional Center (FMWCC) is a 950 bed capacity facility that was opened in 1997 as a women's prison. It was originally designed and built by Corrections Corporation of America. The Nevada Department of Corrections assumed control of this facility on October 1, 2004. The facility was remodeled and expanded in 2009 with the addition of Units 7, 8, 9, and 10. Each of these units has 2 pods and each pod has 25 cells and all but 1 of the cells has two fixed beds. This facility has a number of pods that have large cells with multiple double bunks in them. A Pod through N Pod have some permanent bunks (fixed) and temporary bunks that have been added (sliders) to accommodate additional inmates. A Pod has a total of 70 beds; B Pod has a total of 74 beds; C Pod has 38 beds, D Pod has 40 beds; E Pod has 40 beds; and F Pod has 38 beds. It also has celled housing as follows: Unit 2 has 4 single cells for temporary housing; Unit 3 has 11 cells; Unit 4/G Pod is the Extended Care Unit and it has 38 beds; H Pod has 40 beds; I Pod has 40 beds; J Pod has 38 beds and the total of these pods is 156 beds. Unit 5 has K Pod with 38 beds; L Pod has 40 beds; M Pod has 40 beds and N Pod has 38 beds and the total for these pods is 156 beds. The design of Pods A through N makes site supervision from the floor or the control booth difficult. The control booth officer has good visibility into the dayrooms but poor visibility into the pods themselves. A floor officer typically supervises two pods and sight and sound supervision only possible for one pod at a time.

Facility Operation:

The facility operates as a medium security unit, where female inmates move from one point to another under general supervision and escorts are not needed. Dining is provided in a main dining room where inmates dine one unit at a time, with the exception of those that are in the segregation unit and those inmates are cell-fed. Recreation is provided in a main recreation yard and a gym. Unit 4 recreates in a yard adjacent to that unit. Contact visitation takes place in the visiting room which is located in the main building which houses the administration building, core services, Prison Industries and all of the housing units except for Unit 9 A&B dorms which are adjacent to the main building. Out-of-cell time begins after the morning meal and continues until lockdown, which occurs at roughly 9:30 PM in the evening. All movement is frozen and those inmates in the housing units are in their cells or on their bunks in the dorms for census counts throughout the day.

FMWCC provides a number of programming opportunities, including a dog training program, a drug treatment program, a re-entry program and an array of educational programs, which includes adult basic education, vocational training, and a general education diploma program. A Prison Industry program is in operation where inmates sort and test items returned to local retail stores, such as Target, for possible resale.

The facility operates as a direct supervision institution where officers supervise inmates within their living area, not separated by security barriers. The exception to that are the control room officers who

are supposed to observe inmates and floor staff from a distance. However, due to the shortage of staff, the control booth officers leave their control booth posts to perform floor officer duties.

There are ten (10) living units in the facility, two (2) of which have not been activated, and one that has now been converted to the library and can be used for emergency housing. Unit 1 is comprised of 6 pods, that each have approximately 38 to 40 beds and Unit 1 can house approximately 300 inmates. Unit 2 has 4 single cells but they are used as temporary hold cells. Unit 3 used to be the segregation unit, but it was deactivated because the need for segregation beds increased past this unit's 11-cell capacity. It will be activated in January due to the increase in population and it will house general population inmates. Unit 4 can house approximately 156 inmates and one of the pods is the Extended Care Unit for those inmates that need medical attention due to illness or mental health issues. Unit 5 can also house approximately 156 inmates and it is general population, but one of the pods houses the elderly inmates and because of the number of high risk pregnancies, pregnant inmates are housed in this unit also. Unit 6 no longer exists as it used to house inmates but it is now used as the library, but the automated system still shows it as a housing unit. It can, however, be used for emergency housing if the need arises. Unit 7 houses intake and administrative segregation overflow and it has a bed capacity of 98. Housing Unit 8 is not activated and it has a capacity of 98. Housing Unit 9 has dorms A and B and each dorm houses 120 inmates each for a total of 240 inmates in Unit 9. Unit 10 is not activated and it has a capacity of 98.

The core services are in the same building as the housing units except Unit 9. The core services include an infirmary, kitchen and dining room, gymnasium, educational classrooms, Prison Industries and library. The perimeter includes two chain-link fences affixed with razor ribbon along the top and bottom of the fences. This facility does not have any towers and it does not have any interior gun coverage. A mobile patrol is used for perimeter security. There is 1 vehicle sallyport and a single pedestrian sallyport, where facility access is controlled.

Facility Staffing

The FMWCC has a total of 117 legislatively approved positions in the following categories: there are 110 correctional officers, three sergeants, and four lieutenants. A warden and two associate wardens provide management oversight and one administrative lieutenant supplements them. An associate warden manages the security division. Most of the correctional officers work 8-hour shifts, with the exception of the visiting staff that work 10-hour shifts.

Supervisor Assignments

Each operating shift is supervised directly by a lieutenant or sergeant, (protective services in the legislatively approved staffing) who is responsible for overseeing shift operations and the deployment of personnel. The day and evening lieutenants are funded for relief; however, the night shift lieutenant's position is not funded for relief in the legislatively approved staffing. The shift sergeant position is funded for relief. This facility has chosen to use the pieces of relief to create an administrative lieutenant's position. At this facility the practice is to have one 7-day lieutenant's position with full relief

and one 5-day lieutenant's position with the relief factor for a five-day post. The shift lieutenants and shift sergeants are responsible for the performance evaluations of all of their shift personnel as they are the first line supervisors of line correctional staff. This facility does not have housing sergeants. Due to the shortage of personnel, when the shift lieutenant is off duty, he is replaced by a sergeant, who functions as the shift commander. The shift sergeant is replaced by a pulled senior correctional officer who functions as the shift sergeant. This domino effect creates supervisory, training and documentation voids.

Correctional Officer Posts

Correctional officers are posted in a variety of locations. Central control operates and monitors emergency systems for the facility including two-way radio communication and controls access to the secure area of the prison where the housing units, core services, prison industries, and yard are located.

Most correctional officers work 8-hour shifts except for the visiting staff who work a four day, 10-hour shift and Central Control which has one, 12-hour shift on days and one, 12-hour shift on nights. There are 22 posts that need to be staffed on the day shift, 20 on evenings, and 14 on the night shift. In addition, there is an administrative shift, which includes a number of five-day posts with 8-hour shifts.

Perimeter entry is through the pedestrian sallyport, where staff and visitors enter the facility after clearing the metal detector and it is staffed 24/7. This facility does not have any perimeter towers and perimeter security is conducted by an officer in a vehicle that patrols the perimeter 24/7. The perimeter patrol officer is critical due to the location of this prison near an urban area and a major highway. This prison sits on a large parcel of property and from time to time the perimeter patrol officer has to deal with private citizens who wander onto the property.

A control booth officer and one to two floor officers depending on the size of the unit typically man housing units. Control booth officers are not armed and they do not provide gun coverage for the floor officer. Because floor officers are regularly pulled off of their housing unit posts, due to staff shortages or to transport inmates or provide hospital guarding, the control booth officers are required to leave the control booth and perform floor officer duties such as monitoring showers, perform counts, searches etc.

This facility is funded for two search and escort day shift posts and one evening and one night search and escort post. This staff provides security to the core services areas, assist with unit searches, escorts, emergency response, transports and outside hospital guarding, and other utility duties as assigned. This facility is not funded for any transportation officers but this facility has to transport inmates off-site for medical appointments and court appointments, as well as supervise inmates who have been admitted to outside community hospitals. This facility does not have any investigators to investigate inmates suspected of illicit activity, disciplinary matters, security threat group membership, or protective custody issues.

The mailroom is managed by the Unit 1 officer position, and this staff member is tasked with dealing with all of the regular correspondence, legal mail, special packages, and JPAY email that must be printed and scanned, the inmate located, and the email delivered. The staffing for the mailroom duties has not been increased even though the population of the facility has doubled. Due to the limited number of officers available to respond to an emergency or to cover unfilled posts, it is not recommended that this post be covered to a civilian position. However, it is being recommended that a civilian clerk's position be funded to assist with the additional and new workload.

Five-day posts include the vehicle sallyport officer, community hospital security/supervision, one transportation officer for days and one for evenings, a yard officer, a property/intake officer, and mail and visiting. These officers have to be pulled off of their posts to fill the vehicle sallyport post during the evening shift. Policy requires two officers for transports and hospital guarding. Due to the high number of high-risk pregnancies, transports to outside community hospitals are frequent. Often there is more than one inmate at the hospital, which requires four or more officers to be pulled off of their posts to provide hospital guarding.

Findings and Recommendations

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

- **Captain:** It is recommended that the position of Captain be created and funded for this facility. This position will serve as the chief of security and commander of uniformed personnel. At the present time there is no uniform commander at the facility and the various shift lieutenants report directly to the associate warden. The associate warden has responsibility for administration, programming, and operations in addition to supervising the uniformed staff. In most jurisdictions with which we are familiar, a single individual, such as a Captain or Major manages the custody staff. These positions do not exist in the Nevada Department of Corrections and operations would be significantly strengthened if this position were approved for funding.
- **Protective Services (Sergeant):** It is recommended that this 8-hour, 5-day position without relief (night shift) be converted to the position of administrative lieutenant on the day shift, five days per week without relief. Because of the demands of modern correctional practice, which requires complex and comprehensive policies and procedures that guide the operations of a correctional facility, this position is considered critical. It is recommended that the position be converted to an administrative lieutenant.
- **Administrative Lieutenant:** It is recommended that the position of administrative lieutenant be created and funded for this facility from the Protective Services Lieutenant's position as noted above. The administrative lieutenant performs mainly administrative duties at the present time,

such as writing and reviewing operational procedures and developing the shift schedule and this position sometimes provides sick and vacation relief for the current shift lieutenant.

- Protective Services Lt.: It is recommended that the current 8-hour, 5-day protective services lieutenant's position be converted to a shift lieutenant. It is currently funded for the evening shift with no relief.
- Protective Services: It is being recommended that the current 8-hour, 7-day protective services lieutenant's position be converted to a shift lieutenant. It is currently funded for the day shift with relief. [The Legislatively Approved staffing at FMWCC was not specific to "posts" for the lieutenants and sergeants. They were simply identified as "Protective Services" posts.]
- Shift Lieutenant - It is recommended that the shift lieutenant position be created and funded by converting the existing Protective Services positions and the additional needed funding, for 3, 8-hour positions for days, evenings and nights with relief. At the present time, shift sergeants are elevated to the shift commander role, when the lieutenant is discharging benefit leave. This situation creates a domino effect at this facility because the shift sergeant assumes the role of shift commander, and a senior correctional officer assumes the role of shift sergeant. A minimum of two supervisors need to be available to manage an incident, one who can respond as the incident commander, and a second who can manage notifications from the command post, and make critical decisions.
- Protective Services Sgt.: It is recommended that the existing Protective Services sergeant's positions be converted to shift sergeants. They are currently funded on the days and evening shifts as 8-hour, 7-day, with relief.
- Shift Sergeant - It is recommended that the shift sergeant's positions be created and funded from the existing Protective Services positions and additional funding as an 8-hour position for seven days, evenings and nights with relief. The shift sergeant position is responsible for the day-to-day deployment and direction of officers to ensure that the security of the facility is maintained. They are also responsible for on-the-job training and performance evaluations.
- Housing Sergeant – It is recommended that one Housing Sergeant's position be created and funded for days with the relief factor and one position for evenings, with the relief factor. Currently FMWCC is not funded for a housing sergeant and the span of control is too large for the shift sergeant. One shift sergeant per watch, on days, evenings, and nights, cannot supervise, train, and document performance evaluations for all of the officers assigned to FMWCC. One shift sergeant cannot monitor all of the areas such as the gates, central control, visiting, sallyport, perimeter, administrative segregation, housing units, infirmary, education, chapel, computer lab, prison industries and while responding to grievances and ensuring due process for any inmate disciplinaries. Therefore, it is being recommended that a housing sergeant be funded for days and evenings, seven days a week with full relief factor.
- Transportation Officers – It is recommended that two Transportation Officer positions be funded five days a week for days and evenings with full relief. The one current day and evening funded post needs to be "pulled" as officers are assigned to other posts to assist in transports.

There are too many planned and unplanned transports that have to take place for a central transport unit to handle. It may include transporting inmates to or from Florence McClure Women's Correctional Center to Casa Grande, the bus depot for inmates being paroled, or to court, or to a community hospital.

- Community Hospital: – It is recommended that two additional community hospital posts be funded, 8-hour, 7-day, with full relief factor for days and evenings. Current staffing provides two officers days and evenings, 5-days per week with relief. -Staffing for the night shift is also recommended with four officers, 8-hours per day, with relief. Total staffing recommended by ASCA would provide four officers for each shift (days, evenings and nights), 8-hours per day, with relief. Policy requires that there be at least two officers per inmate while they are in a community hospital. FMWCC typically has at least one inmate in a community hospital in North Las Vegas but the norm is more than two inmates. At times FMWCC may have as many as four inmates in a community hospital because of the high number pregnancies and high risk pregnancies, which are housed in different areas of the hospital, and also a high number of illnesses among female inmates. Additionally, there is no jail ward in the community hospital that can be used to more efficiently house female inmates.
- Yard Officer: The current practice is for the Yard Officer to work five days, eight hours a day with no relief. It is currently funded as a 5-day post with relief. Therefore, the relief factor should be deleted because of the need for full coverage five days each week.
- Yard Officer: Two Yard Officers (day and evening shifts) are funded as 7-day, 8-hour positions with relief. It is recommended that these positions be converted to Yard Recreation/Gym Officer positions on the day and evening shifts to coincide with scheduled activities.
- Yard Recreation/Gym Officer: It is recommended that this position be funded as a 7 day post with full relief factor from the Yard Officer positions listed above to coincide with recreation activities.
- Central Control: The current legislatively approved staffing provides for two officers on days, one on evenings and one on nights for Central Control with relief (8-hours, 7-days). The current practice is two, one officer on days and one officer on nights for 12-hours shifts. Therefore, due to the current practice, it is recommended that the current one-day positions be deleted and converted to new Central Control positions listed in the next bullet.
- Central Control: It is recommended that one, 8-hour 7-day position for days with relief and one, 8-hour, 7-day position for evenings with relief created and funded. The workload is consistently high in the afternoon in central control through shift changes, intake, transports, sallyports, truck delivers, prison industries inmates and staff, and pedestrian entrances, and gates. Central control at this facility issues, collects and logs all of the keys and equipment. This includes all of the mechanical restraints, radios, batteries and other equipment. Central control is responsible for keeping all of the batteries charged and exchanging batteries at shift change or if a battery discharges while an officer is on duty. The officers also monitor cameras on three different computer monitors to identify staff or individuals that want access into the prison or into different areas of the prison. Central Control is responsible for multiple and critically important tasks that require more than one person to manage. Tasks in this high traffic area include

unlocking security doors and gates, keeping track of security keys and restraint gear, monitoring cameras, and logging activities and events.

- Unit 1 Floor: It is recommended that one additional 8-hour floor post be created and funded with relief for all three shifts. This will result in three officers on days and evenings and two officers on nights. As stated above, floor officers cannot provide sight and/sound supervision for the inmate population due to the design and configuration of the unit.
- Unit 3 Segregation: It is being recommended that one night shift segregation officer position with relief be deleted. The legislatively approved staffing provides one officer position with relief for days, one for evening and one for nights. The current practice is not to use any of these positions because this unit was deactivated as the segregation unit and it has not been used to house inmates. However, due to the population increase it is being prepared to house up to 18 general population inmates and has a search and escort officer provide intermittent supervision on all three shifts. Therefore, it is recommended that the current funding for one officer position on days and one on evenings with full relief factor be retained. The currently funded night shift search and escort officer can conduct counts and perform intermittent cell checks.
- Unit 5 Floor: It is recommended that one floor officer position with relief be created for evenings and one additional position for nights for a total of two additional positions with relief. It is currently funded for two officer positions on days and one on evenings and one on nights. This unit has four pods and each pod has a different program such as the elderly, pregnant, or dog training. These types of programs require more attention because of the number of times inmates have to be let out of their cells, monitored, and searched. The elderly and pregnant women also require more medical attention and have more medical emergencies than general population inmates.
- Unit 7 Floor: It is currently funded for 1.5 FTE on days. The current practice does not include the use or staffing of the .5 FTE on days. Therefore, it is recommended that this .5 FTE be deleted.
- Unit 9 A/B Modular: The current funded staffing provides two officers with relief for days and evening and 1.25 FTE for nights. It is recommended that one additional officer with relief be created and funded for days and the same for evenings. It is also recommended that the additional .75 FTE with relief be created and funded for nights. Unit 9 has two very large dormitories. The A and B dorms can house up to 120 inmates each, and on the day of the site visit, one had 120 inmates and the other had 124 inmates. Unit 9 is a stand-alone unit that is not connected to the corridors in the main facility. During the night shift, the door between the A and B is left open so that one officer can try to observe the other officer conduct count in the dark. The additional officer positions will provide coverage and response to the dorm while the other officer is taking a bathroom break or is conducting counts.
- Search and Escort Officer: It is recommended that three search and escort positions with relief be created and funded for days (will result in five S&E officers) and four search and escort

positions be created for evenings (will result in five S&E officers) and one search and escort position be created and funded for nights (will result in two S&E officers), all should be 7-day positions with the full relief factor. Currently FMWCC is funded for two correctional officers on days and evenings seven days a week with full relief and one on nights with full relief. Current staffing levels make it difficult to supervise the number of inmates requiring escorts on each shift, assisting in the infirmary during sick-call and pill-call, and responding to unanticipated requests for assistance. The recommended level of staffing would provide FMWCC with a total of five search and escort officers on day and evening shifts with full relief and two search and escort officers on nights with full relief.

- **Culinary Officer:** It is recommended that two culinary officer positions with relief be created and funded. The funding would provide one additional officer, seven days a week, with full relief for days and evenings. Currently FMWCC is funded for one culinary officer seven days a week, on days and evenings with full relief. It is difficult for one officer to cover all of the areas in culinary effectively. This includes the food preparation area, a number of cold and dry goods storage areas, the dishwashing area, the serving lines and assisting in the observation of the dining rooms during feeding.
- **Education Officer –** It is recommended that a five-day a week education officer with relief factor be created and funded for FMWCC. At the present time there is no custody supervision of five classrooms, law library, chapel and computer lab which together can have about 120 inmates. The classrooms are off the main corridor and cannot be seen by other custody staff. This additional position would conduct sight and sound supervision, conduct searches of all of the areas in education and respond to emergencies.
- **Investigations:** It is recommended that one investigator position be created and funded (5-days, without relief) to address the facility's investigative needs. Investigations require special training, skills and report writing capabilities and having a dedicated position to conduct investigations will enhance the reduction of incidents and introduction of contraband into the facility. This facility is a medium security women's prison that houses inmates in need of close supervision. There are female inmates that are predators and have been validated as security threat group members as well as other inmate management issues that require the presence of corrections investigators to ensure the safety and security of inmates and staff. This facility does not have any investigative capability other than a sergeant or lieutenant and they are unable to dedicate themselves fully to investigative work, and are unavailable for significant portions of the day.
- **Mailroom Clerk:** One officer manages the mailroom, and deals with all of the regular correspondence, legal mail, special packages, and JPAY email that must be printed and scanned, the inmate located, and the email delivered. The staffing for the mailroom duties has not been increased even though the population of the facility has doubled. Due to the limited number of officers available to respond to an emergency or to cover unfilled posts, it is not recommended that this post be converted to a civilian position. However, it is recommended that a civilian clerk's position be funded to assist with the additional and new workload.

- **Property Clerk:** It is recommended that one civilian five day a week position be added to assist with inmate property. At the present time, one officer is handling intake and property, five days a week. This five day position does have the relief factor. However, the workload includes property that needs to be inventoried, inspected for contraband, etched, logged and delivered. This does not include all of the special packages that are arriving at the facility daily for inmates from commissary purchases or dealing with inmate grievances. Intake involves processing the inmate into the facility, showering, issuing state inmate uniform, and creating a file with all of the pertinent information that is critical to the identification of the inmate. The intake process cannot be delayed and these types of correctional officer duties cannot be performed by a civilian. Therefore the additional civilian position would deal with the property. The existing workload cannot be handled by the one existing position.

Florence McClure Women's Correctional Center
Shift Relief Comparison - ASCA Average NDOC Major Institution SRF
Legislatively Approved Staffing - 2013-15 Biennium
 Updated July 7, 2014 - 2:37pm

	NDOC Legislatively Approved														ASCA Recommended													
	Shift Type						Frequency Filled			Y/N	Relief				+/- FTE	Shift Type						Frequency Filled			Y/N	Relief		+/- FTE
	8 Hour			12 Hour		M-F	Shifts	Days	Hours		NDOC		ASCA			8 Hour			12 Hour		M-F	Shifts	Days	Hours		ASCA		
	D	E	N	D	N	D				SRF	FTE	SRF	FTE	D	E	N	D	N	D	SRF	FTE							
Search & Escort	2.00	1.00	1.00				4.00	7	8	Y	1.60	6.40	1.70	6.80	0.40	5.00	5.00	2.00				12.00	7	8	Y	1.70	20.40	13.60
Culinary	1.00	1.00					2.00	7	8	Y	1.60	3.20	1.70	3.40	0.20	2.00	2.00					4.00	7	8	Y	1.70	6.80	3.40
Education																				1.00	1.00	5	8	Y	1.21	1.21	1.21	
Investigation																1.00						1.00	5	8	N	1.00	1.00	1.00
Total Correctional Officers	32.50	24.00	15.25				71.75					109.60	115.61	6.00	36.00	34.00	22.00	1.00	1.00	7.00	101.00					166.61	51.01	
Legislatively Approved FTE												110.00	110.00													110.00		
Difference												(0.40)	5.60													56.61		
Total All Custody Staff	34.50	26.00	16.25				76.75					116.60	122.92	6.31	41.00	37.00	24.00	1.00	1.00	7.00	111.00					182.21	59.30	
Total Legislatively Approved FTE												117.00	117.00													117.00		
Difference												(0.40)	5.91													65.21		
Civilian Staff																												
Mailroom Clerk																				1.00	1.00	5	8	N	1.00	1.00	1.00	
Property Clerk																				1.00	1.00	5	8	N	1.00	1.00	1.00	
Total Civilian Staff	-	-	-	-	-	-	-					-	-	-	-	-	-	-	-	2.00	2.00					2.00	2.00	
Total All	34.50	26.00	16.25	-	-	-	76.75					116.60	122.92		41.00	37.00	24.00	1.00	1.00	9.00					184.21	61.30		
Legislatively Approved													117.00													117.00		
Difference													5.91													67.21		

Carlin Conservation Camp

Date of On-site Assessment: November 20, 2013

Facility Description

The Carlin Conservation Camp (CCC) is located in Elko County at exit 282 on Interstate 80. It is approximately one and one half miles east of Carlin, 20 miles west of Elko, and 170 miles east of Lovelock, Nevada. The camp is located strategically to provide wildfire fighting in northeast Nevada in concert with the Wells camp, which is further east. The property was given to the Nevada Department of Corrections (NDOC) by the city of Carlin on a 99-year lease in exchange for occasional work on an "as needed" basis by the inmate crews. For example, during the winter, inmate crews will shovel snow for the Carlin and Elko businesses. On average, the inmate crews work about 132,000 hours per year on a paid and unpaid basis in these cities. This camp opened in July 1988, about a year and a half after the Humboldt Conservation Camp (HCC) was completed, and the construction was accomplished using an inmate construction crew supervised by a civilian NDOC employee. This facility houses a capacity of 150 minimum-security inmates in three housing wings. Each wing consists of five cubes or "bays" housing ten inmates per cube. With 50 inmates per wing and three wings, the total inmate capacity is 150. This camp operates under a joint agreement with the Nevada Division of Forestry (NDF) to operate up to 8 firefighting and conservation crews consisting of 12 men in each crew. Presently, there are 133 inmates housed at this facility. Only three fire crews are staffed, with a total of 36 NDF inmate fire crew workers and another four working in the shop. This leaves at least 93 inmates in the facility requiring counting and supervision every day. The warden and associate warden of the Lovelock Correctional Center provide administrative support to this facility.

Facility Operation

CCC is a minimum custody male conservation camp with a mission to fight fires and perform conservation and community projects in the northeastern area of Nevada. This camp operates on three, 8-hour shifts per day, with a complement of 11 NDOC protective service staff. The shift hours are 5:00 AM-1:00 PM for day shift, 1:00 PM-9:00 PM for evening shift, and 9:00 PM-5:00 AM for night shift.

NDF is an integral partner in the conservation camp system. Although NDF is a separate agency in the Nevada Executive Branch, the fire crew chiefs are cross-trained in inmate supervision and security procedures, and are required to do regular informal counts every 20 minutes when inmates are under their supervision in the community. NDF staffing is different from the DOC camp staffing. They work four 10-hour shifts, either Monday-Thursday or Tuesday-Friday. This insures that only half of the NDF workers are out of the facility on Monday and Friday, increasing the inmate density in the camps on Monday and Friday by 50%. This affects how

staffing and programming are conducted in the facilities, since most inmates are in camp Friday through Monday. This facility is designed for a total of eight forestry crews containing 12 inmates each and supervised by one NDF crew supervisor. On the date of this report, NDF is supporting five firefighting crews in this facility. On the date of the inspection, only three crews were filled, but NDF has hired and trained two more crew chiefs that are now pulling a crew. If a firefighting crew has to be out overnight in their firefighting efforts, or if they make an incursion into a neighboring state as provided by Nevada Revised Statutes, one correctional officer must accompany the NDF crew. Overtime for this event is reimbursable for the DOC in such events. Each camp also has an NDF shop, which is also staffed with NDOC inmates. These "shops" perform a variety of duties including equipment maintenance. This facility currently has four inmates assigned to the NDF shop. Overall, the NDF crew assignments have been well below capacity, and this creates a situation with many more inmates in camp on a daily basis that are generally assumed to be in the field Monday-Friday.

Meals are served in the culinary area supervised by one correctional officer. Unlike the other camps, the culinary is constructed inside the main building and in direct view of the officer rotunda. Glass and large windows were installed in place of the original solid doors to allow staff to observe activities in the culinary area. It was felt that additional cameras could reduce the pilfering of food from the culinary, which does not have direct supervision of the inmates working in the back kitchen area. This rotunda functions as a direct supervision unit and makes staff very accessible to the inmates. NDF crews muster for their daily work assignments off reservation in the NDF staging area directly outside the perimeter at 7:15 AM. These crews return on the evening shift at 4:30 PM prior to the 5:15 PM formal count and dinner in the culinary.

General Equivalency Diploma (G.E.D.) preparation and testing is offered, as well as high school diploma programming. Religious services are offered and facilitated by local volunteers; Victim Empathy, Substance Abuse programming (Arch, Anchor, Therapeutic Community, etc.) is offered; and visiting is held on Saturday and Sunday in the culinary area, including attorney visits. Supervision is provided through observation from the officer station immediately across from the culinary. Most of the programming involves Friday, Saturday, Sunday and Monday, because this is when almost all of the inmates are in camp. "Train" day (reception of new inmates and departure of transferring inmates) is done on Wednesday, and medical transports are done as needed.

In 2011 the staff constructed a secure 2-inmate holding cell to provide for temporary housing of assaultive or problematic inmates who need transportation to a more secure facility. Due to the remote location, a holding cell was needed for staff and inmate safety and security.

Facility Staffing

CCC has a total of 11 legislatively approved protective service positions in the following categories: 1 lieutenant/camp manager (no relief), 1 sergeant (no relief), 1 senior correctional officer (no relief) and 8 correctional officers (including seven day relief). In addition, there is one non-protective service correctional casework specialist I position (no relief). The warden and associate warden of Lovelock Correctional Center (LCC) provide administrative support and are overall responsible for the management of this facility.

Correctional staff works a traditional 8-hour shift, as provided in the legislatively approved staffing pattern. This camp has different hours from the other camps to tailor the assignments to their unusual staffing issues. The legislature has funded staffing for two correctional officers on day and evening shift and one officer on night shift. In actual practice, one relief officer is placed on each shift to insure that two officers are on duty on almost every shift when fully staffed, including the night shift. The sergeant post is placed on evening shift to insure that two officers are on each shift every day of the week, with an overlap of three positions on Saturday when all inmates are in camp. The senior correctional officer is similarly deployed on the night shift. Since the camp has been operating with an average of three to four vacancies every month, the staffing design is not in practice. With such a short staff, assignments are done based on availability and staffing is managed by person rather than by position number. The camp relies heavily upon the correctional casework specialist I to work in correctional officer assignments on a regular basis, and this works primarily because the caseworker has past experience as an officer.

Staff vacancies have been an ongoing problem for both the Humboldt and the Carlin Camps. One of the main reasons has been attributed to the lack of affordable housing in the immediate area and the much higher pay provided by the mining industry, the largest employer in rural Nevada. When the price of minerals being mined is up, the mines increase their hiring and staff will switch employment. When the prices dip, layoffs occur, which facilitates hiring new staff. It is an ebb and flow cycle; but because of the higher wages offered by the mines, most of the local housing is not affordable on the officer salaries. The mining employees rent or purchase all of the local affordable housing forcing the camps (especially Carlin) to hire staff who reside a considerable distance from the facility itself. In May 2013, a proposal was made and accepted to create RV space on site to allow staff to live close by. This radical step demonstrates how difficult it is to recruit, hire, train and retain staff in these remote camp locations. This program is moving along quickly and it is hoped that the small RV living area will be available soon. On the day of the site visit, the sergeant had finished working a double shift and was scheduled to double back after being off for eight hours. This is a result of the four positions that are vacant on this date. He lives over an hour away, so instead of spending all of that driving time just to get back to work, he slept for several hours in the NDF "bunk house" that has two beds in it. This is generally used for NDF staff when they "stage" large teams of firefighters to go out on an

unusual fire or project. The camp lieutenant indicated that when a position is vacant, it takes approximately three months for it to be refilled.

The memo dated May 13, 2013, requesting permission to construct an on-site RV pad for staff also documents the critical vacancy problems that these camps face. The memo states, in part, "both camps currently have four vacant officer positions (36.4%). Additionally, CCC has an officer out for several months on Family Medical Leave Act (FMLA) due to a serious injury, and another on active military duty (54%)." To compensate for staffing vacancies in the 50% neighborhood, drastic adjustments and stressful schedules have to be implemented. On the date of the site visit, there was no officer on day shift to work and the caseworker specialist I performed the duties of the vacant protective services staff, along with the camp lieutenant. This was the same staffing that was anticipated for the next day shift as well. When this is coupled with the sergeant working three out of four consecutive shifts, the gravity of the staffing situation is apparent.

Supervisor Assignments

There is no formal supervisor for each shift. The administrative shift includes a lieutenant, who provides local administrative support and direction through a 5-day post, 8-hour shift, which is generally 5:00 AM to 1:00 PM Monday-Friday. The sergeant post is second in command but is deployed on the evening shift in order to insure two officers are deployed for coverage on that shift, as well as administrative support during that busy period when inmates are eating dinner, participating in evening programs, and returning from their NDF assignments. A senior correctional officer with no relief is placed on night shift to insure that there are two correctional officers on night shift, with an overlap of three positions on Tuesdays. This senior correctional officer also provides experience and stability for the night shift.

Correctional Officer Posts

Correctional officers are posted in a central location in a direct supervision style post with visibility down the wings of the unit. They perform the traditional security duties from that post. The officer positions are used to cover the wide variety of duties, including community security checks, mail and property, culinary, mandatory inmate urine testing and saturation (5% random per month and 10% saturation once yearly), milk runs, supervision of program activities, etc. Staff is also pulled out of the facility to attend mandatory training, such as range training twice a year, complete annual physicals, conduct additional transportation as required, cover hospital assignments as necessary, and perform related work as required such as non-routine transportation.

Findings and Recommendations

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

- Sergeant: Currently, there is one sergeant post staffed 5 days a week with no relief included in the legislatively approved staffing designated on the evening shift. ASCA recommends changing this post to a 7 day, 8 hour a day post with relief, which will result in one additional position (FTE). This will insure additional supervision for staff and vacation/regular day off/sick leave relief for the camp lieutenant and the existing sergeant post. This post is normally assigned with Friday and Saturday off. When assigned in this fashion, the sergeant functions as the shift commander on that shift, leaving two days of the shift week with no shift commander. Saturday does provide for the overlap day, insuring an extra officer on that shift if the camp were to operate with a full complement of correctional officers.
- Senior Correctional Officer: the existing legislatively approved staffing of one senior correctional officer 5 days a week with no relief on night shift is deployed to function as the shift commander who provides administrative direction on night shift. ASCA recommends changing this post to a 7 day, 8 hour a day post with relief, which will result in one additional senior correctional officer position. The night shift requires an experienced officer to function as shift commander on every shift through the week. Problems can arise on the two days that are not covered, and staff recruitment issues could result in two relatively inexperienced officers on that shift who do not have the experience necessary to respond to emergency events. Given the turnover rate in this camp, the probability that the staff on this shift is inexperienced is very high.
- Correctional Officer: the existing legislatively approved staffing for the night shift is one correctional officer 7 days a week with relief. ASCA recommends an addition of one post on the night shift with 7 day, 8-hour shift relief to the legislatively approved staffing. Currently the night shift is regularly staffed with only one correctional officer, which creates potential safety and security risks (Sr. Correctional Officer is available for supervision).
- Personnel practices do not allow the scheduling of staff that also have weekend obligations to the military to have their regular day off (RDO) coincide with their weekend military obligation. This, of course, exacerbates the problem with the staffing vacancies. ASCA recommends reviewing this personnel practice.
- The phone system is problematic. It includes the old paging design (the original AT&T Audix system that was installed in mid-1980). For some reason, the system is very sensitive and often the private conversation of the officers bleeds into the paging system and the inmates hear the conversations. Staff is very concerned about the state of this technology.
- The camera system is another technology issue staff indicated could use updating. Several of the cameras were purchased using camp funds and installed by inmates out of necessity, but they are not as effective as the DOC cameras. Two were not functioning at the time because it was raining. This is the kind of intermittent service that camp staff is dealing with. The culinary area that doubles as a program area

(visiting) cannot currently be monitored by camera due to the inability to monitor the four cameras from the control center.

- It appears that there is a very undersized uninterruptible power supply (UPS) for the computer system. The officers state it has been down for as long as 10 days. Most of their work is done on the computer system. When the power goes out (which occurs frequently in the rural camps), the computers shut down improperly and then need to be reset by MIS from the Central Office in Carson City. This issue needs to be evaluated further, but it appears that the existing UPS being used for electrical protection is undersized for the needs of the camp server.

Ely Conservation Camp

Date of On-site Assessment: November 22, 2013

Facility Description

The Ely Conservation Camp (ECC) is located 17 miles south of the town of Ely, Nevada, approximately a 30-minute drive from the center of town. It is a minimum-security correctional conservation camp that provides inmate labor to the Nevada Division of Forestry. The facility was constructed in 1984. The facility has a design capacity of 150 inmates. The facility is a wooden structure with three wings for inmate housing, with each wing housing 50 inmates. Each wing can be accessed from an open officer's station area. The main facility also includes a kitchen and dining room. The dining room is also used for inmate visitation on Saturdays, Sundays, and holidays. An additional building on the premises is a multiservice building that includes a gymnasium, laundry, and library. One additional structure on the property is a maintenance shed.

Facility Operation

Inmates at the facility provide labor to the Division of Forestry and are transported and supervised at their work sites by Division of Forestry Personnel. Services provided by the inmates include fire suppression and public service projects that include volunteer services to senior citizens. Private businesses may also contract for inmate services. Inmates are compensated \$1.10 per day for the work they provide. The facility's budgeted population is 120 inmates. On November 22, during this review, the census was 129 inmates. Meals are provided and served by inmate cooks under the supervision of a correctional officer. Inmates are served three meals per day, one of which is a bag lunch that can be taken on the road with them. There are seven crews of inmates that are available for public service and 12 inmates are assigned to each crew. The remaining inmates not assigned to Forestry crews provide service at the facility, such as food service, grounds maintenance, and maintenance/cleaning of the building.

Correctional officers are assigned to provide care and custody services on the grounds of the Camp. A minimum of two officers is required to be present at all times, one of which may be a supervisor. All staff work eight-hour shifts, five days per week. The facility Camp Manager is a lieutenant and he works Monday through Friday on eight-hour shifts.

The facility has a teacher assigned that assists the inmates with general education services that can lead to a high school equivalency diploma. The education department also provides a safe serve class for culinary work to ensure that inmates working in the kitchen are properly trained. A case manager position is also assigned to the facility and manages the classification of prisoners, as well as conducting life skills training.

Facility Staffing

The ECC has 11 legislatively approved custody positions in the following categories: eight correctional officers, one senior correctional officer, one sergeant, and one lieutenant. Three officers are assigned to the day shift; two officers are assigned to both afternoon and night shifts. One vacation relief officer fills in for those discharging benefit leave. A lieutenant, whose title is Camp Manager, manages the facility

Supervisor Assignments

Either a lieutenant, sergeant, or senior correctional officer supervises each operating shift. When a supervisor is not available, a correctional officer is responsible for managing the shift. Each operating shift is supervised directly by a shift commander, which is a lieutenant/sergeant post responsible for overseeing shift operations and the deployment of personnel.

Correctional Officer Posts

Officers at the facility provide direct supervision to the inmates and provide security on the grounds of the facility. They additionally oversee food service, grounds maintenance and building repairs, as well as supervising visitation, recreation, and programming. Medical services require an inmate to be transported to the main prison when that is necessary.

Findings and Recommendations

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

- **Sergeant:** Currently, there is one sergeant post staffed five days a week with no relief in the approved legislative staffing plan. That position is assigned to the evening shift. ASCA recommends modifying the post to a seven day, eight hour per day post with the relief factor applied, which will result in one additional position (FTE). This will insure additional supervision for staff and relief coverage for the camp lieutenant. Implementation of this recommendation will result in an increase of one sergeant at the Camp.
- **Senior Correctional Officer:** The current legislative approved staffing authorizes one senior correctional officer position five days per week, eight hours per day, on the night shift with no relief factor applied. This position serves as the shift commander, who provides administrative direction on the night shift. ASCA recommends modifying this post as a seven day, eight hour per day post with relief, which will result in one additional senior correctional officer position. The night shift requires an experienced officer to function as shift

commander on every shift through the week managing operations and supervising less experienced staff.

- Correctional Officer: The existing legislative approved staffing for the night shift is one correctional officer, seven days a week with relief. ASCA recommends that the relief factor be applied to the correctional officer posts, to ensure that two officers are present on each shift, 24 hours per day, seven days per week. This will result in a net increase of one FTE (correctional officer) and will permit full officer coverage seven days per week, 24 hours a day.

Humboldt Conservation Camp

Date of On-site Assessment: November 19, 2013

Facility Description

The Humboldt Conservation Camp (HCC) is located immediately off the Rose Creek exit just 12 miles west of Winnemucca on Interstate 80 and approximately 65 miles east of Lovelock, Nevada. The camp is located strategically to provide wildfire fighting in north central Nevada in concert with the Carlin camp, which is further east. Construction began on this facility in 1985 and it was completed in 1986 using an inmate construction crew supervised by a civilian Nevada Department of Corrections (NDOC) employee. This was one of the original "Alaskan Module" camps comprised of trailers that were used in the Alaskan pipeline project, then purchased by Nevada and reassembled on site at several camps throughout the State. This facility houses a capacity of 152 minimum security inmates in 76, 2-man rooms, and it operates under a joint agreement with the Nevada Division of Forestry (NDF) to operate up to six firefighting & conservation crews consisting of 12 men to each crew. Presently, there are 140 inmates housed at this facility. The warden and associate warden of the Lovelock Correctional Center provide administrative support to this facility.

Facility Operation

HCC is a minimum custody male conservation camp with a mission to fight fires and perform conservation and community projects in the north central Nevada. This camp operates on three, 8-hour shifts per day with a complement of eleven (11) NDOC protective service staff. The shift hours are 5:00 AM-1:00 PM for day shift, 1:00 PM-9:00 PM for evening shift, and 9:00 PM-5:00 AM for night shift.

The NDF is an integral partner in the conservation camp system. Although NDF is a separate agency in the Nevada Executive Branch, the fire crew chiefs are cross-trained in inmate supervision and security procedures, and are required to do regular informal counts every 20 minutes when inmates are under their supervision in the community. NDF staffing is different from the DOC camp staff. They work four (4), 10-hour shifts either Monday-Thursday or Tuesday-Friday. This insures that only half of the NDF workers are out of the facility on Monday and Friday, increasing the inmate density in the camps on Monday and Friday by 50%. This affects how staffing and programming are conducted in the facilities since most inmates are in camp Friday through Monday. This facility is designed and budgeted for a total of seven forestry crews containing 12 inmates each and supervised by one NDF crew supervisor. Currently, NDF is only supporting six firefighting crews in this facility. If a firefighting crew has to be out overnight in their firefighting efforts, or if they make an incursion into a neighboring state as provided by Nevada Revised Statutes, one correctional officer must accompany the NDF crew. Overtime for this event is reimbursable for the Department of Corrections in such events. Each camp also has an NDF shop, which is also staffed with NDOC inmates. These "shops" perform a variety of

duties including equipment maintenance. This facility currently has six inmates assigned to the NDF shop. Overall, the NDF crew assignments are well below capacity, and this creates a situation with many more inmates in camp on a daily basis that are generally assumed to be in the field Monday through Friday.

Meals are served in the culinary dining room and are supervised by one correctional officer. The NDF crews muster for their daily work assignments off reservation at 7:15 AM These crews return on afternoon shift at 4:30 PM, prior to the 5:15 PM formal count and dinner in the culinary.

General Equivalency Diploma (G.E.D.) preparation and testing is offered, as well as High School diploma programming on Monday, Tuesday and Friday for two hours each session. Religious services are offered Tuesday (Bible Study) and Saturday (Christian Church Services); Victim Empathy is held on Friday; Alcoholics Anonymous and Narcotics Anonymous is held on Thursday and Sunday; and visiting is held on Saturday and Sunday in the culinary area, including attorney visits from 12:15PM-4:00PM. Most of the programming takes place Friday, Saturday, Sunday and Monday because this is when almost all of the inmates are in camp. "Train" day (reception of new inmates and departure of transferring inmates) is done on Thursday and medical transports are done as needed. Canteen slips are picked up on Monday and dropped off at Lovelock Correctional Center (LCC) for filling the orders. They are then picked up on Thursdays and brought back to the camp for distribution.

The staff has constructed a secure two inmate holding cell to provide for temporary housing of assaultive or problematic inmates who need transportation to a more secure facility.

Facility Staffing

HCC has a total of 11 legislatively approved protective service positions in the following categories: one (1) lieutenant/camp manager (no relief), one (1) sergeant (no relief), one (1) senior correctional officer (no relief) and eight (8) correctional officers (including 7 day relief). In addition, there is one (1) non-protective service correctional casework specialist I position (no relief). The warden and associate warden of Lovelock Correctional Center (LCC) provide administrative support and are overall responsible for the management of this facility. The LCC Warden lives in Winnemucca and he has to drive by HCC every day he commutes to the LCC facility in Lovelock.

Correctional staff works a traditional 8-hour shift, as provided in the legislatively approved staffing pattern. There are three shifts, which are referred to as first shift (night shift) from 10:00 PM-6:00 AM, second shift (day shift) from 6:00 AM-2:00 PM, and third shift (evening shift) from 2:00 PM-10:00 PM. The legislature has funded staffing for two correctional officers on day and afternoon shift and one officer on night shift. In actual practice, one relief officer is placed on each shift to insure that two officers are on duty on almost every shift when fully staffed, including the night shift. The sergeant post is placed on afternoon shift to insure that two

officers are on each shift every day of the week, with an overlap of three positions on Saturday when all inmates are in camp. The senior correctional officer is similarly deployed on the night shift.

Staff vacancies have been an ongoing problem for both the Humboldt and the Carlin camps, and one of the main reasons has been attributed to the lack of affordable housing in the immediate area. In May 2013, a proposal was made and accepted to create RV space on site to allow staff to live close by. This radical step demonstrates how difficult it is to recruit, hire, train and retain staff in these remote camp locations. This program is moving along quickly and it is hoped that the small RV living area will be available soon.

We understand that the NDOC will review the minimum qualifications for these positions that are established by the Department of State Human Resources. This review will consider the knowledge and experience that a perspective candidate must meet in order to be considered for the position.

Supervisor Assignments

There is no formal supervisor for each shift. The administrative shift includes a lieutenant who provides administrative support and direction through a five-day post, eight-hour shift which is generally 8:00 AM-4:00 PM Monday-Friday. This allows the lieutenant to straddle two shifts per day during the busy workweek (Monday through Friday) schedule. The sergeant post is second in command, but is deployed on the evening shift (third shift), in order to insure two officers are deployed for coverage on that shift as well as administrative support during that busy period when inmates are eating dinner, participating in evening programs, and returning from their NDF assignments. A senior correctional officer with no relief is placed on night shift to insure that there are two correctional officers on night shift each night with an overlap of three positions on Tuesdays. This senior correctional officer also provides experience and stability for the night shift.

Correctional Officer Posts

Correctional officers are posted in a central location in a direct supervision style post with visibility down the wings of the Unit. They perform the traditional security duties from that post. The officer posts are used to cover the wide variety of duties including community security checks, mail and property, culinary, mandatory inmate urine testing and saturation (5% random per month and 10% saturation once yearly), milk runs, supervision of program activities, etc. Staff is also pulled out of the facility to attend mandatory training (such as range training twice a year at the LCC), complete annual physicals (also done in Lovelock), conduct additional transportation as required, cover hospital assignments as necessary, and perform related work as required such as non-routine transportation.

Findings and Recommendations

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

- **Sergeant:** Currently, there is one sergeant post staffed 5 days a week with no relief included in the legislatively approved staffing designated on the evening shift. ASCA recommends changing this post to a 7 day, 8 hour a day post with relief which will result in one additional position (FTE). This will insure additional supervision for staff and vacation/regular day off/sick leave relief for the camp lieutenant and the existing sergeant post. This post is normally assigned with Friday and Saturday off. When assigned in this fashion, the sergeant functions as the shift commander on that shift, leaving two days of the shift week with no shift commander. Saturday does provide for the overlap day, insuring an extra officer on that shift if the camp were to operate with a full complement of correctional officers.
- **Senior Correctional Officer:** the existing legislatively approved staffing of one senior correctional officer 5 days a week with no relief on night shift is deployed to function as the experienced officer who provides administrative direction on night shift. ASCA recommends changing this post to a 7 day, 8 hour a day post with relief which will result in one additional senior correctional officer position. The night shift (first shift) requires an experienced officer on every shift through the week. Problems can arise on the two days that are not covered, and staff recruitment issues could result in two relatively inexperienced officers on that shift who do not have the experience necessary to respond to emergency events. Given the turnover rate in this camp, the probability that the staff on this shift is inexperienced is very high.
- **Correctional Officer:** the existing legislatively approved staffing of one correctional officer 7 days, 8 hours a day with relief on night shift. ASCA recommends an addition of one post on the night shift to insure that each shift is staffed with two correctional officer positions with 7 days, 8 hours a day with shift relief. Currently the night shift is regularly staffed with only one correctional officer, which creates potential safety and security risks. (Sr. Correctional Officer is available for supervision)
- The camp has no ability to connect some of the cameras in the gym and culinary areas. When staff can't fix existing systems, they create a "hybrid" system of cameras by purchasing other systems that are not compatible with the DOC camera infrastructure.

Pioche Conservation Camp

Findings and Recommendations

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

Sergeant: Currently, there is one sergeant post staffed five days a week with no relief included in the legislatively approved staffing designated on the evening shift. ASCA recommends changing this post to a 7-day, 8-hour post with relief, which will result in one additional position (FTE). This will insure additional supervision for staff and vacation/regular day off/sick leave relief for the camp lieutenant and the existing sergeant post. This post is normally assigned with Friday and Saturday off. When assigned in this fashion, the sergeant functions as the shift commander on that shift, leaving two days of the shift week with no shift commander. Saturday does provide for the overlap day, insuring an extra officer on that shift if the camp were to operate with a full complement of correctional officers.

Senior Correctional Officer: The existing legislatively approved staffing of one senior correctional officer 5 days a week with no relief on night shift is deployed to function as the shift commander who provides administrative direction on night shift. ASCA recommends changing this post to a 7-day, 8-hour post with relief, which will result in one additional senior correctional officer position. The night shift requires an experienced officer to function as shift commander on every shift through the week. Problems can arise on the two days that are not covered, and staff recruitment issues could result in two relatively inexperienced officers on that shift who do not have the experience necessary to respond to emergency events. Given the turnover rate in this camp, the probability that the staff on this shift is inexperienced is very high.

Tonopah Conservation Camp

Findings and Recommendations

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

Sergeant: Currently, there is one sergeant post staffed five days a week with no relief included in the legislatively approved staffing designated on the evening shift. ASCA recommends changing this post to a 7-day, 8-hour post with relief, which will result in one additional position (FTE). This will insure additional supervision for staff and vacation/regular day off/sick leave relief for the camp lieutenant and the existing sergeant post. This post is normally assigned with Friday and Saturday off. When assigned in this fashion, the sergeant functions as the shift commander on that shift, leaving two days of the shift week with no shift commander. Saturday does provide for the overlap day, insuring an extra officer on that shift if the camp were to operate with a full complement of correctional officers.

Senior Correctional Officer: The existing legislatively approved staffing of one senior correctional officer 5 days a week with no relief on night shift is deployed to function as the shift commander who provides administrative direction on night shift. ASCA recommends changing this post to a 7-day, 8-hour post with relief, which will result in one additional senior correctional officer position. The night shift requires an experienced officer to function as shift commander on every shift through the week. Problems can arise on the two days that are not covered, and staff recruitment issues could result in two relatively inexperienced officers on that shift who do not have the experience necessary to respond to emergency events. Given the turnover rate in this camp, the probability that the staff on this shift is inexperienced is very high.

Correctional Officer: The existing legislatively approved staffing for the night shift is one correctional officer seven days a week with relief. ASCA recommends an addition of one post on the night shift with 7-day, 8-hour shift relief to the legislatively approved staffing. Currently, the night shift is regularly staffed with only one correctional officer, which creates potential safety and security risks (Sr. Correctional Officer is available for supervision).

Wells Conservation Camp

Date of On-site Assessment: November 21, 2013

Facility Description

The Wells Conservation Camp (WCC) is located immediately off exit 365 on Interstate 80 in Independence Valley, approximately 14 miles east of Wells, Nevada. This is near the Nevada/Utah border. Construction began on this facility in 1984 and it was completed in 1985. The facility houses a capacity of 150 minimum-security inmates, and it operates under a joint agreement with the Nevada Division of Forestry (NDF) to operate up to seven firefighting and conservation crews, consisting of 12 men to each crew. Presently, there are 109 inmates housed at that facility. The warden and associate warden of the Ely State Prison provide administrative support to this facility, which is approximately 150 miles south of the camp in Ely, Nevada.

Facility Operation

WCC is a minimum custody male conservation camp with a mission to fight fires and perform conservation and community projects in the remote eastern part of Nevada. This camp operates on three, eight-hour shifts per day, with a complement of eleven (11) Nevada Department of Corrections (NDOC) protective service staff. The shift hours are 5:00 AM-1:00 PM for day shift, 1:00 PM-9:00 PM for evening shift, and 9:00 PM-5:00 AM for night shift. Eight (8) formal counts, including a 7:00AM stand up health and welfare count, are conducted daily in addition to four (4) informal counts.

The Nevada Department of Forestry (NDF) is an integral partner in the conservation camp system. Although NDF is a separate agency in the Nevada Executive Branch, the fire crew chiefs are cross-trained in inmate supervision and security procedures and are required to do regular informal counts every 20 minutes when inmates are under their supervision in the community. NDF staffing is different from the DOC camp staff. They work four (4), 10-hour shifts, either Monday-Thursday or Tuesday-Friday. This insures that only half of the NDF workers are out of the facility on Monday and Friday, increasing the inmate density in the camps on Monday and Friday by 50%. This affects how staffing and programming are conducted in the facilities since most inmates are in camp F-M. This facility is designed and budgeted for a total of seven (7) forestry crews, containing 12 inmates each, and supervised by one (1) NDF crew supervisor. Currently, NDF is only supporting six (6) firefighting crews in this facility. If a firefighting crew has to be out overnight in their firefighting efforts, or if they make an incursion into a neighboring state as provided by Nevada Revised Statutes, one (1) correctional officer must accompany the NDF crew. Overtime for this event is reimbursable for the DOC in such events.

Each camp also has an NDF shop, which is also staffed with NDOC inmates. These "shops" perform a variety of duties including equipment maintenance. This facility currently has 12

inmates assigned to the NDF shops deployed as follows: four (4) inmates are assigned to the NDF shop on-site, outside the camp perimeter and eight (8) inmates are assigned to an NDF shop located in the city of Elko, Nevada.

Meals are served in the culinary, supervised by one (1) correctional officer, and the NDF crews muster for their daily work assignments off reservation at 7:15 AM. These crews return on afternoon shift at 4:30 PM, prior to the 5:15 PM formal count and dinner in the culinary.

WCC is situated in a rather remote location (Independence Valley, Nevada) and as a result of this remote location, programming is limited. The camp is located strategically to provide the best wild firefighting coverage the camp system can deploy. Unfortunately, the need to locate this camp far from support services impacts the programming element of this camp. General Equivalency Diploma (G.E.D.) preparation and testing is offered through the Great Basin College in Elko, Nevada; religious services are offered Saturday and Sunday; classification hearings are held on Monday, Wednesday, and Friday; Alcoholics Anonymous is held on Tuesday and Friday; Narcotics Anonymous is held on Monday and Wednesday; and visiting is held on Saturday and Sunday in the culinary including attorney visits. Most of the programming involves Friday, Saturday, Sunday and Monday because this is when almost all of the inmates are in camp. The commissary is open Monday, Tuesday, Thursday, and Friday; and the law library is available Monday-Friday. "Train" day (reception of new inmates and departure of transferring inmates) is done on Thursday, and a medical transport is done on Tuesdays for dental and medical services. This medical transport requires one (1) officer for an entire shift, plus some overtime because of the approximate 150 miles of travel each way between institutions.

Facility Staffing

WCC has a total of 11 protective service positions in the following categories: one (1) lieutenant/camp manager (no relief); one (1) sergeant (no relief); one (1) senior correctional officer (no relief); and eight (8) correctional officers, including 7-day relief. In addition, there is one (1) non-protective service correctional casework specialist I position (no relief).

Correctional staff works a traditional 8-hour shift, as provided in the legislatively approved staffing pattern. There are three shifts which are referred to as first shift (night shift), from 10:00PM-6:00AM, second shift (day shift), from 6:00AM-2:00PM, and third shift (evening shift), from 2:00 PM-10:00 PM. The legislature has funded staffing for two correctional officers on day and evening shift and one officer on night shift. In actual practice, one relief officer is placed on each shift to insure that two officers are on duty on almost every shift when fully staffed, including the night shift. The sergeant post is placed on evening shift to insure that two officers are on each shift every day of the week, with an overlap of 3 positions on Saturday, when all inmates are in camp. The senior correctional officer is similarly deployed on the night shift.

Supervisor Assignments

There is no formal supervisor for each shift. The administrative shift includes a lieutenant, who provides administrative support and direction through a five-day post, eight-hour shift, which is generally 8:00 AM-4:00 PM, Monday-Friday. This allows the lieutenant to straddle two shifts per day during the busy work week (M-F) schedule. The sergeant post is second in command but is deployed on the evening shift (third shift), in order to insure two officers are deployed for coverage on that shift, as well as administrative support during that busy period when inmates are eating dinner, participating in evening programs, and returning from their NDF assignments. A senior correctional officer, with no relief, is placed on night shift to insure that there are two correctional officers on night shift each night with an overlap of three positions on Tuesdays. This senior correctional officer also provides experience and stability for the night shift.

Correctional Officer Posts

Correctional officers are posted in a central location in a direct supervision style post with visibility down the wings of the Unit. They perform the traditional security duties from that post. The officer posts are used to cover the wide variety of duties including community security checks, mail and property, culinary, mandatory inmate urine testing and saturation (5% random per month and 10% saturation once yearly), supervision of program activities, etc. Staff are also pulled out of the facility to attend mandatory training, complete annual physicals, conduct additional transportation such as dental to ESP once a week, cover hospital assignments as necessary, and perform related work, as required such as non-routine transportation.

Findings and Recommendations

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

- Sergeant: Currently, there is one sergeant post staffed 5 days a week with no relief included in the legislatively approved staffing designated on the evening shift. ASCA recommends changing this post to a 7 day, 8 hour a day post with relief which will result in one additional position (FTE). This will insure additional supervision for staff and vacation/regular day off/sick leave relief for the camp lieutenant and the existing sergeant post. This post is normally assigned with Friday and Saturday off. When assigned in this fashion, the sergeant functions as the shift commander on that shift, leaving two days of the shift week with no shift commander. Saturday does provide for the overlap day, insuring an extra officer on that shift if the camp were to operate with a full complement of correctional officers.
- Senior Correctional Officer: the existing legislatively approved staffing of one senior correctional officer 5 days a week with no relief on night shift is deployed to function as the shift commander who provides administrative direction on night shift. ASCA

recommends changing this post to a 7 day, 8 hour a day post with relief which will result in one additional senior correctional officer position. The night shift requires an experienced officer to function as shift commander on every shift through the week. Problems can arise on the two days that are not covered, and staff recruitment issues could result in two relatively inexperienced officers on that shift who do not have the experience necessary to respond to emergency events. Given the turnover rate in this camp, the probability that the staff on this shift is inexperienced is very high.

- Correctional Officer: the existing legislatively approved staffing for the night shift is one correctional officer 7 days a week with relief. ASCA recommends an addition of one post on the night shift with 7 day, 8 hour shift relief to the legislatively approved staffing. Currently the night shift is regularly staffed with only one correctional officer, which creates potential safety and security risks. (Sr. Correctional Officer is available for supervision)

JEAN CONSERVATION CAMP

Date of On-site Assessment: November 20, 2013

Facility Description

Jean Conservation Camp (JCC) is located in Jean Nevada about 30 miles south of the city of Las Vegas. It was constructed in 1988 and can house up to 240 Minimum Custody Female Offenders. At the time of the site visit it had a census of 146. Currently JCC is the only camp within Nevada that houses female offenders. Offenders at the JCC work for the Nevada Division of Forestry (NDF) by fighting fires during the fire season, fire suppression work, completing conservation projects, highway clean-up for the Department of Transportation, and assisting with the local community. The JCC is under the direction of the warden at Florence McClure Women's Correctional Center (FMWCC).

The JCC has five housing units, a kitchen/dining building, a visiting building that has a gym and some offices, and the administration building, which also has a property room, and an education building for a total of nine buildings. The five housing units are rectangular dorms that have a walkway through the center with bays on each side. Each bay has two bunk beds and can accommodate four inmates. Direct observation is poor from the entry door into the bays, requiring officers to walk the length of the unit to perform any security checks. However, even though this design prevents direct observation, it does provide the female inmates with some degree of privacy.

Visiting is provided in a multi-purpose building that is also used for recreation, but JCC does not have a visitor entrance building or visitor sallyport. Visitors are processed through two gates in the fence near the multi-purpose building. JCC has a kitchen with a dining room attached to it where feeding takes place. There is also an administration building where inmates are received, searched and processed into the JCC and their personal property is stored. The administrative office for the lieutenant is located in this building.

JCC offers a wide range of programs for the female offenders. They have the opportunity to enroll in educational classes in pursuit of a GED and high school diploma, participate in Horticulture Classes, Parenting Classes and various Self Help Classes. Jean Conservation Camp also coordinates with the Nevada Division of Forestry in training of inmates to work on fire-fighting crews during fire season.

Facility Operation

JCC is a minimum custody female fire-fighting and fire-suppression camp. At the time of the site visit, there were three inmate fire-fighting crews at JCC. Each crew had 36 inmates. When these crews are not fire-fighting they are clearing brush to assist fire-suppression efforts. There is also an inmate in-camp work crew that maintains the fire-fighting equipment that the inmate fire-fighting crew uses. There are also the typical correctional facility inmate jobs, such as janitors, clerks, yard crews, and kitchen workers. There is also a crew of three to four inmates that are assigned to work for the civilian maintenance person that is assigned to Southern Nevada Correctional Center (SNCC).

JCC does not have any maintenance staff, and it relies on the one SNCC maintenance staff for the SNCC, which is closed, but it is on the same property as JCC. This one maintenance staff person, with his inmate crew, is responsible for all of the maintenance at SNCC and ensures that JCC is also maintained in good working order. The water lines, power lines, and phone lines for JCC all originate at SNCC and it is therefore essential that these services are properly maintained at SNCC.

Additionally, officers from JCC take a work crew into SNCC to remove weeds, trash, and clean the SNCC as time permits. This is time consuming because of the size of SNCC, even though SNCC is on the same property as JCC. JCC officers are also responsible for the security of SNCC, because the public sometimes mistakenly wanders into the SNCC area trying to find the small municipal court which is located in the vicinity of the city of Jean, but it is not on prison grounds.

Visiting is on Saturdays and Sundays and any person can visit as long as they are cleared for visiting. Visiting is conducted in a large building that has good observation from any vantage point. However, visitors are required to enter through two gates in the perimeter fence and there is no gate house for officers to use to check in visitors. This lack of a gate house makes processing visitors difficult for staff.

Facility Staffing

The JCC has a total of 13 legislatively budgeted custody positions as follows: 1 lieutenant (Lt.) with no relief factor, two senior officers (SCO's) with no relief factor and 6 correctional officers with full relief factor; total senior and correctional officers are 12. The security is managed by the lieutenant/camp commander, who reports to the warden at the Florence McClure Women's Correctional Center. JCC does not have a sergeant's position.

The Lt. is the Camp Commander and he and the SCO's and Correctional Officers work 8-hour shifts. As stated, the lieutenant and the SCO's do not have a relief factor, and therefore have alternate regular-days-off (RDO's) to provide the camp with the maximum supervision with the available staffing.

The Lt. alternates his shift schedule in order to observe the operation on the evening and night shifts. The one SCO works an adjusted day schedule so that she can provide additional night officer coverage and provide direction and training to the night officers.

The command structure is extremely thin. On the night shift, officers at JCC have to contact the Lt. or SCO at home or FMWCC Shift Sergeant for direction, in an emergency. However, the FMWCC has only one sergeant on the night shift, who may or may not be familiar with a conservation camp operation. When an emergency occurs on the night shift and the JCC Lt. is contacted, he may have to make command decisions from home or report to JCC for duty. All medical transports, whether routine or emergency, are handled by JCC officers, which may leave the camp at a minimal staffing level, of only two officers. If the officer staffing levels fall below two officers, an off-duty officer is ordered to report on an overtime basis.

The shift schedule reflects that during the day shift the coverage includes the Lt., two officers, and for part of the day shift, one SCO. On evenings, there are three officers, and the SCO shift overlaps into the evening to assist with the evening/dinner meal. The night shift has two officers.

The two or three officers on duty on each shift are responsible to perform seven counts a day, cover housing areas, common areas, perimeter posts, approving and clearing visitors, visitation observation, inmate cooks, recreation yard coverage, supervision of program areas (education), medical and other transportation such as trips to the bus depot or airport for paroles, a work crew at SNCC, inmate searches, and control of property and contraband. The officers also contact FMWCC when there is a medical problem, medical emergency, escapes, etc. when the Lt. or SCO is unavailable.

There is one officer assigned to culinary. This officer provides supervision of the inmate cooks, and an inmate clerk. The officer assists in covering the dining room during meals and also conducts inventory of food items and orders food supplies. It is not recommended that this officer be replaced by a civilian food service staff due to the fact that the conservation camp already has very few correctional officers to respond to any emergency.

Supervisor Assignments

The Lt. is the Camp Commander and he alternates his shift schedule in order to observe the operation on the evening and night shifts. He typically works a Monday through Friday schedule and the SCO have different regular-days-off (RDO's) so that there is some supervisory coverage seven days a week. As stated earlier, JCC does not have a sergeant's position. One SCO works an adjusted day schedule so that she can provide supervisory coverage later during the day shift and provide supervision and training into the evening shift. The other SCO also works an adjusted schedule so that she can supervise and train the end of the night shift and the early part of the day shift.

The command structure is extremely thin. On the night shift, officers at JCC have to contact the Lt. or SCO at home or FMWCC Shift Sergeant for direction in an emergency. However, the FMWCC has only one sergeant on the night shift, who may or may not be familiar with a conservation camp operation. When an emergency occurs on the night shift and the JCC Lt. is contacted, he may have to make command decisions from home or report to JCC for duty.

Correctional Officer Posts

Correctional officers do not have a post that they are assigned to in each unit and they perform all the duties that a floor officer, search and escort officer, yard, visiting officer and transportation officer and they perform the traditional security duties as they move from one building or area to another. The one officer that is assigned a permanent post is the culinary officer and she supervises the inmate cooks, clean-up crews, checks the kitchen equipment, conducts searches of the kitchen and dining room, searches inmates and orders supplies and food items. The officer positions are used to cover the wide variety of duties, including security checks, visiting, mail, property, culinary, and supervision of program activities, etc. Officers are also pulled out of the facility to attend mandatory training, such as range

training twice a year, complete annual physicals, conduct additional transportation as required, cover hospital assignments as necessary, and perform related work as required such as non-routine transportation.

Findings and Recommendations

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

- **Shift Supervisor:** It is recommended that one Shift Supervisor (Sergeant's) position for the evening shift be created and funded with relief. This will result in the addition of two sergeant positions at the Jean Camp. This sergeant's position would not have the same RDO's as the Lt. JCC has one Lt. (camp commander) and the position has no relief factor. Currently the lieutenant varies his shift so that he can observe the operation on the evening and night shifts. However, the bulk of the activity and administrative responsibilities occur on the day shift from Monday through Friday, and this is where the Lt. has to spend most of his time, thereby leaving the camp without any on-site supervisory staff. Additionally, the correctional caseworkers report to the Lt. and he reviews and approves their work as well.
- **Correctional Officer:** It is being recommended that one-day officer position be deleted and converted to a culinary officer position because although it is provided in the legislatively approved budget, it is not being utilized as funded.
- **Culinary:** It is being recommended that one officer position with relief for culinary be established from the deleted officer position listed above. As stated above in this report, it is imperative that this officer position remain an officer position because it is needed to perform all of the duties of a correctional officer and that of a culinary staff person.

Stewart Conservation Camp

Date of On-site Assessment: November 12, 2013

Facility Description

The Stewart Conservation Camp (SCC) is located adjacent to the Northern Nevada Correctional Center (NNCC) in Carson City, NV. It is situated on the south side of the facility between NNCC and the NNCC ranch. It originally opened in 1978 and was located approximately 100 yards east of the present facility. The camp was comprised of the original "Alaskan Modular" units, which were used manufactured housing structures from the construction of the Alaskan Pipeline. In 1995, a new SCC was constructed as "stick build" housing to replace and more than double the size of the original camp. It was relocated west of the original camp footprint, which also placed it west of Tower 1, allowing traffic direct access to the Camp entrance without requiring screening by the tower post. SCC houses minimum custody and community trustee inmates in five dormitory type units. Each dorm has a housing capacity of 72 inmates and the SCC total facility housing capacity is 360 inmates, making this camp facility the largest in the State. It is a full 50% larger in design capacity than the next largest camp.

Facility Operation

There are 15 Nevada Department of Corrections (NDOC) staff members assigned to SCC. Thirteen of that total staffing are security staff. In addition, there is a caseworker II who is non-security and works Monday-Friday, 8 hours per day on day shift. There is an additional caseworker I who is non-security, and works Monday-Thursday, 10 hours per day on day shift. Nevada Division of Forestry (NDF) provides 22 staff members (crew supervisors) stationed at SCC. These NDF employees are cross-trained in firefighting techniques, as well as inmate supervision skills and responsibilities. They provide off-site supervision to the inmates once the crews are in the field performing conservation work and firefighting responsibilities. The fire crews are each comprised of 12 inmates and taken out during the traditional workweek, which is Monday-Friday. Forestry staff operates on an agency wide schedule of 4, 10-hour shifts. That agency schedules half of the fire crews to be off on Friday and the other half of the crews to be off on Monday. Thus, 50% of their assigned inmate work force is added to those inmates who are in camp on those days. This increases the supervision load for the camp officers on Friday-Monday with all inmates being in camp on Saturday and Sunday.

The facility operates as a minimum and community trustee security unit, where inmates move from one point to another under minimal supervision and escorts are not needed. Dining is provided in a main dining room. When working in the field, bag lunches are prepared by culinary workers and provided to the crews that will be working in the field. Recreation is provided in a main recreation yard east of the facility and in the gymnasium. Most services are provided in the gymnasium building. Contact visitation currently takes place in the NNCC visiting room located at the adjacent facility. That is scheduled to change in the near future as soon as

some modifications are made in the gymnasium, which are almost complete. At that time, SCC staff will process and monitor the visiting activity, which will add to their already very full schedule of tasks.

SCC is a more complex conservation camp than the other camp facilities throughout the State. With the recent closure of the Nevada State Prison (NSP) in May 2013, the inmates who used to be housed at NSP and worked in the Department of Motor Vehicles license plate plant ("Tag Plant") are now housed at SCC and must be transported five days a week over to the currently operating tag plant facility at NSP. In addition, there is an active community trustee program for inmate workers in the local governmental agencies, including the Governor's Mansion, Buildings and Grounds, etc. The SCC staff perform the transportation for these assignments as well.

SCC provides a number of programming opportunities consistent with the work nature of the camp including religious services, a drug treatment program, visiting, physical activity, a Jobs Connect program, a health program and a VA programs.

Facility Staffing

The SCC facility has total of 13 security positions, which include one lieutenant (camp manager) with no relief, 2 senior correctional officers with no relief, and 6 correctional officers with 8 hour/7 days per week relief. The NNCC warden and associate warden provide administrative support to this facility.

Correctional staff works a traditional 8-hour shift, as provided in the legislatively approved staffing pattern. SCC operates utilizing three, 8-hour shifts: 5:00 AM-1:00 PM for day shift, 1:00 PM-9:00 PM for evening shift, and 9:00 PM-5:00 AM for night shift. There are two correctional officer posts on the day shift, two posts on the afternoon shift and two posts on the night shift. A senior officer who works 5 day/8 hour shifts with no relief is assigned to both day and evening shift. In addition, there is an administrative shift, which includes the lieutenant, who provides administrative support and direction through a five-day, eight-hour post with no relief, which is generally 7:00 AM-3:00 PM M-F, thus allowing the lieutenant to straddle two shifts per day during the busy work week schedule. There is no administrative level supervisory staff above senior correctional officer at this facility, other than the lieutenant.

Supervisor Assignments

There is no formal supervisor for each shift. Unlike the other camps, this facility does not have the benefit of a sergeant to assist the lieutenant in supervision duties. The legislature has provided two senior correctional officers, who are assigned to the day and afternoon shift for added experience and front line supervision, and there is no supervisor on the night shift. Thus, when the lieutenant is off duty, he is often replaced by a senior correctional officer or one of the officers assigned by the lieutenant. The Senior Officer posts are five-day, eight-hour shift posts with no relief. There is no direct supervision of the culinary, the laundry, maintenance, etc.

Inmate culinary workers provide all of the meal preparation, ordering, and cleanliness of that program segment of the facility. Property and mail duties are assigned as additional duties to the existing staff.

Correctional Officer Posts

Correctional officers are posted in a central location at the entrance to the facility. They perform the traditional "central control" duties from that post. The central control post is separate from the inmate housing units and has no direct visibility/supervision of inmate housing.

Perimeter entry is monitored from the Operations building, where staff and visitors enter the facility through a manual "man gate" directly next to the building and viewed through a window. There is no metal detector at that entry point and the gate is generally left unlocked. This is the only facility that does not have a full fence line. There is no security fencing on the south side of the facility behind the culinary building. That portion of the facility is simply open to the contiguous prison ranch. There is one post on the day shift only supervising this activity.

Housing units are unsupervised. However, facility staff patrol throughout the facility as described in the post orders and conduct informal counts, in addition to the required system wide formal counts each day. The officer posts are often pulled from the facility for other duty, leaving on occasion one security officer to supervise the camp. For example, there are approximately 100 community trustees (including the "tag plant" workers) who must be dropped off throughout Carson City in the morning and picked up in the evening. This responsibility requires one officer to be off the facility grounds about three hours per day. Staff is also pulled out of the facility to attend mandatory training, complete annual physicals, conduct additional transportation, cover hospital assignments as necessary and perform related work as required such as non-routine trustee transportation. One correctional officer has been on FMLA, in addition to other types of sick leave, since May 2013; and staff has had to cover for this unexpected long term vacancy. All positions are filled at this time.

The north side of the perimeter is partially supervised by the Northern Nevada Correctional Center's One Tower, which is located on the southwest corner of the adjacent NNCC. Since the facility was relocated in 1995, the tower has limited supervision capability. Prior to that date, any vehicle traffic and visitors had to check in with One tower to gain access to the camp entrance. Now the camp is located west of the tower and the ingress road does not directly pass that tower. There is no fence line on the south side of the facility. Most of the emergency doors do not have working alarms and are instead monitored by a snap tie, which is easily broken if they need egress. There is a note on each door indicating that if the seals are found broken, the area (such as the gym) will be closed down for a specific period of time. There is a bicycle repair program operating outside the eastern fence line, which has inmates assigned; and there are class "A" tools there with no supervision except for the occasional tour by the camp staff.

A camp officer manages the mailroom/property. The staff simply divides all of the duties associated with the facility and adds to their respective assignments since there are no specialized staff to do that work. This division of labor takes that officer away from their duties as housing unit officer for unit one. There is no culinary officer responsible for kitchen/dining room security, food preparation, sanitation, food supplies, etc. The inmate workers primarily accomplish this function. There are no visiting officers that cover the Saturday visits and that function has traditionally been managed by NNCC. There are about 20 visits on Saturdays, but this function will soon transfer to the Camp and be staged in the gym building under the supervision of the current security staff.

Findings and Recommendations

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

- **Sergeant:** There is no sergeant post included in the legislatively approved staffing for SCC. This recommendation adds 1 post to the total staffing. It is an 8 hour/7 day position with relief and since administrative relief is calculated separately from the correctional officer relief, this adds an additional FTE to the staffing compliment for a total of 2 new positions. There is a sergeant post in most of the camps that are significantly smaller in population and have less complexity in their operation, such as the number of community trustees housed in SCC. Consequently, all of the on-site administrative supervision is provided by one lieutenant with no relief. A sergeant will insure additional supervision for staff and vacation/regular day off relief for the camp lieutenant.
- **Civilian Post:** A new civilian employee post which is staffed as an 8 hour/5 day position with no relief is recommended to provide some level of oversight and supervision to the culinary, mailroom, property, laundry, and future visiting duties, which will be implemented in the very immediate near term. This post could also handle or provide relief coverage for the transportation needs associated with the approximate 100 community trustee and tag plant workers that require approximately three hours of staff time daily on Monday through Friday. Currently all of these additional responsibilities are assigned to individual officers on a variety of shifts. The culinary area is located a good distance from the operations center and needs additional supervision, especially since there is no perimeter fence line behind that separate building. This will free up security staff to provide more effective and active supervision of the camp inmates.
- **Electro-mechanical Entry Gate Locking Device:** All ingress/egress to the facility is currently through a "man-gate" which requires a manually operated lock. Staff can

view that gate if they are in the operations building, but have to physically lock/unlock that gate. Consequently, because of the traffic at that gate, the gate is left routinely without a lock physically on the gate at all. This issue could be resolved with an electronic locking device, preferably a magnetic locking device.

- Video Surveillance: There is no perimeter fence on the south side, and emergency door alarms do not exist in most of the facility buildings to provide staff notice of unauthorized ingress/egress or emergency access. Selective camera placement is recommended to enhance staff/inmate safety and allow staff to insure additional security in a cost effective manner.

THREE LAKES VALLEY CONSERVATION/BOOT CAMP

Date of On-site Assessment: November 21-22, 2013

Facility Description

The Three Lakes Valley Conservation/Boot Camp (TLVCBC) is a male minimum security facility which operates two separate programs within its perimeter in two separate housing unit buildings. This facility serves as both a conservation camp and a boot camp and both programs are under the direction of the Warden at Southern Desert Correctional Center (SDCC). One of the housing units houses inmates for the Three Lakes Valley Conservation Camp (TLVCC) which provides inmate fire-fighters to the Nevada Department of Forestry. The other housing unit houses the Three Lakes Valley Boot Camp (TLVBC) trainees, who are probationers committed to the TLVBC by the courts.

The original conservation camp was constructed in 1983 and it had a design capacity of 100. The current camp was constructed in 1994 and it has a capacity of 192 fire-fighters. The original boot camp was opened in 1991, as the Indian Springs Boot Camp. It had a capacity of 63. The current Boot Camp also has a capacity of 192 trainees. The old housing conservation camp and boot camp units were demolished after the current facility was built.

The TLVBC (boot camp) is a male minimum security facility which serves as a court ordered diversion program. The individuals at the TLVBC are not committed to boot camp as felons and therefore, they are housed in Unit I and have to be kept totally separate from the conservation camp inmates that are housed on the same property but in Unit II. These individuals are not referred to as inmates but rather as "trainees."

The facility has a fence that connects to the 2 housing units, gym, core services building and the administration building which serves as the staff and visitor entrance, to form the perimeter. It is not a secure perimeter as it is not a double fence with razor ribbon, there is no outside patrol and there are no towers. The TLVCC has an administration building where the staff entrance is located. However, staff enters through a back vehicle gate because the administration building which houses central control that controls the gates is not staffed. This administration building, also houses visiting, and the camp commander's office. The core services building houses culinary, commissary, caseworker offices and laundry. These buildings are arrayed around a center yard area. The visiting, core services and gym buildings service both the conservation camp inmates and the boot camp trainees but they are programmed at separate times in order to keep them separated from one another.

The two housing units, one for the conservation camp and the other for the boot camp, are identical in design and capacity. They both have a large rotunda in the center of the housing unit and in the center of the rotunda is a large central elevated platform with counters that serve as the officers' control area. This officers' platform provides good visibility in all directions. The housing units have housing pods that form a semi-circle around the officers' platform. The pods house inmates and trainees on the 1st floor

and the 2nd tier. The housing units have a wall that has large glass viewing areas for good visibility into all areas of the housing pods. The first floor has a large area near the entrance to each pod which provides a dayroom type area for recreation. As stated both housing units have a design capacity of 192 each.

Facility Operation

The Camp Commander (Lieutenant), the Boot Camp Commander (Lieutenant), Senior Correctional Officers (SCO's) and Correctional Officers work 8-hour shifts. The lieutenants and the SCO's do not have a relief factor, so they work alternate Regular-Days-Off (RDO's) to provide the conservation camp and the boot camp with the maximum supervisory and lead positions possible.

As stated the TLVCC provides fire-fighting crews to the Nevada Department of Forestry. The number of crews varies depending on whether it is fire season or not and whether there are enough inmates that are capable of performing fire-fighting duties. Inmates are classified as camp eligible and transferred to TLVCC but some of the inmates may have chronic illnesses or mental health issues which may prevent them from being certified as capable of being trained as fire-fighters. However, those that are certified to be on fire-fighting crews clear brush to assist fire-suppression efforts during the off-season. There is also an inmate in-camp work crew that maintains the fire-fighting equipment that the inmate fire-fighting crew uses. There are also the typical correctional facility inmate jobs, such as janitors, clerks, yard crews, and kitchen workers.

Visiting is on Saturdays and any person can visit as long as they are cleared for visiting. The visiting room has good visibility for the officers. However, there is no dedicated staff to operate central control, the pedestrian entrance or to supervise the visiting room. Therefore, staff is redirected to perform these duties. TLVCC does not have any maintenance staff and it relies on SDCC maintenance staff for maintenance.

The TLVBC is a minimum custody male correctional facility that is operated as a court-ordered diversion program, whose participants (non-inmate) are referred to as "trainees." The TLVBC's purpose is to provide male individuals committed to it by the court with an opportunity to "better themselves and become productive citizens without having to be sent to prison." The TLVBC trainees are committed by the court to a 190 day program and they are not allowed any visiting privileges during these 190 days. Intake is on Tuesday and Wednesdays. The trainees undergo physical fitness training and their program is a rigid type of military environment. However, this is where the similarity to a military training ends as the rest of the program involves life skills training and community service. The trainee life skills training, includes substance abuse treatment, anger management, cultural diversity, family dynamics and employability classes. All of this training and a work ethic environment is done in an effort to provide them with a better opportunity for success upon release. The trainees also perform community service, which includes working at Opportunity Village, Habitat for Humanity, Nellis Air Force base, the National Wild Horse Association and other state agencies. At the end of the 190 day boot camp program, the lieutenant writes a report to the court for each trainee.

Facility Staffing

The TLVC/BC has a total of 23 legislatively approved correctional positions in the following categories: 2 Lt.'s with no relief; 2 SCO's with no relief; 4, 5-day Correctional Officers with relief; and 8, 7-day Correctional Officers with relief. It is important to note that the Legislatively Approved Staffing does not provide any supervisor or officer coverage on the night shift. ASCA recognizes that inmates or probationers cannot be left unsupervised during the night shift for a variety of safety and security reasons such as fire/life safety concerns, and more recently, PREA requirements. As a result of the night officer coverage deficiency, the camps were forced to use legislatively approved positions that were budgeted to perform other functions to provide night officers for each of the camps.

Supervisor Assignments

During the assessment, the supervisory/command structure was found to be insufficient to provide needed supervision and training at TLVCC and TLVBC. As stated, the 2 Lt.'s work alternate Regular-Days-Off (RDO's) so that they can provide the maximum amount of supervision to the two programs. However, in reality the programs are so different that the SCO's provide the needed supervisory direction to the officers in their respective programs.

TLVCC: At TLVCC the bulk of the activity and administrative responsibilities occur on the day shift from Monday through Friday, and this is where the lieutenant has to spend most of his time dealing with the staff schedule, ordering supplies, report writing, dealing with disciplinaries and grievances, staff training and staff discipline. This lieutenant's RDO's are Friday and Saturday and the Boot Camp lieutenant's RDO's are Sunday and Monday in order to assist each other's staff with supervision and direction during the other Lt.s' RDO's. The command/supervision structure for TVLCC is extremely thin and this is why a sergeant's position is being recommended that can make command decisions on the night shift, and also assist the neighboring Boot Camp on alternate RDO's instead of having the night shift officer contact the SDCC shift sergeant for decision making, who may or may not know or understand the operation of a conservation camp.

TLVBC: The Lt. at TVLBC spends most of her time during the day shift writing reports, ordering equipment, writing performance evaluations and providing training to the SCO and Officers. This Lt.'s report writing duties are very different than that of the TVLCC's Lt. Her reports are directed to the court, whether the reports involve trainee discipline, progress or completion of the program or sending the trainee back to the court for rejection from the program. She also spends a tremendous amount of time counseling the trainees as to their need to participate, comply and complete the program because many of them are former or present gang members and they have a difficult time participating with other trainees that are not gang members or members of an opposing gang.

Her duties as it related to operations are similar to the TLVCC Lt. with some major differences. She spends time training the officers assigned to TLVBC to direct and supervise the "trainees" as drill instructors and not so much as correctional officers. This means that officers direct trainees to perform their movement and other functions in military style marches, standing at attention for direction and

responding to the drill instructors in military fashion. This also means that the officers provide direction and participate in all of the physical fitness training that is required in a boot camp environment.

The TVLBC lieutenant works an adjusted RDO schedule in order to provide some supervision during part of the weekend. The command/supervision structure for TVLBC is also extremely thin and this is why a sergeant's position is being recommended that can make command decisions on the night shift and also assist the neighboring Conservation Camp, instead of having the night shift officer contact the SDCC shift sergeant for decision making, who may or may not know or understand the circumstances and operation of a boot camp.

The SCO's at TLVCC and TLVBC perform all of the duties of an officer in addition to providing direction, training and dealing with more difficult circumstances in the absence of the Lt.'s. These are 5-day positions that do not have any relief. They both work the day shift as this is when the majority of the activity occurs, but their scheduled RDO's are different than their respective Lt.'s so that supervision is maximized.

Correctional Officer Assignments

The Legislatively Approved Staffing the conservation camp provides for one, 5-day officer post with relief for Programs; one, 8-hour, 5-day officer post with relief for Mailroom and two, 5-day officer post with relief for Visiting. It provides for one, 7-day officer post with relief for days and evenings for culinary. It provides for one, 8-hour, 7-day post with relief for the gatehouse, but this post is not used as a gatehouse officer. Unit 1 (Conservation Camp) is provided with two, 8-hour, 7-day post with relief for days and one, 7-day 8-hour position with relief for evenings. As stated above in this report, the Legislatively Approved Staffing does not provide any officers for the night shift.

The Legislatively Approved Staffing for the Boot Camp provides for one, 8-hour, 7-day officer (drill instructor) with relief for the day and evening shift. It does not provide any officers for the night shift. One drill instructor per shift even with a Lt. and an SCO is insufficient to provide the necessary supervision and perform all of the required duties.

When an emergency occurs on the night shift, the TLVCC or the TLVBC officer has to contact the SDCC shift sergeant. Additionally all medical transports, whether routine or emergency, are handled by TLVCC or TLVBC officers, which may leave the Conservation Camp or Boot Camp below the two officer minimal staffing level.

Findings and Recommendations

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

- Shift Supervisor Sergeant - TVLCC: It is recommended that 1 Shift Supervisor (Sergeant's) 7-day position for the night shift be created and funded with relief. This sergeant's position would not have the same RDO's as the Lt. TVLCC has one 1 Lt. (camp commander) 5-day position with no relief factor. As stated the bulk of the activity and administrative responsibilities occur on the day shift from Monday through Friday, and this is where the Lt. has to spend most of his time, thereby leaving the camp without any on-site supervisory staff. This position will provide much needed supervision and training on the night shift.
- Shift Supervisor Sergeant - TVLBC: It is recommended that 1 Shift Supervisor (Sergeant's) 7-day position for the evening shift be created and funded with relief. This sergeant's position would not have the same RDO's as the Lt. TVLBC has one 1 Lt. (camp commander) 5-day position with no relief factor. As stated the bulk of the activity and administrative responsibilities occur on the day shift from Monday through Friday, and this is where the Lt. has to spend most of his time, thereby leaving the camp without any on-site supervisory staff. This position will provide much needed supervision and training on the night shift.
- Camp Officer – TLVCC: It is recommended that two, 8-hour, 7-day posts with relief be created and funded for the day, evening and night shifts. These posts should be funded in part from the deletion of the posts in the current Legislatively Approved staffing for Programs, Mailroom and Visiting. The posts should be funded because they are essential to the safe and secure operation of the camp. These officers will perform counts, search cells, search common areas, cell feed, conduct showers, release for yard recreation, respond to emergencies, make entries into logs, write reports, etc. and the current ratio of officer-to-inmates is inadequate for the needed inmate supervision. The Legislatively Approved staffing does not provide security post coverage for the night shift.
- Programs Officer: It is recommended that this one, 8-hour, 5-day officer post with relief be deleted and converted to the Camp officer post. At the present time the unit officers provide intermittent supervision of the program areas.
- Mailroom Officer: It is recommended that this one, 8-hour, 5-day officer post with relief be deleted. At the present time the unit officers perform the mail duties that would normally be performed by this officer.
- Visiting Officer-TLVCC: It is recommended that these two, 8-hour, 5-day officer posts with relief be deleted. At the present time the unit officers perform the visiting officer duties that would normally be performed by a Visiting officer.
- Gatehouse Officer: It is recommended that this one, 8-hour, 7-day officer post with relief be deleted. At the present time a unit officer leaves his/her post and unlocks the padlock at the rear gate.
- Central Control Booth Officer: It is recommended that two, 8-hour, 7-day officer posts with relief be created and funded to perform the duties of a control booth officer. One officer would be on days and the other on evenings. It is anticipated that an officer is not needed for this function on nights. This facility was designed with a control booth and it has cameras and gates that can be

electronically controlled but at the present time this control booth is not being utilized as designed due to a lack of staffing.

- Unit 1 – General Population (a): It is recommended that two, 8-hour, 7-day officer posts on days and one on evenings with relief be deleted and used to fund officer posts being recommended. Inmate supervision on all three shifts would be provided by the Camp Officer - TLVCC recommended above.
- Drill Instructor – TLVBC (a): It is recommended that the day and evening shift be augmented by one correctional officer for each of these two shifts. It is also recommended that two correctional officer posts be created and funded for the night shift. It is recommended that all of these posts be 8-hour, 7-day posts with relief. The current level of staffing as provided for in the Legislatively Approved Staffing is inadequate for the duties required of the officers at TLVBC. As stated above in this report, the drill instructor not only perform all of the duties of a regular correctional officer, which includes but are not limited to counts, escorts, searches, report writing, and responding to emergencies, but they all have to train the trainees to conduct themselves and perform as expected in a boot camp.
- Community Work Crew Supervisor – TLVBC: It is recommended that one, 8-hour, 5-day correctional officer post with no relief be created and funded to perform the duties of a community work crew supervisor. At the present time TLVBC transports trainee workers as part of their condition of probation to work locations, and the boot camp commander indicated that there were additional work sites being developed. Officers need to provide intermittent supervision to these trainees who are working in urban areas in order to prevent them from engaging in activities that would create a danger to themselves, the community and/or the boot camp.
- Search & Escort, Transport & Utility Officer TLVBC: It is recommended that one, 8-hour 5-day correctional officer post be created and funded for the day and evening shifts for the Conservation Camp (without relief). These posts are needed due to the fact that inmates have to be escorted to and from a number of activities or transported to and from the boot camp. While escorts can be performed by one officer, transports require two officers. These posts would provide much needed resources for escorts, transports and other duties. As a result, staffing levels would not be compromised when officers are diverted from their housing unit duties for transport and escort purposes.
- Search & Escort & Transport TLVBC: It is recommended that one, 8-hour 5-day correctional officer post be created and funded for the day shift at the Boot Camp (with relief). This post is needed due to the fact that trainees have to be kept separate from inmates and the trainees have to be escorted to and from a number of activities or transported to and from the Boot Camp. While escorts can be performed by one officer, transports require two officers. As a result, staffing levels would not be compromised when officers are diverted from their housing unit duties for transport and escort purposes.

Casa Grande Correctional Center

Date of On-site Assessment: November 7, 2013

Facility Description

The Casa Grande Transitional Center (CGTC) is located about one mile from the Las Vegas Strip. It is commonly referred to as Casa Grande and is best described as a community re-entry program for non-violent offenders & non-sex offenders that opened in 2005. It houses inmates, parolees and probation violators. It has a design capacity of four hundred (400) residents. At the time of the assessment it had a census of 301, which was comprised of 235 males and 66 females. Casa Grande has three buildings, one is the administration building and the other two are housing units. The administration building houses the administrative offices, Prison Industries offices and showroom/sales, the pharmacy, culinary, armory and the dining room, which also serves as a meeting/training room for the residents.

This facility has two L-shaped two-story housing units that sit opposite of each to form a square, with courtyard-type setting in the center. It has a recreation yard off of the west side of the housing unit. The housing units have rooms with bunks and a desk that serve as small dormitories for the residents. The control booths are more similar to offices than traditional control booths in a prison. These control booths provide good observation for the officer, and during the site visit it was evident that these control booths are the hub for all the unit operations, because this is where the residents check-out when leaving for work or job-seeking and where they report to when returning from work or job-seeking. The housing units have small dayrooms on each floor and the accommodations provide for the needs of the residents such as bathrooms, showers and laundry facilities.

Facility Operation

The different programs operate independently of each other and this requires a great deal of planning and coordination. All of the programs, however, are geared to the successful re-integration of the resident back into the community. As stated above, Casa Grande houses both males and females who are within 24 months of their probable release date. Therefore, these residents are technically inmates, who are at Casa Grande in order to transition back into the community. Unit 1 has 100 beds for the female residents on the second floor of the unit in a section that is separate from the male housing. It also has two holding rooms on the first floor next to the officer's control booth. The Boot Camp Step Down participants are programmed separately from the rest of the residents because they have not been committed by the courts to the Nevada Department of Corrections as felons. Casa Grande also has grant funding for Stepping Stone, a substance abuse program and those residents are also programmed separately from the inmate residents who are not participating in the substance abuse program and this program is housed in Unit 2.

The program begins at 3:45 AM with breakfast for the females and 4:15 AM with breakfast for the males. Recreation is from 7:30 AM to 8:00 AM for the females and from 8:15AM to 8:45AM for the males. Those residents that are employed leave via bus transportation at the appropriate time to get to

their place of employment. Those residents that are seeking employment have to provide a list of places where they are going to apply. Prior to their departure from Casa Grande for their job seeking, the control booth officer videotapes the resident stating their name, number and the places they are going to go for employment. Upon their return from job seeking, the resident has to provide the name and phone number of the person with whom they interviewed. The residents have to advise the prospective employer of their status at Casa Grande. Officers perform random checks to ensure that the resident actually went to the places that they listed. All programs end at 10:00 PM with the last evening count.

Those residents that are in the various programs offered at Casa Grande such as Stepping Stone, Boot Camp Step Down, Lifeskills, Wellness, Alcoholic Anonymous, and others follow a weekly schedule for attendance. Visiting is allowed for females on Saturdays, and Sundays for males.

Facility Staffing

The Casa Grande facility has a total of 22 positions in the following categories: 21 correctional officers and one Correctional Manager who is at the rank of Lieutenant who manages the facility.

Supervisor Assignments

The Correctional Manager supervises Casa Grande on the day shift. A Senior Correctional Officer supervises the evening shift and night shifts and they have alternate days-off to maximize supervisory coverage. If a Senior Correctional Officer is not on duty and the Correctional Manager is on his/her Regular-Days-Off, then the officers will contact the Florence McClure Women's Correctional Center for direction and/or assistance.

Correctional Officer Posts

All of the correctional officers work 12-hour shifts. The day shift runs from 6:00 AM to 6:00 PM and the night shift runs from 6:00 PM to 6:00 AM. The senior works an adjusted five (5) day 8-hour schedule from 1:00 PM to 9:00 PM and her post does not have any relief. The culinary officer also works a 12-hour shift.

The officers are designated as unit control officers, unit floor officers and search and escort officers and culinary officers. During the site visit for this analysis, the unit control officers and floor officers were observed performing duties as needed, meaning that the control booth officers did not sit in their control booth during their entire shift. They were inspecting rooms, providing direction to residents, and instructing resident handymen on things that needed repair in the building. The control booth officers are typically the officers that check on the residents' job-seeking efforts. They also check residents' employment performance with the employers.

ASCA makes the following recommendations:

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

- **Shift Supervisor (Sergeant):** It is recommended that the position of sergeant be created and funded for this facility. This position would work an evening shift 5 days per week without relief, and provide the necessary supervision during the evening shift and Correctional Manager's regular-days-off, vacation, and sick leave. The current span-of-control for the existing Correctional Manager is too great considering that Casa Grande is a 400-bed dormitory transitional center from prison to parole for both male and female offenders. Casa Grande is a 24 hours-a-day 7 days-a-week facility and it is located in a highly populated urban area of Las Vegas. Officers at Casa Grande are highly motivated, experienced staff but in a crisis situation whether it be an incident, illness or physical plant problem, a supervisor should be on site to make command decisions.
- **Senior Correctional and Correctional Officers:** The current practice is 12-hour shift instead of the Legislatively approved 8-hour shifts. The recommendation is to convert the 8-hour shifts to 12-hour shifts with relief, for all the correctional officer positions, with the exception of the Transportation-Medical & Employment Verification officer (post), which will remain an 8-hour day shift with relief. The senior correctional officers are also recommended to remain on 8-hour shifts, 5-days per week (evening and night) without relief. The legislatively approved staffing documents provide 8-hour shifts for six correctional officers on days with no relief; one correctional officer on days and evenings with relief for the culinary; three correctional officers on evenings with relief; and two correctional officers on nights with relief (no specific post identified). There is one Transportation – Medical & Employment Verification - officer on days with relief. ASCA recommends the staffing for this facility designate the specific posts for which the correctional officers are assigned. As a result, staffing for the housing units (1 and 2) is recommended for one officer in control and floor in each unit on the days and night shifts, 12-hours per days, seven days per week with relief.
- **Culinary –** As noted previously, the culinary is approved for one officer on the day and evening shifts, eight hours per day, seven days with relief. ASCA recommends the staffing for this post be revised to the day shift only, twelve hours per day, seven days with relief, in order to provide supervision during those hours that the culinary is in operation.
- **Search and Escort:** It is recommended that two, 12-hour Search and Escort Officers with relief be established and funded for the day shift and the night shift. The Legislatively approved staff documents do not provide any Search and Escort Officers. Casa Grande male and female residents are housed in two, two story buildings that have multiple dormitory-type rooms, hallways, bathrooms, laundry, and dayroom areas. The females are housed in an upstairs

dormitory whose access is directly in front of the officers control station on the first floor. Even though the existing officers try to rove through the building as time permits and during counts, the potential for not being able to observe misconduct, is great without adequate sight and sound supervision.

Northern Nevada Restitution Center

Date of On-site Assessment: November 13, 2013

Facility Description

The Northern Nevada Restitution Center (NNRC) is located at 2595 E. Second Street, which is a major transportation artery in Reno, Nevada. The facility is adjacent to the Northern Nevada Mental Health Facility and opposite a major hotel/casino, the Grand Sierra Resort.

In 1979, Nevada passed enabling legislation authorizing the establishment of a Restitution Center Program for non-violent inmates who were non-sex offenders. In October 1979, the Center opened in a vacant motel several miles south of Reno with only four inmates. In April 1993, the facility moved to its present location on E. Second St. after a high security facility was vacated by the City/County and donated to the Nevada Department of Corrections (NDOC). The facility is now operated as a non-secure facility housing a maximum of 103 community trustee and minimum custody inmates. On the date of this on-site assessment, there were 85 inmates in this facility.

There is only a single original housing unit, which was originally a steel high security design with sliding chain-operated doors. The locking mechanism and chains have since been dismantled. Designated as Unit One, it is divided into six (6) wings (A-F wings). Each wing has a designed capacity of 18 inmates housed in four, two-man cells, and an additional two, five-man cells. C wing is an exception, and has been modified with a reduced capacity to provide for a secured holding cell with a capacity of two inmates and an office, which is utilized by a casework specialist. Thus, C wing has a design capacity of 13 inmates. The four minimum custody inmates are housed in one of the five-man cells in C wing.

There are separate culinary, laundry, maintenance and warehousing structures on facility grounds. Unlike Unit One, these buildings are stick built wooden structures. The facility originally had a fully secure, fenced perimeter with an observation tower in the rear of the building. That tower has since been dismantled along with the rear fence line (north), which was replaced with a lower masonry flood wall between the facility and the Truckee River, as a result of the flood of 1997 which flooded the entire facility to a depth of approximately five feet. The facility had a locking front gate, which has also been dismantled. Staff indicated that the fencing was used in Carson City to construct exercise holding areas for additional close custody inmates at Nevada State Prison. There are staff offices and a conference room that doubles as an activity room at the entry to the building, and there is a single direct supervision style officer station located in the center of the facility in the hallway in front of C wing.

Facility Operation

NNRC is a non-secure male community trustee/minimum security correctional facility that functions as the sole Northern Nevada pre-release and restitution center. The facility operates

as a non-secure community trustee security unit, which also houses a small number of minimum-security inmates. The trustee inmates move from one point to another under minimal/no supervision, and escorts into the community to work are not needed. They are generally given bus passes to get to and from work since they are located on a major bus route. Dining is provided in a main dining room, which is on the facility grounds. Recreation is provided in a main recreation yard immediately north of the facility between Unit 1 and the flood wall. Most services are provided in the main building conference room (Unit 1). This includes contact visitation in the conference room. Visiting is conducted from 7:00 PM-9:00 PM on Tuesday evenings, 9:00 AM-11:00 AM on Saturday mornings and 1:00 PM-3:00 PM on Sunday afternoons. Parenting and anger management programs, as well as DUI Level I counseling through the courts is also offered.

NNRC provides a number of programming opportunities consistent with the work nature of the facility including facility orientation (Friday, 8:00 AM-11:00 AM), AA meetings (Wednesday, 7:00 PM-8:00 PM) religious services (almost every evening), drug treatment programs (community AA and NA off site Monday through Thursday, various hours), visiting as noted above, Truckee Meadows College programs Monday-Thursday, and physical activity in the main yard. Inmates are allowed to leave the facility grounds to attend religious services in the community.

Facility Staffing

The facility operates with a complement of eleven (11) full time equivalent staff positions. Seven (7) of that total staff are security staff (one lieutenant designated as a facility manager with no relief factor, one sergeant with no relief factor, and five correctional officers who work 8 hour shifts/5 days with a 7 day relief factor). In addition, there are two caseworker I positions, an accounting specialist III and a maintenance repair specialist II, with no relief factor associated with any of these positions, which completes the eleven (11) total legislatively approved staffing. The non-security staff works Monday-Friday, eight hours a day on day shift, with the exception of the maintenance specialist, who works ten hours per day, four days per week, Monday-Thursday. There is an additional job developer position that is funded from an external source; it is not a legislatively approved position funded by the General Fund. This position also works Monday-Friday from 8:00 AM -4: 30 PM. The Warm Springs Correctional Center (WSSC) Warden and Associate Warden provide administrative supervision for the facility. WSSC is approximately 38 miles from NNRC in Carson City, Nevada.

Correctional staff are assigned to one of three eight-hour shifts. The shift hours are 5:00 AM-1:00 PM for day shift, 1:00 PM-9:00 PM for evening shift, and 9:00 PM-5:00 AM for night shift. There is one post assignment that needs to be staffed on the day shift, evening shift and the night shift. In actual practice, one relief officer is placed on day shift, and one is placed on night shift. The sergeant post is placed on evening shift to insure that two officers are on each shift for at least a portion of the week. Since there are not enough relief personnel to insure that two staff are on shift every day of the week for each shift, four days on each shift operate with only

one post, and the greatest coverage is focused during the week when the inmates are most active in work and program activities.

Supervisor Assignments

There is no formal supervisor for each shift. The administrative shift includes a lieutenant, who provides administrative support and direction through a five-day post, eight-hour shift, which is generally 7:30 AM-4:00 PM Monday-Friday (with 1/2 hour lunch), which allows the lieutenant to straddle two shifts per day (day and evening shift) during the busy work week schedule. At the time of the site visit, the lieutenant post is vacant and the institutional sergeant is performing that duty. Thus, additional shifts operate without administrative supervision of any kind on site, and with only one officer. There are no senior correctional officers assigned to this facility. The sergeant post is second in command, but it is deployed on the evening shift in order to insure two officers deployed for coverage some of the days on that shift, as well as administrative support during that busy period when workers are returning from the community and programming is taking place in the facility.

There is no direct supervision of the culinary (except for meal service), the laundry, maintenance, etc. Inmate culinary workers provide all of the meal preparation, ordering, and cleanliness of that program segment of the facility. Property and mail duties are assigned as additional duties to the existing staff. Staff is particularly vulnerable on the evening and night shifts when working alone. They have no radios (and no one to contact with a radio if they had one), and they perform inmate counts and security checks including outside perimeter checks by themselves a great percentage of the time. If an event occurs which requires the officer to need additional support no staff are on site to provide that assistance. If the officer is confronted while outside the protection of the main building (Unit 1) there is no backup available. The perimeter is not secure and has a history of uninvited public wandering or intentionally entering the facility grounds. There is also insufficient camera coverage of these areas to assist the officers in maintaining security.

Correctional Officer Posts

Correctional officers are posted in a central location in a direct supervision style post in front of C wing in Unit 1. They perform the traditional security duties from that post. There is a caseworker office located in C wing and additional office space, including Lieutenant/Camp Manager office near the entrance to Unit 1. There is no direct visibility/supervision of inmates in their housing unless staff walk down into each of the six wings.

Perimeter entry is not monitored unless someone requests access to the main housing unit. Staff, visitors, and on occasion the general public, enter the facility parking lot through a main driveway directly from East Second Street. They may then approach the front entry of Unit 1 for access which is monitored by staff. There is no metal detector at that entry point. There is a single six wing housing unit supervised by a direct supervision style post midway between all of

the housing wings. Facility staff move about through the facility as described in the post orders and conduct informal counts, in addition to the required system wide formal counts each day. Night shift also performs routine security calls into the main institution of Warm Springs Correctional Center in Carson City. The officer posts are used to cover the wide variety of duties including community security checks, mail and property, culinary, mandatory inmate urine testing and saturation (5% random per month and 10% saturation once yearly), supervision of program activities, etc. Staff is also pulled out of the facility to attend mandatory training, complete annual physicals, conduct additional transportation such as dental to WSCC once a week, cover hospital assignments as necessary and perform related work as required such as non-routine trustee transportation.

All correctional officer positions are filled at this time. There is a current vacancy in the Lieutenant/Facility Manager position that is being covered by the facility sergeant. Because of the lack of a secure perimeter and the low staffing level, officers indicate that controlling contraband is an ongoing problem. Without direct supervision or cameras in the rear of Building One where inmates exercise, someone from the community can simply throw contraband over the floodwall where the inmate can walk over and retrieve it. While this is a facility housing the lowest security level inmates in the system, there is still awareness that some of them will seize the opportunity to breach security rules if adequate supervision is not in place. If there is a fight between inmates, which also happens from time to time, and it occurs when only one officer is on duty there is the potential for serious injury to staff and inmate.

Findings and Recommendations

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

- Sergeant: There is one sergeant post included in the legislatively approved staffing plan designated on day shift with no relief. This post should be funded as an eight hour/seven days per week post with relief. This will insure additional supervision for staff and vacation/regular day off relief for the Restitution Center Manager as well as the current sergeant post. In practice, this post is normally assigned to afternoon shift, with Friday and Saturday off. When assigned in this fashion, the sergeant functions as the second officer on that shift, which still leaves four days of the shift week with only one officer at work in a facility that does not have a secure perimeter. Presently, the sergeant is filling in for the facility lieutenant vacancy, working 7:30AM-4:00PM.
- Correctional Officer: The recommendation is to add one new post with 8 hour/7 day with relief posts to all three shifts. Currently, the existing legislatively approved staffing of one per shift (1-1-1 with 7 day relief) is deployed to place two officers on the day and night shift. This still results in only one officer on evening shift, four days per week (even using the existing sergeant post), and one officer on night shift four days per

week. The nearest support is approximately 38 miles away in Carson City. The facility originally had a secure perimeter, which provided some protection from pedestrians wandering on site at all hours. This facility is directly across from a major casino, and also adjacent to the Nevada Mental Health Facility. The front locking gate has been dismantled, which leaves the facility vulnerable to anyone who wants to enter the facility. In addition, there are no security cameras covering this entire area. This area has a high density of homeless individuals looking for any place to stay.

- Cameras: Since there is no perimeter fence on the north side of the facility (there is a short flood wall on that side), and there is no securable front gate to the facility allowing complete random ingress from a major transportation artery in Reno (E. Second St.), additional camera views are highly recommended for the officer station, which is a direct supervision post in the center of Unit 1. None of the cell doors or wing doors has functioning locks, based on the evaluation of the community trustee population living in this facility. Selective camera placement is recommended to enhance staff/inmate safety, and allow staff to insure additional security in a cost effective manner. There should be particular emphasis on the use of several "panning" cameras, and a camera that will allow staff to monitor the rear flood wall, where history has shown that individuals throw contraband over the wall to inmates who are out of sight from staff and exercising on the weight training area.

Northern Nevada Restitution Center
Shift Relief Comparison
Legislatively Approved Staffing - 2013-15 Biennium
Updated May 27, 2013 - 12:38pm

	NDOC Legislatively Approved														ASCA Recommended														
	Shift Type						Frequency Filled			Y/N	Relief				+/- FTE	Shift Type						Frequency Filled			Y/N	Relief		+/- FTE	
	8 Hour			12 Hour M-F			Shifts	Days	Hours		NDOC		ASCA			8 Hour			12 Hour		Other	Shifts	Days	Hours		ASCA			
	D	E	N	D	N	D				SRF	FTE	SRF	FTE	D	E	N	D	N	D	SRF					FTE				
Lieutenants																													
Restitution Center Manager	1.00						1.00	5	8	N	1.00	1.00	1.00	1.00	-	1.00						1.00	5	8	N	1.00	1.00	-	
Total Lieutenants	1.00	-	-	-	-	-	1.00					1.00	1.00	1.00	-	1.00	-	-	-	-	-	1.00				1.00	1.00	-	
Legislatively Approved FTE												1.00	1.00												1.00	1.00			
Difference												-	-													-			
Sergeants																													
Shift Supervisor	1.00						1.00	5	8.00	N	1.00	1.00	1.00	1.00	-	1.00						1.00	7	8	Y	1.58	1.58	0.58	
Total Sergeants	1.00	-	-	-	-	-	1.00					1.00	1.00	1.00	-	1.00	-	-	-	-	-	1.00				1.58	1.58	0.58	
Legislatively Approved FTE												1.00	1.00												1.00	1.00			
Difference												-	-												0.58	0.58			
Correctional Officers																													
Correctional Officer	1.00	1.00	1.00				3.00	7	8	Y	1.60	4.80	1.58	4.74	(0.06)	2.00	2.00	2.00				6.00	7	8	Y	1.58	9.48	4.74	
Total Correctional Officers	1.00	1.00	1.00	-	-	-	3.00					4.80	4.74	4.74	(0.06)	2.00	2.00	2.00	-	-	-	6.00				9.48	4.74		
Legislatively Approved FTE												5.00	5.00												5.00	5.00			
Difference												(0.20)	(0.26)												4.48	4.48			
Total All Custody Staff	3.00	1.00	1.00	-	-	-	5.00					6.80	6.74			4.00	2.00	2.00	-	-	-	8.00				12.06	5.32		
Total Legislatively Approved FTE												7.00	7.00												7.00	7.00			
Difference												(0.20)	(0.26)												5.06	5.06			

Central Transportation

Date: January 14, 2014

Findings And Observations

At this time ASCA recommends the addition of one Administrative Assistant to provide clerical support for the Southern Transportation Team, which is currently comprised of one correctional sergeant, two senior correctional officers and fourteen correctional officers. The correctional sergeant responsible for local supervision of the Southern Transportation team advised the addition of clerical support would provide a "body" in the southern office, which would facilitate him in assisting to provide transportation services. Currently, the Northern Transportation Team has an administrative assistant 3, which provides clerical support for the Northern Team; which is comprised of a correctional lieutenant, two correctional sergeants, two senior correctional officers and ten correctional officers. The correctional lieutenant is responsible for supervising the Central Transportation Team statewide.

The correctional lieutenant advised the addition of "relief factor" would not be of assistance in providing transportation services. However, the lieutenant did advise the addition of custody staff would be of assistance (no definitive number was provided). Inquiries were made to the NDOC to determine the last time additional custody staff had been added to the Central Transportation Team. The NDOC advised the Central Transportation Team last received augmentation to their staffing in 2003 when the Legislature approved the transfer of 3.0 FTE from Southern Desert Correctional Center and 7.0 FTE from the High Desert Correctional Center. Information indicates the transfer of the staff to the Southern Transportation Team was approved at the request of the Department to, "centralize the local transportation function in southern Nevada to improve the scheduling of transportation teams and to alleviate potential duplication of effort". A review of the average inmate population in fiscal year 2002 for southern institutions indicated the department housed an average of 3,717 inmates or 218.65 inmates per transportation officer. The average inmate population in fiscal year 2012 was 6,541, or 384.76 inmates per officer. Since there is no statistical relationship validating "an officer to inmate ratio", and since this review did not include an analysis of inmate transportation effort utilizing central vs. institutional staff, we recommend that the NDOC review the implementation of the new transportation officer recommended at the various facilities. When implemented, determine the impact those officers have on the Central Transportation team. In the interim, relief is recommended for certain Central Transportation Posts.

Pending an analysis of transportation services utilizing institutional vs. central staff to validate increases in staffing in the area, consideration should be given in the provision of "relief factor" for central transportation. Utilizing the re-calculated relief factor (as displayed on the attached worksheet) results in a calculated need of five custody staff (two correctional officers north and

three correctional officers south). We recommend the addition of a clerical support position for the southern transportation operation, which would free up the sergeant to provide greater oversight of transportation operations.

Central Transportation Description

Nevada Administrative Regulations 430 through 432 provides governance for the transportation of inmates. Administrative Regulation 430 (Transportation of Inmates) stipulates the Central Transportation Lieutenant is responsible to ensure compliance with that regulation relative to the operations of his/her staff.

As previously noted, the Central Transportation Team is divided into northern and southern teams comprised of the following staff:

Central Transportation			
	Northern Team FTE	Southern Team FTE	Total FTE
Correctional Lieutenant	1.00	-	1.00
Correctional Sergeant	2.00	1.00	3.00
Sr. Correctional Officer	2.00	2.00	4.00
Correctional Officer	10.00	14.00	24.00
Admin Assistant 3	1.00	-	1.00
Total FTE	16.00	17.00	33.00

In addition to providing transportation services between institutions, Central Transportation provides local transportation for court, medical, pardons board and new commitment pick ups from local jurisdictions. When necessary, institutional staff is utilized in conjunction with Central Transportation staff to provide transportation services. Statistics documenting the number of occasions on an annual basis that local institutional staff was utilized was not gathered as part of this review. Out of state transportation is also provided to return inmates to Nevada. Additionally, Central Transportation provides transportation for parolees and releases to the jurisdiction of commitment, if in Nevada.

Additional comments specific to Northern and Southern teams:

Northern Transportation Team

- Provides transportation services for all Northern Institutions – Warm Springs Correctional Center, Northern Nevada Correctional Center and Stewart Conservation Camp. When necessary institutional staff assist the Central Team in the provision of transportation services. Transportation services are provided for medical, court and Pardons Board hearings at the Nevada Supreme Court. The transportation services for

courts encompasses, not only courts in Carson City, but also Douglas County, Washoe County, Storey County, Lyon County and Churchill County. New female commits from rural counties are picked up and held at NNCC pending the Thursday transfer to the Southern team at either Tonopah or Hawthorne for intake at Florence McClure Women's Correctional Center.

- Four custody officers are required when the bus is utilized for statewide transportation services. The statewide transportation is a 3-day trip (13 hour, 20 minute shifts; Tuesday through Thursday), which alternates from a northern and southern route. The northern route begins in Carson City going to Elko, Ely, Las Vegas and back to Carson City; the southern route begins in Carson City going to Las Vegas, Ely, Elko and back to Carson City. Officers assigned are rotated so the same officers do not work the circuit each week. Statewide transportation provides transportation of inmates between institutions, picks up new commits along the route and transports releases to counties of commitment if in Nevada.
- Pick up new commits from Washoe, Storey, Churchill, and Lyon Counties. New commits from rural counties are picked up on the statewide transportation bus on its 3-day statewide circuit. On the statewide transportation, inmates are housed overnight at Ely and Las Vegas at a minimum, one night per week at each institution.
- Provides transportation of inmates to from out-of-state for interstate agreement, extradition or Court Orders.
- Meets the Southern Transportation Team in either Hawthorne or Tonopah on Thursdays to facilitate the transport of female inmates between northern and southern institutions and new commits to southern Nevada for intake processing.

Southern Transportation Team

- Provides transportation services for all Southern Institutions – Jean Conservation Camp, Florence McClure Women's Correctional Center, Casa Grande Transitional Housing, Southern Desert Correctional Center, Three Rivers Conservation/Boot Camp, and High Desert State Prison.
- Meets the Northern Transportation Team in either Hawthorne or Tonopah on Thursdays to facilitate the transport of female inmates between northern and southern institutions and new commits to southern Nevada for intake processing.
- Pick up new commits from Clark County on an "as-needed" basis (this could be daily).
- Pick up new commits from Nye County in Pahrump.
- Typically, Tuesdays are reserved for transporting female inmates.
- Provides transportation of inmates to from out-of-state for interstate agreement, extradition or Court Orders.



Section III

Appendices

Appendix A – Facility Shift Relief Calculations

Appendix B – Methodology

Appendix C – Assessment Team

APPENDIX A – FACILITY SHIFT RELIEF CALCULATIONS

Overview

What is a shift relief factor?

The shift relief factor is critical in determining staffing of correctional operations, which are normally 24 hour per day, seven day per week functions. A shift relief factor estimates the number of hours (or days) required to fill a post during a given shift, when the person who is regularly assigned to that post on that shift is unavailable to fill that post because he or she is occupied elsewhere, either on annual leave, sick leave, attending training, injured, or other wise not available for assignment to that post. To account for the time that the regularly assigned person is not available, additional staff time must be allocated to that post to ensure the duties assigned to that post are completed.

What are the shift relief factors within the Department?

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

Shift relief factors were calculated for custody staff working shifts for the Department. They include Captains, Lieutenants, Sergeants, Senior Correctional Officers, Correctional Officers and Correctional Officer Trainees. Posts are categorized as either 5-day or 7-day, while shifts are 8-hour, 10-hour or 12-hour. In this Appendix relief factor calculations for the major institutions and camps are presented.

What factors are considered in calculating shift relief factors?

Hours unavailable for assignment were based on FY 2013 personnel data supplied by the Nevada Department of Corrections.

Because the Department does not record the number of hours employees are away from their posts for annual training (in-service, these annual training hours were estimated based on information supplied by the Department at 24 hours annually per authorized FTE (no reduction was made for vacant positions). It is recommended the Department record in-service training

on time sheets to accurately account for time for which an employee is not available to provide staffing at an institution.

Additionally, since the Department does not track the length of time positions are vacant (by days), the calculation of the shift relief factor is predicated on the “average number of vacant positions” on an annual basis multiplied by the total annual hours available contracted for work per FTE. For example, if an institution reports a total of 144 Correctional Officers vacant for the year (12 reported per month for an annual total of 144), the average annual vacancy would be 12 which would be multiplied by 2,086 hours for a total of 25,032 hours for which Correctional Officers are not available to provide services for any given post at the institution and therefore “relief” is required for the posts.

An additional issue noted in the review of information supplied by the Department, which resulted in an *understatement* of the calculated relief factor. The Department appears to fill positions utilizing “position control numbers” that may not be assigned to the institution to which the employee is eventually assigned. For example, it appears the Department may fill a position at Ely State Prison for training purposes; however, the employee may be assigned to High Desert State Prison (or some other institution or camp, etc.), which results in an understatement of vacant positions at Ely State Prison. This results in a reduction in the credit for vacant positions at the Ely State Prison (in this example), which in turn, reduces the calculated relief factor.

Similar to annual in-service training, the Department does not record pre-service training on their time sheets. This results in a reduction in the relief factor since no credit is given for pre-service training in the calculation of the relief factor (position is shown as being filled, however, since the position is in training, the position is not available to provide services at any given institution, camp, etc.). It is recommended the Department refrain from filling positions at institutions other than where the employee will eventually be employed. Similar to the recommendation for annual in-service training, it is also recommended the Department record pre-service training hours on the time sheets since the employee is not available to provide services at the institution.

Leave for Holidays and Furloughs were not factored into the relief factor calculation. Holiday leave was not factored in since the Department is funded for “Holiday Overtime” and Furlough Leave was not factored in since this is a “budget saving” tool implemented to reduce expenditures and specifically does not permit “back-filling” of positions that are on furlough leave.

How do current shift relief factors compare to those previously estimated?

Current and Prior Shift Relief Factors Compared: The shift relief factors currently utilized by the Department are based on an historical practice which utilizes 1.20 officers being required to fill a 5-day post, 8 hours per day and 1.60 officers being required to fill a 7-day post, 8 hours per day.

The Governor's Executive Branch Internal Audit Division, in their report as completed in September 2006 utilizing data for the year ending March 2006, estimated the relief factor Department-wide for a 7-day post, 8-hours per day at 1.825 or simply stated 1.825 officers being required to fill a 7-day post, 8-hours per day (no estimate was provided for shifts other than the 7day, 8 hour).

How were the shift relief factors determined?

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

Finally, by dividing the total Net Annual Work Hours by the total number of employees in that specific rank or job category, the shift relief factor is determined. However, since posts are generally filled either five days or seven days per week, and may be filled by staff working either an eight, ten or twelve hour shift, shift relief factors are produced for each type of post. The resulting shift relief factors indicate how many employees it actually takes to fill those posts on an annual basis. For example, if a post is to be filled five days per week, eight hours a day, it would take one employee to fill that post, but only if the employee was at work every week, five days per week, and for eight hours during every one of those five days. In reality, employees do not come to work every day because they may be sick, or taking annual leave, etc. Therefore, it actually takes more than one person to fill a post, and in the Department it actually takes 1.20 Correctional Officers to fill a 5-day, 8-hour post throughout the course of a year. Thus, to properly plan and budget for the number of staff required to fill posts, without the use overtime or closing posts, the shift relief factor should be applied to all posts to determine the number of staff require to fill all posts.

In the remaining portion of Appendix A, tables are presented with the data used to estimate the shift relief factors for each rank at each facility.

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

Major Institutions - Relief Calc Summary

Updated July 10, 2014 - 10:21 am

	FTE	Total Annual Hours Contracted for Work	Subtotal Leave	Subtotal Training Hours	Vacant Position Hours	Net Annual Work Hours	Per FTE	5-day, 8-Hour	7-Day, 8-Hour	7-Day, 10-Hour	7-Day, 12-Hour	7-Day, 8-Hour (24-Hours)	7-Day, 12-Hour (24-Hours)
Statewide													
Warm Springs Correctional Center	96.00	200,256.00	28,796.52	2,304.00	2,607.84	166,547.64	1,734.87	1.20	1.68	2.10	2.53	5.05	5.05
Nortjhen Nevada Correctional Center	234.00	488,124.00	83,026.86	5,616.00	10,263.12	389,218.02	1,663.32	1.25	1.76	2.19	2.63	5.27	5.27
Southern Desert Correctional Center	206.00	429,716.00	54,650.45	4,944.00	17,897.88	352,223.67	1,709.82	1.22	1.71	2.14	2.56	5.12	5.12
Ely State Prison	270.00	563,220.00	68,474.77	6,480.00	25,365.76	462,899.47	1,714.44	1.22	1.70	2.13	2.56	5.11	5.11
Lovelock Correctional Center	213.00	444,318.00	48,160.96	5,112.00	13,892.76	377,152.28	1,770.67	1.18	1.65	2.06	2.47	4.95	4.95
Florence McClure Womens Corr Ctr	117.00	244,062.00	33,064.93	2,808.00	5,027.26	203,161.81	1,736.43	1.20	1.68	2.10	2.52	5.05	5.05
High Desert State Prison	452.00	942,872.00	123,993.92	10,848.00	25,032.00	782,998.08	1,732.30	1.20	1.69	2.11	2.53	5.06	5.06
Total Statewide	1,588.00	3,312,568.00	440,168.41	38,112.00	100,086.62	2,734,200.97	1,721.79	1.21	1.70	2.13	2.55	5.10	5.10
Lieutenants													
Warm Springs Correctional Center	5.00	10,430.00	2,578.55	120.00	166.88	7,564.57	1,512.91	1.38	1.93	2.41	2.90	5.79	5.79
Nortjhen Nevada Correctional Center	6.00	12,516.00	1,506.43	144.00	166.88	10,698.69	1,783.12	1.17	1.64	2.05	2.46	4.91	4.91
Southern Desert Correctional Center	5.00	10,430.00	1,271.25	120.00	-	9,038.75	1,807.75	1.15	1.62	2.02	2.42	4.85	4.85
Ely State Prison	5.00	10,430.00	916.50	120.00	-	9,393.50	1,878.70	1.11	1.55	1.94	2.33	4.66	4.66
Lovelock Correctional Center	5.00	10,430.00	1,971.33	120.00	166.88	8,171.79	1,634.36	1.28	1.79	2.23	2.68	5.36	5.36
Florence McClure Womens Corr Ctr	4.00	8,344.00	1,792.01	96.00	166.88	6,289.11	1,572.28	1.33	1.86	2.32	2.79	5.57	5.57
High Desert State Prison	12.00	25,032.00	3,868.09	288.00	166.88	20,709.03	1,725.75	1.21	1.69	2.12	2.54	5.08	5.08
Total Lieutenants	42.00	87,612.00	13,904.16	1,008.00	834.40	71,865.44	1,711.08	1.22	1.71	2.13	2.56	5.12	5.12
Sergeants													
Warm Springs Correctional Center	7.00	14,602.00	1,884.13	168.00	354.96	12,194.91	1,742.13	1.20	1.68	2.10	2.51	5.03	5.03
Nortjhen Nevada Correctional Center	9.00	18,774.00	2,472.18	216.00	354.62	15,731.20	1,747.91	1.19	1.67	2.09	2.51	5.01	5.01
Southern Desert Correctional Center	9.00	18,774.00	3,004.21	216.00	1,043.00	14,510.79	1,612.31	1.29	1.81	2.26	2.72	5.43	5.43
Ely State Prison	13.00	27,118.00	5,233.59	312.00	688.38	20,884.03	1,606.46	1.30	1.82	2.27	2.73	5.45	5.45
Lovelock Correctional Center	8.00	16,688.00	2,065.83	192.00	166.88	14,263.29	1,782.91	1.17	1.64	2.05	2.46	4.91	4.91
Florence McClure Womens Corr Ctr	3.00	6,258.00	923.50	72.00	166.88	5,095.62	1,698.54	1.23	1.72	2.15	2.58	5.16	5.16
High Desert State Prison	17.00	35,462.00	4,055.16	408.00	-	30,998.84	1,823.46	1.14	1.60	2.00	2.40	4.80	4.80
Total Sergeants	66.00	137,676.00	19,638.60	1,584.00	2,774.72	113,678.68	1,722.40	1.21	1.70	2.12	2.54	5.09	5.09

Major Institutions - Relief Calc Summary

Updated July 10, 2014 - 10:21 am

	FTE	Total Annual Hours Contracted for Work	Subtotal Leave	Subtotal Training Hours	Vacant Position Hours	Net Annual Work Hours	Per FTE	5-day, 8-Hour	7-Day, 8-Hour	7-Day, 10-Hour	7-Day, 12-Hour	7-Day, 8-Hour (24-Hours)	7-Day, 12-Hour (24-Hours)
Sr Corr Off, Corr Off & Trainees													
Warm Springs Correctional Center	84.00	175,224.00	24,333.84	2,016.00	2,086.00	146,788.16	1,747.48	1.19	1.67	2.09	2.51	5.01	5.01
Nortjhen Nevada Correctional Center	219.00	456,834.00	79,048.25	5,256.00	9,741.62	362,788.13	1,656.57	1.26	1.76	2.20	2.64	5.29	5.29
Southern Desert Correctional Center	192.00	400,512.00	50,374.99	4,608.00	16,854.88	328,674.13	1,711.84	1.22	1.71	2.13	2.56	5.12	5.12
Ely State Prison	252.00	525,672.00	62,324.68	6,048.00	24,677.38	432,621.94	1,716.75	1.22	1.70	2.13	2.55	5.10	5.10
Lovelock Correctional Center	200.00	417,200.00	44,123.80	4,800.00	13,559.00	354,717.20	1,773.59	1.18	1.65	2.06	2.47	4.94	4.94
Florence McClure Womens Corr Ctr	110.00	229,460.00	30,349.42	2,640.00	4,693.50	191,777.08	1,743.43	1.20	1.68	2.09	2.51	5.03	5.03
High Desert State Prison	423.00	882,378.00	116,070.67	10,152.00	24,865.12	731,290.21	1,728.82	1.21	1.69	2.11	2.53	5.07	5.07
Total Sr Corr Off, Corr Off & Trainees	1,480.00	3,087,280.00	406,625.65	35,520.00	96,477.50	2,548,656.85	1,722.07	1.21	1.70	2.12	2.54	5.09	5.09

**WARM SPRING CORRECTIONAL CENTER
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013**

Updated Jan 7, 2014 - 5:42 pm

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total Authorized FTE	5.00	7.00	84.00	96.00
Total Annual Hours Contracted for Work	10,430	14,602	175,224	200,256
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	1,216.35	1,103.00	11,149.94	13,469.29
Sick Leave ^a	1,243.17	686.50	10,044.88	11,974.55
Special Sick Leave ^a	96.03	-	103.87	199.90
Comp-Time Leave ^a	23.00	94.63	1,527.43	1,645.06
Catastrophic Leave ^a	-	-	-	-
Other Leave ^a	-	-	1,507.72	1,507.72
FMLA ^a	-	-	-	-
Furlough Leave ^b	-	-	-	-
Subtotal Leave	2,578.55	1,884.13	24,333.84	28,796.52
Proof	2,578.55	1,884.13	24,333.84	28,796.52
Difference	-	-	-	-
Average Leave Hours per FTE	515.71	269.16	289.69	299.96
Pre-Service Training	-	-	-	-
In-Services Training (24 hours per FTE) ^d	120.00	168.00	2,016.00	2,304.00
Subtotal Training Hours	120.00	168.00	2,016.00	2,304.00
Average Training Hours per FTE	24.00	24.00	24.00	24.00
Average Annual Vacant Position FTE ^c	0.08	0.17	1.00	1.25
Vacant Position Annual Hours	166.88	354.96	2,086.00	2,607.84
Subtotal Vacant Positions	166.88	354.96	2,086.00	2,607.84
Average Vacant Position Hours per FTE	33.38	50.71	24.83	27.17
Net Annual Work Hours	7,564.57	12,194.91	146,788.16	166,547.64
Average Work Hours per FTE	1,512.91	1,742.13	1,747.48	1,734.87
Percent per FTE	72.5%	83.5%	83.8%	83.2%
5-day Post 8 Hours per Day	1.38	1.20	1.19	1.20
7-Day Post 8 Hours per Day	1.93	1.68	1.67	1.68
5-day Post 10 Hours per Day	1.72	1.50	1.49	1.50
7-Day Post 10 Hours per Day	2.41	2.10	2.09	2.10
5-day Post 12 Hours per Day	2.07	1.80	1.79	1.80
7-Day Post 12 Hours per Day	2.90	2.51	2.51	2.53
7-Day Post 8 Hours per Day (24-Hours)	5.79	5.03	5.01	5.05
7-Day Post 12 Hours per Day (24-Hours)	5.79	5.03	5.01	5.05

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

**NORTHERN NEVADA CORRECTIONAL CENTER
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013**

Updated Jan 7, 2014 - 5:44 pm

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total FTE	6	9	219	234
Total Annual Hours Contracted for Work	12,516	18,774	456,834	488,124
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	817.33	1,505.06	33,068.65	35,391.04
Sick Leave ^a	678.10	786.82	31,147.94	32,612.86
Special Sick Leave ^a	-	-	876.43	876.43
Comp-Time Leave ^a	11.00	70.30	2,829.17	2,910.47
Catastrophic Leave ^a	-	-	737.27	737.27
Other Leave ^a	-	86.00	10,328.79	10,414.79
FMLA ^a	-	24.00	60.00	84.00
Furlough Leave ^b	-	-	-	-
Subtotal Leave	1,506.43	2,472.18	79,048.25	83,026.86
Proof	1,506.43	2,472.18	79,048.25	83,026.86
Difference	-	-	-	-
Average Leave Hours per FTE	251.07	274.69	360.95	354.82
Pre-Service Training	-	-	-	-
In-Services Training (24 hours per FTE) ^d	144.00	216.00	5,256.00	5,616.00
Subtotal Training Hours	144.00	216.00	5,256.00	5,616.00
Average Training Hours per FTE	24.00	24.00	24.00	24.00
Average Annual Vacant Position FTE ^c	0.08	0.17	4.67	4.92
Vacant Position Annual Hours	166.88	354.62	9,741.62	10,263.12
Subtotal Vacant Positions	166.88	354.62	9,741.62	10,263.12
Average Vacant Position Hours per FTE	27.81	39.40	44.48	43.86
Net Annual Work Hours	10,698.69	15,731.20	362,788.13	389,218.02
Average Work Hours per FTE	1,783.12	1,747.91	1,656.57	1,663.32
Percent per FTE	85.5%	83.8%	79.4%	79.7%
5-day Post 8 Hours per Day	1.17	1.19	1.26	1.25
7-Day Post 8 Hours per Day	1.64	1.67	1.76	1.76
5-day Post 10 Hours per Day	1.46	1.49	1.57	1.57
7-Day Post 10 Hours per Day	2.05	2.09	2.20	2.19
5-day Post 12 Hours per Day	1.75	1.79	1.89	1.88
7-Day Post 12 Hours per Day	2.46	2.51	2.64	2.63
7-Day Post 8 Hours per Day (24-Hours)	4.91	5.01	5.29	5.27
7-Day Post 12 Hours per Day (24-Hours)	4.91	5.01	5.29	5.27

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

**LOVELOCK CORRECTIONAL CENTER
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013**

Updated Jan 8, 2014 - 8:38 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total FTE	5	8	200	213
Total Annual Hours Contracted for Work	10,430	16,688	417,200	444,318
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	972.91	1,213.83	21,976.83	24,163.57
Sick Leave ^a	954.22	723.00	15,398.83	17,076.05
Special Sick Leave ^a	-	-	120.08	120.08
Comp-Time Leave ^a	28.00	121.00	3,087.43	3,236.43
Catastrophic Leave ^a	-	-	-	-
Other Leave ^a	16.20	8.00	3,438.63	3,462.83
FMLA ^a	-	-	102.00	102.00
Furlough Leave ^b	-	-	-	-
Subtotal Leave	1,971.33	2,065.83	44,123.80	48,160.96
Proof	1,971.33	2,065.83	44,123.80	48,160.96
Difference	-	-	-	-
Average Leave Hours per FTE	394.27	258.23	220.62	226.11
Pre-Service Training	-	-	-	-
In-Services Training (24 hours per FTE) ^d	120.00	192.00	4,800.00	5,112.00
Subtotal Training Hours	120.00	192.00	4,800.00	5,112.00
Average Training Hours per FTE	24.00	24.00	24.00	24.00
Average Annual Vacant Position FTE ^c	0.08	0.08	6.50	6.66
Vacant Position Annual Hours	166.88	166.88	13,559.00	13,892.76
Subtotal Vacant Positions	166.88	166.88	13,559.00	13,892.76
Average Vacant Position Hours per FTE	33.38	20.86	67.80	65.22
Net Annual Work Hours	8,171.79	14,263.29	354,717.20	377,152.28
Average Work Hours per FTE	1,634.36	1,782.91	1,773.59	1,770.67
Percent per FTE	78.3%	85.5%	85.0%	84.9%
5-day Post 8 Hours per Day	1.28	1.17	1.18	1.18
7-Day Post 8 Hours per Day	1.79	1.64	1.65	1.65
5-day Post 10 Hours per Day	1.60	1.46	1.47	1.47
7-Day Post 10 Hours per Day	2.23	2.05	2.06	2.06
5-day Post 12 Hours per Day	1.91	1.75	1.76	1.77
7-Day Post 12 Hours per Day	2.68	2.46	2.47	2.47
7-Day Post 8 Hours per Day (24-Hours)	5.36	4.91	4.94	4.95
7-Day Post 12 Hours per Day (24-Hours)	5.36	4.91	4.94	4.95

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

**ELY STATE PRISON
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013**

Updated Jan 8, 2014 - 8:30 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total FTE	5	13	252	270
Total Annual Hours Contracted for Work	10,430	27,118	525,672	563,220
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	596.00	2,148.43	25,218.31	27,962.74
Sick Leave ^a	312.50	1,406.16	21,652.91	23,371.57
Special Sick Leave ^a	-	-	1,034.88	1,034.88
Comp-Time Leave ^a	-	49.00	865.26	914.26
Catastrophic Leave ^a	-	-	40.00	40.00
Other Leave ^a	8.00	1,630.00	13,497.32	15,135.32
FMLA ^a	-	-	16.00	16.00
Furlough Leave ^b	-	-	-	-
Subtotal Leave	916.50	5,233.59	62,324.68	68,474.77
Proof	916.50	5,233.59	62,324.68	68,474.77
Difference	-	-	-	-
Average Leave Hours per FTE	183.30	402.58	247.32	253.61
Pre-Service Training	-	-	-	-
In-Services Training (24 hours per FTE) ^d	120.00	312.00	6,048.00	6,480.00
Subtotal Training Hours	120.00	312.00	6,048.00	6,480.00
Average Training Hours per FTE	24.00	24.00	24.00	24.00
Average Annual Vacant Position FTE ^c	-	0.33	11.83	12.16
Vacant Position Annual Hours	-	688.38	24,677.38	25,365.76
Subtotal Vacant Positions	-	688.38	24,677.38	25,365.76
Average Vacant Position Hours per FTE	-	52.95	97.93	93.95
Net Annual Work Hours	9,393.50	20,884.03	432,621.94	462,899.47
Average Work Hours per FTE	1,878.70	1,606.46	1,716.75	1,714.44
Percent per FTE	90.1%	77.0%	82.3%	82.2%
5-day Post 8 Hours per Day	1.11	1.30	1.22	1.22
7-Day Post 8 Hours per Day	1.55	1.82	1.70	1.70
5-day Post 10 Hours per Day	1.39	1.62	1.52	1.52
7-Day Post 10 Hours per Day	1.94	2.27	2.13	2.13
5-day Post 12 Hours per Day	1.67	1.95	1.82	1.83
7-Day Post 12 Hours per Day	2.33	2.73	2.55	2.56
7-Day Post 8 Hours per Day (24-Hours)	4.66	5.45	5.10	5.11
7-Day Post 12 Hours per Day (24-Hours)	4.66	5.45	5.10	5.11

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

**SOUTHERN DESERT CORRECTIONAL CENTER
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013**

Updated Jan 8, 2014 - 7:56 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total FTE	5	9	192	206
Total Annual Hours Contracted for Work	10,430	18,774	400,512	429,716
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	918.50	1,705.63	21,210.69	23,834.82
Sick Leave ^a	335.75	705.87	17,918.70	18,960.32
Special Sick Leave ^a	-	-	190.53	190.53
Comp-Time Leave ^a	8.00	43.00	1,992.99	2,043.99
Catastrophic Leave ^a	-	-	89.52	89.52
Other Leave ^a	9.00	549.71	8,908.56	9,467.27
FMLA ^a	-	-	64.00	64.00
Furlough Leave ^b	-	-	-	-
Subtotal Leave	1,271.25	3,004.21	50,374.99	54,650.45
Proof	1,271.25	3,004.21	50,374.99	54,650.45
Difference	-	-	-	-
Average Leave Hours per FTE	254.25	333.80	262.37	265.29
Pre-Service Training	-	-	-	-
In-Services Training (24 hours per FTE) ^d	120.00	216.00	4,608.00	4,944.00
Subtotal Training Hours	120.00	216.00	4,608.00	4,944.00
Average Training Hours per FTE	24.00	24.00	24.00	24.00
Average Annual Vacant Position FTE ^c	-	0.50	8.08	8.58
Vacant Position Annual Hours	-	1,043.00	16,854.88	17,897.88
Subtotal Vacant Positions	-	1,043.00	16,854.88	17,897.88
Average Vacant Position Hours per FTE	-	-	87.79	86.88
Net Annual Work Hours	9,038.75	14,510.79	328,674.13	352,223.67
Average Work Hours per FTE	1,807.75	1,612.31	1,711.84	1,709.82
Percent per FTE	86.7%	77.3%	82.1%	82.0%
5-day Post 8 Hours per Day	1.15	1.29	1.22	1.22
7-Day Post 8 Hours per Day	1.62	1.81	1.71	1.71
5-day Post 10 Hours per Day	1.44	1.62	1.52	1.53
7-Day Post 10 Hours per Day	2.02	2.26	2.13	2.14
5-day Post 12 Hours per Day	1.73	1.94	1.83	1.83
7-Day Post 12 Hours per Day	2.42	2.72	2.56	2.56
7-Day Post 8 Hours per Day (24-Hours)	4.85	5.43	5.12	5.12
7-Day Post 12 Hours per Day (24-Hours)	4.85	5.43	5.12	5.12

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

HIGH DESERT STATE PRISON
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013
Updated Jan 8, 2014 - 8:48 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Number of FTE	12	17	423.00	452
Total Annual Hours Contracted for Work	25,032	35,462	882,378	942,872
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	1,851.50	2,119.25	46,434.14	50,404.89
Sick Leave ^a	1,256.28	1,285.16	41,998.58	44,540.02
Special Sick Leave ^a	-	-	178.83	178.83
Comp-Time Leave ^a	155.38	170.75	2,308.62	2,634.75
Catastrophic Leave ^a	276.53	-	192.00	468.53
Other Leave ^a	328.40	448.00	24,802.50	25,578.90
FMLA ^a	-	32.00	156.00	188.00
Furlough Leave ^b	-	-	-	-
Subtotal Leave	3,868.09	4,055.16	116,070.67	123,993.92
Proof	3,868.09	4,055.16	116,070.67	123,993.92
Difference	-	-	-	-
Average Leave Hours per FTE	322.34	238.54	274.40	274.32
Pre-Service Training	-	-	-	-
In-Service Training (24 hours per FTE) ^d	288.00	408.00	10,152.00	10,848.00
Subtotal Training Hours	288.00	408.00	10,152.00	10,848.00
Average Training Hours per FTE	24.00	24.00	24.00	24.00
Average Annual Vacant Position FTE ^c	0.08	-	11.92	12.00
Vacant Position Annual Hours	166.88	-	24,865.12	25,032.00
Subtotal Vacant Positions	166.88	-	24,865.12	25,032.00
Average Vacant Position Hours per FTE	13.91	-	58.78	55.38
Net Annual Work Hours	20,709.03	30,998.84	731,290.21	782,998.08
Average Work Hours per FTE	1,725.75	1,823.46	1,728.82	1,732.30
Percent per FTE	82.7%	87.4%	82.9%	83.0%
5-day Post 8 Hours per Day	1.21	1.14	1.21	1.20
7-Day Post 8 Hours per Day	1.69	1.60	1.69	1.69
5-day Post 10 Hours per Day	1.51	1.43	1.51	1.51
7-Day Post 10 Hours per Day	2.12	2.00	2.11	2.11
5-day Post 12 Hours per Day	1.81	1.72	1.81	1.81
7-Day Post 12 Hours per Day	2.54	2.40	2.53	2.53
7-Day Post 8 Hours per Day (24-Hours)	5.08	4.80	5.07	5.06
7-Day Post 12 Hours per Day (24-Hours)	5.08	4.80	5.07	5.06

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

**FLORENCE MCCLURE WOMEN'S CORRECTIONAL CENTER
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013**

Updated Jan 8, 2014 - 8:46 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total FTE	4	3	110	117
Total Annual Hours Contracted for Work	8,344	6,258	229,460	244,062
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	1,061.83	489.75	11,536.83	13,088.41
Sick Leave ^a	688.18	425.75	11,994.59	13,108.52
Special Sick Leave ^a	-	-	-	-
Comp-Time Leave ^a	26.00	-	1,573.74	1,599.74
Catastrophic Leave ^a	-	-	408.00	408.00
Other Leave ^a	16.00	8.00	4,787.26	4,811.26
FMLA ^a	-	-	49.00	49.00
Furlough Leave ^b	-	-	-	-
Subtotal Leave	1,792.01	923.50	30,349.42	33,064.93
Proof	1,792.01	923.50	30,349.42	33,064.93
Difference	-	-	-	-
Average Leave Hours per FTE	448.00	307.83	275.90	282.61
Pre-Service Training	-	-	-	-
In-Services Training (24 hours per FTE) ^d	96.00	72.00	2,640.00	2,808.00
Subtotal Training Hours	96.00	72.00	2,640.00	2,808.00
Average Training Hours per FTE	24.00	24.00	24.00	24.00
Average Annual Vacant Position FTE ^c	0.08	0.08	2.25	2.41
Vacant Position Annual Hours	166.88	166.88	4,693.50	5,027.26
Subtotal Vacant Positions	166.88	166.88	4,693.50	5,027.26
Average Vacant Position Hours per FTE	41.72	55.63	42.67	42.97
Net Annual Work Hours	6,289.11	5,095.62	191,777.08	203,161.81
Average Work Hours per FTE	1,572.28	1,698.54	1,743.43	1,736.43
Percent per FTE	75.4%	81.4%	83.6%	83.2%
5-day Post 8 Hours per Day	1.33	1.23	1.20	1.20
7-Day Post 8 Hours per Day	1.86	1.72	1.68	1.68
5-day Post 10 Hours per Day	1.66	1.54	1.50	1.50
7-Day Post 10 Hours per Day	2.32	2.15	2.09	2.10
5-day Post 12 Hours per Day	1.99	1.84	1.79	1.80
7-Day Post 12 Hours per Day	2.79	2.58	2.51	2.52
7-Day Post 8 Hours per Day (24-Hours)	5.57	5.16	5.03	5.05
7-Day Post 12 Hours per Day (24-Hours)	5.57	5.16	5.03	5.05

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

Camps - Relief Calc Summary

Updated July 10, 2014 - 10:25am

	FTE	Total Annual Hours Contracted for Work	Subtotal Leave	Subtotal Training Hours	Vacant Position Hours	Net Annual Work Hours	Per FTE	5-day, 8-Hour	7-Day, 8-Hour	7-Day, 10 Hour	7-Day, 12-Hour	7-Day, 8-Hour (24-Hours)	7-Day, 12-Hour (24-Hours)
Statewide													
Stewart Conservation Camp	13.00	27,118.00	3,895.08	312.00	166.88	22,744.04	1,749.54	1.19	1.67	2.09	2.50	5.01	5.01
Pioche Conservation Camp	14.00	29,204.00	4,029.63	336.00	-	24,838.37	1,774.17	1.18	1.65	2.06	2.47	4.94	4.94
Three Lakes Valley Camp	21.00	43,806.00	7,647.27	504.00	4,860.38	30,794.35	1,466.40	1.42	1.99	2.49	2.99	5.97	5.97
Wells Conservation Camp	11.00	22,946.00	2,493.80	264.00	166.88	20,021.32	1,820.12	1.15	1.60	2.01	2.41	4.81	4.81
Humboldt Conservation Camp	11.00	22,946.00	2,127.39	264.00	1,919.12	18,635.49	1,694.14	1.23	1.72	2.15	2.59	5.17	5.17
Ely Conservation Camp	11.00	22,946.00	3,535.29	264.00	688.38	18,458.33	1,678.03	1.24	1.74	2.18	2.61	5.22	5.22
Jean Conservation Camp	13.00	27,118.00	3,106.49	312.00	1,211.04	22,488.47	1,729.88	1.21	1.69	2.11	2.53	5.06	5.06
Carlin Conservation Camp	11.00	22,946.00	2,995.20	264.00	1,043.00	18,643.80	1,694.89	1.23	1.72	2.15	2.58	5.17	5.17
Tonopah Conservation Camp	11.00	22,946.00	1,701.91	264.00	1,376.76	19,603.33	1,782.12	1.17	1.64	2.05	2.46	4.92	4.92
Total Statewide	116.00	241,976.00	31,532.06	2,784.00	11,432.44	196,227.50	1,691.62	1.23	1.73	2.16	2.59	5.18	5.18
Lieutenants													
Stewart Conservation Camp	1.00	2,086.00	215.58	24.00	-	1,846.42	1,846.42	1.13	1.58	1.98	2.37	4.74	4.74
Pioche Conservation Camp	1.00	2,086.00	253.00	24.00	-	1,809.00	1,809.00	1.15	1.61	2.02	2.42	4.84	4.84
Three Lakes Valley Camp	2.00	4,172.00	1,371.20	48.00	-	2,752.80	1,376.40	1.52	2.12	2.65	3.18	6.37	6.37
Wells Conservation Camp	1.00	2,086.00	613.50	24.00	-	1,448.50	1,448.50	1.44	2.02	2.52	3.02	6.05	6.05
Humboldt Conservation Camp	1.00	2,086.00	63.32	24.00	354.62	1,644.06	1,644.06	1.27	1.78	2.22	2.66	5.33	5.33
Ely Conservation Camp	1.00	2,086.00	337.33	24.00	-	1,724.67	1,724.67	1.21	1.69	2.12	2.54	5.08	5.08
Jean Conservation Camp	1.00	2,086.00	166.00	24.00	-	1,896.00	1,896.00	1.10	1.54	1.93	2.31	4.62	4.62
Carlin Conservation Camp	1.00	2,086.00	120.00	24.00	-	1,942.00	1,942.00	1.07	1.50	1.88	2.26	4.51	4.51
Tonopah Conservation Camp	1.00	2,086.00	414.50	24.00	-	1,647.50	1,647.50	1.27	1.77	2.22	2.66	5.32	5.32
Total Lieutenants	10.00	20,860.00	3,554.43	240.00	354.62	16,710.95	15,334.55	1.25	1.75	2.18	2.62	5.24	5.24
Sergeants													
Stewart Conservation Camp	-	-	-	-	-	-	-	-	-	-	-	-	-
Pioche Conservation Camp	1.00	2,086.00	283.00	24.00	-	1,779.00	1,779.00	1.17	1.64	2.05	2.46	4.92	4.92
Three Lakes Valley Camp	-	-	-	-	-	-	-	-	-	-	-	-	-
Wells Conservation Camp	1.00	2,086.00	96.00	24.00	-	1,966.00	1,966.00	1.06	1.49	1.86	2.23	4.46	4.46
Humboldt Conservation Camp	1.00	2,086.00	130.00	24.00	166.88	1,765.12	1,765.12	1.18	1.65	2.07	2.48	4.96	4.96
Ely Conservation Camp	1.00	2,086.00	173.00	24.00	-	1,889.00	1,889.00	1.10	1.55	1.93	2.32	4.64	4.64
Jean Conservation Camp	-	-	-	-	-	-	-	-	-	-	-	-	-
Carlin Conservation Camp	1.00	2,086.00	160.00	24.00	166.88	1,735.12	1,735.12	1.20	1.68	2.10	2.52	5.05	5.05
Tonopah Conservation Camp	1.00	2,086.00	42.00	24.00	166.88	1,853.12	1,853.12	1.13	1.58	1.97	2.36	4.73	4.73
Total Sergeants	6.00	12,516.00	884.00	144.00	500.64	10,987.36	10,987.36	1.14	1.59	1.99	2.39	4.78	4.78

Camps - Relief Calc Summary

Updated July 10, 2014 - 10:25am

	FTE	Total Annual Hours Contracted for Work	Subtotal Leave	Subtotal Training Hours	Vacant Position Hours	Net Annual Work Hours	Per FTE	5-day, 8-Hour	7-Day, 8-Hour	7-Day, 10 Hour	7-Day, 12-Hour	7-Day, 8-Hour (24-Hours)	7-Day, 12-Hour (24-Hours)
Sr Corr Off, Corr Off & Trainees													
Stewart Conservation Camp	12.00	25,032.00	3,679.50	288.00	166.88	20,897.62	1,741.47	1.20	1.68	2.10	2.52	5.03	5.03
Pioche Conservation Camp	12.00	25,032.00	3,493.63	288.00	-	21,250.37	1,770.86	1.18	1.65	2.06	2.47	4.95	4.95
Three Lakes Valley Camp	19.00	39,634.00	6,276.07	456.00	4,860.38	28,041.55	1,475.87	1.41	1.98	2.47	2.97	5.94	5.94
Wells Conservation Camp	9.00	18,774.00	1,784.30	216.00	166.88	16,606.82	1,845.20	1.13	1.58	1.98	2.37	4.75	4.75
Humboldt Conservation Camp	9.00	18,774.00	1,934.07	216.00	1,397.62	15,226.31	1,691.81	1.23	1.73	2.16	2.59	5.18	5.18
Ely Conservation Camp	9.00	18,774.00	3,024.96	216.00	688.38	14,844.66	1,649.41	1.26	1.77	2.21	2.66	5.31	5.31
Jean Conservation Camp	12.00	25,032.00	2,940.49	288.00	1,211.04	20,592.47	1,716.04	1.22	1.70	2.13	2.55	5.11	5.11
Carlin Conservation Camp	9.00	18,774.00	2,715.20	216.00	876.12	14,966.68	1,662.96	1.25	1.76	2.20	2.63	5.27	5.27
Tonopah Conservation Camp	9.00	18,774.00	1,245.41	216.00	1,209.88	16,102.71	1,789.19	1.17	1.63	2.04	2.45	4.90	4.90
Total Sr Corr Off, Corr Off & Trainees	100.00	208,600.00	27,093.63	2,400.00	10,577.18	168,529.19	15,342.82	1.24	1.73	2.17	2.60	5.20	5.20
Statewide	116.00	241,976.00	31,532.06	2,784.00	11,432.44	196,227.50	1,691.62	1.23	1.73	2.16	2.59	5.18	5.18

CARLIN CONSERVATION CAMP
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013

Updated Jan 8, 2014 - 8:34 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total FTE	1	1	9	11
Total Annual Hours Contracted for Work	2,086	2,086	18,774	22,946
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	80.00	24.00	806.90	910.90
Sick Leave ^a	40.00	136.00	820.90	996.90
Special Sick Leave ^a	-	-	-	-
Comp-Time Leave ^a	-	-	168.00	168.00
Catastrophic Leave ^a	-	-	559.40	559.40
Other Leave ^a	-	-	352.00	352.00
FMLA ^a	-	-	8.00	8.00
Furlough Leave ^b	-	-	-	-
Subtotal Leave	120.00	160.00	2,715.20	2,995.20
Proof	120.00	160.00	2,715.20	2,995.20
Difference	-	-	-	-
Average Leave Hours per FTE	120.00	160.00	301.69	272.29
Pre-Service Training	-	-	-	-
In-Services Training (24 hours per FTE) ^d	24.00	24.00	216.00	264.00
Subtotal Training Hours	24.00	24.00	216.00	264.00
Average Training Hours per FTE	24.00	24.00	24.00	24.00
Average Annual Vacant Position FTE ^c	-	0.08	0.42	0.50
Vacant Position Annual Hours	-	166.88	876.12	1,043.00
Subtotal Vacant Positions	-	166.88	876.12	1,043.00
Average Vacant Position Hours per FTE	-	166.88	97.35	94.82
Net Annual Work Hours	1,942.00	1,735.12	14,966.68	18,643.80
Average Work Hours per FTE	1,942.00	1,735.12	1,662.96	1,694.89
Percent per FTE	93.1%	83.2%	79.7%	81.3%
5-day Post 8 Hours per Day	1.07	1.20	1.25	1.23
7-Day Post 8 Hours per Day	1.50	1.68	1.76	1.72
5-day Post 10 Hours per Day	1.34	1.50	1.57	1.54
7-Day Post 10 Hours per Day	1.88	2.10	2.20	2.15
5-day Post 12 Hours per Day	1.61	1.80	1.88	1.85
7-Day Post 12 Hours per Day	2.26	2.52	2.63	2.58
7-Day Post 8 Hours per Day (24-Hours)	4.51	5.05	5.27	5.17
7-Day Post 12 Hours per Day (24-Hours)	4.51	5.05	5.27	5.17

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

ELY CONSERVATION CAMP
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013
 Updated Jan 8, 2014 - 8:22 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total FTE	1	1	9	11
Total Annual Hours Contracted for Work	2,086	2,086	18,774	22,946
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	168.00	88.00	1,494.73	1,750.73
Sick Leave ^a	79.33	5.00	1,126.55	1,210.88
Special Sick Leave ^a	-	-	283.68	283.68
Comp-Time Leave ^a	90.00	80.00	56.00	226.00
Catastrophic Leave ^a	-	-	-	-
Other Leave ^a	-	-	56.00	56.00
FMLA ^a	-	-	8.00	8.00
Furlough Leave ^b	-	-	-	-
Subtotal Leave	337.33	173.00	3,024.96	3,535.29
Proof	337.33	173.00	3,024.96	3,535.29
Difference	-	-	-	-
Average Leave Hours per FTE	337.33	173.00	336.11	321.39
Pre-Service Training	-	-	-	-
In-Services Training (24 hours per FTE) ^d	24.00	24.00	216.00	264.00
Subtotal Training Hours	24.00	24.00	216.00	264.00
Average Training Hours per FTE	24.00	24.00	24.00	24.00
Average Annual Vacant Position FTE ^c	-	-	0.33	0.33
Vacant Position Annual Hours	-	-	688.38	688.38
Subtotal Vacant Positions	-	-	688.38	688.38
Average Vacant Position Hours per FTE	-	-	76.49	62.58
Net Annual Work Hours	1,724.67	1,889.00	14,844.66	18,458.33
Average Work Hours per FTE	1,724.67	1,889.00	1,649.41	1,678.03
Percent per FTE	82.7%	90.6%	79.1%	80.4%
5-day Post 8 Hours per Day	1.21	1.10	1.26	1.24
7-Day Post 8 Hours per Day	1.69	1.55	1.77	1.74
5-day Post 10 Hours per Day	1.51	1.38	1.58	1.55
7-Day Post 10 Hours per Day	2.12	1.93	2.21	2.18
5-day Post 12 Hours per Day	1.81	1.66	1.90	1.86
7-Day Post 12 Hours per Day	2.54	2.32	2.66	2.61
7-Day Post 8 Hours per Day (24-Hours)	5.08	4.64	5.31	5.22
7-Day Post 12 Hours per Day (24-Hours)	5.08	4.64	5.31	5.22

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

**HUMBOLDT CONSERVATION CAMP
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013**

Updated Jan 8, 2014 - 8:12 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total FTE	1	1	9	11
Total Annual Hours Contracted for Work	2,086	2,086	18,774	22,946
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	8.00	69.00	1,054.95	1,131.95
Sick Leave ^a	-	24.00	550.00	574.00
Special Sick Leave ^a	-	-	-	-
Comp-Time Leave ^a	55.32	37.00	321.12	413.44
Catastrophic Leave ^a	-	-	-	-
Other Leave ^a	-	-	8.00	8.00
FMLA ^a	-	-	-	-
Furlough Leave ^b	-	-	-	-
Subtotal Leave	63.32	130.00	1,934.07	2,127.39
Proof	63.32	130.00	1,934.07	2,127.39
Difference	-	-	-	-
Average Leave Hours per FTE	63.32	130.00	214.90	193.40
Pre-Service Training	-	-	-	-
In-Services Training (24 hours per FTE) ^d	24.00	24.00	216.00	264.00
Subtotal Training Hours	24.00	24.00	216.00	264.00
Average Training Hours per FTE	24.00	24.00	24.00	24.00
Average Annual Vacant Position FTE ^c	0.17	0.08	0.67	0.92
Vacant Position Annual Hours	354.62	166.88	1,397.62	1,919.12
Subtotal Vacant Positions	354.62	166.88	1,397.62	1,919.12
Average Vacant Position Hours per FTE	354.62	-	155.29	174.47
Net Annual Work Hours	1,644.06	1,765.12	15,226.31	18,635.49
Average Work Hours per FTE	1,644.06	1,765.12	1,691.81	1,694.14
Percent per FTE	78.8%	84.6%	81.1%	81.2%
5-day Post 8 Hours per Day	1.27	1.18	1.23	1.23
7-Day Post 8 Hours per Day	1.78	1.65	1.73	1.72
5-day Post 10 Hours per Day	1.59	1.48	1.54	1.54
7-Day Post 10 Hours per Day	2.22	2.07	2.16	2.15
5-day Post 12 Hours per Day	1.90	1.77	1.85	1.85
7-Day Post 12 Hours per Day	2.66	2.48	2.59	2.59
7-Day Post 8 Hours per Day (24-Hours)	5.33	4.96	5.18	5.17
7-Day Post 12 Hours per Day (24-Hours)	5.33	4.96	5.18	5.17

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

**PIOCHE CONSERVATION CAMP
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013**

Updated Jan 8, 2014 -7:14 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total FTE	1	1	12	14
Total Annual Hours Contracted for Work	2,086	2,086	25,032	29,204
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	186.00	200.00	1,528.97	1,914.97
Sick Leave ^a	67.00	83.00	1,214.83	1,364.83
Special Sick Leave ^a	-	-	-	-
Comp-Time Leave ^a	-	-	257.83	257.83
Catastrophic Leave ^a	-	-	-	-
Other Leave ^a	-	-	492.00	492.00
FMLA ^a	-	-	-	-
Furlough Leave ^b	-	-	-	-
Subtotal Leave	253.00	283.00	3,493.63	4,029.63
Proof	253.00	283.00	3,493.63	4,029.63
Difference	-	-	-	-
Average Leave Hours per FTE	253.00	283.00	291.14	287.83
Pre-Service Training	-	-	-	-
In-Services Training (24 hours per FTE) ^d	24.00	24.00	288.00	336.00
Subtotal Training Hours	24.00	24.00	288.00	336.00
Average Training Hours per FTE	24.00	24.00	24.00	24.00
Average Annual Vacant Position FTE ^c	-	-	-	-
Vacant Position Annual Hours	-	-	-	-
Subtotal Vacant Positions	-	-	-	-
Average Vacant Position Hours per FTE	-	-	-	-
Net Annual Work Hours	1,809.00	1,779.00	21,250.37	24,838.37
Average Work Hours per FTE	1,809.00	1,779.00	1,770.86	1,774.17
Percent per FTE	86.7%	85.3%	84.9%	85.1%
5-day Post 8 Hours per Day	1.15	1.17	1.18	1.18
7-Day Post 8 Hours per Day	1.61	1.64	1.65	1.65
5-day Post 10 Hours per Day	1.44	1.47	1.47	1.47
7-Day Post 10 Hours per Day	2.02	2.05	2.06	2.06
5-day Post 12 Hours per Day	1.73	1.76	1.77	1.76
7-Day Post 12 Hours per Day	2.42	2.46	2.47	2.47
7-Day Post 8 Hours per Day (24-Hours)	4.84	4.92	4.95	4.94
7-Day Post 12 Hours per Day (24-Hours)	4.84	4.92	4.95	4.94

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

**TONOPAH CONSERVATION CAMP
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013**

Updated Jan 8, 2014 - 8:36 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total FTE	1	1	9	11
Total Annual Hours Contracted for Work	2,086	2,086	18,774	22,946
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	174.50	16.00	839.66	1,030.16
Sick Leave ^a	240.00	26.00	381.75	647.75
Special Sick Leave ^a	-	-	-	-
Comp-Time Leave ^a	-	-	-	-
Catastrophic Leave ^a	-	-	-	-
Other Leave ^a	-	-	24.00	24.00
FMLA ^a	-	-	-	-
Furlough Leave ^b	-	-	-	-
Subtotal Leave	414.50	42.00	1,245.41	1,701.91
Proof	414.50	42.00	1,245.41	1,701.91
Difference	-	-	-	-
Average Leave Hours per FTE	414.50	42.00	138.38	154.72
Pre-Service Training	-	-	-	-
In-Service Training (24 hours per FTE) ^d	24.00	24.00	216.00	264.00
Subtotal Training Hours	24.00	24.00	216.00	264.00
Average Training Hours per FTE	24.00	24.00	24.00	24.00
Average Annual Vacant Position FTE ^c	-	0.08	0.58	0.66
Vacant Position Annual Hours	-	166.88	1,209.88	1,376.76
Subtotal Vacant Positions	-	166.88	1,209.88	1,376.76
Average Vacant Position Hours per FTE	-	166.88	134.43	125.16
Net Annual Work Hours	1,647.50	1,853.12	16,102.71	19,603.33
Average Work Hours per FTE	1,647.50	1,853.12	1,789.19	1,782.12
Percent per FTE	79.0%	88.8%	85.8%	85.4%
5-day Post 8 Hours per Day	1.27	1.13	1.17	1.17
7-Day Post 8 Hours per Day	1.77	1.58	1.63	1.64
5-day Post 10 Hours per Day	1.58	1.41	1.46	1.46
7-Day Post 10 Hours per Day	2.22	1.97	2.04	2.05
5-day Post 12 Hours per Day	1.90	1.69	1.75	1.76
7-Day Post 12 Hours per Day	2.66	2.36	2.45	2.46
7-Day Post 8 Hours per Day (24-Hours)	5.32	4.73	4.90	4.92
7-Day Post 12 Hours per Day (24-Hours)	5.32	4.73	4.90	4.92

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

**WELLS CONSERVATION CAMP
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013**

Updated Jan 8, 2014 - 8:08 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total FTE	1	1	9	11
Total Annual Hours Contracted for Work	2,086	2,086	18,774	22,946
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	166.25	96.00	977.97	1,240.22
Sick Leave ^a	421.50	-	472.33	893.83
Special Sick Leave ^a	-	-	-	-
Comp-Time Leave ^a	17.75	-	334.00	351.75
Catastrophic Leave ^a	-	-	-	-
Other Leave ^a	-	-	-	-
FMLA ^a	8.00	-	-	8.00
Furlough Leave ^b	-	-	-	-
Subtotal Leave	613.50	96.00	1,784.30	2,493.80
Proof	613.50	96.00	1,784.30	2,493.80
Difference	-	-	-	-
Average Leave Hours per FTE	613.50	96.00	198.26	226.71
Pre-Service Training	-	-	-	-
In-Services Training (24 hours per FTE) ^d	24.00	24.00	216.00	264.00
Subtotal Training Hours	24.00	24.00	216.00	264.00
Average Training Hours per FTE	24.00	24.00	24.00	24.00
Average Annual Vacant Position FTE ^c	-	-	0.08	0.08
Vacant Position Annual Hours	-	-	166.88	166.88
Subtotal Vacant Positions	-	-	166.88	166.88
Average Vacant Position Hours per FTE	-	-	18.54	15.17
Net Annual Work Hours	1,448.50	1,966.00	16,606.82	20,021.32
Average Work Hours per FTE	1,448.50	1,966.00	1,845.20	1,820.12
Percent per FTE	69.4%	94.2%	88.5%	87.3%
5-day Post 8 Hours per Day	1.44	1.06	1.13	1.15
7-Day Post 8 Hours per Day	2.02	1.49	1.58	1.60
5-day Post 10 Hours per Day	1.80	1.33	1.41	1.43
7-Day Post 10 Hours per Day	2.52	1.86	1.98	2.01
5-day Post 12 Hours per Day	2.16	1.59	1.70	1.72
7-Day Post 12 Hours per Day	3.02	2.23	2.37	2.41
7-Day Post 8 Hours per Day (24-Hours)	6.05	4.46	4.75	4.81
7-Day Post 12 Hours per Day (24-Hours)	6.05	4.46	4.75	4.81

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

JEAN CONSERVATION CAMP
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013
Updated Jan 8, 2014 - 8:27 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total FTE	1	0	12	13
Total Annual Hours Contracted for Work	2,086	-	25,032	27,118
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	114.00	-	1,361.88	1,475.88
Sick Leave ^a	52.00	-	1,049.16	1,101.16
Special Sick Leave ^a	-	-	-	-
Comp-Time Leave ^a	-	-	157.70	157.70
Catastrophic Leave ^a	-	-	18.52	18.52
Other Leave ^a	-	-	345.23	345.23
FMLA ^a	-	-	8.00	8.00
Furlough Leave ^b	-	-	-	-
Subtotal Leave	166.00	-	2,940.49	3,106.49
Proof	166.00	20.00	2,940.49	3,126.49
Difference	-	(20.00)	-	(20.00)
Average Leave Hours per FTE	166.00	-	245.04	238.96
Pre-Service Training	-	-	-	-
In-Services Training (24 hours per FTE) ^d	24.00	-	288.00	312.00
Subtotal Training Hours	24.00	-	288.00	312.00
Average Training Hours per FTE	24.00	-	24.00	24.00
Average Annual Vacant Position FTE ^c	-	-	0.58	0.58
Vacant Position Annual Hours	-	-	1,211.04	1,211.04
Subtotal Vacant Positions	-	-	1,211.04	1,211.04
Average Vacant Position Hours per FTE	-	-	100.92	93.16
Net Annual Work Hours	1,896.00	-	20,592.47	22,488.47
Average Work Hours per FTE	1,896.00	-	1,716.04	1,729.88
Percent per FTE	90.9%	-	82.3%	82.9%
5-day Post 8 Hours per Day	1.10	-	1.22	1.21
7-Day Post 8 Hours per Day	1.54	-	1.70	1.69
5-day Post 10 Hours per Day	1.38	-	1.52	1.51
7-Day Post 10 Hours per Day	1.93	-	2.13	2.11
5-day Post 12 Hours per Day	1.65	-	1.82	1.81
7-Day Post 12 Hours per Day	2.31	-	2.55	2.53
7-Day Post 8 Hours per Day (24-Hours)	4.62	-	5.11	5.06
7-Day Post 12 Hours per Day (24-Hours)	4.62	-	5.11	5.06

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

**STEWART CONSERVATION CAMP
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013**

Updated Jan 8, 2014 - 9:16 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total FTE	1	0	12	13
Total Annual Hours Contracted for Work	2,086	-	25,032	27,118
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	126.25	-	1,702.57	1,828.82
Sick Leave ^a	89.33	-	1,482.93	1,572.26
Special Sick Leave ^a	-	-	-	-
Comp-Time Leave ^a	-	-	334.00	334.00
Catastrophic Leave ^a	-	-	-	-
Other Leave ^a	-	-	152.00	152.00
FMLA ^a	-	-	8.00	8.00
Furlough Leave ^b	-	-	-	-
Subtotal Leave	215.58	-	3,679.50	3,895.08
Proof	215.58	-	3,679.50	3,895.08
Difference	-	-	-	-
Average Leave Hours per FTE	215.58	-	306.63	299.62
Pre-Service Training ^f	-	-	-	-
In-Services Training (24 hours per FTE) ^d	24.00	-	288.00	312.00
Subtotal Training Hours	24.00	-	288.00	312.00
Average Training Hours per FTE	24.00	-	24.00	24.00
Average Annual Vacant Position FTE ^c	-	-	0.08	0.08
Vacant Position Annual Hours	-	-	166.88	166.88
Subtotal Vacant Positions	-	-	166.88	166.88
Average Vacant Position Hours per FTE	-	-	13.91	12.84
Net Annual Work Hours	1,846.42	-	20,897.62	22,744.04
Average Work Hours per FTE	1,846.42	-	1,741.47	1,749.54
Percent per FTE	88.5%	-	83.5%	83.9%
5-day Post 8 Hours per Day	1.13	-	1.20	1.19
7-Day Post 8 Hours per Day	1.58	-	1.68	1.67
5-day Post 10 Hours per Day	1.41	-	1.50	1.49
7-Day Post 10 Hours per Day	1.98	-	2.10	2.09
5-day Post 12 Hours per Day	1.69	-	1.80	1.79
7-Day Post 12 Hours per Day	2.37	-	2.52	2.50
7-Day Post 8 Hours per Day (24-Hours)	4.74	-	5.03	5.01
7-Day Post 12 Hours per Day (24-Hours)	4.74	-	5.03	5.01

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

**THREE LAKES VALLEY CONSERVATION CAMP
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013**

Updated Jan 8, 2014 - 7:52 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total FTE	2	0	19	21
Total Annual Hours Contracted for Work	4,172	-	39,634	43,806
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	496.30	-	2,053.19	2,549.49
Sick Leave ^a	824.90	-	1,934.13	2,759.03
Special Sick Leave ^a	-	-	-	-
Comp-Time Leave ^a	26.00	-	140.50	166.50
Catastrophic Leave ^a	-	-	-	-
Other Leave ^a	24.00	-	2,145.25	2,169.25
FMLA ^a	-	-	3.00	3.00
Furlough Leave ^b	-	-	-	-
Subtotal Leave	1,371.20	-	6,276.07	7,647.27
Proof	1,371.20	35.00	6,276.07	7,682.27
Difference	-	(35.00)	-	(35.00)
Average Leave Hours per FTE	685.60	-	330.32	364.16
Pre-Service Training ^f	-	-	-	-
In-Services Training (24 hours per FTE) ^d	48.00	-	456.00	504.00
Subtotal Training Hours	48.00	-	456.00	504.00
Average Training Hours per FTE	24.00	-	24.00	24.00
Average Annual Vacant Position FTE ^c	-	-	2.33	2.33
Vacant Position Annual Hours	-	-	4,860.38	4,860.38
Subtotal Vacant Positions	-	-	4,860.38	4,860.38
Average Vacant Position Hours per FTE	-	-	255.81	231.45
Net Annual Work Hours	2,752.80	-	28,041.55	30,794.35
Average Work Hours per FTE	1,376.40	-	1,475.87	1,466.40
Percent per FTE	66.0%	-	70.8%	70.3%
5-day Post 8 Hours per Day	1.52	-	1.41	1.42
7-Day Post 8 Hours per Day	2.12	-	1.98	1.99
5-day Post 10 Hours per Day	1.89	-	1.77	1.78
7-Day Post 10 Hours per Day	2.65	-	2.47	2.49
5-day Post 12 Hours per Day	2.27	-	2.12	2.13
7-Day Post 12 Hours per Day	3.18	-	2.97	2.99
7-Day Post 8 Hours per Day (24-Hours)	6.37	-	5.94	5.97
7-Day Post 12 Hours per Day (24-Hours)	6.37	-	5.94	5.97

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

**CASA GRANDE TRANSITIONAL HOUSING
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013**

Updated Jan 8, 2014 - 8:43 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total FTE	0	0	21	21
Total Annual Hours Contracted for Work	-	-	43,806	43,806
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	-	-	3,220.92	3,220.92
Sick Leave ^a	-	-	2,641.70	2,641.70
Special Sick Leave ^a	-	-	-	-
Comp-Time Leave ^a	-	-	149.30	149.30
Catastrophic Leave ^a	-	-	-	-
Other Leave ^a	-	-	1,314.39	1,314.39
FMLA ^a	-	-	-	-
Furlough Leave ^b	-	-	-	-
Subtotal Leave	-	-	7,326.31	7,326.31
Proof	-	10.00	7,326.31	7,336.31
Difference	-	(10.00)	-	(10.00)
Average Leave Hours per FTE	-	-	348.87	348.87
Pre-Service Training	-	-	-	-
In-Services Training (24 hours per FTE) ^d	-	-	504.00	504.00
Subtotal Training Hours	-	-	504.00	504.00
Average Training Hours per FTE	-	-	24.00	24.00
Average Annual Vacant Position FTE ^c	-	-	0.83	0.83
Vacant Position Annual Hours	-	-	1,731.38	1,731.38
Subtotal Vacant Positions	-	-	1,731.38	1,731.38
Average Vacant Position Hours per FTE	-	-	82.45	82.45
Net Annual Work Hours	-	-	34,244.31	34,244.31
Average Work Hours per FTE	-	-	1,630.68	1,630.68
Percent per FTE	-	-	78.2%	78.2%
5-day Post 8 Hours per Day	-	-	1.28	1.28
7-Day Post 8 Hours per Day	-	-	1.79	1.79
5-day Post 10 Hours per Day	-	-	1.60	1.60
7-Day Post 10 Hours per Day	-	-	2.24	2.24
5-day Post 12 Hours per Day	-	-	1.92	1.92
7-Day Post 12 Hours per Day	-	-	2.69	2.69
7-Day Post 8 Hours per Day (24-Hours)	-	-	5.37	5.37
7-Day Post 12 Hours per Day (24-Hours)	-	-	5.37	5.37

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

RESTITUTION CENTER NORTH
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013

Updated Jan 8, 2014 - 7:46 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total FTE	1	1	5	7
Total Annual Hours Contracted for Work	2,086	2,086	10,430	14,602
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^a	163.50	-	768.50	932.00
Sick Leave ^a	45.00	-	306.00	351.00
Special Sick Leave ^a	-	-	-	-
Comp-Time Leave ^a	-	-	33.00	33.00
Catastrophic Leave ^a	-	-	-	-
Other Leave ^a	-	-	-	-
FMLA ^a	-	-	-	-
Furlough Leave ^b	-	-	-	-
Subtotal Leave	208.50	-	1,107.50	1,316.00
Proof	208.50	-	1,107.50	1,316.00
Difference	-	-	-	-
Average Leave Hours per FTE	208.50	-	221.50	188.00
Pre-Service Training	-	-	-	-
In-Services Training (24 hours per FTE) ^d	24.00	24.00	120.00	168.00
Subtotal Training Hours	24.00	24.00	120.00	168.00
Average Training Hours per FTE	24.00	24.00	24.00	24.00
Average Annual Vacant Position FTE ^c	-	-	0.08	0.08
Vacant Position Annual Hours	-	-	166.88	166.88
Subtotal Vacant Positions	-	-	166.88	166.88
Average Vacant Position Hours per FTE	-	-	33.38	23.84
Net Annual Work Hours	1,853.50	2,062.00	9,035.62	12,951.12
Average Work Hours per FTE	1,853.50	2,062.00	1,807.12	1,850.16
Percent per FTE	88.9%	98.8%	86.6%	88.7%
5-day Post 8 Hours per Day	1.13	1.01	1.15	1.13
7-Day Post 8 Hours per Day	1.58	1.42	1.62	1.58
5-day Post 10 Hours per Day	1.41	1.26	1.44	1.41
7-Day Post 10 Hours per Day	1.97	1.77	2.02	1.97
5-day Post 12 Hours per Day	1.69	1.52	1.73	1.69
7-Day Post 12 Hours per Day	2.36	2.12	2.42	2.37
7-Day Post 8 Hours per Day (24-Hours)	4.74	4.74	5.03	5.01
7-Day Post 12 Hours per Day (24-Hours)	4.74	4.74	5.03	5.01

^a Fiscal Year 2013

^b This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^c Utilized the "Monthly Vacancy Report" as provided by NDOC to obtain an "average" number for the fiscal year.

^d Assumes 24 hours annually per position - per NDOC email on December 2, 2013

CENTRAL TRANSPORTATION
TOTAL HOURS AVAILABLE FOR WORK DURING FY 2013

Updated Jan 14, 2014 - 7:57 am

Total Number of Hours Taken by Earnings Code				
Shift Relief Hourly Categories	Lieutenants	Sergeants	Senior Correctional Officers, Correctional Officers & Correctional Officer Trainees	Total
Total Authorized FTE	1.00	3.00	28.00	32.00
Total Annual Hours Contracted for Work	2,086	6,258	58,408	66,752
Average Annual Hours per FTE	2,086	2,086	2,086	2,086
Holidays (11 days x 8 hours per day x FTE)	-	-	-	-
Subtotal Holidays	-	-	-	-
Average Holiday Hours per FTE	-	-	-	-
Annual Leave ^{a.e.}	196.25	457.00	3,165.08	3,818.33
Sick Leave ^{a.e.}	142.25	105.50	1,986.75	2,234.50
Special Sick Leave ^{a.e.}	-	-	-	-
Comp-Time Leave ^{a.e.}	1.00	30.50	205.94	237.44
Catastrophic Leave ^{a.e.}	-	-	-	-
Other Leave ^{a.e.}	-	-	453.00	453.00
FMLA ^{a.e.}	-	-	-	-
Furlough Leave ^{b.}	-	-	-	-
Subtotal Leave	339.50	593.00	5,810.77	6,743.27
Proof	339.50	787.00	6,597.37	7,723.87
Difference ^{f.}	-	(194.00)	(786.60)	(980.60)
Average Leave Hours per FTE	339.50	197.67	207.53	210.73
Pre-Service Training	-	-	-	-
In-Services Training (24 hours per FTE) ^{d.}	24.00	72.00	672.00	768.00
Subtotal Training Hours	24.00	72.00	672.00	768.00
Average Training Hours per FTE	24.00	24.00	24.00	24.00
Average Annual Vacant Position FTE			1.42	1.42
Vacant Position Annual Hours ^{c.}	-	-	2,953.10	2,953.10
Subtotal Vacant Positions	-	-	2,953.10	2,953.10
Average Vacant Position Hours per FTE	-	-	105.47	92.28
Net Annual Work Hours	1,722.50	5,593.00	48,972.13	56,287.63
Average Work Hours per FTE	1,722.50	1,864.33	1,749.00	1,758.99
Percent per FTE	82.6%	89.4%	83.8%	84.3%
5-day Post 8 Hours per Day	1.21	1.12	1.19	1.19
7-Day Post 8 Hours per Day	1.70	1.57	1.67	1.66
5-day Post 10 Hours per Day	1.51	1.40	1.49	1.48
7-Day Post 10 Hours per Day	2.12	1.96	2.09	2.08
5-day Post 12 Hours per Day	1.82	1.68	1.79	1.78
7-Day Post 12 Hours per Day	2.54	2.35	2.50	2.49
7-Day Post 8 Hours per Day (24-Hours)	5.09	4.70	5.01	4.98
7-Day Post 12 Hours per Day (24-Hours)	5.09	4.70	5.01	4.98

^{a.} Fiscal Year 2013

^{b.} This should be excluded from calculation since this is implemented as a budget reduction and therefore the "post" should not be covered while the employee is on furlough - S.B. 505, Section 4, 2011.

^{c.} Information supplied by NDOC via email on January 3, 2014 (Pam Babb).

^{d.} Assumes 24 hours annually per position - per NDOC email on December 2, 2013

^{e.} Information supplied by NDOC via email on January 13, 2014 (Pam Babb).

^{f.} Difference between all custody staff vs Transportation custody staff.

APPENDIX B - METHODOLOGY

Document Review – Preliminary work involved the gathering of documents from the Department to assist with educating the evaluators on Department operations and staffing philosophy. This review included hundreds of pages of documents to assist with developing an understanding of Department staffing practices. Documents requested and reviewed included the following:

- Agency table of organization;
- Audit reports;
- Settlement agreements and/or legal decisions affecting staff deployment;
- Previous staffing studies/post analysis studies completed since 1990;
- Responses to staffing studies/post analysis by the Department;
- Action plans to address staffing issues identified in previous studies;
- Mandatory furlough data;
- Benefit leave discharge data for uniform staff;
- Shift rosters for each facility (one month, all shifts);
- Shift schedules;
- Staffing assignment information detailing all authorized, filled, and vacant positions for all facilities for the last three years;
- Job descriptions for all uniformed staff;
- Post orders for uniform staff at each facility;
- Procedural manuals to include security policies;
- Floor plans for each facility;
- Average daily population and capacity numbers for each facility for the past 12 months;
- Housing designation by inmate classification level, capacity and housing type;
- Activity and program schedules for each facility; and
- Number of Nevada Forestry work crews assigned to each work camp.

Once the document review process was completed, the team commenced with the analysis phase of the work. During a 15-day time period from November 3, 2013, through November 23, 2013, the team visited each of the 17 facilities spending a minimum of one day and a maximum of three days at each facility meeting with staff and visiting security posts throughout the facility on various shifts. As would be expected, more time was needed to conduct site evaluations and review staffing practices at the larger major facilities, as opposed to the conservation camps that could be evaluated in less than one day's time on site. In all cases, the evaluators performed a document study in preparation for their facility visits. In total, an excess of 720 hours of professional services were provided in the process of completing the staffing study.

Preparations for On-Site Assessments -- Prior to conducting on-site visits, team members became familiar with the Department's mission and goals, as well as developing a solid understanding of the process employed to classify and assign inmates to institutions. Furthermore, evaluators reviewed staffing plans approved by the legislature, as well as facility staffing rosters that reflect actual deployment of personnel on each shift, seven days a week. As a general rule, 30 days of staffing roster history was reviewed in advance of the site visits. It was critical to examine policies and procedures that govern staff deployment, as well as any laws and rules that mandated certain levels of staffing, such as the Stickney Agreement, which is a local consent decree that mandates staffing levels at Northern Nevada Correctional Center.

Identifying Key issues

Unique Staffing Practices – At the facility level, unique staffing practices were identified and assessed. For example, at Ely State Prison a position title known as Corrections Assistant is used to supplement certified correctional officers because of the difficulty in recruiting certified officers. That particular practice was unique to Ely State Prison and had an impact on how correctional officer staff was deployed. Understanding how the facility operates requires close examination of the inmate activity schedule and facility staffing schedule.

The Nevada Department of Corrections staffing schedule is rather complex. The facilities operate with a combination of 12-hour shifts, 10-hour shifts, 8-hour shifts, and a few alternate shifts to meet the needs of the facility operation. In evaluating shift schedules, it was important to evaluate inmate activity schedules that typically conclude by 9:00PM. This allows a reduction in staffing after 9:00PM, which would favor eight-hour shift personnel working between the hours of 5:00AM and 9:00PM. Posts that need to be staffed 24 hours a day are considered better suited to a 12-hour shift where two 12-hour posts can cover a facility's need for 24 hours. In evaluating staffing, there are a host of other considerations that must be reviewed. In an open yard type facility, correctional officers supervise inmates in their living environment, where they are involved in congregate activities. In segregated units and facilities where the entire institution is on lockdown status, different types of staffing are required to ensure that inmates are properly searched and escorted in restraints for all out of cell activity. These two different types of living units require different levels of staffing.

Post Evaluation Criteria Employed – Evaluating posts and correctional officer activity must take into account not only the level of supervision the inmates require; but also, the workload level (Post Orders) the officer must complete. This is often referred to as a task analysis. The correctional officer has specific duties that are mandated by a policy, typically known as the “Post Order.” The post order is a procedural document that specifies an officer’s assignment and outlines general and specific duties that he/she is required to perform. In Nevada, correctional officers assigned to inmate housing units perform census counts; arrange for meal service (which can mean filling trays and delivering food directly to the inmate cell or releasing the inmate from the cell and the cellblock to receive the meal in a central dining room); arrange for inmate telephone calls; distribute property/commissary; deliver mail; and release inmates for recreation, showers, hearings, visitation, medical visits, and to receive medication. The officer also must conduct body searches and room searches on a regular basis, as well as respond to inmate requests. Housing officers are also responsible for the sanitation and cleanliness of the housing unit and supervision of inmate workers that are assigned to clean the unit. In lockup facilities, such as the Ely State Prison; correctional officers personally perform the cleaning of the unit, as the inmates are not allowed to work in those units for security reasons. Housing officers also supervise inmate work details and provide general housing supervision of the inmates when they participate in congregate activities.

Control rooms and towers have specific responsibilities to operate emergency equipment and communication systems, as well as observing perimeter security systems and video monitors. Housing unit control rooms control ingress/egress into the living unit, as well as visually supervise unit officers inside the cellblock. Nevada control rooms and towers also serve as gun posts, where the officer is equipped with lethal force weapons that can be used to prevent escape and protect staff and inmates who are under assault from violent inmates. This additional responsibility requires that the officer be trained to discharge firearms and administer lethal force under strict guidelines.

Search and escort personnel are typically assigned to conduct room and area searches, as well as escort inmates from their housing unit to core services, such as the infirmary, education, law library, etc. The use of search and escort personnel is a practice that exists in most of the facilities. In Nevada, officers are also assigned to supervise the visitation program, which entails the processing and searching of visitors, as well as arranging for the transportation of inmates from their housing unit to the visiting room. Visitation officers are responsible for maintaining order in the visiting room and ensuring that contraband is not conveyed from the visitor to the inmate, as most of the visitation in Nevada prisons includes contact between the visitor and the inmate. There are a number of other posts that are typically found in Nevada facilities to include property officers, who are responsible for managing/inventorying inmate property; mail officers, who receive, sort, inspect and deliver inmate mail to the inmates; and officers that provide security in classrooms, kitchen/dining rooms and institution laundries. Officers are also assigned to transport inmates to courts, medical facilities, and other institutions. Officers are also assigned to supervise inmate work crews and provide security in Prison Industries (PI) shops.

Specialized correctional officers maintain the facility's armory, conduct investigations into inmate misconduct, ensure that tools are properly accounted for, supervise high-risk prisoners, and perform CERT/emergency response functions.

Supervisor Evaluation Criteria Employed – Supervisory staff evaluation looks at tasks and duties that a supervisor performs, such as development and management of the staffing roster and the deployment of personnel. In each major facility reviewed, a supervisor, typically a sergeant, is responsible for developing the daily roster by determining the number of personnel that will report to duty that day and the posts, tasks and functions that must be covered. When there is a shortage of personnel reporting for duty due to vacancies, training or the discharge of benefit leave, the sergeant, in consultation with his/her lieutenant, typically would hire staff on overtime to ensure that the post are filled, or decide what posts to shut down for the day. In some cases security posts are combined, and officers are pulled from one set of duties to take on other duties.

Most major facilities reviewed utilized a post known as the administrative lieutenant, which is a post not on the legislatively approved posting chart, but is a post that has been created by utilizing lieutenant's positions that were intended to be used to relieve the shift commander to ensure seven-day coverage. That post has been deemed necessary by Department leaders to manage administrative duties, such as policy and procedure development, roster management and scheduling, and other duties assigned by the associate warden.

Most facilities also had sergeants assigned to critical areas, to include visitation, security squad, property department, and the culinary department. The team looked carefully at supervisory span of control in the facilities. Each facility had at least one lieutenant assigned to each shift as the shift commander. The shift commander is responsible for the entire shift and is the uniformed officer in charge of the institution. That post typically oversees all facility activity and is commander in the event of a disorder. All sergeants report to the lieutenant. In the case of the smaller facilities, such as the conservation camps, the lieutenant functioned as the manager of the facility and is responsible for all activity at the institution, as well as care and custody of the inmate population, and supervision of staff. Sergeants play a critical role in Nevada facilities, as they are responsible for supervision of line staff in geographic areas of the institution. A housing sergeant may be responsible for a portion of the housing units, or in the smaller facilities, all of the housing units. The sergeants are responsible for performance evaluations of all line correctional officers that are under their command. The team looked carefully at span of control issues with respect to the sergeants.

Direct Versus Indirect Supervision – There are two types of correctional supervision that impact the number of officers required to supervise correctional facilities. Direct supervision is a method of inmate management, which ensures continuing direct contact between inmates and staff by the assignment of correctional officers to work inside the housing units in close proximity to the inmates. In direct supervision facilities, staff must be deployed inside the living

unit and the ratio of officer to inmate needs to be at an acceptable level to ensure correctional officer safety. Indirect supervision facilities are typically characterized by the presence of barriers that separate correctional officers from the inmates, where officers observe inmates from a distance, separated by a secure barrier. In indirect supervision operations, officers patrol the living unit much less frequently than in direct supervision facilities. All of the Nevada prisons evaluated were designed as direct supervision facilities. Although optimum staffing provides for direct supervision, staff shortages often result in facilities operating under intermittent supervision, where officers patrol the housing units but are not physically present in the unit at all times, because they are required to cover more than one unit when staff shortages exist.

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

Team members also reviewed post logbooks to gain a better understanding of post activities. As much as possible, given time constraints, team members observed security operations and compared them with post order documents and the information obtained during interviews. Special attention was paid to those posts where officers have been pulled to conduct other duties, leaving the post either vacant or with less staff than desirable. Team members were also instructed to evaluate post activity during peak and down periods as well. When appropriate, staff to prisoner ratios were evaluated, in an attempt to determine if officer safety issues needed to be addressed.

APPENDIX C - PROJECT TEAM

The project team represents a highly experienced set of correctional practitioners, who have served in line, supervisory, and management positions in their respective jurisdictions. The team members are George Vose, David Tristan, Robert Bayer, Wayne Choinski, and Gary Ghiggeri. ASCA office staff including Camille and George Camp, among others, provided direction and support to the project team. Each have participated in similar staffing studies in their own jurisdictions or as consultants to other public and private correctional agencies. Two team members are published authors, whose publications include a monograph on conducting staff analysis in correctional facilities, published under a grant from the National Institute of Corrections.¹ Team member biographies are appended to this report.

GEORGE VOSE

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

George Vose has more than 35 years of experience in the corrections field. He served in a number of positions within the Massachusetts Department of Correction, including the Commissioner, Deputy Commissioner, and 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.

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

DAVID TRISTAN

David Tristan also played a major role in the on-site assessment work and 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, 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

Robert Bayer 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 Corrections. 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.

WAYNE CHOINSKI

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

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

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

GARY GHIGGERI

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, Gary continued his employment with the Nevada State Welfare Division as an auditor and then promoted into the accounting division finishing his employment with the Welfare in 1979 as the Principal Accountant in responsible for the benefit payments and the cost allocation section of the Welfare Division.

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

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

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

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

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 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.