

Report to the Court in the Matter of *Jensen v. Thornell, et al.*

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Federal Rule 706 Expert

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Staffing Analysis and Plan

ADCRR Areas Housing Members of the Subclass

Background:

Section 20.1 the Order and Permanent Injunction (Doc 4410 at 53) directed me to conduct a custody staffing analysis and plan for all areas housing members of the subclass as defined in the Order (Doc 4410 at 51). The physical locations for housing members of the sub-class typically fall under three headings; detention units, maximum custody units, and direct/close observation areas referred to as mental health watch.

The detention units are utilized for relatively short-term assignment to address a variety of issues that require separation from general population housing. These include disciplinary issues, people who refuse to accept housing assignments, people needing/requesting protective custody, people returned from community supervision, and other risk factors that require assessment prior to assignment to a less restrictive housing location. Anyone, regardless of assigned custody classification, can be placed in detention. A person housed in detention experiences conditions of confinement similar to those found in maximum custody.

The general physical layout of detention units across ADCRR are conceptually similar. There is a 40 cell, 80 bed design that could be called prototypical for ADCRR detention units, and a variety of other layouts that vary from 12 beds to 96 beds. There are 19 detention units within ADCRR, but they are not all being used at this time. Some are closed for remodeling, and others are not being used but could be activated if needed.

Maximum custody is both a custody classification, and a security designation for locations identified to house people classified as maximum custody. These housing locations are SMU1 and Browning at the Eyman Complex, and Rast Max at the Lewis Complex. The maximum custody classification is not used with the female population.

Mental health watches are conducted in a variety of locations across the agency, including individual cells in detention units, pods within maximum custody units and residential mental health units, and stand-alone units. There are currently 13 locations within ADCRR used for mental health watches. People housed on mental health watch status are assessed by a mental health provider and assigned to direct or indirect observation, by a posted custody staff member.

Analysis:

To conduct this analysis and plan I visited all locations housing member of the subclass between April 30th and August 6th, 2023. An assessment of daily staff activities was completed through observations of custody operations, interviews with subclass members, and interviews with staff at each location. I also reviewed applicable agency policies and the requirements in the Order.

The daily staff activities include count, meal delivery, supply distribution, sanitation, escorting nurses for medication distribution, recreation, security inspections, escorts for medical, mental health, and other

services, and documenting all activities. I am proposing two staffing plans for detention units, one for units with 1-49 beds, and one for units with 50-100 beds. This approach captures the range of detention unit sizes in use, and acknowledges the reduced staffing needs for units with fewer than 50 beds.

Maximum custody units are significantly larger than the detention units, with SMU I and Browning (Eyman Complex) operating as stand-alone facilities. All of the work duties performed in detention units also occur in maximum custody units. Maximum custody is the highest classification in ADCRR, and assignment to maximum custody occurs through a classification hearing. A person assigned to maximum custody must work through a three-step system, demonstrating reduced risk to themselves and others, before qualifying for promotion to a less restrictive classification level. The expectations include demonstrating pro-social engagement, and participation in programming. This requires a higher level of staff escorts than is experienced in detention units. Because of the size of the facilities, including multiple control booths, staffing demands are significantly higher in maximum custody units as compared to detention units.

The staffing plans for maximum custody are based on physical space rather than specific bed count. The different units are arranged in wings, clusters, and pods: a wing contains 2-4 clusters, a cluster typically has 6 pods, and the bed count per pod varies based on the use of single or double occupancy cells.

The staffing plans for mental health watches differs from maximum custody and detention units due to requirements for direct and indirect observation of people placed on mental health watches. The maximum custody units have pods dedicated to mental health watches. The female facility has a 20-bed unit dedicated to mental health watches. The Flamenco unit at ASPC Phoenix has 15 mental health watch beds in three different areas within the unit. ASPC Yuma has 16 dedicated mental health watch beds spread between 4 housing units. Individual staffing plans for each location were created as part of the staffing analysis.

The Order classifies custody posts as mandatory, essential, and important. For purposes of these staffing plans, the following definitions apply:

- Mandatory – those posts with assigned duties that must be performed every shift to ensure the safety, security, and well-being of the incarcerated person, staff, and the public. All posts designated as mandatory must be filled at all times.
- Essential – those posts with assigned duties that must be accomplished to support safety, security and well-being, but can be delayed for a short period of time, typically no more than 24 hours. Essential posts must be filled at least 75% of the time on a weekly basis.
- Important – those posts with assigned duties that contribute to safety, security, and well-being, while having flexibility with time frames for completion. Important posts must be filled at least 50% of the time on a weekly basis.

The plans establish the staffing levels required for each location housing members of the subclass. All posts in the staffing plans are designated as mandatory, essential, or important.

Recommendations:

Attached are my recommendations to the court for staffing plans for detention and maximum custody units, and locations conducting mental health watches.

The number of people on mental health watch, and the observation requirements (constant, 10 minutes, etc.) will dictate the number of staff needed to provide direct/indirect observation. Temporary posts must

be established and staffed when watch requirements exceed the dedicated positions identified in the staffing plan. All staffing for temporary posts is in addition to the staffing required to operate the MHW unit, per the staffing plan. The detention units at ASPC Winslow, Safford, and Douglas each have two cells dedicated to short-term mental health watches, which are used intermittently. Posts for short-term mental health watch beds in those detention units are not addressed in the staffing plan. Those posts are staffed when needed using temporary posts.

It is expected that the staffing remains consistent as established in each plan, regardless of the number of subclass members present at any location. The staffing levels are designed to meet routine work duty demands during any given shift based on 95% occupancy. The total number of people housed in a detention unit will fluctuate daily. I observed locations operating at over 90% capacity, as well as locations operating at 50-60% capacity. The intent of the staffing plans is to ensure staffing levels are always adequate to carry out the requirements of the Order. ADCRR has already begun to impact overall staffing requirements by reducing the number of small or under-utilized locations currently housing members of the subclass.

ADCRR uses both 8 and 12-hour shift patterns for custody staffing across their system. Versions of staffing plans 8-hour and 12-hour shifts for are attached. The 8-hour shift staffing plan tool uses the 24-hour day, 7-day post relief factor identical to 8-hour shifts currently used by ADCRR. The 12-hour shift staffing plan tool uses an AM/PM, 7-day post model. Although different from the methodology used by ADCRR for 12-hour shift patterns, the full-time employee (fte) calculation is essentially the same. The one variation is the relief factor. The ADCRR relief factor for 24/7 posts with 12-hour shifts is 4.84, which is lower than the 5.40 relief factor used for posts filled 24/7 with 8-hour shifts. For the proposed staffing plans the same relief factor methodology was used for 8-hour and 12-hour shifts, with one 12/7 post requiring 2.70 fte's. An example of the ADCRR relief factor calculations for 8-hour shifts is attached.

Section 22.1 in the Order requires ADCRR to ensure subclass members can effectively contact staff through either electronic means, or in-person. The requirement is being addressed through the use of "Rover" positions in areas housing members of the subclass. The rover(s) are responsible for continually moving throughout the areas housing subclass members. The staffing plans establish this resource at a level that ensures 24/7 mandatory coverage consistent with the size of the physical plant. Identifying and retrofitting technology solutions in hardened structures like detention and maximum custody units can be a lengthy process. The installation of intercoms or listening devices in the day rooms of each pod housing subclass members would enhance access to staff, and could be accomplished much sooner than the work required to retrofit every cell. The best long-term solution will be a combination of technology (call buttons, intercoms, indicator lights) and staffing.

The Order addresses access to various out-of-cell activities including recreation, showers, pro-social engagement, and most importantly; health care and mental health services. Well established safety and security practices require the presence of two staff when moving people in and out of cells in high-security settings. The staffing plans address this need by providing teams of two custody staff, "Floor Officers", at levels consistent with the size of the physical plant and the amount of daily out-of-cell activities. These positions are identified as mandatory posts in the staffing plans. Maximum custody units have additional requirements for escorts outside of the living unit, typically to health care and mental health services. I've recommended staffing maximum custody units with External Escort Officers. These are identified as

essential posts providing some staffing flexibility consistent with the unpredictable need for external escorts.

Some of the detention units, and all of the maximum custody units have control booths from which custody staff operate doors and provide visual observation of the staff and cell areas housing members of the subclass. I have designated all such posts as mandatory. Control booth staffing levels are reduced during those hours of operation when routine movement of subclass members does not occur.

Direct supervision of staff is needed to ensure the quantitative and qualitative requirements identified in the Order are met. The correctional sergeant job series will provide the oversight, direction, and training needed for the officers assigned to carry out the day-to-day work. Correctional sergeants are currently utilized in some detention units. The staffing plans require a 24/7 correctional sergeant post in the 50-100 bed detention units, and two 8/5 posts or one 12/7 post in the 1-50 bed detention and mental health watch units. Maximum custody units are staffed with a 24/7 correctional sergeant post responsible for overall shift operations within the facility unit, under the direction of the shift commander. Maximum custody units receive the addition of "correctional unit sergeant" posts, providing direct supervision of the staff working with the subclass members as they perform their required duties.

As a result of ADCRR's efforts, the overall number of people in maximum custody and detention has shown a steady downward trend since the beginning of 2023. I strongly recommend the Defendants continue reducing the number of detention, and maximum custody units operated across ADCRR as a strategy to offset the additional positions required to implement the staffing plans. Section 20.2.2 of the Order requires an annual assessment of the staffing plans, and provides a mechanism to request adjustments based on changes in practice. Combining the strategies of reducing the size of the subclass, the number of detention and maximum custody locations and the on-going efforts to improve the conditions of confinement for subclass members could ultimately lead to a reduction in the number of staff positions dedicated to managing people in the subclass agency wide.

Review:

The Defendants were actively involved during the process of completing the analysis, providing current staffing documents and reviewing numerous drafts of proposed staffing plans. I shared drafts of the plans and the report with them and invited feedback, edits or corrections. Feedback received prior to August 18, 2023 was addressed. I received no further feedback on drafts submitted on and after August 18th.

The staffing plans were shared with the plaintiffs, and the following exchanges occurred through e-mail and were not resolved. The plaintiffs have indicated they may bring their concerns to the Court.

(Plaintiffs' concern) Looking at the 12-hour shift for 1 cluster: Eyman-SMU1 has 6-pod clusters. If there are 4 Housing Unit Floor officers and one Floor Rover on at a time, how is the requirement of every incarcerated person having the ability to "effectively contact a staff member immediately, either via in-person or via a call button/intercom system" met?

(My response) Within the 6 pods that make up a cluster there are a total of 48 cells (96 beds if double bunked). The Rover can cover the entire loop, cell to cell, in less than 20 minutes - and that's their dedicated job. In addition, there are the Floor Officers, the supervisors, non-custody staff, and the Control Booth Officers. I feel this overall level of staffing moving throughout the areas housing members of the

subclass meets the intent of the Order. I can't make a good argument for having one person posted full time in every pod housing members of the subclass (Detention or MAX) - just waiting for someone to request contact with staff. The better long-term solution is technology, but that will take some time to design and install - and even then, the response to a call button is not instantaneous.

(plaintiffs' concern) Looking at the 12-hour shift for 1 wing: For positions that are dedicated to a particular pod (including at least Housing Unit Control, Housing Unit Floor, Floor Rover), why are there fewer than 4 times the requirement for a cluster? For example, the staffing analysis for one cluster requires 4 Housing Unit Floor officers on each shift, but the staffing analysis for one wing requires 12 Housing Unit Floor officers during the day and 8 at night. This would be an average of 3 Housing Unit Floor officers in each cluster during the day and 2 at night.

(My response) The Floor Officers operate in teams of 2. 6 teams of Floor Officers can meet the needs for a Wing, but 1.5 teams won't work for a cluster of 96 (or 72) beds. The Floor Officer allocation for a cluster mirrors the allocation for a 50-100 bed detention unit.

(plaintiff's' concern) We've reviewed all the staffing analyses. As previously expressed about Eyman SMU I, we are concerned about the number of floor officers and rovers in Eyman-Browning and Lewis-Rast. Based on the draft staffing plans and your explanation that floor officers work in pairs, there will always be numerous pods where no officer is in the pod. Until there are functional call buttons/intercoms in every cell housing people, the draft staffing plans do not meet the requirement of Sec. 22.1 that people cannot be housed in any location where they "lack [] the affability to effectively contact a staff member immediately, either via in-person or via a call button/intercom system." The difference between being able to contact staff immediately as opposed to being able to contact staff when the rover comes into the unit in 10, 15, or 20 minutes, assuming all is occurring as it is supposed to, can be the difference between life and death in the case of a medical emergency or attempted suicide. We agree that technology is probably the way to ultimately solve this issue, but the injunction requirement is already in effect and the draft staffing analysis, if followed, would ensure that the injunction was being violated, until or unless a technological fix is in place.

(My response) The level of staffing mandated in the staffing plans ensures access to staff that meets or exceeds every other situation with the exception of direct/constant one-on-one observation that occurs during mental health watches. In addition to the Rover Officers assigned to each cluster, there are Floor Officers, Watch Officers, Recreation Officers, Unit Booth Officers, and the Unit Supervisor (Sergeant) interacting/observing all areas housing subclass members. I believe these mandatory staffing levels will provide access that meets the intent of the order.

(plaintiffs' concern) Also, we are concerned that having inconsistencies between the number of staff needed pursuant to the 1-cluster staffing plans and to the 1-wing staffing plans will lead to confusion and disputes. As they are written, ADCRR could be in compliance with the staffing plan for a wing of a facility and not be in compliance with the staffing plan for a cluster in that wing. It is inevitable that this will create disputes that will have to be resolved.

(My response) If ADCRR is housing subclass members throughout a wing, the staffing plan for operating 1-wing applies. If ADCRR is housing subclass members in 1-3 clusters within a wing, the 1-cluster staffing plan applies to each cluster housing subclass members.

(My response) After further review and consideration I made increases to the 3rd/PM shift staffing for floor officers at Browning and Rast, providing the same ratio of staffing as is recommended for SMU1. While Floor Officers work as teams of two during movement of members of the subclass, they work independently during times with out movement of subclass members. There is very little movement of subclass members during 3rd/PM shift.

Attachments:

Document 1, 50-100 bed detention, w/control 12-hour shifts
Document 2, 50-100 bed detention, w/control 8-hour shifts
Document 3, 1-49 bed detention, w/control 12-hour shifts
Document 4, 1-49 bed detention, w/control 8-hour shifts
Document 5, 50-100 bed detention w/o control 12-hour shifts
Document 6, 50-100 bed detention w/o control 8-hour shifts
Document 7, 1-49 bed detention w/o control 12-hour shifts
Document 8, 1-49 bed detention w/o control 8-hour shifts
Document 9, Browning, 8-hour shifts
Document 10, Browning, 12-hour shifts
Document 11, SMU1-Browning, one cluster, 8-hour shifts
Document 12, SMU1-Browning, one cluster, 12-hour shifts
Document 13, SMU1-Browning, one wing, 12-hour shifts
Document 14, Rast, 8-hour shifts
Document 15, Rast 12-hour shifts
Document 16, SMU1, 8-hour shifts
Document 17, SMU1, 12-hour shifts
Document 18, Flamenco MHW
Document 19, Perryville MHW
Document 20, Rincon MHW
Document 21, Yuma MHW
Document 22, ADCRR relief factor, custody staffing 8-hour shifts
Document 23, relationship diagram for wing, cluster, and pod

Post Staffing Analysis - 1-49 bed detention unit with functioning control booth - 12 hour shifts											
					Type		# of Posts by Shift			Relief	Total
Post Location		Post Position Title	Duties & Responsibilities		4 day	7 day	Day	1st	2nd	Factor	FTE Req.
	Direct Supervisor	Essential	Sergeant	Staff Supervision		x	1			2.70	2.70
	SUBTOTAL		Sergeants				1	0	0		2.70
	Control booth	Mandatory	Officer/Cprl	Pod observation, cell access		x		1	1	2.70	5.40
	Floor Staff	Mandatory	Officer/Cprl	Count, feeding, observation, escorts		x		2	2	2.70	10.80
	Floor Rover	Mandatory	Officer/Cprl	Access to staff #22		x		1	1	2.70	5.40
	Recreation	Mandatory	Officer/Cprl	Direct observation of recreation		x		1	0	2.70	2.70
	SUBTOTAL		Officer/Cprl				0	5	4		24.30
	Total fte's										27.00
											Staffing levels are not tied to the number of people housed in the detention unit, and must be followed if just one member of the subclass in housed in the
											In detention units utilizing 1-2 "short-term" watch beds, those beds will be staffed as temporary posts, filled only as needed. Any staffing for temporary posts is in addition to the staffing required to operate the detention unit, per the staffing plan.

Post Staffing Analysis - 1-49 bed detention unit with functioning control booth - 8 hour shifts												
Post Location	Necessity	Post Position Title	Duties & Responsibilities	Type		# of Posts by Shift				Relief	Total	
				5 day	7 day	Day	1st	2nd	3rd	Factor	FTE Req.	
Direct Supervisor	Essential	Sergeant	Staff Supervision	x			1	1		1.25	2.50	
SUBTOTAL		Sergeants				0	1	1	0		2.50	
Booth staff	Mandatory	Officer/Cprl	Pod observation, cell access		x		1	1	1	1.80	5.40	
Floor Staff	Mandatory	Officer/Cprl	Count, feeding, observation, escorts		x		2	2	2	1.80	10.80	
Floor Rover	Mandatory	Officer/Cprl	Access to staff #22		x		1	1	1	1.80	5.40	
Recreation	Mandatory	Officer/Cprl	Direct observation of recreation		x		1	1	0	1.80	3.60	
SUBTOTAL		Officer/Cprl				0	5	5	4		25.20	
Total fte's											27.70	
												Staffing levels are not tied to the number of people housed in the detention unit, and must be followed if just one member of the subclass is housed in the unit.
												In detention units utilizing 1-2 "short-term" watch beds, those beds will be staffed as temporary posts, filled only as needed. Any staffing for temporary posts is in addition to the staffing required to operate the detention unit, per the staffing plan.

Post Staffing Analysis - 50-100 bed detention unit with no control booth - 8 hour shifts													
Post Location	Necessity	Post Position Title	Duties & Responsibilities	Type		# of Posts by Shift				Relief	Total		
				5 day	7 day	Day	1st	2nd	3rd				
Direct Supervisor	Essential	Sergeant	Shift Supervision		x		1	1	1	1.80	5.40		
SUBTOTAL		Sergeants				0	1	1	1		5.40		
Floor Staff	Mandatory	Officer/Cprl	Count, feeding, observation, escorts		x		4	4	3	1.80	19.80		
Floor Rover	Mandatory	Officer/Cprl	Access to staff #22		x		1	1	1	1.80	5.40		
Recreation	Mandatory	Officer/Cprl	Direct observation of recreation		x		1	1	0	1.80	3.60		
SUBTOTAL		Officer/Cprl				0	6	6	4		28.80		
Total fte's											34.20		
													Staffing levels are not tied to the number of people housed in the detention unit, and must be followed if just one member of the subclass is housed in the unit.
													In detention units utilizing 1-2 "short-term" watch beds, those beds will be staffed as temporary posts, filled only as needed. Any staffing for temporary posts is in addition to the staffing required to operate the detention unit, per the staffing plan.

Post Staffing Analysis - 1-49 bed detention unit with no control booth - 12 hour shifts													
						Type		# of Posts by Shift			Relief	Total	
	Post Location	Necessity	Post Position Title	Duties & Responsibilities		4 day	7 day	Day	1st	2nd	Relief Factor	Total FTE Req.	
	Direct Supervisor	Essential	Sergeant	Staff Supervision			x	1			2.70	2.70	
	SUBTOTAL		Sergeants					1	0	0		2.70	
	Floor Staff	Mandatory	Officer/Cprl	Count, feeding, observation, escorts			x		2	2	2.70	10.80	
	Floor Rover	Mandatory	Officer/Cprl	Access to staff #22			x		1	1	2.70	5.40	
	Recreation	Mandatory	Officer/Cprl	Direct observation of recreation			x		1	0	2.70	2.70	
	SUBTOTAL		Officer/Cprl					0	4	3		18.90	
	Total fte's											21.60	
													Staffing levels are not tied to the number of people housed in the detention unit, and must be followed if just one member of the subclass in housed in the unit.
													In detention units utilizing 1-2 "short-term" watch beds, those beds will be staffed as temporary posts filled only as needed. Any staffing for temporary posts is in addition to the staffing required to operate the detention unit, per the staffing plan.

Post Staffing Analysis - 1-49 bed detention unit no control booth - 8 hour shifts													
	Post Location	Necessity	Post Position Title	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor	Total FTE Req.	
					5 day	7 day	Day	1st	2nd	3rd			
	Direct Supervisor	Essential	Sergeant	Staff Supervision	x			1	1		1.25	2.50	
	SUBTOTAL		Sergeants				0	1	1	0		2.50	
	Floor Staff	Mandatory	Officer/Cprl	Count, feeding, observation, escorts		x		2	2	2	1.80	10.80	
	Floor Rover	Mandatory	Officer/Cprl	Access to staff #22		x		1	1	1	1.80	5.40	
	Recreation	Mandatory	Officer/Cprl	Direct observation of recreation		x		1	1	0	1.80	3.60	
	SUBTOTAL		Officer/Cprl				0	4	4	3		19.80	
	Total fte's											22.30	
													Staffing levels are not tied to the number of people housed in the detention unit, and must be followed if just one member of the subclass is housed in the unit.
													In detention units utilizing 1-2 "short-term" watch beds, those beds will be staffed as temporary posts, filled only as needed. Any staffing for temporary posts is in addition to the staffing required to operate the detention unit, per the staffing plan.

Post Staffing Analysis, 12 hour shifts - Maximum Custody Housing Unit (facility), Browning												
					Type		# of Posts by Shift			Relief	Total	
	Post Location	Necessity	Post Position Title	Duties & Responsibilities		5 day	7 day	Day	1st	2nd	Factor	FTE Req.
	Shift Office	Mandatory	Lieutenant	Shift Supervisor			x		1	1	2.70	5.40
	SUBTOTAL		Lieutenants					0	1	1		5.40
	Shift Office	Mandatory	Sergeant	Asst Shift Supv			x		1	1	2.70	5.40
	Yard	Mandatory	Sergeant	Supervise Yard Staff			x		1		2.70	2.70
	Wing 1	Essential	Sergeant	Supervision (4 clusters)			x		1		2.70	2.70
	Wing 2/3	Essential	Sergeant	Supervision (4 clusters)			x		1		2.70	2.70
	Wing 4	Essential	Sergeant	Supervision (4 clusters)			x		1		2.70	2.70
	Wings (all)	Mandatory	Sergeant	12 clusters			x			1	2.70	2.70
	Administrative	Important	Sergeant	Visiting, property, tools, etc		x		2			1.25	2.50
	SUBTOTAL		Sergeants					2	5	2		21.40
	Main Control	Mandatory	Officer/Cprl	Control Unit access			x		1	1	2.70	5.40
	Housing Unit Control	Mandatory	Officer/Cprl	Control cluster, pod and cell access			x		12	7	2.70	51.30
	Wing Control	Mandatory	Officer/Cprl	Control - Wing access			x		2	2	2.70	10.80
	Housing Unit Floor	Mandatory	Officer/Cprl	Count, escorts, feeding			x		36	24	2.70	162.00
	Tower	Mandatory	Officer/Cprl	Perimeter security, sallyport			x		1	1	2.70	5.40
	Yard Officer/Cprl	Mandatory	Officer/Cprl	Movement control			x		2	1	2.70	8.10
	External Escort	Essential	Officer/Cprl	Movement off of the housing unit			x		8	2	2.70	27.00
	Medical Security	Essential	Officer/Cprl	Security in the medical unit			x		3	1	2.70	10.80
	Watch	Essential	Officer/Cprl	Direct/indirect observation			x		3	3	2.70	16.20
	Recreation	Mandatory	Officer/Cprl	Direct observation of recreation			x		12	4	2.70	43.20
	Floor Rover	Mandatory	Officer/Cprl	Direct access to staff (#22)			x		12	12	2.70	64.80
	Kitchen	Mandatory	Officer/Cprl	Food prep security			x		2	2	2.70	10.80
	SSU	Important	Officer/Cprl	Intelligence/Investigations		x		2			1.00	2.00
	Tool Control	Important	Officer/Cprl	Tool security		x		1			1.00	1.00
	Accountability	Important	Officer/Cprl	??		x		1			1.00	1.00
	Sallyport	Mandatory	Officer/Cprl	access security		x		1			1.00	1.00
	Work Coordinator	Essential	Officer/Cprl	Work crews		x		3			1.00	3.00
	Key Control	Essential	Officer/Cprl	Key Control		x		1			1.00	1.00
	Visitation	Essential	Officer/Cprl	Visiting security/management		x		4			1.25	5.00

Post Staffing Analysis - 8 hour shifts - SMU1/Browning, Maximum Custody Housing Unit, One cluster of six galleries													
Post Location	Necessity	Post Position Title	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor	Total FTE Req.		
				5 day	7 day	Day	1st	2nd	3rd				
Shift Office	Madatory	Sergeant	Asst Shift Supv		x		1	1	1	1.80	5.40		
SUBTOTAL		Sergeants				0	1	1	1		5.40		
Main Control	Madatory	Officer/Cprl	Control Unit access		x		1	1	1	1.80	5.40		
Housing Unit Control	Madatory	Officer/Cprl	Control cluster, pod and cell access		x		1	1	1	1.80	5.40		
Housing Unit Floor	Madatory	Officer/Cprl	Count, escorts, feeding		x		4	4	2	1.80	18.00		
External Escort	Essential	Officer/Cprl	Movement off of the housing unit		x		1	1	1	1.80	5.40		
Watch	Essential	Officer/Cprl	Direct/indirect observation		x		1	1	1	1.80	5.40		
Recreation	Madatory	Officer/Cprl	Direct observation of recreation		x		1	1	0	1.80	3.60		
Floor Rover	Madatory	Officer/Cprl	Direct access to staff (#22)		x		1	1	1	1.80	5.40		
SSU	Important	Officer/Cprl	Intelligence/Investigations	x		1				1.00	1.00		
Tool Control	Important	Officer/Cprl	Tool security	x		*				1.00	0.00		
Accountability	Important	Officer/Cprl	??	x		*				1.00	0.00		
Sallyport	Madatory	Officer/Cprl	access security	x		*				1.00	0.00		
Work Coordinator	Important	Officer/Cprl	Work crews	x		*				1.00	0.00		
Key Control	Essential	Officer/Cprl	Key Control	x		*				1.00	0.00		
Visitation	Essential	Officer/Cprl	Visiting security/management	x		2				1.25	2.50		
SUBTOTAL		Officer/Cprl				3	10	10	7		52.10		
Total fte's											57.50		
* One 8/5 position dedicated to all the listed functions													

Document 12

Post Staffing Analysis - Maximum Custody Housing Unit (facility), Rast - 8 hour shifts												
						Type		# of Posts by Shift				
Post Location	Necessity	Post Position Title	Duties & Responsibilities		5 day	7 day	Day	1st	2nd	3rd	Relief Factor	Total FTE Req.
Shift Office	Madatory	Lieutenant	Shift Supervisor			x		1	1	1	1.80	5.40
	SUBTOTAL		Lieutenants				0	1	1	1		5.40
Shift Office	Madatory	Sergeant	Asst Shift Supv			x		1	1	1	1.80	5.40
Yard	Madatory	Sergeant	Supervise Yard Staff			x		1	1	0	1.80	3.60
Wing 1	Mandatory	Sergeant	Supervision (3 clusters)			x	3	0	0	0	1.80	5.40
Administrative	Essential	Sergeant	Visiting, property, tools, etc		x		2				1.25	2.50
	SUBTOTAL		Sergeants				5	2	2	1		16.90
Main Control	Madatory	Officer/Cprl	Control Unit access			x		1	1	1	1.80	5.40
Housing Unit Control	Madatory	Officer/Cprl	Control cluster, pod and cell access			x		3	3	2	1.80	14.40
Wing Control	Madatory	Officer/Cprl	Control - Wing access			x		1	1	1	1.80	5.40
Housing Unit Floor	Madatory	Officer/Cprl	Count, escorts, feeding			x		18	18	14	1.80	90.00
Yard Officer/Cprl	Madatory	Officer/Cprl	Movement control			x		2	2	1	1.80	9.00
External Escort	Essential	Officer/Cprl	Movement off of the housing unit			x		4	4	2	1.80	18.00
Medical Security	Essential	Officer/Cprl	Security in the medical unit			x		1	1	1	1.80	5.40
Watch	Essential	Officer/Cprl	Direct/indirect observation			x		2	2	2	1.80	10.80
Recreation	Madatory	Officer/Cprl	Direct observation of recreation			x		3	3	0	1.80	10.80
Floor Rover	Madatory	Officer/Cprl	Direct access to staff (#22)			x		4	4	4	1.80	21.60
Kitchen	Madatory	Officer/Cprl	Food prep security			x		2	2	0	1.80	7.20
SSU	Important	Officer/Cprl	Intelligence/Investigations		x		1				1.00	1.00
Tool Control	Important	Officer/Cprl	Tool security		x		1				1.00	1.00
Accountability	Important	Officer/Cprl	??		x		1				1.00	1.00
Sallyport	Madatory	Officer/Cprl	access security		x		1				1.00	1.00
Work Coordinator	Important	Officer/Cprl	Work crews		x		2				1.00	2.00
Key Control	Essential	Officer/Cprl	Key Control		x		1				1.00	1.00
Visitation	Essential	Officer/Cprl	Visiting security/management		x		4				1.25	5.00
									</			

Post Staffing Analysis, 12 hour shifts - Maximum Custody Housing Unit (facility), Rast												
						Type		# of Posts by Shift				
	Post Location	Necessity	Post Position Title	Duties & Responsibilities		5 day	7 day	Day	1st	2nd	Relief Factor	Total FTE Req.
	Shift Office	Mandatory	Lieutenant	Shift Supervisor			x		1	1	2.70	5.40
	SUBTOTAL		Lieutenants					0	1	1		5.40
	Shift Office	Mandatory	Sergeant	Asst Shift Supv			x		1	1	2.70	5.40
	Yard	Mandatory	Sergeant	Supervise Yard Staff			x		1		2.70	2.70
	Wing 1	Essential	Sergeant	Supervision (4 clusters)			x		1		2.70	2.70
	Administrative	Important	Sergeant	Visiting, property, tools, etc		x		2			1.25	2.50
	SUBTOTAL		Sergeants					2	3	1		13.30
	Main Control	Mandatory	Officer/Cprl	Control Unit access			x		1	1	2.70	5.40
	Housing Unit Control	Mandatory	Officer/Cprl	Control cluster, pod and cell access			x		3	3	2.70	16.20
	Wing Control	Mandatory	Officer/Cprl	Control - Wing access			x		1	1	2.70	5.40
	Housing Unit Floor	Mandatory	Officer/Cprl	Count, escorts, feeding			x		18	14	2.70	86.40
	Yard Officer/Cprl	Mandatory	Officer/Cprl	Movement control			x		2	1	2.70	8.10
	External Escort	Essential	Officer/Cprl	Movement off of the housing unit			x		4	2	2.70	16.20
	Medical Security	Essential	Officer/Cprl	Security in the medical unit			x		1	1	2.70	5.40
	Watch	Essential	Officer/Cprl	Direct/indirect observation			x		2	2	2.70	10.80
	Recreation	Mandatory	Officer/Cprl	Direct observation of recreation			x		3	1	2.70	10.80
	Floor Rover	Mandatory	Officer/Cprl	Direct access to staff (#22)			x		4	4	2.70	21.60
	Kitchen	Mandatory	Officer/Cprl	Food prep security			x		2	2	2.70	10.80
	SSU	Important	Officer/Cprl	Intelligence/Investigations		x		1			1.00	1.00
	Tool Control	Important	Officer/Cprl	Tool security		x		1			1.00	1.00
	Accountability	Important	Officer/Cprl	??		x		1			1.00	1.00
	Sallyport	Mandatory	Officer/Cprl	access security		x		1			1.00	1.00
	Work Coordinator	Essential	Officer/Cprl	Work crews		x		2			1.00	2.00
	Key Control	Essential	Officer/Cprl	Key Control		x		1			1.00	1.00
	Visitation	Essential	Officer/Cprl	Visiting security/management		x		4			1.25	5.00

Post Staffing Analysis - Maximum Custody Housing Unit, SMU1 - 8 hour shifts												
Post Location	Necessity	Post Position Title	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor	Total	
				5 day	7 day	Day	1st	2nd	3rd		FTE Req.	
Shift Office	Madatory	Lieutenant	Shift Supervisor		x		1	1	1	1.80	5.40	
SUBTOTAL		Lieutenants				0	1	1	1		5.40	
Shift Office	Madatory	Sergeant	Asst Shift Supv		x		1	1	1	1.80	5.40	
Yard	Madatory	Sergeant	Supervise Yard Staff		x		1	1		1.80	3.60	
Wing 1	Essential	Sergeant	Supervision (4 clusters)		x		1	1		1.80	3.60	
Wing 2	Essential	Sergeant	Supervision (4 clusters)		x		1	1		1.80	3.60	
Wing 3	Essential	Sergeant	Supervision (4 clusters)		x		1	1		1.80	3.60	
Wing 4	Essential	Sergeant	Supervision (4 clusters)		x		1	1		1.80	3.60	
Wings (all)	Madatory	Sergeant	16 clusters		x				1	1.80	1.80	
Administrative	Important	Sergeant	Visiting, property, tools, etc	x		2				1.25	2.50	
SUBTOTAL		Sergeants				2	6	6	2		27.70	
Main Control	Madatory	Officer/Cprl	Control Unit access		x		1	1	1	1.80	5.40	
Housing Unit Control	Madatory	Officer/Cprl	Control cluster, pod and cell access		x		16	16	9	1.80	73.80	
Wing Control	Madatory	Officer/Cprl	Control - Wing access		x		2	2	2	1.80	10.80	
Housing Unit Floor	Madatory	Officer/Cprl	Count, escorts, feeding		x		48	48	32	1.80	230.40	
Tower	Madatory	Officer/Cprl	Perimeter security, sallyport		x		1	1	1	1.80	5.40	
Yard Officer/Cprl	Madatory	Officer/Cprl	Movement control		x		2	2	1	1.80	9.00	
External Escort	Essential	Officer/Cprl	Movement off of the housing unit		x		8	8	2	1.80	32.40	
Medical Security	Essential	Officer/Cprl	Security in the medical unit		x		3	3	1	1.80	12.60	
Watch	Essential	Officer/Cprl	Direct/indirect observation		x		3	3	3	1.80	16.20	
Recreation	Madatory	Officer/Cprl	Direct observation of recreation		x		16	16	0	1.80	57.60	
Floor Rover	Madatory	Officer/Cprl	Direct access to staff (#22)		x		16	16	16	1.80	86.40	
Kitchen	Madatory	Officer/Cprl	Food prep security		x		2	2	0	1.80	7.20	
SSU	Important	Officer/Cprl	Intelligence/Investigations	x		2				1.00	2.00	
Tool Control	Important	Officer/Cprl	Tool security	x		1				1.00	1.00	
Accountability	Important	Officer/Cprl	??	x		1				1.00	1.00	
Sallyport	Madatory	Officer/Cprl	access security	x		1				1.00	1.00	
Work Coordinator	Important	Officer/Cprl	Work crews	x		3				1.00	3.00	
Key Control	Essential	Officer/Cprl	Key Control	x		1				1.00	1.00	
Visitation	Essential	Officer/Cprl	Visiting security/management	x		4				1.25	5.00	
SUBTOTAL		Officer/Cprl				13	118	118	68		561.20	
Total fte's											594.30	

Post Staffing Analysis, 12 hour shifts - Maximum Custody Housing Unit (facility), SMU1											
Post Location	Necessity	Post Position Title	Duties & Responsibilities		Type		# of Posts by Shift			Relief	Total
					5 day	7 day	Day	1st	2nd		
Shift Office	Mandatory	Lieutenant	Shift Supervisor			x		1	1	2.70	5.40
SUBTOTAL		Lieutenants					0	1	1		5.40
Shift Office	Mandatory	Sergeant	Asst Shift Supv			x		1	1	2.70	5.40
Yard	Mandatory	Sergeant	Supervise Yard Staff			x		1		2.70	2.70
Wing 1	Essential	Sergeant	Supervision (4 clusters)			x		1		2.70	2.70
Wing 2	Essential	Sergeant	Supervision (4 clusters)			x		1		2.70	2.70
Wing 3	Essential	Sergeant	Supervision (4 clusters)			x		1		2.70	2.70
Wing 4	Essential	Sergeant	Supervision (4 clusters)			x		1		2.70	2.70
Wings (all)	Mandatory	Sergeant	16 clusters			x			1	2.70	2.70
Administrative		Sergeant	Visiting, property, tools, etc		x		2			1.25	2.50
SUBTOTAL		Sergeants					2	6	2		24.10
Main Control	Mandatory	Officer/Cprl	Control Unit access			x		1	1	2.70	5.40
Housing Unit Control	Mandatory	Officer/Cprl	Control cluster, pod and cell access			x		16	9	2.70	67.50
Wing Control	Mandatory	Officer/Cprl	Control - Wing access			x		2	2	2.70	10.80
Housing Unit Floor	Mandatory	Officer/Cprl	Count, escorts, feeding			x		48	32	2.70	216.00
Tower	Mandatory	Officer/Cprl	Perimeter security, sallyport			x		1	1	2.70	5.40
Yard Officer/Cprl	Mandatory	Officer/Cprl	Movement control			x		2	1	2.70	8.10
External Escort	Essential	Officer/Cprl	Movement off of the housing unit			x		8	2	2.70	27.00
Medical Security	Essential	Officer/Cprl	Security in the medical unit			x		3	1	2.70	10.80
Watch	Essential	Officer/Cprl	Direct/indirect observation			x		3	3	2.70	16.20
Recreation	Mandatory	Officer/Cprl	Direct observation of recreation			x		16	6	2.70	59.40
Floor Rover	Mandatory	Officer/Cprl	Direct access to staff (#22)			x		16	16	2.70	86.40
Kitchen	Mandatory	Officer/Cprl	Food prep security			x		2	2	2.70	10.80
SSU	Important	Officer/Cprl	Intelligence/Investigations		x		2			1.00	2.00
Tool Control	Important	Officer/Cprl	Tool security		x		1			1.00	1.00
Accountability	Important	Officer/Cprl	??		x		1			1.00	1.00
Sallyport	Mandatory	Officer/Cprl	access security		x		1			1.00	1.00
Work Coordinator	Essential	Officer/Cprl	Work crews		x		3			1.00	3.00
Key Control	Essential	Officer/Cprl	Key Control		x		1			1.00	1.00
Visitation	Essential	Officer/Cprl	Visiting security/management		x		4			1.25	5.00

Post Staffing Analysis - Flamenco Mental Health Watch - 8 hour shifts												
					Type		# of Posts by Shift				Relief	Total
Post Location	Necessity	Post Position Title	Duties & Responsibilities		5 day	7 day	Day	1st	2nd	3rd	Factor	FTE Req.
Direct Supervisor	Essential	Sergeant	Staff Supervision		x				1		1.25	1.25
SUBTOTAL		Sergeants					0	0	1	0		1.25
Main Control	Mandatory	Officer/Cprl	Pod observation, cell access			x		1	1	1	1.80	5.40
Floor Staff	Mandatory	Officer/Cprl	Count, feeding, observation, escorts			x		3	3	3	1.80	16.20
Floor Rover	Mandatory	Officer/Cprl	Access to staff #22			x		1	1	1	1.80	5.40
Watch	Mandatory	Officer/Cprl	Patient observation			x		3	3	3	1.80	16.20
Recreation	Mandatory	Officer/Cprl	Direct observation of recreation			x		1	0	0	1.80	1.80
SUBTOTAL		Officer/Cprl					0	9	8	8		45.00
Total fte's												46.25
												Staffing levels are not tied to the number of people housed in the Mental Health Watch unit, and must be followed if just one member of the subclass is housed in the unit.
												The number of people on mental health watch, and the observation requirements (constant, 10 minute, etc.) will dictate the number of staff needed to provide direct/indirect observation. Temporary posts must be established and staffed when watch requirements exceed the dedicated positions identified in the staffing plan. All staffing for temporary posts is in addition to the staffing required to operate the MHW unit, per the staffing plan.

Post Staffing Analysis - Perryville Mental Health Watch unit - 8 hour shifts												
					Type		# of Posts by Shift				Relief	Total
Post Location	Necessity	Post Position Title	Duties & Responsibilities		5 day	7 day	Day	1st	2nd	3rd	Factor	FTE Req.
Direct Supervisor	Essential	Sergeant	Staff Supervision		x			1	1		1.25	2.50
SUBTOTAL		Sergeants					0	1	1	0		2.50
Booth staff	Mandatory	Officer/Cprl	Pod observation, cell access			x		1	1	1	1.80	5.40
Floor Staff	Mandatory	Officer/Cprl	Count, feeding, observation, escorts			x		2	2	2	1.80	10.80
Floor Rover	Mandatory	Officer/Cprl	Access to staff #22			x		1	1	1	1.80	5.40
Watch	Mandatory	Officer/Cprl	Patient observation			x		3	3	3	1.80	16.20
Recreation	Mandatory	Officer/Cprl	Direct observation of recreation			x		1	0	0	1.80	1.80
SUBTOTAL		Officer/Cprl					0	8	7	7		39.60
Total fte's												42.10
												Staffing levels are not tied to the number of people housed in the Mental Health Watch unit, and must be followed if just one member of the subclass is housed in the unit.
												The number of people on mental health watch, and the observation requirements (constant, 10 minute, etc.) will dictate the number of staff needed to provide direct/indirect observation. Temporary posts must be established and staffed when watch requirements exceed the dedicated positions identified in the staffing plan. All staffing for temporary posts is in addition to the staffing required to operate the MHW unit, per the staffing plan.

Rincon - Post Staffing Plan - 85 bed Mental Health Watch unit - 12 hour shifts													
Post Location	Necessity	Post Position Title	Duties & Responsibilities	Type		# of Posts by Shift			Relief Factor	Total FTE Req.	Notes		
				5 day	7 day	Day	1st	2nd					
Direct Supervisor	Essential	Sergeant	Shift Supervision		x		1	1	2.70	5.40			
SUBTOTAL		Sergeants				0	1	1	2.70	5.40			
Control booth	Mandatory	Officer/Cprl	Pod observation, cell access		x		1	1	2.70	5.40			
Floor Staff	Mandatory	Officer/Cprl	Count, feeding, observation, escorts		x		4	4	2.70	21.60			
Floor Rover	Mandatory	Officer/Cprl	Access to staff #22		x		1	1	2.70	5.40			
MH Watch	Mandatory	Officer/Cprl	Patient observation		x		6	6	2.70	32.40			
Recreation	Mandatory	Officer/Cprl	Direct observation of recreation		x		1	0	2.70	2.70			
SUBTOTAL		Officer/Cprl				0	13	12		67.50			
Total fte's										72.90			
											Staffing levels are not tied to the number of people housed in the MHW unit, and must be followed regardless of the number of people housed in the unit.		
											The number of people on mental health watch, and the observation requirements (constant, 10 minute, etc.) will dictate the number of staff needed to provide direct/indirect observation. Temporary posts must be established and staffed when watch requirements exceed the dedicated positions identified in the staffing plan. All staffing for temporary posts is in addition to the staffing required to operate the MHW unit, per the staffing plan.		

Post Staffing Analysis - Yuma Mental Health Watch beds (16) - 8 hour shifts													
					Type		# of Posts by Shift				Relief	Total	
Post Location	Necessity	Post Position Title	Duties & Responsibilities		5 day	7 day	Day	1st	2nd	3rd	Factor	FTE Req.	
Direct Supervisor	Essential	Sergeant	Staff Supervision		x				1		1.25	1.25	
SUBTOTAL		Sergeants					0	0	1	0		1.25	
Watch	Mandatory	Officer/Cprl	Patient observation			x		3	3	3	1.80	16.20	
Recreation	Mandatory	Officer/Cprl	Direct observation of recreation			x		1	0	0	1.80	1.80	
SUBTOTAL		Officer/Cprl					0	4	3	3		18.00	
Total fte's												19.25	
													Staffing levels are not tied to the number of people housed in the Mental Health Watch unit, and must be followed if just one member of the subclass is housed in the unit.
													The number of people on mental health watch, and the observation requirements (constant, 10 minute, etc.) will dictate the number of staff needed to provide direct/indirect observation. Temporary posts must be established and staffed when watch requirements exceed the dedicated positions identified in the staffing plan. All staffing for temporary posts is in addition to the staffing required to operate the MHW unit, per the staffing plan.

ADCRR relief factor calculations for custody staffing, 8-hour shifts.

The number of actual days worked by a full-time employee is divided into 365 days (365/203) to arrive at the relief factor of 1.80 to staff an 8-hour post, 7 days a week.

A	B
CALCULATING SHIFT RELIEF FACTOR	
8-Hour Shift, 7-days	
A. Number of days per year the agency is closed/no services offered	0
B. Number of agency work days per year <i>(B - A)</i>	365
C. Regular days off per employee per year <i>(52 wks x 2 days off/wk)</i>	104
D. Vacation days per employee per year <i>(A/L, CT, HL)</i>	23
E. Sick days off per employee per year <i>(S/L, S/F, FMLA, I/L)</i>	10
F. In-service training days off per employee per year	8
G. Military days off per employee per year	1
H. Leave without pay days per employee per year	5
I. Other (Education, Civic, TWA)	1
J. Pre-service days off per employee per year	10
K. Total number of days off per year <i>(Add C thru J)</i>	162
L. Number of actual work days per employee per year <i>(B-K)</i>	203
M. Shift relief factor for 7-day post <i>(B/L)</i>	1.80

