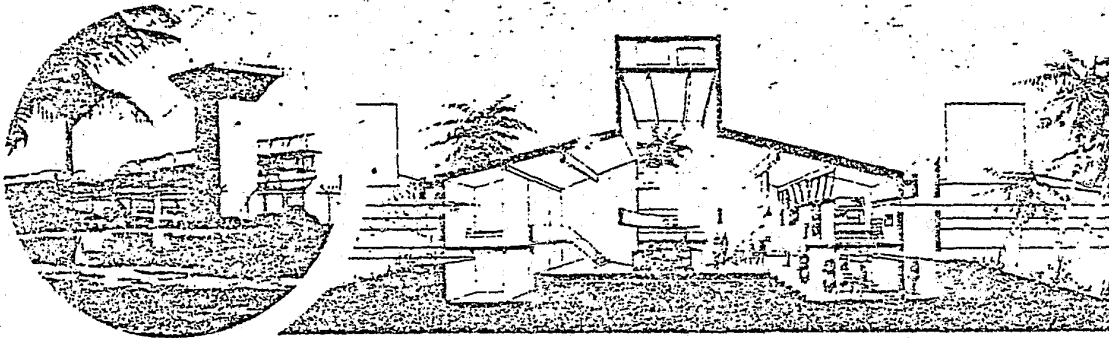


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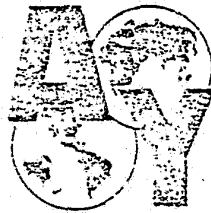
CORRECTIONS DIVISION



FINAL REPORT
ON
THE ORGANIZATIONAL ANALYSIS OF THE
CORRECTIONS DIVISION AND ITS FACILITIES

Prepared for:
Mr. Michael Kakesako
Administrator, Corrections Division

August 31, 1976



Arthur Young & Company

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August 31, 1976

Mr. Michael Kakesako, Administrator
Corrections Division
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Honolulu, Hawaii 96813

NCJRS

MAY 23 1978

Dear Mr. Kakesako:

ACQUISITIONS

We are pleased to submit this final report on the organizational analysis of the Corrections Division and its facilities. Specific recommendations for the reorganization of the Division and for each proposed facility are presented in our report. We have also included summary position descriptions for key jobs, an organization implementation plan, and program effectiveness measures.

It is important to note that our recommendations were developed with the primary goal of providing an organization structure that would be most effective in meeting the Master Plan objectives. Thus we were not constrained by existing political, economic, or operational conditions. Nevertheless, we strived to be conservative and extremely pragmatic in our approach to solving the organizational needs faced by the Division.

We want to emphasize that new facilities and reorganization of divisional personnel cannot, of themselves, assure the success of the Master Plan. If effective and efficient facility operations are to be realized, a highly trained staff of security, programmatic and support personnel will be required. It is our opinion that only intensified recruitment and training of qualified employees and extensive retraining of existing staff will provide the type of personnel needed for Hawaii to successfully implement its innovative correctional program.

Mr. Michael Kakesako

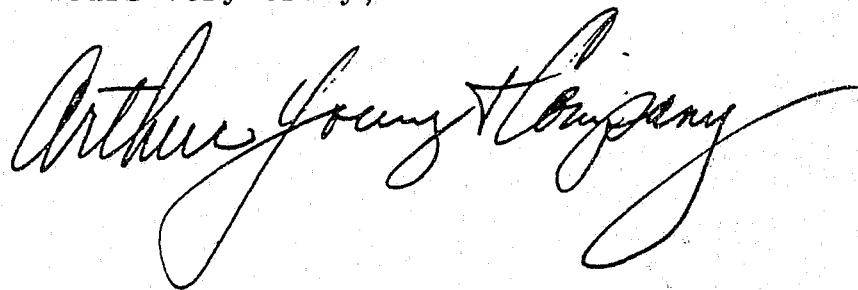
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August 31, 1976

An organization study, by definition, is difficult to recap in a management summary. We have not attempted to do so and encourage the reader to review the entire report so that the logic and rationale of our recommendations are clear. The text of this report treats the recommended organization structure in traditional form i.e. in terms of administrative relationships and reporting hierarchies. Like many organizations, the individual facilities will actually have two organization forms: the traditional administrative hierarchical form and a functional or working form. In this case the functional form will be based on the "Unit Management" concept that will be used as the mechanism to provide offender treatment by both program and security personnel. Attachment I explains the relationship between the two organizational forms.

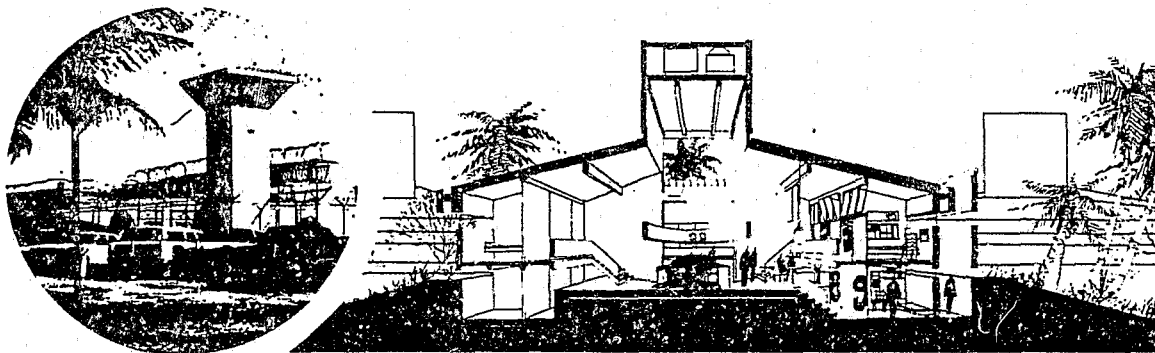
We were extremely pleased with the cooperation received at all levels of the Division and from other agencies. We have enjoyed working with you and your staff and would like to express our appreciation for the valuable guidance and support rendered during this project. If there are any questions concerning the content of this report, or if assistance is required in submitting our recommendations to the Legislature, please call Mr. Thomas E. Brightbill at 521-4545.

Yours very truly,

A large, stylized handwritten signature in cursive script, which appears to read "Arthur Young & Company". The signature is written in black ink and is positioned below the typed name.

STATE OF HAWAII
DEPARTMENT OF
SOCIAL SERVICES AND HOUSING

— — —
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Arthur Young & Company

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I. INTRODUCTION

I. INTRODUCTION

The State of Hawaii is in the process of developing a new approach to the corrections component of its criminal justice system. Since 1965, efforts have been directed toward the design and implementation of a Master Plan for correctional facilities, the objective of which is to reduce crime in the state. Today the state is approaching the realization of that effort through the construction of new facilities in each of the four counties. The facilities, as designed, represent a totally new approach to corrections with emphasis on diagnosis and treatment in a low profile security setting -- a technique designed to maximize pre-trial release and rehabilitative programming, while minimizing the average daily facility population, and reducing recidivism.

Recognizing that a successful implementation of the new approach to corrections will require more than just brick and mortar, the Corrections Division of the Department of Social Services and Housing contracted with Arthur Young & Company to develop an organizational structure which could best meet the custodial, programmatic, and operational objectives of the Facilities Master Plan. This report presents the results of that work.

1. STUDY OBJECTIVES

The primary objective of the project was to"provide a thorough organizational analysis of the Corrections Division and its facilities in order to develop position distribution charts, function statements and position descriptions for a proposed correctional master plan organization structure." To accomplish this, the project was divided into two phases, each of which had its own set of objectives:

PHASE I - DATA GATHERING AND ANALYSIS

- Review existing facilities and staff functions relative to reporting relationships, duties and responsibilities, authority, work load, etc.
- Review Master Plan documentation, relevant correctional literature and laws, etc.
- Review current organizational concepts
- Prepare an interim report describing the current situation.

PHASE II - ORGANIZATION STRUCTURE AND IMPLEMENTATION DEVELOPMENT

- Document the Master Plan organizational concept
- Review the 1977-1979 biennial budget forecasts
- Develop a recommended organizational structure, including function statements and summary position descriptions
- Develop recommended program effectiveness measures
- Prepare an organizational implementation plan.

Our basic approach to conducting the project was to develop a detailed work plan of specific tasks to be performed and the products to be expected from those activities. Project monitoring of that work plan was accomplished via a steering committee, which met weekly throughout the project and included representatives of the Corrections Division, Department of Budget and Finance, Corrections Research and Statistics Bureau, DSSH's Personnel and Administrative Services Offices, and a mainland corrections consultant retained by DSSH.

These weekly meetings served as a forum for the Arthur Young & Company project team to discuss project activity and to obtain decisions concerning alternatives. The meetings also served to provide project input and to solicit feedback from the steering committee members in their areas of expertise.

The results of Phase I were documented in an Interim Report dated July 23, 1976 which essentially presented our understanding of the current situation relative to organization, facilities, master plan status, current laws, etc. It also contained responses from a questionnaire survey designed to elicit information about the current organization from key divisional personnel. Much of the information obtained from the survey influenced the development of the new organization structures.

The results of Phase II are presented in this report which is designed to be used as a working document for the move from the present organizational structure to the one recommended for the new facilities. The remaining sections in this report contain the following information:

Section II discusses the Master Plan concept as it influences organization and the status of the plan's implementation.

Section III presents a detailed analysis of the intended relationships between the Intake Service Center (ISC) and the Community Correctional Centers (CCC) and how each impact organization structure.

Section IV presents our proposed organization structure for the Corrections Division relative to the new facilities. Each facility is discussed in terms of the chain of command, functional units, personnel types and numbers, and rationale for these recommendations.

Section V presents a base implementation plan -- one which identifies the major activities required to move successfully to the proposed organization.

Section VI discusses a program structure for budget purposes and presents some suggested measures of program effectiveness.

II. THE MASTER PLAN CONCEPT

II. THE MASTER PLAN CONCEPT

The basic organizational structure of the new correctional facilities was established in the Master Plan, as developed by the National Clearinghouse for Criminal Justice Planning and Architecture. In that plan two facility types were suggested -- an Intake Service Center and a Community Correctional Center. The ISC would essentially receive new entrants, provide initial screening for pre-trial release eligibility, utilize diagnostic screening to develop programs for committed offenders, and provide referral services for pre-trial and post-release clients. The CCC would provide detention facilities for offenders convicted and sentenced; it would also offer programs designed to enhance the clients' return and integration into the community. These facilities were to be supplemented by other residential units including a high security facility, conditional release centers, and halfway houses.

1. LEGAL AUTHORITY

The Master Plan, as developed, was approved by the Hawaii Legislature in 1973 and made law through Act 179. This Act provides for the creation of the major facilities as follows:

Section 353-1.1 -- Establishment of Community Correctional Centers.

"There shall be a community correctional center for each of the counties under the direction and administration of the director of the Department of Social Services and Housing. Any community correctional center may be integrated and operated concurrently with any other correctional facility or facilities."

Section 353-1.2 -- Establishment of a High Security Correctional Facility

"The Director of Social Services and Housing shall establish a high security correctional facility for

the residential care, correctional services, and control of high custodial risk convicted felons or the temporary detention of high custodial risk persons awaiting trial; the high security correctional facility may be integrated and operated concurrently with any other correctional facility or facilities."

Section 353-1.4 -- Creation of Intake Service Center

"There shall be an intake service center for each of the counties, each of which shall be directed and managed by an executive director appointed by the governor pursuant to the section 353-1.3.... Any center may be integrated and operated concurrently with a community correctional center."

Section 353-1.5 -- Intake Service Centers Integrated With Community Correctional Centers

"The community correctional centers for Maui, Hawaii and Kauai shall integrate their services and facilities with the intake service centers created under the authority of Section 353-1.4."

Section 353-3 established the organizational responsibility for the above facilities through the following language: "The Director of Social Services and Housing shall have the entire government, control, and supervision of state correctional facilities, except intake service centers, and of the administration thereof" (emphasis added). Subsequent organizational decisions have placed the Intake Service Center function on Oahu under the Governor's office and 1976 legislation places the directors of the neighbor island ISCs under the Executive Director of the Oahu ISC.

The legislative decisions noted above have essentially designated two separate correctionally-oriented organizations -- one responsible for correctional facilities; the Corrections Division of the Department of Social Services and Housing, and one responsible for the intake service centers; an organization reporting to the Governor's office. The Predesign Report, which translated the concepts and features of the initial Master Plan into more definitive programmatic requirements and specific facility design components, was guided by the legislative action described above.

2. PREDESIGN REPORT

The Predesign Report was prepared by the Planning and Design Institute of Champaign, Illinois -- a nonprofit corporation connected at least indirectly with the National Clearinghouse. The report, as noted previously, further developed the concepts offered in the original Master Plan and presented additional details regarding module design, facility design, and implementation options. It has become the "bible" for implementation of the Master Plan as it describes, in some detail, the operational processes that relate to the bi-facility concept: i.e. the ISC and the CCC.

This report, like Act 179, reemphasized the Master Plan's operational philosophy with certain functions being identified as performed by the ISC, and other functions (sometimes not too different) being the responsibility of CCC personnel. The report further defines the Master Plan through the specific definition of facility design features.

Oahu - There will be an integrated facility complex housing the ISC function within the overall community correctional center. Although each function (ISC and CCC) will be organizationally separate, they must, of necessity, function as a unit.

Oahu - The high security facility (HSF) is to be staffed solely by the Corrections Division; however, it will be impacted by the Oahu ISC since the primary data used to make the decisions to house offenders in this facility will be obtained and provided by ISC personnel. Close coordination will be required between HSF, ISC, and CCC personnel if the proper balance of clients is to be maintained between those classified as high risk and those classified otherwise.

Maui, Hawaii, and Kauai - Each of the neighbor islands will utilize a single structure for a combined ISC-CCC facility. Although they vary to some degree in design and size, each will include an intake area within which the ISC personnel will operate and a residential/program area under the primary responsibility of CCC personnel.

Kulani Honor Camp, Hawaii - The Predesign Report recommended that Kulani be phased out and ultimately used for non-correctional purposes. The primary reasons given appear to focus on its remote location and, as a result of that, its limited capabilities related to the "community corrections" concept. (See our comments on page 41)

Conditional Release Center (CRC) - The Predesign Report recommends the continuation of the two existing centers, Kamehameha and Laumaka, and suggests that additional CRCs be considered if offender population increases. The CRCs as now constituted are separate facilities operated and supervised solely by social workers. No correctional officers are involved, although the participants are still the responsibility of the Corrections Division. The maximum population, which usually is comparable to the actual population, is about 15 clients for each facility. Although the staffing ratio (about one staff member per two inmates) is quite high compared to other similar operations, neither time nor the scope of our effort permitted an analysis extensive enough to draw accurate conclusions as to their effectiveness. Accordingly, our organizational recommendations are limited to a change in reporting responsibility within the Correctional Division. We do suggest, however, that meaningful measures of effectiveness be developed for the CRC's and closely monitored so that an accurate cost-benefit comparison can be made.

3. MASTER PLAN STATUS

Subsequent to the acceptance of the Predesign Report, funding was obtained from LEAA and the Hawaii Legislature to implement the facility recommendations. As of this date, all construction contracts except the one for the Oahu ISC/CCC have been let and several are currently under construction. The latest completion schedule for the facilities is as follows:

. Oahu ISC/CCC	March, 1979 (1)
. Oahu High Security Facility	August, 1978 (2)
. Hawaii ISC/CCC	August, 1977
. Kauai ISC/CCC	July, 1977
. Maui ISC/CCC	July, 1977

(1) Status of Modules 17, 18 and 19 not known

(2) Status of Module C not known

Two major planning efforts are underway in connection with the operation of the new facilities and in accordance with the operational philosophies of the Master Plan. A consultant recently developed a recommended organization structure for the Intake Service Center of Oahu, which also included proposed function assignments for each organizational unit. The Executive Director of the ISC is utilizing those recommendations as guidelines for; (1) the acquisition of ISC personnel and (2) in discussions with Corrections Division personnel concerning the delineation of duties and responsibilities between the two organizations. The consultant who prepared the organizational recommendations is currently developing a conceptual design for a management information system to serve the entire criminal justice process in terms of information concerning offenders who pass through the ISC/CCC system. The major use of this system will be for offender classification and the development of treatment needs.

The second major planning effort is documented within this report: a recommended organizational structure for the Corrections Division for the operation of its new facilities. It also will provide guidelines for acquiring new personnel and for training existing personnel in the new concepts and operations necessary to meet the goals of the Master Plan.

* * *

This section has essentially provided the background of the project by presenting information which, in our opinion, mandated certain aspects of an organizational structure. This primarily refers to the division of responsibilities between the ISC and the CCC. The next section provides an indepth discussion of these two entities to provide the reader with a clear understanding of the duties and responsibilities of each, as we understand them, and as they then affected our approach toward development of the organizational concept for Community Correctional Centers and the High Security Facility.

III. ORGANIZATIONAL AND FUNCTIONAL RELATIONSHIPS
BETWEEN THE ISC AND CCC

III. ORGANIZATIONAL AND FUNCTIONAL RELATIONSHIPS BETWEEN THE ISC AND CCC

An understanding of the duties and responsibilities of the ISC and the CCC is extremely important from an organizational concept viewpoint because each is a separate entity reporting to different government organizational units. Currently the ISC reports to the Governor's Office and the CCC to the Director of Social Services and Housing through the Corrections Division Administrator. The matter is further complicated by the fact that all new correctional facilities (except the HSF) include both ISC and CCC functions which in themselves are operationally interwoven and will require the closest of cooperation and coordination. Discussions with personnel responsible for ISC and CCC operations have left us with the observation that there is considerable confusion and uncertainty as to what the specific interface will be between the two organizations. More importantly, an exact definition of the duties and responsibilities of each, relative to the Master Plan concept, is lacking. We are of the opinion that the two primary documents which present the Master Plan concept (Act 179, S.L.H. 1973 and the Predesign Report) have created the existing "grey" areas due to their lack of specificity and/or the overlapping of assigned functions which were identified.

The purpose of this section is to develop a base of information concerning the split in ISC-CCC functions from which a logical organizational structure for the CCC's function can be developed.

1. ACT 179, SESSION LAWS OF HAWAII, 1973

Act 179 S.L.H. 1973, revised Section 353 of the Hawaii Revised Statutes to include the establishment of community correctional centers and intake service centers. The revision also includes a statement of responsibilities for each. They are as follows:

Community Correctional Centers

Each Center shall:

- "(1) Provide residential custody and correctional care for committed misdemeanants and for felony offenders committed to indeterminate sentences;
- (2) Provide for committed persons, correctional services including, but not limited to, social and psychiatric-psychological evaluation, employment counseling, social inventory, correctional programming, medical and dental services.
- (3) Provide for committed persons, recreational, educational and occupational training and social adjustment programs.
- (4) Provide for persons released from the centers referrals to community educational, vocational training, employment, and work study programs; and aftercare, supervisory and counseling services."

Intake Service Centers

Each Center shall:

- "(1) ...provide guidance and technical services for volunteer referrals and to admitted persons, correctional diagnostic and evaluation services for diversionary determinations, presentence investigations for the courts, and post-sentence correctional prescriptive program planning for committed persons.
- (2) Provide short-term residential detention for persons awaiting judicial disposition who have not been conditionally released.
- (3) Provide such other personal and correctional services as needed.
- (4) Monitor and record the progress of persons admitted to the center, who undergo further treatment or who participate in prescribed correctional programs.
- (5) Refer persons admitted to the center in selected cases, to community programs pending judicial disposition or where judicial proceedings are discontinued or suspended.
- (6) Provide correctional service for adult persons, including but not limited to: orientation, social, psychiatric - psychological evaluations, employment counseling, social inventory and programming, medical and dental services, and referral services to community programs."

Analysis of the above legal requirements indicates some areas where further clarification is needed. For example, both the CCC and the ISC have the responsibility for housing incarcerated persons; however, security responsibilities are not mentioned. Item (2) under CCC and item (6) under ISC both call for the provision of similar services, with the exception that one states they are for "committed persons" while the other indicates they are for "adult persons." This is a prime area of contention when attempting to define the specific duties to be assigned to each.

A final example of ambiguity lies in item (2) under CCC which calls for "correctional programming" for committed persons while the item (1) under ISC calls for "post-sentence correctional prescriptive program planning" for committed persons. It is quite obvious that these incongruities must be solved in order to facilitate a mutual understanding of each organization's responsibilities.

2. PREDESIGN REPORT

The Predesign Report attempts to distinguish between the two primary activities (ISC-CCC) but is less precise than Act 179, S.L.H. 1973. The duties and responsibilities are scattered throughout the narrative and are not definitively itemized for easy identification and assessment. A review of the Predesign Report and the original Master Plan resulted in the identification of certain responsibilities for the CCC and the ISC. They are paraphrased below:

Community Correctional Center

- (1) Provide appropriate levels of physical control in conjunction with a range of community-based and in-house treatment programs.
- (2) Provide short-term residency for alleged felons and misdemeanants not eligible for pretrial release.
- (3) Provide programs to pre-trial offenders including education, vocational counseling, and community-based.

- (4) Provide residency for sentenced misdemeanants and low- and medium-security sentenced felons.
- (5) Provide in-house and community-based programs for sentenced offenders.

Intake Service Center

- (1) Provide pre-trial investigation to determine eligibility for diversion programs.
- (2) Provide referrals (pre-trial) to community-based residential diagnostic services such as halfway houses, narcotic/alcohol treatment programs, etc.
- (3) Provide post-trial diagnostic services for sentenced offenders to determine program needs.
- (4) Provide pre-sentence investigation data to the judiciary with recommendations as to programs required.
- (5) Evaluate programs and offender progress for each program's effectiveness; initiate changes in programs.
- (6) Provide aftercare referrals to offenders.
- (7) Provide short-term residential psychiatric observation and treatment.

In addition to the responsibilities shown above, which were extracted from the Master Plan and the Predesign Report, the Predesign Report contained some other information on responsibilities concerning a recommended activity called the Program Center. The Program Center is to be organizationally within the CCC and responsible for the following:

- (1) Assessment and classification of all prisoners, including assignment to residency modules and programs.
- (2) Administration of residency programs and personnel.
- (3) Program development and program administration.

- (4) Maintenance of records on all those incarcerated using the information system and computer resources developed at the ISC.
- (5) Assistance to residency staff teams in the development of residency programs in their units.
- (6) Provision of supplemental program staff to the ISC for the conduct of programming for the offenders and alleged offenders held there.
- (7) Technical and specialized resource assistance to the ISC in pre-sentence investigations.

A comparison of the ISC/CCC responsibilities contained in the Master Plan/Predesign Report with those listed in Act 179 S.L.H. 1973, shows some similarity but unfortunately does not provide the clarification needed.

3. CONSULTANT REPORT ON ISC ORGANIZATION

In developing a recommended organization structure for the ISC, the consultant retained by the ISC identified specific functions to be performed. This was the first time that any detailed delineation of ISC responsibilities had been made and it established the foundation for our discussions with both ISC and CCC personnel in an attempt to obtain mutual agreement in that area. The Intake Service Center responsibilities were seen by the consultant as follows:

- (1) Provide assessment for all clients on pre-trial, pre-sentence, post-sentence, residential and nonresidential levels.
- (2) Provide generic diagnostic services to the judiciary and other agencies to meet the needs of short-term pre-trial offenders.
- (3) Provide appropriate diagnostic and referral services into non-detention or detention programs for long-term sentenced and post-sentenced offenders.
- (4) Seek to develop a wide range of program alternatives throughout the correctional system and the community based upon needs and requirements of offenders as identified by ISC personnel.

- (5) Develop and maintain a computerized information system whereby data on offender assessment and subsequent behavior can be correlated and analyzed to evaluate the effectiveness of program alternatives and provide necessary feedback on the criminal justice system.
- (6) Assume a supportive or advisory role to other agencies who operate their own programs.

In addition to the above overall listing of the ISC's responsibilities, more definitive duties for specific internal organizational units were proposed. The ISC units which we have identified as having the most direct interface with CCC operations, and their respective identified functions, were:

Program Development and Evaluation Branch

- Assists the Program Center of the Oahu CCC in evaluating and developing programs for long-term pre-trial and post-sentenced offenders based upon information and findings of Information Processing and System Evaluation (IPSE) reports.
- Evaluates and develops programs for short-term and long-term pre-trial offenders, post-sentenced residential and nonresidential offenders, probationers and parolees based upon information and research findings of the IPSE reports.
- Provides the offender contact branches with current information on latest programming techniques, evaluations, effectiveness, and availabilities of public and private programs.
- Coordinates and develops strong linkages between the correctional programs and community programs.
- Administers contracts to private service agencies and technical and professional consultants in the area of correctional and social programs.
- Assists the Information Processing and Systems Evaluation Branch in the development and implementation of evaluation processes and techniques to assess ongoing programs for effectiveness in attaining program goals and for efficiency in terms of overall costs.

- Assists program agencies in monitoring the post-program behavior of the offender to evaluate the relative effectiveness of program alternatives.
- Establishes a mechanism for determining the accountability and assessing the overall results of the ISC.
- Provides or refers technical assistance to agencies relative to the implementation of the Intake Service process.
- Provides service to neighbor islands ISC's in conducting facility and procedural assessments as needed or on a regular basis.
- Operates a program for the recruitment, selection, training and assignment of volunteers to assist professional staff and perform selected tasks.
- Provides the planning of volunteer programs in conjunction with program development and evaluation activities and the requirements of offender contact branches.

Pre-trial Branch

- Cooperates with the judiciary and police in establishing criteria for police selection of alternatives at the point of apprehension. These include arrest, counsel and release in the field, or police diversion programs.
- Receives offender from police prior to initial intake processing.
- Conducts initial intake processing (ISC registration), intake interview and initiates the recordkeeping and data gathering process on the offender.
- Escorts the offender through steps of the intake service process including the receipt of personal effects, shower, issuance of clothing, medical exam and initial short-term residential assignment.
- Develops and establishes a hearing process with the public defender or personal lawyer whereby the offender may participate in pre-trial intervention programs on a voluntary basis without legal constraint.
- Conducts a pre-trial interview, collects necessary additional data, and makes an assessment of the offender's eligibility for pre-trial release or other pre-trial programs.

- Provides the Judiciary with Release on Recognizance (ROR) reports, and other pre-trial reports as may be required.
- Provides for the release by the ISC of a portion of offenders who have not been eligible for release by police. Develops and establishes improved, professional methods for selection of those to be released.
- Provides for the supervision and support of those offenders who are released under (1) release under supervision, (2) ROR, and (3) Deferred Acceptance of Guilt (DAG) plea.
- Provides for pre-trial intervention programs which offer programming in addition to opportunities for release for the offender, based upon information provided by the Pre-trial Assessment Section and the IPSE Branch.
- Develops, coordinates, and establishes evaluation criteria for pre-trial intervention programs such as DAG plea, deferred adjudication, community counseling services, programs and job training and placement.
- Provides relevant data to appropriate users regarding the performance of the offender in pre-trial intervention programs or in pre-trial residency at the CCC and relevant data regarding the effectiveness of pre-trial intervention programs.

Pre-sentence Branch

- Provides information and resources for the conduct of short form pre-sentence investigations and reports. The report also includes the preparer's assessment of the offender's criminal activity, motivation, and pre-trial performance.
- Provides the information and resources for the conduct of full pre-sentence investigations and reports. The report also includes the preparer's recommendation as to disposition of the convicted offender. Information regarding the offender and alternative treatment resources is provided by the information system in the Information Processing and System Evaluation Branch in addition to other outside sources.

- Develops and maintains a close working relationship with respective judicial bodies handling the offender's case.
- Provides ongoing programs, treatment and counseling to the convicted offender during the pre-sentence period.

Post-sentence Branch

- Assists the Correctional Services Section of the CCC and HSF in the initial security classification and the program involvement of inmates held in these facilities based upon the inmates' prior close contact with and detailed information file contained at the ISC.
- Provides ongoing evaluation of both the offender and his program alternatives during the period of sentence fulfillment, collects necessary data for submission to the information system administered by the IPSE Branch.
- Assists in providing information and analysis to program committee hearings in the CCC and HSF which address the offender's overall performance and possible reclassification into another facility or program.
- Assists in the preparation of parole reports based upon inmates' information file and parole base expectancy tables developed and computed by the IPSE Branch.
- Assists in the recommendation of assignment of the paroled offender to program alternatives and supervision levels.
- Provides parole supervision and counseling to individuals as may be necessary or required.
- Provides probation supervision and counseling to individuals as may be necessary or required.

In developing the ISC organization, the consultant attempted to identify, based on the Predesign Report and Master Plan concepts, those duties and responsibilities that reflect the purported function of the ISC. Essentially, their function statements do

indicate the primary activities anticipated by the Master Plan; however, the consultants also recognized that there were some incongruities, and pointed out that the Program Development and Evaluation Branch of the ISC appeared to duplicate the role of the Program Planning Office of the Corrections Division's CCC. In addition, upon further analysis of their proposed functions, we identified activities suggested for the ISC which, for operational reasons, should be the responsibility of the CCC.

It is quite clear from the above information that much clarification is needed relative to the separation of duties and responsibilities as they relate to the operation of the Intake Service Centers and the Community Correctional Centers. Since both organizations will be operating in the same facilities and, in some instances, in the same physical areas, it is extremely important that each recognizes the other's responsibilities so as to preclude any lapse in security, functions, or service to residents. In the next subsection we attempt to express more definitively the operational distinction between the ISC and the CCC.

4. RECOMMENDATIONS FOR ISC-CCC RESPONSIBILITIES

The purpose of this subsection is to identify certain functions which will be required in the new ISC/CCC facilities and to recommend organizational responsibility. We will restrict the range of functions discussed to those areas of responsibility which are currently ambiguous. The recommended assignment of functions presented are based on an analysis of the Master Plan, the Predesign Report, the ISC Consultant report and, most importantly, interviews with the personnel who will be responsible for the ISC and CCC facilities. Exhibit I, following this page, lists the functions in question and the recommended assignment of responsibility.

RECOMMENDED ISC/CCC FUNCTIONAL ASSIGNMENTS

<u>FUNCTION DESCRIPTION</u>	<u>RESPONSIBLE ORGANIZATION</u>
. Coordinate with police and judiciary to develop criteria for field or station release of offenders.	ISC
. Receive custody of offender from police agency which will include: initial search and confiscation of property and money, booking or registration, shower, institutional clothing issue, offender clothing storage, photographing and fingerprinting.	CCC
. Custody responsibility during intake processing holding.	CCC
. Security responsibility for any movement of offender during the intake process.	CCC
. Initial interview of offender to determine eligibility for pre-trial release or diversion. Includes generation and processing of all related paperwork.	ISC
. Maintenance of basic offender records (via MIS).	ISC
. Responsibility for offender on pre-trial release status.	ISC
. Provide reports to the judiciary for pre-trial appearances.	ISC
. Participate in housing decision for pre-trial offenders not eligible for pre-trial release.	ISC/CCC/ HSF
. Security responsibility for offenders housed in modules or holding facility.	CCC
. Develop community-based post-trial/post-sentenced program resources (includes eligibility criteria).	ISC/CCC
. Develop in-facility recreational (keep-busy) programs for pre-trial and sentenced offenders.	CCC
. Develop in-facility post-trial/post-sentenced rehabilitative programs.	ISC/CCC

RECOMMENDED ISC/CCC FUNCTIONAL ASSIGNMENTS (CONT.)

<u>FUNCTION DESCRIPTION</u>	<u>RESPONSIBLE ORGANIZATION</u>
. Provide in-facility personal counseling - crises intervention services to all short-term pre-trial offenders.	ISC
. Conduct and supervise in-facility recreation programs for all short-term pre-trial offenders.	ISC
. Provide in-facility personal counseling and recreation programs for all long-term pre-trial, and sentenced offenders.	CCC
. Participate in making housing decisions for sentenced offenders.	ISC/CCC/ HSF
. Provide diagnostic services (interviews, testing, etc.) to long-term pre-trial, and sentenced offenders.	ISC
. Develop individual rehabilitative programs for each long-term pre-trial, and sentenced offender based on diagnostic work-up, prior record, and other historical/personal information gathered.	ISC
. Evaluate rehabilitative program effectiveness.	ISC
. Supervise the work release program.	CCC
. Provide input data to the MIS relative to long-term pre-trial, and sentenced offender program participation and overall behavior.	CCC
. Provide referrals to community services for short-term pre-trial offenders who are released at this point in the criminal justice system.	ISC
. Provide references to community services for long-term pre-trial and sentenced offenders as they are released.	CCC

Basically, in Exhibit I we recommended the following:

- (1) The CCC be responsible for those intake functions normally associated with a custodial institution.
- (2) The ISC be responsible for intake interviewing, pre-trial release decisions, and diagnostic workup and testing. We suggest that diagnostic workup and testing be accomplished for all sentenced offenders plus those offenders who are determined to be long-term pre-trial. Long-term pre-trial should be defined in specific terms of weeks or months taking into consideration the time required for an offender to participate effectively in any given program.
- (3) The ISC be responsible for all activities in the short-term pre-trial housing areas except security.
- (4) The CCC be responsible for all security activities throughout the facility, and programmatic activities in the long-term pre-trial and sentenced housing areas.
- (5) The ISC and CCC program personnel coordinate in the following:
 - . Development of community resources (they both will make use of such resources).
 - . Development of in-facility programs.
 - . Offender housing decisions.

It is recommended that Exhibit I be further delineated as to additional detailed operations so that specific areas of responsibility can be accurately assessed and mutual agreement reached as to responsibility. It is obvious that the key to meeting the objectives of the Master Plan lies in the ISC and CCC programmatic functions -- the better the coordination, the more effective the operation will be. The recommended organizational structure for the Corrections Division takes into consideration the division of functions described above.

5. ORGANIZATIONAL LOCATION OF THE ISC

There is some apprehension relative to the current organizational location of the ISC -- that of reporting to the Governor's

Office. We are aware of the background of the decision but feel that ultimately, for the sake of a more effective facility operation, the ISC should be re-assigned to another agency.

Our primary concern is the degree of coordination required between ISC personnel and CCC personnel. Once an offender enters the criminal justice system via the Intake Service Center, he is the recipient of actions taken by both ISC and CCC personnel. Unfortunately, from an operational viewpoint, he is not processed first through the ISC unit and then through the CCC unit. In fact, as he moves through the various phases, he moves through ISC processes, then CCC processes, then ISC processes, etc. If the ISC and CCC personnel were in the same organization, then uniformity, continuity, and effectiveness would be easier to attain. Under the current situation, personnel working in the same areas and performing closely integrated activities are responsible to different administrators with all the attendant differences in personality, goals, responsibilities, etc. In our opinion, such a division of responsibility and authority, when superimposed over a series of activities requiring extremely close coordination, will make it difficult, if not impossible, to attain the degree of efficiency required.

We recognize that the ISC was placed under the Governor's Office for essentially two reasons. (1) to assure independence from the Criminal Justice agencies when making decisions concerning pre-trial release, housing (security risk), and resident program participation, and (2), to limit undue influence pending a decision concerning the responsibility for preparing pre-sentence investigation reports. In spite of these two concerns we recommend that the ISC be placed organizationally within the Corrections Division so that the goals and objectives of the Master Plan can be met in the most effective and efficient manner.

First, there is no reason why decisional independence cannot be maintained since the decisions involved are based primarily

on historical data, and the judgment of personnel in the various professional disciplines. Besides, regardless of where the ISC is organizationally located, most of the decisions involved will be made jointly by ISC and CCC personnel.

The more difficult problem relates to the traditional probation activity of pre-sentence investigation reports. It is obviously the most sensitive of issues because even though the Master Plan has been approved by the Legislature, and included the pre-sentence reporting responsibilities in Act 179, S.L.H. 1973, as that of the ISC, the "problem" has not been resolved. We suggest that it may be some time in the future, if at all, before the probation activity is assimilated into the ISC. Therefore, we would not sacrifice the overall effectiveness of the ISC because they may become responsible for a function not normally within the framework of a Corrections operation.

The degree of effectiveness of the working relationship between ISC and CCC personnel may very well spell the difference between success and failure of the new corrections system. This factor should be carefully considered before the new correctional facilities are placed in operation.

IV. PROPOSED CORRECTIONS DIVISION
ORGANIZATIONAL STRUCTURE

IV. PROPOSED CORRECTIONS DIVISION ORGANIZATIONAL STRUCTURE

In this section the proposed organization structure for the Corrections Division is discussed in detail. In addition, position distribution charts which will include types, number, and assignment of personnel, and summary position descriptions are provided and most importantly, the logic and rationale which went into making the recommendations.

1. FACTORS INFLUENCING ORGANIZATION CONCEPTS

Before developing the proposed organizational structure, we compiled a list of factors or criteria which we felt would impact the conceptualization process. Each factor is discussed below:

(1) The Recommended Organization Must Reflect Master Plan Objectives

The basic objective as articulated in the Master Plan concerns.... "the development of a range of resources within the community to meet the needs of society for protection from anti-social behavior and for the responsibility of society to provide the offender with an opportunity to adjust." Essentially this means that emphasis is placed on making programs available that are basically community oriented. If such programs are not available, then emphasis is placed on providing them in a facility which reflects a non-institutional setting. The Master Plan facility designs have responded to the requirement for a non-institutional setting, while the organization structure meets the programmatic demands.

(2) Effective Lines of Authority and Communication Are Required

During this project, questionnaires were distributed to Corrections Division personnel. The responses to that

questionnaire indicated a significant concern with existing communications and supervision coverage. It seems that part of the existing problem is due to current organizational structures and ill-defined lines of responsibility and authority. The recommended structure provides the framework within which such problems can be minimized.

(3) A Promotional and Career Ladder Capability Must Be Included

Some existing organization structures now have gaps in the "ladder". These gaps not only create promotional problems, but also leave serious holes in the supervisory hierarchy.

(4) The Unit Management Concept Will Be Utilized

A decision has been made within the Division to utilize the Unit Management concept in the operation of the "module-oriented" facilities. This concept is based on the technique used in most Bureau of Prisons institutions. Basically it involves the separation of offenders into small self-supportive groups so as to enhance facility management and, more importantly, effect positive response by offenders to the programs. The concept is applied to security as well as program responsibilities.

(5) Facilities Are Operational Twenty-Four Hours A Day

Correctional facilities, by definition, are responsible for holding alleged offenders to assure their appearing in court or their serving of commitments if so adjudicated. This requires that facilities be manned twenty-four hours a day, seven days a week with certain activities excepted. The impact of the operational requirement is generally identified in terms of personnel relief. Additional staffing is required to cover weekends, holidays, vacation, sick leave,

and training. Two personnel relief ratios have been developed -- one for those positions required seven days a week and one for those required only five days a week. See Exhibit II, following this page for the information relative to the development of these personnel relief factors.

(6) Facilities Differ in Operational Complexity

Consideration must be given to the size of the facility relative to inmate population as well as to the facility's functions. The Oahu CCC is a large multi-module facility involving considerable internal movement of offenders. It is considered a medium security unit with corresponding structural and security design. The High Security Facility is the residence for high risk offenders and has correspondingly tighter security and movement features. Such factors impact the composition and density of the staffing organizations required to operate the diverse facilities.

(7) Proper Staff Supervisory Ratios Must Be Maintained

Our review of the existing organizations and facility operations highlighted some basic organizational inadequacies. For example, supervision was not always available on every watch, span of control varied as to number of people supervised, gaps occurred in the supervision chain of command, etc. Necessary ingredients for a successful organization are, (1) to maintain proper staff supervisory ratios, (2) provide proper direction, (3) assure the correct level of authority for decision making, (4) provide adequate emergency back up, and (5) offer a recognized promotional path.

(8) Level and Quality of Service Must be Equitable

There appears to be a tendency to provide a level of service and quality in relation to the size of the facility. It was noted that in some instances, a given position in one



STAFFING REQUIREMENTS FOR RELIEF PURPOSES

Staffing positions, or posts, are usually manned either seven days a week twenty-four hours a day, five days a week twenty-four hours a day, or some other combination of days and hours. By calculating a relief factor based either on a seven- or five-day week operation, the factor can then be applied shift by shift to determine overall relief requirements. The two relief factors used in this project were developed as follows:

ONE 8-HOUR SHIFT FOR EACH OF 365 DAYS (7 DAY WEEK)

- 8 hours per shift x 365 days = 2920 hours requiring staff coverage
- Authorized annual off-duty hours:
 - .. 2 days per week (40 hour week) 16 hours x 52 weeks = 832 hours
 - .. 14 holidays 8 hours x 14 days = 112 hours
 - .. Average sick leave/vacation 195 hours
 - .. In-service training 40 hours

Total annual off-duty hours = 1,179 hours
- 2920 required annual hours - 1,179 authorized off-duty hours = 1,741 hours available per man
- 2920 required annual hours per 7-day post ÷ 1,741 hours available annually per man = 1.68 personnel required to man one post one shift seven days a week.

ONE 8-HOUR SHIFT FOR EACH OF 260 DAYS (5 DAY WEEK)

- 8 hours per shift x 260 days = 2,080 hours requiring staff coverage
- Authorized annual off-duty hours:
 - .. 14 holidays 8 hours x 14 days = 112 hours
 - .. Average sick leave/vacation 195 hours
 - .. In-service training 40 hours

Total annual off-duty hours = 347 hours
- 2,080 required annual hours - 347 authorized off-duty hours = 1,733 hours available per man
- 2,080 required annual hours per 5-day post ÷ 1,733 hours available annually per man = 1.20 personnel required to man one post one shift five days a week.

facility had a lower classification in a smaller facility. According to current job descriptions, a lower classification means a less qualified employee. It seems reasonable to assume that services provided at a small facility on Maui or Kauai should have the same quality of service as that provided in the larger Oahu facilities. Although there may be some recruitment problem on the neighbor islands, effort should be made to obtain properly qualified personnel for all facilities, large or small.

(9) All Current Legal Requirements Must be Met

All existing legal documents affecting organization have been reviewed and we are confident that legal stipulations are reflected in the recommended organization. To the extent possible, case law has also been considered.

(10) Generic Terms Will be Used to Describe the Organizational Concept

Under the current personnel system, there are a myriad of job classes and specifications, many of which seem overlapping and/or redundant. To preclude any disagreement based on levels within job classes (I, II, III, etc.), we will describe each job generically. We may use existing job titles, but will not endeavor to indicate the steps within the class. It is our opinion that subsequent to acceptance of the final organizational "structure", a more detailed analysis of duties and responsibilities should be undertaken. Such analysis would aim to identify specific steps within classes.

We also intend to use generic terms when describing organizational units since there is some disparity between current terms used and those described in the Master Plan and Predesign Report. For example, instead of using "Correctional Services" to indicate that unit which supplies counseling services to offenders, we think that "Correctional Programs" is more descriptive.

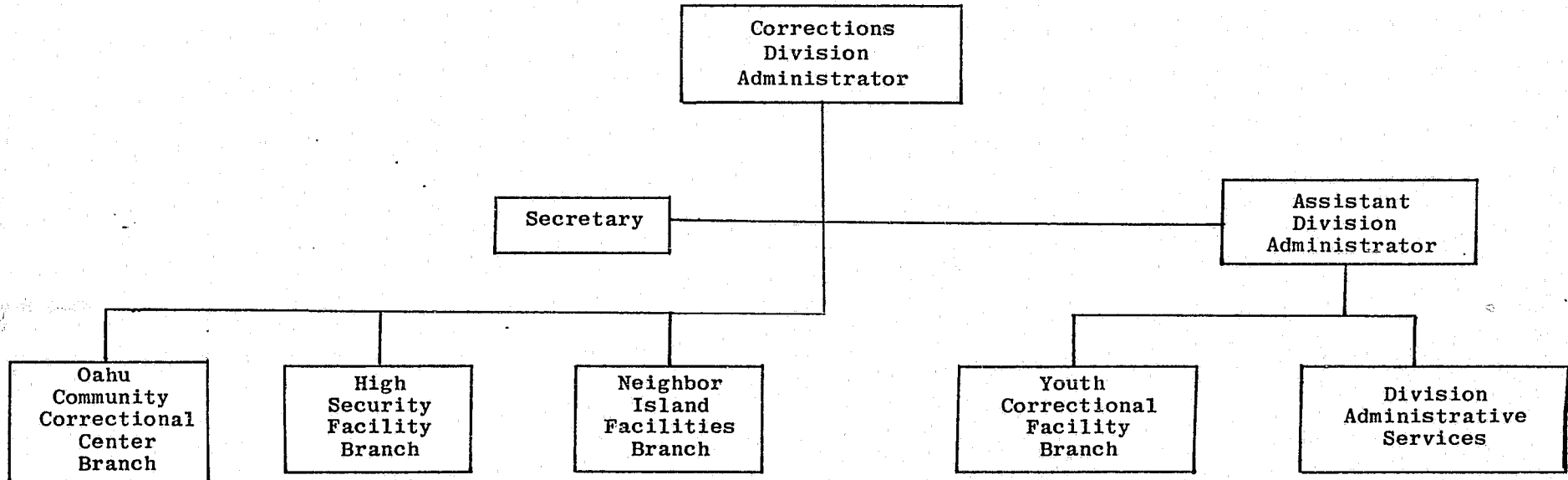
After considering all of the factors just discussed and then basing our decisions strongly on a comprehensive, indepth analysis of the plans for the new facilities, we have developed an organization structure. If the structure is properly staffed with qualified personnel, it will provide the base for the effective and efficient operation of each of the facilities. It will also meet the objectives of the Master Plan. Specific organizational recommendations are presented in the following pages.

2. OVERVIEW OF RECOMMENDED CORRECTIONS DIVISION ORGANIZATION

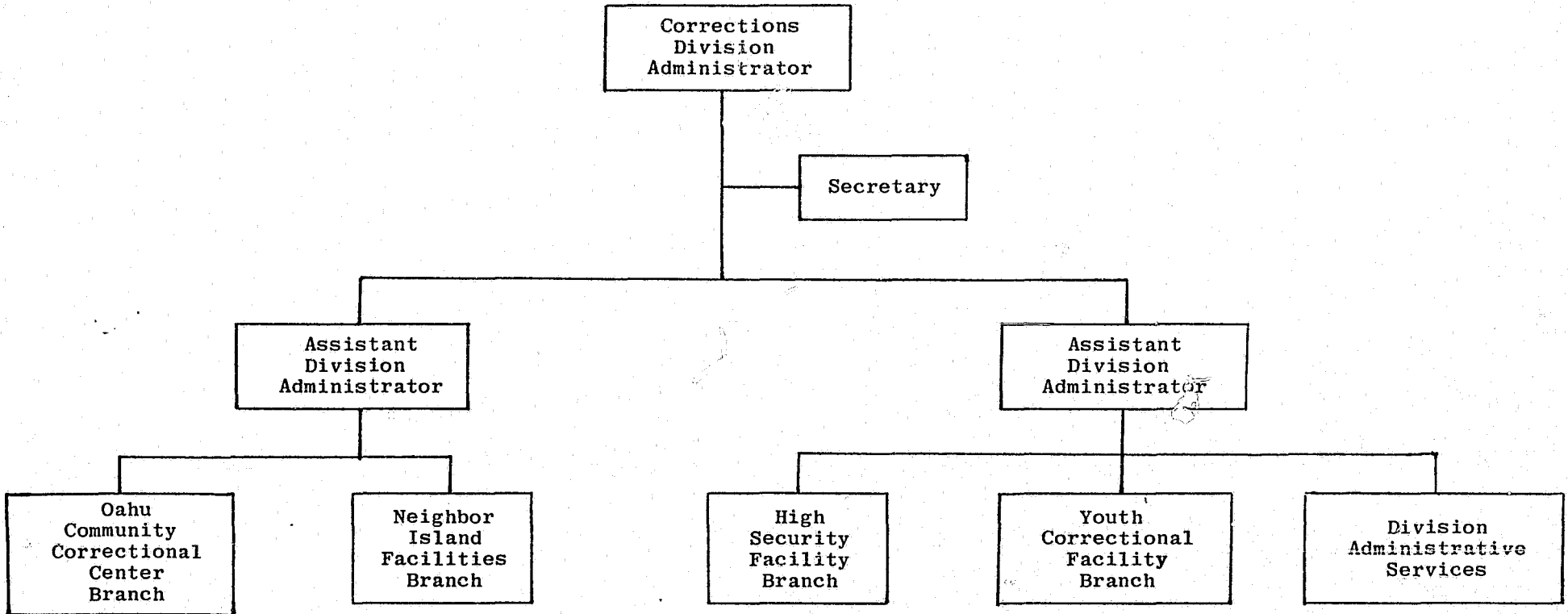
The Corrections Division currently resides organizationally within the Department of Social Services and Housing, with a reporting relationship to a deputy director. We do not propose to change that concept. The Division also currently consists of a division administration activity and eight branches. Each branch reports to the Division Administrator through the Assistant Division Administrator. We are recommending a major change in that reporting concept. Two alternative structures are presented in Exhibits III and IV, following this page. In both structures, we are attempting to incorporate several major organizational concepts, some of which are missing from the existing organization. The missing organizational concepts are:

- . A reasonable number of persons reporting directly to the Division Administrator and the Assistant Division Administrator.
- . Elimination of a one-to-one supervisory ratio relative to the Division Administrator and the Assistant Division Administrator.
- . Assignment of specific responsibilities to the Assistant Division Administrator.
- . Reduction in Administrative duties of the Division Administrator.
- . Introduction of budget flexibilities for the smaller island facilities through consolidation at a branch level.
- . Provision of promotional ladder capabilities.

CORRECTIONS DIVISION ORGANIZATION - ALTERNATIVE NO. 1



CORRECTIONS DIVISION ORGANIZATION - ALTERNATIVE NO. 2



The primary difference between the two organizational structures is the incorporation of a second assistant division administrator. Although this adds additional supervision, we think it is logical because of the magnitude of the organization and the importance of a successful implementation of the Master Plan. It also follows the pattern of major Bureau of Prison concepts. More importantly, through the broad delegation of authority, it will provide the Administrator the time needed to properly supervise the division and plan for its future growth and change. Although either structure can be effective, we are recommending the one shown in Exhibit IV. We think that the reputation of Hawaii, relative to corrections, is deeply entwined in this new concept and that every effort should be made to assure successful implementation. It is our opinion that this structure will be the most effective for operating a geographically dispersed organization.

In conjunction with the divisional structure just discussed, we developed a statement on the functions for which it will be responsible. Exhibit V, following this page, itemizes those functions.

Following is a description, of the administration function of the Corrections Division and of the recommended internal organization structure for each of the operational facilities. The Youth Correctional Facility, however, is not included.

3. CORRECTIONS DIVISION ADMINISTRATION

Based on Exhibit IV, this function will consist of the division administrator, his secretary and two assistant division administrators. The division administrator's role should be one of leadership and providing overall direction to the division through effective delegation of duties and authority to his two assistant division administrators. The application of efficient "exception reporting" techniques will keep him apprised of problem areas while assuring him of overall control and continuity in operations. More

FUNCTION STATEMENT
CORRECTIONS DIVISION

The Corrections Division, as an entity, is responsible for:

- . Providing physical facilities for detention and correction of offenders pending trial or those who have been committed to the Division by the courts.

- . Providing overall operation and maintenance of the required facilities which constitute the Correctional Master Plan. These facilities are:
 - Oahu Community Correctional Center
 - High Security Facility
 - Youth Correctional Facility
 - Hawaii Community Correctional Center
 - Maui Community Correctional Center
 - Kauai Community Correctional Center
 - Conditional Release Centers
 - Kulani Honor Camp (until phased out)

- . Development of Division-wide policies and general operating procedures for the above facilities.

- . Development and operation of a correctional program which emphasizes the least restrictive alternative to incarceration, assures the protection of the public and offers reasonable and practical alternatives to criminal behavior.

- . Develop, foster, and maintain coordination and cooperation with the Intake Service Center organization and other components of the criminal justice system.

- . Maintain a capability for short and long range planning so as to assure a continuity in effective correctional programming and adequate compatible facilities.

time will then become available to develop and maintain necessary contacts within both the governmental and private sector. The administrator will also be able to allocate the proper amount of time for planning future direction and solving immediate and specific problems. Exhibit VI, following this page, provides a recommended statement of functions of the Corrections Division Administrator.

From an organizational point of view, the two recommended Assistant Corrections Division Administrators are included within the overall division administration. The purpose of the Assistant Administrators is not to develop two super branch organizations but to develop, logically and equitably, a stronger and more effective reporting relationship -- one based on a broad delegation of duties and responsibilities. Although there will be some minor variances in functional responsibilities because of the different facilities assigned to each assistant administrator, their duties will be similar. Exhibit VII, following Exhibit VI, presents a summary function statement for a Corrections Division Assistant Administrator.

4. OAHU COMMUNITY CORRECTIONAL CENTER

The Oahu CCC is the single largest facility in the Hawaii correctional system. It includes the primary ISC, the staffing of which has been the subject of another study but not included in this report. The recommended Oahu CCC organization structure, relative to its interface with ISC functions, is based on the assignment of responsibilities as presented in Section III of this report. Any change in those assignments will have an immediate impact on the CCC organization and staffing requirements. Exhibit VIII, following Exhibit VII, is a site plan layout of the ISC/CCC facility and will be referenced through the discussions on staffing requirements. Each module will be referred to by the dark numbers (1, 2, 3, etc.) in Exhibit VIII. The dotted outlines and dotted numbers on the plan represent future module expansion.

FUNCTION STATEMENT
CORRECTIONS DIVISION ADMINISTRATOR

The Corrections Division Administrator is responsible for:

- . Overall management and operation of each of the correctional facilities through proper delegation of authority.
- . Maintaining a constant awareness of the status of the Hawaii correctional system through application of effective reporting techniques.
- . Providing administrative and technical support to facility administrators while exercising fiscal and operational control.
- . Developing long range divisional objectives relative to on-going improvement of the operational and organizational aspects of the Hawaii correctional system.
- . Developing and maintaining personal contacts with appropriate governmental agencies (primarily those involved in the criminal justice system and those offering correctional services) and the private sector so as to further the coordination required to effectively deliver offender services.

FUNCTION STATEMENT
CORRECTIONS DIVISION ASSISTANT ADMINISTRATOR

The Assistant Administrator is responsible for:

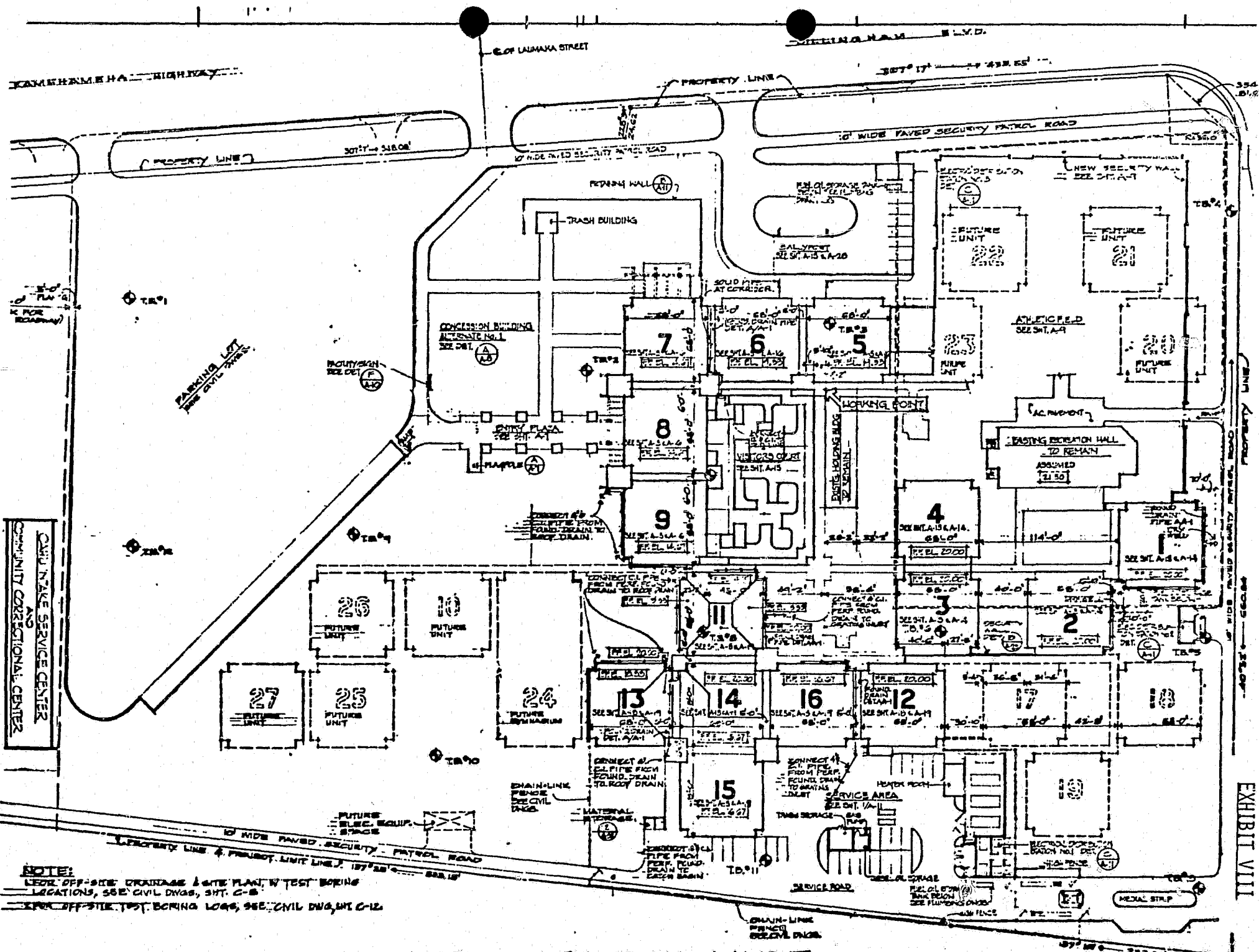
- . Overall management and operation of each branch or operational unit assigned to him.
- . Providing guidance and direction to Branch Administrators in day-to-day facility operations.
- . Interpreting and implementing Divisional policies and procedures.
- . Delegating responsibility and authority to an organizational level relative to the requirements for safety and security of staff and offenders.
- . Acting for the Corrections Division Administrator in his absence if so designated.
- . Implementing in-service training programs as prepared by the Division Training Coordinator.
- . Acting as Branch Administrator in the absence of a Branch Administrator.
- . Preparing that portion of the annual budget related to those facilities for which he is responsible.
- . Developing short- and long-range plans for improving the operation of each facility and for more effectively meeting the objectives of the Master Plan.

FUNCTION STATEMENT

CORRECTIONS DIVISION ASSISTANT ADMINISTRATOR

- . Maintaining a state-of-the-art awareness of correctional and programmatic techniques through periodicals, attendance at workshops, and participation in training programs.

- . Providing the Corrections Division Administrator with appropriate, accurate, and meaningful reports on operational, personnel, and programmatic status.



NOTE:
 LEGS OFF-SITE DRAINAGE & SITE PLAN, W/ TEST BORING
 LOCATIONS, SEE CIVIL DWGS, SHT. C-8
 LEGS OFF-SITE, TEST BORING LOGS, SEE CIVIL DWGS, SHT. C-12

MODULE SITE PLAN LAYOUT

EXHIBIT VIII

It should be noted that modules 17, 18 and 19 are included in staffing recommendations since action is currently being taken to include them in the initial construction. Staffing recommendations for these modules, however, will be presented separately from the overall facility recommendations.

Exhibit IX, following this page, presents the recommended organizational structure for the Oahu CCC, including functional responsibilities within sections. As indicated earlier, generic terms are used to direct the reader's attention to functional organization, operation placement, and reporting relationships rather than to comparisons with existing position levels, etc. The analysis at this point should be in terms of potential effectiveness relative to the new correctional concept. Comparisons with the existing organizations will be addressed in the section on implementation. In that section, a plan will be developed for moving from the existing to the recommended organization.

The organization shown in Exhibit IX reflects the assignment of responsibilities for each unit under the Facility Administrator as follows:

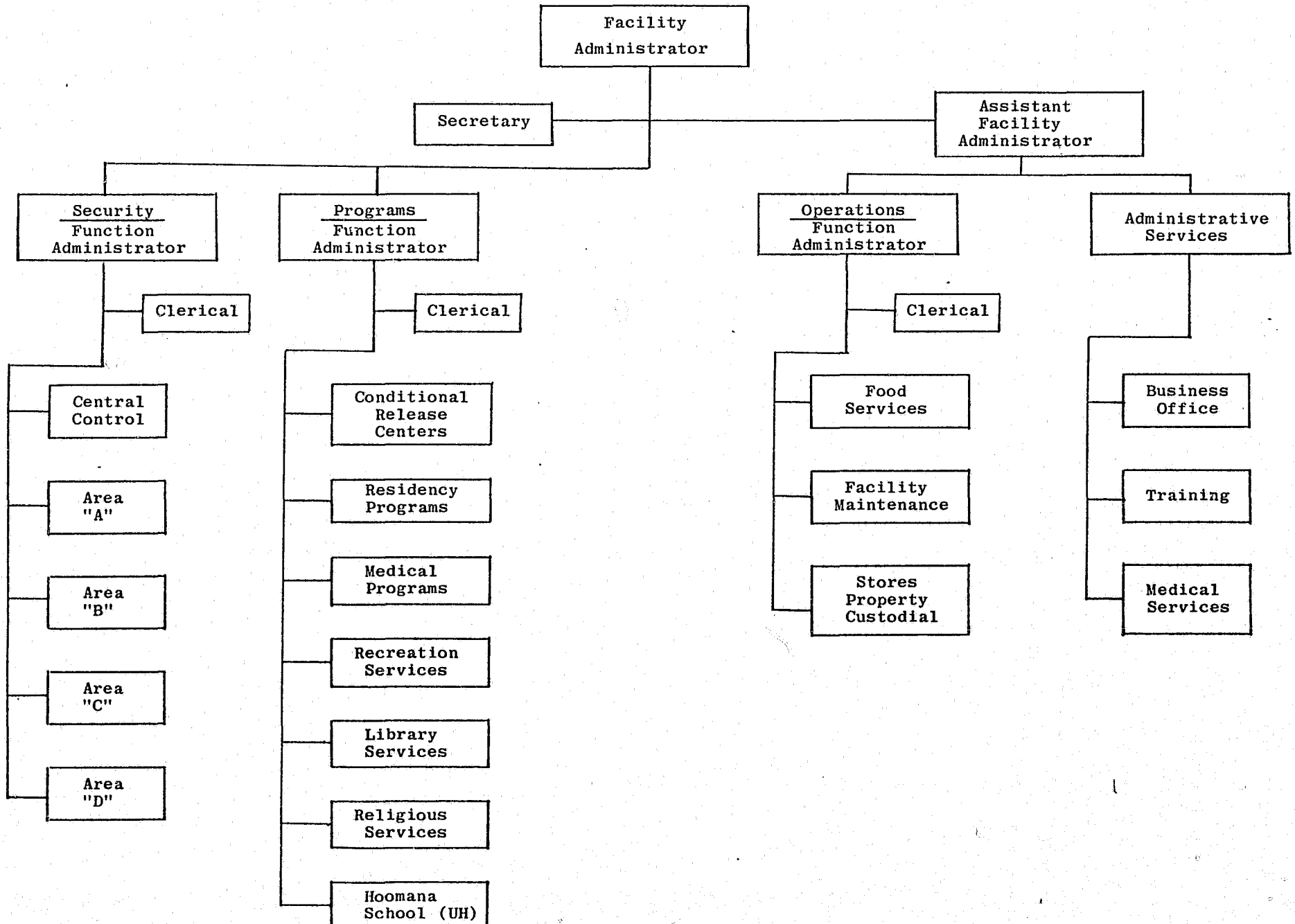
(1) Security

This unit is responsible for all aspects of security for the entire facility -- internal and perimeter. Considering the size of the facility and the modularity of design, which minimizes visual control of residents, "security areas" are recommended with a Central Control function operating in a coordinative capacity. (See Exhibit VIII)

- . Area "A" = Modules 1, 2, 3, and 4
- . Area "B" = Modules 5, 6, 7, 8, and 9
- . Area "C" = Modules 11, 12, 13, 14, 15 and 16
- . Area "D" Modules 17, 18, and 19
- . Central Control (includes perimeter control).



OAHU COMMUNITY CORRECTIONAL CENTER ORGANIZATION
(Recommended Functional Arrangement)



(2) Programs

This unit is responsible for the development and implementation of in-facility and community-based offender oriented programs. The primary responsibilities are segregated into the following specialized areas:

- . The current CRCs (Kamehameha and Laumaka) are to be under the general supervision of the Program Function Administrator. It is our opinion that CRCs do not warrant branch status and, more importantly, are a logical extension of the programs developed for in-facility application. A normal progression of moves for each offender would be to go from successful participation in a facility program to a work release program (in-facility) and then to a CRC program.
- . The Residency Program unit would be responsible for all programmatic activity in those modules housing long-term pre-trial detainees and those housing committed or sentenced offenders.
- . Medical programs refer to those medical procedures such as psychiatry or psychometrics. This unit does not include traditional medical service such as general medical, dental, etc. (These services will be provided by the Administrative Services unit. However, intake examinations and subsequent forwarding of resultant data to "Programs" will be one of Administrative Services' responsibilities.)
- . Recreation, library, and religious services are self-explanatory. However, the Program unit will be responsible for providing these services to all offenders in all modules, as needed.
- . Although the Hoomana School staff is provided by the University of Hawaii, it cannot enjoy total independence within the Corrections Division, either organizationally or programmatically. The activity must be closely coordinated with the program development function or else goal-oriented conflicts will ultimately develop. The educational arm of the program endeavor should be responsible to the Program Functional Administrator.

(3) Operations

This unit is responsible for those functions which are termed "support" activities. Included, as shown, are food

services, building maintenance activities, and janitorial and stores duties. It is this area where incarcerated offenders, both pre-trial and sentenced, are traditionally used as a labor force to offset facility operating costs. Heavy use of trustees is planned at the Oahu CCC.

(4) Administrative Services

The functions located here are administrative in nature and are usually associated with requiring top management support so that the proper application or level of service can be attained. It is also responsible for most of the "paper work" generated in the administration of a Branch.

In addition to the narrative description of each of the organizational units just presented, summary function statements were also developed. Exhibits X, XI, XII, XIII, following this page, present those statements.

The administration of the facility is vested in a Facility Administrator and an Assistant Facility Administrator. We believe that in an organization of this size, an Assistant Facility Administrator is necessary to assure an effective operation; logic similar to that used in suggesting Assistant Division Administrators.

Based on the organizational structure presented in Exhibit IX and, more specifically, on meeting the facility design and Master Plan objectives, recommendations were developed relating to staffing types and numbers. Exhibit XIV, (pages 1 through 4) following Exhibit XIII, presents position distribution charts (relief positions are not included) for each functional unit of the Oahu CCC. In most instances, module numbers are referred to and the staffing densities shown are directly related to the activities or functions occurring within that module.

FUNCTION STATEMENT

OAHU CCC

SECURITY

The Security Section of the Oahu Community Correctional Center has the primary responsibility for the safety of staff, residents, and the public. It accomplishes this through performance of the following functions:

OFFENDER INTAKE SECURITY

- . Assumes responsibility for incoming offenders from the transporting law enforcement agency at point of entry into facility.
- . Processes offender through registration to include search, the taking of personal property, booking (or registration), finger printing, photographing, shower, clothes change, etc. Maintaining appropriate records/files.
- . Maintains surveillance of offenders in the intake service area.
- . Escorts offenders to and from housing area for intake interview, medical examination, testing, etc.
- . Participates in classification process relative to offender housing decisions.

MODULE SECURITY

- . Maintains surveillance of residents in housing module.
- . Controls flow of offenders into and out of modules; maintains records on offender location.
- . Promotes attitudinal stability of offenders through participation in treatment programs.
- . Conducts periodic "shakedowns" to locate and confiscate contraband.

FACILITY SECURITY

- . Controls flow of staff, residents, and the public within the facility through the operation of various control stations.
- . Monitors residents and visitors during visiting hours.

FUNCTION STATEMENT

OAHU CCC

SECURITY (CONT.)

- . Maintains surveillance of residents in non-module areas; infirmary, program areas, recreation yard, trusty work areas, etc.
- . Maintains external perimeter security through periodic patrolling.
- . Controls access to service area through staffing of gate station.
- . Maintains proficiency of staff through in-service training programs.

FUNCTION STATEMENT

OAHU CCC
PROGRAMS

The Program section of the Oahu Community Correctional Center is responsible for the development of treatment programs oriented to the resocialization - reintegration of offenders into the community. The following functions are involved.

- . Plan, develop and implement the Unit Treatment Team concept within all modules housing long-term pre-trial and sentenced offenders.
- . Coordinate with ISC personnel and residents in determining individual offender treatment program and security classification.
- . Plan, develop and implement in-facility individual and group treatment programs for residents.
- . Identify community services/programs available to offenders and establish criteria for eligibility. Maintain liaison with identified agencies.
- . Conduct individual and group counseling sessions.
- . Evaluate in-facility and community program effectiveness and introduce change, as appropriate.
- . Prepare resident progress reports and introduce changes to offender treatment program, as appropriate.
- . Maintain appropriate records on residents.
- . Develop, operate and monitor furlough program (work, educational, vocational, week-end, etc.).
- . Develop post-release programs for sentenced residents.
- . Supervision of volunteers, when appropriate.
- . Plan develop and implement a recreational program for all residents regardless of status.
- . Coordinate, as appropriate, with Division Program Coordinator to identify/evaluate, and implement innovative resident treatment programs.
- . Supervise and maintain a law, recreational, and educational library.

FUNCTION STATEMENT

OAHU CCC

PROGRAMS (CONT.)

- . Coordinate with Security Section relative to joint participation in resident treatment programs.
- . Arrange for and monitor appropriate, program-oriented medical services (psychiatrist, psychologist).
- . Coordinate as appropriate, with Hoomana School and Correctional Industry personnel to develop resident work, educational and vocational programs. (Coordination with Correctional Industry personnel applies to the HSF only).
- . Maintain proficiency of treatment staff through attendance at periodic training programs.
- . Provide for religious counseling or services through development of chaplaincy program.

FUNCTION STATEMENT

OAHU CCC

OPERATIONS

The Operations Section is responsible for providing certain support services and facility maintenance functions as indicated below:

FOOD SERVICES

- . Plan daily menus to assure nutritious and palatable meals.
- . Plan food requirements and obtain in cost-effective quantities. Maintain proper inventories.
- . Prepare and serve resident and staff meals.
- . Supervise and maintain security control of kitchen trusties, as applicable.
- . Conduct food service vocational training to residents, to the extent possible.
- . Prepare and maintain appropriate budget, record and report data on food service activities.
- . Maintain food service facilities and equipment to meet or exceed standards of cleanliness established by the Department of Health.

FACILITY MAINTENANCE

- . Perform facility preventive maintenance and repair work, as required and/or planned, in the following areas:
 - Carpentry - Painting - Refrigeration
 - Electrical - Glazing - Vehicle
 - Plumbing - Masonry - Facility equipment
- . Coordinate with Administrative Services to acquire specialized commercial services for repair work in areas of expertise not available through facility staff.
- . Supervise trusties assigned to assist in the general maintenance areas listed above.

FUNCTION STATEMENT

OAHU CCC

OPERATIONS (CONT.)

- . Obtain, maintain, and apply strict controls over appropriate tools, spare parts, equipment, etc.
- . Prepare and maintain appropriate records.
- . Maintain landscaping and perform other groundskeeping duties.
- . Coordinate with Programs Section to develop vocational training programs.

PROPERTY AND SERVICES

- . Maintain working inventory of facility-issued resident clothing, blankets and bed linens.
- . Operate facility laundry (if applicable).
- . Maintain physical and record control of residents' personal clothing and property to prevent loss or pilferage.
- . Maintain proper inventory of janitorial and other related supplies.
- . Provide janitorial services throughout facility.
- . Utilize trustees, to the extent possible, consistent with security objectives.

FUNCTION STATEMENT
OAHU CCC
ADMINISTRATIVE SERVICES

The Administrative Services Section is responsible for providing the following support services:

BUSINESS OFFICE

- . Provide secretarial, stenographic, typing and other clerical services to the Facility Administrator, Assistant Facility Administrator and other facility personnel as requested.
- . Provide interface with Division personnel, the public, and representatives from other governmental agencies.
- . Prepare applicable portion of Division's biennial budget for submittal to Division. Maintain budget status records throughout the biennium.
- . Prepare and distribute appropriate status reports on facility activities.
- . Maintain resident monetary accounts including all transactions involving compensation, sales through the hobby store (as applicable), cash received, etc.
- . Operate resident hobby craft store (if applicable).
- . Perform personnel management function to include maintenance of local personnel records, preparation and processing of various transaction documents and other related duties as required by the Personnel Office of DSSH.
- . Maintain resident incarceration/personnel records including the preparation and processing of various transactions such as transfers.
- . Maintain appropriate resident and facility files.
- . Maintain and apply, as applicable, Division Rules and Regulations and Facility policies and procedures.

STAFF DEVELOPMENT

- . Coordinate with Division Training Coordinator in the development of training curriculum and program content.

FUNCTION STATEMENT

OAHU CCC

ADMINISTRATIVE SERVICES (CONT.)

- . Prepare and maintain training schedule for all facility personnel.
- . Conduct in-facility training programs consistent with qualifications of training personnel. Obtain outside instructors, as necessary.
- . Implement training schedule and maintain status of personnel individual programs.

MEDICAL SERVICES

- . Provide for initial physical examination of incoming residents including medical, dental, psychiatric, etc.
- . Provide for regular medical treatment and surgical procedures, as necessary, during period of incarceration to an extent consistent with available facilities and equipment.
- . Maintain appropriate health records on each resident.
- . Conduct annual physical examinations for designated facility employees.
- . Conduct sanitary and health inspections of the facility.

OAHU COMMUNITY CORRECTIONAL CENTER
POSITION DISTRIBUTION CHART^{1/}

SECURITY

<u>Function or Area</u>	<u>Number of Personnel</u>		
	<u>1st* Watch</u>	<u>2nd* Watch</u>	<u>3rd* Watch</u>
<u>Function Administrator</u>	1	0	0
Clerical	2	0	0
<u>Watch Commander</u>			
Captain	1	1	1
<u>Central Control</u>			
Lieutenant	1	1	1
Sergeant	0	1	1
Adult Corrections Officer	1	2	2
<u>Area "A" (Modules 1, 2, 3 and 4)</u>			
Area Commander - Lt.	1 (Sgt)	1	1
Module 1 & 2 Supervisor - Sgt	0	1	1
Module 1 - ACO	1	2	2
Module 2 - ACO	1	2	2
Module 3 & 4 Supervisor - Sgt	0	1	1
Module 3 - ACO	1	2	2
Module 4 - ACO	1	2	2
<u>Area "B" (Modules 5, 6, 7, 8 and 9)</u>			
Area Commander - Lt.	1 (Sgt)	1	1
Infirmary - ACO	1	1	1
Intake Office - Sgt	0	1	1
- ACO	2	2	2
Control Station No. 1 - Sgt	0	1	1
- ACO	0	1	1
Module 7 (Females) - ACO	1	1	1
Module 8 (Females) - ACO	1	1	1
Control Station No. 2 - ACO	1	1	1
Holding Facility - ACO	2	3	3
<u>Area "C" (Modules 11, 12, 13, 14, 15 and 16)</u>			
Area Commander - Lt.	1 (Sgt)	1	1
Module 11 and 13 Supervisor - Sgt	0	1	1
Module 11 - ACO	1	2	2
Module 13 - ACO	1	2	2
Module 12, 14, 15 and 16 Supervisor - Sgt	0	1	1
Module 12 - ACO	0	1	1
Module 14 - ACO	0	1	1
Module 15 - ACO	0	1	1
Module 16 - ACO	0	1	1
<u>Perimeter Control</u>			
Roving Patrol - ACO	2	2	2
Receiving Station - ACO	0	1	1
Transportation - ACO	0	2	2
<u>Area "D" (Modules 17, 18 and 19)</u>			
Area Commander - Sgt	1	1	1
Module 17 - ACO	1	1	1
Module 18 - ACO	1	1	1
Module 19 - ACO	1	1	1

* 1st Watch - 11:00 P.M. to 7:00 A.M.
2nd Watch - 7:00 P.M. to 3:00 P.M.
3rd Watch - 3:00 P.M. to 11:00 P.M.

Note: Some personnel, depending on function, may be assigned to split watches or slightly modified watches (such as cooks who may start at 4:00 a.m.).

^{1/} Numbers do not include relief requirements.

OAHU COMMUNITY CORRECTIONAL CENTER
POSITION DISTRIBUTION CHART
PROGRAMS

<u>Function or Area</u>	<u>Number of Personnel*</u>
<u>Function Administrator</u>	1
Clerical	5
<u>Program Coordinator</u>	1
<u>Module 1 (24 Residents)</u>	
Unit Manager	1/2
Case Manager	1
Counselor	2
<u>Module 2 (24 Residents)</u>	
Unit Manager	1/2
Case Manager	1
Counselor	2
<u>Module 3 (30 Residents)</u>	
Unit Manager	1/2
Case Manager	1
Counselor	2
<u>Module 4 (30 Residents)</u>	
Unit Manager	1/2
Case Manager	1
Counselor	2
<u>Module 7 and 8 (24 Residents)</u>	
Unit Manager	1/2
Case Manager	1
Counselor	1
<u>Module 17 (24 Residents)</u>	
Unit Manager	1/2
Case Manager	1
Counselor	2
<u>Module 18 and 19 (72 Residents)</u>	
Unit Manager	1
Case Manager	2
Counselor	4
<u>Medical Program Support</u>	
Psychiatrist	1
Psychometrist	1
Medical Records Clerk	1
<u>Library</u>	
Librarian	1
Assistant Librarian	2
Clerk	1
<u>Recreation Program</u>	
Coordinator	1
Therapist	2
<u>Religious Program</u>	
Chaplain	1

* Personnel will generally be scheduled for 40 hours per week on second watch, however split shifts, week ends, etc., will be involved so as to effectively use offender spare time. Personnel totals do not include Hoomana School (University of Hawaii) employees.

OAHU COMMUNITY CORRECTIONAL CENTER

POSITION DISTRIBUTION CHART

OPERATIONS

<u>Function or Area</u>	<u>Number of Personnel*</u>
<u>Function Administrator</u>	1
Clerical	2
<u>Food Services</u>	
Steward	1
Cook	3 (2nd and 3rd watch)
Butcher	1
Baker	1
Clerk	1
<u>Facility Maintenance</u>	
General Foreman	1
Electrician	1
Plumber	1
Carpenter	1
Painter	1
Maintenance Mechanic	1
Auto Mechanic	1
Grounds Maintenance Foreman	1
Maintenance Worker	1
<u>Property/Stores/Janitorial</u>	
Stores Foreman	1
Storekeeper	2
Janitor Foreman	2 (2nd and 3rd watch)
For Modules 17, 18 and 19 Add:	
Cook	1

* All personnel will work on 2nd watch except where noted.

OAHU COMMUNITY CORRECTIONAL CENTER

POSITION DISTRIBUTION CHART

ADMINISTRATIVE SERVICES

<u>Function or Area</u>	<u>Number of Personnel*</u>
<u>Business Office</u>	
Office Manager (Secretary)	1
Account Clerk	1
Personnel Clerk	1
Typist	2
Receptionist - Public Entrance	1
<u>Staff Development</u>	
Training Coordinator	2
<u>Medical Services</u>	
Physician	1
Dentist	1/2
Registered Nurse	2 (1 - 2nd watch; 1 - 3rd watch)
Licensed Practical Nurse	5 (2 - 2nd watch; 2 - 3rd watch; 1 - 1st watch)
Medical Records Clerk	1

* All personnel will work 2nd watch, 40 hours per week except as noted. Also, an Administrative Services Administrator is not recommended.

The current intended use of each module is as follows:

- Module 1 - Housing for sentenced offenders
- Module 2 - Housing for sentenced offenders
- Module 3 - Housing for long term pre-trial offenders
- Module 4 - Housing for long term pre-trial offenders
- Module 5 - Infirmary
- Module 6 - Offender Intake
- Module 7 - ISC Administration/Female Housing; Pre-trial and sentenced
- Module 8 - Public lobby - women's visiting/female housing; pre-trial and sentenced
- Module 9 - Men's visiting - Facility Administrator - staff
- Module 11 - Housing for short-term pre-trial offenders
- Module 12 - Food service
- Module 13 - Housing for short-term pre-trial offenders
- Module 14 - Facility maintenance/program space
- Module 15 - Program space
- Module 16 - Program space
- Module 17 - Housing for sentenced offenders
- Module 18 - Housing for offenders on release programs
- Module 19 - Housing for offenders on release programs

Comments related to Exhibit XIV showing the staffing recommendations, are as follows:

SECURITY

Basically the staffing patterns and numbers were developed to reflect the following principles:

- . There should be an appropriate chain of command at all times with the proper decision-making authority and to provide supervision for all situations.
- . A proper span of control (supervisor to supervised) should be maintained to assure adequate and continued supervision.
- . The span of control, geographically, should be reasonable so that the proper personal coverage can be maintained.

- . Adequate security must be maintained in those areas where offenders are housed or are present for other reasons. The degree of security exercised will relate to the classification and density of offenders, and the degree of access to potential weapons or escape routes.
- . Sufficient staffing must be maintained so that "post" coverage is not diluted to provide personnel for other unplanned activities.
- . Sufficient staffing must be planned to accommodate critical control points twenty-four hours a day, seven days a week.
- . Staffing must take into consideration the dual role to be assumed by Corrections officers assigned to housing areas. Although their primary responsibility is security, they will also participate heavily as a member of the Unit Treatment Team with program counselors.

PROGRAMS

Staffing recommendations for programs were based on several factors including the following:

- . The structure and density of the Bureau of Prisons unit management program.
- . The responsibilities as delineated in Exhibit I relating to ISC.
- . The capability to influence offenders dramatically through intensive programmatic application.
- . The maintenance of accurate, up-to-date records on offenders concerning program needs, program progress, etc.

OPERATIONS

Determining staffing requirements for facility support services is admittedly less than "scientific." In the absence of workload standards, estimates become subjective. They are then based on previous experience, the relationship of existing staff to offender population, and an opinion about the effectiveness of that service. We have taken into consideration several other factors, among which are the following:

Offenders classified as "trusties" will be utilized to the extent possible. Staffing shows the supervisory positions necessary to guide trusties used in the support services.

An assumption has been made that the butcher and baker will also be utilized as cooks, since their specialized function will not be full-time. It is our understanding that the meat vendor will perform the major meat cutting operation, therefore the facility butcher will be working with quantities smaller than quarters. The baker will limit his specialty to desserts, avoiding bread-making. It is also assumed that both baker and butcher will develop and conduct special training programs for interested offenders.

Considering the size of the proposed facility, it appears reasonable to provide maintenance capabilities in the basic trades, including vehicle repair. Consideration should be given to providing repair services to High Security Facility vehicles since it will not have staff for that function.

ADMINISTRATIVE SERVICES

As with Operations, staffing estimates for administrative support functions are subjective. The recommendations were developed based on current experience, discussions with personnel responsible for the listed functions, and Master Plan objectives.

* * *

The position distribution charts presented for the Oahu CCC do not include those positions required for relief relative to seven day twenty-four hour posts, holidays, vacations, sick leave, etc. They reflect only the suggested allocation of manpower by watch, supervisory levels, and numbers. Exhibit XV, following this page, presents a recap of the recommended staffing for all functions of the Oahu CCC including relief requirements.

5. HIGH SECURITY FACILITY

The High Security Facility is, as the title suggests, a facility for housing offenders in the high risk category. "High risk" refers to those who are dangerous to themselves or others and



OAHU COMMUNITY CORRECTIONAL CENTER
SUMMARY OF STAFFING RECOMMENDATIONS

SECURITY	PROGRAMS	OPERATIONS	ADMINISTRATIVE SERVICES*
Function Administrator - total	Function Administrator	Function Administrator	Facility Administrator
Clerical - total	Clerical	Clerical	Secretary
Watch Commander - regular	Program Coordinator	Steward	Assistant Facility Admin.
Watch Commander - relief	Unit Manager	Cook - regular	Office Manager
Watch Commander - total	Case Manager	Cook - relief	Account clerk
Lieutenant - regular	Counselor	Cook - total	Personnel clerk
Lieutenant - relief	Psychiatrist	Butcher	Typist
Lieutenant - total	Psychometrist	Baker	Receptionist
Sergeant - regular	Medical records clerk	General foreman	Training Coordinator
Sergeant - relief	Librarian	Electrician	Physician
Sergeant - total	Recreation Specialist	Plumber	Dentist
Adult Corrections Officer - regular	Chaplain	Carpenter	Registered Nurse - regular
Adult Corrections Officer - relief		Painter	Registered Nurse - relief
Adult Corrections Officer - total		Maintenance mechanic	Registered Nurse - total
		Auto mechanic	Licensed Practical Nurse - regular
		Grounds maintenance foreman	Licensed Practical Nurse - relief
		Maintenance worker	Licensed Practical Nurse - total
		Stores foreman	Medical records clerk
		Storekeeper	
		Janitor foreman	
Total staff	Total staff	Total staff	Total staff

TOTAL STAFF REQUIREMENTS - 308.5

* Includes facility administration personnel.

who are apt not to appear in court as directed. Although specific "eligibility" criteria have not been established for determining exactly which offenders will be assigned to HSF, offenders (alleged or convicted) in the following categories are tentatively scheduled as candidates:

- . Those convicted of serious predatory and violent crimes against persons.
- . Intractable recidivists.
- . Those with varying degrees of personality disorders.
- . Recidivists in organized crime.
- . Those who are considered violent and dangerously deviant.

From these criteria it is apparent that the primary concern of the facility administration will be security of the staff, other offenders and the public. The facility design and the staffing recommendations are compatible with these security goals.

Exhibit XVI, following this page, is a plot plan showing the location of three primary housing areas (Modules A, B, and C), the Special Holding Module, and the remaining activities.

The housing modules (A, B and C) are divided into quadrants which are individually controlled relative to ingress and egress. Control stations are fully enclosed and not accessible by residents. Each quadrant has either 6 rooms on one level with program space on the second level; or 6 rooms on each of the two levels. Movement between quadrants is controlled by security personnel via electrically-operated doors.

Recreation areas are provided for each module and thus limit the number of offenders in any one area at any one time. The availability of several recreation areas also provides more space for individual exercise time, when necessary.

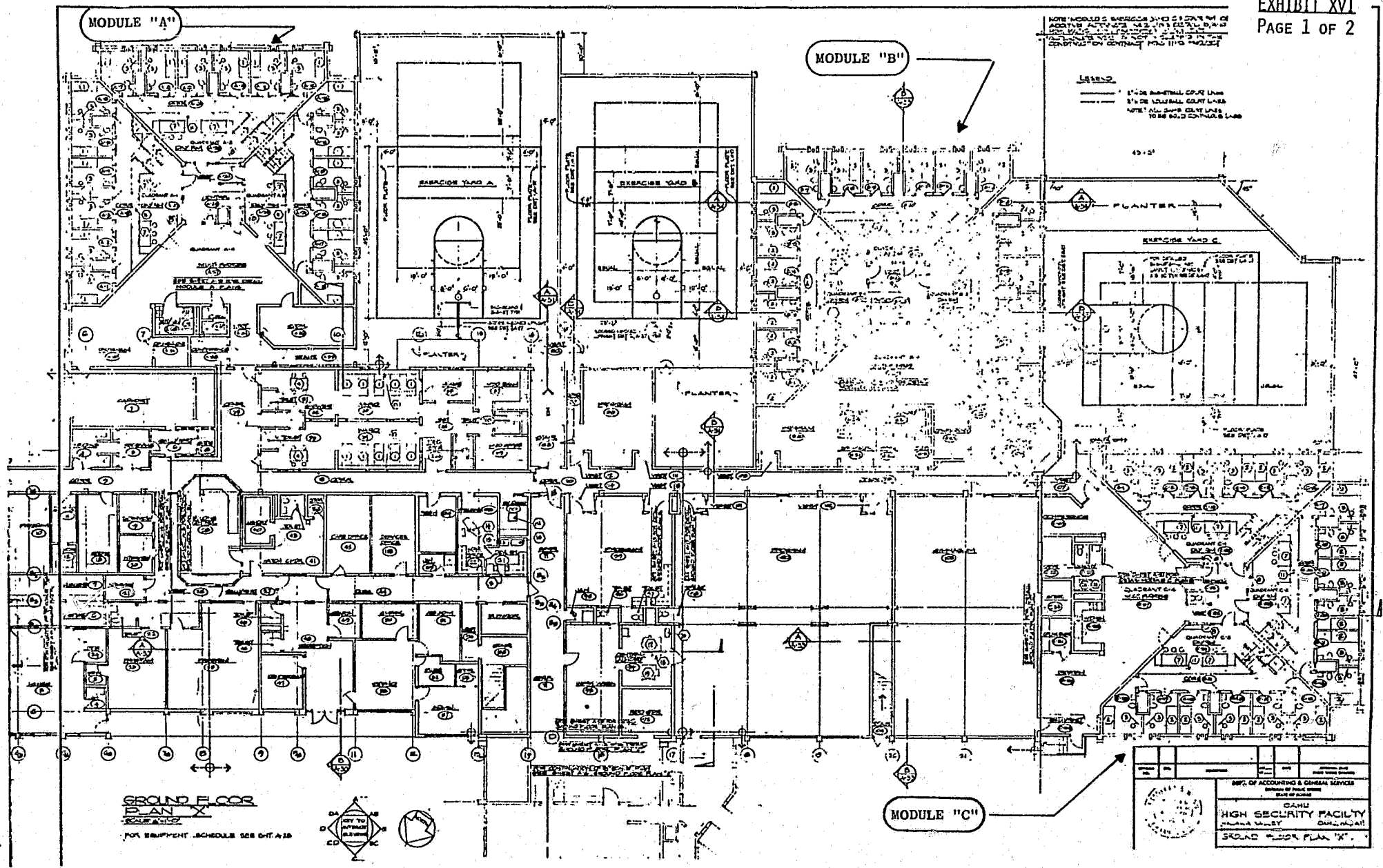


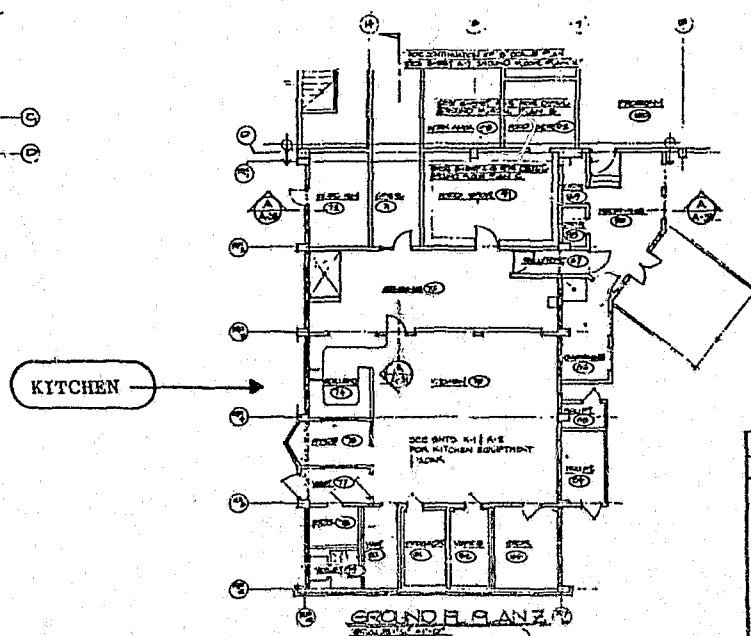
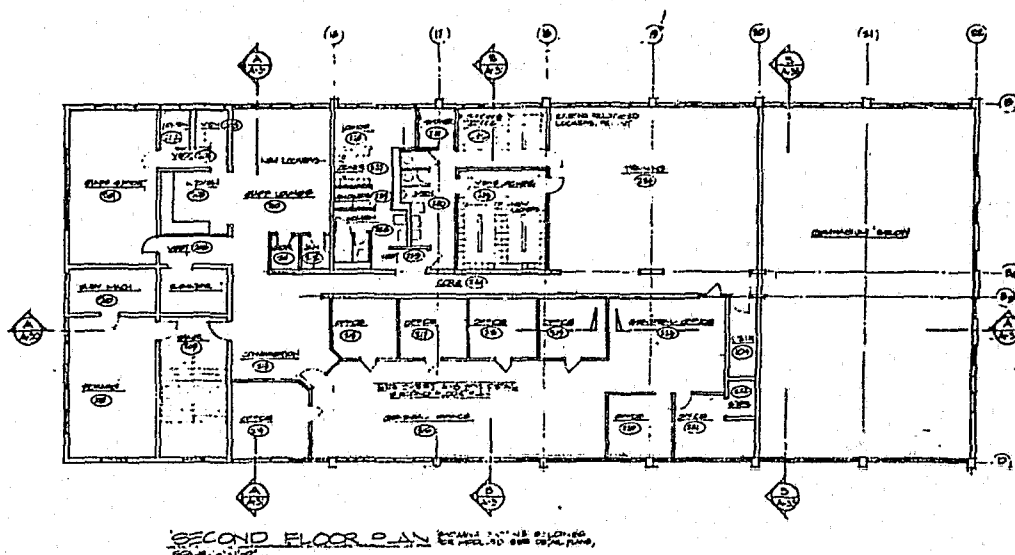
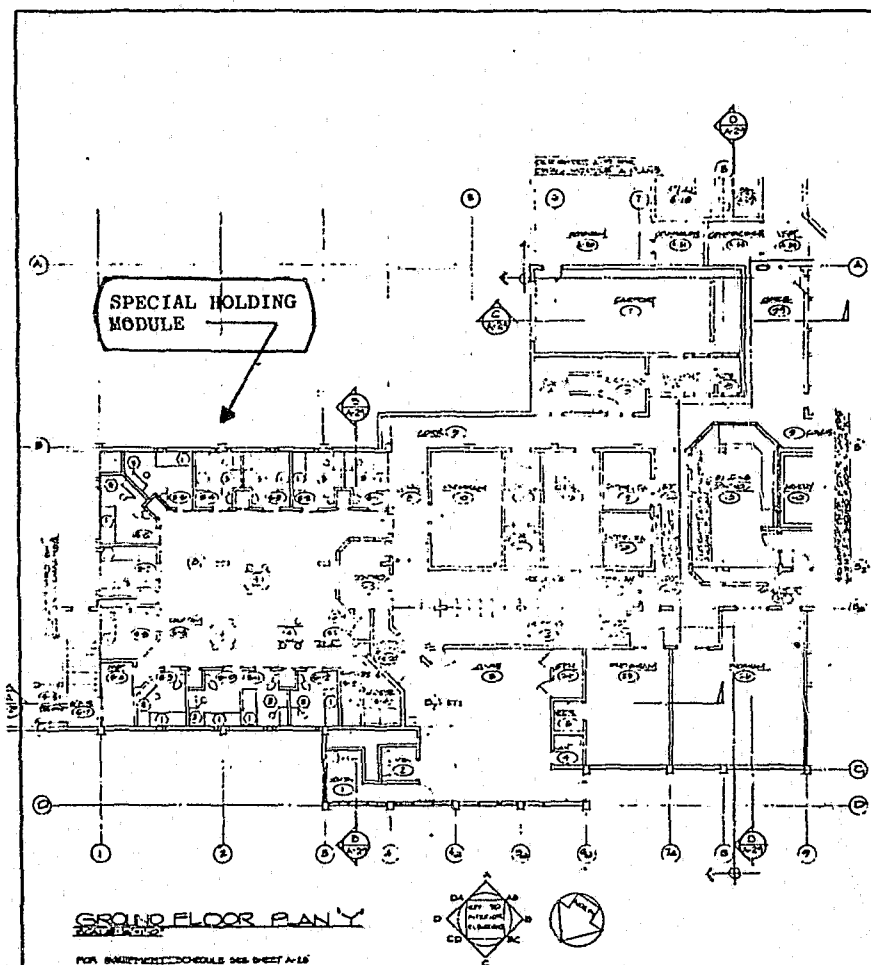
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		DEPT. OF ACCOUNTING & GENERAL SERVICES DIVISION OF GENERAL SERVICES STATE OF HAWAII
OAHU HIGH SECURITY FACILITY PALAHEA VALLEY OAHU, HAWAII		
GROUND FLOOR PLANS Y & Z SECOND FLOOR PLAN		
PREPARED BY DATE	CHECKED BY DATE	SCALE 1/8" = 1'-0"
DRAWN BY DATE		NO. OF SHEETS 21 OF TOTAL 100

Program space is available in areas outside the modules and will be accessible to those who demonstrate the ability (or willingness) to co-exist with other residents.

The Special Holding Module is reserved for extreme security risks. Movement permitted these individuals will be restricted to that module, its adjacent exercise yard, and one adjacent program area. The module contains 12 individual rooms with electrically-operated doors.

The staffing recommended for the HSF reflects the maximum security aspect of that facility, however, the functional arrangement generally follows that of the Oahu CCC. Exhibit XVII, following this page, presents the recommended organizational structure for the HSF organization. Comments on the responsibilities of each functional unit would be repetitious of those made on the Oahu CCC, therefore, we are including only those that are unique to the HSF.

SECURITY

Because the HSF is more compact than the Oahu CCC, we are suggesting a "Module Security" organizational unit and a "Building Security" organizational unit, rather than the "area" approach used previously. The primary difference in security recommendations relates to closer surveillance via mandatory full-time operation of each module control station and interior building control stations. In fact, we are suggesting that because the residents pose such a high-risk, their movement within the facility be further controlled by adding a "movement control station." This is needed because the facility design has some inherent visibility voids. The "movement control station" would be located at the "crossroads" aisles, one of which leads to the kitchen. The recommended station will also be in position to maintain surveillance on one outdoor exercise area, as well as program and hallway space.

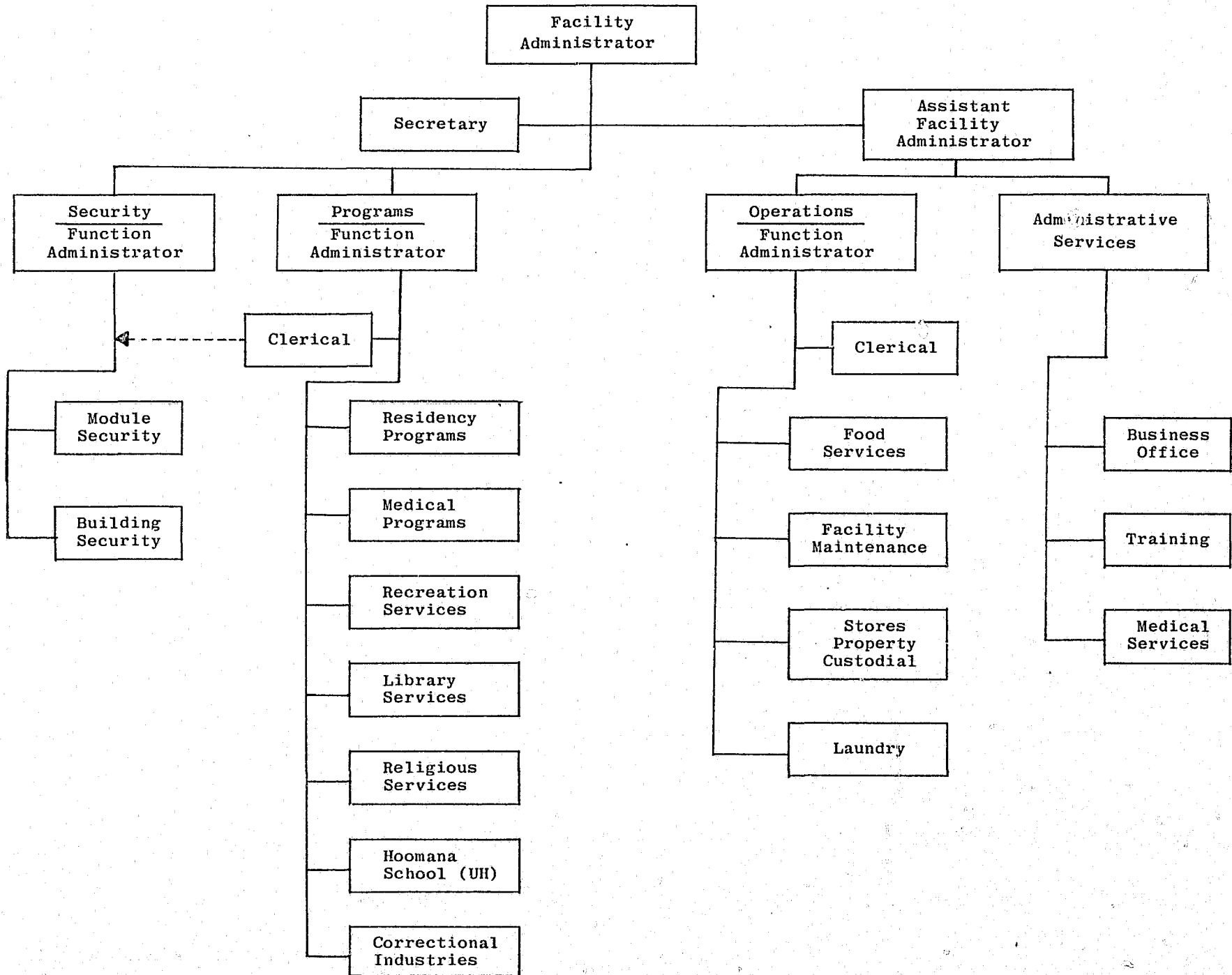
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HIGH SECURITY FACILITY
 (Recommended Functional Arrangement)



PROGRAMS

Current plans call for the Correctional Industries function to be relocated to the HSF. In order to encourage the development of vocational training programs for eligible offenders, we have placed it within the Program functional unit.

OPERATIONS

There are two basic differences between this unit at HSF and the one at Oahu CCC. One is the laundry operation and the other is the possibility that residents will not be used as labor. The design of HSF includes a commercial-type laundry operation to handle all washables. Only the residents' personal clothing is excepted. Additional staffing is required to operate the equipment, maintain an inventory, and collect and redistribute washable items.

The decision to use trustees is based on the facility management's concern for security. A final decision has not yet been made, therefore the recommended staffing numbers will reflect both possibilities.

To avoid redundancy, function statements for HSF operational units are not included here. As stated, the responsibilities assigned are almost identical with those at the Oahu CCC. The primary difference at HSF is the degree of security, and possibly a difference in approach to programming. The function statements for the Oahu CCC will identify those activities associated solely with the HSF.

Specific staffing recommendations have been developed based on the organization structure presented in Exhibit XVII. Recommendations were also designed to meet the objectives of the Master Plan. Exhibit XVIII, (pages 1 through 4) following this page, offers position distribution charts for each functional unit. Module numbers or facility areas are referenced and attention is directed to the floor plan (Exhibit XVI).

HIGH SECURITY FACILITY 1/
POSITION DISTRIBUTION CHART
SECURITY

<u>Function or Area</u>	<u>Number of Personnel</u>		
	<u>1st* Watch</u>	<u>2nd* Watch</u>	<u>3rd* Watch</u>
<u>Function Administrator</u>	1	0	0
<u>Clerical (see "Programs")</u>	0	0	0
<u>Watch Commander</u>	1	1	1
<u>Building Security</u>			
Security Supervisor - Lieutenant	1	1	1
<u>Internal Security</u>			
<u>Building Control Center</u>			
Sergeant	1	1	1
ACO	1	1	1
<u>Central Control Center</u>			
Sergeant	0	1	1
ACO	1	1	1
<u>Movement Control Center (Recommended)</u>			
ACO	0	1	1
<u>Movement Officers</u>			
ACO	2***	6**	6**
<u>External Security</u>			
Gate Officer - ACO	0 (Gate locked)	1	1
Perimeter Patrol - ACO	1	1	1
Transportation - ACO	0	1	1
<u>Module Security</u>			
<u>Special Holding Module</u>			
Lieutenant	1/4	1/2	1/2
Sergeant	1	1	1
ACO	1	2	2
<u>Module "A"</u>			
Lieutenant	1/4	1/2	1/2
Sergeant	1	1	1
ACO	1	2	2
<u>Module "B"</u>			
Lieutenant	1/4	1/2	1/2
Sergeant	1	1	1
ACO	1	2	2
<u>Module "C"</u>			
Lieutenant	1/4	1/2	1/2
Sergeant	1	1	1
ACO	1	2	2

1/Numbers do not include relief requirements

* See Exhibit XIV, Page 1

** Could be increased to nine - to provide surveillance of Correctional Industries

*** May be increased to three if infirmary requires full-time post

HIGH SECURITY FACILITY
POSITION DISTRIBUTION CHART
PROGRAMS

<u>Function or Area</u>	<u>Number of Personnel*</u>
<u>Function Administrator</u>	1
<u>Clerical**</u>	5
<u>Residency Programs</u>	
Program Coordinator	1
<u>Module "A" (30 residents)</u>	
Unit Manager	1/2
Case Manager	1
Correctional Counselor	2
<u>Module "B" (30 residents)</u>	
Unit Manager	1/2
Case Manager	1
Correctional Counselor	2
<u>Module "C" (30 residents)</u>	
Unit Manager	1/2
Case Manager	1
Correctional Counselor	2
<u>Special Holding Module (12 residents)</u>	
Unit Manager	1/2
Case Manager	1
Correctional Counselor	2
<u>Medical Programs</u>	
Psychiatrist	1
Psychometrist	1
<u>Library</u>	
Librarian	1
<u>Recreation Program</u>	
Therapist - Module A-B	1
Therapist - Module C-Special Holding	1
<u>Religious Program</u>	
Chaplain	1
<u>Correctional Industries***</u>	
Manager	1
Account Clerk	1
Print Shop Foreman	2

*** Existing staffing; current activity limited to printing and binding.

** Clerical typing pool should provide appropriate typing support to security.

* See note on Exhibit XIV, Page 2.

HIGH SECURITY FACILITY
POSITION DISTRIBUTION CHART
OPERATIONS

<u>Function or Area</u>	<u>Number of Personnel*</u>	
	<u>With Trustees</u>	<u>Without Trustees</u>
<u>Function Administrator</u>	1	1
<u>Clerical</u>	1	1
<u>Food Services</u>		
Steward	1	1
Cook (two each; 2nd/3rd watch)	4	4
Cook Helpers	0	8
<u>Facility Maintenance</u>		
General Foreman	1	1
Maintenance Worker (one each; 2nd/3rd watch)	2	2
Plumber	1	1
Electrician	1	1
Grounds Maintenance Foreman	1	1
Groundskeeper	0	3
<u>Property/Stores/Janitorial</u>		
Storekeeper	1	1
Janitorial Foreman	1	1
Janitors (work 2nd/3rd watch)	0	4
<u>Laundry</u>		
Laundry Foreman	1	1
Laundry Worker	0	2

* All personnel will be scheduled for 2nd watch except as noted.

HIGH SECURITY FACILITY
POSITION DISTRIBUTION CHART
ADMINISTRATIVE SERVICES

<u>Function or Area</u>	<u>Number of Personnel*</u>
<u>Business Office</u>	
Office Manager (secretary)	1
Account Clerk	1
Typist	2
<u>Staff Development</u>	
Training Coordinator	1
<u>Medical Services</u>	
Physician	1
Dentist	1
Registered Nurse	1
Licensed Practical Nurse	3
Medical Records Clerk	1

* See note on Exhibit XIV. Page 4.

SECURITY

Factors identical to those concerning security in the Oahu facility are also applicable here. The personnel recommended for "Movement Officers" would perform the following functions:

- . Supervise all movement of residents between modules and within program and service areas of the facility. ("Movement officers" are required if close security is to be maintained in the modules and program areas via constant supervision by module/program officers.)
- . Maintain surveillance of residents during their stay in non-module areas.
- . Security for the infirmary is now planned through periodic counts and locked doors, although a 24-hour post may be required. If so, additional staffing may be necessary.
- . Receive and process new residents.
- . Random patrol of in-facility areas.
- . Back-up to module officers.
- . May be required to provide continued surveillance of Correctional Industries (one shift).

PROGRAMS

A slightly higher ratio of residents to counselors is shown compared to that at Oahu CCC. We are recommending this because due to the nature of the intended population, resident response to program participation will probably be somewhat less than that of the general population anticipated for the CCC's.

OPERATIONS

The obvious difference between Oahu CCC and the HSF is in the use of residents as a labor source. Because that decision has not been made for the HSF, we computed staffing requirements



CONTINUED

1 OF 2

for both. Therefore, we have included figures with use of residents and without use of residents.

ADMINISTRATIVE SERVICES

No additional comments are needed to elaborate further on administrative services.

* * *

Total staff requirements for the HSF, including relief staffing, are shown in Exhibit XIX, following this page.

6. NEIGHBOR ISLAND COMMUNITY CORRECTIONAL CENTERS

The community correctional centers for the counties of Hawaii, Maui and Kauai are much less complex (functionally and structurally) than the two larger facilities discussed above. Essentially, in terms of the Unit Management concept, each facility is one "unit." The same functions and responsibilities as those described for the Oahu facilities are involved, however, there are fewer people, most of whom have been given multiple responsibilities. An operational approach such as this is realistic and workable since the offender load is also considerably less. However, all other management principles and organizational development criteria discussed previously apply to the other county facilities.

Since the functions in each county facility are basically the same as those outlined for the Oahu CCC and the HSF, they will not be restated in this section. Refer to Exhibits X, XI, XII and XIII for information concerning specific responsibilities in the four functional areas.



HIGH SECURITY FACILITY
SUMMARY OF STAFFING RECOMMENDATIONS

SECURITY		PROGRAMS		OPERATIONS		ADMINISTRATIVE SERVICES*		
				With Trusties	Without Trusties			
Function Administrator	1	Function Administrator	1	Function Administrator	1	1	Facility Administrator	1
Clerical	0	Clerical	5	Clerical	1	1	Secretary	1
Watch Commander - regular	3	Program Coordinator	1	Steward	1	1	Assistant Facility Admin.	1
Watch Commander - relief	<u>2</u>	Unit Manager	2	Cook - regular	4		Office Manager	1
Watch Commander - total	5	Case Manager	4	Cook - relief	<u>3</u>		Account clerk	1
Lieutenant - regular	8	Counselor	8	Cook - total		7	Typist	1
Lieutenant - relief	<u>5</u>	Psychiatrist	1	Cook helper - regular	8		Training Coordinator	2
Lieutenant - total	13	Psychometrist	1	Cook helper - relief	<u>5</u>		Physician	1/2
Sergeant - regular	17	Librarian	1	Cook helper - total		0	Dentist	1/2
Sergeant - relief	<u>12</u>	Recreation Specialist	1	General foreman	1	13	Registered Nurse	1
Sergeant - total	29	Chaplain	1	Maintenance worker	2	2	Licensed Practical Nurse -	
Adult Corrections Officer -		Industries Manager	1	Plumber	1	1	regular	3
regular	49	Industries clerk	1	Electrician	1	1	Licensed Practical Nurse -	
Adult Corrections Officer -		Industries foreman	<u>2</u>	Grounds foreman	1	1	relief	<u>2</u>
relief	<u>33</u>			Grounds keeper	0	3	Licensed Practical Nurse -	
Adult Corrections Officer -				Storekeeper	1	1	total	5
total	<u>82</u>			Janitor foreman	1	1	Medical records clerk	<u>1</u>
				Janitor	0	4		
				Laundry foreman	1	1		
				Laundry worker	<u>0</u>	<u>2</u>		
Total staff	<u>130</u>	Total staff	<u>45</u>	Total staff	<u>19</u>	<u>41</u>	Total staff	<u>16</u>

TOTAL STAFF REQUIREMENTS: WITH TRUSTIES - 195
WITHOUT TRUSTIES - 217

* Includes facility administration personnel.

Exhibits XX, XXI and XXII, following this page, show the floor plans for the proposed county ISC/CCC's on the neighbor islands. The proposed facilities are similar in size and design. Resident capacities for each are:

- . Hawaii - 22 resident rooms, 3 holding rooms
- . Maui - 18 resident rooms, 4 holding rooms
- . Kauai - 12 resident rooms, 3 holding rooms

Each facility has a single control center, day room and program space, and recreation area. The facilities do not have a surrounding fence. They depend solely on the exterior walls of the facility for perimeter security.

The recommended organization structure for each facility is shown in Exhibit XXIII, following Exhibit XXII. Specific staffing recommendations for each, including relief requirements, are presented in Exhibits XXIV, XXV, and XXVI. Because the facilities are less complex than those on Oahu, recommendations are shown in conjunction with the functional structure. In each case, staffing was based on meeting the objectives of the Master Plan, providing necessary services to residents, and assuring the safety of staff, residents and the public.

The numbers of staff recommended were affected by economic considerations. The objective was to contain operating costs within the framework discussed above. When services were required but work load was minimal, a "fee for service" plan was anticipated. In this plan, such services would be contracted for on an individual, as-needed basis. Staffing recommendations will require some overtime in lieu of planning for relief for cooks.

As with the High Security Facility, we have not prepared separate function statements for each functional unit. Those prepared for the Oahu CCC reflect the same responsibilities assigned to each of the outer island facilities.



HAWAII INTAKE SERVICE CENTER/
COMMUNITY CORRECTIONAL CENTER
HONOLULU, HAWAII

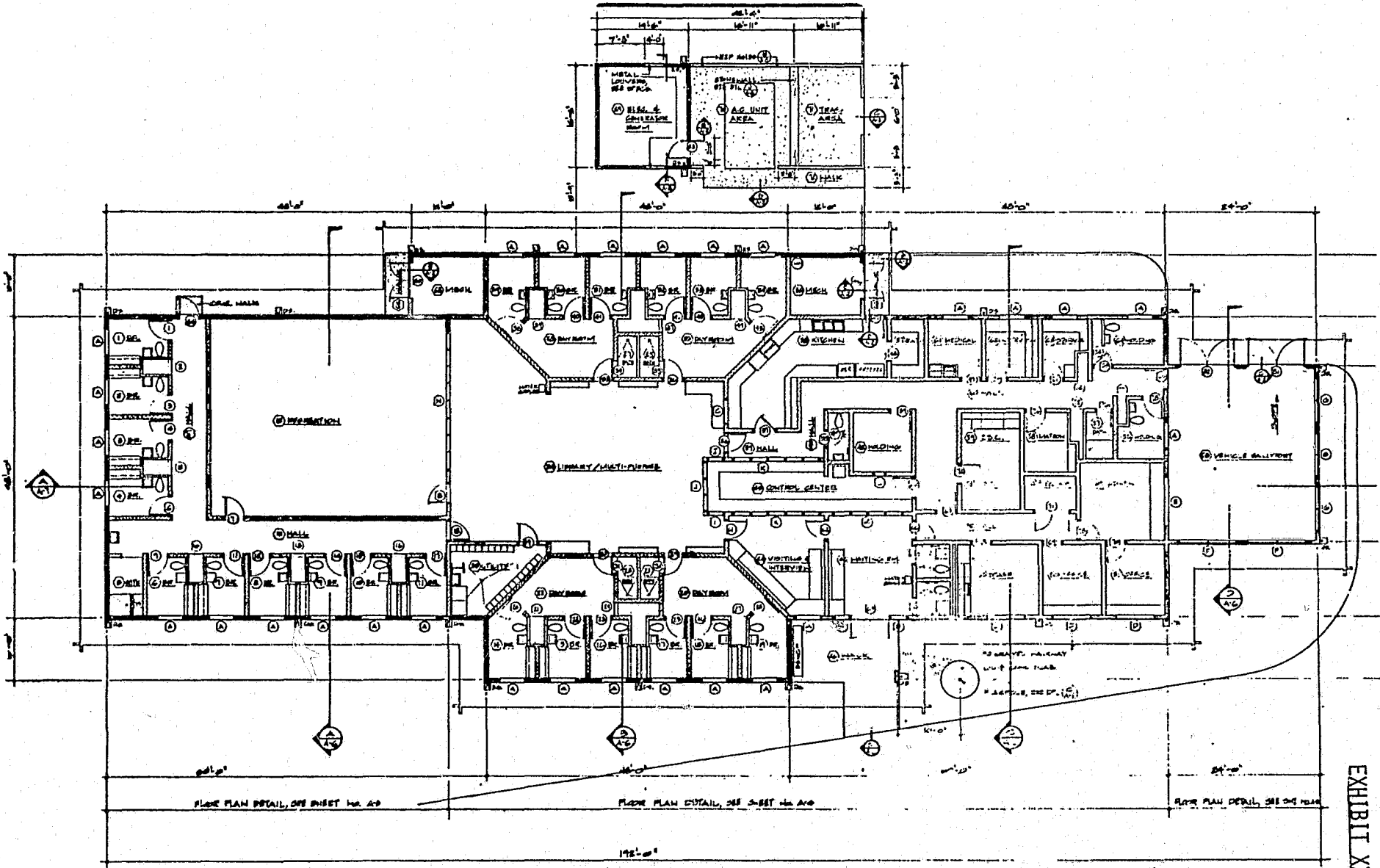
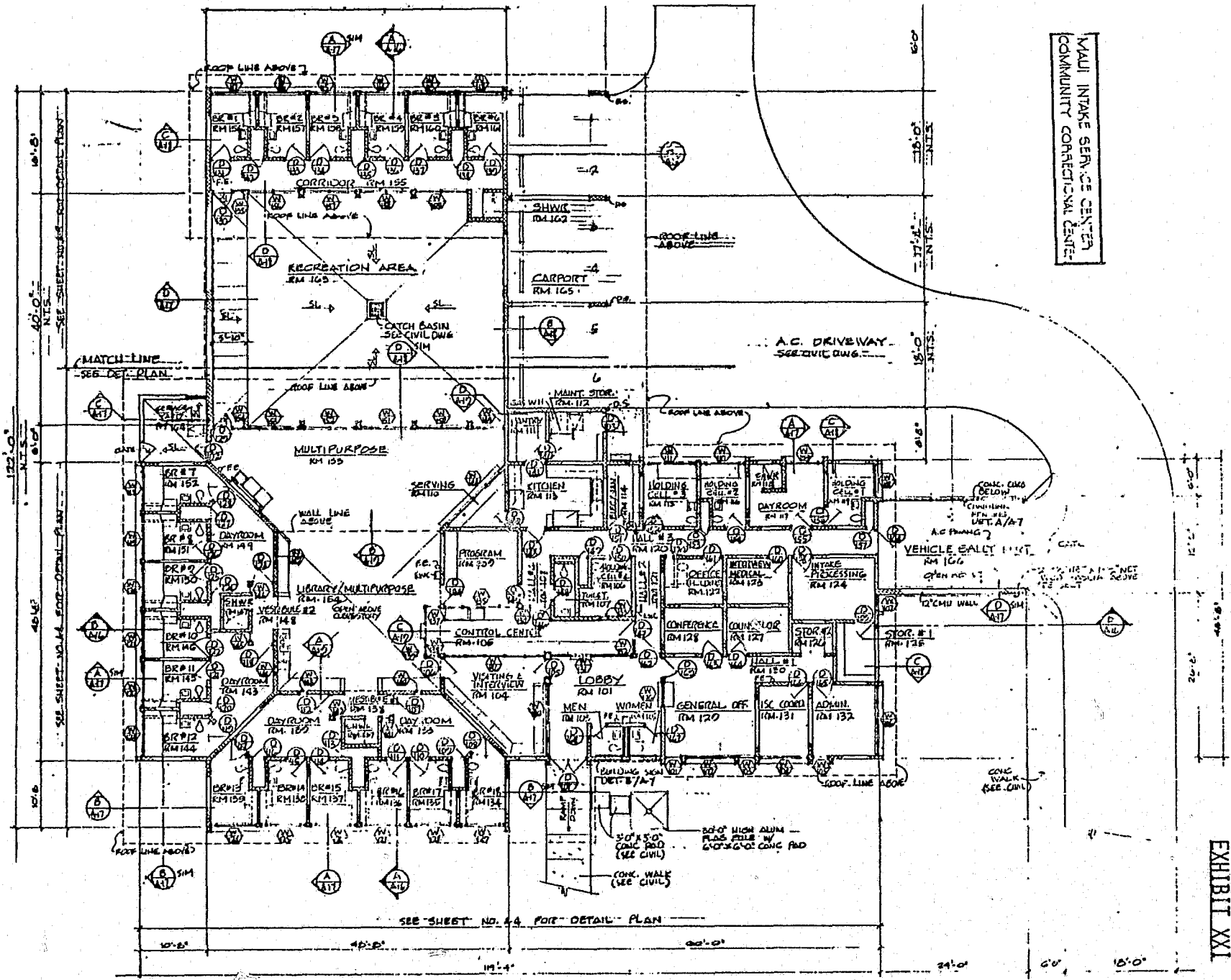


EXHIBIT XX

MAUI INTAKE SERVICE CENTER
COMMUNITY CORRECTIONAL CENTER



KAUAI INTAKE SERVICE CENTER
COMMUNITY CORRECTIONAL CENTER
WAIHIA, KAUAI, HAWAII

A.C. DRIVEWAY

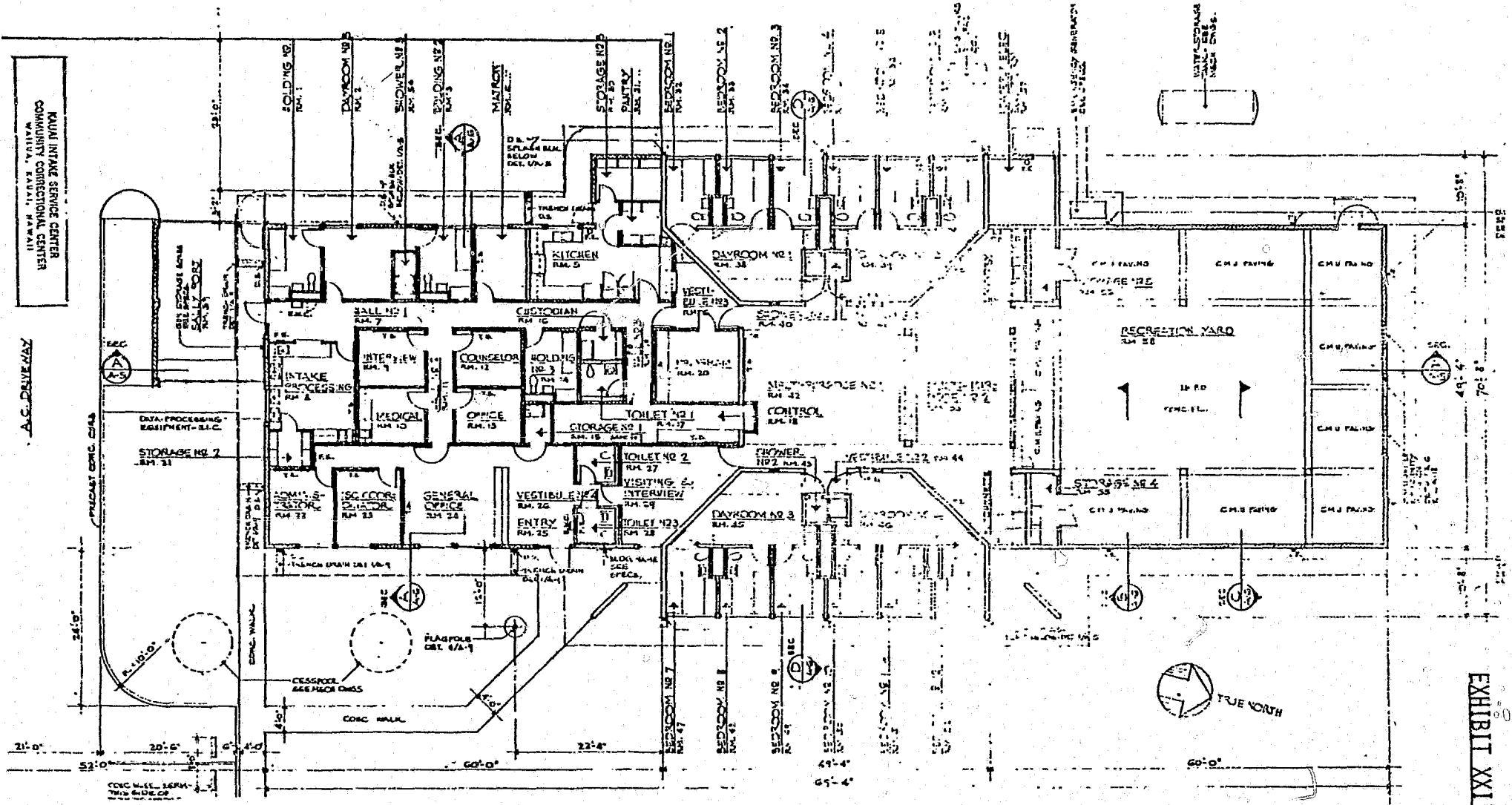
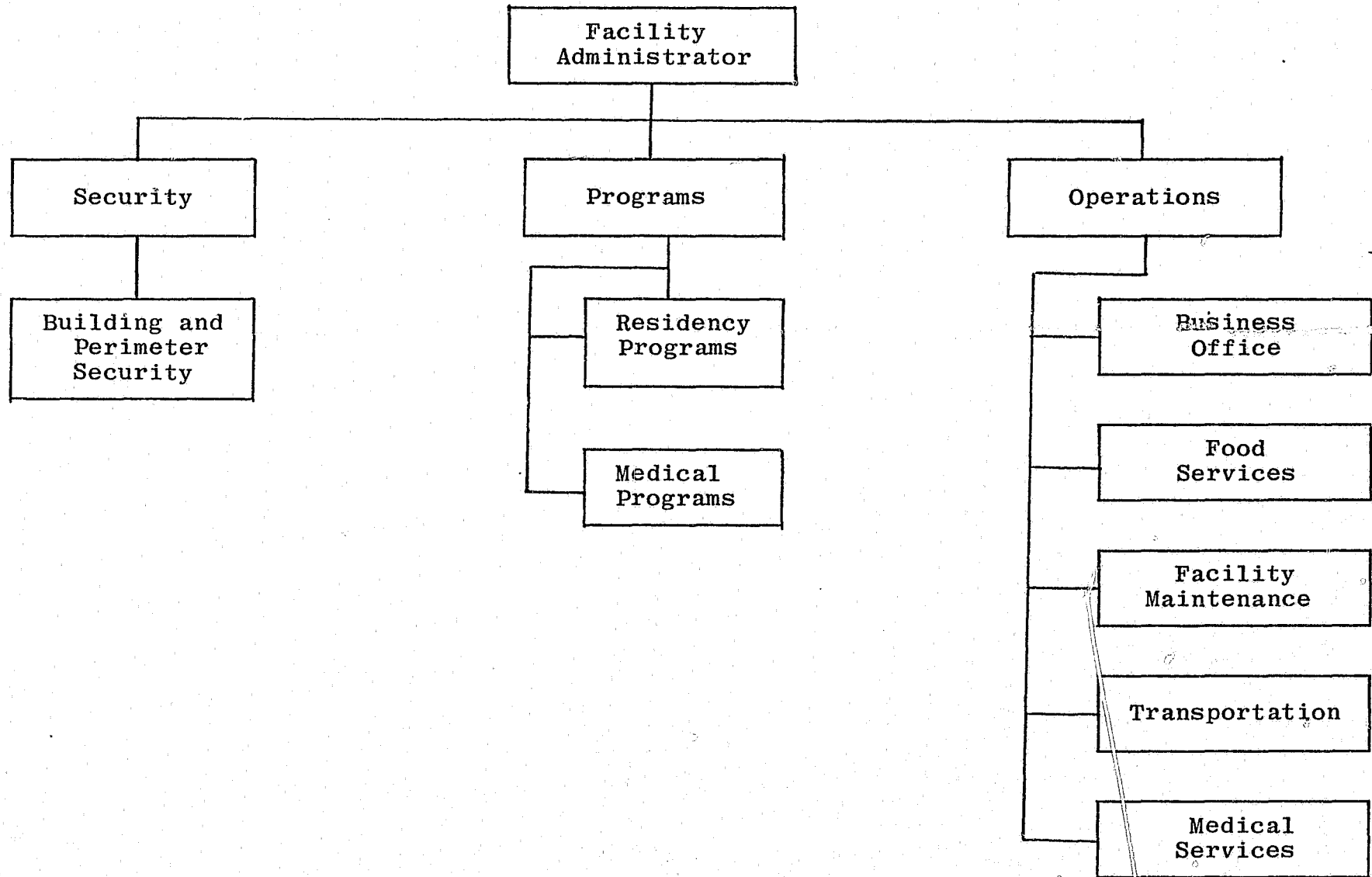


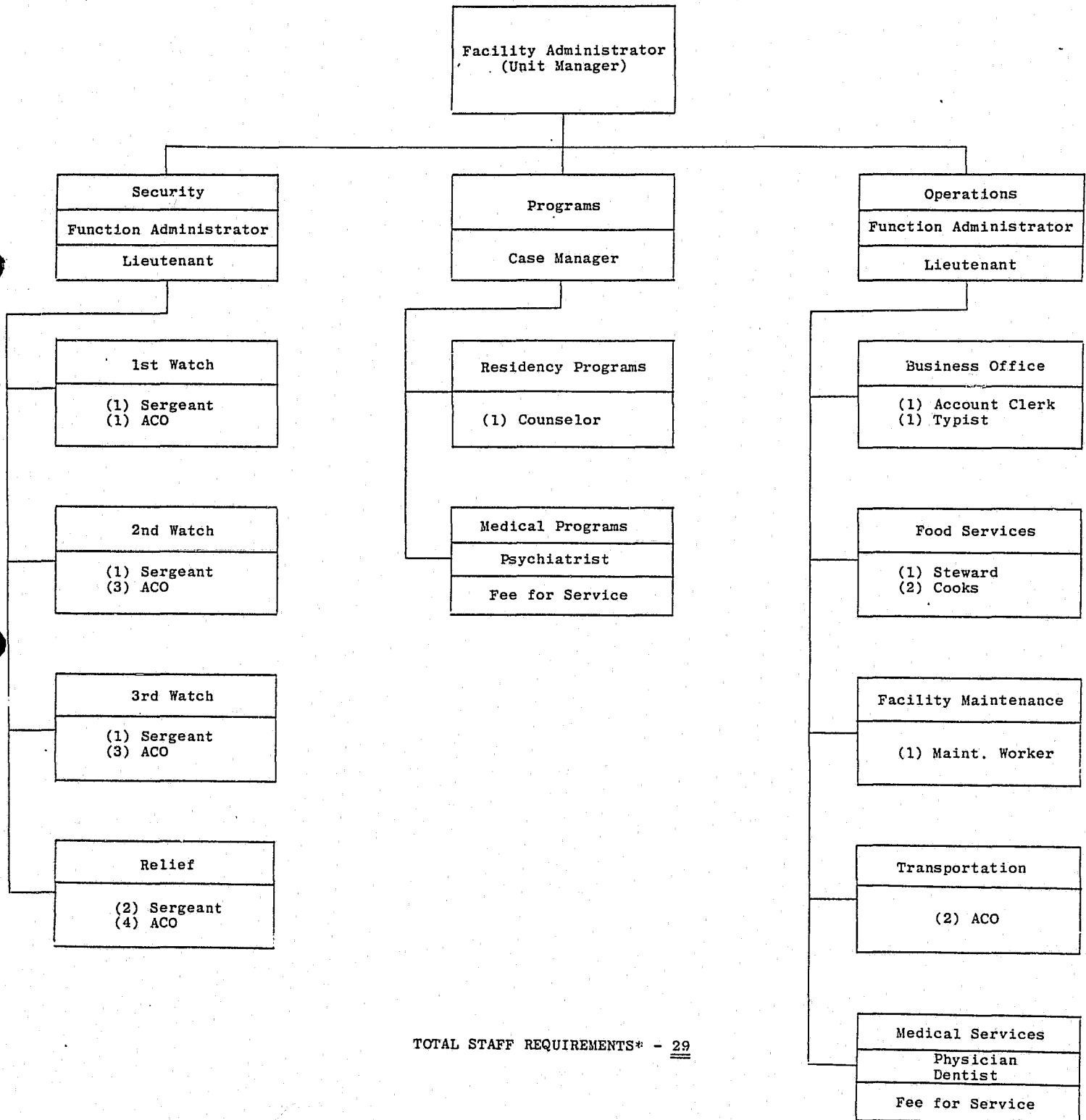
EXHIBIT XIII

RECOMMENDED ORGANIZATION STRUCTURE
FOR HAWAII, MAUI, AND KAUAI CCCs



HAWAII COMMUNITY CORRECTIONAL CENTER

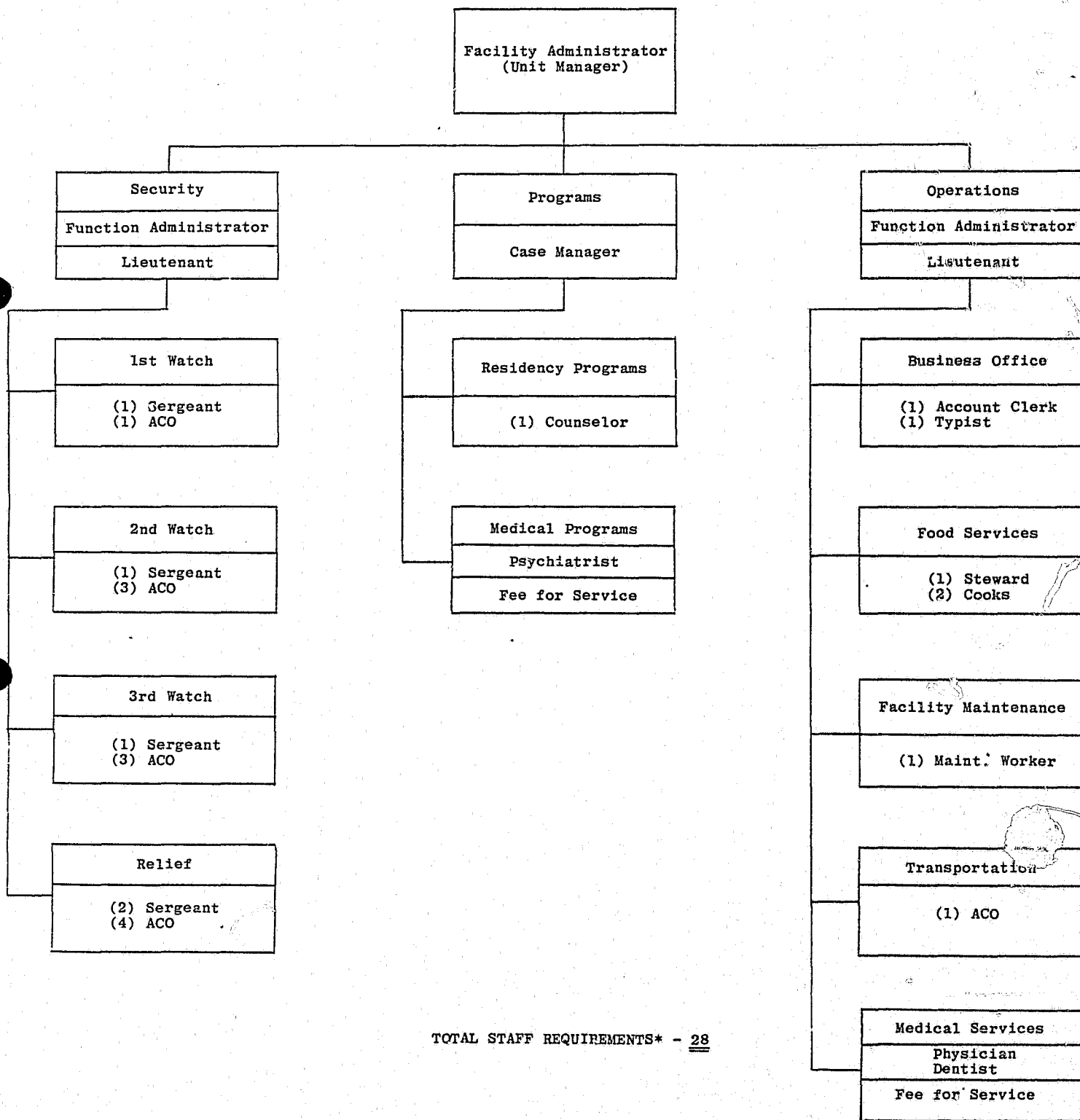
Proposed Organization and Position
Distribution Chart



TOTAL STAFF REQUIREMENTS* - 29

* Excludes "Fee for Service" functions.

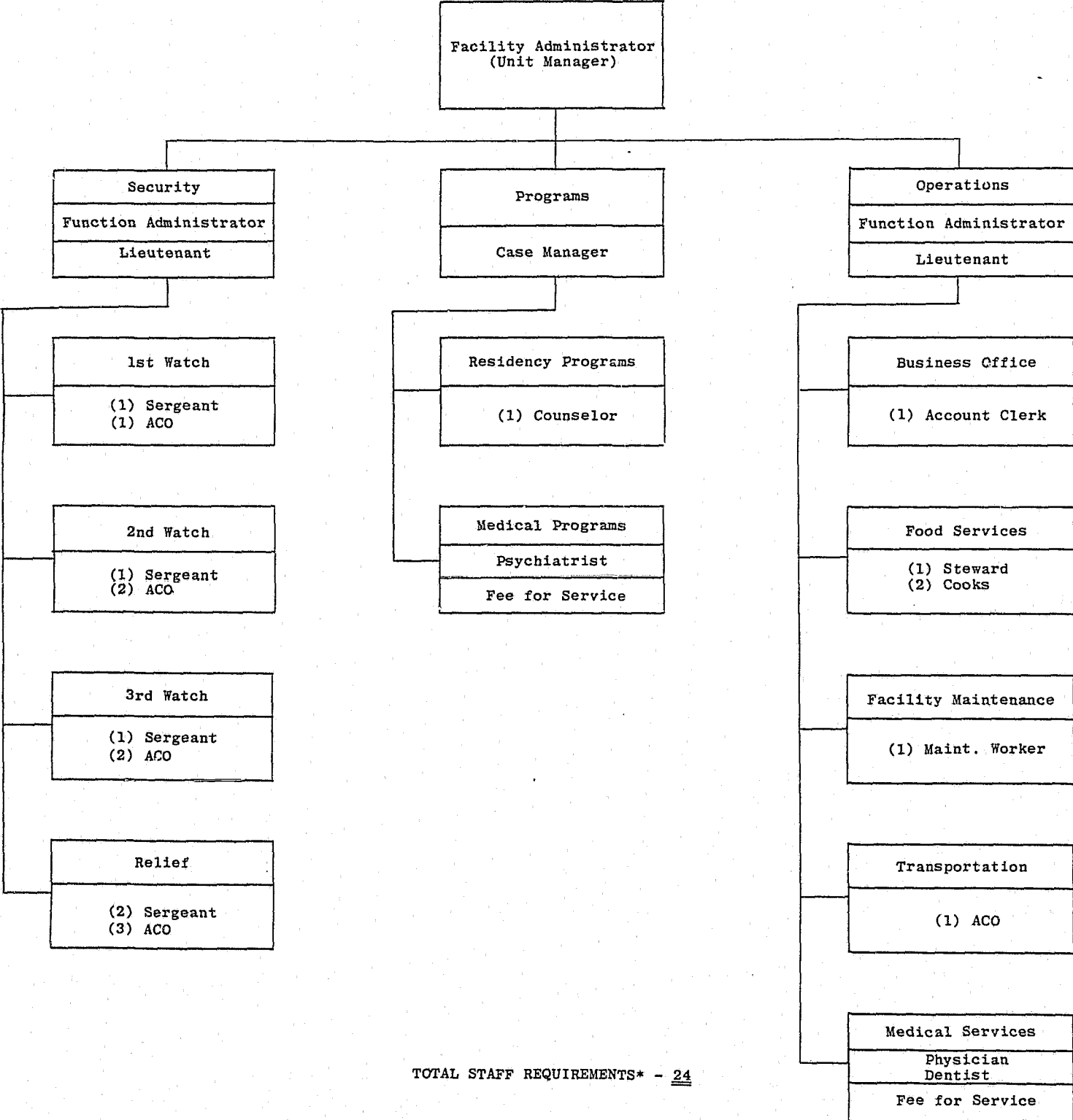
MAUI COMMUNITY CORRECTIONAL CENTER
Proposed Organization and Position
Distribution Chart



TOTAL STAFF REQUIREMENTS* - 28

* Excludes "Fee for Service" functions.

KAUAI COMMUNITY CORRECTIONAL CENTER
Proposed Organization and Position
Distribution Chart



TOTAL STAFF REQUIREMENTS* - 24

* Excludes "Fee for Service" functions.

7. KULANI HONOR CAMP

The Master Plan and the Predesign Report both recommended the eventual phasing out of the Kulani Honor Camp. We strongly recommend that Kulani be retained as a viable component of the Hawaii correctional system. It is an alternative for those who will not be interested in participating in other programs offered at other facilities and who prefer, to all other environments, one which offers the Hawaiian cultural tendency to spend much time out-of-doors.

We also contend that practical and effective "programs" can be implemented at Kulani in spite of the so-called remoteness of the camp. We suggest that such programs may, in fact, be more successful than those presented in the other facilities. There is a lower degree of confinement, reducing "pressure" and enhancing the desire to participate and learn. We suggest that instead of closing Kulani, that it receive higher priority and that plans be made for establishing a similar camp on Oahu.

When, and if, a decision is made to retain Kulani, then a new set of objectives for that facility will be required. These objectives will establish Kulani's place and function within the range of facility alternatives. After goals and objectives are set, the proper staffing can be determined.

8. YOUTH CORRECTIONAL FACILITY

As indicated earlier, organizational recommendations for the Youth Correctional Facility were not considered as part of this project.

9. DIVISION ADMINISTRATIVE SERVICES

Administrative Services is a generic term used to identify that unit handling functions which either do not fit in other

organizations or which provide services to all other organizational units. The functions suggested include (1) a business office, (2) planning and research, (3) staff development, (4) legal services, and (5) program and volunteer coordination. The recommended staffing is shown in a combination structure and position distribution chart, Exhibit XXVII, following this page.

(1) Business Office

This function processes the paperwork of Division Administration. It also includes specialists for handling the budget and personnel work which, under current policies and procedures, constitutes a major workload.

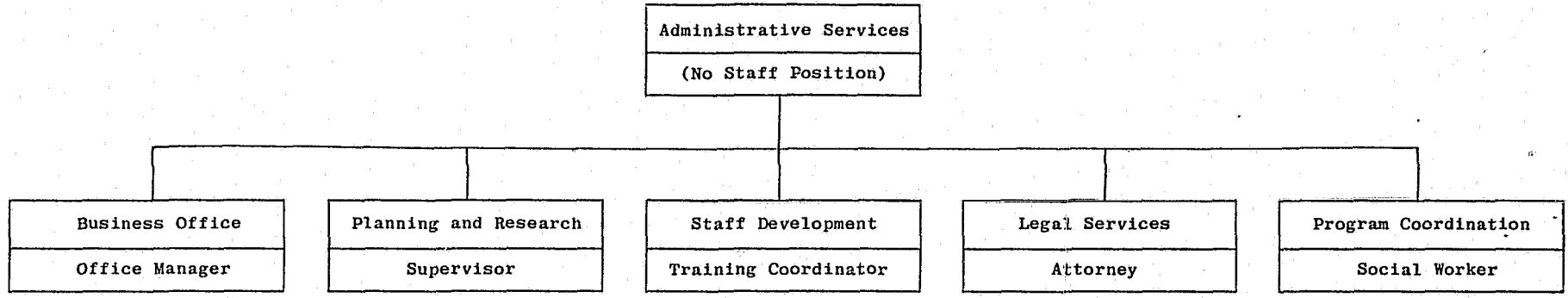
A new position for a purchasing agent is recommended which if effective, could pay for itself through operational savings. Although the new facilities will be dispersed, it appears entirely feasible to attempt centralization of the purchasing of items commonly used. It has been conclusively proven that bulk buying is less costly on a per item basis. Therefore, we suggest augmenting divisional staff with an agent whose duty is to handle purchasing.

(2) Planning and Research

The importance of planning and research in the successful implementation and on-going operation of the new facilities cannot be over-emphasized. The planning activity is especially critical now, when revising objectives and goals in terms of the Master Plan. The plan calls for a new concept in offender treatment and will require a major amount of planning. Extensive planning is needed now, and in significant quantity, if the division is to be ready to operate the new facilities effectively on opening day. Some of the activities a planning group would be responsible for are:



DIVISION ADMINISTRATIVE SERVICES
Proposed Organization and Position
Distribution Chart



- 1 - Personnel Technician
- 1 - Personnel Clerk
- 1 - Accountant
- 5 - Typist
- 1 - Purchasing Agent

- 2 - Planners
- 2 - Management Analysts

- 1 - Training Specialist

- 1 - Volunteer Coordinator

TOTAL STAFF REQUIREMENT - 20

- . Development of a detailed implementation plan for each facility.
- . Preparation of a Division policy and procedural manual.
- . Preparation of facility operational manuals.
- . Development of a community relations program including the interface with other criminal justice components.
- . Planning and implementing facility improvements.
- . Analysis of operations and development of improvements.
- . Developing, implementing, and monitoring a cost-reduction program.
- . Developing, and monitoring a Division reporting system, including forms design.
- . Monitoring Division statistics, analyzing trends and recommending corrective action.
- . Maintaining awareness of the state-of-the-art of contemporary corrections.
- . Conducting cost-benefit studies as necessary.
- . Developing, implementing, and monitoring a long-range plan for the Division.

The planning function would be used extensively during the initial phases of construction and implementation of each new facility. After that, planning would operate more as an "industrial engineering" function whose task would be to continue improving the operation of the entire division. It can be an extremely effective unit if staffed properly and given top management support.

(3) Staff Development

Another important activity required to begin effective operation of the new facilities is staff development, or personnel training. The Master Plan mandates a new concept in corrections that differs considerably from the traditional methods used for incarcerated offenders. As shown by the

survey conducted by this project, very little training has been given Corrections personnel. Almost no training has been given in the areas of expertise required to reach the objectives of the Master Plan.

The Division currently is attempting to develop a training program in anticipation of the needs of the new facilities. However, it seems that the program is not progressing as rapidly as it should be. We recommend that top priority be given to the training effort together with the establishment of the suggested Planning and Research function.

(4) Legal Services

Corrections organizations throughout the nation are experiencing a dramatic increase in legal activity related to prisoner rights. Inmates are not only pursuing all possibilities through private attorneys and public defenders, but many are becoming rather effective "jail house lawyers." There is a need for continuing legal advice for Corrections administrators which cannot be adequately supplied by a part-time attorney. A full time staff position for an attorney appears justified for the Corrections Division.

(5) Program Coordination

A key component of the Master Plan concept concerns the development and application of offender-oriented rehabilitative programs. Recognizing that need, each facility will have professional "programmatic" staff responsible for this important function.

It is, of course, extremely important to the successful implementation of the new correctional concept in Hawaii, that maximum effort be directed toward using the most effective programs available. Such programs must be supplied Division-wide.

We suggest a Program Coordinator at the Division level who will be given the responsibility of maintaining up-to-date knowledge of other innovative and/or successful programmatic approaches to offender treatment. He would work closely with each facility program coordinator to assure proper application of appropriate programs. A secondary responsibility would be the development and operation of a coordinated volunteer program for each facility.

Recommendations regarding some of the "services" just described, are extremely subjective and usually reflect the experience of the "suggestor." Rationale can be developed for each category, but, in the absence of accurate work load data, would be difficult to substantiate. Also, in many instances, a higher unit (usually the organization's reporting unit) supposedly has personnel in those "service" specialties available to support their line units.

We lack specific work load data in this project, but we do recognize the need for the identified services. Unless the "higher organization" can effectively deliver these required services, then we strongly recommend that the appropriate positions be approved for the Corrections Division. Again, proper and adequate staffing of the Corrections Division is important so that the organization, in conjunction with the new facilities, can, in fact, accomplish what is expected.

10. SUMMARY OF RECOMMENDED STAFFING REQUIREMENTS FOR THE
CORRECTIONS DIVISION

Exhibit XXVIII, following this page, presents a recap of the staffing recommendations for operating the new facilities,



4

4

4

4

as recommended by the Master Plan. It shows the total number of personnel required for each generic position, by facility. It also includes similar data for existing facilities that are comparable to the new ones. Current organizational data was taken from official charts as we received them from the Corrections Division. The totals include positions authorized to be established, established but not filled, vacancies, and relief requirements. They do not include positions funded by LEAA, SCETA, or other government programs. A comparison of the position totals for each group indicates the staffing problem involved in moving from the existing organization to the proposed one. More discussion of this problem is contained in the next section on implementation.

Recommended summary position descriptions for the key categories shown in Exhibit XXVIII are included in this report as Attachments. Classic categories such as "clerical", "chaplain", "cook", "plumber", etc., have not been developed. The existing position descriptions are sufficient and any effort to improve them would be inappropriate.

V. IMPLEMENTATION PLAN

V. IMPLEMENTATION PLAN

An implementation plan is usually necessary in the development and initiation of any new organizational structure. In Hawaii's case, the implementation plan is extremely important as the state is opening several new innovative facilities. The personnel required to operate the facilities must be qualified to function under a community-based corrections "philosophy". If they are not, then there is a very real danger that the new system will fail to meet the objectives of the Master Plan.

This section presents the outline of an implementation plan. It can be used as a guide for identifying and accomplishing all key actions that are required to develop and effectively place into operation the recommended organization structures. However, the implementation plan contained in this report is concerned only with the organization and must be coordinated and integrated with another critical activity -- the planning required to open the new facilities. Some organization planning steps will depend on what has been developed by the Facility Implementation Plan. For example, before the facility can be placed in operation, a procedures manual must be written. The personnel who will be running the facility must then be trained in terms of that manual before they can be considered qualified. The dependency is obvious and only one of many such inter-relationships. It is our opinion that a major overall planning effort must be initiated immediately if the operation of the new facilities is to be a success.

1. IMPLEMENTATION PLAN

The steps we have identified for implementing the recommended organization structure are as follows:

Step 1 Finalize Organization Structure

Establish a committee composed of representatives from those state agencies with responsibilities in

the personnel or organization functions; e.g., Budget and Finance, Personnel Office of DSSH, Corrections Division, etc.

- . Obtain agreement on basic organization structure (number of Assistant Division Administrators, number of branches, etc.).
- . Determine number of positions (captain, lieutenant, cook, etc.).
- . Document above decisions in organization charts and obtain approvals per Administrative Directive No. 4.

Step 2 Finalize Key Position Descriptions

- . Review recommended key position descriptions with personnel office of DSSH to indicate new training/experience requirements.
- . Request personnel office to develop minimum qualification requirements appropriate for each key position description.
- . Obtain approval to recruit per new key position descriptions.

NOTE: Review current recruitment process for ACO's relative to interview and test requirements. Explore possibility of requiring applicants to pass an emotional and psychological fitness test as part of the hiring process. As an adjunct to any recruiting process, division rules and regulations should require a probationary period during which each new recruit receives intensive monitoring to evaluate his ability to function in a correctional environment.

Step 3 Determine Status of Current Employees Relative to New Position Descriptions

- . Review each employee record and compare it to the new position description minimum requirements.
- . Identify deficiencies per employee, if any..... (needs basic correctional training, needs training in reality therapy, etc.).

Step 4 Develop Training Program for Security and Program Personnel Based on Master Plan Concept

Use Bureau of Prisons' Training Manual as a guide and develop a curriculum of training classes for the retraining of current personnel

- correctional officer
- unit/case manager
- correctional counselor

Use Bureau of Prisons' Training Manual as a guide and develop training classes for new correctional employees - same categories as above.

Research funding sources for training programs and initiate acquisition procedure.

Step 5 Coordinate with Labor Unions, as Applicable

Review employee deficiency lists

Review proposed training and re-training programs

Obtain agreement on course of action to be taken if the deficient employee fails to pass tests or re-training programs.

Step 6 Conduct Re-Training Program

Develop training schedule based on completion dates of new facilities, employee deficiencies, instructor availability, etc.

Implement training schedule

Negotiate with unions on drop-out or fail-to-pass employees.

Step 7 Conduct Recruiting and Training Program

Advertise for and select qualified candidates using new hiring criteria

Conduct recruit training program

Place graduating recruits in an existing facility as trainees pending opening of the new facilities

Monitor, through specific progress reporting, recruit's performance as a trainee.



SAMPLE TIME-PHASED IMPLEMENTATION PLAN

Hawaii Community Correctional Center

Estimated Facility Completion Date - August 14, 1977

MONTHS TO FACILITY COMPLETION

TASK DESCRIPTION	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug. 14
<u>Step 1. Finalize Organization Schedule</u>	█											
<u>Step 2. Finalize Key Position Description</u>	█	█										
<u>Step 3. Determine Status of Current Employees Relative to New Position Descriptions</u>			█	█								
<u>Step 4. Develop Training Program for Security and Program Personnel</u>		█	█	█								
<u>Step 5. Coordinate with Labor Unions</u>					█							
<u>Step 6. Conduct Re-training Program</u>								ON-GOING				
<u>Step 7. Conduct Recruiting and Training Program</u>								ON-GOING				
<u>Step 8. Conduct Orientation to New Facilities</u>												█

Step 8 Conduct Orientation to New Facilities

- . Review new Division rules and regulations with all personnel
- . Review new facility procedures manual with all personnel who are to be assigned to that facility
- . Conduct "dry-run" of key operations in new facilities prior to official occupancy.

We suggest that the above implementation steps be time-phased on a chart for each facility with appropriate responsibility assignments. Exhibit XXIX, following this page, is only an example of such a chart since the time factor is different for each facility and will no doubt change. As each step is assigned, the chart should be delineated into additional individual tasks for better control. For example, if Step 1 were to be defined in more detail, it could look like the following:

Step 1 Finalize Organization Structure

. Prepare a memo requesting the assignment of representatives to an implementation Task Force.
Mail to:

- Corrections Facility Administrators
- Personnel Office - DSSH
- Department of Budget and Finance
- Management Analyst Unit - DSSH

. Provide Task Force with copy of consultant report to review;

- Basic organization structure recommended
- Branch organization structure recommended
- Number of positions recommended
- Key positions recommended

. Convene Task Force and obtain agreement on:

- Basic organization structure
- Branch organization
- Number of positions
- Key position descriptions

- . Prepare organization charts for Corrections Division Administration and all Branches
- . Prepare all other justification data required by Administrative Directive Number 4
- . Monitor flow of the requested organization change through approval process; by organization
 - Director of Finance
 - Management Services Branch
 - Bargaining Unit
 - Governor's Office

Once the tasks are identified and completion dates established, the plan can be implemented. Specific task assignments are then made, regular progress meetings scheduled, and progress very closely monitored against the schedule. Delays or constraints must be identified quickly and corrective action initiated to preclude any drastic scheduling set-back. It is critical that integration of this organization implementation plan be made with facility implementation plans. By doing this, interrelated activities can be performed simultaneously to eliminate delays.

2. POTENTIAL PROBLEMS AND CONSTRAINTS

In developing the implementation outline above, we foresaw several problems and constraints which, if not solved, could delay the implementation schedule. Possible problems or constraints are:

(1) Overall Decision-Making

We believe there must be a minimum of delay in moving to the new organization, if the schedule for facility occupancy is to be met. Many of the implementation tasks will require high-level decisions and immediate action. Based on observations and information obtained, decision-making currently seems to take an inordinate amount of time. Therefore, we think it is essential that the Implementation Task Force previously mentioned be established with the authority to make final decisions.

(2) Approval of New Organization

Although the above suggested Task Force would participate in defining the final organization, Administrative Director No. 4 has specific processing requirements which normally take considerable time. We recommend that emergency processing procedures be authorized to eliminate delay. In essence, the paperwork should be "walked" through the process.

(3) Review of Each Employee's Record

Reviewing employee records is an important but time-consuming activity. A temporary clerical task force will have to be established to complete the evaluation in a minimum of time.

(4) Development of Training Program

Priority must be given to the development of a training program. From the results of our questionnaire, it appears that a significant amount of retraining will be required of present staff. The retraining will be primarily in areas related to resident treatment programs; subjects that in all probability will be entirely new to correctional personnel, especially security officers. We anticipate the requirement for a major training program and emphasis must be placed on training now, if it is to be completed before the new facilities are ready for occupancy.

Since the unit management concept is new to Hawaii, some consideration should be given to obtaining assistance from the Bureau of Prisons (who currently uses it) or to hiring a qualified consultant in developing and conducting the training programs.

(5) Coordination with Labor Organizations

To preclude any union problems, we recommend that labor representatives be oriented to the program early, and contact maintained throughout implementation.

(6) Recruitment and Training

The primary concern here is time: time required to obtain qualified candidates, time to process recruits through the academic training programs, and time to give recruits line experience through work assignments in an existing facility. In addition to expediting the initial recruiting process so that adequate time will be available for academic and actual job experience, funding must be made available to pay for all phases of the program. Funding sources should be identified and acquisition processes initiated as soon as possible.

(7) Orientation to New Facilities

Orientation to the physical facility can be done as soon as the facility is completed or is nearing completion. Orienting staff to their duties is most important as they must understand when and how they are to do their jobs. Such instructions normally are found in procedures manuals; one of which must be developed for each facility prior to its opening. The preparation of the manuals is one of the steps to be identified in the previously mentioned "Facility Implementation Plan"; and will be the key to an effective and meaningful orientation.

The implementation plan suggested in this section presents the basic format and content of a process for moving from the present organization and structure to the one proposed. A strong planning team must be formed to develop more refined tasks and subtasks so that activities required can be monitored for progress on a day-by-day or hour-by-hour basis. Time is most important.

Expediency is also required for planning the opening of each new facility (Facility Implementation Plan). These planning efforts should be concurrent and if they are not performed by the same personnel, they should at least be coordinated to the maximum extent possible. The success or failure of the Correctional Master Plan will be directly proportional to the degree of emphasis placed on and priority assigned to, the overall planning effort.

VI. PROGRAM OBJECTIVES AND
MEASURES OF EFFECTIVENESS

VI. PROGRAM OBJECTIVES AND MEASURES OF EFFECTIVENESS

One of the goals of this study was to develop recommendations relative to "program objectives and measures of effectiveness." It is our understanding that the above phrase refers to information used in the preparation of the biennium budget. In that context, "program" usually is synonymous with a facility or some specific activity. "Measures of effectiveness" refers to the identification of quantitative data that would reflect the success or failure of that facility or activity.

In reviewing the latest budget data concerning program objectives and measures of effectiveness, it appeared that "effectiveness" was to be measured primarily at the facility level, and involved only information relative to escapes and incidents of physical violence. In our opinion, a total facility is only as effective as each of the organizational units that are functionally responsible for its operation. Therefore, measures of effectiveness should first be defined at that level.

In the following pages, a series of factors are presented which, when compared to "norms" or mutually agreed upon "standards," will accurately reflect the effectiveness of functional operations. In turn, they will reflect the overall effectiveness of the facility. "Norms" or "standards" have not, to our knowledge, ever been established or published for use in evaluating the effectiveness of a correctional facility. The experience of other states or federal facilities with regard to the measures recommended, may be available on an individual basis, and reference to them could be used at least as a simple comparison. However, an apparent danger is that the facility, organization, etc., will be disimilar, making any comparison less than meaningful.

It is suggested that Hawaii establish its own "goals" for each of the measures used to evaluate facility effectiveness. For the first year or two of operation, most standards for comparison should be established at "0" or at an extremely low level of activity. This would depend, of course, on the specific measure itself. Subsequently, charts should be maintained showing the trends for each measure with new goals or objectives established each year and charted accordingly.

We recommend the following "objectives" and "measures of effectiveness" for these Master Plan Facilities: (1) Oahu Community Correctional Center, (2) High Security Facility, (3) Hawaii Community Correctional Center, (4) Maui Community Correctional Center, and (5) Kauai Community Correctional Center.

We propose developing measures of effectiveness in terms of the primary functional areas contained in our recommended Corrections Division organization structure. These would be "Security," "Programs," "Operations," and "Administrative Services." Each of these areas involves specific responsibilities, many of which can be measured quantitatively. The data needed to evaluate effectiveness is almost always readily available. It is information every competent and conscientious manager should be collecting and analyzing to improve his area of responsibility. From these lower level measures, facility and divisional effectiveness measures can then be developed.

Since each Master Plan facility will be organizationally and operationally similar (with some difference in degree of security), a single set of "effectiveness measures" should be applicable to all. If any facility performs a unique function, it will be so identified.

The primary objectives and measures of effectiveness suggested for each functional area are as follows:

1. SECURITY

Primary Objectives

- To assure the safety of staff, residents and the public through constant surveillance and control of residents
- To protect property and equipment from damage or loss
- To participate in treatment programs designed to offer residents alternatives to criminal behavior.

Measures of Effectiveness

- Number of physical assaults on staff by residents
 - .. in intake area
 - .. in modules
 - .. in program areas
 - .. during work details
 - .. in infirmary
 - .. during movement between modules or areas
- Number of documented verbal assaults on staff by residents (intimidation, threats)
- Number of incident reports involving residents being in unauthorized areas
- Number of assaults on residents by residents (by area or module)
- Number of resident complaints charging brutality, harassment.
 - .. number substantiated
- Number of reported instances of damage to facility, equipment or material perpetrated by residents (by area)
- Number of reported instances of facility property being stolen (by area)
- Number of "shake downs" resulting in confiscation of contraband
- Number of disciplinary actions taken against staff
 - .. dismissals
 - .. time off
 - .. reprimands

- Number of man hours spent working in "programmatic" capacity
- Number of attempted escapes
 - .. violence involved
 - .. violence not involved
- Number of successful escapes
 - .. violence involved
 - .. violence not involved
- Number of incidents involving two or more residents
- Number of incidents occurring during contact visiting period
- Average number of sick leave hours taken by staff
- Average number of man hours of training received per staff member
- Number of personnel leaving the organization
 - .. resignations
 - .. terminations for cause (fired)
 - .. terminations for cause (did not pass probationary period)
 - .. transfer within division (without prejudice)
 - .. transfer to another staff agency (without prejudice)
- Number of overtime hours
 - .. by job classification
 - .. by shift
- Security cost per resident

2. PROGRAMS

Primary Objectives

- To develop in-house and community-based treatment programs founded on residents' needs. These would be determined from individual in-depth diagnostic evaluations.

- To facilitate, through counseling, the voluntary participation of residents in those treatment programs which can significantly increase the possibility of successful reintegration into the community.
- To provide viable and meaningful alternatives to criminal behavior.

Measures of Effectiveness

- Average number of hours per week (or per day) of individual counseling per resident
 - .. long-term pre-trial
 - .. sentenced
- Average number of hours per week (or per day) of group counseling per resident
 - .. long-term pre-trial
 - .. sentenced
- Percentage of facility residents participating in individual counseling program
 - .. long-term pre-trial
 - .. sentenced
- Percentage of facility residents participating in group counseling program
 - .. long-term pre-trial
 - .. sentenced
- Number of individual resident treatment plans developed
 - .. long-term pre-trial
 - .. sentenced
- For each in-facility/in-community program (if applicable):
 - .. number of participants - percentage of facility population
 - .. number completing program requirements
 - average number of hours spent in program, per resident
 - .. number of residents not finishing program
 - dropped out (include reason)
 - released from custody
 - terminated for cause (transfer, disciplinary action, etc.)

- .. number of residents continuing program after release
- .. number of residents completing vocational training programs who found jobs in that field after release
- number residents retaining job for one year, two years
- Number of residents changing status
 - .. from close security housing to medium security housing
 - .. from medium security housing to work/education release housing
 - .. from work/education release housing to conditional release center
 - .. from CCC to High Security Facility
 - .. the reverse of each of the above
- Number of library books, periodicals or magazines lost, destroyed, damaged or stolen
 - .. by module
 - .. by main library
- Average number of sick leave hours taken by staff
- Average number of man hours of training received per staff member
- Number of personnel leaving organization
 - .. resignation
 - .. termination for cause
 - .. transfer within division
 - .. transfer to another state agency
- Number of overtime hours
- Number of hours staff spends writing reports, documenting interviews, etc.
- Program cost per resident
- Number of resident hours spent in in-community programs - percentage of total program hours
- Number of resident hours spent in in-facility programs - percentage of total program hours.

3. OPERATIONS

Primary Objectives

- To maintain facility in operational condition

- To provide food services to residents and staff
- To maintain proper material and equipment inventories and provide adequate janitorial services.

Measures of Effectiveness

- Hours expended on regular, scheduled maintenance by category of maintenance
- Hours expended on emergency repairs
- Material costs expended on emergency repairs
- Hours expended on resident-caused emergency repairs
- Material costs of resident-caused emergency repairs
- Average response time to calls for emergency service, by category of service
- Cost of specialized contract repair service by type of service
- Trusty hours utilized on scheduled maintenance operations; trusty compensation costs
- Quantity and type of material/tools/equipment lost, stolen, damaged
- Number of hours staff expended as instructors in vocational training programs; by vocation
- Cost per meal per resident
- Number of trusty hours utilized in food services functions
- Replacement cost of resident facility-issued clothing, bed linens, towels, etc.
- Cost of janitorial supplies by module or area.
- Trusty hours utilized for janitorial/laundry functions; compensation costs involved
- Number of personnel leaving organization
 - .. resignation
 - .. termination for cause
 - .. transfer within division
 - .. transfer to another state agency
- Average number of sick leave hours taken by staff
- Number of overtime hours, by craft.

4. ADMINISTRATIVE SERVICES

Primary Objectives

- To provide administrative support to all other facility functions
- To coordinate a division training program
- To coordinate and arrange for medical services for residents.

Measures of Effectiveness

- Business Office

Measures of effectiveness for many administrative activities are normally developed through application of a work measurement program. Comparing work accomplished to established standards then provides the manager with an immediate indication of effectiveness. Since the work performed in the Business Office unit of Administrative Services is primarily oriented to paper processing, it is suggested that such a program be used to develop a series of activity standards for measuring effectiveness.

- Staff Development

- .. Number of hours staff expended attending training programs; by job classification; by program subject
- .. Number of hours of instructions given by staff training officers; by subject
- .. Number of hours of instruction given by non-divisional personnel; by subject
- .. Number of employees receiving training certificates by program subject
- .. Number of employees receiving diplomas, degrees or advanced degrees
- .. Percent of staff having completed total training programs.

- Medical Services

- .. Department of Health to conduct semi-annual audit of infirmary and patient charts, records and inspection of facilities. DOH to determine specific factors to be evaluated.

The measures of effectiveness presented above can only be considered guidelines. The method or process used to obtain the data required must be developed as part of each facilities' manual and the Division's rules and regulations. The manuals should also include the frequency of reporting, the "standard" against which a comparison is made, and the related "percentage of total" categories desired. Any reporting system developed for an effectiveness measurement program should also require a responsible manager to plan corrective action, when applicable.

ATTACHMENT I

THE UNIT MANAGEMENT CONCEPT

The Unit Management concept basically involves the separation of offenders into small self-supportive groups. This is done to enhance facility management and to provide an environment that increases the likelihood of obtaining a positive response by offenders to the programs.

Use of this concept has been designed into Hawaii's new facilities in that they consist of physically separate modules that will house from 15 to 36 offenders, depending on their classification. A "Unit Manager" will be in charge of one or two modules, depending on the type of offenders housed in the modules, for purposes of directing all aspects of an offender's residence and treatment program. (Each of the Neighbor Island facilities is a module for purposes of implementing the Unit Management Concept.) One of the Unit Manager's responsibilities is to assure that adult correctional officers (ACOs), whose primary duties are security oriented, are used to the maximum extent in the treatment programs.

Thus for security related activities the ACO's report through the traditional organizational hierarchy to the Watch Commander. However, for program purposes they report to the Unit Manager. Exhibit I, following, depicts this relationship and compares it to the traditional organizational form.

The physical design of the facilities enhances this approach in that ACOs can be assigned to their basic security duties by module and thus have an opportunity for extensive contact with the same offenders over an extended time period. To the extent that this contact, or other activities initiated as part of a planned program, develops a meaningful relationship, ACOs represent the potential for counselling offenders that might not otherwise be available. The direction of these activities by someone experienced in offender treatment is necessary to maximize use of resources that otherwise would focus only on security.

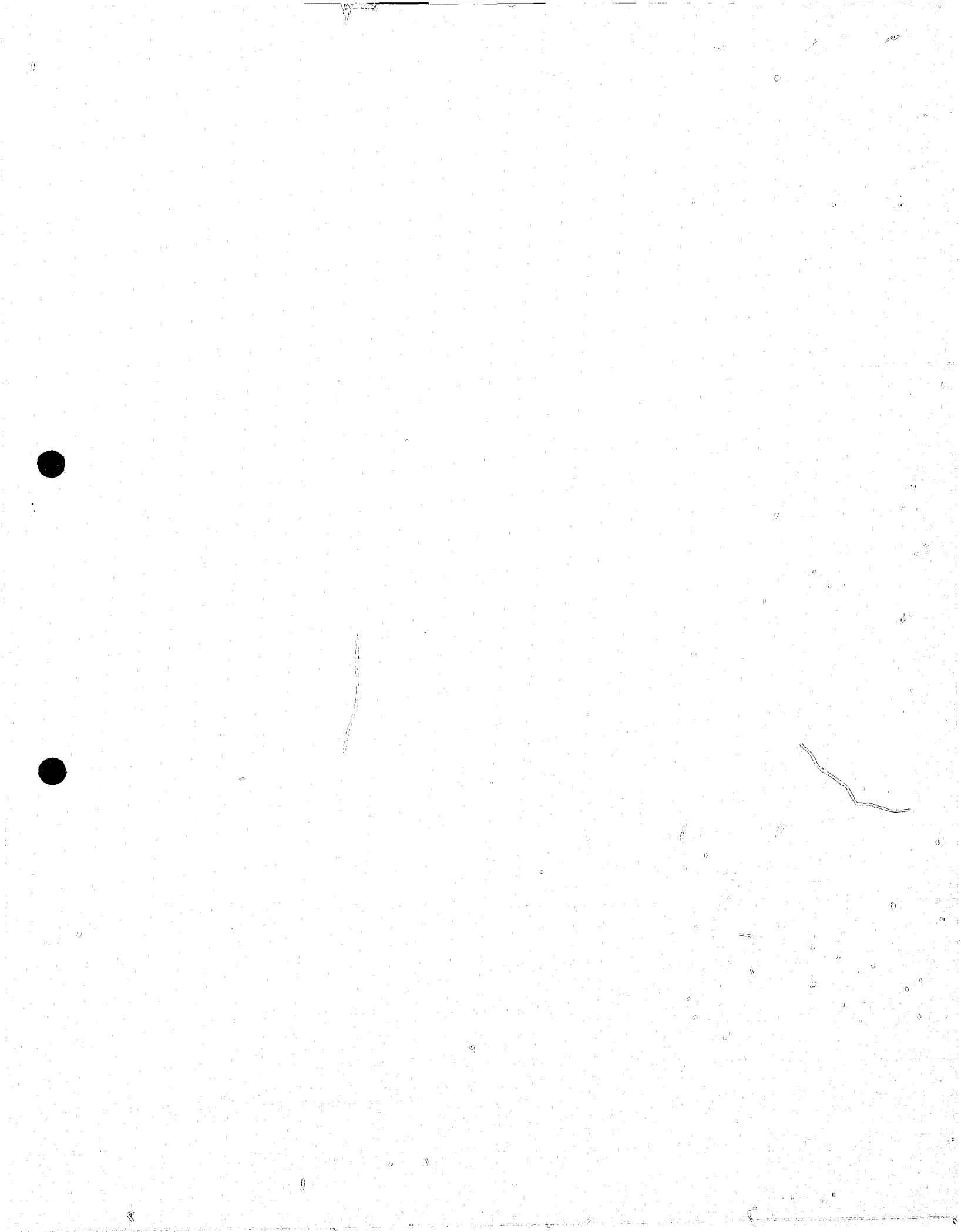
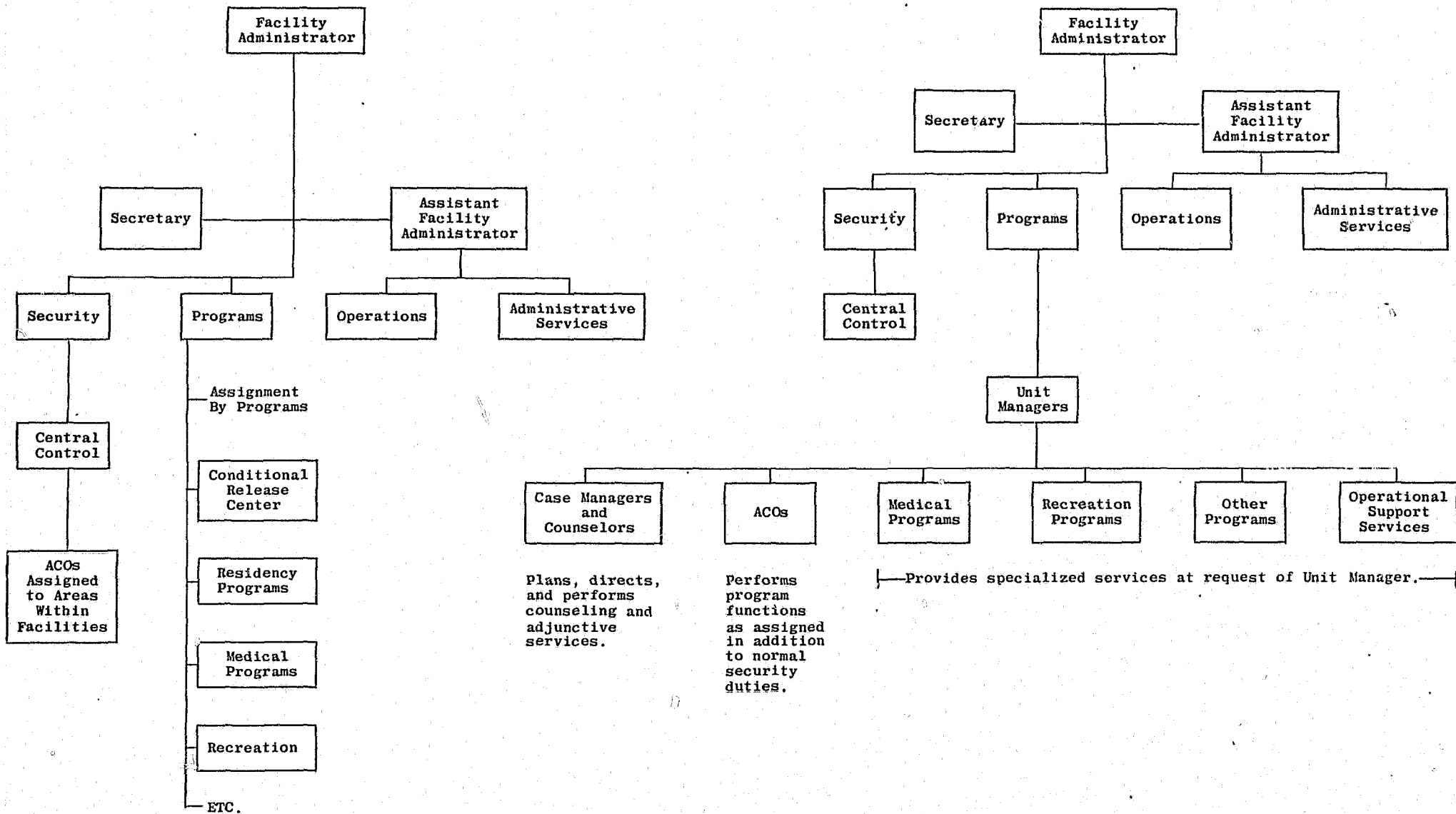


ILLUSTRATION OF TRADITIONAL AND FUNCTIONAL ORGANIZATION FORMS

TRADITIONAL

FUNCTIONAL MANAGEMENT CONCEPT



ATTACHMENT II

SUMMARY POSITION DESCRIPTIONS

One of the requirements of this project was for Arthur Young & Company to provide summary job descriptions for the positions included in the proposed organizational structure. During the project we had the occasion to obtain and analyze the existing descriptions for each position within the Corrections Division. It is our opinion that the data contained in many of these current descriptions is very detailed and any effort in terms of adding or deleting functions designated for a specific job would be unproductive.

The major changes in position descriptions will occur only in those concerned with the functions of Security and Programs. Although most of the currently assigned duties and responsibilities of existing security and program personnel will be the same for operating the new facilities, major changes in certain key functions will occur. Based on the Master Plan concept and its associated objectives, the "Security" personnel will now be required to actively participate in resident treatment programs. Such participation will require knowledge of and training in redirective treatment techniques, heretofore not a part of their position requirements. "Program" personnel now performing in individual counseling roles will be reorganized to implement the unit management concept, as utilized by the Bureau of Prisons. The recommended position descriptions for program personnel reflect this new treatment approach.

We have elected to provide detailed descriptions for the key positions in the two functional areas, "Security" and "Programs", excluding those we consider "standard" or "classic." The positions of clerk, physician, dentist, etc., are adequately described in current documentation and, in our opinion, need not be changed or included here.

The same rationale is given for all positions prescribed for the Operations organization. Cooks, laundry workers, electricians, plumbers, etc. perform the same basic duties regardless of the design of the facilities and again, existing documentation is adequate.

One other point should be made. We do not include recommendations, within the proposed summary job descriptions, for minimum qualification requirements. It is our opinion that either the Personnel Office of DSSH should conduct the necessary research to develop such criteria or a qualified personnel consultant be hired for that purpose on a contract basis. Such an activity has been considered beyond the scope of this project.

Summary job descriptions are attached for the following positions:

Security

- . Function Administrator for Security
- . Watch Commander - Captain
- . Lieutenant
- . Sergeant
- . ACO I, II and III

Programs

- . Function Administrator for Programs
- . Facility Program Coordinator
- . Unit Manager
- . Case Manager
- . Correctional Counselor

RECOMMENDED SUMMARY POSITION DESCRIPTION

FUNCTION ADMINISTRATOR FOR SECURITY

Definition

Under the general direction of the Facility Administrator to plan, develop, coordinate and direct the security personnel in their 24 hour function to provide safety for staff, residents and the public, and to assure resident control and facility security.

Primary Duties and Responsibilities

- . Formulate policies, establish procedures, and coordinate security operations for the safe custody, discipline and controlled movement of all residents.
- . Confer with the Facility Administrator on security policies and procedures. Assist with the overall planning for the facility.
- . Plan and direct the compilation of security policies for the Facility Procedures Manual, to include an emergency operations plan and the means for its implementation.
- . As a member of the Unit Treatment Team, work with and advise staff on classification, discipline, and programmatic decisions.
- . Plan, direct, and review the work of all Captains and indirectly, that of all security personnel in their function to maintain security and actively participate in the resident redirective programs.
- . Review all assignment rosters.
- . Provide technical direction to watch commanders in their supervision of correctional officers to assure proper execution and completion of assigned duties.
- . Assure uniform interpretation and application of Division Rules and Regulations and the policies set forth in the Facility Procedures Manual. Take disciplinary measures against infractions thereof.

Function Administrator for Security (cont.)

- . Assure proper training and staff development of all security personnel in their functions of providing security and taking part in rehabilitative programs.
- . Prepare required administrative reports and insure that subordinate personnel prepare and submit reports required of their assigned duties.
- . Conduct periodic and unscheduled inspections of the Facility and its activities to ascertain that proper security, health, and safety measures have been taken.
- . Coordinate the Security function with that of Programs and Operations to maximize the effort toward redirecting residents.
- . Maintain cooperative relations with and answer inquiries by citizens or public and private agencies.
- . Provide pertinent data for the preparation of the biennial budget.
- . Inform Facility Administrator of any significant infraction by residents and/or personnel against Division Rules and Regulations and/or policies contained in the Facility Procedures Manual.

RECOMMENDED SUMMARY POSITION DESCRIPTION

WATCH COMMANDER - CAPTAIN

Definition

Under the general direction of the Function Administrator for Security to provide (through subordinate supervisors) the security, discipline, and control of all facility residents during an assigned watch.

Primary Duties and Responsibilities

- . Administer, schedule, direct and review the work of security personnel to achieve the safe custody and control of all residents during an assigned watch.
- . Possess a working knowledge of the theories and principles of redirective treatment techniques such as reality, therapy, transactional analysis, facilitative counseling, behavior modification, etc.
- . Direct and continue to develop the effective application by security personnel of current correctional and re-directive programming methods and techniques.
- . Determine staff training needs. Assure proper recruit training, and/or reeducation of security personnel.
- . Assist with the selection of training methods for security personnel and conduct such training when requested.
- . Assure the active participation of security personnel in resident rehabilitative programs.
- . Maintain and assure workable liaison with all functions of the facility thereby maximizing the rehabilitation efforts and minimizing security problems.
- . Supervise and control inmate movement to and from their assigned duties, work lines, meals and other authorized activities. Monitor regular resident counts.

Watch Commander - Captain (cont.)

- . Establish and enforce procedures for the searching of incoming and outgoing residents, staff, vehicles, visitors, materials and supplies to detect contraband.
- . Review facility policies, procedures, and operations with the Function Administrator for Security to assure an efficient and economic operation that provides security, resident control, sanitation and an effective utilization of space.
- . Receive and evaluate incident reports relative to facility procedures and/or Division Rules and Regulations infractions. Take or recommend appropriate action.
- . Assist in the development of a biennial budget for the security function.
- . Establish and maintain cooperative relations with individuals or private and public agencies who are interested in providing community-based resources.
- . Determine the need for medical attention by a resident.
- . Thoroughly brief the on-coming watch commander of any operational or resident problems that have occurred during the previous watch/watches.

RECOMMENDED SUMMARY POSITION DESCRIPTION

LIEUTENANT

Definition

Under the general direction of the Watch Commander-Captain or the Function Administrator for Security this position will plan, direct and review (through subordinate supervisors) the work of all security personnel on a shift to ensure the security and control of a specifically assigned area. In small correctional facilities, he may perform as the Function Administrator for Security.

Primary Duties and Responsibilities

- . Supervise, plan, and direct the work assignments of all security personnel on a shift, within a specified area of responsibility.
- . Have a working knowledge of the theories and principles of redirective treatment techniques such as reality therapy, transactional analysis, behavior modification, facilitative counseling, etc. Be prepared to apply these techniques in the absence of regularly scheduled correctional officers.
- . Provide guidance and training to personnel relative to proper interpersonal relationships with residents and direct their part in rehabilitative programs.
- . Maintain control of security equipment and devices.
- . Maintain pertinent records and prepare reports as required.
- . Evaluate work operations and the performance of subordinates. When necessary, take or recommend appropriate corrective action.
- . Enforce facility procedures as well as Division Rules and Regulations.
- . Assist residents in their adjustment to the facility, advise them on their attitudes and behavior, cooperate with Program personnel in an active effort to redirect the resident.

Lieutenant (cont.)

- . Function as a member of the Unit Treatment Team, recommend housing and work assignments of all residents.
- . Arrange for security escorts when residents are traveling outside facility.
- . Inspect facility daily to assure that appropriate security, health and safety standards are met.
- . Report all operations or resident problems to the Lieutenant of the next shift.

RECOMMENDED SUMMARY POSITION DESCRIPTION

SERGEANT FOR SECURITY

Definition

Under a Lieutenant's supervision, the Sergeant will supervise, direct and work with a small group of correctional officers in the control of an assigned area or functional operation.

Primary Duties and Responsibilities

- . Assign, direct, supervise, and assist subordinate correctional officers in the control of an assigned area or functional operation during a watch.
- . Possess a working knowledge of the theories and principles of redirective treatment techniques such as: reality therapy, transactional analysis, facilitative counseling, behavior modification, etc. Assist correctional officers in the application thereof.
- . Supervise and assist security personnel in their work in resident rehabilitative programs.
- . Provide on-the-job training in security techniques for correctional officers. Direct correctional officers in various methods of controlling overly emotional or disturbed residents.
- . Supervise and control all resident movement in assigned areas.
- . Receive and process residents entering or leaving the facility.
- . Direct and record accurate and frequent resident counts.
- . Keep complete and accurate records of all residents as to custody, housing, work location, and all movement within or outside the facility.
- . Report sick or injured residents to the Area Supervisor.
- . Periodically inspect and search residents and their quarters for contraband of any type.
- . Investigate and report irregularities, suspicious occurrences, and/or unusual behavior to Area Supervisor.

Sergeant for Security (cont.)

- . Attend Unit Treatment Team meetings when requested and actively participate in formulating classification, programmatic and adjustment decisions.
- . Lead group discussions with residents to develop insights and open channels for communication between residents and personnel.
- . Assure the control of knives and other tools used in the kitchen or other work areas.
- . Coordinate and work with the food service manager and culinary staff in all matters concerning food management and service to inmates.
- . Maintain an accurate accounting and control of all emergency equipment issued during a shift.
- . Account for and control all keys stored in or issued from the control center.
- . Determine through positive identification, persons authorized entry to or exit from the facility and direct their search.
- . Enforce the policies of the Facility Procedures Manual and Division Rules and Regulations. Report any infraction by residents or staff personnel to the Area Supervisor.
- . Prepare required reports and maintain logs.
- . Evaluate the work performance of new correctional officers and prepare applicable reports.
- . Brief the on-coming Sergeant of any operational or resident problems from the previous watch/watches.

RECOMMENDED SUMMARY POSITION DESCRIPTION

CORRECTIONAL OFFICER III FOR SECURITY

Definition

Under the supervision of a sergeant, is independently responsible to maintain the security and control of residents, foster proper attitudes, and generate channels of communication conducive to the redirection process.

Primary Duties and Responsibilities

- . Through active program participation strive for resident redirection. Take part in Unit Treatment Team meetings.
- . Orient new residents to the facility procedures, rules, schedules; search and strip the resident and catalogue their personal items upon admittance, returning the same upon their release.
- . Work with individual residents toward rehabilitative goals by applying the theories and principles of treatment techniques such as reality therapy, transactional analysis, facilitative counseling, behavior modification, etc.
- . Instruct security personnel in the proper method of finger printing and cataloging.
- . Instruct and direct the photographing, developing and printing of residents, probationers and employee pictures for file and identification purposes.
- . Lead group discussions with residents.
- . Supervise the conduct and control of residents in housing units, during meal periods, and on in-facility work assignments.
- . Escort and maintain security of residents traveling to and from activities outside the facility i.e. work assignments, court appearance, medical treatment and other authorized movements. Inspect and search all incoming or outgoing persons and vehicles.

Correctional Officer III for Security

- . Inspect resident rooms to assure that proper security, health and safety measures are being maintained. Search for contraband of any type.
- . Conduct frequent resident counts.
- . Assist in the search for and apprehension of escapees.
- . Enforce Division rules and regulations and the policies contained in the Facility Procedures Manual. Provide written and/or oral reports of either resident or personnel infractions thereof.
- . Inform supervisors of suspicious occurrences or irregular activities.
- . Control assigned keys and operate electronically controlled doors per established procedure. Keep fire arms in good working condition.
- . Brief on-coming Correctional Officers of any operational or resident problems from previous shifts.

RECOMMENDED SUMMARY POSITION DESCRIPTION

CORRECTIONAL OFFICER II FOR SECURITY

Definition

Under the supervision of a Correctional Officer III or Sergeant, perform security, control and resident redirective functions at assigned post during a watch.

Primary Duties and Responsibilities

- . Supervise the conduct and maintain control of residents in housing units, during meals, at authorized activities and at work assignment locations.
- . Work with individual residents or groups of residents toward rehabilitative goals by applying the theories and principles of treatment techniques such as reality therapy, transactional analysis, facilitative counseling, behavior modification.
- . Prevent escapes; prevent injury by residents to themselves, employees or other residents; prevent damage to property.
- . Attend in-service training classes to learn current correctional security concepts and techniques and also to become equipped for effective participation in resident rehabilitation programs.
- . Provide information to residents on community resources, make referral recommendations to professional staff, and assist in the redirective programs. Maintain good rapport with residents.
- . Make periodic resident counts.
- . Stand watch at a post or patrol the facility, housing, perimeter security walls and fences or shops.
- . Inspect housing and residents for contraband. Check for orderliness and sanitary conditions.
- . Search for and aid in the apprehension of escapees.
- . Enforce Division Rules and Regulations, policies of the Facility Procedures Manual, and report any infractions thereof.

Correctional Officer II for Security (cont.)

Report to supervisor and on-coming staff any abnormal occurrences.

RECOMMEND SUMMARY POSITION DESCRIPTION

CORRECTIONAL OFFICER I FOR SECURITY

Definition

In a trainee capacity and under close supervision this position serves to maintain the security and control of residents on an assigned watch.

Primary Duties and Responsibilities

- . Assist in the supervision and control of inmates in housing units, during meal periods, on work and other assignments and during recreation periods.
- . Work with individual residents or group of residents toward rehabilitative goals by applying the theories and principles of treatment techniques such as reality therapy, transactional analysis, facilitative counseling, behavior modification.
- . Take an active part in resident rehabilitation programs.
- . Stand watch at a post or patrol the facility, housing, perimeter security walls and fences or shops.
- . Take periodic count of residents.
- . Periodically search residents and inspect their housing for contraband of any form. Check sanitary conditions and orderliness.
- . Act as an entrance gate officer, search any person or vehicle entering or leaving the facility.
- . Request presentation of proper identification by visitors.
- . Instruct visitors as to the rules, regulations, and procedures of the facility. Escort visitors through the facility.
- . Supervise visits to residents.
- . Search for and aid in the apprehension of escapees.
- . Report any unusual behavior or actions to supervisor.

RECOMMENDED SUMMARY POSITION DESCRIPTION

FUNCTION ADMINISTRATOR FOR PROGRAMS

Definition

Under the general direction of the Facility Administrator, plan, develop, coordinate and direct vocational, educational, recreational, and medical programs for residents of the facility.

Primary Duties and Responsibilities

- . Under the unit management concept, administer a program of diagnosis, classification, social casework, education, religion, recreation, employment counseling and psychological and psychiatric services.
- . Formulate and direct treatment programs to meet the needs, interests, and abilities of residents as determined by various objective methods and techniques. Confer with ISC and CCC facility personnel, specialists, and interested agencies.
- . As a Unit Treatment Team member assist with the classification, determination of program, and/or adjustment treatment necessary for a resident.
- . Direct the development of program policies and procedures to be contained in the Program section of the Facility Procedures Manual.
- . Supervise, review and evaluate all facility programs and their operation. Prepare a monthly progress report on the program section. Make appropriate recommendations or changes as needed.
- . Establish and maintain operating and administrative control of the Program section in compliance with Division Rules and Regulations.
- . Supervise and review the proper training of program staff to maximize the redirection and rehabilitation effort.
- . Participate in or direct the compilation of monthly resident evaluation summaries. These reports to be maintained as record, issued to the Board of Pardons and Pardons, and/or submitted as court reference.

Function Administrator for Programs (cont.)

- . Provide appropriate data to assist the preparation of the biennial budget for programs.
- . Review and approve program supply and equipment requests.
- . Coordinate the program function with other facility functions. Maintain good public relations with state, community, and private agencies.

RECOMMENDED SUMMARY POSITION DESCRIPTION

FACILITY PROGRAM COORDINATOR

Definition

Under the direction of the Function Administrator for Programs, provides technical supervision to unit and case manager relative to treatment programs.

Primary Duties and Responsibilities

- . Provides technical direction in the development of individual treatment programs.
- . Acts as a resource person for case managers and counselors in providing training and guidance in diversified treatment programs.
- . Monitors all counseling programs.
- . Maintains state-of-the-art in the area of innovative treatment techniques through correspondence, periodicals, services, workshops, etc.
- . Coordinates and assures uniformity in programs among all treatment units.
- . Develops a staff training program and monitors its implementation.
- . Reviews Treatment Unit progress reports and prepares consolidated reports, as required.
- . Sits in on Unit Treatment Team meetings and provides guidance, as required.
- . Reviews and makes recommendations on special transfer cases, residents proposed for work/study furlough programs, etc.
- . Assists in development of departmental budget.

RECOMMENDED SUMMARY POSITION DESCRIPTION

UNIT MANAGER

Definition

Under the direction of the Function Administrator for Programs, plans, develops, administers and evaluates the function of a treatment unit or units (Module).

Primary Duties and Responsibilities

- . Directs and manages one or more treatment unit within the facility. A single housing module, regardless of resident numbers, is considered one treatment unit.
- . Plans, organizes, implements and evaluates all phases of a unit's correctional treatment programs. Assures that the operations of the unit are integrated with the total mission of the applicable Community Correctional Center.
- . Assures that adult correctional officers, whose primary duties are security-oriented, are utilized to the maximum extent possible in treatment programs.
- . Directs a continuous program of individual and group counseling designed to guide attitudes and behavior toward achievable goals.
- . Directs casework services provided by correctional counselors who develop and implement individualized treatment programs for residents.
- . Directly supervises and evaluates the performance of staff as well as the development of on-going training programs.
- . Supervises all activities, devises innovative treatment programs and assures that these programs are implemented.
- . Interprets and utilizes evaluations and recommendations of education, recreation and medical specialists.
- . Acts as Chairman of the Unit Treatment Team.

Unit Manager (cont.)

- . Provides quality control supervision over all progress reporting, transfer recommendations, correspondence, etc.
- . Exercises unit responsibility over the library, chaplaincy, and recreational programs through coordination with appropriate staff specialists.

RECOMMENDED SUMMARY POSITION DESCRIPTION

CASE MANAGER

Definition

Under the direction of the Unit Manager and in coordination with the Facility Program Coordinator, develops individual resident treatment programs.

Primary Duties and Responsibilities

- . Functions as a member of the Unit Treatment Team.
- . Collects, verifies and analyzes information relative to social history to supplement data obtained by the ISC. Makes community contacts to verify information, as necessary.
- . Develops, with the assistance of each assigned resident, an individual treatment goal in education, vocational training, group therapy, etc.
- . Monitor resident progress to program goals and make modifications, as appropriate.
- . Works directly with residents in a counseling capacity utilizing the theories and principles of reality therapy, transactional analysis, etc. Prepares progress reports accordingly.
- . Assists residents with detainers, concurrent sentences, and writs.
- . Prepares special reports relative to paroles, transfers, restoration of forfeited time; making appropriate recommendations. Corresponds with judges, attorneys, probation officers, etc., regarding his assigned residents.
- . Adjusts his work schedule so as to be available to residents during residents' non-working hours.
- . Interprets treatment plan to counselors relative to program objectives.
- . Serves as liaison between counselors and security staff on matters concerning resident behavior.
- . Acts as a leader in group counseling discussions.

Case Manager (cont.)

- . Responsible for pre-release planning for assigned residents.
- . Acts in a liaison capacity with community agencies; public and private. Be knowledgeable of release planning problems and the steps required by residents to apply for community assistance.
- . Develops and provides general supervision of furlough program. Maintains regular contact with furloughees' employers, schools, families, etc.
- . Develops and coordinates community resources to maximize the resocialization/reintegration goals of the Unit Program.
- . Maintains those liaisons with community agencies, both government and private, so that referrals can be made when the need is identified.

RECOMMENDED SUMMARY POSITION DESCRIPTION

CORRECTIONAL COUNSELOR

Definition

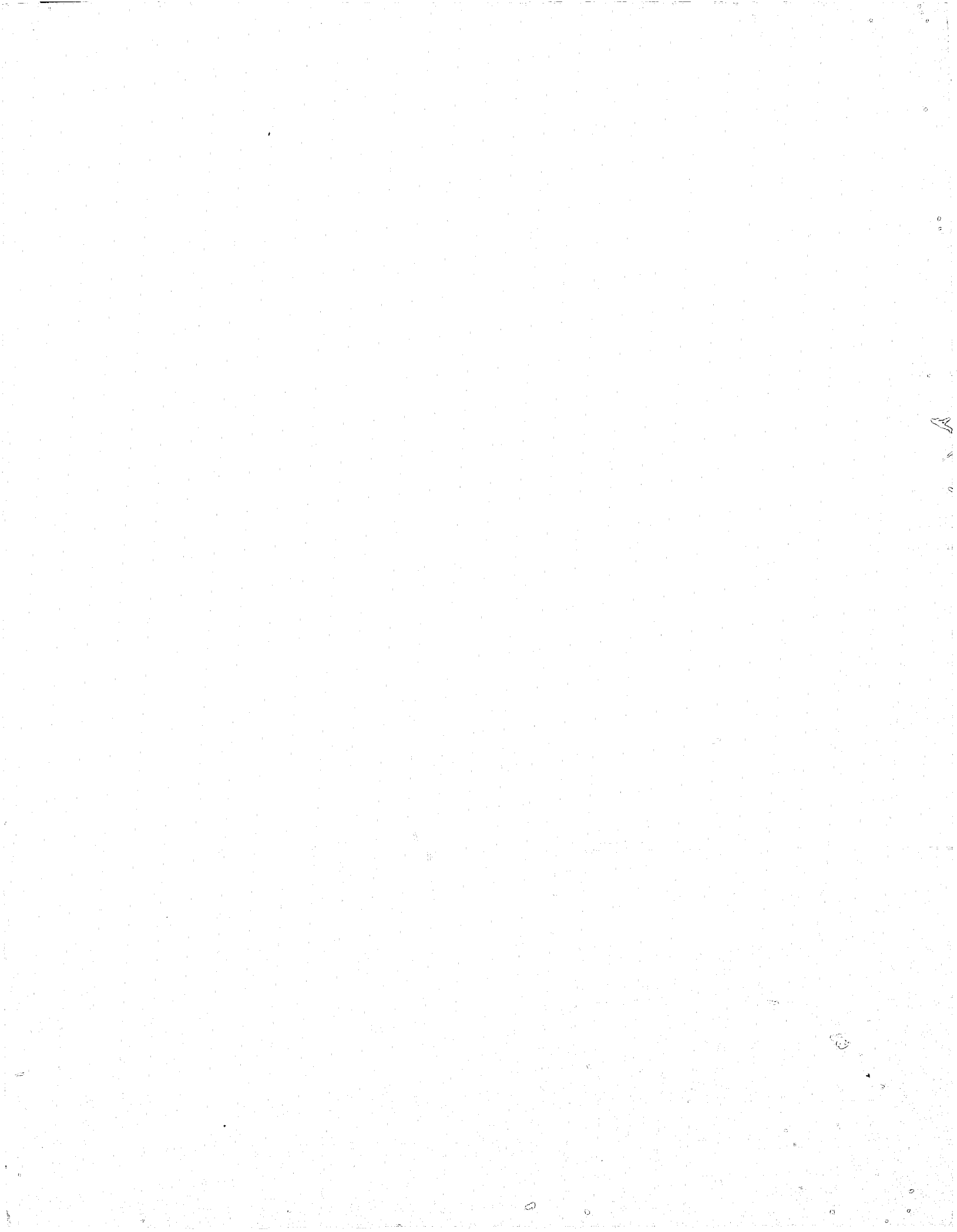
Under the direction of the Unit Manager, and in coordination with the Case Manager, implements the treatment plans developed which includes supervision of furlough programs.

Primary Duties and Responsibilities

- . Assists the Unit Manager in administering the total unit program.
- . Functions as a member of the Unit Treatment Team.
- . Functions as counselor to specified residents; orients new residents; conducts interviews to become aware of their problems.
- . Assists Unit Manager in the development of individual treatment programs.
- . Works directly with assigned residents by applying the theories and principles of redirective treatment techniques such as reality therapy, transactional analysis behavior modification, etc.
- . Counsels residents regarding personal problems, reduction of frictional relationships, irresponsible behavior, etc.; through individual and group counseling.
- . Assure that Unit policy is being followed and that counseling functions are compatible with other programs areas and the general mission of the Community Correctional Center.
- . Serves as liaison between assigned residents, the Unit Treatment Team, and Security personnel.
- . Communicate effectively with individuals of different backgrounds and levels of educational achievement.
- . Adjusts his work schedule so as to be available to assigned residents during resident's non-working hours.

Correctional Counselor

- . Prepares resident progress reports on behavior, program participation, etc.
- . Provide direct supervision over furlough program participants to ensure compliance with furlough plan and Divisional policies.
- . Provides counseling and guidance to furloughees in resolving problems in coping with interpersonal relationships and attitudes which interfere with their adjustment in the community.



END