



Department of Public Safety and Correctional Services

Division of Correction Office of the Commissioner

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STATE OF MARYLAND

LARRY HOGAN
GOVERNOR

January 27, 2020

BOYD K. RUTHERFORD
LT. GOVERNOR

ROBERT L. GREEN
SECRETARY

RACHEL SESSA
CHIEF OF STAFF

CHRISTOPHER McCULLY
DEPUTY SECRETARY
ADMINISTRATION

J. MICHAEL ZEIGLER
DEPUTY SECRETARY
OPERATIONS

CAROLYN J. SCRUGGS
ASSISTANT SECRETARY

GARY W. McLHINNEY
ASSISTANT SECRETARY

The Honorable Larry Hogan
Governor
State House
Annapolis, Maryland 21401

The Honorable William C. "Bill" Ferguson, IV
President
Senate of Maryland
State House, H-107
Annapolis, MD 21401

The Honorable Adrienne A. Jones
Speaker
Maryland House of Delegates
State House, H-101
Annapolis, MD 21401

Dear Governor Hogan, President Ferguson, and Speaker Jones:

Pursuant to Correctional Services Article § 3-207.1, the Commissioner of Correction is required to submit a Security and Staffing Report on or before October 31st of every odd numbered year to the Governor, Secretary and General Assembly. The statute specifically states:

(A) On or before October 31, 2017, and on or before October 31 in every odd-numbered year thereafter, the Commission shall submit a security and staffing report covering the prior 2-year period to the Secretary, the Governor, and in accordance with §2-1247 [now § 2-1257] of the State Government Article, the General Assembly.

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

(C) The report shall include:

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

Attached please find the completed report for the odd year of 2019.

It is important to note that the Department is making every effort to recruit, hire, and retain correctional officers. To bolster recruitment, the Department implemented a hiring incentive bonus. New recruits get up to \$5,000 in incentives; \$2,000 once they finalize the academy and \$3,000 at the completion of their probationary period.

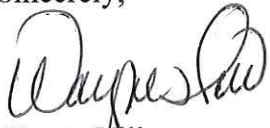
Between January 1, 2019 and July 1, 2019, all state employees received a 2% salary increase, a \$500 bonus, an additional .05%, and 3% salary increase. Correctional officers received a 4% salary increase for a total salary increase of 10%. This increase has a positive impact on both recruitment and retention. Not only does the 10% raise result in an increase in the average salary by \$5,800 per year, but it also results in an estimated increase in the pension contribution of 26.5% or \$5,500 per year.

In September 2019, the Department launched its streamlined approach to hiring correctional officers; transitioning from an overly cumbersome application and testing process that often took several days to complete to a one-day hiring process. Now, a correctional officer candidate can apply, interview, test, and receive a conditional offer of employment during the same day. This has drastically expedited the hiring process and enabled the Department to hire 267 in calendar year 2019 alone.

The governor's fiscal year 2021 budget includes an allocation of \$8 million spread across two years to launch a new correctional officer retention program. Retirement-eligible officers who commit to stay on the job for at least four more years would receive a \$7,500 sign-on bonus, an additional \$7,500 after two years, and a final payment of \$22,500 at the end of the four-year period. This bonus will help address the issue of many officers retiring at or after 20 years of service.

These incentives, process changes, and salary adjustments put Maryland at the forefront of hiring and staffing in the Public Safety sector. The Department will continue making strides in filling its current compliment of vacant positions with the intention of providing a 2021 staffing study illustrating continued progress.

Sincerely,



Wayne Hill
Commissioner of Correction

cc: The Honorable Robert L. Green, DPSCS
Ms. Sarah Albert, Department of Legislative Services Library, MSAR 11059
Ms. Rachel Sessa, Chief of Staff, DPSCS
Mr. Walter Landon, Deputy Chief of Staff, Governor's Office
Ms. Cara Sullivan, Deputy Legislative Officer, Governor's Office



**DEPARTMENT OF PUBLIC SAFETY AND
CORRECTIONAL SERVICES**

**DIVISION OF CORRECTION
SECURITY AND STAFFING STUDY**

January 1, 2020

Governor Larry Hogan
Lt. Governor Boyd K. Rutherford
Secretary Robert L. Green

ITEM I

A post by post analysis that identifies the actual number of positions needed to safely and securely staff each institution

Facility Staffing Plans and Special Assignment Posts (SAPs)

- Each facility has provided its current post analysis, broken down by position, beginning on the following page. To review the staffing analysis completed by the independent consultant, please refer to Item V.

Key:

LT - Lieutenant

Sgt - Sergeant

COII - Correctional Officer II

Capt - Captain

Central Maryland Correctional Facility (CMCF)

7 Day Post (Day Shift)

Rank	Posts	Positions Required
LT	1	2
Sgt	1	2
COII	9	17

5 Day Post (Day Shift)

Rank	Posts	Positions Required
Major	1	1
Captain	1	1
Lt	1	1
COII	12	16

2 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	3	2

7 Day Post (Evening Shift)

Rank	Posts	Positions Required
Lt	1	2
Sgt	1	2
COII	8	15

5 Day Post (Evening Shift)

Rank	Posts	Positions Required
Capt	1	1
COII	6	8

7 Day Post (Night Shift)

Rank	Posts	Positions Required
Lt	1	2
Sgt	1	2
COII	8	15

5 Day Post (Night Shift)

Rank	Posts	Positions Required
Capt	1	1
COII	1	1

***26 Special Assignment Posts for CMCF**

CMCF TOTAL POSITIONS REQUIRED: 117

Dorsey Run Correctional Facility (DRCF)

7 Day Post (Day Shift)

Rank	Posts	Positions Required
Lt	2	4
Sgt	6	12
COII	25	43

5 Day Post (Day Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	2	2
Sgt	2	2
COII	30	36

2 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	2	1

7 Day Post (Evening Shift)

Rank	Posts	Positions Required
Lt	2	4
Sgt	6	12
COII	27	46

5 Day Post (Evening Shift)

Rank	Posts	Positions Required
Capt	1	1

Lt	1	1
COII	3	4

7 Day Post (Night Shift)

Rank	Posts	Positions Required
Lt	2	4
Sgt	6	12
COII	19	33

5 Day Post (Night Shift)

Rank	Posts	Positions Required
Capt	1	1
Lt	1	1
COII	2	2

***18 Special Assignment Posts for DRCF**

DRCF TOTAL POSITIONS REQUIRED: 241

Eastern Correctional Institution (ECI)

7 Day Posts (Day Shift)

Rank	Posts	Positions Required
Capt	2	4
Lt	3	6
Sgt	13	27
COII	72	148

5 Day Post (Day Shift)

Rank	Posts	Positions Required
Major	2	2
Capt	7	7
Lt	15	15
Sgt	7	7
COII	40	47

4 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	8	9

7 Day Post (Evening Shift)

Rank	Posts	Positions Required
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Capt	2	4
Lt	6	12
Sgt	13	27
COII	75	154

5 Day Post (Evening Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	2	2
Lt	3	3
COII	2	3

7 Day Post (Night Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	3	6
Sgt	12	25
COII	47	96

5 Day Post (Night Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	2	2

***14 Special Assignment Posts for ECI**

ECI TOTAL POSITIONS REQUIRED: 625

Eastern Correctional Institution – Annex (ECIA)

7 Day Post (Day Shift)

Rank	Posts	Positions Required
Lt	1	2
Sgt	4	8
COII	13	26

5 Day Post (Day Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	1	1
Sgt	1	1

7 Day Post (Evening Shift)

Rank	Posts	Positions Required
Lt	1	2
Sgt	4	8
COII	12	24

5 Day Post (Evening Shift)

Rank	Posts	Positions Required
Capt	1	1

7 Day Post (Night Shift)

Rank	Posts	Positions Required
Lt	1	2
Sgt	4	8
COII	9	18

5 Day Post (Night Shift)

Rank	Posts	Positions Required
Capt	1	1

***15 Special Assignment Posts for ECIA**

ECIA TOTAL POSITIONS REQUIRED: 119

Eastern Pre-Release Unit (EPRU)

7 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	3	5

5 Day Post (Day Shift)

Rank	Posts	Positions Required
Capt	1	1
Lt	1	1
Sgt	2	2
COII	7	9

2 Day Post (Day Shift)

Rank	Posts	Positions Required
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COII	1	2
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7 Day Post (Evening Shift)

Rank	Posts	Positions Required
COII	3	5

5 Day Post (Evening Shift)

Rank	Posts	Positions Required
Lt	1	1
Sgt	1	1
COII	2	3

2 Day Post (Evening Shift)

Rank	Posts	Positions Required
COII	1	2

7 Day Post (Night Shift)

Rank	Posts	Positions Required
COII	2	4

5 Day Posts (Night Shift)

Rank	Posts	Positions Required
Lt	1	1
Sgt	1	1

***5 Special Assignment Posts for EPRU**

EPRU TOTAL POSITIONS REQUIRED: 43

Jessup Correctional Institution (JCI)

7 Day Post (Day Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	9	18
COII	60	119

5 Day Post (Day Shift)

Rank	Posts	Positions Required
Major	1	1

Capt	4	4
Lt	10	10
Sgt	5	5
COII	28	38

7 Day Post (Evening Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	3	6
Sgt	8	16
COII	60	119

6 Day Post (Evening Shift)

Rank	Posts	Positions Required
Sgt	1	2
COII	5	9

5 Day Post (Evening Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	2	2
COII	5	7

7 Day Post (Night Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	7	14
COII	36	71

5 Day Posts (Night Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	2	2
COII	1	1

***36 Special Assignment Posts for JCI**

JCI TOTAL POSITIONS REQUIRED: 498

Maryland Correctional Institution Hagerstown (MCIH)

7 Day Post (Day Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	5	9
COII	42	79

6 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	1	2

5 Day Posts (Day Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	6	6
Sgt	2	2
COII	12	15

4 Day Posts (Day Shift)

Rank	Posts	Positions Required
COII	5	5

2 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	2	2

1 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	1	1

7 Day Post (Evening Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	3	6
Sgt	5	9
COII	38	71

5 Day Post (Evening Shift)

Rank	Posts	Positions Required
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Major	1	1
Capt	1	1
Lt	1	1
COII	5	7

2 Day Post (Evening Shift)

Rank	Posts	Positions Required
COII	3	2

7 Day Post (Night Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	5	9
COII	34	64

5 Day Post (Night Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	2	2

***32 Special Assignment Posts for MCI-H**

MCIH TOTAL POSITIONS REQUIRED: 344

Maryland Correctional Institution Jessup (MCIJ)

7 Day Post (Day Shift)

Rank	Posts	Positions Required
Capt	1	1
Lt	2	2
Sgt	7	14
COII	28	55

5 Day Post (Day Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	2	2
Lt	10	10
Sgt	10	10
COII	16	21

4 Day Post (Day Shift)

Rank	Posts	Positions Required
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COII	2	2
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3 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	2	2

2 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	2	1

7 Day Post (Evening Shift)

Rank	Posts	Positions Required
Capt	1	1
Lt	2	2
Sgt	7	14
COII	27	53

6 Day Post (Evening Shift)

Rank	Posts	Positions Required
COII	4	7

5 Day Post (Evening Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	2	2
COII	4	6

7 Day Post (Night Shift)

Rank	Posts	Positions Required
Capt	1	1
Lt	2	2
Sgt	6	12
COII	20	40

5 Day Post (Night Shift)

Rank	Posts	Positions Required
Major	1	1
Lt	2	2

***30 Special Assignment Posts for MCI-J**

MCIJ TOTAL POSITIONS REQUIRED: 296

Maryland Correctional Institution Women (MCIW)

7 Day Post (Day Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	3	6
Sgt	7	13
COII	32	61

5 Day Post (Day Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	2	2
Lt	9	9
Sgt	4	4
COII	18	23

3 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	3	3

7 Day Post (Evening Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	4	7
Sgt	7	13
COII	30	58

5 Day Post (Evening Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	1	1
COII	6	8

7 Day Post (Night Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	4	7
Sgt	6	12

COII	21	40
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5 Day Post (Night Shift)

Rank	Posts	Positions Required
Major	1	1
Lt	1	1

***19 Special Assignment Posts for MCIW**

MCIW TOTAL POSITIONS REQUIRED: 297

Maryland Correctional Training Center (MCTC)

7 Day Post (Day Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	10	18
COII	63	116

5 Day Post (Day Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	3	3
Lt	16	16
Sgt	3	3
COII	28	36

4 Day Post (Day Shift)

Rank	Posts	Positions Required
Sgt	1	1
COII	7	7

2 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	2	1

7 Day Post (Evening Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	3	6
Sgt	8	15

COII	63	116
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5 Day Post (Evening Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	2	2
COII	10	13

7 Day Post (Night Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	8	15
COII	49	90

5 Day Post (Night Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	2	2

***26 Special Assignment Posts for MCTC**

MCTC TOTAL POSITIONS REQUIRED: 505

Maryland Reception, Diagnostics, and Classification Center (MRDCC)

7 Day Post (Day Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	5	11
COII	35	75

5 Day Post (Day Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	2	2
Lt	6	6
Sgt	7	9
COII	15	22

2 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	4	3

7 Day Post (Evening Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	7	15
COII	30	64

5 Day Post (Evening Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Sgt	1	2
COII	6	9

7 Day Post (Night Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	4	9
COII	30	64

5 Day Post (Night Shift)

Rank	Posts	Positions Required
Major	1	1
Lt	1	1

***27 Special Assignment Posts for MRDCC**

MRDCC TOTAL POSITIONS REQUIRED: 341

North Branch Correctional Institution (NBCI)

7 Day Post (Day Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	8	15

COII	75	143
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5 Day Post (Day Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	2	2
Lt	10	10
Sgt	5	6
COII	16	20

4 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	5	5

7 Day Post (Evening Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	8	15
COII	70	133

5 Day Post (Evening Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	3	3
COII	2	3

7 Day Post (Night Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	7	13
COII	48	91

5 Day Post (Night Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	2	2

***34 Special Assignment Posts for NBCI**

NBCI TOTAL POSITIONS REQUIRED: 518

Patuxent Institution (PATX)

7 Day Post (Day Shift)

Rank	Posts	Positions Required
Capt	3	6
Lt	5	10
Sgt	8	15
COII	58	108

5 Day Post (Day Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	1	1
Sgt	6	8
COII	20	25

2 Day Post (Day Shift)

Rank	Posts	Positions Required
Sgt	2	1
COII	4	2

1 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	1	1

7 Day Post (Evening Shift)

Rank	Posts	Positions Required
Capt	3	6
Lt	5	10
Sgt	8	14
COII	54	100

5 Day Post (Evening Shift)

Rank	Posts	Positions Required
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Major	1	1
COII	4	5

4 Day Post (Evening Shift)

Rank	Posts	Positions Required
COII	1	1

2 Day Post (Evening Shift)

Rank	Posts	Positions Required
Sgt	2	1
COII	4	2

1 Day Post (Evening Shift)

Rank	Posts	Positions Required
COII	1	1

7 Day Post (Night Shift)

Rank	Posts	Positions Required
Capt	3	6
Lt	4	8
Sgt	6	11
COII	37	69

5 Day Post (Night Shift)

Rank	Posts	Positions Required
Major	1	1
COII	2	2

***31 Special Assignment Posts for PATX**

PATX TOTAL POSITIONS REQUIRED: 448

Roxbury Correctional Institution (RCI)

7 Day Post (Day Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	8	14
COII	44	78

6 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	1	2

5 Day Post (Day Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	2	2
Lt	9	9
Sgt	2	2
COII	11	12

4 Day Post (Day Shift)

Rank	Posts	Positions Required
Sgt	1	1
COII	5	5

3 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	2	2

7 Day Post (Evening Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	8	14
COII	43	77

5 Day Post (Evening Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	2	2
COII	4	5

7 Day Post (Night Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4

Sgt	7	12
COII	32	57

5 Day Post (Night Shift)

Rank	Posts	Positions Required
Major	1	1
Lt	2	2

***17 Special Assignment Posts for RCI**

RCI TOTAL POSITIONS REQUIRED: 335

Southern Maryland Pre-Release Unit (SMPRU)

7 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	3	5

5 Day Post (Day Shift)

Rank	Posts	Positions Required
Capt	1	1
Lt	1	1
Sgt	2	2
COII	7	9

7 Day Post (Evening Shift)

Rank	Posts	Positions Required
COII	3	5

5 Day Post (Evening Shift)

Rank	Posts	Positions Required
Lt	1	1
Sgt	1	1
COII	2	3

7 Day Post (Night Shift)

Rank	Posts	Positions Required
COII	2	4

5 Day Post (Night Shift)

Rank	Posts	Positions Required
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Lt	1	1
Sgt	1	1

***18 Special Assignment Posts for SMPRU**

SMPRU TOTAL POSITIONS REQUIRED: 52

Western Correctional Institution (WCI)

7 Day Post (Day Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	9	18
COII	51	100

5 Day Post (Day Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	3	3
Lt	10	10
Sgt	5	6
COII	20	26

4 Day Post (Day Shift)

Rank	Posts	Positions Required
Sgt	1	1
COII	4	4

3 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	1	1

2 Day Post (Day Shift)

Rank	Posts	Positions Required
COII	1	1

7 Day Post (Evening Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	8	16

COII	49	96
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5 Day Post (Evening Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	3	3
COII	3	4

7 Day Post (Night Shift)

Rank	Posts	Positions Required
Capt	1	2
Lt	2	4
Sgt	6	12
COII	31	61

5 Day Post (Night Shift)

Rank	Posts	Positions Required
Major	1	1
Lt	2	2

***28 Special Assignment Posts for WCI**

WCI TOTAL POSITIONS REQUIRED: 414

Baltimore City Correctional Center (BCCC)

7 Day Post (Day Shift)

Rank	Posts	Positions Required
Lt	1	2
Sgt	1	2
COII	12	22

5 Day Post (Day Shift)

Rank	Posts	Positions Required
Major	1	1
Capt	1	1
Lt	2	2
Sgt	1	1
COII	21	27

7 Day Post (Evening Shift)

Rank	Posts	Positions Required
Lt	1	2

Sgt	1	2
COII	10	19

5 Day Post (Evening Shift)

Rank	Posts	Positions Required
Capt	1	1
Sgt	1	1

7 Day Post (Night Shift)

Rank	Posts	Positions Required
Lt	1	2
Sgt	1	2
COII	7	13

5 Day Post (Night Shift)

Rank	Posts	Positions Required
Capt	1	1
Sgt	1	1
COII	1	1

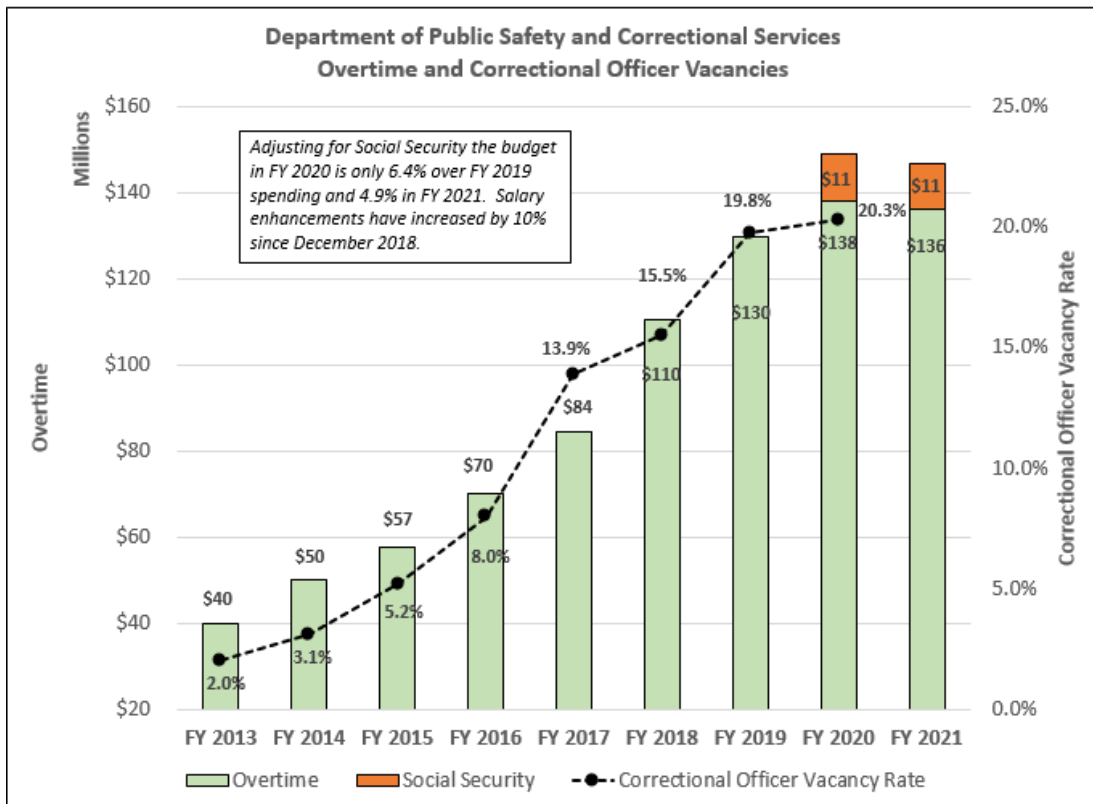
***8 Special Assignment Posts for BCCC**

BCCC TOTAL POSITIONS REQUIRED: 111

ITEM II

The amount of overtime currently being used to meet minimum standards

- In fiscal year 2019, the Departmental overtime expenditures were \$129,697,986.



ITEM III

An accounting of all institution activities that have been impacted by staffing levels

Below is a bulleted list of institutional activities that have been impacted by staffing levels. It is important to note that these activities may have been temporarily suspended at a particular institution for a certain amount of time; however, they are still widely available and ongoing on a daily basis.

- Visitation/visiting hours
- Road crews
- Educational/classroom hours
- Vocational shop hours
- Outside recreation
- Library hours
- Chapel hours
- Maryland Correctional Enterprises (MCE) hours

ITEM IV

An assessment of expected future turnover in personnel

Although, the Department of Public Safety and Correctional Services (DPSCS) is unable to predict turnover, it is able to show trends of attrition over the past several years. The overall trends of rising separations due to both rising resignations and retirements has decreased since 2018. The table below provides the number of correctional officers (COI-Major) that have separated from State service.

Correctional Officers separated from State Service per fiscal year (FY)

Reason	FY18	FY19	FY20*
Resignation	203	138	42
Resignation - without proper notice	29	34	11
Retirement	267	198	48
Terminations	16	32	10
Other	26	61	16
Total	541	431	117

*as of 11/15/19

In addition, DPSCS has implemented several incentivized retention programs to curb correctional officer turnover.

a. New Hire Bonus Program

New recruits get up to \$5,000 in incentives; \$2,000 once they finalize the academy and \$3,000 at the completion of their probationary period. The incentive is an integral part of our competitive compensation package given that many jurisdictions in the area have similar or higher incentives for their new recruits.

The table on the following page provides the number of new hires who received a bonus under this program.

FY	\$2000	\$3000
2018	44	-
2019	210	60
2020*	31	19
Total	285	79

*as of 11/15/19

Note: Candidates must meet attendance and performance standards to be eligible for the \$3,000 hiring bonus along with completion of an evaluation performance cycle.

b. Retention and Attendance Bonus

Correctional officers that have less than two undocumented, unscheduled sick leave usages during the quarterly performance period, received a PEP with a rating of “satisfactory” or higher, and have no sustained discipline of Level II or higher during the performance period, qualify to receive the retention and attendance bonus of \$750 per quarter. Although the retention and attendance bonus was discontinued beginning in FY2020, due to the significant increase in the correctional officer salary, the recruitment and referral bonus program are ongoing. Provided below is the amount of bonuses paid out during each fiscal year quarter.

FY	Q1	Q2	Q3	Q4
2018	-	-	-	\$4964
2019	\$5098	\$4985	\$4890	\$4900
2020	\$4970	-	-	-

c. Referral Bonus

The referral bonus is a \$500 bonus provided to an employee that referred a new correctional officer that has successfully completed their probationary period. The table below provides the number of employees who received a referral bonus.

FY	Received Referral Bonuses
2018	1
2019	4
2020*	1
Totals	6

*as of 11/15/19

Between January 1, 2019 and July 1, 2019, all state employees received a 2% salary increase, a \$500 bonus, an additional .05%, and 3% salary increase. Correctional officers received a 4% salary increase for a total salary increase of 10%. This increase has a positive impact on retention. Not only does the 10% raise result in an increase in the average salary by \$5,800 per year, but it also results in an estimated increase in the pension contribution of 26.5% or \$5,500 per year. Furthermore, the salary increase makes DPSCS more competitive with our local and regional competitors.

ITEM V

An analysis of the need for additional staff

Pursuant to language contained in the 2019 Joint Chairmen's Report, the Department partnered with an outside vendor – Correctional Consulting Services – to analyze and assess the staffing level of its correctional facilities within the Division of Correction. The study, which begins on the following page, was conducted alongside several union representatives.

Agency leadership and internal subject matter experts had the opportunity to review the draft study prior to its formal submission. While the Department greatly appreciates the time and effort the vendor put into conducting the study, the Department believes the study does not take into consideration the impact of a number of factors impacting the accuracy of the analysis. Specifically, the study does not contemplate the how and why certain posts have been collapsed; the impact of the security classification designation of each of the correctional facilities; the difference between how the correctional facilities are currently being utilized and how they were designed to be used during construction; and, the study is based on the calculation of a shift relief factor rather than a net annual work out, which is national best practice.

In line with national best practices, the Department routinely collapses posts when staffing shortages present an issue. This allows custody staff to be shifted into those critical posts necessary to ensure and maintain the safety and security of the correctional facility. For instance, post assignments that would routinely be staffed by correctional officers in a support services building of a particular correctional facility may be collapsed to ensure those on the housing tiers are fully staffed if there is a tight shift. This study did not take into consideration how staffing levels and facility operations would be impacted when the Department is able to fill its vacancies and no longer has to collapse any posts.

The housing system within the Division of Correction is based on the Department's security classification system. The Department has correctional facilities designated as maximum, medium, minimum, and pre-release security levels. Each inmate, upon intake, undergoes a security classification assessment to determine which correctional facility they should be housed in. The correctional facilities designated as maximum security were designed to limit inmate movement and ensure a higher staff to inmate ratio. Facilities designed as pre-release, were designed for an increased level of inmate movement with a decreased staff to inmate ratio. As such, any staffing study should contemplate each facilities staffing needs based on the classification of the inmate population and the security classification of each correctional facility.

Many of the Department's correctional facilities were designed and constructed decades ago; several of which were designed for a particular use that are no longer being used

for the purpose for which it was designed. In the instances facilities are no longer being used for their initial design, the Department has to modify staffing patterns to compensate for structural deficiencies.

Lastly, it has become common best practice to base staffing analyses on net annual work hours instead of a shift relief factors. This practice has been recognized as the appropriate methodology by the National Institute of Corrections and correctional professionals across the country.

The Department is taking into consideration the recommendations put forth by Correctional Consulting Services. The Department has already initiated a review of all special assignment posts and has established an internal staffing work group. It is absolutely imperative for the Department to fill its current compliment of vacant positions before seeking authorization to add any additional vacant positions to fill.



Correctional
Consulting
Services

PROJECT NAME | Staffing Analysis and Assessment of Maryland Department of Public Safety and Correctional Services (MDPSCS) of 17 Adult Correctional Facilities

ATTN | Maryland Department of Public Safety and Correctional Services (MDPSCS) Executive Leadership

DATE | November 5, 2019

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Executive Summary

Correctional Consulting Services LLC (CCS) conducted a security correctional officer staffing assessment at each Maryland Department of Public Safety and Correctional Services' (MDPSCS) 17 Adult Correctional Facilities at the request of MDPSCS. Shift Relief Factors (SRF) for each facility as well the overall Department were examined. Actual number of filled positions and the number of annual staff leave hours for the previous year were provided by the MDSCS headquarter. Correctional Consulting Services LLC (CCS) estimated a new set of SRFs per rank as well as per number of work days based on the reported number of positions and average leave hours for each facility.

CCS recalculated the number of FTE required for Security staff. The CCS estimated FTE were lower than the MDPSCS budgeted FTE. CCS further conducted site analyses and recommended additional posts/shifts for each facility.

The estimated FTE for the recommended positions with CCS SRF showed that a 3% increase of the current MDPSCS budgeted FTE would improve the current issues of staff shortage and the area of security coverage with a small amount of budget increase.

Although the staffing analysis focused only on the 17 correctional facilities security officers identified in this report, CCS would be negligent not to mention the staffing shortages in Maryland Central Transportation Unit (MCTU) and its impact on facility operations. MCTU is responsible for transporting inmates statewide. The unit's mission of safely and timely transporting inmates to courts, medical appointments, hospitals, transporting high risk inmates etc. On October 18, 2019, MCTU had a total of 49 transportation security officer vacancies. Not only are those vacancies restricting MCTU's ability to successfully meet its mission, but because of the vacancies, facilities are being asked to augment MCTU's mission by providing local transportation i.e. medical when they can. CCS recommends this unit's correctional officer vacancies are addressed as well.

Finally, CCS was informed of significant staffing shortages in the areas of Case Management, Correctional Dietary Officers, Correctional Supply Officers and Correctional Recreation Officers. CCS is of the opinion that these positions are vital to the agency's mission, operations and management of the inmate population.

Adoption of CCS's recommendations would certainly improve upon the efficiency, effectiveness and manageability of correctional services facilities in a cost saving way by providing the correctional staff needed to achieve the department's mission of preparing inmates for a success return to the communities and reducing recidivism.

Overview

Correctional Consulting Services LLC (CCS) conducted a security correctional officer staffing assessment at each Maryland Department of Public Safety and Correctional Services' (MDPSCS) 17 Adult Correctional Facilities. This assessment represents the findings which led to the recommended adjustments for ensuring optimal staffing levels within each institution. CCS recommendations are based upon current nationally accepted methodologies for conducting Prison Staffing Analysis.

The adult correctional facilities were identified by Maryland Department of Public Safety and Correctional Services (MDPSCS). This report presents the findings and recommendations resulting from an independent assessment and staffing analysis conducted by CCS of the 17 MDPSCS adult correctional facilities.

The report is organized into specific sections. The first section summarizes the findings and recommendations according to the objectives and tasks listed below and the Appendices detail data tables on each facility alphabetically.

Objectives and Tasks:

1. Conduct a review of department staff deployment policies that have a direct impact on staffing mandates, staff data collections and the agency mission.
2. Determine a precise relief factor for each correctional institution based upon the staffing data provided.
3. Conduct an onsite assessment of existing security posts and positions of the 17 adult correctional facilities. Observe and assess the shift activity within each housing unit and program areas.
4. Conduct a staffing analysis utilizing nationally recognized best practice for prisons and jails.
5. Make recommendations for modifications of security posts and positions where needed in order to achieve the optimal operational security staffing and post levels for each facility.

Correctional Consulting Services Recommendations are based on the finding resulting from a comprehensive study and analysis of MDPSCS security staffing and operations. The report is organized into two sections. The first section summarizes the findings, conclusions and recommendations. The second section of the report is an Appendix of Tables containing each facility staffing analysis and a summary report.

Objective 1: Review of Staff Deployment Department Policy

Finding: MDPSCS has an Executive Directive OPS.115.0001-Revised Titled: Correctional Officer Staffing Analysis and Overtime Management effective date of July 1, 2018 deployment.

MDPSCS has a good written policy, however how the procedures were implemented at the facilities varied. CCS experienced inconsistent interpretation of the policy procedures and in some instances found inaccurate and contradictory data noted on the staffing forms.

Recommendation: The Department of Justice, National Institute of Corrections, Prison Staffing Analysis Training Manual states, “The starting point for staffing accountability and efficiency begins with a departmental policy on security staff deployment.” To ensure consistency and accountability for staffing deployment, CCS recommends MDPSCS develop a centralized staffing deployment unit consisting of security staffing experts. These experts would organize and conduct staffing analyses throughout the agency facilities and monitor deployment functions. This centralized unit would also conduct audits, collect and archive staffing data, ensure the staffing policy is applied uniformly across all facilities, and assure agency funds are spent economically. Centralized management of security staffing maintains the objectivity of staffing studies, provides uniform staff across facilities, and approves all post/staffing plans deletions additions or modifications.¹

Finding: Executive Directive OPS.115.001- Revised dated July 1, 2018, defines Special Assignment Post (SAP) as a post that is not established in the Facility Staffing Plan (FSP), but is authorized on a short term basis, to accommodate staffing requirements due to unexpected operational changes or exceptional circumstances. The process for SAP approval requires the institution’s warden to submit the SAP request with justification to the Commissioner’s office for approval. Each requested SAP is to be evaluated by the facility leadership daily to determine if the SAP is needed for that day and, whether or not it will incur overtime. If the SAP is approved, it is for a period of a maximum of six months from the date of the Commissioner’s signature. CCS was informed that SAPs had shifted from a temporary duty assignment to a permanent assignment to the extent that majority of the SAPs have been re-approved for a number of years because the SAPs had become a way for facilities to fill justifiable posts that are un-funded, for the “safe, secure and efficient operations of this facility.” CCS found that SAPs had some benefit for their intended use for certain circumstances such as: contractor construction, repair of long term projects, or providing temporary ESCORT for dignitaries visiting the facilities. These SAP examples are warranted.

Recommendation: Executive leadership re-evaluate the SAP’s process for budgetary accountability, system management and correctional officer deployment. Based upon CCS’s assessment of the SAPs for each institution, it is recommended that SAPs that have a direct impact to the safe and secure operations become funded positions on the Facility Staffing Plan.

¹ National Institute of Corrections: Prison Staffing Analysis A Training Manual 2008 Camille Graham Camp

The CCS recommended SAP positions are incorporated into the staffing analysis facility recommendations.

Objective 2: Determining Facility Relief Factors

A shift relief factor determines the number of hours (or days) required to fill a post during a given shift. Factors include when a correctional officer who is routinely assigned to a post on a shift is unavailable to fill that post due to days off, annual leave, sick leave, attending training, injured etc. or otherwise not available for assignment to that post. To account for the time that the assigned security correctional officer is not available, additional correctional officers' time must be allocated to that post to ensure the duties assigned to that post are completed.

The relief factors for this project were determined by applying a nationally accepted methodology. Descriptions of the methodology may be found in *Prison Staff Analysis: A training Manual published in 2008. Workbook for Jails 2nd edition published in 2003.*

The methodology involved capturing the total number of hours in a specific rank or job category that could be available for work (Total Annual Hours for Work). The next step was to capture the total hours that all of those correctional officers were not available for work throughout the year is calculated (Total Hours Off Duty). Finally subtracting the number of hours of all correctional officers who were off duty, from the total number of hours available for work, produced the actual number of hours (Net Work Hours) those correctional officers were actually available to fill their posts.

By dividing the total Net Annual Work Hours by the total number of correctional officers in a specific rank or job category, the shift relief factor was determined. Since security posts are mostly filled either five days or seven days per week and may be filled by a correctional officer working an 8-hour shift, the shift relief factor can be calculated for each type of shift. The resulting shift relief factors established how many correctional officers are needed to fill those posts on an annual basis. Given the authorized hours a single correctional officer is authorized to be away from a post such as days off, sick leave, training etc. throughout the course of a year, therefore a correctional officer is not available to fill that post every hour every day therefore relief factors are created utilizing the methodology stated above. The shift relief factor will give an agency a reliable number of correctional officers required to fill all posts in the prescribed manner without having to resort to assigning staff on a more costly overtime basis to fill posts. ²

The results of the analysis to determine the agency's current relief factor based upon the data provided (FY 19 MDPSCS Facility Staffing Plans) results are presented in Table A (See Appendix C for SRF estimate for individual facilities).

² Liebert and Miller, Staffing Analysis workbook for jails 2nd Ed. And Camp Prison Staffing Analysis - A Training Manual Department of Justice, National Institute of Corrections

Comparing the results of the of the Net Annual Work Hours (NAWH) data provided by the agency to each facility’s Budgeted Authorized Positions allocations, presented a lower value for the Shift Relief Factor (SRF) than shown on the facility’s approved Staffing Plan Summaries.

Based upon those findings, CCS determined to present the current staffing analysis results as “CCS Estimated Shift Relief Factor” (SRF). CCS realizes that the shift relief factors could be underestimated if not all leave hours were captured or recorded in the documents. However, since all estimates appeared to be comparable within similar range, it is reasonable to apply the estimated SRFs to the analysis. CCS applied the CCS estimated relief factors for each of the 16* facilities based on the “recorded leave hours” and the “number of filled positions per rank” provided by the department headquarter.

Table A: Shift Relief Factors Comparison

16 Facilities	DPSCS		CCS	
	7d/8h	5d/8h	7d/8h	5d/8h
BCCC	1.87	1.34	1.60	1.14
CMCF	1.88	1.34	1.63	1.17
DRCF	1.71	1.22	1.62	1.16
ECI*	2.05	1.46	1.62	1.16
ECI-A	2.05	1.46	1.62	1.16
EPRU	1.81	1.29	1.53	1.10
JCI	1.98	1.41	1.69	1.21
MCIH	1.88	1.34	1.62	1.16
MCIJ	1.98	1.41	1.69	1.21
MCIW	1.92	1.37	1.64	1.17
MCTC	1.84	1.31	1.65	1.18
MRDCC	2.13	1.52	1.75	1.25
NBCI	1.90	1.36	1.71	1.22
PATX	1.86	1.33	1.66	1.19
RCI	1.78	1.27	1.57	1.12
SMPRU	1.81	1.29	1.49	1.06
WCI	1.96	1.40	1.63	1.16
Average	1.91	1.36	1.63	1.17
	1.9	1.4	1.6	1.2

*ECI and ECI-A were estimated together as their leave hours were reported together to CCS.

The CCS estimated SRFs were consistently lower (range from 1.49-1.75 with an average of 1.63 for 7 days shifts) than the departmental budgeted SRF values (range from 1.71-2.13 with an average of 1.91 for 7 days shifts). Many of the budgeted SRF values were close to 2 that reasonably raised concerns on the amount of posts requiring 2 FTEs relief for 1 post. Lower values of CCS SRFs, estimated from the actual average number of staff leave hours, suggested

that a lower number of FTE could be sufficient for the current staffing pattern.

Currently, about 20% of the allocated positions were vacant. While some posts may not actually require 2 FTEs, the additional FTE could be reallocated for additional posts to operate the facilities more smoothly and efficiently.

CCS examined each area carefully and recommended additional posts for each facility specifically. The estimated cost and FTE for the additional posts would have minimal impact if the modified CCS SRFs were applied to all posts. Since the estimated SRF values were within a narrow range, it is further recommended to apply singly SRF values across the department for all facilities, i.e., 1.6 (for 7 days 8 hours shifts) and 1.2 (for 5 days 8 hours shifts); rather than the current 1.9 vs 1.4

Objective 3: Onsite Assessment

Finding: According to the MDPSCS data provided, correctional officer vacancies is currently at 20%. In order to meet facility staffing requirements correctional officers are being “Drafted” to stay for an additional eight hour shifts. Officers are also given the opportunity to volunteer for overtime as well. Until recently the department was experiencing a lack of promotional opportunities, difficulty hiring new correctional officers and retaining existing staff and premature retirements. These conditions were found at varying degrees among each of the adult correctional facilities. Historically, when conditions such as these exist in a correctional environment, the emotional and physical impact have resulted in correctional officer low morale, disgruntle officers, stress due to burnout, forced (drafted) overtime, increased use of Family Medical Leave Act, increased worker compensation claims, increased contraband being introduced into the correctional facilities and escalating use/cost for overtime are some of the prominent indicators of an understaffed correctional workforce. When correctional agencies experience a critical reduction in security posts, there is a direct impact on the ability of security staff to effectively maintain safety and order. “When problematic turnover becomes a regular occurrence, morale suffers, the word spreads, vacancies occur and recruitment becomes difficult.”³

CCS also observed how the staffing vacancies negatively impacted the correctional officers’ “Entitlements” per day on each shift. Entitlements are essentially the allowable number of correctional officers that can be off for that particular day. Because of the short staffing, in some cases correctional officers were denied their entitled weekly days off, vacations when requested and, in some instance’s holidays were rescheduled.

³ Department of Justice: National Institute of Corrections Prison Staffing Analysis A Training Manual 2008

In response to the request from MDPSCS to determine the current correctional officers and supervisory staffing needs for the department. Correctional Consulting Services (CCS) commenced a comprehensive onsite review and study of current staffing data at all 17 adult facilities. The results are based upon an evaluation of the staffing data provided and the onsite assessments based upon, facility mission, classification of the inmates, physical plant design and the type and use of technology. The combined data confirmed that MDPSCS requires a significant increase in security staffing to ensure the safety of staff, inmates, public, and, for the efficient operations of its facilities. The number of additional staff recommended are listed by rank in table 1.

Finding: Table 1 shows that by applying CCS’s newly computed shift relief factor (1.6), replacing the DPSCS relief factor of 1.9, to the recommended number of security posts in all 17 facilities, the number of authorized positions decreases the staffing budget request from 990 FTE to 170 FTE security staff and still achieves the recommended number of additional staff requested proposed by CCS.

All 17 facilities	Table 1: Security Staff Required to Fill Current and Recommended Posts							
	DPSCS Current Budgeted Posts + DPSCS SRF 1.9	DPSCS Current Allocated Posts + DPSCS SRF 1.9	DPSCS Current Filled Posts + DPSCS SRF 1.9	CCS Recommended Posts + DPSCS SRF 1.9	CCS vs Budgeted +/-FTE w/ DPSCS SRF 1.9		CCS Recommended Posts + CCS SRF 1.6	CCS vs Budgeted +/-FTE w/ CCS SRF 1.6
	a	x	y	c	c-a		d	d-a
Ranks								
Majors	38	40	20	38	0		38	0
Captains	138	139	86	138	0		139	1
Lieutenants	351	353	261	351	0		355	4
Sergeants	643	616	522	668	25		563	-80
Correctional Officers	3741	3439	2844	4705	964		3986	245
Totals	4911	4587	3733	5901	990		5081	170

Finding: MDPSCS has separate relief factors for each facility (as previously detailed in Objective 2) which inherently creates inconsistencies budgetarily for managing staffing resources agency wide. Failure to fully fund positions budgeted, can lead to excessive high levels of overtime usages.

Secondly, because of the agency’s multiple facility relief factors it will hinder its ability budgetarily to hire the additional staff CCS is recommending to operate each facility 24 hours a day, 7 days per week in a more safe, secure and productive manner.

“It is widely known that approximately 80% of correctional budgets goes towards providing necessary personnel. Corrections is one of the most labor intensive businesses in the public sector today”. (*Staffing Analysis Workbook for Jails Rod Miller Community Resource Services, Inc. (CRS) Dennis Liebert January 1988*)

Objective 4: Staffing Analysis

Recommendation: That MDPSCS approve and adopt CCS’s recommended staffing increase at each institution as indicated in this report. The recommendation could become the baseline staffing for security staffing of the 17 adult correctional facilities assessed. Adoption of the recommendation would provide additional staff to fill the posts necessary to safely manage and provide increased access rehabilitative activities for the adult inmate populations. Another very important benefit, that often goes unmentioned, is that with adequate staffing it allows time and opportunities for increased staff and inmate positive rehabilitative interactions and coaching. This is in support of the agency’s core mission of preparing inmates for a successful return to the community.

Recommendation: MDPSCS approve the relief factor calculated by CCS for all security posts and positions agency wide. For 5 days 8-hour posts and positions the SRF is; 1.2. For 7 days 24- hours per day posts, the SRF is 1.6. By adopting agency wide shift relief factors, it will produce a standardized methodology for staff budget requests as well as minimize potential error in calculations occurring.

An agency relief factor would also assist the department in reducing the amount of money requested for security staffing budgets, simplify staffing justifications and, provide the agency opportunity to improve upon its budgetary obligations.

Recommendation: MDPSCS should seek funding from the legislature to create the newly identified security posts with relief to the support the agency’s desire to have a functional organization with an adequate number of professional staff to achieve its mission.

Table 1 also listed the number of FTEs required to fill current and recommended posts. While the actual number of “filled positions” (3733) was about 80+% of the “allocated” or established FTE (4587), both figures were much lower than the number of “budgeted FTE” (4911) which was estimated using DPSCS designated SRF. Table 2.1 further showed that applying CCS SRF on current posts reduced the number of required FTE to 4253 from 4911 decreasing 13% of the DPSCS budgeted FTE (See Table 2.2).

After detailed analysis, CCS recommended a total of 528 posts/shifts or 828 FTE with CCS SRF (See Appendix B), yet the total FTE increase to the current DPSCS budgeted FTE is only 170 FTE or 3% (See Table 2.2). Since the values of CCS SRF were generated with actual staff leave hours, the CCS recommendation with appropriate staffing should relieve the staff shortage and improve the security level with minimal increase for the department budget, in other words, enhance the efficiency level for each operations.

Table 2.1: Staff Increase Impacted by New Posts and Shift Relief Factors

All 17 facilities	Number of FTEs Increase in Security Staff							
	DPSCS Current Budgeted Posts + DPSCS SRF 1.9	DPSCS Current Budgeted Posts + CCS SRF 1.6	DPSCS SRF vs CCS SRF +/- FTE	CCS Recommended Posts + DPSCS SRF 1.9	CCS vs Budgeted +/-FTE w/ DPSCS SRF 1.9	CCS Recommended Posts + CCS SRF 1.6	CCS vs Budgeted +/-FTE w/ CCS SRF 1.6	
	a	b	b-a	c	c-a	d	d-a	
Ranks								
Majors	38	38	0	38	0	38	0	
Captains	138	139	1	138	0	139	1	
Lieutenants	351	355	4	351	0	355	4	
Sergeants	643	541	-102	668	25	563	-80	
Correctional Officers	3741	3180	-561	4705	964	3986	245	
Totals	4911	4253	-658	5901	990	5081	170	

Table 2.2 showed the percentage increase of CCS recommendation to the current DPSCS budgeted FTE. The first column showed how the percentage of required FTE decreased when estimating current posts with CCS SRF. The second column showed the percentage increase when estimating the additional recommended FTE with DPSCS SRF, as expected, numbers of required FTE using DPSCS SRF were overestimated. The third column showed that CCS recommendation using CCS SRF will only increase about 3% of current DPSCS budgeted FTE to support additional security staff.

Table 2.2: Staff Increase Impacted by New Posts and Shift Relief Factors

All 17 facilities	Percent Increase in Security Staff		
	DPSCS Current Budgeted Posts + CCS SRF 1.6	CCS Recommended Posts + DPSCS SRF 1.9	CCS Recommended Posts + CCS SRF 1.6
	(b-a)/a	(c-a)/a	(d-a)/a
Ranks			
Majors	0%	0%	0%
Captains	1%	0%	1%
Lieutenants	1%	0%	1%
Sergeants	-16%	4%	-12%
Correctional Officers	-15%	26%	7%
Totals	-13%	20%	3%

Objective 5: Findings and Recommendations

Finding: Maryland Department of Public Safety and Correctional Services Executive Directive OPS.115.0001 – Revised defines Staffing Analysis and Overtime Manager (SAOM) as a software system that is designed to calculate and report staffing relief factors, positions required and possible overtime drivers. The system seems to work as designed. As mentioned previously in this report, MDPSCS has adequate systems and procedures in place for tracking staffing data. The issue is there isn't a centralized management structure in place that includes in its functions to monitor and audit correctional institution and for reliability and consistency of application of Executive Directive OPS.115.0001-Revised and to ensure the reliability of the Staffing Analysis and Analysis Management software system.

Recommendation: Develop and train internal staffing analysis auditors to support the department's efforts to accurately represent the department's posts and security staffing conditions.

Finding: Executive Directive OPS.115.0001-Revised defines Operational Staffing Level (OSL) as a "level of facility operations (i.e. programs, services and recreation) that determines which posts are required to be staffed and which posts may be collapsed. MDPSCS has numeric 1-4 post management system.

1. **OSL 1** posts may be collapsed for the duration of the shift while maintaining normal operations. All inmate activities, programs services and recreation are completed without interruption. CCS's interpretation of OSL 1 suggests that all activities are occurring uninterrupted with reduced security supervision contrary to the approved staffing plan.
2. **OSL 2** posts maybe collapsed during periods of diminished staffing levels by reducing operations while still maintaining institutional security. The collapse posts prevent some activities, services and or recreation from being completed. CCS's interpretation of OSL 2 is reasonable since facility operations are reduced which would enable appropriate security supervision by the required number of correctional Officers.
3. **OSL 3** Posts are only collapsed in a complete facility lock down or with the warden's approval. Minimal inmate services are provided. CCS's interpretation of OSL 3 refers to a planned facility lockdown for special function or a physical plant malfunction for example, electronic security system malfunction, plumbing etc.
4. **OSL 4** posts should not be collapsed except in an emergency or with the warden's approval. These posts remained staffed during a lockdown and should be reflected in the facility's Emergency Operational Plans as minimum staffing und adverse conditions. CCS's interpretation of OSL 4 infers a type of emergency where additional emergency responder support is required.

Recommendation: The identification of security posts listed as OSL 1, 2, 3 or 4 is eliminated. Posts are identified on the roster as either “Mandatory” or “Non-Mandatory.” CCS recommends: combining OSL 1&2, which the shift supervisor has the option to leave unfilled if he/she has a manpower shortage, emergency, or an unexpected transport and not accrue overtime, or as “Mandatory”; and OSL 3&4 could be combined indicating to the shift supervisor that the post should remain filled at all times and can accrue overtime to remain open.

If there is a need to collapse a mandatory post, it must be approved by the institution warden and Deputy Commissioner. This system would provide the shift supervisor with much more clarity and flexibility than the current system to properly deploy officers in a safe and secure manner.

Appendices

Appendices A: TABLE 1: Security Staff Required to Fill Current and Recommended Posts

– Individual Facilities Alphabetically

Appendices B: TABLE 2: CCS Recommendations for Each Facility (FTE estimated with CCS SRF)

– Individual Facilities Alphabetically

Appendices C: TABLE 3: CCS Shift Relief Factors (SRF) based on actual Average Annual Leave Hours by Rank

-Individual Facilities Alphabetically

Appendices A: TABLE 1: Individual Facilities Alphabetically

Security Staff Required to Fill Current and Recommended Posts

BCCC	Table 1: Security Staff Required to Fill Current and Recommended Posts						
	DPSCS Current Budgeted Posts + DPSCS SRF 1.9	DPSCS Current Allocated Posts + DPSCS SRF 1.9	DPSCS Current Filled Posts + DPSCS SRF 1.9	CCS Recom mended Posts + DPSCS SRF 1.9	CCS vs Budgeted +/-FTE w/ DPSCS SRF 1.9	CCS Recom mended Posts + CCS SRF 1.6	CCS vs Budgeted +/-FTE w/ CCS SRF 1.6
Ranks							
Majors	1	1		1		1	0
Captains	3	3	2	3		5	2
Lieutenants	8	8	6	8		7	-1
Sergeants	10	10	9	17.48	7.48	15	5
Correctional Officers	83	75	60	120.4	37.4	103	20
Totals	105	97	77	149.88	44.88	131	26

CMCF	Table 1: Security Staff Required to Fill Current and Recommended Posts						
	DPSCS Current Budgeted Posts + DPSCS SRF 1.9	DPSCS Current Allocated Posts + DPSCS SRF 1.9	DPSCS Current Filled Posts + DPSCS SRF 1.9	CCS Recom mended Posts + DPSCS SRF 1.9	CCS vs Budgeted +/-FTE w/ DPSCS SRF 1.9	CCS Recom mended Posts + CCS SRF 1.6	CCS vs Budgeted +/-FTE w/ CCS SRF 1.6
Ranks							
Majors	1	1	1	1		1	0
Captains	3	3	1	3		4	1
Lieutenants	7	8	6	7		6	-1
Sergeants	6	7	7	13.5	7.52	11	5
Correctional Officers	74	70	59	77.7	3.76	68	-6
Totals	91	89	74	102.2	11.28	90	-1

DRCF	Table 1: Security Staff Required to Fill Current and Recommended Posts						
	DPSCS Current Budgeted Posts + DPSCS SRF 1.9	DPSCS Current Allocated Posts + DPSCS SRF 1.9	DPSCS Current Filled Posts + DPSCS SRF 1.9	CCS Recom mended Posts + DPSCS SRF 1.9	CCS vs Budgeted +/-FTE w/ DPSCS SRF 1.9	CCS Recom mended Posts + CCS SRF 1.6	CCS vs Budgeted +/-FTE w/ CCS SRF 1.6
Ranks							
Majors		1	1	0	1		1
Captains		3	5	3	3		4
Lieutenants		16	13	9	16		14
Sergeants		38	32	32	38		31
Correctional Officers		164	158	150	216.03	52.03	20
Totals		222	209	194	274.03	52.03	25

ECI	Table 1: Security Staff Required to Fill Current and Recommended Posts						
	DPSCS Current Budgeted Posts + DPSCS SRF 1.9	DPSCS Current Allocated Posts + DPSCS SRF 1.9	DPSCS Current Filled Posts + DPSCS SRF 1.9	CCS Recom mended Posts + DPSCS SRF 1.9	CCS vs Budgeted +/-FTE w/ DPSCS SRF 1.9	CCS Recom mended Posts + CCS SRF 1.6	CCS vs Budgeted +/-FTE w/ CCS SRF 1.6
Ranks							
Majors		5	5	0	5		5
Captains		23	24	13	23		23
Lieutenants		51	53	35	51		50
Sergeants		110	96	79	110		90
Correctional Officers		524	480	399	681.34	157.34	546
Totals		713	658	526	870.34	157.34	715

EPRU	Table 1: Security Staff Required to Fill Current and Recommended Posts						
	DPSCS Current Budgeted Posts + DPSCS SRF 1.9	DPSCS Current Allocated Posts + DPSCS SRF 1.9	DPSCS Current Filled Posts + DPSCS SRF 1.9	CCS Recom mended Posts + DPSCS SRF 1.9	CCS vs Budgeted +/-FTE w/ DPSCS SRF 1.9	CCS Recom mended Posts + CCS SRF 1.6	CCS vs Budgeted +/-FTE w/ CCS SRF 1.6
Ranks							
Majors					0		0
Captains	1	1	1	1		1	0
Lieutenants	3	3	3	3		3	0
Sergeants	4	4	2	4		4	0
Correctional Officers	27	27	24	43.29	16.29	39	12
Totals	35	35	30	51.29	16.29	47	12

JCI	Table 1: Security Staff Required to Fill Current and Recommended Posts						
	DPSCS Current Budgeted Posts + DPSCS SRF	DPSCS Current Allocated Posts + DPSCS SRF	DPSCS Current Filled Posts + DPSCS SRF	CCS Recomme nded Posts + DPSCS SRF	CCS vs Budgeted +/-FTE	CCS Recomme nded Posts + CCS SRF	CCS vs Budgeted +/-FTE
Ranks							
Majors	3	3	1	3		3	0
Captains	12	12	6	12		13	1
Lieutenants	28	32	17	28		30	2
Sergeants	55	59	56	55		45	-10
Correctional Officers	363	346	311	428.34	65.34	345	-18
Totals	461	452	391	526.34	65.34	436	-25

MCIH	Table 1: Security Staff Required to Fill Current and Recommended Posts							
	DPSCS Current Budgeted Posts + DPSCS SRF	DPSCS Current Allocated Posts + DPSCS SRF	DPSCS Current Filled Posts + DPSCS SRF	CCS Recommen ded Posts + DPSCS SRF	CCS vs Budgeted +/-FTE	CCS Recommen ded Posts + CCS SRF	CCS vs Budgeted +/-FTE	
Ranks								
Majors	3	3	3	3		3	0	
Captains	9	9	7	9		9	0	
Lieutenants	23	23	21	23		22	-1	
Sergeants	30	38	25	31	1	27	-3	
Correctional Officers	246	259	179	306.96	60.96	264	18	
Totals	311	332	235	372.96	61.96	325	14	

MCIJ	Table 1: Security Staff Required to Fill Current and Recommended Posts							
	DPSCS Current Budgeted Posts + DPSCS SRF	DPSCS Current Allocated Posts + DPSCS SRF	DPSCS Current Filled Posts + DPSCS SRF	CCS Recommen ded Posts + DPSCS SRF	CCS vs Budgeted +/-FTE	CCS Recommen ded Posts + CCS SRF	CCS vs Budgeted +/-FTE	
Ranks								
Majors	3	3	1	3		3	0	
Captains	6	9	8	6		9	3	
Lieutenants	20	28	21	20		27	7	
Sergeants	50	54	52	50		41	-9	
Correctional Officers	187	157	146	264.22	77.22	214	27	
Totals	266	251	228	343.22	77.22	293	27	

MCIW	Table 1: Security Staff Required to Fill Current and Recommended Posts						
	DPSCS Current Budgeted Posts + DPSCS SRF	DPSCS Current Allocated Posts + DPSCS SRF	DPSCS Current Filled Posts + DPSCS SRF	CCS Recommen ded Posts + DPSCS SRF	CCS vs Budgeted +/-FTE	CCS Recommen ded Posts + CCS SRF	CCS vs Budgeted +/-FTE
Ranks							
Majors	3	3	2	3		3	0
Captains	9	10	6	9		9	0
Lieutenants	31	30	20	31		31	0
Sergeants	43	41	36	43		36	-7
Correctional Officers	193	173	137	248.68	55.68	210	17
Totals	279	257	201	334.68	55.68	289	10

MCTC	Table 1: Security Staff Required to Fill Current and Recommended Posts						
	DPSCS Current Budgeted Posts + DPSCS SRF	DPSCS Current Allocated Posts + DPSCS SRF	DPSCS Current Filled Posts + DPSCS SRF	CCS Recommen ded Posts + DPSCS SRF	CCS vs Budgeted +/-FTE	CCS Recommen ded Posts + CCS SRF	CCS vs Budgeted +/-FTE
Ranks							
Majors	3	3	3	3		3	0
Captains	11	11	5	11		11	0
Lieutenants	34	34	28	34		37	3
Sergeants	52	51	42	61.2	9.2	53	1
Correctional Officers	380	353	268	491.43	111.43	425	45
Totals	480	452	346	600.63	120.63	529	49

MRDCC	Table 1: Security Staff Required to Fill Current and Recommended Posts							
	DPSCS Current Budgeted Posts + DPSCS SRF	DPSCS Current Allocated Posts + DPSCS SRF	DPSCS Current Filled Posts + DPSCS SRF	CCS Recommen ded Posts + DPSCS SRF	CCS vs Budgeted +/-FTE	CCS Recommen ded Posts + CCS SRF	CCS vs Budgeted +/-FTE	
Ranks								
Majors	3	3	1	3		3	0	
Captains	9	10	6	9		8	-1	
Lieutenants	19	18	11	19		19	0	
Sergeants	45	37	28	45		35	-10	
Correctional Officers	236	201	145	271.6	35.6	237	1	
Totals	312	269	191	347.6	35.6	302	-10	

NBCI	Table 1: Security Staff Required to Fill Current and Recommended Posts							
	DPSCS Current Budgeted Posts + DPSCS SRF	DPSCS Current Allocated Posts + DPSCS SRF	DPSCS Current Filled Posts + DPSCS SRF	CCS Recommen ded Posts + DPSCS SRF	CCS vs Budgeted +/-FTE	CCS Recommen ded Posts + CCS SRF	CCS vs Budgeted +/-FTE	
Ranks								
Majors	3	3	1	3		3	0	
Captains	10	10	8	10		10	-1	
Lieutenants	27	27	26	27		28	1	
Sergeants	50	48	41	50		42	-8	
Correctional Officers	395	352	311	452	57	378	-17	
Totals	485	440	387	542	57	461	-24	

PATX	Table 1: Security Staff Required to Fill Current and Recommended Posts						
	DPSCS Current Budgeted Posts + DPSCS SRF	DPSCS Current Allocated Posts + DPSCS SRF	DPSCS Current Filled Posts + DPSCS SRF	CCS Recommen ded Posts + DPSCS SRF	CCS vs Budgeted +/-FTE	CCS Recommen ded Posts + CCS SRF	CCS vs Budgeted +/-FTE
Ranks							
Majors	3	4	2	3		3	0
Captains	19	12	7	19		16	-3
Lieutenants	29	21	15	29		25	-4
Sergeants	50	40	35	50		46	-4
Correctional Officers	314	271	221	380.43	66.43	334	20
Totals	415	348	280	481.43	66.43	423	8

RCI	Table 1: Security Staff Required to Fill Current and Recommended Posts						
	DPSCS Current Budgeted Posts + DPSCS SRF	DPSCS Current Allocated Posts + DPSCS SRF	DPSCS Current Filled Posts + DPSCS SRF	CCS Recommen ded Posts + DPSCS SRF	CCS vs Budgeted +/-FTE	CCS Recommen ded Posts + CCS SRF	CCS vs Budgeted +/-FTE
Ranks							
Majors	3	3	2	3		3	0
Captains	9	9	4	9		8	-1
Lieutenants	25	25	19	25		25	0
Sergeants	44	46	35	44		39	-5
Correctional Officers	237	226	184	317.86	80.86	282	45
Totals	318	309	244	398.86	80.86	357	39

SMPRU	Table 1: Security Staff Required to Fill Current and Recommended Posts							
	DPSCS Current Budgeted Posts + DPSCS SRF	DPSCS Current Allocated Posts + DPSCS SRF	DPSCS Current Filled Posts + DPSCS SRF	CCS Recommen ded Posts + DPSCS SRF	CCS vs Budgeted +/-FTE	CCS Recommen ded Posts + CCS SRF	CCS vs Budgeted +/-FTE	
Ranks								
Majors						0	0	
Captains	1	1		1		1	0	
Lieutenants	3	3	3	3		3	0	
Sergeants	4	4	4	4		4	0	
Correctional Officers	26	25	21	38.67	12.67	33	7	
Totals	34	33	28	46.67	12.67	42	8	

WCI	Table 1: Security Staff Required to Fill Current and Recommended Posts							
	DPSCS Current Budgeted Posts + DPSCS SRF	DPSCS Current Allocated Posts + DPSCS SRF	DPSCS Current Filled Posts + DPSCS SRF	CCS Recommen ded Posts + DPSCS SRF	CCS vs Budgeted +/-FTE	CCS Recommen ded Posts + CCS SRF	CCS vs Budgeted +/-FTE	
Ranks								
Majors	3	4	3	3		3	0	
Captains	10	10	9	10		10	0	
Lieutenants	27	27	21	27		28	1	
Sergeants	52	49	39	52		44	-8	
Correctional Officers	292	266	229	366.48	74.48	300	8	
Totals	384	356	301	458.48	74.48	384	0	

Appendices B: TABLE 2: Individual Facilities Alphabetically

Justifications CCS Recommendations for Each Facility

1. BCCC (22 posts/shifts)

CENTER HALL: (+3) 1 OFFICER PER 3 SHIFT with relief for 7-day 24-hour shift.

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

NORTH & SOUTH ROVER: (+4) CORRECTIONAL OFFICERS ON 3-11 & 11-7 SHIFT with relief for 7-day 24-hour shift.

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

ESCORT and a relief #1 & #2: (+2) additional ESCORT OFFICER with relief for 7-day 24-hour shift. Two additional officers are recommended to assist with ESCORTs for gym, yard, chow lines, visiting,

commissary, med lines, sick call and all other mass movement. Also, will be used for Strip searching work release inmates coming back to the facility. This way the traffic officer could remain in traffic and handle post, and the equipment officer could remain in master control.

SOUTH WING LOWER – CONTROL CENTER OFFICER: (+1) 2nd CONTROL CENTER OFFICER with relief for 7-day 24-hour shift.

We recommend a second CONTROL CENTER officer on all shifts to observe tier walks, count, mass movement, chow lines, gym/yard. When inmates go off the tier, this additional officer would be there to cover for each other.

SOUTH WING UPPER – CONTROL CENTER OFFICER: (+1) 2nd CONTROL CENTER OFFICER with relief for 7-day 24-hour shift.

We recommend a second CONTROL CENTER officer on all shifts to observe tier walks, count, mass movement, chow lines, and gym/yard. When inmates go off the tier, this additional officer would be there to cover for each other.

FRONT LOBBY: (+4) CORRECTIONAL OFFICERS with relief for 7-day 24-hour shifts.

We recommend this post be looked at to create as a new establish 7-day 24-hour post. This post is being filled 7-days on day shift but as SAP status on 3-11 and 11-7 shifts. We recommend an officer be assigned to the front lobby and made permanent on all shifts to free the ESCORT officer #4 for other institution needs. Due to the traffic through this post on 7-3 shift, it is recommended to have 1

additional officer assigned to the front lobby to assist in carrying out the responsibilities of the front lobby officer such as frisk searches, scanning, processing staff and non-custody, inmate movements in and out of the institution and other needs for visiting ESCORT and 1 officer each be assigned to 3-11 & 11-7 shifts.

SERGEANTS: (+4) Sgt. 1 FOR EACH with relief for 7-day 24-hour shift.

We recommend each housing unit have a building sergeant as a support person for the 1 (one) officer that has always been assigned initially to the building. The housing units currently have 1 (one) officer by his or herself and over 160 inmates moving around the tiers and the control center.

There is not a back-up for the

officer while in the control center or while he or she leaves the tier to make security rounds on a wing which

leaves the other wing unattended. Using one officer to staff the building does not meet the safety, security and emergency needs of the officer and inmates. Having additional officer (Sgt.) will provide support and safe practice in fulfilling their daily activities therefore, we recommend 1 building sergeant to each housing unit (4) on every shift as the sergeant will serve as the front line supervisor for the inmates

TRAFFIC: (+3) CORRECTIONAL OFFICERS (1 PER SHIFT) with relief for 7-day 24-hour shift.

This post currently runs as a 5-day assigned post on 7-3 shift but operates as a S.A.P status on Saturdays and Sundays on all shifts. We recommend a post be established as a 7-day post for the traffic officer on all shifts. The traffic officer is responsible for the institutional counts, movement within and outside of the institution, communicating with releases and intakes, trips and inmate's status adjustment through constant communication with case managers

2. CMCF (9 posts/shifts)

A-BUILDING SGT: (+2) SGTS (7-3 & 3-11) with relief for 7-day 24-hour shift.

We recommend 1 (one) Sgt. for two shifts 7-3 & 3-11. This Sgt. position could have the responsibility to oversee the operation of the building. The Sgt. may make available the B- patrol officer to oversee school movements, and frisk searches. Having a building sergeant could aid in building searches and security monitoring and could also create an avenue for not having to collapse any wing officer post. The sergeant will help in searches as well as front line supervisor in the building. THIS IS A NEW POST.

B-BUILDING SGT: (+2) SGTS (7-3 & 3-11) OIC with relief for 7-day 24-hour shift.

We recommend 1 (one) Sgt. for two shifts 7-3 & 3-11. This Sgt. position could have the responsibility to oversee the operation of the building. The Sgt. may make available the B- patrol officer to oversee school movements, and frisk searches. Having a building sergeant could aid in building searches and security monitoring and could also create an avenue for not having to collapse any wing officer post. The sergeant will help in searches as well as front line supervisor in the building. THIS IS A NEW POST

ESCORT OFFICERS: (+5) OFFICERS with relief for 7-day 24-hour shift.

We recommend 2 (two) additional ESCORT officers for CMCF. These ESCORT officers are needed for the running of the institutional activities and to prevent pulling officers from other posts that will result in collapsing those posts such as A-Building, B-Building and the yard. These additional 5 officers will be for receiving, reliefs, strip searching, transportation, emergency response, inmate feed up and other institutional needs. THIS IS A NEW POST

3. DRCF (5d: 2 posts/shifts, 7d: 29 posts/shifts)

ADJUSTMENT OFFICER: (+1) ADJUSTMENT OFFICER without relief for 5-day shift.

The adjustment officer currently operates on 6-2 shift as a SAP 5-days a week. With the volume of the responsibility and task at hand that needs to be filled by the adjustment officer, it is determined the post be converted from SAP into a 5-day mandatory status (OSL4) and to also have a back-up officer on this post on the same OSL status. The additional adjustment officer is needed for these post as to assist in paper-work, escorting inmates to and from the housing units during hearings, to serve the institutional decisions to the inmates for signature and to respond to institutional emergency.

ESCORT & RELIEF: (+1) OFFICER TRANSPORTATION (NEW) with relief for 5-day shift.

The ESCORT and relief officer #1 post is currently manned across all 3 shifts. However, on 6-2 shift administration utilizes the ESCORT and relief officer for mail runs and other transportation movement that may arises. We recommend a transportation officer be created and utilized for the transportation need on the morning shift instead of pulling the ESCORT and relief officer to do the task. We recommend the transportation officer be a 5-day established post and not as SAP.

HOUSING UNIT ROVER: (+3) OFFICER (HU ROVER) with relief for 7-day 24-hour shift.

The building housing unit rover post is currently operated on a SAP status 7 days a week on all shifts. There is a need to have this SAP post converted into a 7 day mandatory post for the building and also, there is a need for 1 additional officer per 3-shifts. This officer will be useful for recreation, officer meal-reliefs, emergency and other institutional need as they may arise. We recommend the SAP position for these post be changed to an OSL mandatory status and add 1 officer for all 3 shifts.

HOUSING UNIT #2 ROVER: (+3) OFFICER (HU ROVER) with relief for 7-day 24-hour shift.

The building housing unit rover post is currently operated on a SAP status 7 days a week on all shifts. There is a need to have these SAP post converted into a 7 day mandatory status for the building and also, there is a need for 1 additional officer per 3-shifts. This officer will be useful for recreation, chow-reliefs, emergency and other institutional need as they may arise. We recommend the SAP position for these post be changed to an OSL mandatory status and add 1 officer for all 3 shifts.

HOUSING UNIT #3 ROVER: (+3) OFFICER (HU ROVER) with relief for 7-day 24-hour shift.

The building housing unit rover post is currently operated on a SAP status 7 days a week on all shifts. There is a need to have these SAP post converted into a 7 day mandatory status for the building and also, there is a need for 1 additional officer per 3-shifts. This officer will be useful for recreation, chow-reliefs, emergency and other institutional need as they may arise. We recommend the SAP position for these post be changed to an OSL mandatory status and add 1 officer for all 3 shifts.

HOUSING UNIT #4 ROVER: (+3) OFFICER (HU ROVER) with relief for 7-day 24-hour shift.

The building housing unit rover post is currently operated on a SAP status 7 days a week on all shifts. There is a need to have these SAP post converted into a 7 day mandatory status for the building and also, there is a need for 1 additional officer per 3-shifts. This officer will be useful for recreation,

chow-reliefs, emergency and other institutional need as they may arise. We recommend the SAP position for these post be changed to an OSL mandatory status and add 1 officer for all 3 shifts.

MEDICAL OFFICER: (+2) MEDICAL OFFICER with relief for 7-day 24-hour shift.

Currently, the ESCORT and relief officer #2 is being pulled away from medical and utilized as building medical officer on 6-2 and 2-10 shifts. 10-6 shift currently has a medical officer assigned as a SAP. We recommend a medical officer post be created to a 7-day established post across all shifts. This will allow the ESCORT and relief #2 officer to be utilized for ESCORT and relief duties. We recommend additional 2 officers, 1 each for the 6-2 and 2-10 shifts.

MEDICAL: (+2) MEDICAL ROVER (NEW) with relief for 7-day 24-hour shift.

We recommend creating an additional officer as medical rover for the post in other to fortify the security and safety of the unit. Currently, there is a medical officer on the post but the responsibility overwhelmed the officer and has less visual and rounds on the inmates and staff. The additional officer will assist in relief, maintain safety and custody of inmates in medical, make rounds, assist non-custody staff and respond to emergency. We recommend the creation of medical rover officer on 6-2 and 2-10 shifts.

PERIMETER ROVER: (+3) PERIMETER ROVER with relief for 7-day 24-hour shift.

We recommend the SAP (perimeter rover) be changed from SAP to an established 7-day post on all shifts. (3 additional staff) This post is needed to maintain observation of the outside perimeter with the close proximity to the road and the single fence which is vulnerable to contraband. This rover will actively be monitoring the area to prevent contraband coming into the institution and to also observe and protect custody and non- custody staff at the parking lot.

SSB CONTROL: (+2) SSB OFFICERS with relief for 7-day 24-hour shift.

Currently, this is a 7-day established post, responsible for issuing and receiving equipment, answering phone calls, monitoring the camera, opening doors, and also observing the visiting room during activities. We recommend 1 (one) additional officer per shift for 6-2 and 2-10 shifts as the backup officer during the shift.

TRAFFIC: (+3) TRAFFIC OFFICERS with relief for 7-day 24-hour shift.

The traffic post currently run as a SAP only on 6-2 shift. Traffic office is sensitive and important to the administration and running of the institution, dealing with inmate data and classification, securing the institutional count, preparing travel orders for medical and other safety issues. We recommend an additional officer, 1 each for 6-2, 2-10 and 10-6 shifts.

VEHICLE SALLYPORT: (+3) VEHICLE SALLYPORT OFFICER with relief for 7-day 24-hour shift.

We recommend the vehicle sally port post be extended and changed from a 5-day post to a 7-day post on all shifts. Currently, the post is 5-day post and on 6-2 and 2-10 shifts. This post is responsible for vehicle entry and exit and work release inmates. The entry and exit movement occurs on all shifts and with DRCF being a pre- release unit, it is important to have consistency of officers assigned to post. We recommend 1 (one) officer be assigned to the vehicle SALLYPORT, 7-days a week and on all shifts.

YARD #2: (+2) YARD OFFICER with relief for 7-day 24-hour shift.

We recommend the addition of a second yard #2 officer on day and afternoon shifts. The post is responsible to control movement through the yard area, movement to and from dining rooms and library, as well as security presence in the yard. We recommend additional officer, 1 each for 6-2 and 2-10 shifts as the backup officer during the shift.

4. ECI (5d: 4 posts/shifts, 7d: 64 posts/shifts)

DISPENSARY: (+3) DISPENSARY OFFICER with relief for 7-day 24-hour shift.

We recommend adding 3 staff members to the dispensary area, 1 (one) for each shift. With the number of rooms and function of the dispensary area, one officer is over encumbered with duties and responsibility. The staff member is required to watch at least eight rooms, check in inmates and provide security to the entire area. The officer must answer a constant ringing phone check persons in and watch nurses perform the assigned detail.

EDUCATION: (+2) OFFICER (EDUCATION) with relief for 5-day post.

Education: There is one officer assigned to the education department who is usually a Sergeant. This POST based on the number of inmates in the A.M., approx. 75, and the P.M. 65, are spread throughout 5 classrooms and a library area. The hallway area is designed almost like a horseshoe in which the Sergeant would physically need to conduct rounds, observe, the classrooms to ensure safety and security of the area. This would leave the library area officer desk and front entrance unattended. A second officer could as a rover cover these unseen areas. We recommend an additional officer to be assigned to this area.

FRONT LOBBY: (+2) CORRECTIONAL OFFICERS (FRONT LOBBY) with relief for 7-day 24-hour shift.

This POST is responsible for primary entrance into the institution. One Officer cannot adequately run x-ray, check bags, watch people walk through body scanner, conduct pat down searches and insure all staff and visitor sign in. We recommend 2 additional officers 1 for morning and 1 for afternoon shift.

HOUSING UNIT SEGREGATION #7 1, 2, 3 & 4 SEG: (+12) CORRECTIONAL OFFICERS with relief for 7-day 24-hour shift.

We recommend HOUSING UNIT #7 Seg ESCORTs be changed from SAP positions to 7-day post 8-4, 4-12 and 12-8 shift in order to have adequate ESCORT officers. The recommendation is made due to HU #7 being a segregation unit with responsibility of conducting showers, recreation, medication, feed up and other activities. We recommend additional 12 officers, 4 on day shift, 4 on afternoon and 4 on night shift.

HOUSING UNIT #4 B TIER #2 (SAP): (+2) HOUSING UNIT #4 B TIER #2 with relief for 7-day 24-hour shift.

We recommend housing unit 4, B tier #2 SAP be converted to 7 day post on day and evening shifts. This post is primarily needed in the segregation unit to conducts showers, feed up, medical movement, recreation and other activities. Due to the volume of activities in the segregation unit. We recommend that converting the SAP post to a mandatory 7-day post on morning and day shift.

HOUSING UNIT #5 B TIER #2 (SAP): (+2) HOUSING UNIT #5 B TIER #2 with relief for 7-day 24-hour shift.

We recommend housing unit 5, B tier #2 SAP be converted to 7 day post on day and evening shifts. This post is primarily needed in the segregation to conducts showers, feed up, medical movement, recreation and other activities. Due to the volume of activities in the segregation unit, we therefore

recommend that converting the SAP post to a mandatory 7-day post on morning and day shift.

HOUSING UNIT CONTROL CENTER OFFICER 1, 2, 3, 6, 7, &8: (+18) CORRECTIONAL OFFICERS (HOUSING UNIT

CONTROL OFFICER) with relief for 7-day 24-hour shift.

We recommend the housing unit control officers for HOUSING UNIT 1, 2, 3, 6, 7, 8 be changed in priority level to a mandatory status for use in the buildings. The layout of the control center is segmental in structure A&B side, C&D side and one officer cannot adequately and effectively carry out the visual supervision of the tiers. The control center officer serves as a backup lifeline for officers and inmates on the wings in terms of medical emergencies, fights, PREA, inmates and officers assault on the wing. 1 (one) officer in the control center reduces the visibility and necessary attention required by the officer. In this case, using the OIC as the control center officer gives less room for the sergeant to be on the floor where he is most needed to diffuse issues and resolve inmate issues on the tier being the front line supervisor. We recommend that the above listed housing units control centers be staffed with 1 officer each on every shift day, afternoon and night at all times.

HOUSING UNIT ROVER OFFICER 1, 2, 3, 6, 7 & 8: (+6) CORRECTIONAL OFFICERS (HOUSING UNIT ROVER OFFICER) with relief for 7-day 24-hour shift.

There is a need to have a roving officer for housing units 1, 2, 3, 6, 7 &8 on the night shift due to the internal and external activities (movements) of inmates including work details, breakfast, courts and other activities that may arise. We recommend 1 additional officer for each housing unit 1, 2, 3, 6, 7 &8 on night shift. THIS IS A NEW POST

CRO EAST&WEST (SAP): (+1) CRO EAST&WEST with relief for 5-day day shift.

We recommend this correctional recreation officer post be changed from SAP to a 5-day post with relief for the day shift. The SAP post is currently utilized as SAP on East & West sides. These officers are saddled with the responsibilities of managing inmate recreation schedules, maintain the gym equipment and requisition and also supervise the recreation activity. We recommend the post be converted and make a 5-day post.

EDUCATION/VOC SHOP: (+1) VOCATIONAL SHOP WEST with relief for 5-day shift.

Vocation: The vocational shops currently have 4 shops, which have approximate 60 to 70 inmates attending. Printing, drafting, restoration, auto with the first 3 having a teacher. One officer as assigned monitors the safety and security of the area, hands out and collects tools. This places both teachers and the officer in position to become ineffective in the areas of monitoring and supervision the inmate. Another CO II could alleviate these unseen security risks and provide an extra set of eyes and safety factor for the entire area. The recommendation is to add 1 additional officer a C.O. II, 1 camera at the entrance, and 1 camera in each of the 4 shop areas.

YARD OFFICER: (+6) CORRECTIONAL OFFICERS (YARD OFFICER) with relief for 7-day 24-hour shift.

This POST is responsible to back fill vacancies throughout the facility, staff tower 6 during yard rec. times, assist with any compound movements, watch dining hall 2 in each of the 4 dining halls. With additional officers, this will allow manpower to assist housing units with cell searches, and pack ups. Could also assist traffic officer on the post chow relief. This staff member could also assist in ID

process when the inmates coming into the facility exceeds normal. We recommend 1 (one) additional officer be assigned to each shift on west and east side

YARD OFFICER: (+3) CORRECTIONAL OFFICERS (YARD OFFICER) with relief for 7-day 24-hour shift. This POST is responsible to back fill vacancies throughout the facility, staff tower 6 during yard rec. times, assist with any compound movements, watch dining hall 2 in each of the 4 dining halls. With additional officers, this will allow manpower to assist housing units with cell searches, and pack ups. Could also assist traffic officer on the post chow relief. This staff member could also assist in ID process when the inmates coming into the facility exceeds normal. We recommend adding one officer per shift.

ESCORT: (+6) CORRECTIONAL OFFICERS (ESCORT) with relief for 7-day 24-hour shift. We are requesting additional 6 officers to be added to the compound ESCORT officers, we determined that the workload and areas covered by the existing officers will require more officers. The additional officers will assist with any compound movements, assault in dining rooms and fortify the security and safety of inmates. With additional officers, this will allow more manpower to assist housing units with cell searches, and pack ups. Could also assist traffic officer on the post chow relief. This staff member could also assist in ID process when the inmates coming into the facility exceeds normal. We therefore recommend 2 officers for day shift, 2 officers for afternoon and 2 officers for the night shift.

TOWER: (+4) CORRECTIONAL OFFICERS (TOWER) with relief for 7-day 24-hour shift. Currently, tower 1 & 5 are manned on day shift. On 3-11 and 11-7 shifts, six towers are in operation, the tower is to maintain a visual of the perimeter at all time. Unmanned towers hinder the security of the institution. Staffing the towers gives you an advantage point to keep inmates inside the fence. Also, the tower post keeps an eye on the contraband coming into the institution through drones or throwing contraband items over the fence. The tower provides a defense for the perimeter and to guard those within the institution. We recommend that the towers be staffed. We recommend that the remaining (4) closed towers on morning shift be staffed

5. ECI-A (5d: 8 posts/shifts, 7d: 6 posts/shifts)

ESCORT & RELIEF #1: (+6) ESCORT & RELIEF #2 & #3 with relief for 7-day 24-hour shift. The ESCORT & relief #1 is currently in operation during morning, afternoon and night shifts. There is a need to have additional officers for proper security and supervision. The facility has a large number of inmates which go out for work crew (work release) daily Mon-Friday. Additionally, officers will assist other officers and post in the area of searches, feed-up, ESCORTs, perimeter checks and emergency response. We recommend 6 additional officers be created as ESCORT 7 relief #2 & #3, 2 officers on each shift. It is also recommend, adjusting the operating security level from 3 to OSL 4.

EDUCATION OFFICER: (+1) Make Mandatory POST without relief for 5-day shift.

The education officer coordinates with the instruction and also supervises the inmates during classes. There is need to have the education officer readily available for the education activity. Having these post run when it should makes the inmates accessible to information and knowledge they may need. We recommend this post be made a 5 day mandatory post with OSL #4.

ROAD CREW SHA #1 OFFICER: (+1) Make Mandatory POST without relief for 5-day shift. Work release activity is a coordinated program for inmates awaiting release back into society. We recommend the O.I.C post and other inmate work release programs, be made a mandatory shift We recommend OSL 4 post not be collapsed by unavailability of staff, but only when there is inclement weather forecast.

ROAD CREW SHA #2 OFFICER: (+1) Make Mandatory POST without relief for 5-day shift. Work release activity is a coordinated program for inmates awaiting release back into society. We recommend the O.I.C post and other inmate work release programs be made a mandatory POST. We recommend OSL 4 post not be collapsed.

ROAD CREW SHA #3 OFFICER: (+1) Make Mandatory Post without relief for 5-day shift. Work release activity is a coordinated program for inmates awaiting release back into society. We recommend the O.I.C post and other inmate work release programs be made a mandatory POST. We recommend OSL 4 post not be collapsed.

ROAD CREW SHA #4 OFFICER: (+1) Make Mandatory POST without relief for 5-day shift. Work release activity is a coordinated program for inmates awaiting release back into society. We recommend the O.I.C post and other inmate work release programs be made a mandatory POST. We recommend OSL 4 post not be collapsed.

VAC OFFICER: (+1) ADD post without relief for 5-day shift. Volunteer activity coordinator is the relationship line between the inmates and the outside volunteers. Outside volunteers introduce programs into the institution to keep inmate renewed and functioning in different areas. Having this post run as it should makes the inmates accessible to information and knowledge they may need. We recommend this post be made a 5 day mandatory post with OSL #4.

WORK RELEASE TRANS#1: (+1) without relief for 5-day shift. Work release activity is a coordinated program for inmates awaiting release back into society. We recommend the O.I.C post and other inmate work release programs be made a mandatory Post. We recommend OSL 4 post not be collapsed.

WORK RELEASE TRANS#2: (+1) without relief for 5-day shift. Work release activity is a coordinated program for inmates awaiting release back into society. We recommend the O.I.C post and other inmate work release programs be made a mandatory post. We recommend OSL 4 post not be collapsed

6. EPRU (7d: 9 posts/shifts)

TRAFFIC, ENTRY AND CONTROL OFFC: (+2) CORRECTIONAL OFFICERS (1 for day & afternoon) with relief for 7- day 24-hour shift.

There is not an entry processing officer to operate the metal detector, the traffic officer is been used to process officers and visitors and also double as the control center officer. The task of using 1 officer to do the job reduces the visibility, attention and safety of other officers and visitors. We recommend 2 additional officers be assigned to the front lobby for checking in staff and visitors for the morning and afternoon shifts.

ESCORT RELIEF OFFICER 1: (+3) COII (ALL SHIFT) with relief for 7-day 24-hour shift.

Based on the assessment and findings, we are recommending 3 (three) additional ESCORT officers (1 per shift) to fortify the institutional need. ESCORT officers will be use as support for reliefs and emergencies. ESCORT officers will also be used for security rounds at the corridor of the dorms and will could be effective during meal movement.

TRAFFIC, ENTRY AND CONTROL OFFC: (+2) TRAFFIC OFFICER with relief for 7-day 24-hour shift.

There is not an entry processing officer to operate the metal detector, the traffic officer is being used to process officers and visitors and also double as the control center officer. The task of using 1 officer to do the job reduces the visibility, attention and safety of other officers and visitors. Based on the assessment, we recommend 2 (two) additional officers be assigned to the metal detector for the morning and afternoon shift and can assist the traffic officer and do reliefs. We also recommend the traffic officer be assigned as permanent as OSL 4 and not having to be moved from post.

VISITING ROOM: (+2) CORRECTIONAL OFFICERS (DAY & AFTERNOON) with relief for 7-day 24-hour shift. We recommend 2 (two officers, 1 per shift day & afternoon) be added to the visiting room for security effectiveness and to support in strip searching the inmates after their visit.

7. JCI (7d: 29 posts/shifts)

ADANI SCANNER: (+1) ADANI SCANR (CONVERSION) with relief for 7-day 24-hour shift.

We recommend transferring the ADANI Scanner, SAP post to an established 7-day post. This recommendation is made due to the necessity to control the inmate movement, searches, scanning and intercepting contraband movement through the multipurpose building to medical by inmates. This area has the movement from Food Service and Medical.

C-BUILDING CONTROL #2: (+2) CORRECTIONAL OFFICERS with relief for 7-day 24-hour shift.

We recommend converting the Building second control #2 officer SAP in C- building Housing Unit, into an established 7-day post. This post is currently used on the 7-3 and 3-11 shifts which verifies the need for the post. It is further noted the need for the officer addition is because of the layout of the Control Center. With the Control Center having separate panels for each wing. These panels are located such that one officer can't observe all 4 wings and panels. We recommend the SAP post for second control officer be converted and manned on 7-3 and 3-11 shifts.

C-BUILDING: (+2) CORRECTIONAL OFFICERS with relief for 7-day 24-hour shift.

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

D-BLDG, C-WING: (+2) CORRECTIONAL OFFICERS (NEW) with relief for 7-day 24-hour shift.

D-Building on the 11-7 shift currently does not have a supervisor assigned. The 11-7 shift has 2 officers assigned to C wing in the segregation unit as ESCORT and relief officers which leaves the wing without any assigned officers. We recommend 2 (two) additional officers be assigned as Delta/ CHARLIE wing officers on the 11-7 shift.

D-BLDG, D-WING: (+1) CORRECTIONAL OFFICER D-BLDG, D-WING with relief for 7-day 24-hour shift.

The D-Building D-Wing on the 11-7 shift is currently a Special Assignment Post (SAP). It is necessary to convert this post to be permanent so each wing (A, B, C & D) in this building will have its own officer for the 11-7 shift. By adding this officer it will enhance smooth operation of the building to ensure safety and security. We recommend that A, B AND D wing be staffed with officers and D-wing SAP be converted to mandatory post.

E-BUILDING CONTROL #2: (+2) CORRECTIONAL OFFICERS E-BUILDING CONTR with relief for 7-day 24-hour shift.

We recommend converting the Building second control #2 officer SAP in C- building Housing Unit into established 7-day post. This post is currently used on the 7-3 and 3-11 shifts which verifies the need for the post. It is further noted the need for the addition is because of the layout of the Control Center. These

panels are located such that one officer can't observe all 4 wings and panels. We recommend the SAP post for second control officer be converted and manned on the 7-3 and 3-11 shifts

E-BUILDING: (+2) CORRECTIONAL OFFICERS E-BLDG WING with relief for 7-day 24-hour shift.

We recommend the addition of 2 wing officers for E- Building. These additional officers are needed clearly to observe the 4 wings. These wings are covered on the 7-3 and 3-11 shifts and 11-7 shift being left with 2 officers covering 4 wings. We recommend that additional 2 officers be assigned to this vacuum on the 11-7 shift.

F-BUILDING CONTROL #2: (+2) CORRECTIONAL OFFICERS F-BUILDING CONTR with relief for 7-day 24-hour shift.

We recommend converting the Building second control #2 officer SAP in C- building housing unit into established 7-day post. This post is currently used on the 7-3 and 3-11 shifts. It is further noted the need for the addition is because of the layout of the Control Center. With the Control Center having separate panels for each wing, these panels are located such that one officer can't observe all 4 wings and panels. We recommend that the SAP post for second control officer be converted and manned on 7-3 and 3-11 shifts

F-BUILDING: (+2) CORRECTIONAL OFFICERS F-BLDG WING with relief for 7-day 24-hour shift.

We recommend the addition of 2 wing officers for E- Building. These additional officers are needed clearly to observe the 4 wings. These wings are covered on the 7-3 and 3-11 shifts and 11-7 shift being left with 2 officers covering 4 wings. We recommend an additional 2 officers be assigned to the 11-7 shift.

HUB-A, BUILDING: (+2) CORRECTIONAL OFFICERS HUB-A, BUILDING with relief for 7-day 24-hour shift.

The HUB (A-Building/A-Wing) is a fast-paced tier that functions as a holding tier for Inmates on transition to court and on transfers for the Eastern and Western Region Institutions. These inmates are continually being transported to and from their Institutions to court or from their Institutions to other Institution via the Central Transportation Unit. This post is currently being manned solely by the Hub Officer in Charge on the 7- 3 shift. Due to the constant activity level on this tier, we are recommending the creation of two additional posts; HUB officer #1 and Hub officer #2. These officers will have the responsibilities of conducting feed up, carry out ESCORTs to Medical, Psychologist visits, Adjustments, Parole Hearing and Attorney visits. The presence of any Inmate affiliated to DMI Gang Group in the tier requires the use of two ESCORT officers which can be carried out by the Hub officers.

MPB PANEL 15: (+1) CORRECTIONAL OFFICERS MPB PANEL 15 (CONVERSION) with relief for 7-day 24-hour shift.

We recommend converting the Multi-Purpose Panel #15 SAP post to an established 7-day post. This post is necessary to control movement in and out of the Food Service and Medical area. This officer is at the same time located at the Adani Scanner, he will be able to assist in shake downs and respond to emergencies.

ESCOURT/RELIEF CORRECTIONAL OFFICERS (+10) ESCOURT/RELIEF CORRECTIONAL OFFICERS with relief for 7-day 24-hour shift.

The current escort and relief officers assigned to the compound on all three shifts are unable to effectively and efficiently complete the numerous security duties the post requires. JCI has a high number of emergency and unplanned transportation occurring plus hospital security responsibilities. In view of the analysis, there is need for more additional officers for the escort and relief for the compound. these additional officers will assist in monitoring the cat walk for feed up with 2 officers on morning and afternoon shifts, respond to emergency, assist in reliefs, conduct perimeter fence check of the institution, available for outside escort (911), assist in pack-ups and cell searches, assist in doing feed-up, monitor movement and also assist to lock down buildings. we therefore recommend additional 10 officers be assigned to the compound escort and relief, 4 officers for morning shift, 3 officers for afternoon shift and 3 officers for the night shift(10)

8. MCIH (5d: 4 posts/shifts, 7d: 27 posts/shifts)

D1 (SAP): (+3) CORRECTIONAL OFFICERS D1 (PERMANENT POST) with relief for 7-day 24-hour shift. We recommend the D1 post S.A.P. be transferred to an Established 7 Day post. This recommendation is made due to the inmate traffic that was identified with the post. This officer is responsible for opening of grills as well as supervising the tier.

ESCORT & RELIEF 8-4 SHIFT: (+2) CORRECTIONAL OFFICERS ESCORT & RELIEF (#7) with relief for 7-day 24-hour shift.

We recommend adding ESCORT/Relief #7 & #8 to 7-day 8-4 shift. The primary responsibility of #7 will be to assist the Platform officer as needed. The responsibility of #8 will be to Rover Annex's. These 2 officers will also work with other ESCORT officers at chow lines, yard/gym, officer chow relief, medical trip, cell and common area searches and Emergency response.

ESCORT & RELIEF 12-8 SHIFT: (+2) CORRECTIONAL OFFICERS ESCORT & RELIEF G13ESCORT & RELIEF #9&10

(12-8) with relief for 7-day 24-hour shift.

We recommend adding ESCORT/Relief #9 & #10 to the 7-day 12-8 shift. This recommendation is made due to the numerous amounts of work that needs to be completed. A large amount of this work requires short time spans of work, a couple to a few hours. The shift now has 8 ESCORT/Relief post. With the low staff numbers on this shift, the shift doesn't have adequate staff to provide coverage when anything happens. If a trip goes out, then a tier post must be collapsed. This make an unsafe environment for staff and inmates. At any time thee officers will make security rounds of MCE shops, watch A.M. chow lines, officer chow relief and Emergency Response to all the institution.

INTEL SERGEANT (SAP): (+1) INTEL SERGEANT (SAP) without relief for 5-day shift.

We recommend the Intel Sergeant S.A.P. be transferred to an Established 5-day post. Helps with the safety and security of the institution.

PC ESCORT #1 (SAP): (+1) PC ESCORT/RELIEF with relief for 7-day 24-hour shift. PC ESCORT #1 operates on day shift as a SAP post and it's been used on a daily basis, the officer assist in doing cell searches, feed up, medical movement and other needs. The ESCORT officer will be of good support and assistance in getting the job done if only made permanent and not used as SAP. We recommend that PC ESCORT #1 be converted into OSL 4 post on day shift.

OUTSIDE BACK PERIMETER - MOBILE PATROL #2 SAP: (+3) MOBILE PATROL #2 with relief for 7-day 24-hour shift.

We recommend the Mobile Patrol #2 S.A.P. be transferred to an Established 7 Day 3 shift post. This recommendation is due to the current Mobile Patrol #2 is being ran 24/7 this justifies the use of the post. This post is needed with the collapsing or closing of 3 perimeter towers and the aging of the fence.

PC ESCORT #1 (SAP): (+1) PC ESCORT/RELIEF with relief for 7-day 24-hour shift. OFFICER operates on day shift as a SAP post and it's been used on a daily basis. The officer assists in doing cell searches, feed up, medical movement and other needs. The ESCORT officer will be of good support and assistance in getting the job done if only made permanent and not used as SAP. We recommend that PC ESCORT #2 be converted into OSL 4 post on day shift.

PLATFORM OFFICER: (+1) PLATFORM OFFICER without relief for 5-day shift.

The platform officer operates on day shift as a SAP post and its being used on a daily basis and should be converted to a permanent post. We recommend the platform officer post be converted into OSL 4 post on day shift.

RECEIVING & I.D #2: (+1) RECEIVING & I.D OFFICER #2 without relief for 5-day shift. We recommend the receiving & ID #2 S.A.P. be transferred to an Established post 5 day a week. Assist with new inmates coming in, inventory property for inmates coming & going. We recommend these post be renamed and converted to a 5-day post and as OSL 4 status. I.D section officer engages in several activities during the day doing fingerprints for inmates, contractors, non-custody staff, parole violators and other needful institutional responsibility.

SECURITY MAINTENANCE - KEY CONTROL OFFICER: (+1) LOCK SMITH #2 without relief for 5-day shift. We recommend the Locksmith #2 S.A.P. be converted to a 5-day 8-4 Established Post. It is felt that this position is needed in part due to the age of the facility. This institution is about 70% lock and key operation, there is need to have an officer assigned to this post on a regular basis in order to keep up with normal wear and tear be placed on the facility.

SOUTH ANNEX #2 (SAP): (+1) SOUTH ANNEX #2 OFFICER with relief for 7-day 24-hour shift.

We recommend the South Annex #2 S.A.P. be transferred to an Established 7 Day 2 shift post. This recommendation is made due to the inmate traffic that was identified with the post. This officer is responsible for 2 tiers. These tiers are open housing, so they need a regular officer presence. We recommend the post be made permanent as OSL 4 and not as SAP.

TOWER 5,7,420 (COLLAPSED): (+1) TOWER 5,7,420 with relief for 7-day 24-hour shift.

We recommend the Towers 5, 7 & 420 be opened on the 12-8 shift 7 days a week. It is recommended these towers be reopened due to the age of the perimeter fence. These posts are also needed because of the numerous blind spots from the rest of the institution. With the distance of the outer perimeter it would be relatively easy to breach the fence.

UNIT #3 OIC (SAP): (+3) CORRECTIONAL OFFICERS (UNIT #3 OIC) with relief for 7-day 24-hour shift.

Recommend the Unit #3 OIC S.A.P be transferred to an Established 7-day post on all shifts. The post needs a sergeant as a lead worker and will be assisted by COII who will assist with the day to day operations of the unit, supervised the inmate feed up and recreation movements. We recommend adding 1 sergeant per each of the 3 shifts.

UNIT 5 E-1, F-1: (+1) 1OFFICER (UNIT 5 PATROL #4) with relief for 7-day 24-hour shift. We recommend adding a Unit 5 Patrol #4 as an Established 7 Day post on the 12-8 shift. This

recommendation comes due to the amount of traffic coming off E-1 and F-1 tiers. Currently Unit 5 Patrol #1 runs both E-1 and F-1 tiers. Once this post is established the post on South Side 1st Floor will need to be renamed. This is a new POST

VET DOG LIASON (SAP): VET DOG LIASON (NON-CUST) (+0) It is recommended the Vet Dog Liaison be changed from a Correctional Officer S.A.P. to a civilian filled position. Although the person filling the position will interact with inmates their duties are not security related. A civilian trained in Dog handling can schedule appointments for the dogs' sick as a veterinary's appointment. They can handle contact when a dog is ready to be transferred as it progresses in training.

ESCORT & RELIEF 4-12 SHIFT SAP: (+2) ESCORT & RELIEF (#2 & #3) with relief for 7-day 24-hour shift.

ESCORT OFFICERS with relief for 7-day 24-hour shift.: (+7) will have a primary responsibility such as ESCORT #2 will be responsible for 2nd Floor Security, ESCORT #3 to be responsible for Post 5 (Yard) ESCORT #4 will be responsible for 13 H-1 Grille ESCORT #5 for D-1 Grille, ESCORT #6 for SOG, ESCORT #7 & #8 will be for the

institutional Trips. Along with the primary duties all ESCORTS will be responsible for supervising dining halls during feeding, yard/gym, seg showers, cell searches, officers chow relief, medical trips, yard searches and Emergency Response. NEW POSTS

9. MCIJ (7d: 40 posts/shifts)

EDUCATION/ADANI OFFICER - ADANI (SAP): (+3) CORRECTIONAL OFFICERS (/ADANI/EDU #2 OFFICER) with relief for 7-day 24-hour shift.

ADANI/ EDUCATION OFFICER #2- the education area has 1 officer assigned to this post on 7-3 shift, 5-days a week. These area has 9 classrooms including the library and outside trailer shed (school). The education officer is responsible for making security rounds in the classrooms, trailer shed, library and hallway. This area is populated because of the activities in the building and needs proper supervision of the inmates including the safety of the officer. Adani scanning machine is the latest scanning technology giving to all institutions in DPSCS. The scanner is being abandoned and operated as SAP which means officers are being assigned to the post at the discretion of the supervisor when needed, the scanning technology is not been put to proper use to intercept and prevent movement of contraband around the education building. With the creation of the Adani scanner officer, this position will assist the education officer to monitor and supervise the area and each one will serve as backups for one another in terms of emergency.

ESCORT&RELIEF 3-11 SHIFT: (+2) E & R CORRECTIONAL OFFICERS #6 & #7 with relief for 7-day 24-

hour shift. Currently, ESCORT relief assignment has ESCORT #2, #3, #4, #5 on 7-3 shift. The ESCORT officers have the added responsibility of assisting other officers in conducting searches in the housing units, institutional counts, officers break reliefs, visits, inmate strip searches, emergency hospital movements, emergency response, inmate lunch movement, MCE shops movement and any other assignment that may arise. We recommend 2 (two) additional officers be added to the ESCORT relief as #6 & #7 to fortify the effort and task assigned to the post. Adding the 2 officers will rapidly increase the operation and also supporting other areas that needs quick reliefs or assistance.

ESCORT&RELIEF 7-3 SHIFT: (+2) E & R CORRECTIONAL OFFICERS #6 & #7 with relief for 7-day 24-hour shift. Currently, ESCORT relief assignment has ESCORT #2, #3, #4, #5 on 7-3 shift. The ESCORT officers have the added responsibility of assisting other officers in conducting searches in their housing units, institutional counts, officers break reliefs, emergency hospital movements, emergency response, inmate lunch movement, MCE shops movement and any other assignment that may arise. We recommend 2 (two) additional officers be added to the ESCORT relief as #6 & #7 to fortify the effort and task assigned to the post. Adding the 2 officers will rapidly increase the operation and also supporting other areas that needs quick reliefs or assistance.

H.HOUSING UNIT PATROL #2: (+1) with relief for 7-day 24-hour shift. (OSL 4) Housing unit H (PATROL #2) officer is being used as a SAP on a daily use for ESCORT, cell searches, recreation and inmate feed at the housing unit H where the disciplinary and administrative segregation inmates are housed. The officer is being used to staff this building to run the day to day activity. We recommend this post become a permanent 7- day post OSL 4 and not as SAP.

HOUSING UNIT H (REC): (+1) with relief for 7-day 24-hour shift. Housing unit H (PATROL #2) (OSL 4)-officer is being used as a SAP on a regular basis for ESCORTs, cell searches, recreation and inmate feed at the housing unit H where the disciplinary and administrative segregation inmates are housed. The officer is being used to staff this building to run the day to day activity. We recommend this post become a permanent a 7-day post OSL 4 and not as SAP.

HOUSING UNIT B: (+3) CORRECTIONAL OFFICERS with relief for 7-day 24-hour shift.

Housing unit B currently has 1 (one) officer assigned to observe and supervise 2 tiers which houses over 150 inmates on both tiers of West and East pods. It is important to note that 1 officer is not sufficient to supervise the 2 tiers effectively and at the same officer leaves his tier assist with the feed up movement. We recommend additional 3 officers, 1 per shift for housing unit B.

HOUSING UNIT C: (+3) CORRECTIONAL OFFICERS HOUSING UNIT C with relief for 7-day 24-hour shift.

Housing unit C currently has 1 (one) officer assigned to observe and supervise 2 tiers that houses over 150 inmates on both tiers of West and East pods. It is important to note that 1 officer is not sufficient to supervise the 2 tiers effectively and at the same officer leaves his tier assist with the feed up movement. We recommend additional 3 officers, 1 per shift for housing unit C.

HOUSING UNIT D: (+3) CORRECTIONAL OFFICERS HOUSING UNIT D with relief for 7-day 24-hour shift.

Housing unit D currently has 1 (one) officer assigned to observe and supervise 2 tiers that houses over 150 inmates on both tiers of West and East pods. It is important to note that 1 officer is not sufficient to supervise the 2 tiers effectively and at the same officer leaves his tier assist with the

feed up movement. We recommend additional 3 officers, 1 per shift for housing unit D.

HOUSING UNIT E: (+3) CORRECTIONAL OFFICERS HOUSING UNIT E with relief for 7-day 24-hour shift. Housing unit E currently has 1 (one) officer assigned to observe and supervise 2 tiers that houses over 150 inmates on both tiers of West and East pods. It is important to note that 1 officer is not sufficient to supervise the 2 tiers effectively and at the same officer leaves his tier assist with the feed up movement. We recommend additional 3 officers, 1 per shift for housing unit E.

HOUSING UNIT F: (+3) CORRECTIONAL OFFICERS HOUSING UNIT F with relief for 7-day 24-hour shift. Housing unit F currently has 1 (one) officer assigned to observe and supervise 2 tiers that houses over 150 inmates on both tiers of West and East pods. It is important to note that 1 officer is not sufficient to supervise the 2 tiers effectively and at the same officer leaves his tier assist with the feed up movement. We recommend additional 3 officers, 1 per shift for housing unit F.

L2/L3 DORMITORY: (+3) CORRECTIONAL OFFICERS (1 PER SHIFT) with relief for 7-day 24-hour shift. This post is a dormitory style housing, it houses approximately 50 inmates that are classified to be physically challenged, sick and needing help. Currently, only one officer is assigned to this post per shift. The same officer has the duty of running the shower at the lower level of the building and abandoning his post and no proper supervision. We recommend 1 (one) additional officer one per shift for all 3 shift in other to have a maximum supervision of both L2/L3 dormitory as frequent as possible and also substitute for the unavailability of camera in the dormitory.

MASTER CONTROL/ARMORY: RELOCATE POST the armory is in the same enclosure with the master control post. Armory officer is in charge of the institution ammunition and other day to day equipment for staff use. We recommend that the armory post be relocated for safety and security reasons.

ESCORT&RELIEF #1 & #2 11-7 SHIFT: (+2) CORRECTIONAL OFFICERS with relief for 7-day 24-hour shift: This post currently has 2 ESCORT officers #1 & #2 assigned for the night shift (11-7). The ESCORT officers are encumbered with the responsibility of assisting other officers in conducting searches in their housing units, institutional counts, officers break reliefs, emergency hospital movements, emergency response, inmate breakfast movement. MCE shops movement and any other assignment that may arise.

RELIEF ESCORT OFFICER 11-7 SHIFT #3 & #4: (+2) with relief for 7-day 24-hour shift. We recommend 2 (two) additional officers be added to the ESCORT relief as #3 & #4 to fortify the effort and task assigned to the post. Adding the 2 officers will rapidly increase the operation and also supporting other areas that needs quick reliefs or assistance during the night shift.

SALLY PORT/ESCORT: (+2) CORRECTIONAL OFFICERS (SALLY PORT/ESC) with relief for 7-day 24-hour shift. The Sally port has 2 officers on post with no adequate relief. This post is being relieved by an officer from MCE (print shop) who also has to leave his post with over 50 inmates with equipment to relieve the 2 sally port officers for break. We recommend additional officers to the ESCORT relief to be used for the purpose of assisting in areas that need relief and other institutional need. We recommend 1 officer for 7-3 shift and 1 officer for 3-11 shift.

TOWER #2: (+3) CORRECTIONAL OFFICERS (TOWER #2) with relief for 7-day 24-hour shift. The team conducted a physical observation of the inner and outside perimeter security check. Tower 2 has been collapsed which affects the safety, security of the staff and the institution. Tower 2 is located opposite the receiving and the loading dock, tower 2 also observe the dietary inmates and MCE shop inmates as well. Tower 2 is also located adjacent to a nearby private property. There is need to have tower 2 staffed at all time for safety and security concern for inmates, custody and non-custody staff. We therefore recommend that the tower be re-opened and staffed on all shifts with adequate equipment, relief factor, security beam lights and a shade to enable clear view of the area. THIS IS A NEW POST

TOWER #5 (SAP): (+3) with relief for 7-day 24-hour shift. TOWER 5 Tower 5 post is to monitor the institution and have constant view of officers, non-custody and inmates movements around the inner perimeter of the facility. Tower 5 is located around the inmate recreation area (yard) and behind a hidden wood private area which is vulnerable to contraband introduction into the institution. Tower #5 operates as SAP but we recommend that it should be made OSL 4 and not as SAP.

TRAFFIC OFFICER 11-7(SAP): (+1) TRAFFIC OFFICER 11-7 SHIFT with relief for 7-day 24-hour shift. This post is a sensitive and vital post that is currently being used every day and on all shifts to run the day to day activities of the institution but it's been operated as a S.A.P status on 11-7 shift. Traffic post need to be converted and assigned to a 7-day mandatory post and should never be collapsed for any reason. Traffic post is crucial to the administration of the institution, traffic officer coordinates the counts, in house moves, outside and court transfers, work detail count and activities. This post should therefore be a 7-day post to be staffed with 1 officer and not as a S.A.P.

10. MCIW (7d: 27 posts/shifts)

BUILDING 192 - 192 CONTROL CENTER: (+1) with relief for 7-day 24-hour shift.

We recommended to expand the 192 control center to include the night shift (11-7) which will add 1 (One) Correctional Officer. The layout of the control center is designed for 2 officers monitoring the panel on each side of the room. The recommendation is based having an additional officer assigned to ensure safety and security of the inmates and officer.

BUILDING 192: (+3) OSL 4 with relief for 7-day 24-hour shift.

Building 192 rover post is currently being operated on a SAP status 5 days a week on all shifts. This is a segregation wing for the inmates and also is being used for the drug recovery program. This officer will also be useful in assisting with recreation, chow-reliefs, emergencies, and other institutional needs as they may arise. We recommend the SAP position be converted to a 5 day permanent post.

A&B BUILDING ROVER: (+ 6) Convert SAP to OSL 4 with relief for 7-day 24-hour shift.

A&B building rover officers are being used as 2 days SAP on all shifts. We recommend these SAP posts be converted into a mandatory post as they will assist the building with counts, cell searches and also assist wing officers in other duties. This post is currently approved as a SAP but are often not filed. We recommend the SAP post be converted into OSL 4 mandatory status and be used daily in the building.

COMPOUND PATROL: (+3) Add one Compound Officer per shift with relief for 7-day 24-hour shift.

We recommend the compound patrol officers be increased on all shifts to further strengthen the compound activities and security rounds. Often times, there is not an adequate number of officers needed on post and it diminishes their effort to adequately watch and observe inmates. We recommend staffing the compound with 3 officers per shift which would assist the facility in having adequate staffing for emergencies and other needs that may arise. We recommend this post be manned for proper security and safety of inmates and staffed by adding 5 more officers across all shifts in order to have 3 officers each on a shift.

ESCORT RELIEF: (+5) ESCORT/RELIEF CORRECTIONAL OFFICERS with relief for 7-day 24-hour shift.

We recommend additional 5 officers as ESCORT relief for 3-11 and 11-7 shifts. These officers primary duty would be assisting chow lines in the dining rooms and in the medical area. These officers will also be used to conduct targeted cell searches, building recreation support and any institutional emergency that may arise. We recommend 3 officers to be added to 3-11 shift and 2 officers be added to 11-7 shift.

PERIMETER PATROL: (+3) PERIMETER PATROL CORRECTIONAL OFFICERS with relief for 7-day 24-hour shift.

We recommend the addition of 1 (one) perimeter rover per shift. This post is needed for the security of the institution. Currently, with the layout of the institution with the existence of some abandoned buildings, wooded areas, and distance between towers, it allows for contraband to be thrown into the institution ground. This post also allows for assistance at sally port and emergency response and a possible ESCORT escape or emergencies in terms of need. THIS IS A NEW POST

POST 1 TOWER: (+3) POST 1. TOWER OFFICER with relief for 7-day 24-hour shift.

Post #1 is currently unmanned. Tower 1 is a center tower that watches over the front and side view area of the institution and keeps contraband off the fence. This tower is closed and not operable at the current time leaving the front entrance and side view vulnerable to breaches in security. This post could monitor visitor activities, inmate activities and staff. We recommend the post be manned for proper security and safety of inmates and staffs.

SALLY PORT: (+2) SALLY PORT GROUND #2 CORRECTIONAL OFFICER with relief for 7-day 24-hour shift.

The sally port grounds is currently manned by a sally port ground officer as 5 day established post. However, there is a second officer that is being utilized on this post. This second officer is the ESCORT and relief officer #2 currently scheduled 5 days on 7-3 shift. Often times, the officer is asked to collapse his post for another responsibility. Currently the ESCORT and relief officer #2 doubles as the sally port grounds officer on 7-3 and 3-11 shift. We recommend creating a new post for sally port grounds #2 as a 5 day established post. This new post will release the use of escorting officer #2 as sally port and to allow the escort officer the ability to attend to his post responsibilities. We recommend the post be manned for proper security and safety of inmates and staffed by creating this new post as sally port grounds #2, 1 officer on 7-3 shift and 1 officer on 3- 11 shift. THIS IS A NEW POST

SUPPORT SERVICE BUILDING ROVER: (+1) with relief for 7-day 24-hour shift. SUPPORT SERVICE CORRECTIONAL OFFICER also shown as mental health unit rover is currently ON SAP status on 7-3 and 3-11 shifts. The 11-7 shift does not have a mental health rover during night shift. This post is essential to the operation of the unit and it is necessary to have it fully staffed and on 5 day mandatory post and not as SAP on all the shifts. Due to the increased population and adequate safety and security concerns, condition of the post as "mental health" requires proper staffing for safety of staff and inmates around the area and having the staff presence at all times will reduce inmates negative behavior, assaults, and aggressiveness. We recommend 1 (one) officer be assigned to the mental health unit as rover in order to help with relief, emergencies, searches, feed-up, pack-ups and other needs that may arise during the shift.

11. MCTC (5d: 3 posts/shifts. 7d: 64 posts/shifts)

E HOUSING UNIT BUILDING OFFICERS A, B, C & D: (+6) COII (EHU BUILDING CORRECTIONAL OFFICERS) with relief for 7-day 24-hour shift.

E.HOUSING UNIT building currently has 2 officers supervising 4 tiers (A, B, C & D) with approximately 240 inmates among whom are non-minimum/pre-release inmates. We recommend each of the four tiers have separate tier officers. This additional two officers will ensure proper management and effective supervision of inmates. We recommend additional 6 officers (2 per shift) in addition to the existing 2 officers.

E.HOUSING UNIT OIC: (+3) COIII (ALL SHIFTS) with relief for 7-day 24-hour shift.

The E.HOUSING UNIT. Center Hall currently doesn't have an Officer-In-Charge (OIC). Only two-tier officers are supervising four tiers having approximately 240 inmates. This building also houses inmates that are not minimum/pre-release. We recommend this building be assigned its own OIC. The OIC recommended for this building will reduce the pressure on the OIC currently stationed at H.E.D. building. It will enhance safety and security if each building has a separate OIC for proper management and supervision. We recommend a sergeant be assigned to the building on all the three shifts.

EDUCATION 1: (+1) OFFICER (EDUCATION 1 with relief for 5-day shift.

Education 1 is currently managed by two officers on the morning shift (8-4). There is a lot of inmates and civilian movement during this time: Library, regular school, college classes, Social Work programs and Psychology Department. On a regular day 600-800 inmates received by the officers for programs. The movement is too large for two officers. We recommend 1 (one) additional officer to assist with the control of movement and relief.

ESCORT&RELIEF: (+12) CORRECTIONAL OFFICERS 9, 10, 11&12 with relief for 7-day 24-hour shift.

We recommend the addition of ESCORT & relief #9, 10, 11 & #12 to be added to all 3 shifts as established 7- day post. These post are meant to fortify the task at hand by assisting in different areas of operation including mass movement, supervising inmate dining, cell searches, cell inspections, pack-ups, emergencies, transfers and other institutional need as needed. We recommend additional Escort and Relief officers for units #9, 10, 11 &12 be established and on all shifts. THESE ARE NEW POSTS

GATE GOUSE 1: (+3) CORRECTIONAL OFFICERS (1 PER SHIFT) with relief for 7-day 24-hour shift.

We recommend 1 (One) additional officer for the entire 3 shifts for safety, security and relief for this post. Adding 1(one) officer will help to run this post effectively. Also, the additional officer will be of assistance in terms of emergency responses for employee and inmates, he will assist with passing out of weapons and inspections of weapons for runs. We recommend 1 additional officer per shift (all shifts)

HOUSING UNIT #7 SEGREGATION ESCORT/RELIEF (+12) #1 #2 #3 & #4 Correctional Officers with

relief for 7- day 24-hour shift.

We recommend HOUSING UNIT #7 Seg ESCORTS is changed from SAP positions to 7-day post 8-4, 4-12 and 12-8 shift in other to have adequate ESCORT officers. The recommendation is made due to HU #7 being a segregation unit with responsibility of conducting showers, recreation, medication, inmate dining supervision, emergency response, emergency transports etc. We recommend additional 12 officers, 4 on day shift, 4 on afternoon and 4 on night shift.

HOUSING UNIT 1&2: (+1) SGT. HOUSING UNIT 2 OIC CORRECTIONAL OFFICER with relief for 7-day 24-hour shift

Housing unit 1 and housing unit 2 are currently being supervised by 1 Sgt (officer in charge). Considering the volume of work and in order to ensure proper supervision on 12-8 shift, we recommend that housing unit 1 and 2 should have separate OICS.

HOUSING UNIT 3 & 4: (+2) SGT. HOUSING UNIT 4 CORRECTIONAL OFFICER with relief for 7-day 24-hour shift. Housing unit 3 and housing unit 4 are currently being supervised by 1 Sgt (officer in charge). Considering the volume of work and in other to ensure proper supervision on 12-8 shift, we recommend housing unit 3 and 4 have separate OIC'S.

HED/EHU ESCORT/RELIEF: (+6) CORRECTIONAL OFFICERS HED/EHU with relief for 7-day 24-hour shift. It is recommended an additional 2 (two) ESCORT & Relief officers on all 3 shifts be established and on a 7-day post for HED/EHU. These 2 officers will be in place to assist with Commissary where currently the Keefe staff is left in a room alone with inmates to hand out commissary. These officers will be used when WRD #1 & #2 need assistance due to the amount of inmate workers needing to be picked-up or dropped off. These officers can assist in cell/area searches, inmate pack-ups and be emergency response if called for. We recommend an additional 2 (two) officers per shift for ESCORT and relief.

HED/EHU UTILITY: (+3) CORRECTIONAL OFFICERS HED/EHU UTILITY with relief for 7-day 24-hour shift. We recommend H.E.D./E.HOUSING UNIT. Utility S.A.P. be converted to a 7-day post on all 3 shifts. This post is currently filled on a regular basis as a S.A.P. This has shown the need for the post. This post is needed to assist H.E.D./E.HOUSING UNIT as needed. Currently this officer mainly stays at H.E.D. an assists at the Sally port. With the flow of traffic of inmates leaving and returning from work. This officer can watch the A/B tier or go to the gate for strip searches or use of Adani Scanner. With the need of a female officer at the gates at times, this creates an open post the utility can fill. We recommend 1 (one) officer per shift be assigned to the post and not as a SAP.

HED/EHU YARD: (+3) HED/EHU YARD with relief for 7-day 24-hour shift.

We recommend HED/EHU Yard be converted from a Sap on the 8-4 shift to an established post on all 3 shifts and 7 days. The yard is currently run on the 8-4 and 4-12 shifts. With the Yard SAP only on the 8-4 shift this leaves the yard unwatched or covered by the HU officers. This officer along with the yard will and does assist in EHU. The officer does counts, tier walks and provide relief for HU officers.

With this officer doing these duties it makes it clear this post is needed not only on the 8-4 shift but 4-12 and 12-8 as well. We recommend that 1 officer per shift on all 3 shifts and not as a SAP.

HED SALLY PORT: (+3) CORRECTIONAL OFFICERS HED SALLY PORT with relief for 7-day 24-hour shift. We recommend 1 additional relief/searches officer for 3 shifts. These additional officers will be responsible for searches of inmates, staff, outside contractors or vendors entering the facility grounds. This post will also serve as a relief officer for the sally port post. Additionally, this post will escort and oversee the inmate commissary distribution.

RECEIVING/PROPERTY & IDENTIFICATION. (+1) OFFICERS REC/PROPERTY & I.D with relief for 7-day 24-hour shift.

This post currently has three officers assigned. It is recommended one more officer be added because of the volume of details & work involved in running this post. This post among other things handles receiving/intakes of inmates, property, transfer, ID production, fingerprinting and inmates on court and medical trips. We recommend 1 (one) additional officer to the existing receiving, property and identification.

SALLY PORT #2 (SAP): (+1) SALLYPORT CORRECTIONAL OFFICER #2 with relief for 5-day 24-hour shift. Sally port #2 (Construction) post is currently a 5-day Special Assignment Post. We are recommending the post to be converted to a 5-day established post to avoid continued collapsing of the post.

VOC SHOP/ED BLDG 2: (+1) OFFICER VOC SHOP/ED BLDG 2 with relief for 7-day 24-hour shift. This post (Vocational Shop/Education Building 2) currently has 1 (one) assigned officer. It is recommended one officer be added to this post on 8-4 (Days) shift. The post requires the officer to monitor, supervise and control movement of approximately 200 inmates in five classrooms. During mealtime this same officer will come out of the building and supervise and control inmates (approximately 120) in and out of HVAC Shop, Auto Body Shop, Electrical Shop, Plumbing Shop, Auto Mech. Shop and the Small Engine Repair Shop. One officer is inadequate to ensure security and safety of inmates a vocational trainers/instructor in this building. We recommend 1 (one) additional officer to the VOC SHOP on day shift.

YARD #2: (+2) CORRECTIONAL OFFICERS YARD #2 with relief for 7-day 24-hour shift. It is recommended the Yard #2 post be taken off the SAP status on 8-4 & 4-12 shift and be converted into an established 7-day post on 8-4 & 4-12 shifts. This post is needed due to the large number of inmates at this location. A contributing factor is the layout of the compound along with distance and numerous blind spots. This post is needed for safety and security of officers, and inmates. Having the additional yard officer will add to the physical supervision and deterrent in the yard and will also monitor the blind spot. We recommend 1 (one) additional officer per shift be assigned to the 2 shifts (8-4 & 4-12 shift).

YARD #3: (+3) CORRECTIONAL OFFICERS YARD POST with relief for 7-day 24-hour shift. It is recommended the Yard #3 post be established as a permanent established 7-day post on all 3

shifts. This post is needed 24/7 due to the large number of inmates at this location. A contributing factor to this need is the layout of this compound and numerous blind spots. This post is needed for safety and security of officers, inmates. Having the additional yard officer will add to the physical supervision and deterrent in the yard and will also monitor the blind sport. We recommend 1 (one) additional officer be assigned to all 3 shifts.

YARD POST #1 SAP: (+1) OFFICER (GROUND DETAIL) with relief for 5-day shift.

Yard Post #1 is currently a 7-day post. Yard #1 post also doubles as ground detail and the trash detail officer. This dual role takes the officer away from performing his/her primary duties which is yard security and inmate movement coordinator. We are recommending the yard post #1 remains as an established 7-day post with a sole responsibility of enforcing yard security and monitoring inmate movement. Conversely, we are recommending creating a ground detail post. This will be an established 5-day post charged with the responsibilities of carrying out trash detail of all units as well as Ground Details of the whole compound. We recommend 1 (one) officer be assigned to this post and be manned on 8-4 shift, 5-days a week.

MEDICAL ROVER (SAP): (+3) MEDICAL ROVER with relief for 7-day 24-hour shift.

Medical rover is currently a special assignment post that is being manned 7 days a week across all the 3 shifts. The post has been used as SAP for over 5 years and it plays a vital role in supervising and maintaining safety and security of the medical staff and inmates. We recommend that the post be made permanent on all 3 shifts and not used as SAP.

12. MRDCC (5d: 2 post/shift; 7d: 11 posts/shifts)

5A, B RECREATION OFFICER: (+4) CORRECTIONAL OFFICERS (5A, B REC) with relief for 7-day 24-hour shift.

We recommend both 5A and B rec officers on both the 7-3 and 3-11 shifts be changed to a 7 day post. These posts are currently operated as a S.A.P position. The facility houses segregation pre-trial inmates and retakes. These inmates require a close supervision because of their mixed classification. The housing unit is being overwhelmed with additional duties that require additional officers to complete other tasks. Additional officers are being recommended for this special housing unit (2 officers per shift, morning and afternoon)

ESCORT/RELIEF #4, #5, #6, #7 & #8): (+5) CORRECTIONAL OFFICERS ESCORT/RELIEF with relief for 7-day 24-hour shift.

We recommend adding 2 officers to day shift, 2 officers to afternoon shift and 1 officer to night shift. These additional 5 officers will be assigned to all the 3 shifts. These 5 additional officers will handle responsibilities currently handled by S.A.Ps. This officers will assist with dialysis, perimeters rover, medical ESCORTs, pack-ups and inmate work detail. Establishing ESCORT #7 and #8 to the existing ESCORT relief officers will enhance the job. The escorting officers will be useful in the areas of reliefs, searches, security rounds, emergency transports, hospital security and any institutional need. We therefore recommend 2 officers to day shift, 2 officers to afternoon shift and 1 officer to night shift

I.D SECTION #2 & #3: I.D SECTION #2 & #3 (+2) CORRECTIONAL OFFICERS without relief for 5-day shift. We recommend these posts be converted to a 5-day post and as OSL 4 status. I.D section officer engages in several activities during the day doing fingerprints for inmates, contractors, non-custody staff, parole violators and other needful institutional responsibility.

OUTSIDE PERIMETER FOREST ST SALLYPORT: (+2) CORRECTIONAL OFFICERS (OUTSIDE PER) with relief for 7-day 24-hour shift.

This post is being assigned to a correctional officer with an important responsibility of controlling the introduction of contraband and escape attempts. We recommend an additional correctional officer post assigned to the outside perimeter forest street sally port being the vehicle and pedestrian access to the parking lot garage for officers and non-custody personnel. It will enhance the security and safety of vehicles and property of the state.

An Additional officer added to this post will assist the officer to properly search the delivery vehicles, make security rounds in the garage and surroundings and other institutional duties required of that post. We recommend additional cadre officer for morning and afternoon shifts (1 per shift).

13. NBCI (7d: 37 posts/shifts)

ESCORT & RELIEF: (+7) CORRECTIONAL OFFICERS ESCORT & RELIEF with relief for 7-day 24-hour shift. We recommend the addition of 7 ESCORT Relief officers. These officers will be assigned across the three shifts, 2 officers to 7-3, 3 officers to 3-11 and 2 officers to 11-7 shift. These officers will have the primary duties of Housing Unit support. These officers will assist with the Housing Unit chow relief, pack-ups and yard support. When the Housing Units are secure, these officers will join in with the remainder of Escort/Relief officers to conduct random inmate pat down searches, cell/area searches and emergency response throughout the institution.

HOUSING UNIT #1 UTILITY#1-#7 (SAP): (+7) HOUSING UNIT #1 UTILITY#1-#7 with relief for 7-day 24-hour shift.

With this being a Segregation Housing Unit within a Maximum-Security Facility, it is recommended these 7 posts be changed from OSL 1 & 2 positions to OSL 3 & 4. This unit is conducts showers during the night, phones and recreation on the 11-7 shift. We recommend these posts be made permanent and not as a SAP to effectively and successfully complete the needed tasks

HOUSING UNIT #2 CONTROL: (+2) HOUSING UNIT #2 CONTROL with relief for 7-day 24-hour shift.

We recommend the HU #2 Control Center be staffed with 2 officers on 11-7 shift. We make this recommendation due to the design of these Housing Units. Each control center in each of these Housing Units have 2 panels. Each of these panels sits facing the wing that it operates. One officer can't adequately observe and control the panel for 2 wings. For good observation of each wing it is needed to have these 2 officers per control center. Having the 2 control officers will facilitate the activities, give assistance and respond to any emergency that may arise within and outside the building. We recommend 2 officers for housing unit #2 control center on 11-7 shift.

HOUSING UNIT #3 CONTROL: (+2) HOUSING UNIT #3 CONTROL with relief for 7-day 24-hour shift.

We recommend the HU #3 Control Center be staffed with 2 officers each on 11-7 shift. We make this recommendation due to the design of these Housing Units. Each control center in each of these Housing Units have 2 panels. Each of these panels sits facing the housing wing that it operates. One officer can't adequately observe and control the panel for 2 wings. For good observation of each wing it is needed to have these 2 officers per control center. Having the 2 control officers will facilitate the activities, give assistance and respond to any emergency that may arise within and outside the building. We recommend 2 officers for housing unit #3 control center on 11-7 shift.

HOUSING UNIT#1 A&B & C&D CONTRL #1 (+6) with relief for 7-day 24-hour shift.

We recommend the HU #1 A/B & C/D Control, Control #2 position. Currently Control #1 in HU #1 A/B & C/D is designated OSL 4. Control #2 is designated on 7-3 and 3-11 shifts as an OSL 3 and not shown on 11-7. We recommend both control centers are manned 24/7 as OSL 4 post. We make this recommendation in part due to the design of the building. This building is designed in such a manner that each control center has panels. In front of each panel is the tier the panel operates. When operating one panel for a housing tier the officer cannot observe the other housing tier thus creating a safety concern.

HOUSING UNIT #4 CONTROL: (+2) HOUSING UNIT CONTROL CORRECTIONAL OFFICERS with relief for 7-day 24-hour shift.

We recommend the HU #4 Control Center is staffed with 2 correctional officers on the 11-7 shift. We make this recommendation due to the design of these Housing Units. Each control center in each of these Housing Units have 2 panels. Each of these panels sits facing the wing that it operates. One officer can't adequately observe and control the panel for 2 wings. For good observation of each wing it is needed to have these 2 officers per control center. Having the 2 control officers will facilitate the activities, give assistance and respond to any emergency that may arise within and outside the building. We recommend 2 officers for housing unit #4 control center on 11-7 shift.

SOUTH TOWER: SOUTH TOWER (+3) CORRECTIONAL OFFICERS with relief for 7-day 24-hour shift. It is recommended the SAP post known as South Tower be transferred to an established 7-day post. This recommendation is made due to the fact that the post has been running as a SAP for over a year. This justifies the need for the position. This post is responsible for watching the inmate movement on the South Compound as well as providing observation of the outer perimeter on that side of the compound. We recommend the tower be change to a permanent post and not as a SAP as to maintain safety and security.

SSB: URINALYSIS #1 & #2 (+2). CORRECTIONAL OFFICERS with relief for 7-day 24-hour shift. It's recommended to add 2 post to the SSB area on the 3-11 shift. This post is known as Urinalysis #1 & #2 post. These 2 officers will have the responsibility of completing the monthly urinalysis as required by DPSCS as well as the spot checks put in by other staff. With the addition of these 2 officers for the urinalysis on afternoon shift, it will effectively facilitate the speed of which the job gets done and the officers will also be of additional assistance to emergency response and other need. We recommend the post of urinalysis officer be established and assigned to 2 officers on 3-11 shift. THIS IS A NEW POST

HOUSING UNIT 2: (+2) CORRECTIONAL OFFICERS with relief for 7-day 24-hour shift. We recommend that additional 2 officers be added to the HU #2 Patrol #2 as wing officers on 11-7 shift. This is a Maximum facility and all 4 wings needs to be manned with an officer 11-7 shift as opposed the 2 officers assigned. We hereby recommend that these changes be made for the safety of inmates and officers. This will also ensure proper supervision on 11-7 shift.

HOUSING UNIT 3: (+2) CORRECTIONAL OFFICERS with relief for 7-day 24-hour shift. We recommend that additional 2 officers be added to the HU #3 Patrol #2 as wing officers on 11-7 shift. This is a Maximum facility and all 4 wings needs to be manned with an officer 11-7 shift as opposed the 2 officers assigned. We hereby recommend that these changes be made for the safety of inmates and officers. This will also ensure proper supervision on 11-7 shift.

HOUSING UNIT 4: HOUSING UNIT #4 (+2). CORRECTIONAL OFFICERS with relief for 7-day 24-hour shift. We recommend that additional 2 officers be added to the HU #4 Patrol #2 as wing officers on 11-7 shift. This is a Maximum facility and all 4 wings needs to be manned with an officer 11-7 shift as

opposed the 2 officers assigned. We hereby recommend that these changes be made for the safety of inmates and officers. This will also ensure proper supervision on 11-7 shift.

14. PATX (5d: 1 post/shift, 7d: 29 posts/shifts)

B-WING 3 & 4: (+3) CORRECTIONAL OFFICERS (1 PER SHIFT) with relief for 7-day 24-hour shift. Currently, B-wing is being operated as a S.A.P post on a regular basis and has 1 officer assigned. The institutional staffing plan does not cover the post or listed as assigned post. The inmate population is of older ages and many needing physical assistance such as wheelchair, or medical risk alert. We recommend the post be converted to an OSL 4 mandatory post and not as S.A.P for each shift.

C1 2ND OFFICER/Traffic: (+3) TRAFFIC OFFICER (12-8AM SHIFT) with relief for 7-day 24-hour shift. This is a traffic post and it is collapsed between 12.00 midnight and 8.00 am. It is recommended it is staffed during the night shift in order to control the early traffic and to support the tier officer. The additional officer can also assist in other areas such as cell searches, reliefs and institutional emergencies should they arise.

D1: CORRECTIONAL OFFICER (NIGHT SHIFT) (+1) CORRECTIONAL OFFICER with relief for 7-day 24-hour shift.

This post is currently being collapsed on the first shift (12-8am). The housing unit requires an additional officer for the night shift. With an additional officer for this post, it will increase the security rounds and safety operation. An additional officer will also ensure there is an officer available on the tier at all times and not abandoning the inmates and the tier. We recommend D1 be staffed on 12-8am shift. THIS IS A NEW POST

D2: CORRECTIONAL OFFICER (NIGHT SHIFT) (+1) CORRECTIONAL OFFICERS with relief for 7-day 24-hour shift.

This post is currently being collapsed on the first shift (12-8am). The housing unit requires an additional officer for the night shift. With an additional officer for this post, it will increase the security rounds and safety operation. An additional officer will also ensure there is an officer available on the tier at all times and not abandoning the inmates and the tier. We recommend D2 be staffed on 12-8am shift. THIS IS A NEW POST

D3: CORRECTIONAL OFFICER (NIGHT SHIFT) (+1) CORRECTIONAL OFFICER with relief for 7-day 24-hour shift.

This post is currently being collapsed on the first shift (12-8am). The housing unit requires an additional officer for the night shift. With an additional officer for this post, it will increase the security rounds and safety operation. An additional officer will also ensure there is an officer available on the tier at all times and not abandoning the inmates and the tier. We recommend D3 be staffed on 12-8am shift. THIS IS A NEW POST

E1: OFFICER (NIGHT SHIFT) (+1) CORRECTIONAL OFFICER with relief for 7-day 24-hour shift.

This post is currently being collapsed on the first shift (12-8am). The housing unit requires an additional officer for the night shift. With an additional officer for this post, it will increase the security rounds and safety operation. An additional officer will also ensure there is an officer available on the tier at all times and not abandoning the inmates and the tier. We recommend E1 be

staffed on 12-8am shift. THIS IS A NEW POST

E2 OFFICER (NIGHT SHIFT) (+1) with relief for 7-day 24-hour shift.

This post is currently being collapsed on the first shift (12-8am). The housing unit requires an additional officer for the night shift. With an additional officer for this post, it will increase the security rounds and safety operation. An additional officer will also ensure there is an officer available on the tier at all times and not abandoning the inmates and the tier. We recommend E2 be staffed on 12-8am shift. THIS IS A NEW POST

E3 OFFICER (NIGHT SHIFT): (+1) CORRECTIONAL OFFICER with relief for 7-day 24-hour shift.

This post is currently being collapsed on the first shift (12-8am). The housing unit requires an additional officer for the night shift. With an additional officer for this post, it will increase the security rounds and safety operation. An additional officer will also ensure there is an officer available on the tier at all times and not abandoning the inmates and the tier. We recommend E3 be staffed on 12-8am shift. THIS IS A NEW POST

ER/ESCORT/RELIEF OFFICER: (+3) CORRECTIONAL OFFICERS (1 PER SHIFT) with relief for 7-day 24-hour shift. The current number of emergency response team members in general population (DD) building is inadequate to fully function and additional help is needed to carry out these functions. Additional officer is recommended for this post in order to efficiently serve the ESCORT needs, reliefs, cell searches, institutional feed-up, perimeter checks and any institutional emergency that may arise. We recommended an 1 (one) additional officer per shift.

I.D ROOM OFFICER: (+1) I.D ROOM #2 CORRECTIONAL OFFICER with relief for 5-day shift.

This is currently a 5-day post working 9-5. We recommend additional I.D officer #2 to be a supporting officer on 5-day post, 8-4pm. The I.D officer has a workload that includes inmate orientation, PREA, inmate identification card, transfers, pack-ups for releases and more other responsibility. We recommend 1 (one) additional officer be added to this post.

M. HOUSING UNIT UTILITY OFFICER: (+6) CORRECTIONAL OFFICERS (1 PER SHIFT) with relief for 7-day 24-hour shift.

The current number of mental health utility (M.HOUSING UNIT) officers is inadequate for the operation and activities. Utility officers are meant to respond to medical and all other emergencies, cell searches, strip and frisk searches, suicide attempts, cell extraction, showers, forced medication and inmate misbehaviors that need a quick response. We recommend 1 officer per shift be added to this squad on all 3 shifts because of the constant need for response and task assigned to the utility officers (M.HOUSING UNIT).

PIW ESCORT/RELIEF OFFICER: (+6) CORRECTIONAL OFFICERS (2 PER SHIFT) with relief for 7-day 24-hour shift.

PIW 2/3 & 1/4 both posts currently operates as SAP status on regular basis on all shifts. Having officers on this posts irregularly diminish and interfere with inmate's activities, reduces or overlooks security concerns such as cell searches and security rounds. We recommend additional 6 officers (2 per shift) for all the 3 shifts and make it a 7-day post.

PIW ESCORT- the post is currently staffed with 2 officers on day shift and 5-days a week. There is need to have an officer assigned to this post in order to watch yards, evening medication and chow lines,

conduct area and cell searches and also part of the response team when needed.

SALLY PORT: (+2) CORRECTIONAL OFFICERS (1 CORRECTIONAL OFFICER PER SHIFT) ES #7 with relief for 7-day 24-hour shift.

The sally port post needs an additional officer for both morning and afternoon shift (8-4 & 4-12 shifts) 7-days a week. The sally port entry gate is the entrance for all vehicle movements for dietary, MCE, inmates, medical, contractors and other institutional delivery. The post is a sensitive post that needs perfect attention with good coordination in other to maintain security and interception of contraband that may come through the sally port to the institution. We recommend an additional officer attached to ESCORT #7 be added to the sally port gate. THIS IS NEW POST

15. RCI (5d: 3 posts/shifts, 7d: 49 posts/shifts)

ESCORT&RELIEF OFFICERS #2, 3 & 4: (+8) CORRECTIONAL OFFICERS (E&R #2 THRU #6) with relief for 7-day 24-hour shift.

ESCORT 7 relief #2, 3 & #4 are currently in operation 7 days a week on 7-3 and 3-11 shift. There is a need to have additional 4 ESCORT relief on each shift factoring the bulk of responsibility attached to the relief officers during this 8 hrs. We recommend 8 additional officers for ESCORT #5 & #6 on 11-7 shift.

ESCORT&RELIEF OFFICERS #2, 3 & 4: (+8) CORRECTIONAL OFFICERS (E&R #2 THRU #8) with relief for 7-day 24-hour shift.

ESCORT 7 relief #2, 3 & #4 are currently in operation 7 days a week on 7-3 and 3-11 shift. There is need to have additional 4 ESCORT relief officers on each shift factoring the bulk of responsibility attached to the relief officers during the 8 hrs. We recommend 8 additional officers, 4 on 7-3 and 3-11 shift.

GYM/COMMISSARY (SAP): GYM/COMMISSARY (+2) without relief for 7-day shift.

GYM/COMMISSARY #1 currently operates on a 5 day as SAP on 7-3 shift. We recommend additional gym/ commissary #2 officer be created.

HOUSING UNIT #1: (+2) CORRECTIONAL OFFICERS HOUSING UNIT #1 with relief for 7-day 24-hour shift. Housing unit #1 currently has 2 officers supervising 4 tiers of over 90 inmates on a tier. For adequate security, safety and supervision of inmates and officer's safety, we recommend 2 (two) additional officers be assigned to this post on night shift.

HOUSING UNIT #2: (+2) CORRECTIONAL OFFICERS HOUSING UNIT #2 with relief for 7-day 24-hour shift. Housing unit #2 currently has 2 officers supervising 4 tiers of over 90 inmates on a tier. For adequate security, safety and supervision of inmates and officer's safety, we recommend 2 (two) additional officers be assigned to this post on night shift.

HOUSING UNIT #3: (+2) CORRECTIONAL OFFICERS HOUSING UNIT #3 with relief for 7-day 24-hour shift. Housing unit #1 currently has 2 officers supervising 4 tiers of over 90 inmates on a tier. For adequate security, safety and supervision of inmates and officer's safety, we recommend 2 (two) additional officers be assigned to this post on night shift.

HOUSING UNIT #4: (+2) CORRECTIONAL OFFICERS HOUSING UNIT #4 with relief for 7-day 24-hour shift. Housing unit #4 currently has 2 officers supervising 4 tiers of over 90 inmates on a tier. For adequate security, safety and supervision of inmates and officer's safety, we recommend 2 (two) additional officers be assigned to this post on night shift.

HOUSING UNIT 5: (+2) HOUSING UNIT 5 SEG ESCOURT/RELIEF CORRECTIONAL OFFICER #1 & #2 with relief

for

7-day 24-hour shift.

ESCORT relief #1 & #2 are currently in operation 7 days a week on 11-7 shift. There is need to have this ESCORT permanent in the building and not as a SAP. Factoring the bulk of responsibility attached to the relief officers during the 8 hrs. shift. We recommend that ESCORT #1 & #2 be converted to a permanent post OSL 4 on night shift (11-7)

HOUSING UNIT #1: (+3) CORRECTIONAL OFFICERS (HOUSING UNIT CONTL #2 OFFICER) with relief for 7-day

24-hour shift.

Housing unit #1 has 1 control center officer in the control center assisted by the building Sergeant. An additional officer to the building would be utilized as second control center officer, relief officer, assist in cell

searches, supervise and observe inmates. We recommend 3 additional officers as #2 control officer be added into the staffing plan for the building use on all 3 shifts.

HOUSING UNIT #3: (+3) CORRECTIONAL OFFICERS (HOUSING UNIT CONTL #2 OFFICER) with relief for 7-day

24-hour shift.

Housing unit #1 has 1 control center officer in the control center assisted by the building Sergeant. An additional officer to the building would be utilized as second control center officer, relief officer, assist in cell searches, supervise and observe inmates. We recommend 3 additional officers as #2 control officer be added into the staffing plan for the building use on all 3 shifts.

HOUSING UNIT #4: (+3) CORRECTIONAL OFFICERS (HOUSING UNIT CONTL #2 OFFICER) with relief for 7-day

24-hour shift.

Housing unit #1 has 1 control center officer in the control center assisted by the building Sergeant. An additional officer to the building would be utilized as second control center officer, relief officer, and assist in cell searches, supervise and observe inmates. We recommend 3 additional officers as #2 control officer be added into the staffing plan for the building use on all 3 shifts.

HOUSING UNIT #5: (+3) CORRECTIONAL OFFICERS (HOUSING UNIT CONTL #2 OFFICER) with relief for 7-day

24-hour shift.

Housing unit #1 has 1 control center officer in the control center assisted by the building Sergeant. An additional officer to the building would be utilized as second control center officer, relief officer, assist in cell searches, and supervise and observe inmates. We recommend 3 additional officers as #2 control officer be added into the staffing plan for the building use on all 3 shifts.

MEDICAL ROVER (SAP): (2+) MEDICAL ROVER without relief for 5-day shift.

The medical rover operates on day and afternoon shifts as a SAP 5 day post. The post supervises inmates during medications, sick calls, medical movement, therapy, dental and close supervision on medical staff and inmates. We recommend this post be converted into a permanent post as OSL 4 and not used as SAP.

SALLY PORT ESCORT (SAP): (+1) SALLY PORT ESCORT with relief for 5-day shift.

The sally port ESCORT is currently 5 day SAP and being used on a daily basis. The post is vital couple with the responsibilities of assisting in vehicle searches, Escorting vehicles from the sally port to various unit. We recommend the sally port post be converted into a 5 day post on 7-3 shift.

YARD #4 (SAP): ESCORT/RELIEF CORRECTIONAL OFFICER (+2) with relief for 7-day 24-hour shift.

Yard officer #4 is currently a special assignment post (SAP) on 7-3 and 3-11 shift. We recommend this post be made permanent on both shifts to ensure appropriate safety and security. We recommend this post be converted and not run as SAP on both shifts.

16. SMPRU (7d: 7 posts/shifts; 12.67 FTE)

ESCORT RELIEF #3: (+2) CORRECTIONAL OFFICERS (ESCORT RELIEF #3) with relief for 7-day 24-hour shift.

This post is currently collapsed and we are recommending this post be reopened for operation because of regular and emergency situations that arise during the third and night shifts. There is a need to have an additional ESCORT officer to do reliefs and other institutional needs and to avoid pulling other officers already on a post for such need. We recommend 1 (one) additional officer for 3-11 shift and 1 (one) additional officer for 11-7 shift. THIS IS A NEW POST

ESCORT RELIEF #4: (+2) CORRECTIONAL OFFICERS (ESCORT RELIEF #4) with relief for 7-day 24-hour shift.

This post is currently collapsed and we are recommending this post be reopened for operation because of

regular and emergency situations that may arise during the third and night shifts. There is a need to have an additional ESCORT officer to do reliefs and other institutional needs and to avoid pulling other officers already on a post for such need. We recommend 1 (one) additional officer for 3-11 shift and 1 (one) additional officer for 11-7 shift.

TRAFFIC: (+3) CORRECTIONAL OFFICERS (1 OFFICER PER SHIFT) with relief for 7-day 24-hour shift.

The traffic post is a sensitive and vital post that is currently being used every day on all shifts to run the day to day activities of the institution, It is being operated on a S.A.P status. We recommend this post not being collapsed as currently is the case. The Traffic post is crucial to the administration of the institution: The traffic officer coordinates the counts, in house moves, outside and court transfers, work detail count and activities. We recommend this post operate as a 7-day post and staffed with 1 officer per shift (3 shifts) and not as a S.A.P.

16. WCI (7d: 40 posts/shifts)

COMPOUND OFFICER ESCORT/RELIEF OFFICER (+6) CORRECTIONAL OFFICERS #1, #2 & #3: COMPOUND OFFICER #1, #2 & #3 with relief for 7-day 24-hour shift.

Compound-- 8-4 shift currently has 3 officers, 4-12 shift has 3 officers and 12-8 shift has 2 compound officers. Having more officers in the compound will fortify the presence and good supervision of inmates in the compound during movements and medication. There are few blind spots in the compound which were not fully covered by the camera. The activities in the compound requires additional officers for observation and control of movement, compound #1 officer call for movements, watch chow lines, trash details, MCE movement, watches housing unit 1 and housing unit 2 yards, and takes care of the ground maintenance on the 8-4pm shift. Compound #2 supervises the chow line, horticulture, shops and housing unit #3 yard. These 6 additional officers will provide for a much safer environment for staff and inmates. It will also provide reliefs for other officers and respond to emergencies and other institution needs. We recommend an additional 6 officers, 2 on each shift.

ESCORT/RELIEF OFFICERS: (+3) ESCORT/RELIEF OFFICERS with relief for 7-day 24-hour shift.

Housing unit 3 has post functions requires the officers to monitor the yard during movement, escorts inmates, provide dining room security, respond to emergencies etc. We are recommending 1 additional officer be assigned to each 3 shift as ESCORT/RELIEF OFFICER and the officer will also be assisting in cell searches, inmate movement, dining movement, and emergency response in and out of the building.

HOUSING UNIT #1 CONTROL CENTER OFFICER: (+3) OFFICER HOUSING UNIT #1 CONTROL 2 with relief for 7-day 24-hour shift.

Housing unit #1 has 1 control center officer in the control center assisted by the building sergeant. An additional officer assigned to the building will be utilized as second control center officer, relief officer, assist in cell searches, supervised and observe inmate while with case manager and other institutional needs in the building. We recommend 3 additional officers as #2 control officer be added into the staffing plan for the building use on all 3 shifts in other to fortify and assist in getting the job done.

HOUSING UNIT #1 PATRL #1 & #2: (+2) (HOUSING UNIT #1 A, B, C, & D) with relief for 7-day 24-hour shift. We recommend to have all the wings staffed during the night shift in order to have closer supervision and security of inmates. The movement for the housing unit starts as early as 2.30am with medical movements etc. We recommend each wing in housing unit #1 be staffed with officers on 12-8pm shift.

HOUSING UNIT #2 CONTRO CENTER OFFICERL: (+3) OFFICER HOUSING UNIT #2 CONTROL 2 with relief for 7-day 24-hour shift.

Housing unit #2 has 1 control center officer in the control center assisted by the building sergeant. An additional officer assigned to the building will be utilized as second control center officer, relief officer, assist in cell searches, supervised and observe inmate while with case manager and other institutional needs in the building. We recommend 3 additional officers as #2 control officer be added into the staffing plan for the building use on all 3 shifts in other to fortify and assist in getting the job done.

HOUSING UNIT #2 PATROL #1 & #2: (+2) (HOUSING UNIT #2 A, B, C, & D with relief for 7-day 24-hour shift. We recommend to have all the housing wings staffed during the night shift in order to have closer supervision and security of inmates. The movement for the housing unit starts as early as 2.30am with medical movements etc. We recommend each wing in housing unit #1 be staffed with officers on 12-8pm shift.

HOUSING UNIT #3 CONTROL CENTER: (+3) OFFICER HOUSING UNIT #3 CONTROL 2 with relief for 7-day 24-hour shift.

Housing unit #3 has 1 control center officer in the control center assisted by the building sergeant. An additional officer assigned to the building will be utilized as second control center officer, relief officer, assist in cell searches, supervised and observe inmate while with case manager and other institutional needs in the building. We recommend 3 additional officers as #2 control officer be added into the staffing plan for the building use on all 3 shifts in other to fortify and assist in getting the job done.

HOUSING UNIT #3 PATRL #1 & #2: (+2) (HOUSING UNIT #3 A, B, C, & D) with relief for 7-day 24-hour shift. We recommend to have all the wings staffed during the night shift in order to have closer supervision and security of inmates. The movement for the housing unit starts as early as 2.30am with medical movements etc. We recommend each wing in housing unit #1 be staffed with officers on 12-8pm shift.

HOUSING UNIT #4 CONTROL CENTER: (+3) OFFICER HOUSING UNIT #4 CONTROL 2 with relief for 7-day 24-hour shift.

Housing unit #4 has 1 control center officer in the control center assisted by the building sergeant. An additional officer assigned to the building will be utilized as second control center officer, relief officer, assist in cell searches, supervised and observe inmate while with case manager and other institutional needs in the building. We recommend 3 additional officers as #2 control officer be added into the staffing plan for the building use on all 3 shifts in other to fortify and assist in getting the job done.

HOUSING UNIT #4 PATRL #1 & #2: (+2) (HOUSING UNIT PATROL OFFICER #4 A, B, C, & D) with relief for 7-day 24-hour shift.

We recommend to have all the wings staffed during the night shift in order to have closer supervision and security of inmates. The movement for the housing unit starts as early as 2.30am with medical movements etc. We recommend each wing in housing unit #1 be staffed with officers

on 12-8pm shift.

HOUSING UNIT #5 CONTROL CENTER OFFICER: (+3) OFFICER HOUSING UNIT #5 CONTROL 2 with relief for 7-day 24-hour shift.

Housing unit #5 has 1 control center officer in the control center assisted by the building sergeant. An additional officer assigned to the building will be utilized as second control center officer, relief officer, assist in cell searches, supervised and observe inmate while with case manager and other institutional needs in the building. We recommend 3 additional officers as #2 control officer be added into the staffing plan for the building use on all 3 shifts in other to fortify and assist in getting the job done.

HOUSING UNIT #5 SEGREGATION ESCORT/RELIEF CORRECTIONAL OFFICER #1 & #2 (SAP): (+6) H. U UNIT #5

SEG ESC #1 & #2 with relief for 7-day 24-hour shift.

Housing unit #5 SECREGATION ESCORT #1 & #2 are currently used as SAP on a regular basis on all shifts, 7 days a week. This housing unit is a segregation, protective custody and general housing population. We recommend 2 officer be added to the 8-4 shift, 2 officers to the 4-12 shift and 2 officers to the 12-8 shift totaling 6 officers across all shifts.

HOUSING UNIT #5 PATROL #1 & #2: (+2) (HOUSING UNIT #5 A, B, C, & D) with relief for 7-day 24-hour shift. We recommend to have all the wings staffed during the night shift in order to have closer supervision and security of inmates. The movement for the housing unit starts as early as 2.30am with medical movements etc. We recommend each wing in housing unit #1 be staffed with officers on 12-8pm shift.

Appendices C: CCS SRF - Individual Facilities Alphabetically

CCS Shift Relief Factors based on actual Average Annual Leave Hours by Rank

Baltimore City Correctional Center (BCCC)

BCCC - Filled Positions 9-30-2019	0	2	6	9	60
	Major	Captain	Lieutenant	Sergeant	Correctional Officer
Calculate net annual work hours (NAWH):	Hours				
1. Total hours contracted per employee per year (If a regular workweek is 40 hours, then 40x52.14weeks=2,086.)	2,086	2,086	2,086	2,086	2,086
2. Average number of leave hours per employee per year	238.85	254.23	276.51	298.35	251.06
17. Other					
18. Total hours off per employee per year (Add Lines 2 through 17.)	238.85	254.23	276.51	298.35	251.06
19. Net annual work hours (Subtract Line 18 from Lin 1.)	1,847	1,831	1,809	1,787	1,835
Calculate the number of hours the post must be staffed per year:					
20. Hours in basic shift	8	8	8	8	8
21. Shifts per day	1	1	1	1	1
22. Days per week	5	5	5	5	5
23. Total hours post staffed per year (Line 20 x Line 21 x Line 22 x 52.14)	2086	2086	2086	2086	2086
Calculate the shift relief factor (SRF): 5-Day post 8 hour shift					
24. SRF for 5-day post, one 8-hour shift: Line 23 (hours post staffed per year) /Line 19 (NAWH)	1.13	1.14	1.15	1.17	1.14
Calculate shift relief factors (SRF): 7-day posts					
25. 7-day post, one 8-hour shift: (Line 24 x 7)/5	1.58	1.59	1.61	1.63	1.59
26. 7-day post, 8-hour shifts, 24-hour continuous coverage: Line 25 x 3	4.74	4.78	4.84	4.90	4.77
27. 7-day post, one 10-hour shift: (Line 24 x 10)/8	1.41	1.42	1.44	1.46	1.42
28. 7-day post, one 12-hour shifts: (Line 25 x 12)/8	2.37	2.39	2.42	2.45	2.39
29. 7-day post, 12-hour shifts, 24-hour continuous coverage: Line 28 x 2	4.74	4.78	4.84	4.90	4.77
Source: Adapted from Dennis R. Liebert and Rod Miller, <i>Staffing Analysis Workbook for Jails</i> . 2nd ed. *Washington, DC: US Department of Justice, National Institute of Corrections, 2003), page 43.					

Central Maryland Correctional Facility (CMCF)

CMCF - Filled Positions 9-30-2019	1	1	6	7	59
	Major	Captain	Lieutenant	Sergeant	Correctional Officer
Calculate net annual work hours (NAWH):	Hours				
1. Total hours contracted per employee per year (If a regular workweek is 40 hours, then 40x52.14weeks=2,086.)	2,086	2,086	2,086	2,086	2,086
2. Average number of leave hours per employee per year	214.83	472.02	278.52	251.02	242.53
17. Other					
18. Total hours off per employee per year (Add Lines 2 through 17.)	214.83	472.02	278.52	251.02	242.53
19. Net annual work hours (Subtract Line 18 from Lin 1.)	1,871	1,614	1,807	1,835	1,843
Calculate the number of hours the post must be staffed per year:					
20. Hours in basic shift	8	8	8	8	8
21. Shifts per day	1	1	1	1	1
22. Days per week	5	5	5	5	5
23. Total hours post staffed per year (Line 20 x Line 21 x Line 22 x 52.14)	2086	2086	2086	2086	2086
Calculate the shift relief factor (SRF): 5-Day post 8 hour shift					
24. SRF for 5-day post, one 8-hour shift: Line 23 (hours post staffed per year) /Line 19 (NAWH)	1.11	1.29	1.15	1.14	1.13
Calculate shift relief factors (SRF): 7-day posts					
25. 7-day post, one 8-hour shift: (Line 24 x 7)/5	1.56	1.81	1.62	1.59	1.58
26. 7-day post, 8-hour shifts, 24-hour continuous coverage: Line 25 x 3	4.68	5.43	4.85	4.77	4.75
27. 7-day post, one 10-hour shift: (Line 24 x 10)/8	1.39	1.62	1.44	1.42	1.41
28. 7-day post, one 12-hour shifts: (Line 25 x 12)/8	2.34	2.71	2.42	2.39	2.38
29. 7-day post, 12-hour shifts, 24-hour continuous coverage: Line 28 x 2	4.68	5.43	4.85	4.77	4.75
Source: Adapted from Dennis R. Liebert and Rod Miller, <i>Staffing Analysis Workbook for Jails</i> . 2nd ed. *Washington, DC: US Department of Justice, National Institute of Corrections, 2003), page 43.					

Dorsey Run Correctional Facility (DRCF)

DRCF - Filled Positions 9-30-2019	0	3	9	32	150
	Major	Captain	Lieutenant	Sergeant	Correctional Officer
Calculate net annual work hours (NAWH):	Hours				
1. Total hours contracted per employee per year (If a regular workweek is 40 hours, then 40x52.14weeks=2,086.)	2,086	2,086	2,086	2,086	2,086
2. Average number of leave hours per employee per year	257.83	333.83	272.63	254.39	293.10
17. Other					
18. Total hours off per employee per year (Add Lines 2 through 17.)	257.83	333.83	272.63	254.39	293.10
19. Net annual work hours (Subtract Line 18 from Lin 1.)	1,828	1,752	1,813	1,831	1,793
Calculate the number of hours the post must be staffed per year:					
20. Hours in basic shift	8	8	8	8	8
21. Shifts per day	1	1	1	1	1
22. Days per week	5	5	5	5	5
23. Total hours post staffed per year (Line 20 x Line 21 x Line 22 x 52.14)	2086	2086	2086	2086	2086
Calculate the shift relief factor (SRF): 5-Day post 8 hour shift					
24. SRF for 5-day post, one 8-hour shift: Line 23 (hours post staffed per year) /Line 19 (NAWH)	1.14	1.19	1.15	1.14	1.16
Calculate shift relief factors (SRF): 7-day posts					
25. 7-day post, one 8-hour shift: (Line 24 x 7)/5	1.60	1.67	1.61	1.59	1.63
26. 7-day post, 8-hour shifts, 24-hour continuous coverage: Line 25 x 3	4.79	5.00	4.83	4.78	4.89
27. 7-day post, one 10-hour shift: (Line 24 x 10)/8	1.43	1.49	1.44	1.42	1.45
28. 7-day post, one 12-hour shifts: (Line 25 x 12)/8	2.40	2.50	2.42	2.39	2.44
29. 7-day post, 12-hour shifts, 24-hour continuous coverage: Line 28 x 2	4.79	5.00	4.83	4.78	4.89
Source: Adapted from Dennis R. Liebert and Rod Miller, <i>Staffing Analysis Workbook for Jails</i> . 2nd ed. *Washington, DC: US Department of Justice, National Institute of Corrections, 2003), page 43.					

Eastern Correctional Institution Compound (ECI)*
Eastern Correctional Institution – Annex (ECI-A)

ECI - Filled Positions 9-30-2019	0	13	35	79	399
	Major	Captain	Lieutenant	Sergeant	Correctional Officer
Calculate net annual work hours (NAWH):					
	Hours				
1. Total hours contracted per employee per year (If a regular workweek is 40 hours, then 40x52.14weeks=2,086.)	2,086	2,086	2,086	2,086	2,086
2. Average number of leave hours per employee per year	263.37	304.56	327.97	284.97	226.60
17. Other					
18. Total hours off per employee per year (Add Lines 2 through 17.)	263.37	304.56	327.97	284.97	226.60
19. Net annual work hours (Subtract Line 18 from Lin 1.)	1,822	1,781	1,758	1,801	1,859
Calculate the number of hours the post must be staffed per year:					
20. Hours in basic shift	8	8	8	8	8
21. Shifts per day	1	1	1	1	1
22. Days per week	5	5	5	5	5
23. Total hours post staffed per year (Line 20 x Line 21 x Line 22 x 52.14)	2086	2086	2086	2086	2086
Calculate the shift relief factor (SRF): 5-Day post 8 hour shift					
24. SRF for 5-day post, one 8-hour shift: Line 23 (hours post staffed per year) /Line 19 (NAWH)	1.14	1.17	1.19	1.16	1.12
Calculate shift relief factors (SRF): 7-day posts					
25. 7-day post, one 8-hour shift: (Line 24 x 7)/5	1.60	1.64	1.66	1.62	1.57
26. 7-day post, 8-hour shifts, 24-hour continuous coverage: Line 25 x 3	4.81	4.92	4.98	4.86	4.71
27. 7-day post, one 10-hour shift: (Line 24 x 10)/8	1.43	1.46	1.48	1.45	1.40
28. 7-day post, one 12-hour shifts: (Line 25 x 12)/8	2.40	2.46	2.49	2.43	2.36
29. 7-day post, 12-hour shifts, 24-hour continuous coverage: Line 28 x 2	4.81	4.92	4.98	4.86	4.71
Source: Adapted from Dennis R. Liebert and Rod Miller, <i>Staffing Analysis Workbook for Jails</i> . 2nd ed. *Washington, DC: US Department of Justice, National Institute of Corrections, 2003), page 43.					

*ECI and ECI-A were estimated together as their leave hours were reported together to CCS.

Eastern Pre-Release Unit (EPRU)

EPRU - Filled Positions 9-30-2019	0	1	3	2	24
	Major	Captain	Lieutenant	Sergeant	Correctional Officer
Calculate net annual work hours (NAWH):	Hours				
1. Total hours contracted per employee per year (If a regular workweek is 40 hours, then 40x52.14weeks=2,086.)	2,086	2,086	2,086	2,086	2,086
2. Average number of leave hours per employee per year		280.92	247.66	160.19	203.34
17. Other					
18. Total hours off per employee per year (Add Lines 2 through 17.)	0.00	280.92	247.66	160.19	203.34
19. Net annual work hours (Subtract Line 18 from Lin 1.)	2,086	1,805	1,838	1,925	1,882
Calculate the number of hours the post must be staffed per year:					
20. Hours in basic shift	8	8	8	8	8
21. Shifts per day	1	1	1	1	1
22. Days per week	5	5	5	5	5
23. Total hours post staffed per year (Line 20 x Line 21 x Line 22 x 52.14)	2086	2086	2086	2086	2086
Calculate the shift relief factor (SRF): 5-Day post 8 hour shift					
24. SRF for 5-day post, one 8-hour shift: Line 23 (hours post staffed per year) /Line 19 (NAWH)	1.00	1.16	1.13	1.08	1.11
Calculate shift relief factors (SRF): 7-day posts					
25. 7-day post, one 8-hour shift: (Line 24 x 7)/5	1.40	1.62	1.59	1.52	1.55
26. 7-day post, 8-hour shifts, 24-hour continuous coverage: Line 25 x 3	4.20	4.85	4.77	4.55	4.65
27. 7-day post, one 10-hour shift: (Line 24 x 10)/8	1.25	1.44	1.42	1.35	1.39
28. 7-day post, one 12-hour shifts: (Line 25 x 12)/8	2.10	2.43	2.38	2.27	2.33
29. 7-day post, 12-hour shifts, 24-hour continuous coverage: Line 28 x 2	4.20	4.85	4.77	4.55	4.65
Source: Adapted from Dennis R. Liebert and Rod Miller, <i>Staffing Analysis Workbook for Jails</i> . 2nd ed. *Washington, DC: US Department of Justice, National Institute of Corrections, 2003), page 43.					

Jessup Correctional Institution (JCI)

JCI - Filled Positions 9-30-2019	1	6	17	56	311
	Major	Captain	Lieutenant	Sergeant	Correctional Officer
Calculate net annual work hours (NAWH):	Hours				
1. Total hours contracted per employee per year (If a regular workweek is 40 hours, then 40x52.14weeks=2,086.)	2,086	2,086	2,086	2,086	2,086
2. Average number of leave hours per employee per year	395.57	417.43	454.56	236.68	250.67
17. Other					
18. Total hours off per employee per year (Add Lines 2 through 17.)	395.57	417.43	454.56	236.68	250.67
19. Net annual work hours (Subtract Line 18 from Lin 1.)	1,690	1,668	1,631	1,849	1,835
Calculate the number of hours the post must be staffed per year:					
20. Hours in basic shift	8	8	8	8	8
21. Shifts per day	1	1	1	1	1
22. Days per week	5	5	5	5	5
23. Total hours post staffed per year (Line 20 x Line 21 x Line 22 x 52.14)	2086	2086	2086	2086	2086
Calculate the shift relief factor (SRF): 5-Day post 8 hour shift					
24. SRF for 5-day post, one 8-hour shift: Line 23 (hours post staffed per year) /Line 19 (NAWH)	1.23	1.25	1.28	1.13	1.14
Calculate shift relief factors (SRF): 7-day posts					
25. 7-day post, one 8-hour shift: (Line 24 x 7)/5	1.73	1.75	1.79	1.58	1.59
26. 7-day post, 8-hour shifts, 24-hour continuous coverage: Line 25 x 3	5.18	5.25	5.37	4.74	4.77
27. 7-day post, one 10-hour shift: (Line 24 x 10)/8	1.54	1.56	1.60	1.41	1.42
28. 7-day post, one 12-hour shifts: (Line 25 x 12)/8	2.59	2.63	2.69	2.37	2.39
29. 7-day post, 12-hour shifts, 24-hour continuous coverage: Line 28 x 2	5.18	5.25	5.37	4.74	4.77
Source: Adapted from Dennis R. Liebert and Rod Miller, <i>Staffing Analysis Workbook for Jails</i> . 2nd ed. *Washington, DC: US Department of Justice, National Institute of Corrections, 2003), page 43.					

Maryland Correctional Institution – Hagerstown (MCIH)

MCIH - Filled Positions 9-30-2019	3	7	21	25	179
	Major	Captain	Lieutenant	Sergeant	Correctional Officer
Calculate net annual work hours (NAWH):	Hours				
1. Total hours contracted per employee per year (If a regular workweek is 40 hours, then 40x52.14weeks=2,086.)	2,086	2,086	2,086	2,086	2,086
2. Average number of leave hours per employee per year	318.96	324.35	318.25	222.32	231.98
17. Other					
18. Total hours off per employee per year (Add Lines 2 through 17.)	318.96	324.35	318.25	222.32	231.98
19. Net annual work hours (Subtract Line 18 from Lin 1.)	1,767	1,761	1,767	1,863	1,854
Calculate the number of hours the post must be staffed per year:					
20. Hours in basic shift	8	8	8	8	8
21. Shifts per day	1	1	1	1	1
22. Days per week	5	5	5	5	5
23. Total hours post staffed per year (Line 20 x Line 21 x Line 22 x 52.14)	2086	2086	2086	2086	2086
Calculate the shift relief factor (SRF): 5-Day post 8 hour shift					
24. SRF for 5-day post, one 8-hour shift: Line 23 (hours post staffed per year) /Line 19 (NAWH)	1.18	1.18	1.18	1.12	1.13
Calculate shift relief factors (SRF): 7-day posts					
25. 7-day post, one 8-hour shift: (Line 24 x 7)/5	1.65	1.66	1.65	1.57	1.58
26. 7-day post, 8-hour shifts, 24-hour continuous coverage: Line 25 x 3	4.96	4.97	4.96	4.70	4.73
27. 7-day post, one 10-hour shift: (Line 24 x 10)/8	1.48	1.48	1.48	1.40	1.41
28. 7-day post, one 12-hour shifts: (Line 25 x 12)/8	2.48	2.49	2.48	2.35	2.36
29. 7-day post, 12-hour shifts, 24-hour continuous coverage: Line 28 x 2	4.96	4.97	4.96	4.70	4.73
Source: Adapted from Dennis R. Liebert and Rod Miller, <i>Staffing Analysis Workbook for Jails</i> . 2nd ed. *Washington, DC: US Department of Justice, National Institute of Corrections, 2003), page 43.					

Maryland Correctional Institution – Jessup (MCIJ)

MCIJ - Filled Positions 9-30-2019	1	8	21	52	146
	Major	Captain	Lieutenant	Sergeant	Correctional Officer
Calculate net annual work hours (NAWH):					
	Hours				
1. Total hours contracted per employee per year (If a regular workweek is 40 hours, then 40x52.14weeks=2,086.)	2,086	2,086	2,086	2,086	2,086
2. Average number of leave hours per employee per year	598.07	344.30	331.58	207.04	235.15
17. Other					
18. Total hours off per employee per year (Add Lines 2 through 17.)	598.07	344.30	331.58	207.04	235.15
19. Net annual work hours (Subtract Line 18 from Lin 1.)	1,488	1,741	1,754	1,879	1,850
Calculate the number of hours the post must be staffed per year:					
20. Hours in basic shift	8	8	8	8	8
21. Shifts per day	1	1	1	1	1
22. Days per week	5	5	5	5	5
23. Total hours post staffed per year (Line 20 x Line 21 x Line 22 x 52.14)	2086	2086	2086	2086	2086
Calculate the shift relief factor (SRF): 5-Day post 8 hour shift					
24. SRF for 5-day post, one 8-hour shift: Line 23 (hours post staffed per year) /Line 19 (NAWH)	1.40	1.20	1.19	1.11	1.13
Calculate shift relief factors (SRF): 7-day posts					
25. 7-day post, one 8-hour shift: (Line 24 x 7)/5	1.96	1.68	1.66	1.55	1.58
26. 7-day post, 8-hour shifts, 24-hour continuous coverage: Line 25 x 3	5.89	5.03	4.99	4.66	4.73
27. 7-day post, one 10-hour shift: (Line 24 x 10)/8	1.75	1.50	1.49	1.39	1.41
28. 7-day post, one 12-hour shifts: (Line 25 x 12)/8	2.94	2.52	2.50	2.33	2.37
29. 7-day post, 12-hour shifts, 24-hour continuous coverage: Line 28 x 2	5.89	5.03	4.99	4.66	4.73
Source: Adapted from Dennis R. Liebert and Rod Miller, <i>Staffing Analysis Workbook for Jails</i> . 2nd ed. *Washington, DC: US Department of Justice, National Institute of Corrections, 2003), page 43.					

Maryland Correctional Institution – Women (MCIW)

MCIW - Filled Positions 9-30-2019	2	6	20	36	137
	Major	Captain	Lieutenant	Sergeant	Correctional Officer
Calculate net annual work hours (NAWH):	Hours				
1. Total hours contracted per employee per year (If a regular workweek is 40 hours, then 40x52.14weeks=2,086.)	2,086	2,086	2,086	2,086	2,086
2. Average number of leave hours per employee per year	381.19	324.77	323.35	236.86	263.55
17. Other					
18. Total hours off per employee per year (Add Lines 2 through 17.)	381.19	324.77	323.35	236.86	263.55
19. Net annual work hours (Subtract Line 18 from Lin 1.)	1,704	1,761	1,762	1,849	1,822
Calculate the number of hours the post must be staffed per year:					
20. Hours in basic shift	8	8	8	8	8
21. Shifts per day	1	1	1	1	1
22. Days per week	5	5	5	5	5
23. Total hours post staffed per year (Line 20 x Line 21 x Line 22 x 52.14)	2086	2086	2086	2086	2086
Calculate the shift relief factor (SRF): 5-Day post 8 hour shift					
24. SRF for 5-day post, one 8-hour shift: Line 23 (hours post staffed per year) /Line 19 (NAWH)	1.22	1.18	1.18	1.13	1.14
Calculate shift relief factors (SRF): 7-day posts					
25. 7-day post, one 8-hour shift: (Line 24 x 7)/5	1.71	1.66	1.66	1.58	1.60
26. 7-day post, 8-hour shifts, 24-hour continuous coverage: Line 25 x 3	5.14	4.97	4.97	4.74	4.81
27. 7-day post, one 10-hour shift: (Line 24 x 10)/8	1.53	1.48	1.48	1.41	1.43
28. 7-day post, one 12-hour shifts: (Line 25 x 12)/8	2.57	2.49	2.49	2.37	2.40
29. 7-day post, 12-hour shifts, 24-hour continuous coverage: Line 28 x 2	5.14	4.97	4.97	4.74	4.81
Source: Adapted from Dennis R. Liebert and Rod Miller, <i>Staffing Analysis Workbook for Jails</i> . 2nd ed. *Washington, DC: US Department of Justice, National Institute of Corrections, 2003), page 43.					

Maryland Correctional Training Center (MCTC)

MCTC - Filled Positions 9-30-2019	3	5	28	42	268
	Major	Captain	Lieutenant	Sergeant	Correctional Officer
Calculate net annual work hours (NAWH):	Hours				
1. Total hours contracted per employee per year (If a regular workweek is 40 hours, then 40x52.14weeks=2,086.)	2,086	2,086	2,086	2,086	2,086
2. Average number of leave hours per employee per year	365.69	344.64	385.95	216.57	250.19
17. Other					
18. Total hours off per employee per year (Add Lines 2 through 17.)	365.69	344.64	385.95	216.57	250.19
19. Net annual work hours (Subtract Line 18 from Lin 1.)	1,720	1,741	1,700	1,869	1,835
Calculate the number of hours the post must be staffed per year:					
20. Hours in basic shift	8	8	8	8	8
21. Shifts per day	1	1	1	1	1
22. Days per week	5	5	5	5	5
23. Total hours post staffed per year (Line 20 x Line 21 x Line 22 x 52.14)	2086	2086	2086	2086	2086
Calculate the shift relief factor (SRF): 5-Day post 8 hour shift					
24. SRF for 5-day post, one 8-hour shift: Line 23 (hours post staffed per year) /Line 19 (NAWH)	1.21	1.20	1.23	1.12	1.14
Calculate shift relief factors (SRF): 7-day posts					
25. 7-day post, one 8-hour shift: (Line 24 x 7)/5	1.70	1.68	1.72	1.56	1.59
26. 7-day post, 8-hour shifts, 24-hour continuous coverage: Line 25 x 3	5.09	5.03	5.15	4.69	4.77
27. 7-day post, one 10-hour shift: (Line 24 x 10)/8	1.52	1.50	1.53	1.39	1.42
28. 7-day post, one 12-hour shifts: (Line 25 x 12)/8	2.55	2.52	2.58	2.34	2.39
29. 7-day post, 12-hour shifts, 24-hour continuous coverage: Line 28 x 2	5.09	5.03	5.15	4.69	4.77
Source: Adapted from Dennis R. Liebert and Rod Miller, <i>Staffing Analysis Workbook for Jails</i> . 2nd ed. *Washington, DC: US Department of Justice, National Institute of Corrections, 2003), page 43.					

Maryland Reception Diagnostic Classification Center (MRDCC)

MRDCC - Filled Positions 9-30-2019	1	6	11	28	145
	Major	Captain	Lieutenant	Sergeant	Correctional Officer
Calculate net annual work hours (NAWH):	Hours				
1. Total hours contracted per employee per year (If a regular workweek is 40 hours, then 40x52.14weeks=2,086.)	2,086	2,086	2,086	2,086	2,086
2. Average number of leave hours per employee per year	625.13	278.79	356.74	282.22	486.38
17. Other					
18. Total hours off per employee per year (Add Lines 2 through 17.)	625.13	278.79	356.74	282.22	486.38
19. Net annual work hours (Subtract Line 18 from Lin 1.)	1,460	1,807	1,729	1,803	1,599
Calculate the number of hours the post must be staffed per year:					
20. Hours in basic shift	8	8	8	8	8
21. Shifts per day	1	1	1	1	1
22. Days per week	5	5	5	5	5
23. Total hours post staffed per year (Line 20 x Line 21 x Line 22 x 52.14)	2086	2086	2086	2086	2086
Calculate the shift relief factor (SRF): 5-Day post 8 hour shift					
24. SRF for 5-day post, one 8-hour shift: Line 23 (hours post staffed per year) /Line 19 (NAWH)	1.43	1.15	1.21	1.16	1.30
Calculate shift relief factors (SRF): 7-day posts					
25. 7-day post, one 8-hour shift: (Line 24 x 7)/5	2.00	1.62	1.69	1.62	1.83
26. 7-day post, 8-hour shifts, 24-hour continuous coverage: Line 25 x 3	6.00	4.85	5.07	4.86	5.48
27. 7-day post, one 10-hour shift: (Line 24 x 10)/8	1.79	1.44	1.51	1.45	1.63
28. 7-day post, one 12-hour shifts: (Line 25 x 12)/8	3.00	2.42	2.53	2.43	2.74
29. 7-day post, 12-hour shifts, 24-hour continuous coverage: Line 28 x 2	6.00	4.85	5.07	4.86	5.48
Source: Adapted from Dennis R. Liebert and Rod Miller, <i>Staffing Analysis Workbook for Jails</i> . 2nd ed. *Washington, DC: US Department of Justice, National Institute of Corrections, 2003), page 43.					

North Branch Correctional Institution (NBCI)

NBCI - Filled Positions 9-30-2019	1	8	26	41	311
	Major	Captain	Lieutenant	Sergeant	Correctional Officer
Calculate net annual work hours (NAWH):	Hours				
1. Total hours contracted per employee per year (If a regular workweek is 40 hours, then 40x52.14weeks=2,086.)	2,086	2,086	2,086	2,086	2,086
2. Average number of leave hours per employee per year	678.20	280.44	345.95	253.38	241.43
17. Other					
18. Total hours off per employee per year (Add Lines 2 through 17.)	678.20	280.44	345.95	253.38	241.43
19. Net annual work hours (Subtract Line 18 from Lin 1.)	1,407	1,805	1,740	1,832	1,844
Calculate the number of hours the post must be staffed per year:					
20. Hours in basic shift	8	8	8	8	8
21. Shifts per day	1	1	1	1	1
22. Days per week	5	5	5	5	5
23. Total hours post staffed per year (Line 20 x Line 21 x Line 22 x 52.14)	2086	2086	2086	2086	2086
Calculate the shift relief factor (SRF): 5-Day post 8 hour shift					
24. SRF for 5-day post, one 8-hour shift: Line 23 (hours post staffed per year) /Line 19 (NAWH)	1.48	1.16	1.20	1.14	1.13
Calculate shift relief factors (SRF): 7-day posts					
25. 7-day post, one 8-hour shift: (Line 24 x 7)/5	2.07	1.62	1.68	1.59	1.58
26. 7-day post, 8-hour shifts, 24-hour continuous coverage: Line 25 x 3	6.22	4.85	5.04	4.78	4.75
27. 7-day post, one 10-hour shift: (Line 24 x 10)/8	1.85	1.44	1.50	1.42	1.41
28. 7-day post, one 12-hour shifts: (Line 25 x 12)/8	3.11	2.43	2.52	2.39	2.37
29. 7-day post, 12-hour shifts, 24-hour continuous coverage: Line 28 x 2	6.22	4.85	5.04	4.78	4.75
Source: Adapted from Dennis R. Liebert and Rod Miller, <i>Staffing Analysis Workbook for Jails</i> . 2nd ed. *Washington, DC: US Department of Justice, National Institute of Corrections, 2003), page 43.					

Patuxent Institution (PATX)

PATX - Filled Positions 9-30-2019	2	7	15	35	221
	Major	Captain	Lieutenant	Sergeant	Correctional Officer
Calculate net annual work hours (NAWH):	Hours				
1. Total hours contracted per employee per year (If a regular workweek is 40 hours, then 40x52.14weeks=2,086.)	2,086	2,086	2,086	2,086	2,086
2. Average number of leave hours per employee per year	513.44	294.08	342.98	215.70	239.01
17. Other					
18. Total hours off per employee per year (Add Lines 2 through 17.)	513.44	294.08	342.98	215.70	239.01
19. Net annual work hours (Subtract Line 18 from Lin 1.)	1,572	1,792	1,743	1,870	1,847
Calculate the number of hours the post must be staffed per year:					
20. Hours in basic shift	8	8	8	8	8
21. Shifts per day	1	1	1	1	1
22. Days per week	5	5	5	5	5
23. Total hours post staffed per year (Line 20 x Line 21 x Line 22 x 52.14)	2086	2086	2086	2086	2086
Calculate the shift relief factor (SRF): 5-Day post 8 hour shift					
24. SRF for 5-day post, one 8-hour shift: Line 23 (hours post staffed per year) /Line 19 (NAWH)	1.33	1.16	1.20	1.12	1.13
Calculate shift relief factors (SRF): 7-day posts					
25. 7-day post, one 8-hour shift: (Line 24 x 7)/5	1.86	1.63	1.68	1.56	1.58
26. 7-day post, 8-hour shifts, 24-hour continuous coverage: Line 25 x 3	5.57	4.89	5.03	4.68	4.74
27. 7-day post, one 10-hour shift: (Line 24 x 10)/8	1.66	1.46	1.50	1.39	1.41
28. 7-day post, one 12-hour shifts: (Line 25 x 12)/8	2.79	2.44	2.51	2.34	2.37
29. 7-day post, 12-hour shifts, 24-hour continuous coverage: Line 28 x 2	5.57	4.89	5.03	4.68	4.74

Source: Adapted from Dennis R. Liebert and Rod Miller, *Staffing Analysis Workbook for Jails* . 2nd ed. *Washington, DC: US Department of Justice, National Institute of Corrections, 2003), page 43.

Roxbury Correctional Institution (RCI)

RCI - Filled Positions 9-30-2019	2	4	19	35	184
	Major	Captain	Lieutenant	Sergeant	Correctional Officer
Calculate net annual work hours (NAWH):	Hours				
1. Total hours contracted per employee per year (If a regular workweek is 40 hours, then 40x52.14weeks=2,086.)	2,086	2,086	2,086	2,086	2,086
2. Average number of leave hours per employee per year	232.54	220.66	264.40	197.65	216.31
17. Other					
18. Total hours off per employee per year (Add Lines 2 through 17.)	232.54	220.66	264.40	197.65	216.31
19. Net annual work hours (Subtract Line 18 from Lin 1.)	1,853	1,865	1,821	1,888	1,869
Calculate the number of hours the post must be staffed per year:					
20. Hours in basic shift	8	8	8	8	8
21. Shifts per day	1	1	1	1	1
22. Days per week	5	5	5	5	5
23. Total hours post staffed per year (Line 20 x Line 21 x Line 22 x 52.14)	2086	2086	2086	2086	2086
Calculate the shift relief factor (SRF): 5-Day post 8 hour shift					
24. SRF for 5-day post, one 8-hour shift: Line 23 (hours post staffed per year) /Line 19 (NAWH)	1.13	1.12	1.15	1.10	1.12
Calculate shift relief factors (SRF): 7-day posts					
25. 7-day post, one 8-hour shift: (Line 24 x 7)/5	1.58	1.57	1.60	1.55	1.56
26. 7-day post, 8-hour shifts, 24-hour continuous coverage: Line 25 x 3	4.73	4.70	4.81	4.64	4.69
27. 7-day post, one 10-hour shift: (Line 24 x 10)/8	1.41	1.40	1.43	1.38	1.39
28. 7-day post, one 12-hour shifts: (Line 25 x 12)/8	2.36	2.35	2.40	2.32	2.34
29. 7-day post, 12-hour shifts, 24-hour continuous coverage: Line 28 x 2	4.73	4.70	4.81	4.64	4.69
Source: Adapted from Dennis R. Liebert and Rod Miller, <i>Staffing Analysis Workbook for Jails</i> . 2nd ed. *Washington, DC: US Department of Justice, National Institute of Corrections, 2003), page 43.					

Southern Maryland Pre-Release Unit (SMPRU)

SMPRU - Filled Positions 9-30-2019			3	4	21
	Major	Captain	Lieutenant	Sergeant	Correctional Officer
Calculate net annual work hours (NAWH):	Hours				
1. Total hours contracted per employee per year (If a regular workweek is 40 hours, then 40x52.14weeks=2,086.)	2,086	2,086	2,086	2,086	2,086
2. Average number of leave hours per employee per year			231.12	144.83	215.24
17. Other					
18. Total hours off per employee per year (Add Lines 2 through 17.)	0.00	0.00	231.12	144.83	215.24
19. Net annual work hours (Subtract Line 18 from Lin 1.)	2,086	2,086	1,854	1,941	1,870
Calculate the number of hours the post must be staffed per year:					
20. Hours in basic shift	8	8	8	8	8
21. Shifts per day	1	1	1	1	1
22. Days per week	5	5	5	5	5
23. Total hours post staffed per year (Line 20 x Line 21 x Line 22 x 52.14)	2086	2086	2086	2086	2086
Calculate the shift relief factor (SRF): 5-Day post 8 hour shift					
24. SRF for 5-day post, one 8-hour shift: Line 23 (hours post staffed per year) /Line 19 (NAWH)	1.00	1.00	1.12	1.07	1.12
Calculate shift relief factors (SRF): 7-day posts					
25. 7-day post, one 8-hour shift: (Line 24 x 7)/5	1.40	1.40	1.57	1.50	1.56
26. 7-day post, 8-hour shifts, 24-hour continuous coverage: Line 25 x 3	4.20	4.20	4.72	4.51	4.68
27. 7-day post, one 10-hour shift: (Line 24 x 10)/8	1.25	1.25	1.41	1.34	1.39
28. 7-day post, one 12-hour shifts: (Line 25 x 12)/8	2.10	2.10	2.36	2.26	2.34
29. 7-day post, 12-hour shifts, 24-hour continuous coverage: Line 28 x 2	4.20	4.20	4.72	4.51	4.68
Source: Adapted from Dennis R. Liebert and Rod Miller, <i>Staffing Analysis Workbook for Jails</i> . 2nd ed. *Washington, DC: US Department of Justice, National Institute of Corrections, 2003), page 43.					

Western Correctional Institution

WCI - Filled Positions 9-30-2019	3	9	21	39	229
	Major	Captain	Lieutenant	Sergeant	Correctional Officer
Calculate net annual work hours (NAWH):	Hours				
1. Total hours contracted per employee per year (If a regular workweek is 40 hours, then 40x52.14weeks=2,086.)	2,086	2,086	2,086	2,086	2,086
2. Average number of leave hours per employee per year	286.56	326.79	349.11	256.09	232.29
17. Other					
18. Total hours off per employee per year (Add Lines 2 through 17.)	286.56	326.79	349.11	256.09	232.29
19. Net annual work hours (Subtract Line 18 from Lin 1.)	1,799	1,759	1,736	1,830	1,853
Calculate the number of hours the post must be staffed per year:					
20. Hours in basic shift	8	8	8	8	8
21. Shifts per day	1	1	1	1	1
22. Days per week	5	5	5	5	5
23. Total hours post staffed per year (Line 20 x Line 21 x Line 22 x 52.14)	2086	2086	2086	2086	2086
Calculate the shift relief factor (SRF): 5-Day post 8 hour shift					
24. SRF for 5-day post, one 8-hour shift: Line 23 (hours post staffed per year) /Line 19 (NAWH)	1.16	1.19	1.20	1.14	1.13
Calculate shift relief factors (SRF): 7-day posts					
25. 7-day post, one 8-hour shift: (Line 24 x 7)/5	1.62	1.66	1.68	1.60	1.58
26. 7-day post, 8-hour shifts, 24-hour continuous coverage: Line 25 x 3	4.87	4.98	5.04	4.79	4.73
27. 7-day post, one 10-hour shift: (Line 24 x 10)/8	1.45	1.48	1.50	1.42	1.41
28. 7-day post, one 12-hour shifts: (Line 25 x 12)/8	2.43	2.49	2.52	2.39	2.36
29. 7-day post, 12-hour shifts, 24-hour continuous coverage: Line 28 x 2	4.87	4.98	5.04	4.79	4.73

Source: Adapted from Dennis R. Liebert and Rod Miller, *Staffing Analysis Workbook for Jails* . 2nd ed. *Washington, DC: US Department of Justice, National Institute of Corrections, 2003), page 43.

