

OCCONEE COUNTY DETENTION CENTER

STAFFING NEEDS ASSESSMENT REVIEW

AND

**INMATE POPULATION CONTROL
STRATEGIES**

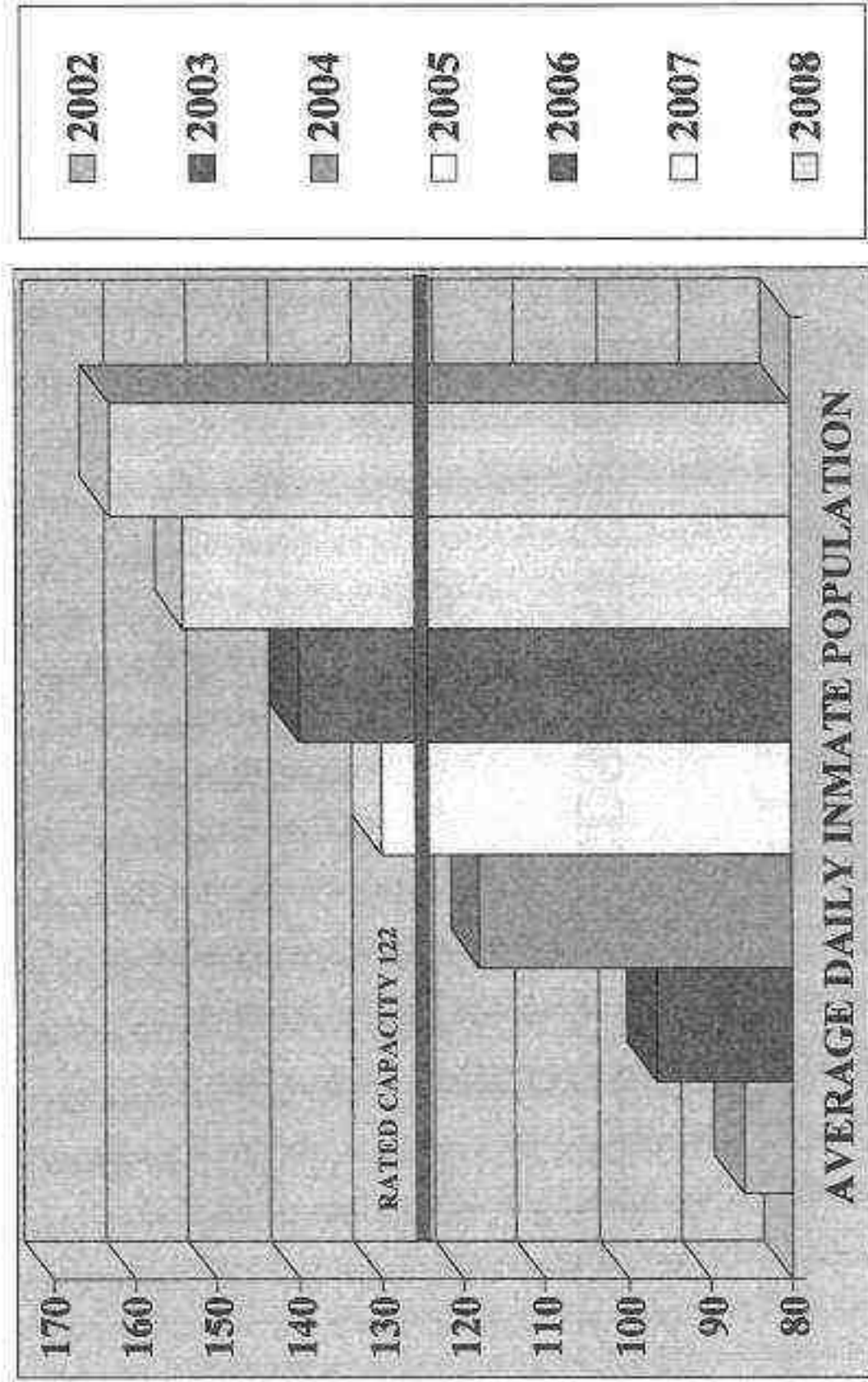
PRESENTED BY: ROBERT E. BENFIELD, ARM
RISK MANAGER

SOUTH Carolina ASSOCIATION OF COUNTIES

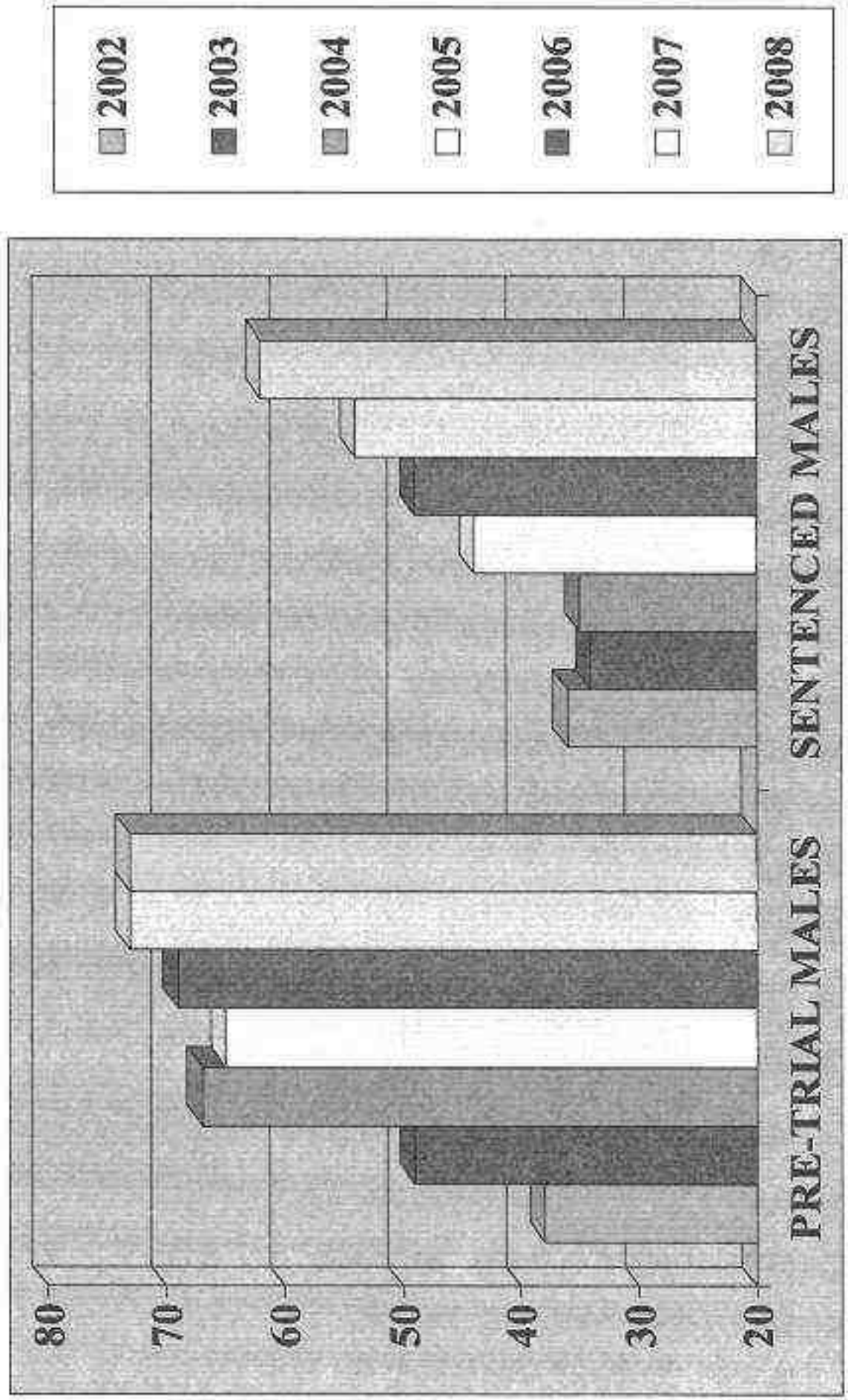
October 21, 2008

OCONEE COUNTY DETENTION CENTER AVERAGE DAILY POPULATION

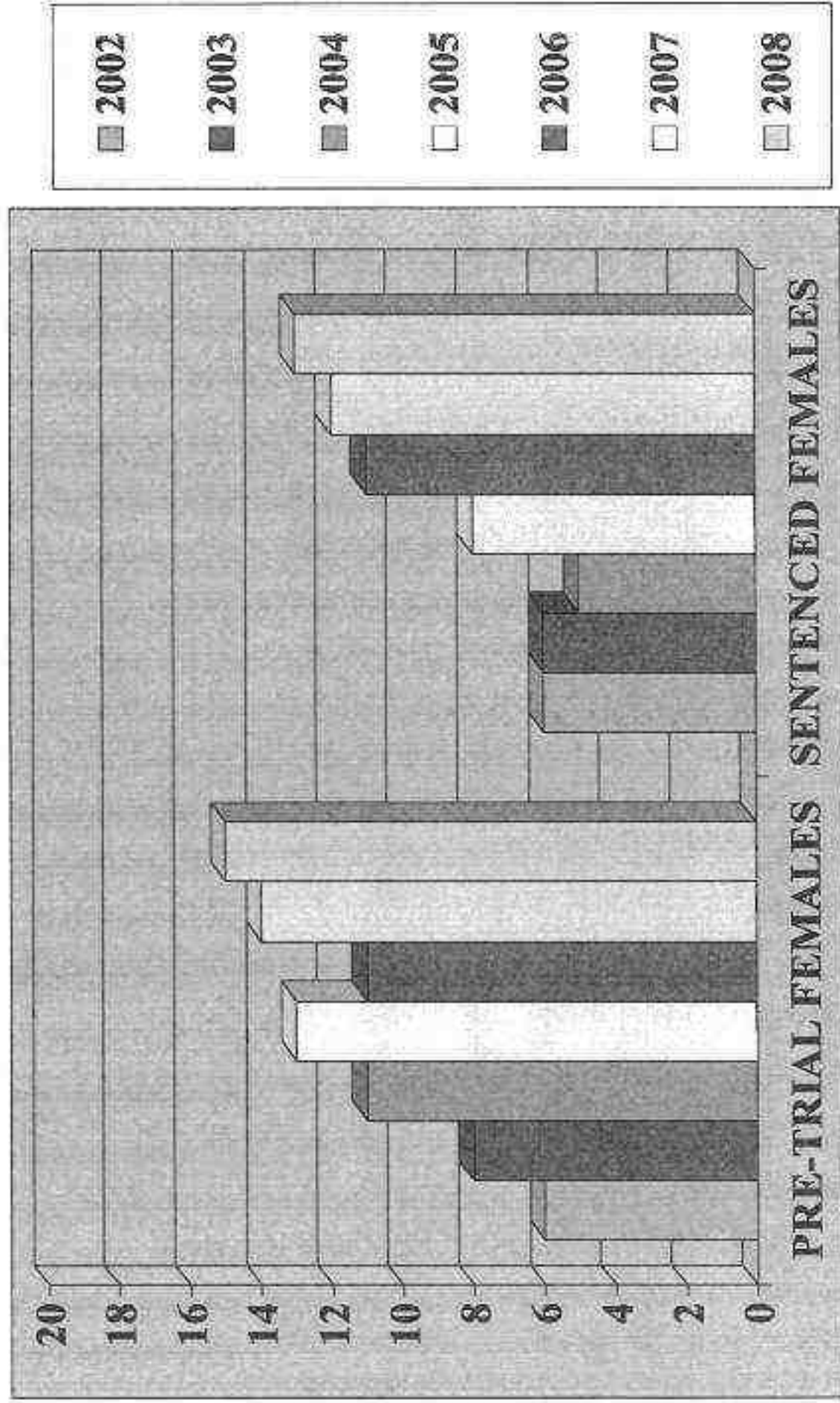
1/1/2002 - 9/30/2008



OCONEE COUNTY DETENTION CENTER AVERAGE MALE DAILY POPULATION 1/1/2002 - 9/30/2008



**OCONEE COUNTY DETENTION CENTER AVERAGE
FEMALE DAILY POPULATION 1/1/2002 - 9/30/2008**



CRIMINAL JUSTICE COORDINATING COMMITTEE

*Committee where key justice system
agency officials and other officials of
local government can discuss justice
system issues.*

**CRIMINAL JUSTICE
COORDINATING COMMITTEE**

- **CJCC MEMBERSHIP**
 - **SHERIFF'S OFFICE / LOCAL POLICE**
 - **DETENTION CENTER STAFF**
 - **COUNTY / CITY COUNCIL MEMBERS**
 - **COUNTY ADMINISTRATOR / STAFF**
 - **JUDGES**
 - **SOLICITOR**
 - **COMMUNITY REPRESENTATIVES**

CRIMINAL JUSTICE COORDINATING COMMITTEE

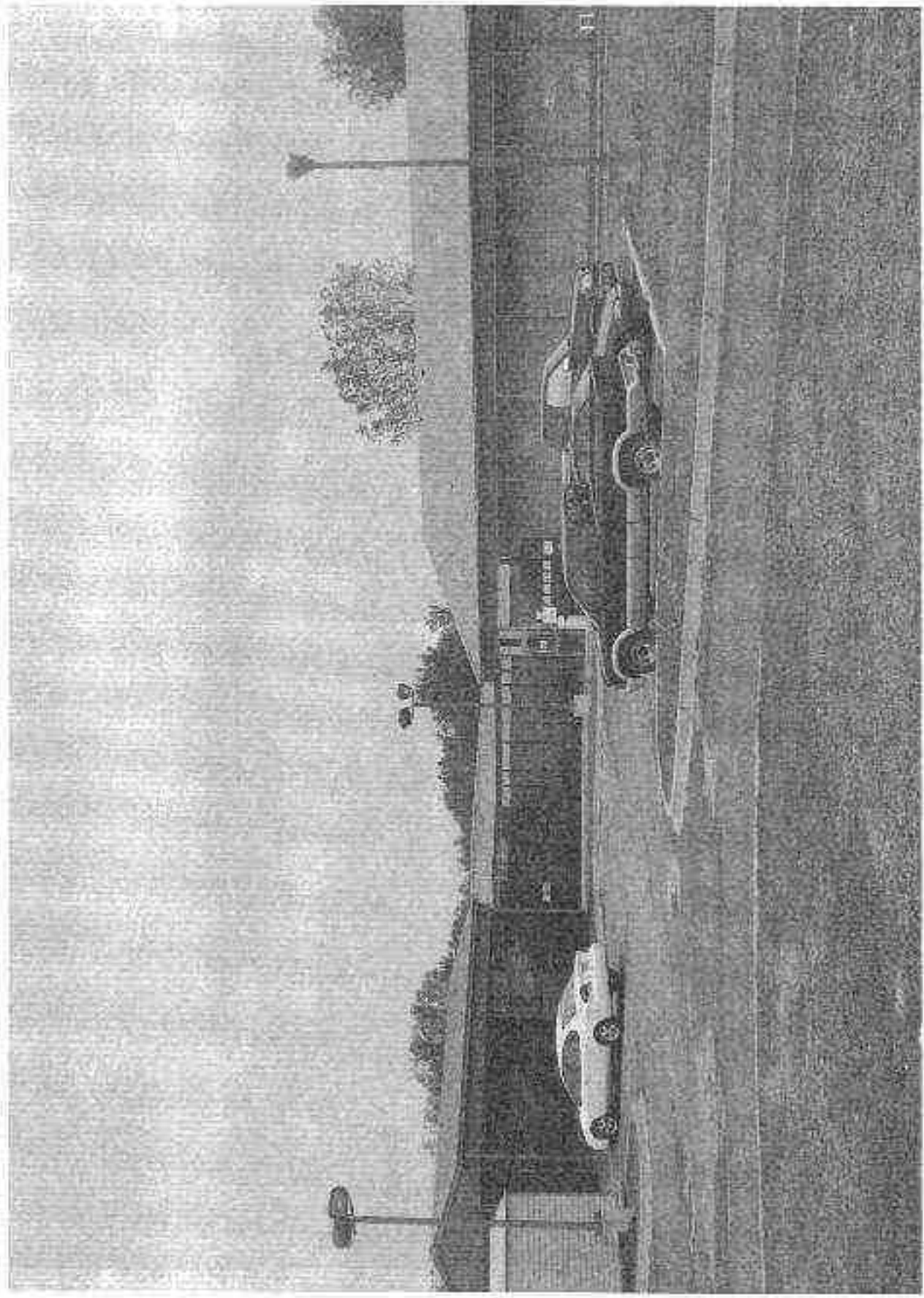
**• THROUGH COLLABORATION AND
SYSTEM WIDE COORDINATION THE CJCC
CAN PRODUCE MANY BENEFITS:**

- Better Understanding of Crime & Criminal
Justice Problems**
- Greater Cooperation Among Agencies & Local
Governments**
- Clear Objectives & Priorities**

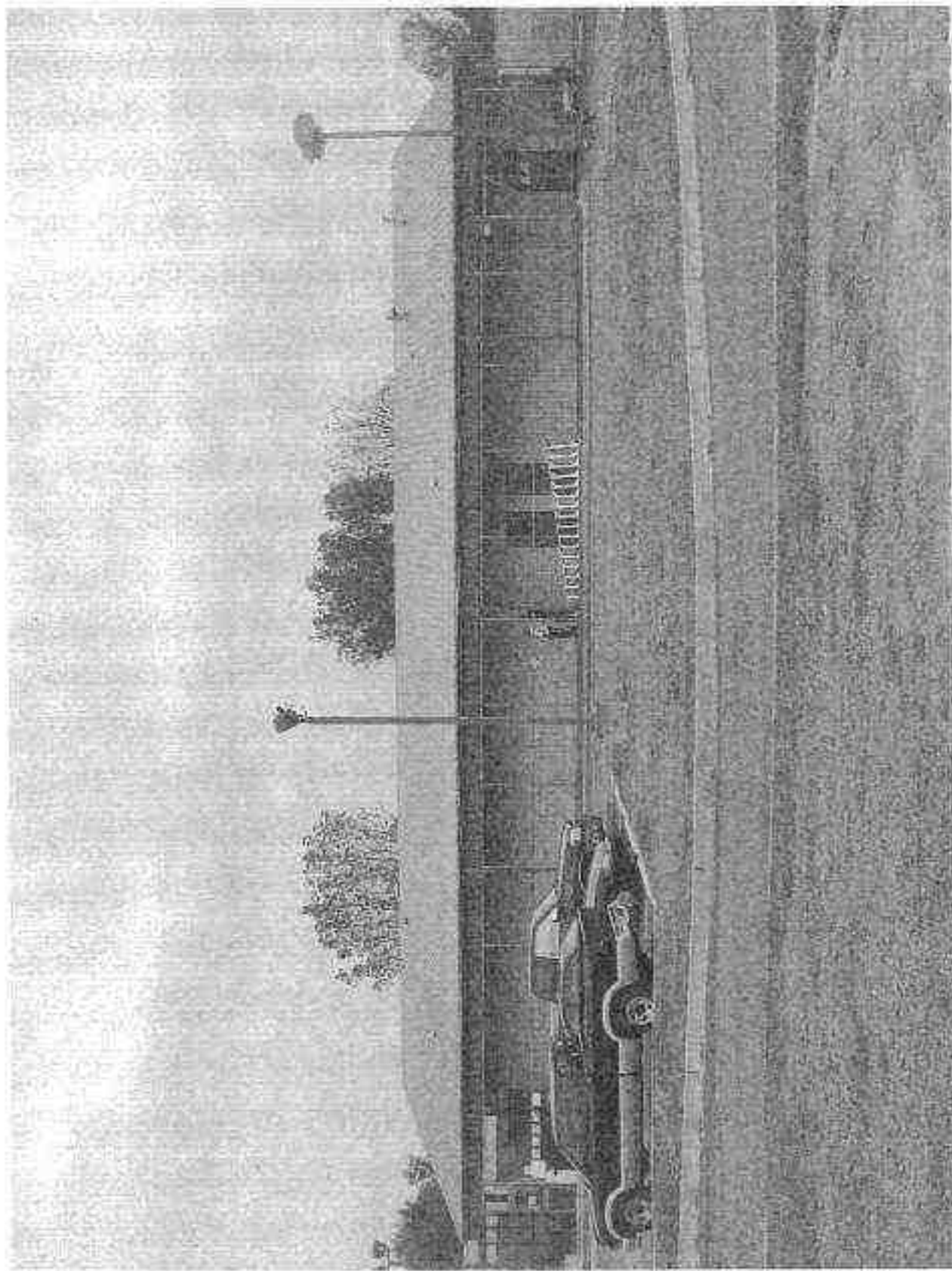
CRIMINAL JUSTICE COORDINATING COMMITTEE

- **THROUGH COLLABORATION AND SYSTEM WIDE COORDINATION THE CJCC CAN PRODUCE MANY BENEFITS:**
 - **More Effective Resource Allocation**
 - **Better Quality Criminal Justice Programs**
 - **REDUCED INMATE POPULATION**

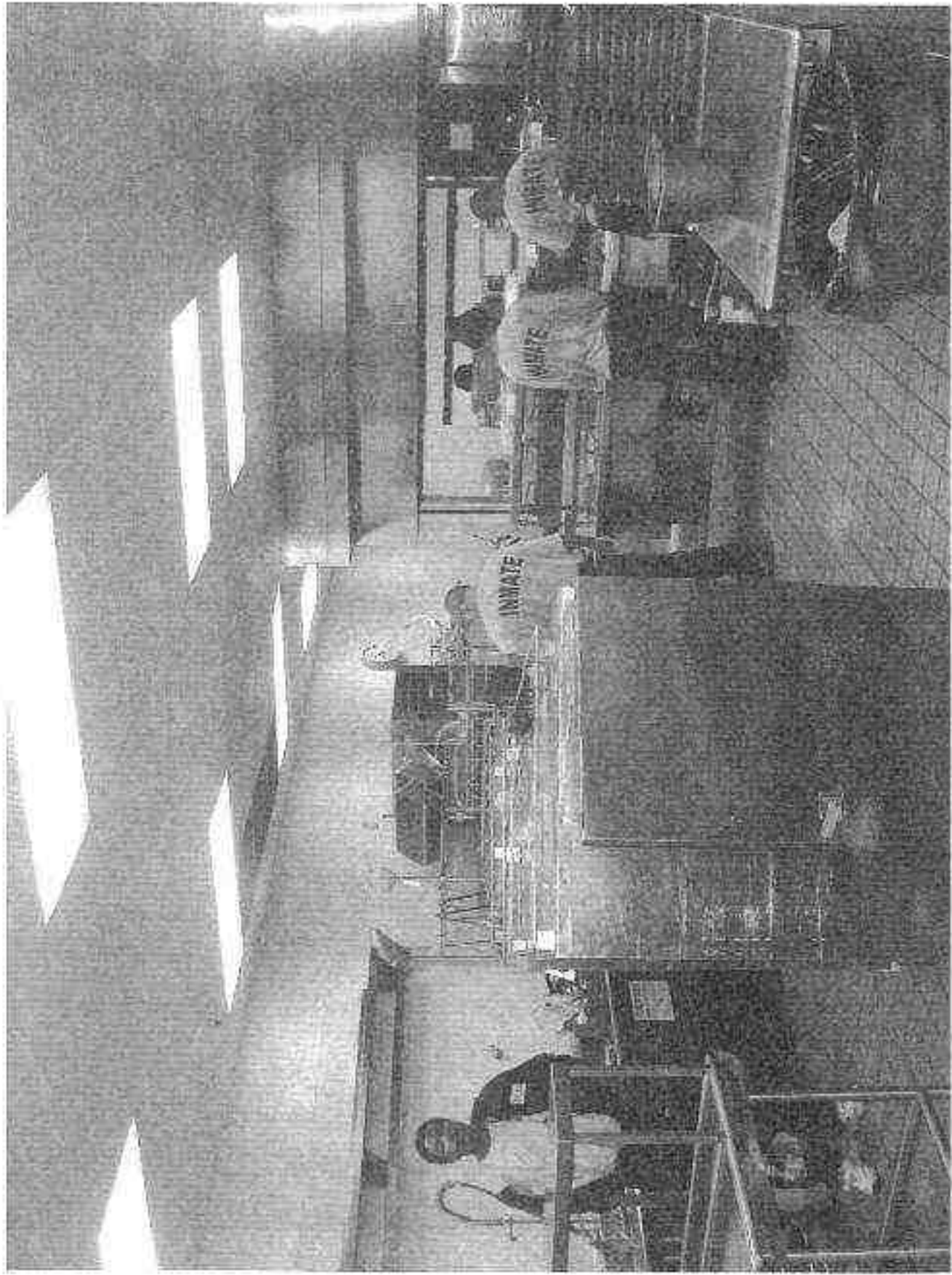
CHESTERFIELD COUNTY PRISON CAMP ADDITION



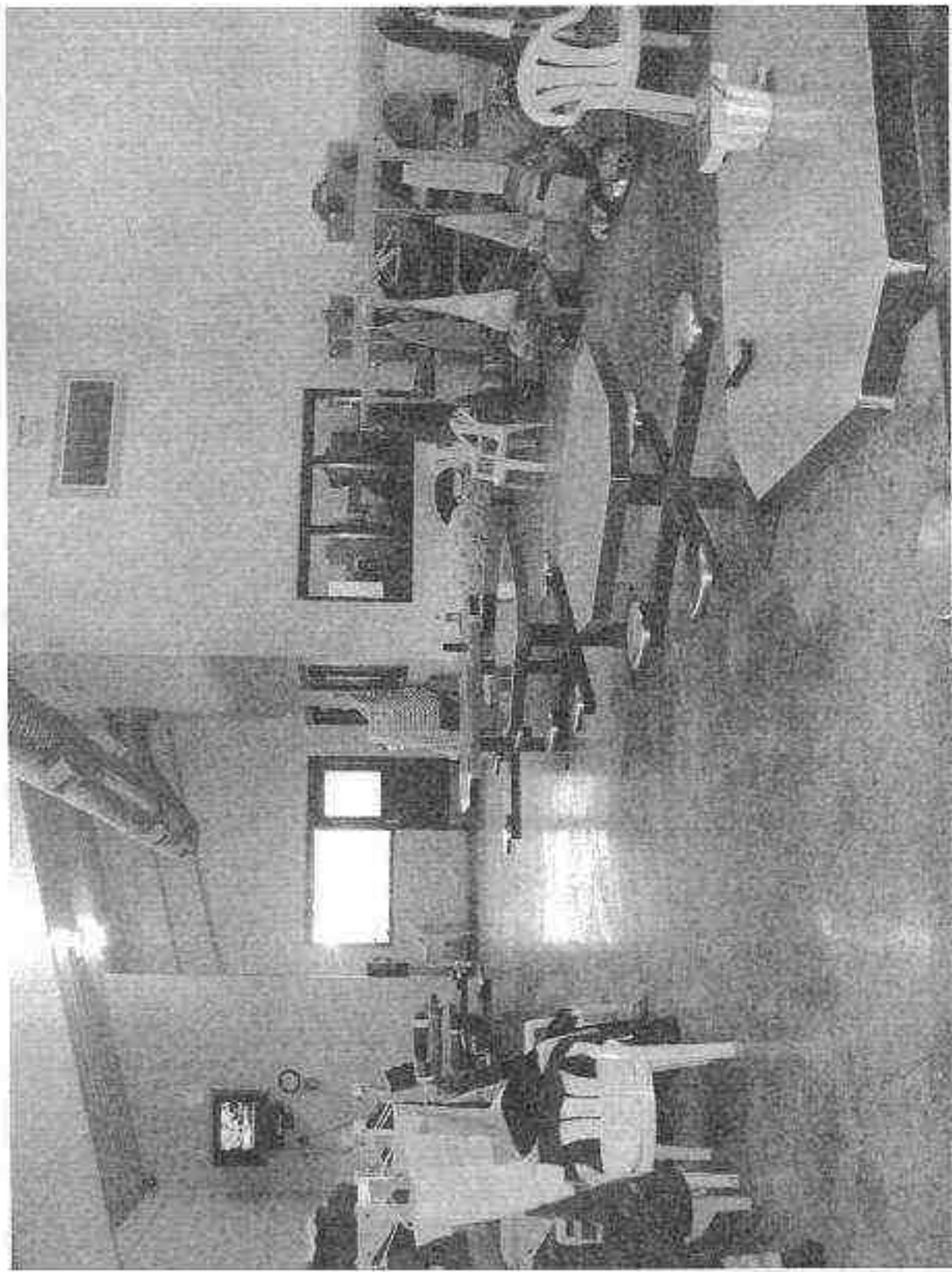
CHESTERFIELD COUNTY PRISON CAMP ADDITION



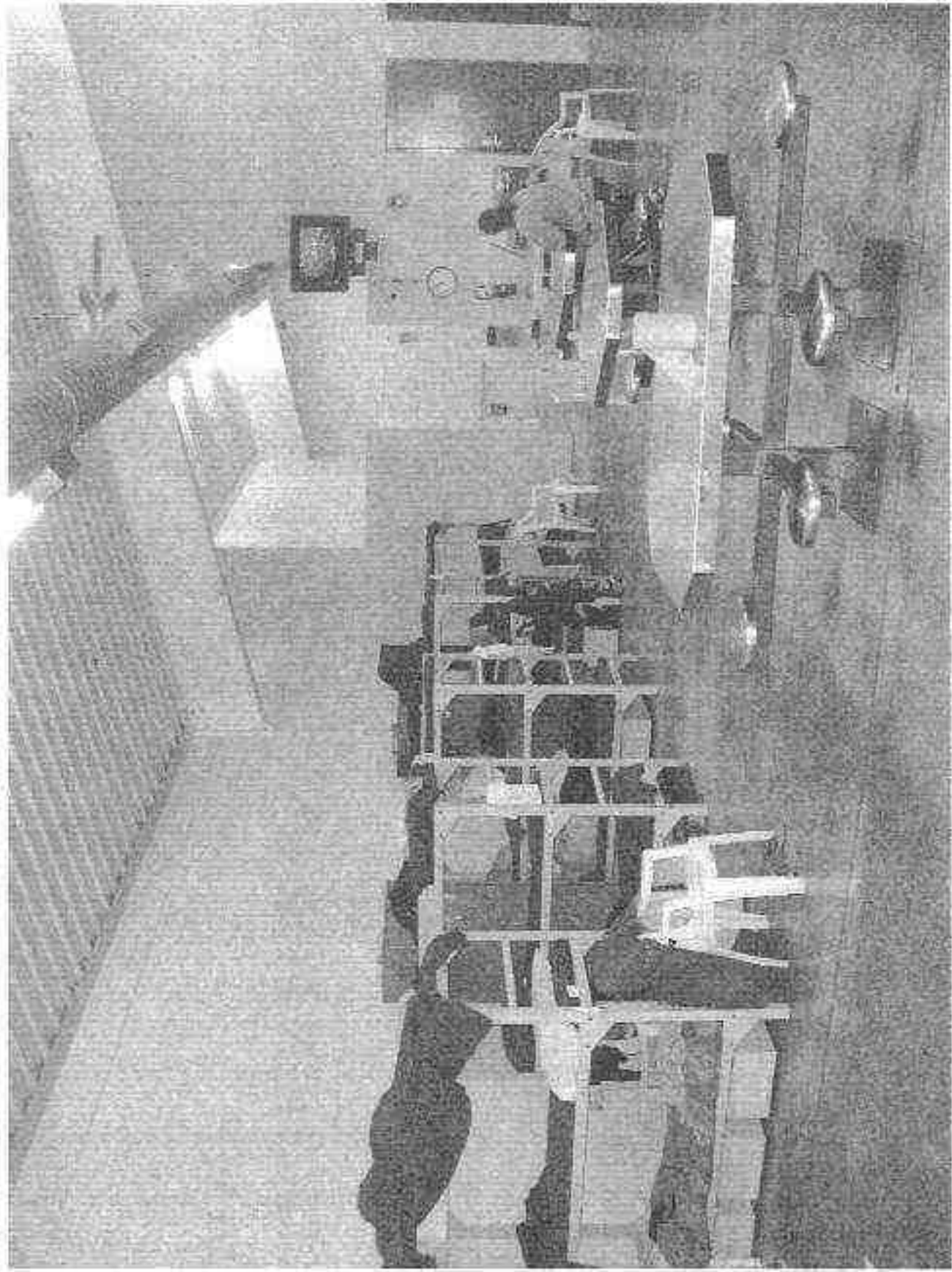
CHESTERFIELD COUNTY PRISON CAMP ADDITION



CHESTERFIELD COUNTY PRISON CAMP ADDITION



CHESTERFIELD COUNTY PRISON CAMP ADDITION



CHESTERFIELD COUNTY PRISON CAMP ADDITION

- 1 BUILDING SPLIT INTO TWO (2) DORMS
 - 33 Bed Dorm for County Sentenced Male Inmates
 - 33 Bed Dorm for State Sentenced Male Inmates

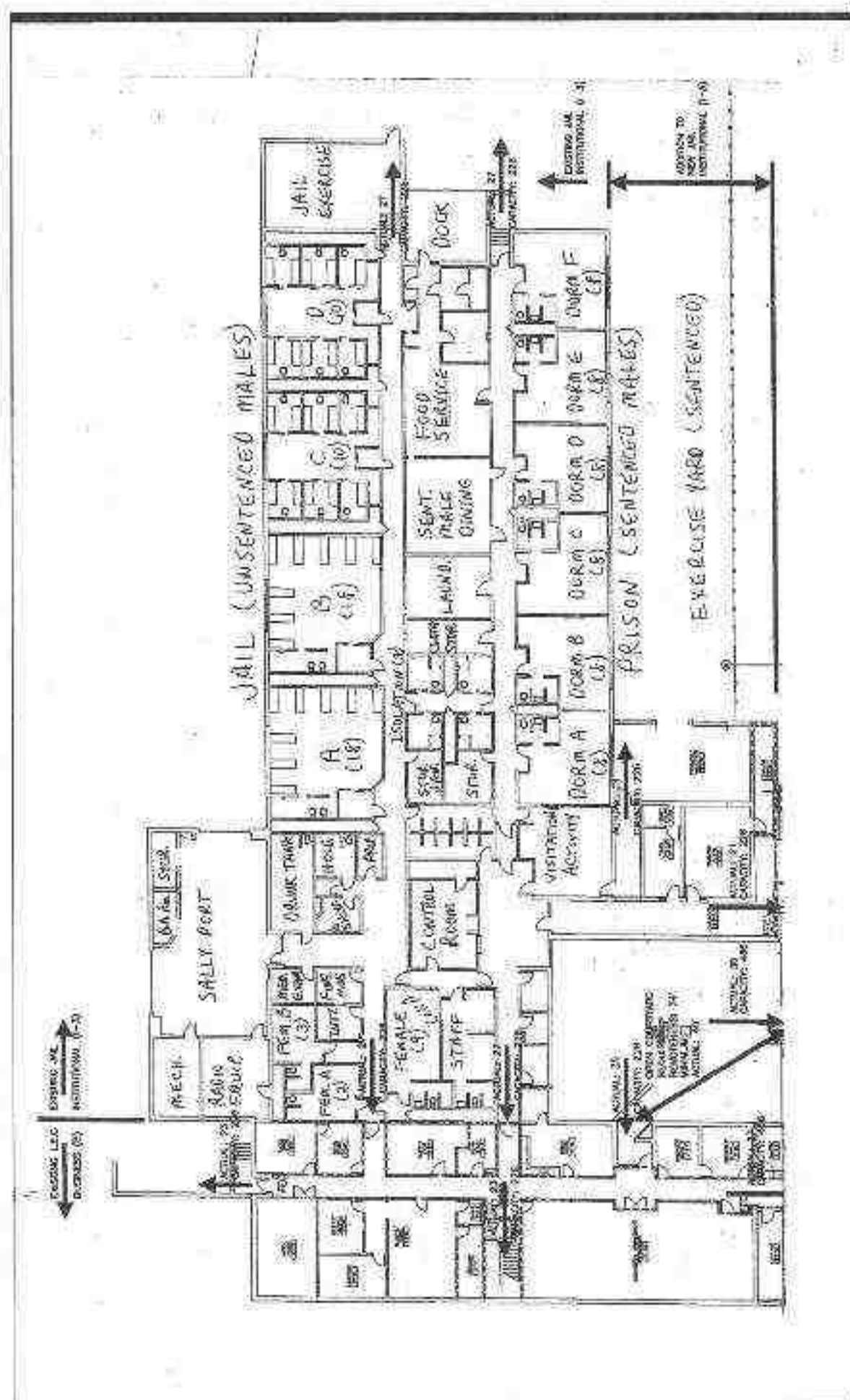
- KITCHEN FOR ENTIRE JAIL AND PRISON
CAMP

- APPROXIMATELY \$1.5 MILLION DOLLARS

PROPOSED OCONEE COUNTY SHORT TERM INMATE POPULATION REDUCTION STRATEGY

- **ESTABLISH CRIMINAL JUSTICE COORDINATING
COMMITTEE**
- **BUILD SEPARATE DORM STYLE HOUSING UNIT
WITH KITCHEN**
 - Move Sentenced Inmates From Dorm A – F into new prison camp.
(48) Inmates
 - Free up forty-eight (48) pre-trial beds in main detention center and
enhance ability to implement classification plan.
 - Renovate kitchen to increase rated capacity and number of single
lockdown cells.

OCCONEE COUNTY DETENTION CENTER



RENOVATION CONSIDERATIONS

- **SECURITY ISSUES**
 - **Cameras & Recording Capability**
 - **Inmate Intercom Systems**
 - **Officer Down Communication System**
 - **Security Locking Systems**
 - **Redesign Sally Port**
 - **Redesign Control Room**
- **LIFE SAFETY**
 - **Smoke Evacuation System**
 - **Sprinkler System**

RENOVATION CONSIDERATIONS

● PHYSICAL PLANT

- Commercial Dryers**
- Inmate Property Storage**
- Medical Examination Area**
- Conditions of Confinement**
 - Lack of space to shift inmates to make repairs**

**OCONEE COUNTY
DETENTION CENTER**

STAFFING NEEDS ASSESSMENT

Conducted by: Robert E. Beasfield, ARM
Risk Manager
South Carolina Association of Counties
April 28, 2008



STAFFING NEEDS ASSESSMENT

This assessment is based upon conditions, blueprints, discussions with staff, and the best information available at the time the report was written. Risk management reports provided by the South Carolina Association of Counties Risk Management Staff are advisory and not intended to replace County risk management efforts. This report was prepared solely for use by Oconee County.

INTRODUCTION

This staffing needs assessment was conducted at the request of Sheriff James E. Singleton, Mr. Dale Surrent, Oconee County Administrator, and Major Steve Pruitt, Oconee County Detention Center Director.

This assessment was conducted to determine the minimum staffing level required to insure the safety and security of employees, inmates, and the citizens of Oconee County while complying with mandated state and federal standards. Proper staffing should reduce overtime expenditures and decrease the County's liability exposures.

DETENTION CENTER DESIGN AND LAYOUT

The minimum staffing level identified in this assessment is based on several factors. These factors include, but are not limited to: Inmate classification; Actual inmate count; Physical plant facility limitations; and Covering mandatory posts and positions that are outlined in this assessment. Several of these factors are outlined in Appendix A.

As the inmate population changes, staffing levels will need to be re-evaluated to meet the needs of the facility. Yearly staffing reviews are mandated by the *Maximum Standards for Local Detention Facilities in South Carolina* to address this issue.

The Oconee County Detention Center is rated by the Jail and Prison Inspection Division of the Department of Corrections to house one hundred twenty-two (122) inmates. The average daily inmate population was approximately one hundred sixty-four (164), with a high count of one hundred ninety-two inmates (192) during the last year. This level of overcrowding, combined with providing mandated services, necessitates higher staffing levels.

Inmates are located in different types of multi-occupancy units and single cells throughout the facility based on their classification level. Due to the linear design of the facility, all inmates will be monitored by indirect supervision, supplemented by cameras. This method of supervision is staff intensive and requires Officers to make rounds throughout the facility and to enter each inmate living area. The use of cameras can not be substituted to reduce minimum staffing requirements or eliminate mandatory rounds.



Inmates are housed in the following multi-occupancy units and cellblocks based on different classification levels:

Female Dorm A: Sentenced Female Dorm - Rated Capacity 2

Female Dorm A is rated to hold two (2) sentenced female inmates in non-secured beds. These inmates are monitored by Officers making rounds. These inmates can not be locked into cells due to the dormitory style of these units. Therefore, Officers will need to make frequent rounds, especially at night. Two (2) Officers must be present before any Officer can enter these units.

Female Dorm B: Sentenced Female Dorm - Rated Capacity 3

Female Dorm B is rated to hold three (3) sentenced female inmates in non-secured beds. These inmates are monitored by Officers making rounds. These inmates can not be locked into cells due to the dormitory style of these units. Therefore, Officers will need to make frequent rounds, especially at night. Two (2) Officers must be present before any Officer can enter these units.

Female Housing Unit A: Pre-Trial Female Minimum/Medium Unit - Rated Capacity 9

Female Housing Unit A is rated to hold nine (9) pre-trial female inmates in non-secured beds. These inmates are monitored by Officers making rounds. These inmates can not be locked into cells due to the dormitory style of these units. Therefore, Officers will need to make frequent rounds, especially at night. Two (2) Officers must be present before any Officer can enter these units.

Segregation Unit A: Male Maximum Security Cellblock - Rated Capacity 4

Segregation Unit A is rated to hold four (4) male inmates in single secured cells. These inmates are monitored by Officers making rounds, which should be frequent, especially at night.

Cellblocks A & B: Male Minimum/Medium Security Cellblocks - Rated Capacity 36

Cellblocks A and B are each rated to hold eighteen (18) pre-trial male inmates in non-secured beds. These inmates are monitored by Officers making rounds. These inmates can not be locked into cells due to the dormitory style of these units. Therefore, Officers will need to make frequent rounds, especially at night. Two (2) Officers must be present before any Officer can enter these units.

Cellblocks C & D: Male Minimum/Medium Security Cellblocks - Rated Capacity 20

Cellblocks C and D are each rated to hold ten (10) pre-trial male inmates in secured cells. Each cellblock has a common area in which inmates have access unless they are locked in their cells. These inmates are monitored by Officers making rounds.



Dormitories A - F: Male Sentenced Dormitories - Rated Capacity 48

These six (6) dormitories are each rated to hold eight (8) sentenced inmates in non-secured beds. These inmates are monitored by Officers making rounds. These inmates can not be locked into cells due to the dormitory style of these units. Therefore, Officers will need to make frequent rounds, especially at night. Two (2) Officers must be present before any Officer can enter these units.

Other Cells: Holding & Special Purpose Cells - Combined Capacity 17

There are both holding cells and observation cells located in the facility. These require different levels of supervision specific to their particular uses.

STAFFING PLAN

This staffing plan was formulated based on a review of the facility's layout and design blueprints, a site visit, discussions with staff, and an evaluation of the County's vacation and sick leave policies. Essential posts and job functions, including staff supervision and support functions, were identified and analyzed.

The Detention Center is staffed by twenty (20) Security Officers, one (1) Detention Center Director, and seven (7) Administrative/Support employees. Security Officers work eight (8) hour shifts and are split into three (3) squads which are supposed to provide twenty-four (24) hour coverage, seven (7) days a week.

The current staffing level does not provide for a shift relief factor and the facility is constantly understaffed. Due to overcrowding, Officers are forced to leave mandated security posts and positions to perform other functions. These deficiencies create a safety hazard for employees, inmates, and the citizens of Oconee County, along with increasing the County's liability exposure. The proposed staffing level has been formulated to address these issues.

Appendix B provides a list and time line for selected facility activities.

This assessment does not address the staff needed to supervise inmates while they are working outside of the Detention Center. It is presumed that County department heads and their authorized employees who check out and/or use the inmates are being held responsible for their supervision.

PROPOSED STAFFING

Listed in the order as they appear on the chart contained in this report, the following positions or posts were identified:



SECURITY

1. Central Control

The Officer at this post monitors the movement of staff, visitors, inmates, and other personnel entering, exiting, and functioning inside the secure perimeter of the facility. This Officer is responsible for opening electronic doors and for monitoring all intercom systems, facility cameras, facility fire alarm panels, and communications. The activities performed by the Officer at this post are critical to the operations of the facility. As mandated by the *Minimum Standards for Local Detention Facilities in South Carolina*, this post must be staffed twenty-four (24) hours a day, seven (7) days a week.

The recommended staffing for this post is one (1) Officer per shift. Due to the intensity of constant monitoring and reacting/initiating, and the need for alertness by the Officer on duty, it is recommended that this position be rotated or relieved periodically during each shift.

2. Booking

The Officer at this post processes inmates into the facility; receives and documents property and money; verifies authorizations and prepares booking documents, and performs initial screening and housing assignments. This Officer is required to perform these same functions in reverse order when an inmate is released.

The recommended staffing for this post is one (1) Officer per shift.

3. Floater

The Officers in this position monitor inmate activity throughout the facility and assist with preparing and dispensing medication; conduct mandatory and unscheduled inmate counts and physically inspect all areas of the facility; provide security during sick call and visitation; distribute mail; supervise inmate programs; provide security during bond hearings; escort inmates to their housing units; and provide other services as required.

The Officers in this position are also responsible for checking inmates out of the facility for work in the morning and searching and checking inmates back into the facility in the afternoon. Every inmate who leaves the facility must be searched prior to re-entering it. This is critical to controlling the admission of contraband into the facility and is also required by the *Minimum Standards*.

Appendix B contains a list of activities that Officers are required to perform. Officers in the Floater position are responsible for conducting these activities.

Due to the linear layout of the facility, overcrowding, and conducting mandated activities, the recommended staffing for this position is three (3) Officers on first and second shift, and (2) Officers on third shift.



4. Shift Supervisor

Each Officer in this position is responsible for supervising and directing the activities of the Officers working on their shift. In addition, this Supervisor is responsible for assisting the Officers and carrying out any duties that may be required of them during the shift.

The recommended staffing for this position is one (1) Supervisor per shift.

ADMINISTRATIVE

1. Detention Center Director

The Director will manage facility operations in accordance with the facility mission and in compliance with the *Minimum Standards for Local Detention Facilities in South Carolina* and other applicable federal, state, and local codes and requirements. The Director will be responsible for supervising staff, maintaining property, and managing the budget; formulating and implementing policies and procedures; establishing agency goals, objectives, and services, and providing for the security, health, and safety of inmates. The Director will also interact with public and private agencies, community groups, volunteers, and the media. The Director will provide reports to the Sheriff and will perform other duties as assigned.

2. Assistant Director

The Assistant Director will manage the facility when the Director is not present. The Assistant Director will provide support to the Director and will perform other duties as assigned, including special projects and such regular functions and assignments that are delegated by the Director. These duties may include, among other things, correspondence and official documentation to the Criminal Justice Academy, the Department of Corrections, and other agencies with which the facility regularly interacts.

3. Training Officer

The Training Officer will conduct training as mandated by the *Minimum Standards for Local Detention Facilities in South Carolina*, the South Carolina Law Enforcement Training Act, and other nationally recognized practices. The Training Officer will be responsible for maintaining all employee training records and for ensuring that each Officer meets certification requirements.

4. Inmate Programs Coordinator

The Inmate Programs Coordinator plans, implements and coordinates a variety of inmate programs, including home detention (electronic monitoring) and work release. Develops, schedules and monitors inmate programs, such as vocational counseling, adult education, and alcohol / drug treatment, in cooperation with other government agencies and with religious and private organizations. Researches, prepares and implements policies, procedures, program guidelines, screening processes, and other standards for inmate programs. Provides information to inmates,



officers and the public about available programs. Develops, maintains, and periodically updates a list of community resources that are available for inmates. Screens inmates and monitors their progress in, and compliance with, various programs.

5. Inmate Transportation

There is currently only one (1) designated Transport Officer at the existing facility. In order to meet the transport needs of the facility, other Officers are pulled from their posts. This decreases inmate supervision and leaves critical posts and positions uncovered, which increases the potential for assaults and escapes. This practice also increases the County's liability exposure. One (1) Officer position is not enough for this function.

The Officers in this position will supervise and escort inmates into and out of the facility as mandated by court orders, medical needs, and other commitments. These transports can cover the entire State of South Carolina. When not transporting inmates, these Officers will provide assistance to the Floaters in performing duties throughout the facility.

This position should be staffed by two (2) Officers.

6. Administrative Assistant

Professional administrative and clerical support must be available to the management and supervisory staff of the facility. Correspondence, records keeping, filing, and communications through telephone and electronic mail on behalf of the Detention Center are vitally important. The County must insure that all such functions are provided for without expecting the security staff to be diverted from their primary duties to carry out these non-security tasks.

7. Food Service/Facility Maintenance Supervisor

The employees in this position must plan menus which meet recognized dietary requirements, coordinate medically authorized and religious diets in accordance with acceptable practices and standards, order and maintain food supplies, and supervise the inmate workers during food preparation, serving of meals, and clean up. These tasks must be performed seven (7) days a week, 365 days a year, covering meals from breakfast through supper.

In addition to supervising the food service needs of the facility, these employees also supervise maintenance work being done in the facility. Unlike other County facilities, a backed up toilet or broken shower in this setting can result in injuries, diminished security, and litigation. The County needs to insure that someone is available to respond to maintenance problems at the Detention Center on a twenty-four (24) hour a day basis, seven (7) days a week. This need can be satisfied through an outside contract or by using on-call County employee(s).

Due to the time requirements of these positions, two (2) employees currently work split shifts to provide supervision of these tasks.



8. Medical Services

The County contracts for inmate medical services with a local physician and the facility has one (1) nurse on duty throughout the week. During the mandatory medical screening that must be done on all inmates within fourteen (14) days of their admission, as well as the regular sick call that must be available for all inmates on a continuous basis, an Officer stays with each inmate while he/she is being assessed by the medical provider at the facility.

STAFFING AVAILABILITY AND SHIFT RELIEF FACTOR

Once the posts and positions required to cover all facility operations have been identified, the total number of personnel needed *to ensure coverage as required in an operation that is open every day of the year, twenty-four (24) hours a day, must be determined.* To project sufficient staffing and ensure continuous coverage without the necessity of overtime, a **shift relief factor** must be calculated.

To determine the staffing requirements to fill one (1) post, around the clock, every day of the year, two (2) factors are considered:

Staffing Availability

The base number of hours that one (1) staff member is available to work is called staffing availability. This is derived by subtracting all leave options (such as holiday, sick, vacation, etc.) and training requirements from the scheduled working hours.

Shift Relief Factor

The number of personnel required to provide continuous coverage of one (1) post or position, given their availability, is called the Shift Relief Factor. This figure is derived by dividing staffing availability into the total hours required to staff a post for 365 days a year.

Although some employees may not take all leave which is available to them, planning for continuous coverage of critical positions must be done on the basis of potential absences. Even then the factors affecting availability do not take into consideration some shortages such as those due to workers' compensation leave, unauthorized absences, and suspensions; and the factors do not consider turnover rates and the time it takes to train a new Officer prior to his/her being able to supervise inmates.

Oconee County Detention Officers work eight (8) hour shifts, for a total of 80 hours per pay period unless absent due to leave, training, or other approved reasons. Appendix A details the factors and steps that were used to determine the Shift Relief Factor.

To determine the **Shift Relief Factor** needed to cover each post or position per eight (8) hour shift, the following factors were taken into consideration:



88 hours of vacation earned a year;

96 hours of holiday time earned a year;

99 hours of sick leave earned a year;

40 hours of in-service training received per year;

164 hours of meals and breaks that must be relieved per year.

Based on the information outlined above, the shift relief factor for the Oconee County Detention Center is 1.83 Officers per shift for a twenty-four (24) hours per day, seven (7) days a week, post or position. Using this formula, the minimum number of personnel required to provide continuous coverage for each post or position is represented in the following chart:



PROPOSED MINIMUM STAFFING PLAN FOR THE OCONEE COUNTY DETENTION CENTER					
POSITION	1 ST SHIFT 5:45 AM 2:00 PM	2 ND SHIFT 1:45 PM 10:00 PM	3 RD SHIFT 9:45 PM 6:00 AM	SHIFT RELIEF	TOTAL STAFF
SECURITY					
Central Control	1	1	1	1.83	5.49
Booking	1	1	1	1.83	5.49
Hoater/Security Escorts	3	3	2	1.83	14.64
Shift Supervisor	1	1	1	1.83	5.49
TOTAL:					31.11
ADMINISTRATION/SUPPORT					
Director	1				1
Assistant Director	1				1
Training Officer	1				1
Inmate Programs Coordinator	1				1
Inmate Transports	2				2
Admin. Support	1				1
Food Service/ Maintenance Supervisor	SPLIT SHIFT				2
Nurse					1
TOTAL:					10
TOTAL PROJECTED STAFF:					41



STAFFING SUMMARY

As illustrated in the chart, the proposed maximum staffing level for the Oconee County Detention Center is thirty one (31) Security positions, one (1) Director, one (1) Assistant Director, one (1) Training Officer, one (1) Inmate Programs Coordinator, two (2) Transportation Officers, one (1) Administrative Assistant, two (2) Food Service/Maintenance Supervisors, and one (1) Nurse.

While it is impossible to totally eliminate overtime and unexpected costs, this is the minimum level of staffing that would be necessary to fully cover all mandated and critical posts and positions while providing for the safety and security of employees, inmates, and the citizens of Oconee County.



**APPENDIX A
 OCONEE COUNTY DETENTION CENTER - 8 HOUR SHIFTS
 SHIFT RELIEF FACTOR WORKSHEET**

STEP#	DESCRIPTION	HOURS	LETTER
1	# OF HOURS AGENCY CLOSED PER YEAR	0 hrs	A
2	# OF HOURS AGENCY OPEN PER YEAR (8,760 HOURS - A)	8,760 hrs	B
3	# OF PAID HOURS PER EMPLOYEE PER YEAR	2,080 hrs	C
4	# OF NON-PAID HOURS PER EMPLOYEE PER YEAR	6,680 hrs	D
5	# OF VACATION HOURS EARNED PER YEAR (Avg. for Staff - 11 days X 8hrs/day)	88 hrs	E
6	# OF HOLIDAY HOURS EARNED PER YEAR (12 days X 8hrs/day)	96 hrs	F
7	# OF COMPENSATION HOURS PER YEAR	0 hrs	G
8	# OF SICK LEAVE HOURS EARNED PER YEAR (12 months X 8.25 hrs per month)	99 hrs	H
9	# OF OTHER HOURS OFF PER YEAR	0 hrs	I
10	# OF TRAINING HOURS TAKEN PER YEAR (Minimum # hours mandated by Standards)	40 hrs	J
11	# OF HOURS UNAVAILABLE FOR DUTY POST (Sum of D through J)	7,005 hrs	K
12	# OF ACTUAL DUTY HOURS PER EMPLOYEE (B minus K)	1,755 hrs	L
13	# OF HOURS RELIEVED FOR MEALS/BREAKS	164.25 hrs	M
14	# OF HOURS ACTUALLY ON DUTY POST (L minus M)	1,592.75 hrs	N
15	SHIFT RELIEF FACTOR (B divided by N) - 5.5 divided by 3 Shifts = 1.83	N/A	O

*This shift relief factor is a low estimate which is based upon the minimum number of vacation, sick, and training hours for a 1st year employee.



2. 365 DAYS A YEAR X 24 HRS/DAY = 8,760 HRS PER YEAR
3. WORK HOURS = 80 HRS/PER PAY CYCLE X 26 PAY CYCLES/YEAR = 2,080 HRS PER YEAR
4. HOURS OFF WORK = 8,760 HRS/YEAR - 2,080 HRS/YEAR = 6,680 HRS PER YEAR
5. VACATION HRS = 11 DAYS X 8 HRS/DAY = 88 HRS PER YEAR
6. HOLIDAY HRS = 12 DAYS X 8 HRS/DAY = 96 HRS PER YEAR
8. SICK HRS = 8.25 HRS/MONTH X 12 MONTHS = 99 HRS PER YEAR
10. TRAINING HRS = 40 HRS PER YEAR
(This is the minimum number of training hours mandated per year by the Minimum Standards for Local Detention Facilities in South Carolina effective 1/1/2006.)
11. SUM OF D THROUGH J = 7,003 HRS
12. 8,760 HRS - 7,003 HRS = 1,757 HRS AVAILABLE FOR DUTY POST
13. RELIEVED MEALS & BREAKS = 1,757 HRS/YEAR DIVIDED BY 8 HRS/DAY = 219 DAYS. 219 DAYS/YEAR X .75 HRS/DAY = 164.25 HRS/YEAR
14. 1,757 HRS - 164.25 HRS = 1,592.75 HRS ACTUALLY ON DUTY POST
15. 8,760 HRS DIVIDED BY 1,592.75 HRS = 5.5 OFFICERS REQUIRED TO COVER ONE (1) PERMANENT POST OR POSITION
5.5 DIVIDED BY 3 SHIFTS = 1.83 SHIFT RELIEF FACTOR



