

New Jail Staffing Analysis

Hamblen County Sheriff's Office Morristown, Tennessee

5/27/2020

County Technical Assistance Service

Jim Hart

Jail Staffing Analysis
Hamblen County Sheriff's Office

Morristown, Tennessee

2020

Report Prepared by:

Jim Hart

County Technical Assistance Service

Working with

Captain Teresa Laws

Lieutenant James Coffey

Lieutenant Gerry Hambrick

FTO Josh Marsee

Corrections Officer Gerry Hambrick

County Technical Assistance Service

226 Capitol Blvd, Suite 400

Nashville, Tennessee 37219-1804

(423) 413-7902 www.ctas.tennessee.edu jim.hart@tennessee.edu

CONTENTS

	<u>Page</u>
EXECUTIVE SUMMARY.....	5
1. Introduction.....	7
A. Approach.....	9
B. Methodology.....	9
2. Findings.....	10
A. Profile of the Jail.....	11
B. Chart the Daily Activities	15
C. Coverage Plan.....	17
D. Evaluate the Coverage Plan.....	19
E. Scheduling.....	35
F. Net Annual Work Hours (NAWH).....	35
G. Calculate Operational Costs.....	38
H. Implement the Plan and Monitor the Results.....	40
I. Conclusion.....	41
J. Recommendations.....	41

Tables:

1:	Staff Costs.....	9
2:	Budgeted Jail Positions Identified in the Letters of Agreement.....	11
3:	Jail Staff Transport Activities August 1, 2019 – February 10, 2020.....	12
4:	Average Monthly Inmate Population, 2019.....	13
5:	Excerpt from Activity Table.....	16
6:	Minimum Standards for Local Correctional Facilities.....	20
7:	Training Time Off.....	36
8:	Summary of Net Annual Work Hour Calculations for Relieved Positions.....	37
9:	Total Time Off for Relieved Employees.....	38
10:	FTE Calculations Using NAWH Assumptions.....	39

Figures:

1:	Numbers of Bookings and Releases by Time – 2019.....	13
2:	Monthly Bookings and Releases in 2019.....	15
3:	Average Bookings and Releases per Day.....	15
4:	7 Day Activity Graph	16
5:	Sample Single Day Activity Graph (Monday)	17
6:	Activity Level and Staff <u>Coverage</u> – Weekly	18
7:	Total Average Time off for Relieved Employees.....	38

Appendices:

A. Profile of the Jail Operation.....	42
B. Daily Activities.....	49
C. Staff Coverage.....	58
D. Net Annual Work Hour Calculations.....	72

EXECUTIVE SUMMARY

A staffing analysis of the new jail was requested by the County Mayor in late 2019. A document to gather data was submitted to the Jail Administrator in February 2020 to begin this process. Information was exchanged via emails and telephone calls.

On March 16 and 17, 2020 I met with the jail's leadership team. During these two days we discussed operational challenges, reviewed the proposed design, and developed a detailed staff coverage plan. We also began discussing the scheduling of daily activities and created basic descriptions for each position. Finally, we developed the proposed new jail daily routine and operational scenarios. Following these meetings, I met with the County Mayor. We discussed some questions identified during the staffing analysis meetings regarding the physical plant.

The Process (Page 8)

This analysis is based on the National Institute of Corrections (NIC) "Staffing Analysis Workbook for Jails". Staffing is a response to the unique jail context that is comprised of physical plants, technology, inmates, and operations. No one knows the jail context better than those who manage and operate the jail, but sometimes those who operate the jail lose sight that more staff is not always better when compared to working smarter. This process provides perspective and unites operators and other stakeholders in an effort to improve safety, security, and efficiency.

Changes in the Jail "Context" Impact Staffing Needs and Practices

Staffing practices are ways to implement the Hamblen County Jail's mission, policies, and procedures within the context posed by the jail facility, technology, and inmate population. To create an effective and efficient staffing plan, the jail context must not only be described, but its impact on staffing must also be analyzed. Beginning on page 9 and Appendix A, a variety of descriptive information is presented about the Hamblen County Jail's operations and inmates. Information was obtained during site visits to the agency, email, and phone conversations.

Daily Activities (Page 14 and Appendix B)

The second step of the NIC model examines the various activities in the jail by half hour increments for each day of the week. A detailed review of the current scheduled activities was conducted. These activities were charted and weights (based on work effort and risk) were applied to each activity. The activities were then placed on a spread sheet, and daily charts were made in an effort to evaluate "peaks and valleys" in the daily operation. Charting activities provided a means to identify times of high stress and demand on the jail and to consider ways to level the demand. The graphs and charts also permit for the addition of future activities and programs that enable the agency to take control of the activity schedule and not let the schedule control the agency. The jail leadership was shown how to evaluate the daily routine to look for improvements.

Coverage Plan (Page 16 and Appendix C)

A coverage plan was developed for the new facility. The coverage plan represents the minimum number of employees needed at specific times to safely and securely operate the jail. The final proposed coverage plan (Page 63) addresses personnel requirements for all of the jail sections (administration, support, and security shifts).

Net Annual Work Hours (NAWH) (Page 34 and Appendix D)

The next step of the NIC model is the Net Annual Work Hours (NAWH) that is calculated each year, for each job classification of employees. The NAWH represents the number of hours that the “average employee” in that job classification will be available to work their scheduled shift or work day that year. NAWH’s not only show us how much the average employee will be available to work, but it can show flaws in our employment practices. For example, it can demonstrate the overuse of overtime or compensatory time by an employee, group of employees, or an entire shift. One shift may have significant compensatory time accumulation and when compared to incidents occurring on that shift, and sick time usage on that shift might identify a shift “in crisis”.

Calculate Operational Costs. (Page 37)

Full Time Equivalent (FTE) is central to budget preparation. An FTE represents the number hours a full-time employee actually works a post during a year. The NAWH is also an expression of the FTE. The proposed coverage plan addresses all posts and positions that exist and those determined to be essential to accomplish the jail’s mission in a safe and secure manner.

Conclusion (Page 40)

A good amount of data regarding employee time off was provided. However, time away from post/position assignments due to participating in training was not provided. This potentially impacts the net annual work hour calculations.

There is opportunity for improving the daily activities.

The size of the new facility will create a significant increase in the workload.

There is a need for court lobby security during scheduled visitation hours that are outside the typical court hours. Discussions with the county suggest modification to the visitation area to permit for a separate ingress/egress point which would eliminate some of the coverage required for the court lobby security. This staffing analysis report does not include the staff numbers to support court lobby security posts.

Recommendations: (Page 40)

Closely monitor the implementation of this staffing plan upon opening the new facility. Recognize, with change, challenges along with opportunities for improving the plan will occur. Keep in mind that transitioning into a new jail will continue for approximately 12 months after the occupation of the facility.

As part of transition planning, continue to finalize the daily activity schedule.

Consider capturing time away from actual post assignments due to training participation. Annually calculate the net annual work hours and include training time off data.

Modify the visitation area in order to reduce court lobby security staffing needs.

1. **INTRODUCTION.**

- a. A staffing analysis of the new jail was requested by the County Mayor. An initial request was made to conduct this staffing analysis in January 2020. A document to gather data was submitted to the Jail Administrator on February 17, 2020 to begin this process. Some of the information was submitted by the jail on March 2, 2020 to me. Further information was exchanged via emails and telephone calls.
- b. On March 16, 2020, I met with Captain Teresa Laws, Lieutenant Coffey, FTO Marsee, CO Hambrick, and Lieutenant Hart. During this meeting we discussed operational challenges, reviewed the proposed design, and developed a detailed staff coverage plan. We also began discussing the scheduling of daily activities and created basic descriptions for each position. On March 17, 2020 Captain Laws, Lieutenants Coffey and Hart, Officer Hambrick and I met. Commissioner Tim Horner also joined us in the March 17th meeting. We spent the day developing daily routine and operational scenarios. Following this meeting, I met with the County Mayor. We discussed some questions identified during the staffing analysis meetings regarding the physical plant. They included:
 - A. There appeared to be some adjustments to the intake area of the jail. The video arraignment area had been relocated from the intake area to the booking area which the jail leadership agreed was a good move. However, there was a cell placed in the intake area that was not requested. Further, the sliding door connecting the intake and booking area had been replaced with a solid wall. The area had been converted into the video arraignment holding area.
 - B. A staffing challenge was identified as it related to the visitation area. In order for visitation to occur, it will require the staffing of the lobby security checkpoint with POST certified officers. Based on the visitation schedule proposed, this would require 24 hours of coverage each week (1,251 annual hours). An option was considered and proposed that included removing three video visitation stations then installing an ingress/egress door in that area for visitors to enter the visitation area from the outside of the building. Finally, construct a handicapped accessible bathroom in the visitation area. These changes would eliminate the need to staff the lobby security checkpoint.
 - C. The training room has been removed from the design. The Mayor indicated that the plan was to convert the upper level of the Annex into a training area.
 - D. An additional four person table needs to be added to each dayroom to support the maximum number of inmates that would use the dayroom at any one time.
 - E. There is only one egress point (front of each housing unit). It is suggested that the county speak with the architect to determine if a fire exit connecting each housing unit would assist in emergency evacuations.
 - F. A laundry area should be included in the workhouse area.
 - G. A third video monitor is being recommended for each housing unit to support the volume of potential visits.
 - H. There is no indication of any negative air pressure cells in the current design. On May 12, 2020 I reviewed the revised design plans and spoke with Todd Davis with Moseley Architects. There have been two negative air pressure cells added inside the medical clinic. The addition of these cells here will require the staffing of the clinic around the clock during times that an inmate

is located here. In order to eliminate a potential practice of pulling staff from another post during these times, another officer is being recommended in the clinic to provide the full time coverage of this area.

- c. On May 19, 2020 I met with Chief Mize, Captain Laws, Lieutenant Hart, FTO Marsee and Corrections Officer Hambrick. During this meeting we reviewed this staffing analysis to look for any opportunities to make further improvements to the plan and/or operations. I stressed during the meeting the need for further improvements to the daily routine, limited data relating to training time off to support an adequate relief factor, and the need for the county to consider in the near future a training on “Transitioning to a New Jail”. Chief Mize surfaced a question relating to actual hours worked by employees. He indicated that Hamblen County work schedules are based on a 52 week year. He wanted an explanation of the difference in my calculations from that of Hamblen County’s. I provided the following information:
 - A. Hamblen County: 8 hours per day x 5 day work week = 40 hours. 40 hour week x 52 weeks = 2,080 annual hours.
 - B. National Institute of Corrections “Staffing Analysis Workbook for Jails” that this study is based on: 8 hours per day x 5 day work week = 40 hours. 40 hour work week x 52.14 weeks (365 days/7 days in a week = 52.14 weeks in a year) = 2,085.6 or 2,086 annual hours.
 - C. Hamblen County 12 hours per day x 7 days every two weeks = 84 hours. 84 hours x 26 periods (52 weeks/2) = 2,184 annual hours.
 - D. National Institute of Corrections “Staffing Analysis Workbook for Jails” that this study is based on: 12 hours per day x 7 days every two weeks = 84 hours. 84 hours x 26.07 periods (52.14/2 = 26.07) = 2,189.88 or 2,190 annual hours.
 - E. This is a variance of six hours annually for each person. If the jail’s staff coverage plan called for 50 employees there is a potential for a shortfall of 300 hours of coverage on an annual basis (50 employees x 6 hours each = 300 hours). These 300 hours of coverage needs must be accomplished through the use of overtime, compensatory time, or at the risk of safety and security, simply not providing any staff coverage.
- d. I reviewed the jail and workhouse budgets for fiscal years 2017 through 2019.
 - A. In FY 2017/2018, the jail operational budget was \$4,059,182.00. Staff costs comprised \$2,780,582.00 or approximately 66.7% of the jail operational budget.
 - B. In FY 2018/2019, the operational budget was \$3,992,040.00. Staff costs were \$2,488,940.00 or 62.3% of the total operational budget.
 - C. Finally the fiscal year 2019/2020 operational budget was \$4,580,542.00. Staff costs were \$2,703,142.00 or 59% of the total operational budget.
- e. Over these three fiscal years, staff costs have decreased by 2.8%, and the overall budget increased by 12.8%. Table 1 provides more detailed information on these costs. It is quite clear that making the most of this valuable resource requires periodic analysis of the jail, its operations, and staffing practices.

Table 1: Staff Costs

Description	FY 2017/2018	FY 2018/2019	FY 2019/2020	3 Year Difference
Captain	\$42,189.00	\$42,550.00	\$43,827.00	\$1,638.00
Lieutenants	\$38,040.00	\$76,590.00	\$78,883.00	\$40,843.00
Sergeants	\$143,358.00	\$170,296.00	\$186,448.00	\$43,090.00
Guards	\$1,603,527.00	\$1,289,541.00	\$1,444,219.00	(\$159,308.00)
Cafeteria Personnel	\$81,085.00	\$83,728.00	\$86,240.00	\$5,155.00
Part-time Personnel	\$0.00	\$0.00	\$0.00	\$0.00
Overtime Pay	\$70,000.00	\$70,000.00	\$85,000.00	\$15,000.00
Total Benefits	\$802,383.00	\$756,235.00	\$778,525.00	(\$23,858.00)
Total Salary & Benefits	\$2,780,582.00	\$2,488,940.00	\$2,703,142.00	(\$77,440.00)
Total Jail Budget	\$4,059,182.00	\$3,992,040.00	\$4,580,542.00	\$521,360.00

A. Approach

- a. This analysis is based on the National Institute of Corrections (NIC) “Staffing Analysis Workbook for Jails”. Staffing is a response to the unique jail context that is comprised of physical plants, technology, inmates, and operations. No one knows the jail context better than those who manage and operate the jail, but sometimes those who operate the jail lose sight that more staff is not always better when compared to working smarter. This process provides perspective and unites operators and other stakeholders in an effort to improve safety, security, and efficiency.
- b. Every jail has its own sets of circumstances that drive staffing needs. Sometimes the best solution to a problem involves a one-time response such as changing a procedure, making a physical plant modification, or employing new technology rather than incurring ongoing costs by adding staff. Sometimes additional staff efforts will be the only effective solution. Sometimes we forget that we have control over many of the daily activities that create demands on staff, such as daily schedules, policies, and procedures.

B. Methodology. The methodology described in the NIC’s Workbook involves nine sequential steps:

- a. The Staffing Analysis Process
 - i. **Step 1. Profile of the Jail** (describe the jail context in which staffing occurs)
 - ii. **Step 2. Chart the Daily Activities** (look at the pattern of daily activities)
 - iii. **Step 3. Develop a Coverage Plan** (describe what type of employees are needed, where they are needed, and when they are needed)
 - iv. **Step 4. Evaluate the Coverage Plan** (ensure that the coverage plan is sufficient and identifies potential inefficiencies)
 - v. **Step 5. Develop a Schedule** (find efficient and effective ways to deploy staff to meet coverage needs).
 - vi. **Step 6. Calculate NAWH** (understand how many hours we really obtain from each full-time position and ensure that the data and math is correct).
 - vii. **Step 7. Calculate Operational Costs** (ask for the right amount of resources).
 - viii. **Step 8. Prepare a Report** (justify all aspects of the proposed staffing plan).

- ix. **Step 9. Implement the Plan and Monitor Results** (continuously refine the plan as it is implemented).

- 2. **FINDINGS.** The following challenges were identified that Hamblen County is currently faced with as it relates to manpower:

- a. This is a new jail staffing analysis project. The facility is in the final stages of design planning. The new facility will have a capacity of approximately 586 inmates. There is also a 30 bed workhouse that will be included.
- b. There is a concern with the building being a multi-level facility. We discussed the ability to be able to evacuate persons from floor to floor.
- c. The main concern expressed by persons will be the ability to hire enough qualified staff to fully staff the positions.
- d. We discussed current challenges with lack of inmate property accountability. Staff discussed having a full time property officer.
- e. Level 0 of the new facility has the following areas:
 - A. Intake/booking.
 - B. Transportation.
 - C. Inmate Property.
 - D. Food Service.
 - E. Laundry.
 - F. Medical.
 - G. Workhouse.
- f. Level 1 is the main entrance to the criminal justice center. Also on this level is the courts and jail administration. Additionally:
 - A. Video visitation.
 - B. Attorney visitation.
 - C. Four housing units that have a total of 39 beds in each unit that consist of one single person cell and the remaining cells are two person cells. The new facility will have ten housing units.
 - D. Two segregation housing units have a capacity of 19 inmates each.
 - E. There is a multi-purpose room located off the hallway to Level 1 housing.
 - F. There is an elevated tower in the central of the housing units.
 - G. Each housing unit has an enclosed recreation area located at the back of the unit.
- g. Level 2 consists of six housing units. A tower is located central to the units.
 - A. The housing units are identical to those on level one. Each level will house up to 194 inmates.
- h. Level 3 has six housing units located around the tower.
 - A. There are two 40 bed dormitories.
 - B. Two 39 bed units consist of single and two person cells.
 - C. Two 19 bed units consist of single and two person cells.
- i. We discussed the volume of movement that currently occurs on a daily basis outside of housing units. This movement was considered to support internal movement (escort) officer positions.
 - A. To and from booking – approximately 40 inmates per day.
 - B. To and from court holding – approximately 30 inmates (each way) per day.
 - C. To and from the jail medical clinic – approximately 20 inmates per day.
 - D. External transports – approximately 5 inmates per day.

- E. Attorney visits – approximately 5 per day.
 - F. Additionally, escort officers will supervise the moving of food carts from the kitchen to each level, three meals per day.
 - j. There is no relief factor. When employees call in sick, are on vacation, or are in training it becomes difficult to cover these positions. The positions are currently covered by leaving a position vacant or filling it with an overtime position.
 - k. Shift officers work 12-hour shifts. It is difficult to cover shortages when employees are working 12 hours.
 - l. The following goals for this staffing analysis were identified:
 - A. Have sufficient staff on duty to cover posts, activities (internal/external), and emergency response.
 - B. Ensure a safe and secure environment for staff, inmates, and the community.
 - C. Establish a coverage plan for the new facility.
- A. **Profile of the Jail.** Staffing practices are ways to implement the jail’s mission, policies, and procedures within the context posed by the jail facility, technology, and inmate population. To create an effective and efficient staffing plan, the jail context must not only be described, but its impact on staffing must also be analyzed. Appendix A presents a variety of descriptive information about the Hamblen County Jail’s operations and inmates. We identified many forces that shape staffing needs, and many changes that have occurred in the recent years. Forces and changes in the jail context that were identified include:
- a. Table 2 provides a comparison of the budgeted positions for three fiscal years as outlined in the Letters of Agreement between the Sheriff and County Mayor.

Table 2: Budgeted Jail Positions Identified in the Letters of Agreement

Positions	FY 2017/2018	FY 2018/2019	FY 2019/2020
Captain	1	1	1
Lieutenants	2	2	2
Sergeants	5	5	5
Guards	45	45	45
Kitchen	3	3	3
Total	56	56	56

- b. There was a monthly average of 405 bookings and 407 releases during 2019. Bookings and releases are a manpower intensive process. Tennessee’s Minimum Standards for Local Correctional Facilities established through Tennessee Code Annotate 41-4-140 outline several mandated standards. They address searches, property inventory and accountability, medical and mental health screening, documentation requirements, fingerprint submittals, criminal history checks, etc. Each one of these functions requires a focused, attention to detail approach.
- c. Inmates pose risk and threat to the jail, other inmates, staff, and the community at large. Each individual incident requires a staff response to ensure the safety and security of inmates, staff, and others in the area. Significant incidents are disruptive to the daily routine of the facility. When an incident occurs, the majority of, if not all, operations are frequently ceased in order for staff to respond to the incident location. Critical incidents during 2019 were reviewed. 1,093 documented significant incidents occurred during this 12-month period. The Significant Incident Summary Report is provided at Appendix A.

- d. Movement to and from courts, professional visits, programs, medical, etc., will require a staff person to escort. Inmates can't simply "roam" the facility unsupervised. Staff is required to move them in a safe and secure manner, and to supervise them when they are outside housing units. The jail leadership team estimated that an average of 100 inmates is moved daily outside of their housing units (booking – 40; court – 30; medical – 20; and attorney visits – 5).
- e. Other transports occur on a regular basis outside of the jail. We reviewed the transports from August 2019 through February 2020. Table 3 provides a list of jail staff transport activities.

Table 3: Jail Staff Transport Activities August 1, 2019 – February 10, 2020

Destination	2019	2020
M.H.H.	46	9
Knox County	8	1
UT Hospital	7	0
Hancock County	8	0
Morristown Diagnostic	1	0
Sevier County	5	0
Cocke County	6	1
Bulls Gap	5	1
Juvenile Court	3	1
Greene County	1	0
Dr. Garcia	1	0
Washington County	1	0
Health Department	2	0
Claiborne County	3	0
Grainger County	5	3
Hawkins County	6	4
Cherokee Mental Health	5	2
Blount County	6	0
Jefferson County	12	1
Sullivan County	1	0
Anderson County	2	0
Mayes Mortuary	3	0
Hyde Eye Care	1	0
East TN O.B.	1	0
Bledsoe County	1	0
Carter County	1	0
Dr. Gramaldi	3	0
Union County	1	0
Southern Eye Care	1	0
Hamblen Family Medical	2	0
Westside Chapel	1	0
East TN Spine	1	1
Cherokee OBGYN	1	0
TOTAL	151	24

- f. Another challenge is the screening, hiring, and training of new officers. 125 employees resigned, were terminated, or transferred out of the jail from 2016 through February 1, 2020. 119 employees were hired during this same time period. Obviously, these and any other employees who left the Sheriff’s Office employment must be replaced. It takes time. During this time, shifts are short, and officers work on overtime to cover the vacancies. For a new employee, the jail environment is challenging. It also takes time to train them to ensure they are capable of performing not only their duties, but also develop their confidence in dealing with a somewhat non-compliant inmate population.
- g. Table 4 provides more detailed insights into the characteristics of the inmate population during 2019.

Table 4: Average Monthly Inmate Population 2019

Month	2019
January	432
February	404
March	408
April	419
May	434
June	409
July	461
August	452
September	456
October	462
November	444
December	408
Average	432

- h. Inmates are booked into the jail at all hours of the day and night. Booking and release operations must be prepared to meet fluctuating levels of demands safely and efficiently. A review of bookings that occurred during 2019 was conducted. Figure 1 displays the bookings and releases by hour for that period. The actual times evaluated during this period are provided at Appendix A.

Figure 1: Number of Bookings and Releases by Time - 2019



- i. Figure 1 reflects several heavy booking work load periods. The heaviest booking workload occurred between the hours of 1900 to 0100 daily. For releases, the heaviest workload occurred during the hours of 2400 to 0100 and again between 1000 and 1600 each day. Time served inmates are released at midnight on their scheduled release dates.
- j. Sufficient staff must be provided to efficiently process releases. Alleged delays in the processing of inmates who were ordered released by the courts have the potential to create frustrations with the courts and families of those inmates.
- k. Figure 2 reflects the bookings and releases by month. The average number of monthly bookings during this period was 405. The average number of monthly releases occurring during this period was 407. We evaluated the bookings and releases by day for 2019. Figure 3 provides the average number of bookings and releases occurring by day of the week during this period of time. An average of 13 bookings and releases occurred each day. The highest daily booking average occurred on Fridays (16), and the highest release days being Wednesdays (18).

Figure 2: Monthly Bookings and Releases in 2019

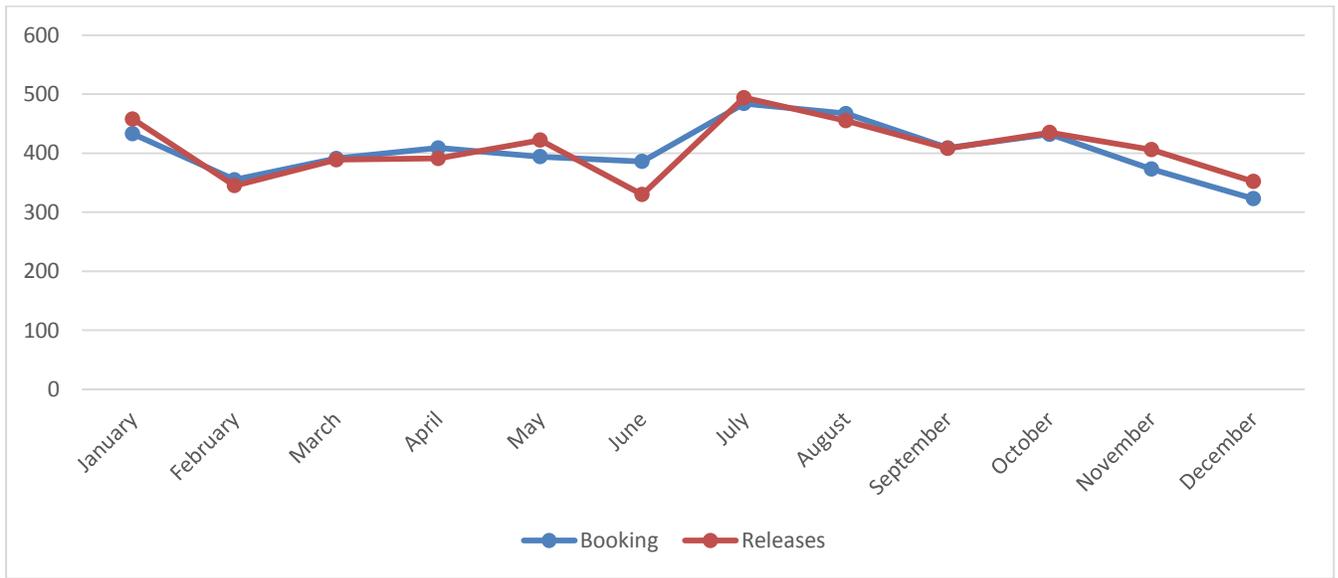
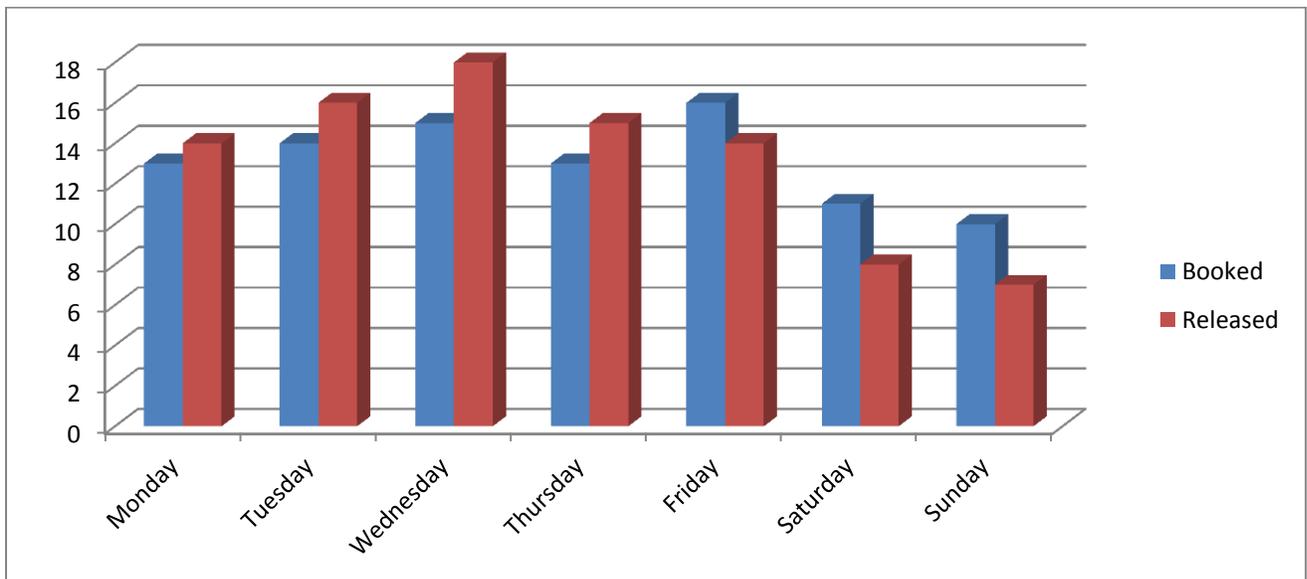


Figure 3: Average Bookings and Releases per Day



B. Chart the Daily Activities. The second step of the NIC process examines facility activities by half-hour increments each day of the week. We reviewed intermittent activities (those that are not continuous) and developed lists of tasks encountered by jail employees. The task lists and activity graphs are presented at Appendix B.

- a. We developed a proposed activity schedule for the facility. For each activity, the start and end times were identified, along with the days of the week that the activity would occur. We also added a “weight” to each activity in an effort to suggest the amount of demand the activity placed on the jail and staff. The weights ranged from a low of 1 (an activity that did not involve many inmates or employees, and was localized within the jail) to a high of 3 (an activity that involved most

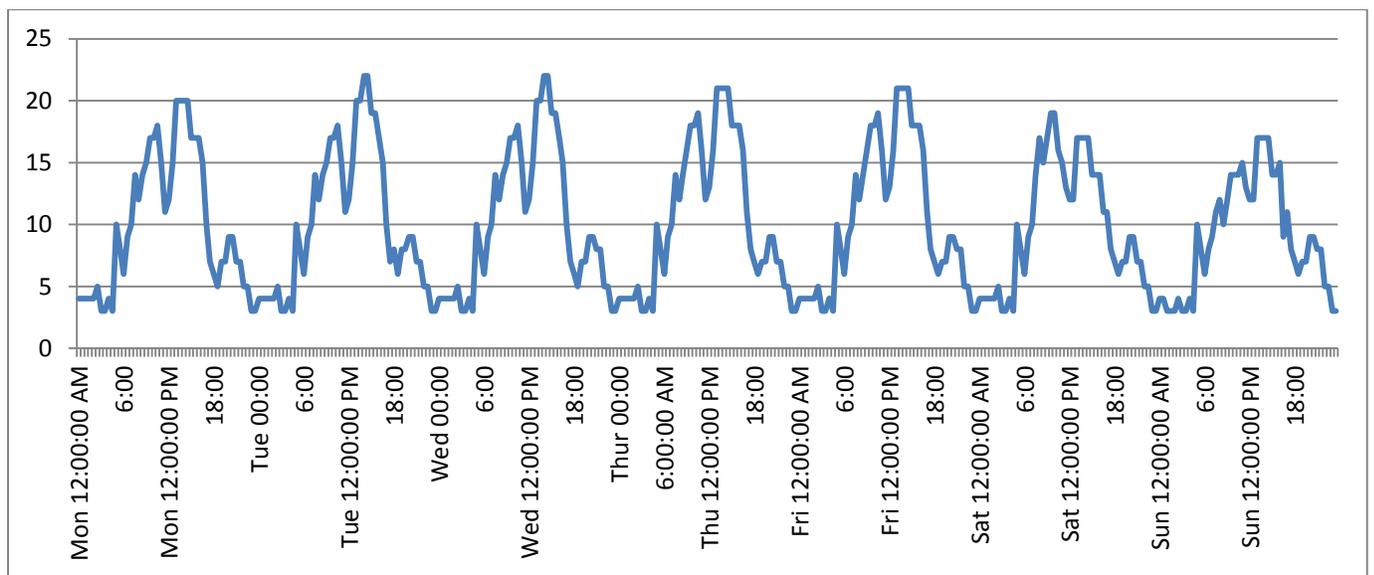
inmates and many staff). Weighing activities produced a more realistic assessment of the impact of various activities on the operations and staffing. Table 5 presents an excerpt from the activity table that was developed.

Table 5: Excerpt from Activity Table

Activity	Start Time	End Time	Weight	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Laundry workers to work	0630	1800	2	X	X	X	X	X	X	X
Day work crew "runner" to work	0645	1030	1	X	X	X	X	X	X	
Pod cleanup, CO pod inspection, a.m. laundry collection	0700	0800	2	X	X	X	X	X	X	X
Medication distribution	0730	0830	2	X	X	X	X	X	X	X
Outside work details to work	0730	1645	2	X	X	X	X	X	X	
Dentist (1 x every other month Sunday)	0800	1600	2							X
Razors (pass out and collect) MALES	0800	1030	2						X	
Razors (pass out and collect) FEMALES	0800	1030	2						X	
Haircuts	0800	1630	1						X	X
Inmate movement to court	0830	1130	2	X	X	X	X	X		

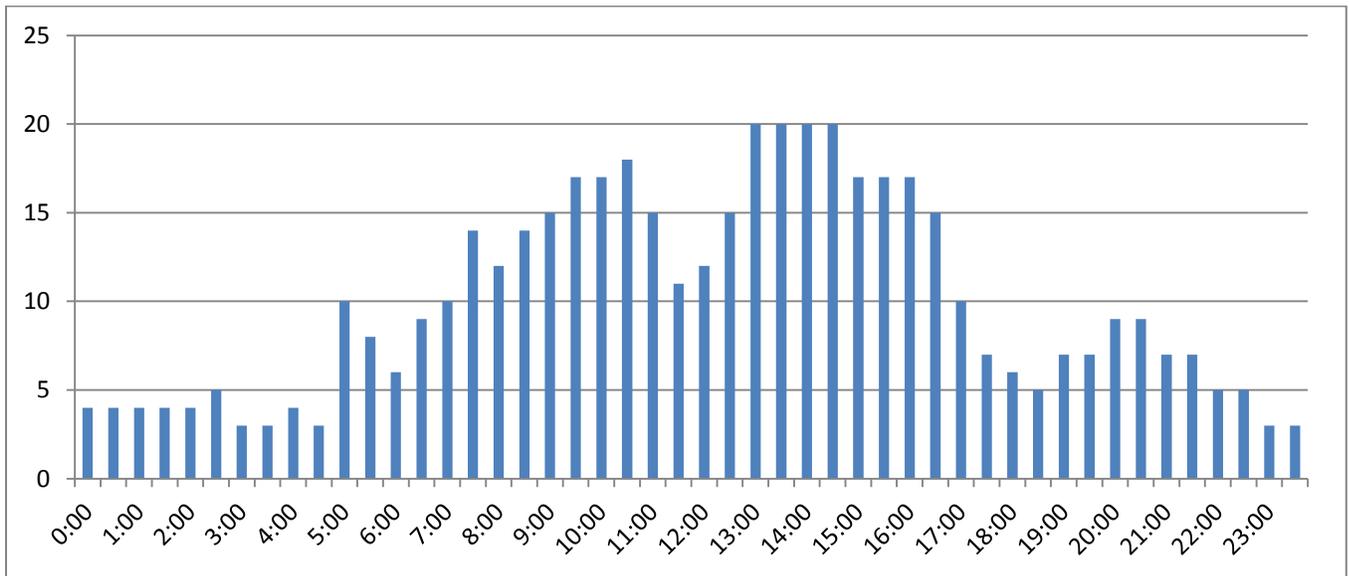
- b. The information in the activity tables was entered into an Excel program to generate a series of worksheets and graphs that calculated and depicted activity levels in half hour increments for a full week. Figure 4 presents the seven-day graph of current activity levels for the Jail.

Figure 4: 7 Day Activity Graph



- c. The seven-day graphs were supplemented by worksheets that presented the individual activities and weights for each day of the week. A sample single day graph is shown in Figure 5.

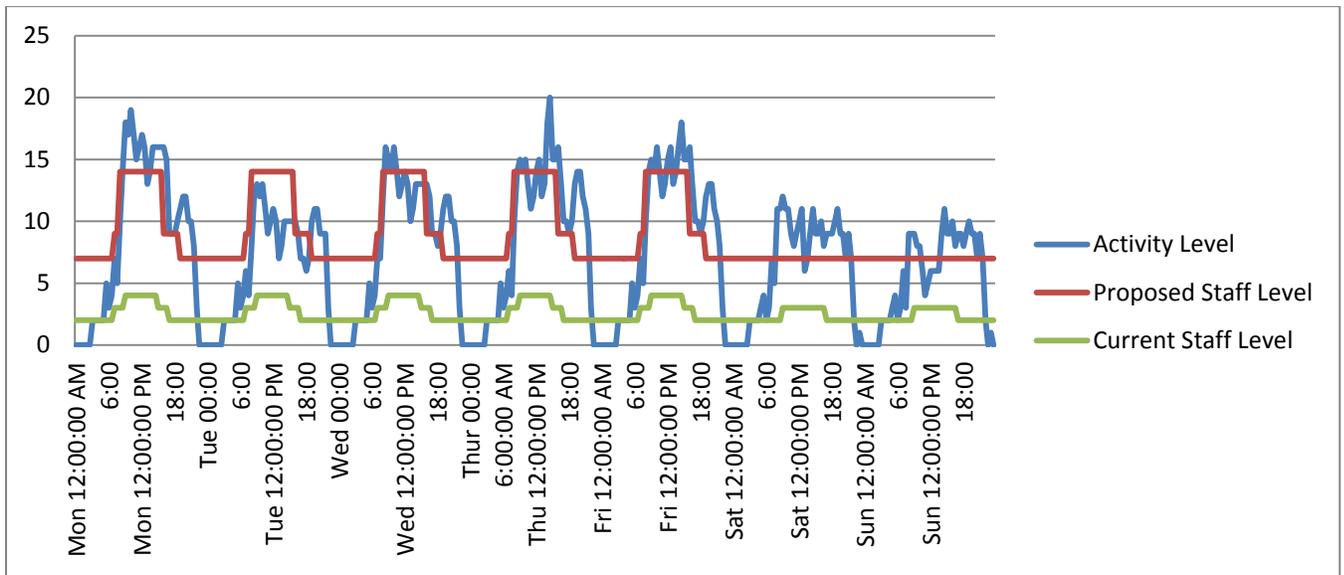
Figure 5: Sample Single Day Activity Graph (Monday)



- d. As part of building the daily routine, we considered moving activities from peaks into lower activity times (rescheduling some activities); moving activities into times with low demands in order to make better use of the staff that are deployed at those times; and, looked for ways to implement tasks in a more efficient manner in order to reduce the weight of the demand or reduce the amount of time required. Appendix B provides a single suggestion on Tuesdays for making adjustments to the daily routine to balance out workloads in the daily routine. The daily activities and figures included in Appendix B were sent to the agency with instructions on how to evaluate them. The agency responded on March 30, 2020 indicated that they had no recommended changes.
 - e. Charting activities provided a means to identify times of high stress and demand on the jail and to consider ways to level the demand. The activity graphs for each day of the week are provided at Appendix B. The graphs and charts also permit the addition of future activities/programs that enable the agency to take control of the activity schedule and not let the schedule control the agency.
- C. **Coverage Plan.** Coverage needs describe the staffing efforts needed to meet operational demands by who is needed (type of employee), when they are needed (start and end times, along with days of the week), and where they are needed (posts and job assignments). Coverage plans are not the same as schedules. A schedule assigns specific employees to defined shifts (by time of day and day of week). The shift work hours are 0500 to 1700 and 1700 to 0500. Officers work four days on and four days off. A coverage plan describes the numbers and types of employees who are needed at specific times to operate the jail. In effect, it is the net number of employees who must be provided at a specific time. Coverage needs are defined for relieved posts and positions and not for those positions for which relief is not provided. For example, when the jail administrator is absent due to illness, leave, training, etc., they are not replaced. As such, this position is considered “non-relieved”. We developed a staff coverage plan that describes all needs for employee effort.

- a. Based on interviews with the leadership and the challenges identified in this analysis, the proposed new jail staffing plan is provided in Appendix C. On February 17, 2020 a review of the initial proposed staff coverage plan was conducted with the jail leadership and the county mayor.
- b. Figure 6 reflects the current staff coverage, proposed staff coverage, along with the weighted daily activities occurring in the jail for a typical week.

Figure 6: Activity Level and Staff Coverage – Weekly



- c. We notice peaks and valleys in the scheduled activities at the jail. The jail can make decisions on these activities to balance the workload. However, intermittent (unscheduled) activities which occur routinely must have staff present for response. These activities include booking, releases, emergency response, cell checks, inspections, searches, etc. A detailed list of the intermittent activities and their frequency is provided at Appendix B.
- d. Without a carefully-defined coverage plan, it is difficult to evaluate the efficiency of schedules. A good schedule will consistently meet coverage needs. The coverage plan is the foundation on which a good schedule must be built. The proposed coverage plan addresses many of the problems identified during the earlier steps in the staffing analysis process including:
 - i. Ensuring that sufficient staff is on duty at all times.
 - ii. Appropriate scheduling to provide effective supervision for certain tasks and activities such as meals, and medication delivery.
 - iii. Ensuring sufficient staff is available for backup, movement of inmates to appointments, court, and programs. Also, allow relief for breaks and supervising inmate work details inside the jail.
 - iv. Ensuring sufficient staff is available around the clock for booking, release, and inmate property operations.
 - v. Providing staff for external transports and court security versus pulling staff from the shifts or with reliance on overtime.

- e. Staff coverage levels tell us how many employees will be on duty during a specific time of the day or night.
- f. Additional Coverage Hours
 - i. We know that the majority of all coverage needs may be determined on a weekly basis. In addition to these predictable coverage needs, there are a host of intermittent and often unpredictable activities that demand employee effort. These details vary from month to month and year to year but nonetheless consume substantial amount of employee effort. A thorough coverage plan must describe such details and estimate the hours needed in the coming year. Appendix B provides a detailed list of intermittent activities that occur.

D. Evaluate the Coverage Plan

- a. The coverage plan developed describes where staff is needed, when and for how long they are needed, and what type of employees is needed. The final proposed coverage plan is presented at Appendix C. We prepared a table depicting the draft coverage plan. From this table, we generated descriptions of the number and types of staff who would be available each day, in half-hour increments. The proposed coverage levels were compared to the current practices.
- b. Evaluating the proposed coverage plan was the most critical step in the staffing process. If the coverage plan is not sufficient, all subsequent efforts including scheduling, budgeting, and deployment will fall short of our needs. First, we compared our activity charts and graphs to the coverage plan to ensure there was a correlation between increasing levels of activity in the jail and corresponding coverage levels.
- c. The following areas are considered when evaluating the coverage plan:
 - i. Consistency and Efficiency of the Plan: We compare the activities and the coverage plan for correlation of peaks and valleys. Look for adjustments to staff and/or activities that could be made to reduce some of the identified peaks and valleys.
 - ii. Key Questions Concerning the Plan and Scheduling:
 - 1. Does the plan pose any problems in terms of shift changes during key periods of the day?
 - 2. Is staff supervision provided all staff at all times?
 - 3. Are shifts reasonable?
 - iii. Consider Key Scenarios to Determine Adequacy: We evaluate a series of scenarios using the proposed staffing coverage to gauge the sufficiency of the coverage plan. For each scenario, place an emphasis on the analysis of:
 - 1. Who is involved or responds?
 - 2. How long does the function take?
 - 3. What areas or functions are left uncovered?
 - 4. Is all involved staff qualified to perform the duties?
 - iv. Standards Compliance Issues:
 - 1. An evaluation of Tennessee's Minimum Standards for Local Correctional Facilities was conducted to ensure the proposed plan would enable the staff to accomplish the various tasks associated with the state standards. For each issue in conducting a standards

analysis, it is necessary to determine if the draft coverage plan allows compliance with standards at all times, for every type of prisoner, and in all areas of the jail. Table 6 provides a review of Tennessee’s Minimum Standards for Local Correctional Facilities. While these are not every applicable standard for the jail, these standards specifically require a “staff person” to perform a function. You will see the standard, which employee would perform the function under the proposed plan, and any notes regarding current “noncompliance” issues with standards identified during this analysis.

Table 6: Minimum Standards for Local Correctional Facilities

Standard Number	Standard	Performed By (Be specific)
Administration/Management:		
<u>1400-1-.04(12)</u>	Provisions shall be made for a visiting area which shall allow each inmate at least one (1) hour of visitation each week.	Visitation Security CO
<u>1400-1-.04(19)</u>	Facilities shall have an emergency power source of sufficient capacity to operate security and evacuation electrical devices and equipment and to provide minimum lighting within the facility and its perimeter at times of power failure. The power source shall be checked for functional readiness quarterly and the dates logged.	Maintenance
<u>1400-1-.05 (2).</u>	Facilities shall maintain fiscal records which clearly indicate the total cost for operating the facility according to generally accepted accounting principles. Such records shall have an itemized breakdown of the total operating expenses, such as wages and salaries, food, and operating supplies.	Regular budget meetings held with Chief Deputy, Captain, and Lt’s.
<u>1400-1-.05 (3).</u>	Facilities shall maintain written policies and procedures governing the facility’s operations. The policies and procedures shall be reviewed at least annually and updated as needed. These policies and procedures shall be approved by the sheriff, chief, or warden and shall be made available to all facility employees.	Chief Deputy, Captain, Admin LT. P&P changes approved by the Sheriff.
<u>1400-1-.05 (4)</u>	Facilities shall maintain written plans developed in advance for dealing with emergencies such as escape, inmate disturbances, assaults on facility employees, hostage taking, and emergency evacuation plans. The written plans shall be incorporated into the facility’s manual. Each facility employee shall be familiar with these plans.	Captain and Operations LT. Each employee is provided a copy on a thumb drive.
<u>1400-1-.05 (5).</u>	Facilities shall maintain a written policy and procedure to provide for fire drills every three (3) months for all staff members on every shift and document dates of said drills.	Conducted by sergeants and CO’s on the shifts.
<u>1400-1-.05 (6).</u>	Facility administrators shall develop a list of articles and materials that shall be allowed in the cell area. Inmates shall be informed of this list upon admission.	Currently on a kiosk. Goal is to establish two housing units (one male and a second female) to house inmates for orientation.
<u>1400-1-.05 (7).</u>	Facilities shall have a written and graphic evacuation plan posted in the housing area, as well as any other specified locations. The plan shall be approved by a contractor or local fire inspector trained in the application of fire safety codes and shall be reviewed annually by facility administration to ensure accuracy.	Captain. Plans are approved by the local Fire Marshal.
<u>1400-1-.05(9)</u>	A facility preventative maintenance and repair program shall be in place.	Staff submit work

		orders to maintenance for repair requests.
<u>1400-1-.05(10)</u>	All equipment shall be in working order. Safety and security equipment shall be repaired or replaced without undue delay. The use of padlocks and/or chains to secure inmate cells or housing area doors is prohibited.	Maintenance
<u>1400-1-.05(11)</u>	Each facility relying on regular access to additional living space to comply with minimum cell size requirements under Tenn. Comp. R. & Regs. 1400-01-.04 shall maintain a written policy regarding the number of hours of access to additional living space outside an inmate’s cell that inmates will be allowed. This policy should take into consideration any relevant factors regarding inmates, including but not limited to inmate classifications. Records shall be maintained on the number of hours per day inmates have access to additional living areas in such facilities.	Sheriff, Chief, JA
<u>1400-1-.05(12)</u>	Facilities shall provide an inmate grievance procedure to all inmates. The grievance procedure must include at least one (1) level of appeal.	Grievance system will be on a kiosk. Depending on the grievance will determine who it is routed to. Initial plan is for the Administrative LT to be the grievance quality control person.
Personnel:		
<u>1400-1-.06 (2).</u>	After providing notice and obtaining consent in writing, a criminal history check shall be conducted on all new facility employees, service providers with continuous access to restricted areas, contractors, and volunteers prior to their assuming duties to identify if there are criminal convictions that have a specific relationship to job performance. This criminal history check includes comprehensive identifier information to be collected and run against law enforcement indices. If suspect information on matter with potential terrorism connections is returned on the person, this information shall be forwarded to the local Joint Terrorism Task Force (JTTF) or other similar agency.	Captain, administrative LT
<u>1400-1-.06 (4).</u>	Prior to assuming duties, all detention facility employees, support employees and non-facility support staff shall receive orientation training regarding the functions and mission of the facility under the supervision of a qualified detention officer. This training may be accomplished through classroom instruction, supervised on-the-job training, an individual review of policies and procedures, or any combination of the three and shall include:	Captain and training coordinator/FTO
<u>1400-1-.06 (5).</u>	A Facility Training Officer (FTO) shall coordinate the staff development and training program. This person shall have specialized training for that position (assigned as a primary or additional duty). The FTO shall complete the Training the Trainer (3T) course and attend the annual FTO Conference conducted by the Tennessee Corrections Institute.	Training coordinator/FTO
<u>1400-1-.06 (6).</u>	All support employees who have minimal inmate contact shall receive at least sixteen (16) hours of facility training during their first year of employment. All employees in this category shall receive an additional sixteen (16) hours of facility training each subsequent year of employment.	Training coordinator/FTO
<u>1400-1-.06 (7).</u>	All non-facility support staff who have regular or daily inmate contact, shall receive a minimum of four (4) hours continuing annual training, which may	Training coordinator/FTO

	include:	
<u>1400-1-.06 (8).</u>	All detention or correctional facility employees, including part-time employees, whose primary duties include the industry, custody, or treatment of inmates shall be required during the first year of employment to complete a basic training program consisting of a minimum of forty (40) hours and provided or approved by the Tennessee Corrections Institute.	Scheduled with TCI by the training coordinator.
<u>1400-1-.06 (9).</u>	All detention or correctional facilities employees, including part-time employees, whose primary duties include the industry, custody, or treatment of inmates shall be required to complete an annual in-service program designed to instruct them in specific skill areas of facility operations. This annual in-service shall consist of forty (40) hours with at least sixteen (16) of these hours provided or approved by the Tennessee Corrections Institute. The remaining twenty-four (24) hours may be provided by the facility if course content is approved and monitored by the Tennessee Corrections Institute.	Scheduled with TCI by the training coordinator.
<u>1400-1-.06 (11)</u>	All facility employees who are authorized to use firearms and less lethal weapons shall receive basic and ongoing in-service training in the use of these weapons. Training shall include decontamination procedures for individuals exposed to chemical agents. All such training shall be recorded with the dates completed and kept in the employee's personnel file.	Training coordinator.
<u>1400-1-.06 (12).</u>	Facilities shall maintain records on the types and hours of training completed by each correctional employee, support employee and non-facility support staff.	Training coordinator and shift FTO's
Security:		
<u>1400-1-.07 (2).</u>	Each newly admitted inmate shall be thoroughly searched for weapons and other contraband immediately upon arrival in the facility...	Intake CO's and property room CO during dress out.
<u>1400-1-.07 (3).</u>	A record shall be maintained on a search administered to a newly admitted inmate.	Logged by the officer conducting the search.
<u>1400-1-.07 (4).</u>	Facilities shall maintain policy and procedures to require that all inmates, including trustees, shall be searched thoroughly by detention officers when the inmates enter and leave the security area.	Workhouse security officer, escorts, court holding officers, and transport officers. Inmates will also be searched by housing unit rovers before leaving level and upon returning.
<u>1400-1-.07 (5).</u>	Facilities shall maintain a written policy and procedure to provide for searches of the facilities and inmates to control contraband.	Captain and security operations lieutenant.
<u>1400-1-.07 (6).</u>	Procedure shall differentiate between the searches allowed (orifice, pat, or strip) and identify when these shall occur and by whom such searches may be conducted. All orifice searches shall be done under medical supervision. Inmates shall be searched by facility employees of the same sex, except in emergency situations.	Captain and security operations lieutenant.
<u>1400-1-.07 (7).</u>	Facilities shall maintain a written policy and procedure for key control, including the inventory and use of keys, and the operator of the control center shall have knowledge of who has the keys in use and the location of duplicate keys. All day-to-day operations shall be centralized and controlled through the control center.	Security operations LT, master control and pod control officers.
<u>1400-1-.07 (8)</u>	There shall be one (1) full set of well-identified keys, other than those in use, secured in a place accessible only to facility personnel for use in the event of an emergency. These keys shall be easily identifiable by sight and touch under	Captain, security operations LT

	adverse conditions.	
<u>1400-1-.07 (9).</u>	Written policy and procedures shall govern the availability, control, inventory, storage, and use of firearms, less-lethal weapons, and related security devices, and specify the level of authority required for their access and use. Chemical agents and electrical disablers shall be used only with the authorization of the facility administrator or designee. Access to storage areas shall be restricted to authorized facility employees and the storage space shall be located in an area separate from and apart from inmate housing or activity areas. A written report shall be submitted to the facility administrator when such weapons are used.	Captain, security operations LT, and officers that have been specifically trained and authorized.
<u>1400-1-.07 (10)</u>	Facilities shall develop a written policy and procedure to require that firearms, chemical agents, and related security and emergency equipment are inventoried and tested at least quarterly to determine the condition and expiration dates. This written policy and procedure shall provide for regular inspection of ABC type fire extinguishers, smoke detectors, and other detection and suppression systems.	Captain, security operations LT
<u>1400-1-.07 (11).</u>	All tools, toxic, corrosive and flammable substances and other potentially dangerous supplies and equipment shall be stored in a locked area which is secure and located outside the security perimeter of the confinement area. Tools, supplies and equipment which are particularly hazardous shall be used by inmates only under direct supervision.	Security operations lieutenant, shift SGT and CPL,
<u>1400-1-.07 (12).</u>	Facilities shall develop a written policy and procedure to require at least weekly inspection of all security facilities and documentation of the dates of inspections.	Security operations LT
<u>1400-1-.07 (13).</u>	Facilities shall develop a written policy and procedure to provide for continuous inspection, inventory, and maintenance of all locks, tools, kitchen utensils, toxic, corrosive, and flammable substances and other potentially dangerous supplies and equipment.	Security operations LT, food service
<u>1400-1-.07 (14).</u>	Facilities shall develop a written plan that provides for continuing operations in the event of a work stoppage or other job action. Copies of this plan shall be available to all supervisory personnel who are required to familiarize themselves with it.	Chief Deputy, Captain, Security Operations LT.
<u>1400-1-.07 (15).</u>	Detention officer posts shall be located in close proximity to inmate living areas to permit officers to see or hear and respond promptly to emergency situations. There shall be written orders for every detention officer duty and post.	Captain and security operations LT.
<u>1400-1-.07 (16).</u>	The facility administrator or designee shall visit the facility's living and activity areas at least weekly which shall be documented.	Captain, security operations LT, administrative LT, and Programs LT
<u>1400-1-.07 (17).</u>	The security perimeter shall ensure that inmates are secured and that access by the general public without proper authorization is denied.	Court lobby officer, intake officer, workhouse officer, master control officer
<u>1400-1-.07 (18).</u>	All inmate movement from one area to another shall be controlled by facility employees.	Level tower officer, rovers, and internal escorts.
<u>1400-1-.07 (19).</u>	Facility employees shall maintain a permanent log and prepare shift reports that record routine information, emergency situations, and unusual incidents.	All Co's
<u>1400-1-.07 (20).</u>	Facilities shall have sufficient staff, including a designated supervisor, to provide, at all times, the performance of functions relating to the security, custody, and supervision of inmates as needed to operate the facility in conformance with the standards.	Chief deputy, jail captain, security operations LT
<u>1400-1-.07 (21).</u>	Restraint devices shall never be applied as punishment. Facilities shall define circumstances under which supervisory approval is needed prior to application.	Training coordinator/FTO,

		shift FTO's, captain, security operations LT, shift supervisors.
<u>1400-1-.07 (22).</u>	<p>Four/five-point restraints shall be used only in extreme instances and only when other types of restraints have proven ineffective. Advance approval shall be secured from the facility administrator/designee before an inmate is placed in a four/five-point restraint. Subsequently, the health authority or designee shall be notified to assess the inmate's medical and mental health condition, and to advise whether, on the basis of serious danger to self or others, the inmate should be in a medical/mental health unit for emergency involuntary treatment with sedation and/or other medical management, as appropriate. If the inmate is not transferred to a medical/mental health unit and is restrained in a four/five-point restraint, the following minimum procedures shall be followed:</p> <ul style="list-style-type: none"> (a) Continuous direct visual observation by facility employees prior to an assessment by the health authority or designee; (b) Subsequent visual observation is made at least every fifteen (15) minutes; (c) Restraint procedures are in accordance with guidelines approved by the designated health authority; and (d) Documentation of all decisions and actions. 	Controlled by shift supervisors but also applicable to all Co's
<u>1400-1-.07 (23).</u>	<p>The use of firearms shall comply with the following requirements:</p> <ul style="list-style-type: none"> (a) A written policy and procedure that governs the availability, control, and use of chemical agents and firearms; (b) Firearms, chemical agents, and related security and emergency equipment are inventoried and tested at least quarterly; (c) Weapons are subjected to stringent safety regulations and inspections; (d) A secure weapons locker is located outside the secure perimeter of the facility; (e) Except in emergency situations, firearms and authorized weapons are permitted only in designated areas to which inmates have no access; (f) Facility employees supervising inmates outside the facility perimeter follow procedures for the security of weapons; (g) Facility employees are instructed to use deadly force on inmates only after other actions have been tried and found ineffective, unless the employee believes that a person's life is immediately threatened; (h) Facility employees on duty use only firearms or other security equipment that has been approved by the facility administrator; (i) Appropriate equipment is provided to facilitate safe unloading and loading of firearms; and, (j) A written report shall be submitted to the facility administrator when such weapons are used. 	Covered by policy and procedure. Chief Deputy, Captain, Security Operations LT, Training Coordinator/FTO
	Discipline:	
<u>1400-1-.08 (2).</u>	<p>Facilities shall maintain policies and procedures to insure that written or electronic facility rules along with the corresponding range of sanctions for rule violations and disciplinary procedures to be followed shall be provided to each inmate during the booking process prior to being placed into the general population. A record shall be maintained of this transaction. Socially, mentally, or physically impaired inmates shall be assisted by facility employees in understanding the rules. The rules and regulations shall be available for viewing during confinement and shall be translated into those languages spoken by a significant number of inmates.</p>	Outlined in policy and procedure. Corrections Officers
<u>1400-1-.08 (3).</u>	<p>Disciplinary reports shall be prepared by facility employees and must include, but are not limited to, the following information:</p>	All Co's

<u>1400-1-.08 (4).</u>	Facilities shall maintain written policies and procedures governing disciplinary actions, administrative actions, and criminal offenses. Each county is required by T.C.A § 41-2-111 to have a disciplinary review board. NOTE: Currently not one in place. Under development.	Security Operations LT.
<u>1400-1-.08 (5).</u>	Facilities shall maintain written policies and procedures to provide for disciplinary hearings, which shall be presided over by a disciplinary board or impartial disciplinary officer, to be held in cases of alleged violations of inmate conduct rules. Hearings shall include the following administrative procedures: <ul style="list-style-type: none"> (a) An inmate shall receive written notice of charges and time of hearing; (b) An inmate shall be allowed time, not less than twenty-four (24) hours, to prepare for an appearance before an impartial disciplinary officer or board; (c) An inmate shall have the right to call and cross examine witnesses and present evidence in his/her own defense, when permitting him/her to do so will not be unduly hazardous to institutional safety or correctional goals; (d) An inmate may be excluded during testimony. An inmate’s absence or exclusion shall be documented; (e) The reasons for any limitations placed on testimony or witnesses shall be stated in writing by the hearing officer; (f) There must be a written statement by the fact finders to include, at a minimum, evidence relied on and reasons for the disciplinary action; and, (g) An appeals process is available. NOTE: Currently not one in place. Under development.	Security Operations LT
<u>1400-1-.08 (6).</u>	Facilities shall maintain a written policy and procedure to allow inmates to receive a hearing prior to segregation, except in cases where the security of the facility is threatened, as determined by the facility administrator or his/her designee. NOTE: Currently not one in place. Under development.	Jail Operations LT
<u>1400-1-.08 (7).</u>	For segregated inmates, a disciplinary hearing must be held within seventy-two (72) hours of placement in segregation, excluding holidays, weekends and emergencies, and for other inmates, a disciplinary hearing must be held within seven (7) days of the disciplinary incident. NOTE: Currently not one in place. Under development.	Jail Operations LT
<u>1400-1-.08 (8).</u>	The facility shall give the inmate a copy of the disciplinary decision and the facility shall keep a copy of the disciplinary decision in the inmate’s record. NOTE: Currently not one in place. Under development.	Jail Operations LT
<u>1400-1-.08 (9).</u>	Facilities shall maintain a written policy and procedure to provide that the disciplinary reports are removed from all files on inmates found not guilty of an alleged violation. NOTE: Currently not one in place. Under development.	Jail Operations LT
<u>1400-1-.08 (11).</u>	Use of physical force may be used when authorized and shall be thoroughly documented with detailed account of who was involved, the force that was used, and justification for its use. This report shall be submitted to the facility administrator. Force may be used to: <ul style="list-style-type: none"> (a) Overcome resistance; (b) Repel aggression; (c) Protect life; and, (d) Retake inmate or property. 	Captain, security operations LT, all shift supervisors and CO’s
Sanitation/Maintenance:		
<u>1400-1-.09 (2).</u>	Facilities shall be clean and in good repair. Floors throughout the facility shall be kept clean, dry, and free of any hazardous materials or substance.	Shift supervisors, escorts, and rovers.
<u>1400-1-.09 (3).</u>	A facility employee shall make daily sanitation and safety inspections. Dates of inspections shall be recorded and conditions noted. Any maintenance problems shall be recorded on a regular maintenance report.	Security Operations LT

<u>1400-1-.09 (4).</u>	Facilities shall provide for regularly scheduled disposal of liquid, solid, and hazardous material complying with applicable government regulations.	Covered by policy and procedure, shift supervisors.
<u>1400-1-.09 (5).</u>	Facilities shall provide for control of vermin and pests and shall remove inmates from treatment areas if there is a risk of illness.	Administrative LT
<u>1400-1-.09 (6).</u>	Inmate housing and temporary holding area walls shall be kept clean and free of pictures or other objects which provide hiding places for vermin or create a fire hazard.	Booking officers, housing rovers, court holding officers.
<u>1400-1-.09 (7).</u>	All walls, ceilings, floors, showers, and toilets shall be kept free from mold and mildew.	Inmates, All CO's
Food Services:		
<u>1400-1-.10 (2).</u>	Food service guidelines and a menu pattern approved by a dietician, at least annually, shall be used by each facility in the preparation of meals. Menu evaluations shall be conducted, at least quarterly, by food service supervisory staff to verify adherence to the established basic dietary servings.	Administrative LT, food service manager
<u>1400-1-.10 (3).</u>	Working inmates shall receive at least three (3) meals every twenty-four (24) hours with no more than fourteen (14) hours between any two (2) meals. At least two (2) of these meals shall be hot. Non-working inmates shall receive at least two (2) meals every twenty-four (24) hours with no more than fourteen (14) hours between any two (2) meals. Variations may be allowed based on weekend and holiday food service demands, as long as basic nutritional goals are met.	Food service manager
<u>1400-1-.10 (4).</u>	All meals shall be prepared (except when catered) and served under the direct supervision of staff.	Cooks, housing rovers
<u>1400-1-.10 (5).</u>	Inmates involved in the preparation of the food shall receive an agency-approved pre-assignment medical screening to ensure freedom from illness transmittable by food or utensils. Facilities shall have a policy to insure those currently assigned to food service preparation duties who are identified by food service staff as having an illness or infection shall be removed from those duties.	Screened by medical before being cleared to work. Administrative LT.
<u>1400-1-.10 (6).</u>	Written policy and procedure shall require that accurate records are maintained on the number of meals served per day, the actual food served, and meal schedule.	Food services manager, cooks, Administrative LT
<u>1400-1-.10 (7).</u>	Facilities shall inspect all food service areas on a weekly basis, including dining and food preparation areas and equipment by administrative, medical, or food service personnel.	Captain, Administrative LT, and Food Services Manager
<u>1400-1-.10 (9).</u>	Modified diets shall be prepared for inmates when requested by medical staff or by a physician's order, and all reasonable efforts shall be made to accommodate the dietary needs of a religion.	Approved by religious leader and/or medical and prepared by food services staff
<u>1400-1-.10 (10).</u>	Shelf goods shall be maintained between forty-five (45) degrees and eighty (80) degrees Fahrenheit; refrigerated foods between thirty-five (35) degrees and forty (40) degrees Fahrenheit; and frozen foods at zero (0) degrees Fahrenheit or below.	Food services manager, cooks and Administrative LT
<u>1400-1-.10 (11).</u>	The preparation or storage of open food, other than a reasonable amount of commissary food, shall not be permissible in the immediate housing area.	Housing rovers and shift supervisors
<u>1400-1-.10 (12).</u>	Refrigerators shall be clean and contain a thermometer.	Food services manager and cooks
<u>1400-1-.10 (13).</u>	All food products shall be stored at least six (6) to eight (8) inches off the floor on shelves or in shatter-proof containers with tight fitting lids.	Food services manager and cooks
<u>1400-1-.10 (14).</u>	Insecticide, cleaning agents and poisonous substances shall be plainly labeled and stored away from food.	Food services manager and cooks

<u>1400-1-.10 (15).</u>	Culinary equipment (knives and other sharp instruments) shall be securely stored, inventoried and their use controlled.	Food services manager and cooks.
<u>1400-1-.10 (16).</u>	Stoves shall be equipped with operable hooded exhaust systems and the filters shall be kept clean.	Food services manager. There is an independent company that cleans the filters every three months.
Mail and Visiting:		
<u>1400-1-.11 (2).</u>	Facilities shall maintain a written policy outlining the facility's procedures governing inmate mail.	Chief deputy, captain, and administrative LT
<u>1400-1-.11 (3)</u>	Facilities shall develop a written policy governing the censoring of mail. Any regulation for censorship must meet the following criteria: (a) The regulation must further an important and substantial governmental interest unrelated to the suppression of expression (e.g., detecting escape plans which constitute a threat to facility security and/or the well-being of employees and/or inmates); and (b) The limitation must be no greater than is necessary for the protection of the particular governmental interest involved.	Captain and administrative LT
<u>1400-1-.11 (4).</u>	Both incoming and outgoing mail shall be inspected for contraband items prior to delivery, unless received from the courts, attorney of record, or public officials, where the mail shall be opened in the presence of the inmate.	Administrative CO
<u>1400-1-.11 (5).</u>	Outgoing mail shall be collected and incoming mail shall be delivered without unnecessary delay.	All CO's
<u>1400-1-.11 (6).</u>	An inmate and his/her correspondent shall be notified if either person's letter is rejected and given a reasonable opportunity to protest the rejection to an impartial official prior to the facility returning the letter to its sender.	Administrative CO done in writing to sender and receiver. Escorts will deliver the notice to the housing rover who will deliver it to the inmate.
<u>1400-1-.11 (7).</u>	Written policy and procedure shall provide that the facility permits postage for two (2) free personal letters per week for inmates who have less than two dollars (\$2.00) in their account. Facilities shall also provide postage for all legal or official mail.	Included in an indigent kit from the commissary.
<u>1400-1-.11 (8).</u>	Facilities shall maintain a written policy to define the facility's visitation policies which shall include, at a minimum: (a) One (1) hour of visitation each week for each inmate; (b) A list of possible visitors; (c) Children shall be allowed to visit their parents; (d) Visitors shall register before admission and may be denied admission for refusal to register, for refusal to consent to search, or for any violation of posted institutional rules; and, (e) Probable cause shall be established in order to perform a strip or body cavity search of a visitor. When probable cause exists, the search shall be documented and performed by the proper authority and by authorized personnel.	Captain, security operations LT, administrative LT, shift supervisors, visitation security officer
Prisoner Programs and Activities:		
<u>1400-1-.12 (2).</u>	Library services shall be made available to all inmates.	Programs LT
<u>1400-1-.12 (3).</u>	Inmates shall have access to exercise and recreation opportunities. A written plan shall provide that all inmates have the opportunity to participate in an average of	Programs LT, housing unit rovers and shift

	one (1) hour of physical exercise per day outside the cell. Outdoor recreation may be available when weather and staffing permit.	supervisors
<u>1400-1-.12 (4).</u>	Written policy and procedure requires that the facility shall provide for inmates to voluntarily participate in religious activity at least once each week.	Programs LT, shift supervisors, escorts
<u>1400-1-.12 (5).</u>	Policy and procedure shall provide that the inmates have reasonable access to a telephone. Telephone procedure, including any limitations, shall be in writing and posted so as to be conspicuous to inmates. The procedure shall include, at a minimum: (a) The hours during which such access shall generally be provided; (b) A statement regarding the privacy of telephone communication; and, (c) Inmates with hearing and/or speech disabilities shall be afforded access to a Telecommunications Device for the Deaf (TDD), or comparable equipment. Public telephones with volume control shall be made available to inmates with a hearing impairment. Information regarding the availability of TDD communication devices shall be posted. Inmates with hearing and/or speech impairments shall be afforded access similar to those inmates without impairments.	Captain and Phone Company
<u>1400-1-.12 (6).</u>	Release programs shall require: (a) Written operational procedures; (b) Careful screening and selection procedures; (c) Written rules of inmate conduct; (d) A system of supervision to minimize inmate abuse of program privileges; (e) A complete record-keeping system; (f) A system for evaluating program effectiveness; and, (g) Efforts to obtain community cooperation and support.	JA, Sheriff, Judge, Chief
<u>1400-1-.12 (7).</u>	Written policy shall provide that inmates be allowed to have confidential access to attorneys and their authorized representatives at any reasonable hour.	Administrative LT, rovers, escorts
<u>1400-1-.12 (8).</u>	Inmates shall have unrestricted and confidential access to the courts. Inmates shall have the right to present any issue before a court of law or governmental agency. The facility shall establish reasonable hours during which attorneys may visit and/or telephonically communicate. Inmates shall have access to legal materials.	Captain, administrative LT
<u>1400-1-.12 (10).</u>	Foreign nationals shall have access to the diplomatic representatives of their country of citizenship through the State Department consular notification protocols and contact information. NOTE: No procedures currently in place.	Jail administrative lieutenant
	Medical Services:	
<u>1400-1-.13 (2).</u>	The provision of medical services for the facility shall be the responsibility of a designated health authority such as a hospital, clinic, or physician. There shall be an agreement between the governmental funding agency responsible for the facility and the hospital/clinic/physician responsible for such services. The designated health authority must be notified in instances where an inmate may be in need of medical treatment and the facility shall document this notification. The health authority shall meet with the Sheriff and/ or facility administrator at least annually.	Contract Medical. Meet with captain and doctor annually
<u>1400-1-.13 (5).</u>	Continuity of care is required from admission to transfer or discharge from the facility, including referral to community-based providers, when indicated. When health care is transferred to providers in the community, appropriate information shall be shared with the new providers in accordance with consent requirements. Prior to release from custody or transfer, inmates with known serious health conditions shall be referred to available community resources by the facility's health care provider currently providing treatment.	Contract Medical
<u>1400-1-.13 (7)</u>	First aid kits shall be available and a physician shall approve the number, contents,	Contract Medical

	and location of such kits on an annual basis. Documentation of such approval must be in the facility's permanent records or attached to the kit itself.	
<u>1400-1-.13 (8).</u>	Receiving screening shall be performed on all inmates upon admission to the facility and before placement in the general housing area. The findings shall be recorded on a printed screening form. The officer performing this duty shall check for: (a) A serious illness; (b) A comatose state; (c) Obvious wounds; (d) Prescribed medications; and, (e) Suicide risk assessment, including suicidal ideation or history of suicidal behavior or other mental health illness.	Contract Medical
<u>1400-1-.13 (9).</u>	A more complete examination shall be completed on inmates within fourteen (14) days of the inmate's initial confinement date. If the facility can document that a health appraisal was conducted within the previous ninety (90) days, this fourteen (14) day physical is not required unless medical conditions dictate otherwise. This examination shall be performed by a physician or a person who has been designated by a physician as capable of performing such examination. If a designee performs the examination, he/she must do so under supervision of a physician and with a protocol or set of instructions and guidelines from the physician. This examination shall include:	Contract Medical
<u>1400-1-.13 (10).</u>	All intersystem transfer inmates (transferred from one confinement facility to another within the same county's jurisdiction) shall receive a health screening by trained or qualified health care personnel, which commences on their arrival at the facility. All findings are recorded on a screening form approved by the health authority. At a minimum, the screening includes the following: (a) A review of the inmate's medical, dental, and mental health problems; (b) Current medications; and, (c) Current treatment plan.	Contract Medical
<u>1400-1-.13 (11).</u>	Sick call, conducted by a physician or other person designated by a physician as capable of performing such duty, shall be available to each inmate according to written procedure for sick call. The inmate shall be informed of these procedures, including any copayment requirements, as well as procedures for submitting grievances, upon admission.	Contract Medical. Requests submitted by through a kiosk.
<u>1400-1-.13 (12).</u>	Inmates shall have access to mental health services as clinically warranted in accordance with protocols established by the health authority that include: (a) Screening for mental health problems; (b) Referral to outpatient services, including psychiatric care; (c) Crisis intervention and management of acute psychiatric episodes; (d) Stabilization of the mentally ill and prevention of psychiatric deterioration in the facility; (e) Referral and admission to inpatient facilities; and, (f) Informed consent for treatment.	Contract Medical
<u>1400-1-.13 (13).</u>	A suicide prevention program shall be approved by the health authority and reviewed by the facility administrator. All facility employees responsible for supervising suicide-prone inmates shall be trained annually on program expectations.	All CO's trained annually.
<u>1400-1-.13 (14).</u>	All facilities shall have a suicide prevention plan which must include specific procedures for handling intake, screening, identifying, and continually supervising the suicide-prone inmate.	Rovers
<u>1400-1-.13 (15).</u>	At least one (1) person per shift, assigned to work at the facility, shall be trained in First Aid/CPR, as defined by the American Red Cross or American Heart	Contract Medical

	<p>Association, and CPR, as defined by the American Red Cross or American Heart Association. Training shall also cover:</p> <ul style="list-style-type: none"> (a) Awareness of potential emergency situations; (b) Transfer to appropriate health care provider; (c) Recognition of symptoms of illness most common to the facility; and, (d) Giving of medication to inmates. <p>In addition, the health authority shall approve policies and procedures that insure that emergency supplies and equipment are readily available and in working order.</p>	
<u>1400-1-.13 (16).</u>	<p>Detoxification from alcohol, opiates, hypnotics, and other stimulants shall be conducted under medical supervision in accordance with local, state, and federal laws. When performed at the facility, detoxification shall be prescribed in accordance with clinical protocols approved by the health authority. Specific criteria shall be established for referring symptomatic inmates suffering from withdrawal or intoxication for more specialized care at a hospital or detoxification center.</p>	Contract Medical
<u>1400-1-.13 (17).</u>	<p>Facilities shall provide dental treatments, not limited to extractions, when the health of the inmate would otherwise be adversely affected during confinement, as determined by a physician or dentist.</p>	Contract Medical
<u>1400-1-.13 (18).</u>	<p>Facilities shall confiscate all medications in the possession of an inmate at the time of admission to the facility. The identification of and the need for such medication shall be verified by a physician or qualified health care personnel before it is administered.</p>	Contract Medical
<u>1400-1-.13 (19).</u>	<p>Medications issued to inmates shall be strictly controlled and shall be kept in a secure place within the administrative or medical offices in the facility.</p>	Contract Medical
<u>1400-1-.13 (20).</u>	<p>All medications shall be prescribed by a physician or his/her designee at the time of use. An officer or qualified health care personnel shall verify that the medication is taken as directed and a medication receipt system established. This shall include controlled drugs and injections.</p>	Contract Medical
<u>1400-1-.13 (21).</u>	<p>Medical and mental health records on the inmate's physical condition on admission, during confinement, and at discharge shall be kept in a separate file from the inmate's other facility records. The medical record shall indicate all medical orders issued by the facility's physician and/or any other health care personnel who are responsible for rendering health care services. These medical records shall be retained for a period of ten (10) years after the inmate's release.</p>	Contract Medical
<u>1400-1-.13 (23).</u>	<p>Involuntary administration of psychotropic medication(s) to inmates shall be authorized by a physician and provided in accordance with policies and procedures approved by the health authority, and in accordance with applicable laws and regulations of the jurisdiction.</p>	Contract Medical
<u>1400-1-.13 (25).</u>	<p>In case of medical emergencies, there shall be specific information readily accessible to all employees, such as telephone numbers and names of persons to be contacted, so that professional medical care can be received. There shall also be available the names and telephone numbers of persons to contact in case of death.</p>	Intake and booking staff
<u>1400-1-.13 (26).</u>	<p>Inmates suffering from communicable diseases and those who are sick but do not require hospitalization shall be housed separate from other inmates as recommended by health care authorities.</p>	Contract Medical
<u>1400-1-.13 (27).</u>	<p>When an inmate is placed in segregation for health concerns, health care personnel shall be informed as soon as practical and provide assessment and review as indicated by the protocols established by the health authority.</p>	Contract Medical
<u>1400-1-.13 (28).</u>	<p>Medical/dental instruments and supplies (syringes, needles, and other sharp instruments) shall be inventoried, securely stored, and their use shall be</p>	Contract Medical

	controlled.	
<u>1400-1-.13 (29).</u>	Pregnant inmates shall have access to obstetrical services (prenatal, partum, and postpartum care) by a qualified health care provider.	Contract Medical
<u>1400-1-.13 (31).</u>	Information shall be provided to inmates about sexual abuse/assault including: (a) Prevention/ intervention; (b) Self-protection; (c) Reporting sexual abuse/assault; and, (d) Treatment and counseling. This information shall be communicated in writing or electronically, in a language clearly understood by the inmate, upon arrival at the facility.	Contract Medical, information located on a kiosk as well.
<u>1400-1-.13 (33).</u>	The health authority shall develop and approve protocols for identifying and evaluating major risk management events related to inmate health care, including inmate deaths, preventable adverse outcomes, and serious medication errors.	Contract Medical
	Admission, Records and Release:	
<u>1400-1-.14 (2).</u>	An intake form shall be completed for every inmate, except detainees, admitted to the facility and shall contain the following information, unless otherwise prohibited by statute:	Intake and booking officers
<u>1400-1-.14 (3).</u>	The admitting officer shall ensure that each inmate received is committed under proper legal authority.	Intake and booking officers
<u>1400-1-.14 (4).</u>	At the time of booking, a telephone shall be available within the receiving or security area. The detainee shall be allowed to complete at least one (1) telephone call to the person of his/her choice. Pursuant to T.C.A. § 40-7-106(b), no person under arrest by any officer or private citizen shall be named in any book, ledger, or any other record until after the person has successfully completed a telephone call to an attorney, relative, minister, or any other person that the person shall choose, without undue delay. One (1) hour shall constitute a reasonable time without undue delay.	Booking officers
<u>1400-1-.14 (5).</u>	Cash and personal property shall be taken from the inmate upon admission, listed on a receipt form in duplicate, and securely stored pending the inmate's release. The receipt shall be signed by the receiving officer and the inmate, the duplicate given to the inmate, and the original kept for the record. If the inmate is in an inebriated state, there shall be at least one witness to verify this transaction. As soon as the inmate is able to understand what he/she is doing, he/she shall sign and be given the duplicate of the receipt.	Booking officers. Money witnessed being deposited in a kiosk.
<u>1400-1-.14 (6).</u>	Facilities shall maintain custody records on all inmates committed to or assigned to the facility, which shall include but are not limited to the following: (a) Intake/ booking information. (b) Court generated background information. This requirement applies only to Type I, II, and III Facilities. (c) Cash and property receipts. (d) Reports of disciplinary actions, grievances, incidents, or crime(s) committed while in custody. This requirement applies only to Type I, II, and III Facilities. (e) Disposition of court hearings. This requirement applies only to Type I, II, and III Facilities. (f) Records of program participation. This requirement applies only to Type I, II, and III Facilities. (g) Work assignments. This requirement applies only to Type I, II, and III Facilities. (h) Classification records. This requirement applies only to Type I, II, and III Facilities. Inmates shall have reasonable access to information in their records. Access is only limited due to safety or security concerns for the inmate, other inmates, or	Intake and booking officers, booking sergeant, administrative sergeant and officer, administrative LT.

	the facility.	
<u>1400- 1-.14 (7).</u>	Written policy and procedure shall ensure that inmate records are current and accurate.	Booking supervisors, administrative LT
<u>1400-1-.14 (8).</u>	Inmate records shall be safeguarded from unauthorized and improper disclosure.	Booking supervisors
<u>1400-1-.14 (9).</u>	As part of the inmate accounting system, facilities shall maintain on a daily basis the following information: (a) Admissions 1. Adult - Juvenile 2. Male - Female 3. Race 4. Charge (b) Releases 1. Adult - Juvenile 2. Male - Female 3. Race 4. Charge (c) Inmate Population 1. Sentenced - Non-sentenced 2. Adult - Juvenile 3. Male - Female 4. Felons - Misdemeanants 5. Race	Captain and administrative LT
<u>1400-1-.14 (10).</u>	Facilities shall keep records on each inmate specifying: (a) Date of confinement; (b) Length of sentence; (c) Reduction of sentences provided by statutes; and, (d) Release date.	JMS, booking officers, Admin team (LT, SGT, and CO)
<u>1400-1-.14 (11).</u>	The administrator of a facility or designee shall maintain a record which indicates: (a) When an inmate is to be discharged and under what conditions; (b) If any detainers or pending detainers are placed against the inmate and if so, the appropriate authorities to be notified of his/her release date; and, (c) The time when and the authority by which the inmate was released.	Admin Team (LT, SGT, and CO)
<u>1400-1-.14 (12).</u>	Facilities shall maintain written policy and procedures for releasing inmates from the facility which include, but are not limited to, the following: (a) Identification of outstanding warrants, wants, or detainers; (b) If released into the custody of another officer, appropriate credentials must be reviewed; (c) Positive identification of the inmate by the releasing officer; (d) Verification of release papers; (e) Completion of release arrangements, including notification of the parole authorities in the jurisdiction of release, if required. (f) Return of personal property including cash. All items shall be inventoried on a receipt and witnessed by the releasing officer. This receipt shall be kept in the permanent records of the facility. (g) Provision of a listing of available community resources. (h) Provision of medication as directed by the health authority.	Booking sergeant
<u>1400-1-.14 (13).</u>	All inmates released from the facility shall sign a receipt for property, valuables and cash returned at the time of release. All items shall be carefully inventoried on the receipt and witnessed by the releasing officer. The receipt shall be kept in the permanent records of the facility.	Property officer
	Hygiene:	
<u>1400-1-.15 (2).</u>	Inmates shall be issued clothing within a reasonable time frame that is properly	Property officer

	<p>fitted and suitable for the climate and shall include the following:</p> <ul style="list-style-type: none"> (a) Clean socks; (b) Clean undergarments; (c) Clean outer garments; and, (d) Footwear. (e) Inmates' personal clothing (if available and clean) may be substituted for institutional clothing at the discretion of the facility administrator. 	
<u>1400-1-.15 (3).</u>	<p>Provisions shall be made so that inmates can regularly obtain the following minimum hygiene items:</p> <ul style="list-style-type: none"> (a) Soap; (b) Toothbrush; (c) Toothpaste or toothpowder; (d) Comb; (e) Toilet paper; (f) Hygiene materials for women; and, (g) Shaving equipment. (h) These items or services shall be made available at the inmate's expense unless the inmate cannot afford to pay, in which case the inmate shall be provided the item or services free of charge. 	Administrative LT, shift supervisors, housing rovers
<u>1400-1-.15 (4).</u>	<p>An inmate commissary may be available by which inmates can purchase approved items that are not furnished by the facility. The commissary operations shall be strictly controlled using standard accounting procedures.</p>	Administrative LT
<u>1400-1-.15 (5).</u>	<p>Inmates shall be allowed freedom in personal grooming except when a valid governmental interest justifies otherwise. However, in no event shall a substantial burden be imposed on an inmate's exercise of a sincerely held religious belief, unless it is:</p> <ul style="list-style-type: none"> (1) in furtherance of a compelling governmental interest; and, (2) the least restrictive means of furthering that compelling governmental interest. Arrangements for haircuts shall be made available, at the inmate's expense, on a regular basis. If an inmate cannot afford this service, it shall be provided free of charge. 	Security Operations LT, housing rovers
<u>1400-1-.15 (6).</u>	<p>Each inmate who is detained overnight shall be provided with the following standard issue:</p> <ul style="list-style-type: none"> (a) One (1) clean fire-retardant mattress in good repair; (b) One (1) clean mattress cover or sheet; (c) If pillows are provided, they shall be fire-retardant and a clean pillowcase shall be provided; (d) Sufficient clean blankets to provide comfort under existing temperature conditions; and, (e) One (1) clean bath-size towel. 	Property officer, housing rovers
<u>1400-1-.15 (7).</u>	<p>Facilities shall maintain an adequate supply of bedding and towels so that the following laundry or cleaning frequencies may be adhered to:</p> <ul style="list-style-type: none"> (a) Sheets, pillowcases, mattress covers, and towels shall be changed and washed at least once a week; (b) All mattresses shall be disinfected quarterly and documented; and (c) Blankets shall be laundered monthly and sterilized before re-issue. 	Administrative LT, laundry officer
<u>1400-1-.15 (8).</u>	<p>Inmate clothing, whether personal or institutional, shall be exchanged and cleaned at least twice weekly unless work, climatic conditions or illness necessitate more frequent change.</p>	Laundry officer
Supervision of Prisoners:		
<u>1400-1-.16 (2).</u>	<p>All inmates shall be personally observed by a facility employee at least once every</p>	Corrections Officers

	hour on an irregular schedule. More frequent observation shall be provided for inmates who are violent, suicidal, mentally ill, intoxicated, and for inmates with other special problems or needs. The time of all such checks shall be logged, as well as the results.	
1400-1-.16 (3).	The facility shall have a system to physically count inmates and record the results on a twenty-four (24) hour basis. At least one (1) formal count shall be conducted and documented for each shift.	Housing rovers
1400-1-.16 (4).	<p>Incidents which involve or endanger the lives or physical welfare of staff or inmates shall be recorded in a daily log and retained. Incidents shall include, at a minimum:</p> <ul style="list-style-type: none"> (a) Death; (b) Attempted suicide; (c) Escape; (d) Attempted escape; (e) Fire; (f) Riot; (g) Battery on a staff member or inmate; (h) Serious infectious disease within facility; and, (i) Sexual assault. <p>1. An investigation shall be conducted and documented whenever a sexual assault or threat is reported; and,</p> <p>2. Victims of sexual assault are referred under appropriate security provisions to a community facility for treatment and gathering of evidence.</p>	Captain, security operations LT, shift supervisors, housing rovers, level tower officers, jail investigator.
1400-1-.16 (5).	<p>Facilities that are utilized for the confinement of females shall have a trained female officer on duty or on call when a female is confined in the facility, to perform the following functions:</p> <ul style="list-style-type: none"> (a) Searches; and, (b) Health and welfare checks. 	Jail operations LT
Classification		
1400-1-.17 (2).	There shall be a written plan for inmate classification specifying criteria and procedures for classifying inmates in terms of level of custody required, housing assignment and participation in correctional programs. The plan shall include a process for review and appeal of classification decisions.	Captain, jail administrative LT, classification officer
1400-1-.17 (3).	This plan ensures total sight, sound or physical contact separation between male and female inmates and between adults and juveniles being tried as adults.	Security operations LT, shift supervisors
1400-1-.17 (4)	Inmates with disabilities, including temporary disabilities, shall be housed and managed in a manner that provides for their safety and security. Housing used by inmates with disabilities, including temporary disabilities, shall be designed for their use and shall provide for integration with other inmates. Program and service areas shall be accessible to inmates with disabilities.	Captain, jail operations LT, medical, shift supervisor
Other Miscellaneous Duties Not Covered by Standards:		
	Monthly TDOC Board Bill	Captain
	Hospitalized inmate security.	Transport CO's
	Transport to/from court holding	Internal escorts
	Transport to/from outside appointments.	Transport CO's
	Transports to the TDOC.	Transport CO's
	Internal and external perimeter inspections.	Internal escorts, transport CO's
	Escorting of official visitors through the facility.	Lieutenants or shift supervisors
	Receiving of supplies.	Administrative LT, food service manager

	Medical emergencies	Shift supervisor, rover, escort, medical
	Providing continuing observation and 24-hour supervision of inmate housing areas	Rovers
	Providing enough staff to ensure prompt release from locked areas in the event of an emergency	Rovers
	Providing assistance from another staff member whenever an officer enters a high security housing area.	Rovers
	Protecting inmates from abuse, corporal punishment, personal injury, and harassment.	All staff
	Providing inmates with physical exercise, and programming activities	Programs LT, shift supervisors, rovers
	Ensuring basic inmate sanitation and hygiene needs are met (cleaning supplies, laundry services, shaves, fingernail clippers, etc.)	Rovers
	Ensuring that inmates are processed into and out of the facility in a timely and accurate manner	Booking
	Provide for sufficient staff to accommodate security and safety inspections	Jail operations LT

- v. Assessed the Adequacy of the Plan in Terms of Backup: To assess backup needs, we considered a series of contingencies in various locations in the jail. Some of the scenarios considered with the proposed staff coverage plan are provided at appendix C.

E. **Scheduling.** We typically evaluate the current schedules and coverage. However, due to the significant change in staff coverage from the current facility to the new facility we did not evaluate shift schedules in this assessment. For information purposes, when evaluating shift schedules, we typically look at the following:

- a. Sufficient. By providing at least as many staff for each hour of each day that has been determined in the coverage plan (and the right type of staff). The schedule should never assign fewer staff than are required by the coverage plan. Some agencies refer to coverage needs as the minimum levels of staff, below, which they cannot safely operate.
- b. Efficient. Minimizing the number of extra employees deployed by the schedule (those scheduled to work above the number required by the coverage plan).
- c. Consistent. Minimizing variations throughout the schedule cycle.
- d. Attractive. Meeting employees’ needs, being considerate of their personal preferences, and offering incentives to stay with the agency.
- e. Healthy. Promoting staff physical well-being and increased job performance.

F. **Net Annual Work Hours (NAWH).**

- a. The NAWH is a figure that should be calculated each year, for each classification of employee. It represents the number of hours an average employee in that job classification will actually report for duty to work on a shift each year. This is a critical number that applies to relieved posts and positions. In effect, it translates the “gross” number of hours for which each employee is paid annually into the “net” hours that may be applied to meet coverage needs on a post.
- b. There are many reasons an employee might be scheduled to work a post but will not be available. The Sheriff’s Office provided the following reasons: military,

vacation, sick, FMLA, workmen’s compensation, bereavement, and suspension. We typically see other areas of employee time off including personal time, compensatory time, and training time off. As an example, Table 7 provides the documented training time off for seventeen different counties (including Hamblen in a 2011 study). During the staffing assessments of these counties, there was an average of 35.83 hours taken off annually by each employee. While attending this training, other employees were called in on overtime, compensatory time, or posts were left blanket. In many instances, such as Hamblen County, no one is tracking this time away from the shift while attending training. As such, this data is not available to be captured for the purposes of calculating net annual work hours.

Table 7: Training Time Off

County	Average Training Time off for Relieved Positions
Anderson	55.7
Bedford	15.38
Blount	74.96
Campbell	18.43
Cumberland	31.5
Fayette	38.9
Franklin	22.52
Grundy	8.8
Hamblen March 10, 2011 study	44.9
Hamilton	53.2
Hawkins	64.39
Humphreys	2.8
Lewis	12.02
Loudon	18.23
Madison	37.14
Monroe	14.71
Rutherford	104.67
TOTAL	618.25
AVERAGE	36.37 hours off annually for training

- c. We collected data on the actual time employees were not present for work during the period covering fiscal years 2016/2017 through 2018/2019. This data was calculated for each job classification and calculated for every person employed during this period of time, regardless if they were employed for just one day or the entire time. The actual time off for each employee can be found at Appendix D. Table 8 provides the figures for the relieved positions.

Table 8: Summary of Net Annual Work Hour Calculations for Relieved Positions

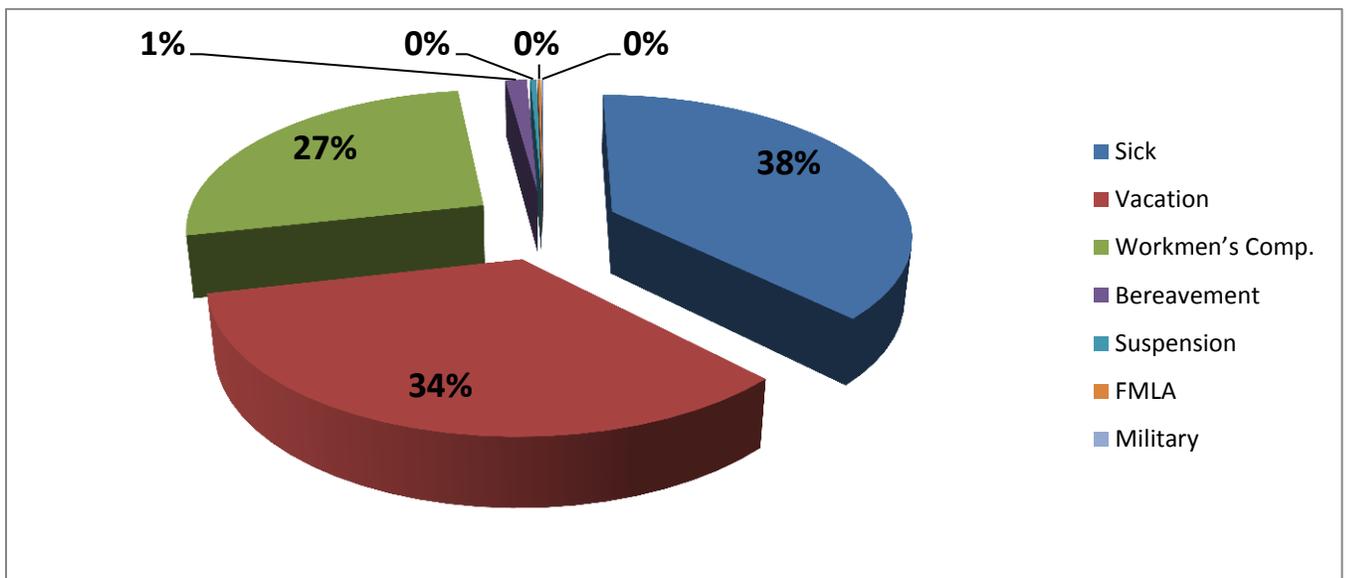
Net Annual Work Hours (NAWH) Calculations based on FY 16/17 through 18/19 actual days off	Sergeant	Corporal	Correctional Officer 12 Shift	Correctional Officer 8 Hour Shift	Food Service
Annual Hours Scheduled	2,190	2,190	2,190	2,086	2,190
Military	0	0	.91	.91	0
Vacation	101.3	41.33	32.12	32.12	76.89
Sick	92.75	76.83	70.17	70.17	39.56
FMLA	0	0	1.43	1.43	0
Workmen’s Comp.	0	188.67	7.91	7.91	0
Bereavement	3	4	3.16	3.16	0
Suspension	0	0	.36	.36	2.67
Total	197.04	310.83	116.06	116.06	119.11
Net Annual Work Hours	1992.96	1879.17	2073.94	1969.94	2070.89

- d. The annual hours scheduled are the actual hours that an employee in this job classification is scheduled to work during the year. For example, Sergeants and Correctional Officers are scheduled to work 12 hours a day, 184 days a year. We multiply the 12 hours by 184 days and come up with 2,190 annual hours of coverage needed for these positions.
- e. The actual time off categories are listed in the left-hand column of Table 7. The numbers under each job classification equate to average hours away from the job for each employee in that job classification during the period evaluated.
- f. When looking at the NAWH’s for staff coverage for the jail’s relieved positions we see the following:
 - i. Sergeants – 197.04 hours unavailable, or 16.42 days off annually.
 - ii. Corporals – 310.83 hours unavailable, or 25.9 days off annually.
 - iii. Corrections Officers – 116.06 hours unavailable, or 9.7 (12-hour shifts) and 14.5 (8-hour shifts) days off annually.
 - iv. Food Service Staff – 119.11 hours unavailable, or 9.9 days off annually.
- g. Individually, this time off may not seem significant. However, these figures reflect a three-year average time off for each employee within the job classification. Given that, it would appear that the jail is frequently juggling staff to cover with overtime, (or not cover) positions as a result of employee time off. Of concern with Hamblen County is the absence of training time off. Using the 36.37 hours of training time off shown in Table 7 as an example. Corrections officers are currently off 116.06 hours annually. Adding (for example) 36.37 hours increases that to 152.43 hours unavailable to stand a post, or 12.7 days. This is an increase of 3 days off for every corrections officer each year. While the training time off for the Hamblen County Jail employees is unknown, it is strongly recommended that this data start being captured and incorporated into future staffing and budgeting plans.
- h. Table 9 and Figure 7 provide the total cumulated average time off for all jail employees.

Table 9: Total Average Time Off for Relieved Employees

Time Off Category	Total Averaged Time Off
Sick	279.31
Vacation	251.64
Workmen’s Comp.	196.58
Bereavement	10.16
Suspension	3.03
FMLA	1.43
Military	.91

Figure 7: Total Average Time Off for Relieved Employees



- i. The largest portion of time off is under sick time (38%) followed by vacation time off (34%). It is significant to note that we can plan for employee vacation time and training time whereas, sick time, workmen’s compensation, bereavement, suspensions is typically unexpected. It is usually known just hours before or even right at the start of their scheduled shift. This creates extreme burdens on the shifts to fill those vacancies in order to accomplish the workload.

G. Calculate Operational Costs. Full Time Equivalent (FTE) is central to budget preparation. An FTE represents the number of hours a full-time employee actually works a post during a year. The NAWH is also an expression of the FTE.

- a. FTE’s are not the same as full-time employees. FTE’s express the number of hours that are needed, not necessarily the number of employees needed to deliver those hours. For example, if a staffing analysis determined that 100 FTE’s of corrections officer time were required to operate a jail, it is likely that only 85 to 90 full time officers would be requested in the budget. A jail must have a certain amount of overtime or compensatory time hours available each year to fill unscheduled and other intermittent absences on shifts.

- b. Table 10 presents the FTE calculations for the proposed coverage plan using the previous NAWH assumptions for each job classification. Those NAWH’s identified as “N/A” are considered non-relieved positions.

Table 10: FTE Calculations Using NAWH Assumptions

Employee Classification	Annual Hours	NAWH	FTE's	Individual Cost	Estimated Benefits (40%)	Total Cost
<u>Administration</u>						
Captain	2,086	N/A	1	\$43,827.00	\$17,530.80	\$61,357.80
Administrative Lieutenant	2,086	N/A	1	\$39,441.50	\$15,776.60	\$55,218.10
Security Operations Lieutenant	2,086	N/A	1	\$39,441.50	\$15,776.60	\$55,218.10
Programs Lieutenant	2,086	N/A	1	\$39,441.50	\$15,776.60	\$55,218.10
Administrative Sergeant	2,086	N/A	1	\$37,289.60	\$14,915.84	\$52,205.44
Administrative Officer	2,086	N/A	1	\$30,728.06	\$12,291.22	\$43,019.28
Training Coordinator/FTO	2,086	N/A	1	\$30,728.06	\$12,291.22	\$43,019.28
PREA/Compliance Officer	2,086	N/A	1	\$30,728.06	\$12,291.22	\$43,019.28
Jail Investigator/STG/Classification CO	4,171.2	N/A	2	\$30,728.06	\$12,291.22	\$43,019.28
Subtotal	20,859		10			\$451,294.66
<u>Support</u>						
Food Service Manager	2,086	NA	1	\$28,746.67	\$11,498.67	\$40,245.34
Cooks	4,379.76	2070.89	2	\$28,746.67	\$11,498.67	\$80,490.68
Laundry Officer	4,379.76	2073.94	2	\$30,728.06	\$12,291.22	\$86,038.56
Transportation Officer (8 hour shifts)	8,342.4	1969.94	4	\$30,728.06	\$12,291.22	\$172,077.12
Subtotal	19,188		9			\$378,851.70
<u>Security Shifts</u>						
Shift Supervisor - Sergeant	8,759.52	1992.96	4	\$37,289.60	\$14,915.84	\$208,821.76
Assistant Shift Supervisor – Corporal (Estimated)	8,759.52	1879.17	5	\$34,008.83	\$13,603.53	\$238,061.80
Escort Officers	26,278.56	2073.94	13	\$30,728.06	\$12,291.22	\$559,250.64
Booking Supervisor - Sergeant	8,759.52	1992.96	4	\$37,289.60	\$14,915.84	\$208,821.76
Intake	8,759.52	2073.94	4	\$30,728.06	\$12,291.22	\$172,077.12
Booking	17,519.04	2073.94	8	\$30,728.06	\$12,291.22	\$344,154.24
Property	8,759.52	2073.94	4	\$30,728.06	\$12,291.22	\$172,077.12
Medical Security	8,759.52	2073.94	4	\$30,728.06	\$12,291.22	\$172,077.12
Court Holding Security	2,086	1969.94	1	\$30,728.06	\$12,291.22	\$43,019.28
Workhouse Security	8,759.52	2073.94	4	\$30,728.06	\$12,291.22	\$172,077.12
Workhouse “Can Wagon” Details	4,171.2	NA	2	\$30,728.06	\$12,291.22	\$86,038.56
Visitation Security	2,086	1969.94	1	\$30,728.06	\$12,291.22	\$43,019.28
Master Control	8,759.52	2073.94	4	\$30,728.06	\$12,291.22	\$172,077.12
Level 1 Control	13,139.28	2073.94	6	\$30,728.06	\$12,291.22	\$258,115.68
Level 1 Rovers	21,898.8	2073.94	11	\$30,728.06	\$12,291.22	\$473,212.08
Level 2 Control	13,139.28	2073.94	6	\$30,728.06	\$12,291.22	\$258,115.68
Level 2 Rovers	21,898.8	2073.94	11	\$30,728.06	\$12,291.22	\$473,212.08
Level 3 Control	13,139.28	2073.94	6	\$30,728.06	\$12,291.22	\$258,115.68
Level 3 Rovers	21,898.8	2073.94	11	\$30,728.06	\$12,291.22	\$473,212.08
Subtotal	227,331.2		109			\$4,785,556.20
TOTAL	267,378.2		128			\$5,615,702.56

- c. The County must ensure that budget allocations closely match jail operations. Whenever a budget falls short, either deliberately such as manning unfunded posts or inadvertently (due to changes in the jail profile), existing staff are required to fill the shortfall by working overtime.

H. Implement the Plan and Monitor the Results. Employees should be involved in the analysis to assist in making implementation easier. They should be aware of planned changes and the reasons for them before changes are implemented. Once implementing a new staffing plan, it should be continuously monitored and have a formal evaluation in approximately six months to determine its effectiveness. When identifying problems, it may be necessary to revise the plan. Each change can impact other areas of jail operations; so the impact of any proposed changes must be assessed on the rest of your staffing plan.

- a. Several implementation questions to consider include:
 - i. Take a look at the actual staffing of the facility after the plan is implemented and consider:
 - 1. Is each shift being filled as planned?
 - 2. Are shifts being filled by appropriate personnel?
 - 3. Are you using more overtime than anticipated?
 - ii. What do the employees think of the new staffing plan?
 - 1. Are they satisfied with the changes? Get input from all levels of staff.
 - 2. Have there been any unexpected consequences?
 - 3. Are employees satisfied with their assignments and work schedule?
 - 4. Are employees able to perform the tasks assigned?
 - 5. Are enough employees provided to get the job done?
 - 6. Are employees qualified to perform their duties?
 - iii. Also look for evidence that the plan is effective or non-effective by analyzing outcomes such as:
 - 1. Reviewing critical incidents (have they increased/decreased, is there different types of incidents occurring)?
 - 2. Inmate disciplinary reports.
 - 3. Contraband.
 - 4. Inmate grievances.
 - 5. Does there seem to be an increase in employee turnover?
 - 6. Are employees more or less satisfied?
 - 7. Are there changes in the amount of time being taken off by employees (more or less)?
 - iv. Look for potential improvements in the plan:
 - 1. How can you improve the plan based on the first couple months of implementation? Be alert for unintended consequences.
 - 2. When identifying problems or opportunities for improvement, go back to the step of the analysis and make necessary revisions. Document all changes.
 - v. What if the final approved staffing plan doesn't provide enough resources to get the job done?
 - 1. Safety and security are foremost. Operations should be revised or scaled back to match your available staffing levels. Establish

contingency plans that reduce or suspend various programs/activities based on levels of staffing.

- b. The new jail and staffing plans represent large changes in the way you are accustomed to working. You must recognize this and be aware that your staff will be asked to make adjustments (step outside their comfort zone to some degree). It is essential that you carefully and closely monitor your staff, inmate population, daily routines, and incidents during the early months of this transition. Finally, it is recommended that you continue to maintain accurate and up to date employee work records and fully evaluate the plan (after the first six months) annually.

I. Conclusion:

- a. A good amount of data regarding employee time was provided. However, time away from post/position assignments due to participating in training was not provided. This potentially impacts the net annual work hour calculations.
- b. There is opportunity for improving the daily activities.
- c. The size of the new facility will create a significant increase in the workload.
- d. There is a need for court lobby security during scheduled visitation hours that are outside the typical court hours. Discussions with the county suggest modification to the visitation area to permit for a separate ingress/egress point which would eliminate some of the coverage required for the court lobby security. This staffing analysis report does not include the staff numbers to support court lobby security posts.

J. Recommendations:

- a. Closely monitor the implementation of this staffing plan upon opening the new facility. Recognize, with change, challenges along with opportunities for improving the plan will occur. Keep in mind that transitioning into a new jail will continue for approximately 12 months after the occupation of the facility.
 - b. As part of transition planning, continue to finalize the daily activity schedule.
 - c. Consider capturing time away from actual post assignments due to training participation. Annually calculate the net annual work hours and include training time off data.
 - d. Modify the visitation area in order to reduce court lobby security staffing needs.
-

Appendices:

- A. Profile of the Jail Operations**
- B. Daily Activities**
- C. Staff Coverage**
- D. Net Annual Work Hours (NAWH) Calculations**

APPENDIX A: Profile of the Jail Operations

Significant Incident Summary Reports

2019 Critical Incidents	January	February	March	April	May	June	July	August	September	October	November	December	Total
Assault Inmate on Inmate	22	17	13	33	22	29	27	44	40	34	25	21	321
Assault Inmate on Staff	1	1	2	7	0	3	0	3	1	3	2	3	26
Chemical Agents Used	5	0	0	0	1	2	1	0	0	2	3	0	14
Inmate Medical Referral from Injury	9	6	13	14	15	11	12	35	23	28	14	9	189
Attempted Escape	0	0	0	0	0	0	0	0	0	1	0	0	1
Escape	0	0	0	0	0	0	0	1	0	0	0	0	1
Attempted Suicide	14	17	3	11	6	11	12	17	13	13	9	5	131
Inmate Death	0	0	0	0	0	0	0	1	0	0	0	0	1
Other types of significant incidents	18	19	20	27	20	28	29	45	30	41	51	71	409
TOTAL	69	60	51	92	64	84	81	146	107	122	104	109	1093

Booking and Releases by Time

Time	2019 Booked	2019 Released
2400	249	801
0100	278	90
0200	257	84
0300	204	68
0400	77	69
0500	63	26
0600	197	23
0700	229	88
0800	153	193
0900	212	289
1000	175	338
1100	153	289
1200	131	275
1300	165	267
1400	185	290
1500	196	326
1600	97	288
1700	158	66
1800	262	180
1900	289	184
2000	272	160
2100	265	159
2200	274	139
2300	253	117

Bookings and Releases by Month

Month	2019	
	Booking	Release
January	433	458
February	355	345
March	391	389
April	409	391
May	394	422
June	386	330
July	484	494
August	467	455
September	409	408
October	432	435
November	373	406
December	323	352
TOTAL	4,856	4,885
Average	405	407

Bookings and Releases by Day of the Week

Day	Bookings	Releases
Monday	667	750
Tuesday	736	829
Wednesday	776	937
Thursday	688	777
Friday	853	732
Saturday	558	399
Sunday	516	397

Employee Hires/Losses

Name	Hire Date	Date left jail employment	Reason
Bailey, W.	9/1/1998	10/4/2016	Terminated
Coffey, J.	12/31/1999		
Lane, F.	1/28/1999	12/31/2018	Resigned
Rich, D.	7/8/2002	11/3/2017	Resigned
Laws, T.	3/5/2005		
Hibbard, D.	12/1/2006	12/2/2016	Retired
Black, L.	11/15/2007		
Winstead, J.	5/5/2007	4/28/2016	Retired
Hodge, T.	3/8/2008		
Towers, G.	10/9/2008		
Hambrick, G.	5/26/2009	2/1/2020	Resigned
Hart, DJ	6/21/2010		
Rice, E.	5/26/2010		
Fowler, D.	5/23/2010	1/2/2019	Resigned
Goodman, G.	11/14/2011		
Rainey, P.	4/29/2011		
Foster, C.	7/28/2011		
Turner, R.	8/4/2011	4/6/2016	Resigned
Young, B.	12/16/2011	6/3/2016	Resigned
Owens, I.	8/11/2011	12/15/2016	Transferred to Court
Bowlin, A.	7/28/2011	7/27/2017	Terminated
Chase, D.	7/23/2011	12/29/2017	Resigned
Goodman, G.	11/14/2011	7/26/2018	Resigned
Williams, J.	9/24/2012	12/29/2017	Resigned
Miller, A.	6/6/2012		
Marsee, J.	11/4/2013		
Bunch, K.	8/29/2013		
Tharp, D.	7/8/2013	3/24/2016	Resigned
Horner, E.	11/4/2013	2/15/2017	Transferred to Court
Houston, J.	7/1/2013		
Sanner, C.	10/27/2014	2/15/2017	Transferred to Court
Mahon, A.	9/15/2014	7/27/2016	Resigned
Bain, B.	9/22/2014	9/30/2016	Resigned
Simmons, S.	5/19/2014		
Seal, L.	8/1/2014		
Drum, D.	9/15/2014	8/28/2017	Transferred to Court
Ferrell, B.	9/15/2014	9/26/2017	Transferred to Court
Beach, S.	5/15/2014	10/23/2017	Transferred to Court
Ramsey, B.	5/19/2014	6/18/2019	Resigned
Mooneyham, R.	3/16/2015	4/23/2019	Resigned
Daniels, M.	10/19/2015	8/13/2019	Resigned
Harris, T.	3/2/2015	3/11/2019	Transferred to Court
Russell, B.	3/2/2015	6/18/2018	Resigned
Harris, T.	3/2/2015	4/4/2018	Resigned
Bates, W.	10/19/2015	9/26/2017	Transferred to Court
Mooneyham, R.	3/16/2015	10/2/2017	Resigned

Jail Staffing Analysis Hamblen County Jail

Harville, J.	3/16/2015	7/10/2017	Transferred to Court
Russell, M.	3/2/2015		
Frazier, K.	12/2/2015		
Horger, J.	10/19/2015	5/3/2016	Resigned
Drinnon, T.	10/19/2015	10/24/2016	Resigned
Hawkins, W.	7/13/2015	1/3/2016	Terminated
Harris, T.	3/2/2015	4/5/2017	Resigned
Henry, T.	10/17/2016		
Brown, D.	10/17/2016		
Johnson, R.	3/21/2016	5/8/2016	Resigned
Hill, N.	3/7/2016	5/8/2016	Resigned
Headrick, M.	5/2/2016	5/15/2016	Resigned
Conrad, L.	3/7/2016	3/28/2016	Resigned
Brewer, J.	3/7/2016	4/30/2016	Resigned
Smith, C.	5/2/2016	6/17/2016	Resigned
Brady, J.	7/18/2016	7/25/2016	Resigned
Coffey, K.	11/1/2016		
Witt, A.	7/18/2016		
Taylor, C.	2/22/2016		
Barker, D.	7/18/2016	10/11/2016	Resigned
Hodge, J.	10/19/2016	10/20/2016	Deceased
Hicks, R.	6/3/2016	10/31/2016	Terminated
Swift, M.	3/21/2016	12/2/2016	Resigned
Elmore, J.	3/21/2016	1/6/2017	Resigned
Dean, S.	11/1/2016	3/29/2017	Terminated
Srock, J.	7/18/2016	4/7/2017	Terminated
Edmondson, S.	10/17/2016	4/21/2017	Resigned
Ivey, C.	10/17/2016	5/7/2017	Resigned
Swift, M.	3/21/2016	6/17/2017	Transferred to Court
Stephenson, R.	7/18/2016	6/29/2017	Terminated
Srock, N.	12/16/2016	9/15/2017	Resigned
Lynch, C.	2/22/2016	11/30/2017	Resigned
Hayde, W.	10/17/2016	3/7/2018	Terminated
Morton, J.	3/17/2016	4/24/2018	Terminated
Paxton, J.	7/18/2016	5/14/2018	Resigned
Ardley, M.	3/7/2016	9/20/2018	Resigned
McClain, A.	10/17/2016	8/14/2018	Resigned
Kyle, R.	2/13/2017	2/17/2017	Resigned
Britt, G.	2/13/2017	3/10/2017	Resigned
Shelton, B.	4/3/2017	4/17/2017	Resigned
McFarland, B.	2/27/2017	4/20/2017	Resigned
Ramsey, T.	6/12/2017	6/13/2017	Resigned
Davis, J.	6/12/2017	7/2/2017	Resigned
Carrizales, S.	6/14/2017	7/8/2017	Resigned
Hayes, L.	9/25/2017		
Kitts, J.	2/27/2017		
Partin, E.	11/27/2017		
Cashion, W.	5/27/2017	11/17/2016	Resigned
Reed, S.	11/27/2017		
Robertson, K.	8/7/2017	9/20/2017	Terminated

Jail Staffing Analysis Hamblen County Jail

Keller, M.	10/10/2017	10/11/2017	Resigned
Carpenter, J.	8/7/2017	11/17/2017	Resigned
Gori, W.	6/19/2017	1/10/2018	Terminated
Johnston, J.	2/20/2017	1/18/2018	Resigned
Garretson, R.	6/12/2017	1/18/2018	Resigned
Lowe, C.	6/12/2017	2/11/2018	Resigned
Richardson, M.	8/7/2017	2/19/2018	Resigned
McGee, W.	6/12/2017	4/24/2018	Terminated
Helton, Z.	11/27/2017	10/1/2018	Resigned
Simonds, E.	4/3/2017	10/11/2018	Resigned
Reed, S.	11/27/2017	11/16/2018	Resigned
Johnston, D.	3/6/2017	2/25/2019	Transferred to Court
Ringley, M.	2/13/2017	9/1/2019	Transferred to Patrol
Hodges, G.	11/27/2017	11/24/2019	Resigned
Walker, A.	10/10/2017	12/31/2019	Resigned
Bullington, C.	2/5/2018	8/1/2019	Terminated
Walker, A.	10/26/2018	4/22/2019	Terminated
Mowl, J.	9/17/2018	5/14/2019	Terminated
Richards, K.	8/13/2018	2/25/2019	Terminated
Hart, B.	2/5/2018	11/8/2018	Terminated
Reed, Sh.	10/30/2018	11/16/2018	Resigned
Lane, J.	11/13/2018	11/15/2018	Resigned
Perry, M.	11/26/2018	11/27/2018	Resigned
Cruey, C.	11/26/2018	12/1/2018	Resigned
Smelcer, J.	11/26/2018	12/2/2018	Resigned
Collins, L.	9/17/2018	12/27/2018	Resigned
Roper, C.	11/26/2018	1/4/2019	Terminated
Reed, S.	2/5/2018	8/1/2018	Resigned
McDaniel, M.	5/7/2018	8/2/2018	Resigned
Bradley, Z.	2/5/2018	9/10/2018	Terminated
McCarter, C.	5/17/2018	9/19/2018	Resigned
Estes, R.	9/24/2018	9/25/2018	Resigned
Cruz, F.	2/19/2018	10/5/2018	Resigned
Rainbolt, J.	8/13/2018	10/17/2018	Resigned
Stanaway, C.	2/19/2018	3/23/2018	Resigned
Miller, J.	5/7/2018	5/9/2018	Terminated
Spurlock, J.	7/9/2018	7/12/2018	Resigned
Bullington, C.	2/5/2018	8/1/2018	Resigned
Carter, J.	1/8/2018	1/11/2018	Resigned
Ferrell, W.	2/5/2018	2/17/2018	Resigned
Burton, J.	1/18/2018	3/9/2018	Resigned
Witt, B.	2/5/2018	3/15/2018	Terminated
Bain, B.	9/26/2018	10/27/2019	Resigned
Chandler, R.	5/7/2018		
Tharp, B.	7/9/2018		
Cashion, W.	7/19/2018		
Malone, C.	8/20/2018		
Condra, L.	6/17/2019		
Lawson, C.	6/17/2019		
Mowl, T.	2/4/2019		

Jail Staffing Analysis Hamblen County Jail

Moore, J.	4/1/2019		
Roe, D.	1/7/2019		
Bryant, J.	1/18/2019		
Smith, B.	9/16/2019		
Tate, J.	6/17/2019		
Yount, M.	6/17/2019		
Miller, A.	9/23/2019		
Gilmer, L.	6/17/2019		
Hensley, M.	12/2/2019		
McFarland, C.	12/2/2019		
Ray, D.	1/14/2019	1/18/2019	Terminated
Jinks, E.	2/18/2019	3/27/2019	Terminated
Johnson, J.	4/1/2019	4/5/2019	Resigned
Fleming, T.	4/1/2019	7/31/2019	Terminated
Gray, S.	4/1/2019	8/1/2019	Terminated
Dunlap, C.	6/17/2019	9/9/2019	Terminated
Peoples, M.	4/18/2019	9/12/2019	Resigned
Singleton, D.	9/3/2019	9/13/2019	Terminated
Lawson, C.	2/18/2019	9/27/2019	Terminated
Sinkhorn, A.	6/17/2019	10/4/2019	Resigned
Jarnigan, L.	9/23/2019	10/31/2019	Resigned
Coffey, W.	12/2/2019	12/29/2019	Resigned
Fox, K.	2/18/2019	1/3/2020	Terminated
Hambrick, G.	2/2020		
Mullins, H.	1/6/2020		
Dunlap, C.	1/15/2020		

APPENDIX B: Daily Activities

Intermittent Activities Performed by Jail Staff

Most Common Tasks	Second Most Common	Third Most Common	Least Common Tasks
Search Inmate Workers	Receive new inmates	Drills	Tours
Segregation hour out of cell monitoring	15 minute suicide checks	Deal with biohazard contamination	Two officer external transports
Process kitchen workers in/out	Forward issues regarding inmate complaints	Respond to various jail codes	2 officer escort of high profile, max inmates
Collect outgoing mail	Process inmate legal mail	Staff meetings	Bomb threat
Process contact visits	Inmate disciplinary process	Emergency Medical Conditions	Jail inspections (TCI and other agencies)
Enforce rules	Orienting inmates to the facility	Respond to visitor acting out	Fire/evacuation
Process inmates out of custody	Notifying inmates of various legal issues	Hospital/outside clinic appointments	Escape
Health and welfare issues	Conducting security checks	Security system malfunctions	Internal affairs interviews
Search/document incoming/outgoing mail	Process inmates out to court	Investigate minor incidents	Large inmate disturbance
Search inmates to/from appointments	Process inmates in from court	Issue clothing due to biohazard contamination or tearing	Hostage situation
Search inmates to/from visits	Deliver supplies to housing areas	Issue special needs items due to medical needs	
Process laundry workers in/out	Sign property release forms	Search for missing food service implements	
Issue commissary slips	Distribute library books	Supervisor rounds	
Issue request forms	Supervise programs	Doing new fingerprints	
Issue mail	Area searches	Notarizing paperwork	
Issue garbage bags	Search volunteers	Inmate disruption	
Issue sick call slips	Search contract workers	Emergency counts	
Issue soap		TDOC transports	
Issue toilet paper		Other facility transports	
Collect commissary slips		Issue/collect grievances	
Inspect janitorial closets		Tracking cleaning supplies	
Lock down cells		Tracking fingernail clippers	
Pass out food		Mental health transports	
Haircuts		Outside recreation	
Distribute meds		Answer Phones	
Supervise sick call		Shadow new CO's	
Inmate speaking w/CO		ER transports	
Answer Phones		Inmates refusing to lockdown/return trays	
Inmates cell checks			
Writing reports			
Entering log book entries			

Daily Routine

Activity	Start Time	End Time	Weight	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Release time served/probation inmates	2400	0100	1	X	X	X	X	X	X	X
Process incoming/outgoing mail	0100	0300	1	X	X	X	X	X	X	
Breakfast kitchen workers wakeup	0230	0300	1	X	X	X	X	X	X	X
Breakfast kitchen workers to work	0300	1500	2	X	X	X	X	X	X	X
Diabetic blood sugar checks	0400	0430	1	X	X	X	X	X	X	X
Wake up workhouse inmates	0515	0530	1	X	X	X	X	X	X	X
Shift change	0500	0515	3	X	X	X	X	X	X	X
Lights on	0500	2300	1	X	X	X	X	X	X	X
Feed breakfast, pass out mail, formal inmate count	0515	0600	3	X	X	X	X	X	X	X
Out of cell time	0530	2300	2	X	X	X	X	X	X	X
Collect food trays, lock down inmates	0600	0700	1	X	X	X	X	X	X	X
Laundry workers to work	0630	1800	2	X	X	X	X	X	X	X
Day work crew "runner" to work	0645	1030	1	X	X	X	X	X	X	
Pod cleanup, CO pod inspection, a.m. laundry collection	0700	0800	2	X	X	X	X	X	X	X
Medication distribution	0730	0830	2	X	X	X	X	X	X	X
Outside work details to work	0730	1645	2	X	X	X	X	X	X	
Dentist (1 x every other month Sunday)	0800	1600	2							X
Razors (pass out and collect) MALES	0800	1030	2						X	
Razors (pass out and collect) FEMALES	0800	1030	2						X	
Haircuts	0800	1630	1						X	X
Inmate movement to court	0830	1130	2	X	X	X	X	X		
Attorney visits	0830	1100	2	X	X	X	X	X		
Recreation yard access	0900	1100	1	X	X	X	X	X	X	X
Visitation (see schedule)	0900	1845	1				X	X	X	X
Sick call & Physicals	0930	1115	2	X	X	X	X	X	X	X
Work crew "runner" back from work	1030	1045	2	X	X	X	X	X	X	
Lunch meal/count	1115	1200	2	X	X	X	X	X	X	X
Attorney visits	1215	1700	2	X	X	X	X	X		
Pick up food trays, lock down	1200	1300	1	X	X	X	X	X	X	X
Inmate movement to court	1230	1700	3	X	X	X	X	X		
Recreation yard access	1300	1630	1	X	X	X	X	X	X	X
Sick call & physicals	1300	1615	2	X	X	X	X	X	X	X
Inmate programs	1300	1615	2	X	X	X	X	X	X	X
Physician sick call	1400	1600	2		X					
Psychiatric Telehealth	1400	1600	2			X				
Diabetic blood sugar checks	1630	1700	1	X	X	X	X	X	X	X
Lock down, inmate count	1630	1700	2	X	X	X	X	X	X	X
Shift change	1700	1715	3	X	X	X	X	X	X	X
Feed dinner, formal inmate count	1715	1800	2	X	X	X	X	X	X	X
Pull dinner trash	1800	1830	1	X	X	X	X	X	X	X

Jail Staffing Analysis Hamblen County Jail

Activity	Start Time	End Time	Weight	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Inmate programs	1800	2100	2	X	X	X	X	X	X	X
Commissary	1800	2000	2		X					
Night floor work crew to work	1900	0300	2	X	X	X	X	X	X	X
Medication pass	2000	2100	2	X	X	X	X	X	X	X
Distribute toilet paper (MALES)	2100	2200	1					X		
Distribute toilet paper (FEMALES)	2100	2200	1			X				X
Pod cleanup & CO pod inspection	2100	2200	2	X	X	X	X	X	X	X
Lights out	2300	0500	1	X	X	X	X	X	X	X

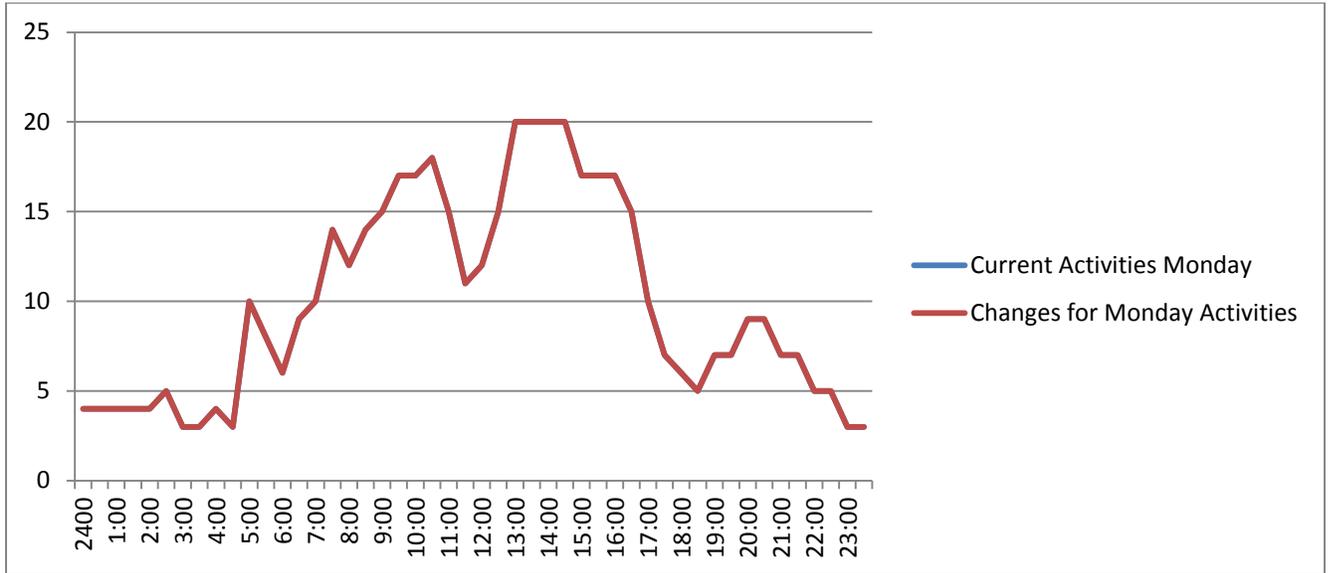
Activity Weights

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
2400	4	4	4	4	4	4	4
0:30	4	4	4	4	4	4	4
1:00	4	4	4	4	4	4	3
1:30	4	4	4	4	4	4	3
2:00	4	4	4	4	4	4	3
2:30	5	5	5	5	5	5	4
3:00	3	3	3	3	3	3	3
3:30	3	3	3	3	3	3	3
4:00	4	4	4	4	4	4	4
4:30	3	3	3	3	3	3	3
5:00	10	10	10	10	10	10	10
5:30	8	8	8	8	8	8	8
6:00	6	6	6	6	6	6	6
6:30	9	9	9	9	9	9	8
7:00	10	10	10	10	10	10	9
7:30	14	14	14	14	14	14	11
8:00	12	12	12	12	12	17	12
8:30	14	14	14	14	14	15	10
9:00	15	15	15	16	16	17	12
9:30	17	17	17	18	18	19	14
10:00	17	17	17	18	18	19	14
10:30	18	18	18	19	19	16	14
11:00	15	15	15	16	16	15	15
11:30	11	11	11	12	12	13	13
12:00	12	12	12	13	13	12	12
12:30	15	15	15	16	16	12	12
13:00	20	20	20	21	21	17	17
13:30	20	20	20	21	21	17	17
14:00	20	22	22	21	21	17	17
14:30	20	22	22	21	21	17	17
15:00	17	19	19	18	18	14	14
15:30	17	19	19	18	18	14	14
16:00	17	17	17	18	18	14	15
16:30	15	15	15	16	16	11	9
17:00	10	10	10	11	11	11	11
17:30	7	7	7	8	8	8	8
18:00	6	8	6	7	7	7	7
18:30	5	6	5	6	6	6	6
19:00	7	8	7	7	7	7	7
19:30	7	8	7	7	7	7	7
20:00	9	9	9	9	9	9	9
20:30	9	9	9	9	9	9	9
21:00	7	7	8	7	8	7	8
21:30	7	7	8	7	8	7	8
22:00	5	5	5	5	5	5	5
22:30	5	5	5	5	5	5	5
23:00	3	3	3	3	3	3	3
23:30	3	3	3	3	3	3	3

Laundry Schedule	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Level 0							
Workhouse	a.m.		a.m.		a.m.		
Booking	a.m.	a.m.	a.m.	a.m.	a.m.	a.m.	a.m.
Level 1							
1A	a.m.			a.m.			
1B	a.m.			a.m.			
1C			a.m.	a.m.		a.m.	
1D			a.m.	a.m.		a.m.	
1E	a.m.			a.m.			
1F	a.m.			a.m.			
Level 2							
2A	p.m.			p.m.			
2B	p.m.			p.m.			
2C			a.m.	p.m.		a.m.	
2D			a.m.	p.m.		a.m.	
2E	p.m.			p.m.			
2F	p.m.			p.m.			
Level 3							
3A		a.m.			a.m.		
3B		a.m.			a.m.		
3C			p.m.		a.m.	p.m.	
3D			p.m.		a.m.	p.m.	
3E		a.m.			a.m.		
3F		a.m.			a.m.		
Blankets/Linen							
Workhouse		p.m.					
Level 1		p.m.					
Level 2							a.m.
Level 3							p.m.

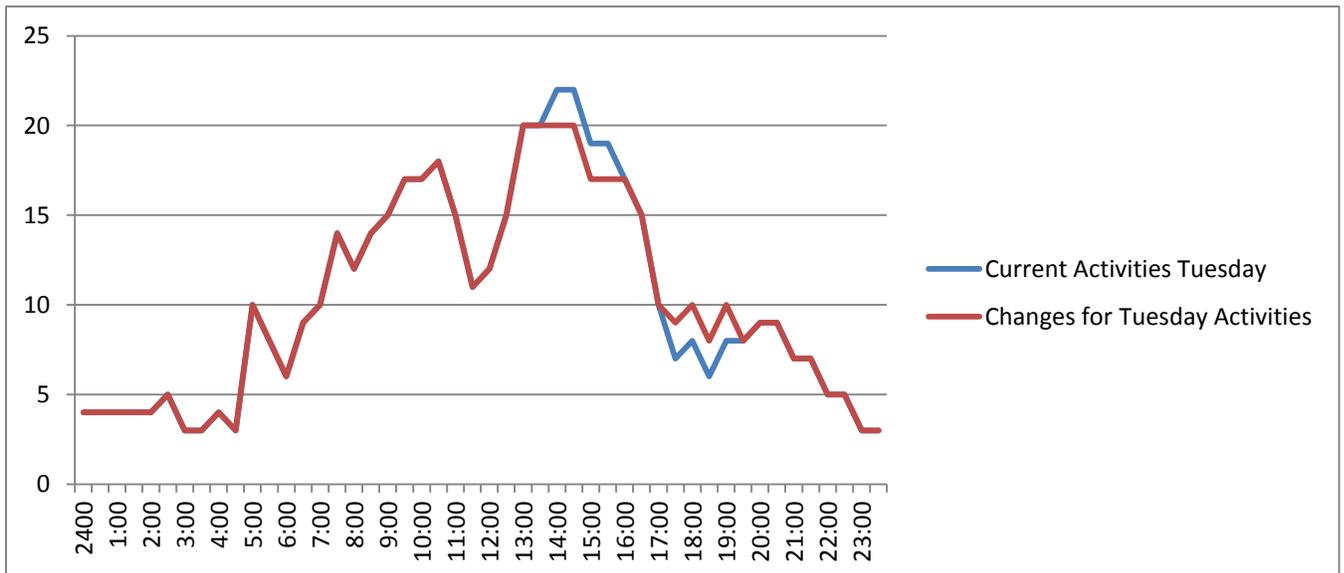
Visitation Schedule	Thursday	Friday	Saturday	Sunday
0900 – 1000	1A	2A	3A	Workhouse
1015 – 1115	1B	2B	3B	Workhouse
1300 – 1400	1C	2C	3C	
1415 – 1515	1D	2D	3D	
1530 - 1630	1E	2E	3E	
1745 - 1845	1F	2F	3F	

Activity Graph – Mondays



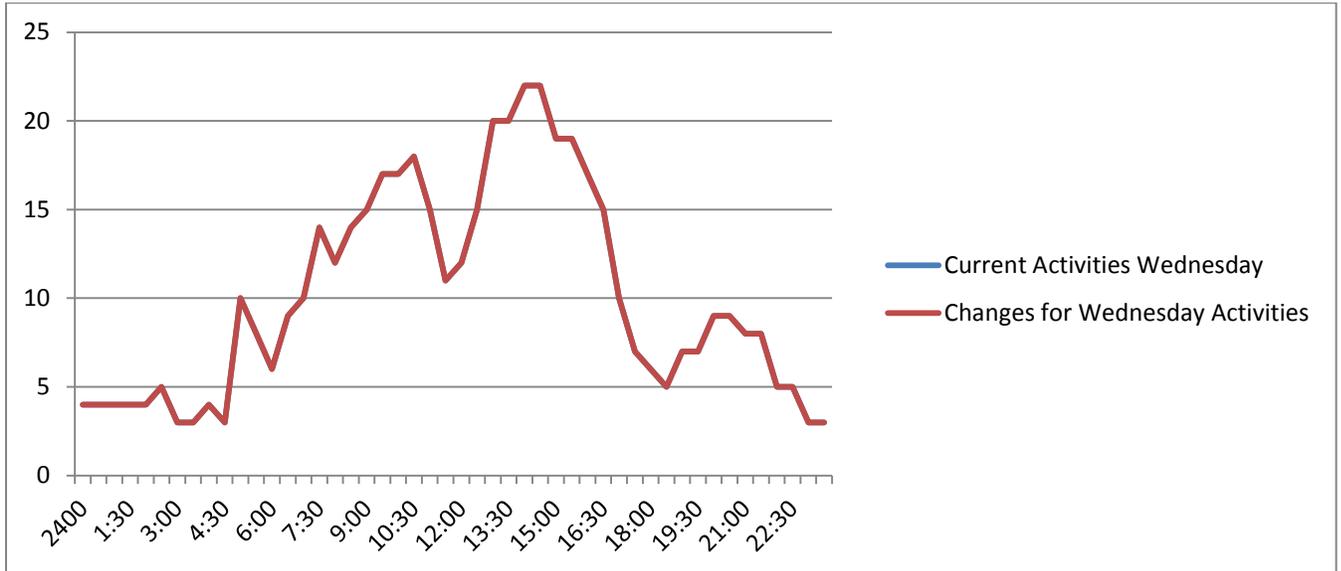
Note:	Changes

Activity Graph - Tuesdays



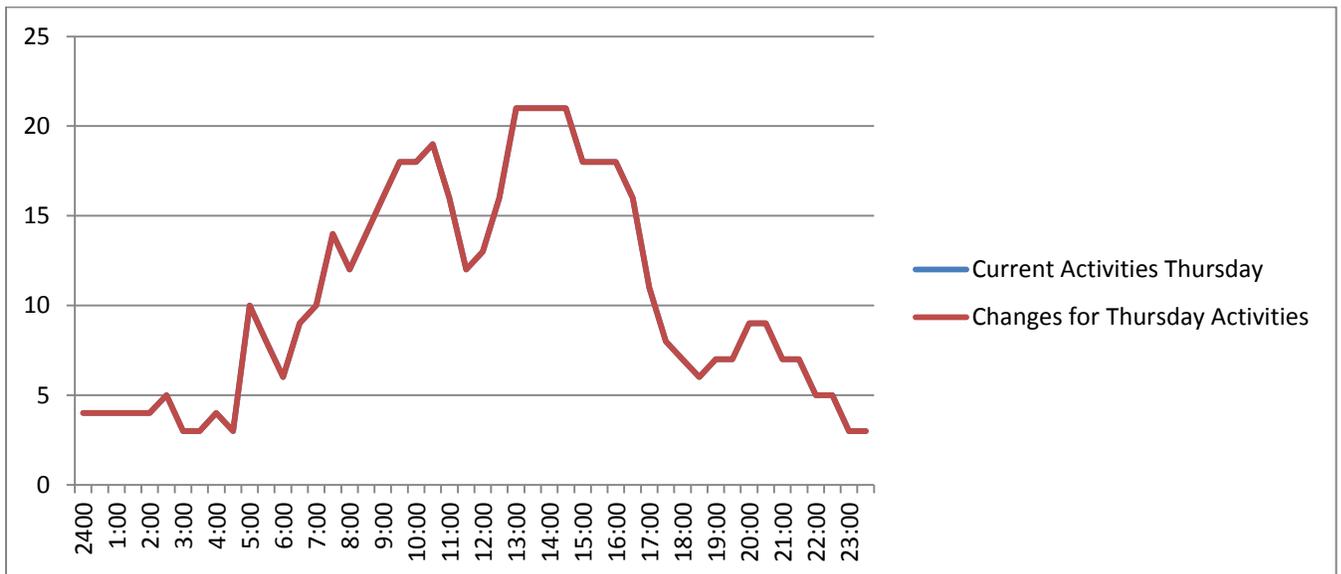
Note:	Changes
1	Suggest moving physician sick call from 1400 -1600 to 1730 - 1930

Activity Graph - Wednesdays



Note:	Changes

Activity Graph - Thursdays



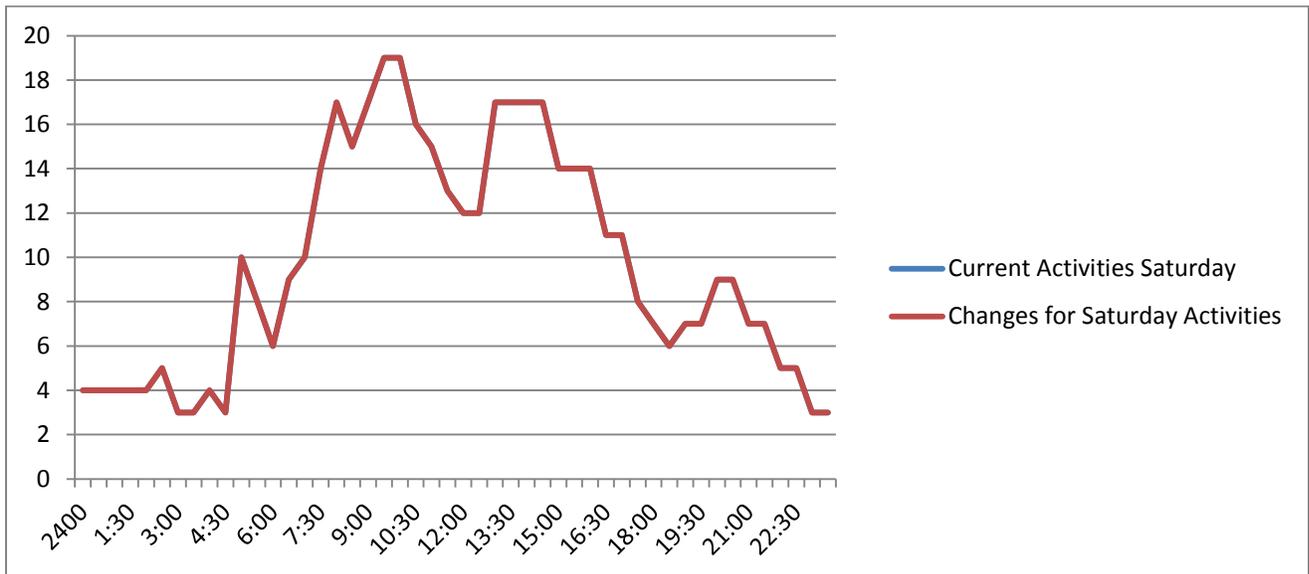
Note:	Changes

Activity Graph - Fridays



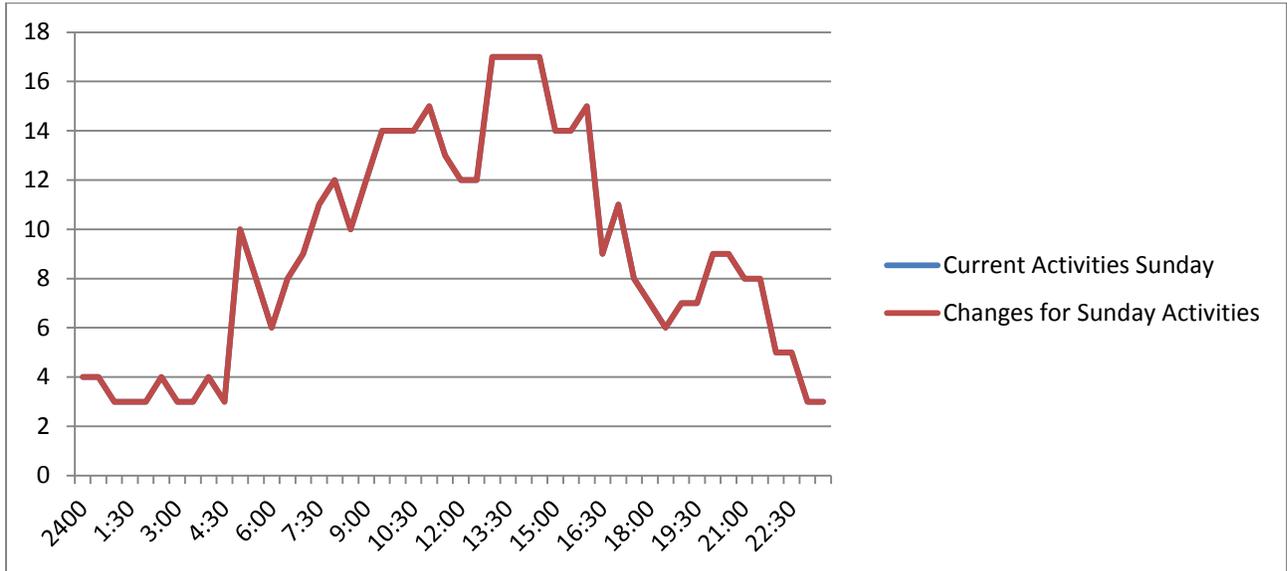
Note:	Changes:

Activity Graph - Saturdays



Note:	Changes

Activity Graph - Sundays



Note:	Changes

Appendix C: Staff Coverage

Jail Proposed Total Staff Coverage Levels

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Midnight	20	20	20	20	20	20	20
0:30	20	20	20	20	20	20	20
1:00	20	20	20	20	20	20	20
1:30	20	20	20	20	20	20	20
2:00	20	20	20	20	20	20	20
2:30	20	20	20	20	20	20	20
3:00	21	21	21	21	21	21	21
3:30	21	21	21	21	21	21	21
4:00	21	21	21	21	21	21	21
4:30	21	21	21	21	21	21	21
5:00	29	29	29	29	29	29	29
5:30	29	29	29	29	29	29	29
6:00	30	30	30	30	30	30	30
6:30	30	30	30	30	30	30	30
7:00	31	31	31	31	31	31	31
7:30	33	33	33	33	33	31	31
8:00	46	46	46	46	46	31	31
8:30	46	46	46	46	46	31	31
9:00	46	46	46	47	47	32	32
9:30	46	46	46	47	47	32	32
10:00	48	48	48	49	49	32	32
10:30	48	48	48	49	49	32	32
11:00	48	48	48	49	49	32	32
11:30	48	48	48	49	49	32	32
12:00	48	48	48	49	49	32	32
12:30	48	48	48	49	49	32	32
13:00	48	48	48	49	49	32	32
13:30	48	48	48	49	49	32	32
14:00	50	50	50	51	51	33	33
14:30	50	50	50	51	51	33	33
15:00	48	48	48	49	49	31	31
15:30	46	46	46	47	47	31	31
16:00	33	33	33	34	34	31	31
16:30	31	31	31	32	32	29	29
17:00	25	25	25	26	26	23	23
17:30	25	25	25	26	26	23	23
18:00	22	22	22	23	23	22	22
18:30	22	22	22	23	23	22	22
19:00	22	22	22	22	22	21	21
19:30	22	22	22	22	22	21	21
20:00	22	22	22	22	22	21	21
20:30	22	22	22	22	22	21	21
21:00	22	22	22	22	22	21	21
21:30	22	22	22	22	22	21	21
22:00	20	20	20	20	20	20	20
22:30	20	20	20	20	20	20	20
23:00	20	20	20	20	20	20	20
23:30	20	20	20	20	20	20	20

Proposed Administration Section Coverage Monday - Friday

	Jail Administrator	Administrative LT	Security Operations LT	Programs LT	Administrative Sergeant	Administrative CO	Training Coordinator/FTO	PREA/Compliance CO	Jail Investigations, STG ID, Classification	TOTAL
7:00	0	0	0	0	0	0	0	0	0	0
7:30	0	0	0	0	0	0	0	0	0	0
8:00	1	1	1	1	1	1	1	1	1	9
8:30	1	1	1	1	1	1	1	1	1	9
9:00	1	1	1	1	1	1	1	1	1	9
9:30	1	1	1	1	1	1	1	1	1	9
10:00	1	1	1	1	1	1	1	1	1	9
10:30	1	1	1	1	1	1	1	1	1	9
11:00	1	1	1	1	1	1	1	1	1	9
11:30	1	1	1	1	1	1	1	1	1	9
12:00	1	1	1	1	1	1	1	1	1	9
12:30	1	1	1	1	1	1	1	1	1	9
13:00	1	1	1	1	1	1	1	1	1	9
13:30	1	1	1	1	1	1	1	1	1	9
14:00	1	1	2	1	1	1	1	1	2	10
14:30	1	1	2	1	1	1	1	1	2	10
15:00	1	1	2	1	1	1	1	1	2	10
15:30	1	1	2	1	1	1	1	1	2	10
16:00	0	0	0	0	0	0	0	0	1	1
16:30	0	0	0	0	0	0	0	0	1	1
17:00	0	0	0	0	0	0	0	0	1	1
17:30	0	0	0	0	0	0	0	0	1	1
18:00	0	0	0	0	0	0	0	0	1	1
18:30	0	0	0	0	0	0	0	0	1	1
19:00	0	0	0	0	0	0	0	0	1	1
19:30	0	0	0	0	0	0	0	0	1	1
20:00	0	0	0	0	0	0	0	0	1	1
20:30	0	0	0	0	0	0	0	0	1	1
21:00	0	0	0	0	0	0	0	0	1	1
21:30	0	0	0	0	0	0	0	0	1	1
22:00										

Proposed Support Staff Coverage Monday – Friday

Time	Food Service Manager	Cooks	Laundry	Transport	Total
2:30	0	0	0	0	0
3:00	0	1	0	0	1
3:30	0	1	0	0	1
4:00	0	1	0	0	1
4:30	0	1	0	0	1
5:00	0	1	0	0	1
5:30	0	1	0	0	1
6:00	0	1	1	0	2
6:30	0	1	1	0	2
7:00	0	1	1	0	2
7:30	0	1	1	2	4
8:00	1	1	1	2	5
8:30	1	1	1	2	5
9:00	1	1	1	2	5
9:30	1	1	1	2	5
10:00	1	1	1	4	7
10:30	1	1	1	4	7
11:00	1	1	1	4	7
11:30	1	1	1	4	7
12:00	1	1	1	4	7
12:30	1	1	1	4	7
13:00	1	1	1	4	7
13:30	1	1	1	4	7
14:00	1	1	1	4	7
14:30	1	1	1	4	7
15:00	1	0	1	4	6
15:30	1	0	1	2	4
16:00	0	0	1	2	3
16:30	0	0	1	2	3
17:00	0	0	1	2	3
17:30	0	0	1	2	3
18:00	0	0	0	0	0

Proposed Support Staff Coverage Saturday, Sunday and Holiday

Time	Food Service Manager	Cooks	Laundry	Transport	Total
2:30	0	0	0	0	0
3:00	0	1	0	0	1
3:30	0	1	0	0	1
4:00	0	1	0	0	1
4:30	0	1	0	0	1
5:00	0	1	0	0	1
5:30	0	1	0	0	1
6:00	0	1	1	0	2
6:30	0	1	1	0	2
7:00	0	1	1	0	2
7:30	0	1	1	0	2
8:00	0	1	1	0	2
8:30	0	1	1	0	2
9:00	0	1	1	0	2
9:30	0	1	1	0	2
10:00	0	1	1	0	2
10:30	0	1	1	0	2
11:00	0	1	1	0	2
11:30	0	1	1	0	2
12:00	0	1	1	0	2
12:30	0	1	1	0	2
13:00	0	1	1	0	2
13:30	0	1	1	0	2
14:00	0	1	1	0	2
14:30	0	1	1	0	2
15:00	0	0	1	0	1
15:30	0	0	1	0	1
16:00	0	0	1	0	1
16:30	0	0	1	0	1
17:00	0	0	1	0	1
17:30	0	0	1	0	1
18:00	0	0	0	0	0

Proposed Shift Coverage (Monday through Friday)

Time	Shift Sergeant	Shift Corporal	Escort Officers	Booking Sergeant	Intake CO	Booking CO	Property CO	Medical Security	Court Holding Security	Workhouse Security	Workhouse Details	Visitation Security	Master Control	Level 1 Control	Level 1 Rover	Level 2 Control	Level 2 Rover	Level 3 Control	Level 3 Rover	Total
00:00	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
0:30	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
1:00	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
1:30	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
2:00	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
2:30	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
3:00	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
3:30	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
4:00	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
4:30	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
5:00	1	1	4	1	1	2	1	0	0	1	0	N/A	1	2	3	2	3	2	3	28
5:30	1	1	4	1	1	2	1	0	0	1	0	N/A	1	2	3	2	3	2	3	28
6:00	1	1	4	1	1	2	1	0	0	1	0	N/A	1	2	3	2	3	2	3	28
6:30	1	1	4	1	1	2	1	0	0	1	0	N/A	1	2	3	2	3	2	3	28
7:00	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
7:30	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
8:00	1	1	4	1	1	2	1	1	1	1	2	N/A	1	2	3	2	3	2	3	32
8:30	1	1	4	1	1	2	1	1	1	1	2	N/A	1	2	3	2	3	2	3	32
9:00	1	1	4	1	1	2	1	1	1	1	2	N/A	1	2	3	2	3	2	3	32
9:30	1	1	4	1	1	2	1	1	1	1	2	N/A	1	2	3	2	3	2	3	32
10:00	1	1	4	1	1	2	1	1	1	1	2	N/A	1	2	3	2	3	2	3	32
10:30	1	1	4	1	1	2	1	1	1	1	2	N/A	1	2	3	2	3	2	3	32
11:00	1	1	4	1	1	2	1	1	1	1	2	N/A	1	2	3	2	3	2	3	32
11:30	1	1	4	1	1	2	1	1	1	1	2	N/A	1	2	3	2	3	2	3	32
12:00	1	1	4	1	1	2	1	1	1	1	2	N/A	1	2	3	2	3	2	3	32
12:30	1	1	4	1	1	2	1	1	1	1	2	N/A	1	2	3	2	3	2	3	32
13:00	1	1	4	1	1	2	1	1	1	1	2	N/A	1	2	3	2	3	2	3	32
13:30	1	1	4	1	1	2	1	1	1	1	2	N/A	1	2	3	2	3	2	3	32
14:00	1	1	4	1	1	2	1	2	1	1	2	N/A	1	2	3	2	3	2	3	33
14:30	1	1	4	1	1	2	1	2	1	1	2	N/A	1	2	3	2	3	2	3	33
15:00	1	1	4	1	1	2	1	1	1	1	2	N/A	1	2	3	2	3	2	3	32
15:30	1	1	4	1	1	2	1	1	1	1	2	N/A	1	2	3	2	3	2	3	32
16:00	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
16:30	1	1	2	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	27
17:00	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
17:30	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
18:00	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
18:30	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
19:00	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
19:30	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
20:00	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
20:30	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
21:00	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
21:30	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
22:00	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
22:30	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
23:00	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
23:30	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20

Proposed Shift Coverage (Saturday, Sunday and Holidays)

Time	Shift Sergeant	Shift Corporal	Escort Officers	Booking Sergeant	Intake CO	Booking CO	Property CO	Medical Security	Court Holding Security	Workhouse Security	Workhouse Details	Visitation Security	Master Control	Level 1 Control	Level 1 Rover	Level 2 Control	Level 2 Rover	Level 3 Control	Level 3 Rover	Total
00:00	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
0:30	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
1:00	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
1:30	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
2:00	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
2:30	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
3:00	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
3:30	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
4:00	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
4:30	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
5:00	1	1	4	1	1	2	1	0	0	1	0	N/A	1	2	3	2	3	2	3	28
5:30	1	1	4	1	1	2	1	0	0	1	0	N/A	1	2	3	2	3	2	3	28
6:00	1	1	4	1	1	2	1	0	0	1	0	N/A	1	2	3	2	3	2	3	28
6:30	1	1	4	1	1	2	1	0	0	1	0	N/A	1	2	3	2	3	2	3	28
7:00	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
7:30	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
8:00	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
8:30	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
9:00	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
9:30	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
10:00	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
10:30	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
11:00	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
11:30	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
12:00	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
12:30	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
13:00	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
13:30	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
14:00	1	1	4	1	1	2	1	2	0	1	0	N/A	1	2	3	2	3	2	3	30
14:30	1	1	4	1	1	2	1	2	0	1	0	N/A	1	2	3	2	3	2	3	30
15:00	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
15:30	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
16:00	1	1	4	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	29
16:30	1	1	2	1	1	2	1	1	0	1	0	N/A	1	2	3	2	3	2	3	27
17:00	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
17:30	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
18:00	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
18:30	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
19:00	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
19:30	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
20:00	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
20:30	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
21:00	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
21:30	1	1	2	1	1	2	1	1	0	1	0	N/A	1	1	2	1	2	1	2	21
22:00	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
22:30	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
23:00	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20
23:30	1	1	2	1	1	2	1	0	0	1	0	N/A	1	1	2	1	2	1	2	20

Proposed Visitation

Thursday through Sunday

Time	Visitation Security	Total
8:30	0	0
9:00	1	1
9:30	1	1
10:00	1	1
10:30	1	1
11:00	1	1
11:30	1	1
12:00	1	1
12:30	1	1
13:00	1	1
13:30	1	1
14:00	1	1
14:30	1	1
15:00	1	1
15:30	1	1
16:00	1	1
16:30	1	1
17:00	1	1
17:30	1	1
18:00	1	1
18:30	1	1
19:00		

Proposed Staff Coverage Plan

Position	Job Class	Total Hrs. on Days	Total Hrs. on Evenings	# Days per Week	# Hours per Week	# Hours of Coverage per Year	Is Relief Needed for Post?	NAWH	Total # of FTE's Needed	Rounded # of FTE's
Administration										
Jail Administrator	Captain	8	0	5	40	2,086	No	N/A	1	1
Administrative Assistant	Lieutenant	8	0	5	40	2,086	No	N/A	1	1
Security Operations Programs	Lieutenant	8	0	5	40	2,086	No	N/A	1	1
Administrative Sergeant	Sergeant	8	0	5	40	2,086	No	N/A	1	1
Administrative Officer	CO	8	0	5	40	2,086	No	N/A	1	1
Training Coordinator/FTO	Sergeant	8	0	5	40	2,086	No	N/A	1	1
PREA/Compliance	CO	8	0	5	40	2,086	No	N/A	1	1
Jail Investigator/STG/Classification	CO	8	8	5	80	4,171.2	No	N/A	2	2
SUBTOTAL		72	8		400	20,859			10	10
Support										
Food Service Manager	Cook	8	0	5	40	2,086	No	N/A	1	1
Cooks	Cook	12	0	7	84	4,379.76	Yes	2070.89	2.11	2
Laundry	CO	12	0	7	84	4,379.76	Yes	2073.94	2.11	2
Transport (8 hour shifts)	CO	32	0	5	160	8,342.4	Yes	1969.94	4.23	4
SUBTOTAL		64	0		368	19,188			9.45	9
Security Shifts										
Shift Supervisor	Sergeant	12	12	7	168	8,759.52	Yes	1992.96	4.4	4
Assistant Shift Supervisor	Corporal	12	12	7	168	8,759.52	Yes	1879.17	4.66	5
Escort Officers	CO	48	24	7	504	26,278.56	Yes	2073.94	12.67	13
LEVEL 0										
Booking										
Supervisor	Sergeant	12	12	7	252	8,759.52	Yes	1992.96	4.4	4
Intake	CO	12	12	7	252	8,759.52	Yes	2073.94	4.22	4
Booking	CO	24	24	7	336	17,519.04	Yes	2073.94	8.45	8
Property	CO	12	12	7	168	8,759.52	Yes	2073.94	4.22	4
Medical										
Medical Security	CO	12	12	7	168	8,759.52	Yes	2073.94	4.22	4
Court Holding										
Court Holding Security	CO	8		5	40	2,086	Yes	1969.94	1.06	1
Workhouse										
Workhouse Security	CO	12	12	7	168	8,759.52	Yes	2073.94	4.22	4
Workhouse "Can Wagon" Details	CO	16		5	80	4,171.2	No	N/A	2	2
LEVEL 1										
Visitation										
Visitation Security	CO	10		4	40	2,086	Yes	1969.94	1.06	1
Court Lobby Security	Post Certified	10		2	20	1,042.8	Yes			
Court Lobby Security	Post Certified	2		2	4	208.56	Yes			
Security										
Master Control	CO	12	12	7	168	8,759.52	Yes	2073.94	4.22	4
Level 1 Control	CO	24	12	7	252	13,139.28	Yes	2073.94	6.34	6
Level 1 Rovers	CO	36	24	7	420	21,898.8	Yes	2073.94	10.56	11
LEVEL 2										

Jail Staffing Analysis Hamblen County Jail

Level 2 Control	CO	24	12	7	252	13,139.28	Yes	2073.94	6.34	6
Level 2 Rovers	CO	36	24	7	420	21,898.8	Yes	2073.94	10.56	11
LEVEL 3										
Level 3 Control	CO	24	12	7	252	13,139.28	Yes	2073.94	6.34	6
Level 3 Rovers	CO	36	24	7	420	21,898.8	Yes	2073.94	10.56	11
SUBTOTAL		382	252		4,528	227,331.2			110.5	109
COMBINED TOTAL		518	260		5,296	267,378.2			129.95	128

Current and New Jail Proposed Positions

Position	Current	Proposed	Difference
Captain	1	1	0
Jail Operations Lieutenant	1	1	0
Administrative Lieutenant	1	1	0
Programs Lieutenant	0	1	+1
Administrative Sergeant	1	1	0
Administrative Officer	1	1	0
Training Coordinator/FTO Sergeant	0	1	+1
PREA/Compliance Officer	1	1	0
Jail Investigator/STG/Classification	0	2	+2
Food Service Manager	1	1	0
Cooks	2	2	0
Laundry Officer	0	2	+2
Transport Officers	0	4	+4
Shift Supervisors Sergeant	4	4	0
Assistant Shift Supervisor/FTO Cpl.	None	5	+5
Escort Officers	None	13	+13
Booking Sergeant	None	4	+4
Intake Officer	None	4	+4
Booking Officer	None	8	+8
Property Officer	None	4	+4
Medical Security Officer	None	4	+4
Court Holding Officer	None	1	+1
Workhouse security	None	4	+4
Workhouse details	None	2	+2
Visitation Security	None	1	+1
Master Control	None	4	+4
Level 1 Control	None	6	+6
Level 1 Rovers	None	11	+4
Level 2 Control	None	6	0
Level 2 Rovers	None	11	0
Level 3 Control	None	6	0
Level 3 Rovers	None	11	0
Total Corrections Officers	--43--	--104--	+61
Totals	56	128	+72

Post Orders

Post/Position	Classification	Description of Duties
Jail Administrator	Lieutenant	Is responsible to the Sheriff for the overall operation of the jail.
Security Operations	Lieutenant	Oversees all security shift operations. Responsible for policies and procedures related to security operations and emergency response. Schedules and directs all security, safety, maintenance and sanitation inspections. Reviews all incident and use of force reports. Oversees the inmate disciplinary program. Coordinates all exterior transports.
Administrative Assistant	Lieutenant	Responsible for ordering supplies and equipment. Maintains policies and procedures. Conducts new employee interviews. Gathers documents and interacts with attorneys on any lawsuits. Ensures quality control of the inmate grievance system.
Programs	Lieutenant	Coordinates all inmate programs activities. Schedules all programs. Supervises all volunteer activities. Conducts volunteer orientation. Screens and assigns inmates to work programs. Oversees workhouse activities. Coordinates any reentry programming.
Administrative	Sergeant	Processes all medical bills. Does sentence credits and time keeping for misdemeanor offenders. Processes detainers, release sheets, and child support court.
Administrative	Corrections Officer	Responsible for inmate mail. Enters all court dispositions into the jail management system. Responds to finger print quality control questions.
Training Coordinator/FTO	Sergeant	Coordinates all orientation and basic training. Provides direction for shift FTO's regarding new employee orientations. Maintains training records. Coordinates with the Tennessee Corrections Institute on basic an annual in-service training. Conducts in-service training.
PREA/Compliance	Corrections Officer	Ensures agency awareness of the PREA policies and procedures and conducts PREA related inquiries. Maintains records and reports to support compliance with the TCI standards.
Jail Investigator/STG and Classification	Corrections Officer	Conducts inquiries as assigned by the jail leadership on jail issues. Conducts interviews of potential STG members. Documents results of interviews. Will conduct a face to face interview with every inmate within three working days after arrival to conduct a classification assessment. Will make recommendations regarding housing plan changes.
Cooks	Cook	Will provide food preparation duties as well as train and supervise inmate workers in food preparation, sanitation, and serving practices. They will ensure the maintenance of appropriate logs as well as sanitation, security, and maintenance of the food service area. The cook will also supervise the inmate laundry.
Shift Sergeant	Sergeant	The Sergeant has the primary responsibility to oversee activities regarding the care and proper handling of all prisoners and for the physical facilities of the detention facility. The Sergeant is responsible for supervising all staff and activities in the jail which houses un-sentenced and sentenced inmates; maintain facility security through regular inspections to insure compliance with governing regulations and standards relating to facility maintenance and health and safety of inmates; maintain established staffing levels by arranging staff work schedules, shift coverage, and overtime approval; insure that corrections staff are fully trained and that proper conduct, actions and procedures are followed; review written reports prepared by staff; evaluate the work performance of facility staff; handle a variety of employee problems such as discipline, grievances and time off requests; supervise the screening and classifying of inmates; assist in the development, implementation and monitoring of programs to modify inmates' attitudes and behaviors, such as vocational and academic education; act as a liaison with medical staff for resolving inmate health care concerns; coordinate and act as a liaison with

		inmate self-help programs, such as alcohol and drug treatment programs; investigate a variety of inmate involved incidents, violations of policies, irregular or suspicious occurrences, and take or recommend inmate discipline as appropriate; confers with the jail administrator, and work/program coordinator on the status of activities in the facility; assist in developing, organizing, directing and evaluating the effectiveness of the correctional program.
Assistant Shift Supervisor/FTO	Corporal	This post will perform similar duties as the shift supervisor. An additional duty that will be performed will be that as the shift facility training officer (FTO).
Booking Supervisor	Sergeant	This post is responsible for all operations occurring on the Lower Level. In particular this person supervises the daily operations of the booking area to ensure persons are processed in and out of the jail in an orderly and timely manner.
Booking Officer	Corrections Officer	This post is responsible for the booking and release of all inmates. The Minimum Standards for Local Correctional Facility outline a standardized booking process that each person must undergo upon entry as well as procedures to be followed upon release.
Intake Officer	Corrections Officer	Review any paperwork of a new arrestee to ensure accuracy. Conduct the appropriate search. Conduct initial health care, mental health care, and suicidal ideation screening for all newly arriving inmates. They will also conduct initial health care, mental health care, and suicidal ideation screening for all newly arrived inmates. Ensuring the person is interviewed by the magistrate and has access to bonding companies when called upon. Do an inventory of property, bag it and move into the booking area. When the inmate screening and searching is complete, the intake officer will move the inmate into the booking area.
Property Officer	Corrections Officer	This post is responsible for in-processing and out-processing of all inmate property. Further, they are responsible for accountability and inventory of property. They will be responsible for dressing out newly committed inmates as well as those being released from custody. They will issue all jail issued property and ensure that jail issued property has been collected prior to release. Further, they will ensure that all personal property has been returned when being released from custody.
Workhouse Security	Corrections Officer	This post is responsible for maintaining safety and security, good order and discipline of the workhouse area. They will ensure that the daily routine is being carried out.
Workhouse details	Corrections Officer	These officers will supervise inmates on work details outside the jail.
Visitation Security	Corrections Officer	Checks visitors into the visitation area. Also supervises this area during visitation times.
Master Control	Corrections Officer	Operate all elevators. Will operate all non-inmate housing security doors. Monitor cameras and internal jail movement. Is the central point of contact for all incoming jail phone calls. Monitor radio traffic.
Level Towers	Corrections Officer	This is a continuously (24/7) manned post that cannot be vacated without face to face relief. This post will control inmate movement in their area, monitor cameras and radio communications. Further, they will control doors and communication devices inside each housing pod. This post will direct the activities of rovers as it relates to moving of inmates to various appointments and/or releases from the facility. A tower log will be maintained regarding all activities occurring in the housing pods of this tower. Further this post will initiate emergency plans as appropriate.
Level Rovers	Corrections Officers	This post is responsible for the overall safety, security, sanitation, and maintenance of the housing pods and areas external to the towers. The Tennessee Corrections Institute Minimum Standards for Local Correctional Facilities mandate specific functions that must be accomplished in housing unit operations. Appendix B of this report outlines various intermittent and scheduled activities that this person is directly

		responsible for. This post is also the first responders for any and all emergency situations that may occur in their pod area. The rovers will also supervise video arraignments and multi-purpose room activities.
Escort Officers	CO	Will handle all movement from level to level. Also movement to court holding, medical, booking, attorney visits, to transport. Further, they will supervise inmates moving food carts to and from each level. It is estimated that 100 inmates are moved daily to these various locations. The night escort officers will supervise inmate workers cleaning all jail common areas. Assist in perimeter security checks.
Transport Officer	Corrections Officer (armed)	These officers are responsible for the safe and secure inmate movement external to the jail. This includes court movement, TDOC transports, external medical appointments, and movement of inmates to and from other counties. When not involved in transports these officers will be assigned various duties included searches, conducting key, tool, chemical inventories; conducting safety and security inspections; as well as other duties assigned by the shift supervisor. Assist in perimeter security checks.
Medical Security	Corrections Officer	Officers assigned here will maintain security of the medical clinic. They will supervise inmate patients being seen in the clinic and ensure that all inmates scheduled for an appointment arrive in the clinic on time. Further they will provide for inmate housing operations during the periods of time when inmates are permanently housed in a clinic cell. These officers will also be responsible for supervising inmates cleaning the clinic. When no inmates are present in the clinic they will escort medical personnel throughout the jail during medication distribution.

Jail Operational Scenarios

Function/Activity	How Long Does Function Take	Who is Involved & Are They Qualified	What Areas or Functions are Left Uncovered	Coverage Adequate (Yes/No)	Comments
Serving meals to inmates	60 minutes	Food service, internal escorts, and rovers	Nothing.	Yes	The kitchen will serve up meals and place them in food carts. They will contact a escort who will respond and supervise the movement of the carts to each level. The rovers will then move them into each housing pod to distribute the meals. In general population housing, inmates will line up in a designation location and will be served meals by the inmate workers under the supervision of the rovers. In segregation areas will move cell to cell to serve meals.
Public visitation	Video and remote visitation.	Visitation security officer, level tower officers, and rovers.	None.		Visitors will enter the visitation area and communicate with the visitation security officer for their scheduled visit. The officer will contact the tower who will inform the rover of the visit. The rover will communicate with the inmate to get on the video visitation station.
Court Movement	Daily	Shift sergeant, corporal, tower officers, rovers, escorts, court holding officer.	None.	Yes	Docket is received by the shift sergeant. The sergeant reviews the list and prepares the transport needs. Tower rovers will inform the inmates to get ready, and pull them from pods, search and restrain. Escorts, along with the shift sergeant and corporal will escort to court holding. They will then be transported by court officers via elevator to the court. Upon completion of court the court officer will move the inmates back to court holding. The court holding officer will search the inmates and place them in a holding cell. They will contact an escort to come to court holding to move inmates back to their housing units.
Evacuation	Unexpected	Evacuation decision will be made by the shift supervisor. Evacuation will be supervised by the shift	All other operations cease during an evacuation.	Yes.	Each pod can be evacuated into the next pod or to another level.

Jail Staffing Analysis Hamblen County Jail

		supervisor, rovers, and escorts. Backup will be provided by transport, booking, and property officer.			
Inmate Fight	Unexpected	First responders are level rovers and a supervisor. Available escorts, transport, booking, property officers respond to the level and stand by.	All other operations cease until cleared to do so by the shift supervisor.	Yes	
Inmate Fight – Workhouse	Unexpected	Available escorts and booking staff will respond.	All other operations cease until cleared to do so by the shift supervisor.	Yes	
Pick up inmates from another county	Varies based on location of transport.	Transport officers	None	Yes	
Conducting hourly security checks	Approximately 15 minutes.	Will be conducted by the rovers.	None	Yes	In medium and minimum security pods a single officer will conduct the check while in maximum pods both rovers will jointly do the check.
Laundry	As scheduled	Laundry Officer	None	Yes	Laundry will be exchanged at the housing pods by laundry officer. The laundry officer and cooks will supervise inmate workers in the laundry area.
Common area cleaning (non-level areas)	Monday through Friday 1900 – 0300	Internal escorts	None	Yes	Internal escorts will supervise the cleaning.

Appendix D: Net Annual Work Hours (NAWH) Calculations

Name	FY	Hire Date	Left Date	Military	Vacation	Sick	FMLA	Workmen's Comp.	Bereavement	Suspension	Training	Total Time Off
Captain												
Laws, T.	16/17	3/3/05		0	56	12	0	0	0	0	0	68
	17/18			0	58	0	0	0	0	0	0	58
	18/19			0	97	0	0	0	0	0	0	97
Total				0	211	12	0	0	0	0	0	223
Average				0	70.33	4	0	0	0	0	0	74.33
Lieutenant												
Coffey, J.	18/19	12/27/99		0	80	78	0	0	0	0	0	158
Hambrick, G.	16/17	12/4/09		0	80	70	0	0	16	0	0	166
	17/18			0	84	65.5	0	0	0	0	0	149.5
	18/19			0	104	24	0	0	0	0	0	128
Hart, DJ	18/19	6/18/10		0	96	109	0	0	0	0	0	205
Lane, R.	17/18	1/27/99	12/31/18*	0	163	76	0	0	0	0	0	239
	18/19			0	53	49	0	0	0	0	0	102
Total				0	660	471.5	0	0	16	0	0	1147.5
Average				0	94.29	67.36	0	0	2.29	0	0	163.93
Sergeant												
Black, L.	16/17	11/28/07		0	104	72	0	0	0	0	0	176
	17/18			0	56	48	0	0	24	0	0	128
	18/19			0	192	96	0	0	0	0	0	288
Bowlin, A.	16/17	7/25/11		0	104.5	213	0	0	0	0	0	317.5
	17/18		7/27/17*	0	148.7	6.76	0	0	0	0	0	155.46
Chase, D.	16/17	7/22/11		0	120	73.5	0	0	0	0	0	193.5
Hart, DJ	16/17	6/18/10		0	156	96	0	0	24	0	0	276
	17/18			0	60	87	0	0	0	0	0	147
Hodges, T.	17/18	3/8/08		0	104	16	0	0	0	0	0	120
Hodges, T	18/19	3/8/08		0	168	137	0	0	0	0	0	305
Morton, J.	17/18	3/7/16	4/26/18*	0	39.54	130.18	0	0	0	0	0	169.72
Rice, E.	17/18	5/19/10		0	86	77.5	0	0	0	0	0	163.5
	18/19			0	90	119	0	0	0	0	0	209
Williams, J.	17/18	9/24/12		0	144	120.5	0	0	0	0	0	264.5
	17/18			0	48	152	0	0	0	0	0	200
	18/19			0	0	39.5	0	0	0	0	0	39.5
Total				0	1620.74	1483.94	0	0	48	0	0	3152.68
Average				0	101.3	92.75	0	0	3	0	0	197.04
Corporal												
Cashion, W	18/19	5/27/14		0	0	48	0	0	0	0	0	48
Ferrell, W.	17/18	2/5/18*	2/17/18*	0	0	0	0	0	0	0	0	0
Hawkins, W.	16/17	7/15/15		0	48	215	0	642	0	0	0	905
	17/18		1/3/18*	0	0	0	0	1056	0	0	0	1056
Hodges, T.	16/17	3/8/08		0	96	154	0	0	0	0	0	250
Kitts, R.	18/19	2/27/17		0	48	72	0	0	12	0	0	132
Ringley, M	18/19	2/13/17	10/17/19	0	48	70.5	0	0	24	0	0	142.5
Srock, N.	17/18	12/16/16	2/6/19*	0	0	84	0	0	0	0	0	84
	18/19			0	132	48	0	0	0	0	0	180
Total				0	372	691.5	0	1698	36	0	0	2797.5
Average				0	41.33	76.83	0	188.67	4	0	0	310.83

Jail Staffing Analysis Hamblen County Jail

Name	FY	Hire Date	Left Date	Military	Vacation	Sick	FMLA	Workmen's Comp.	Bereavement	Suspension	Training	Total Time Off
CO												
Ardley, M.	16/17	3/7/16		0	12	133	0	0	0	0	0	145
	17/18		9/20/18*	0	84	145.25	0	0	0	0	0	229.25
	18/19			0	48	21.5	0	0	0	0	0	69.5
Bailey, W.	16/17	9/1/98	10/4/16*	0	40.56	0	0	0	0	0	0	40.56
Bain, S	16/17	9/22/14	9/30/16*	0	190.43	198.37	0	0	0	0	0	388.8
	18/19	9/27/18*	12/27/19	0	48	24.5	0	0	0	0	0	72.5
Barker, D.	16/17	7/18/16*	10/11/16*	0	0	48.13	0	0	0	0	0	48.13
Bates, W.	16/17	10/19/15		0	96	84	0	0	0	0	0	180
Beach, S.	16/17	5/20/14		0	0	24	0	0	0	0	0	24
Blevins, W.	16/17	7/2/01	9/10/16*	0	0	801.57	0	0	0	0	0	801.57
Bradley, Z.	17/18	2/5/18*	9/7/18*	0	0	0	0	0	0	0	0	0
	18/19			0	48	24	0	0	0	0	0	72
Brady, J.	16/17	7/18/16*	7/25/16*	0	0	0	0	0	0	0	0	0
Britt, G.	16/17	2/17/17*	3/9/17*	0	0	0	0	0	0	0	0	0
Brown, D.	16/17	10/17/16*		0	0	95.44	0	0	0	0	0	95.44
	17/18			0	48	39.5	0	0	0	0	0	87.5
	18/19			0	48	50	0	0	0	0	0	98
Bryant, J	18/19	2/18/19*		0	0	48	0	0	0	0	0	48
Bullington, C.	17/18	2/5/18*	7/28/19*	0	0	40	0	0	0	0	0	40
	18/19			0	0	63.5	0	0	0	0	0	63.5
Bunch, K.	16/17	8/29/13		0	48	48	0	0	0	0	0	96
	17/18			0	156	0	0	0	0	0	0	156
	18/19			0	60	85.5	0	0	36	0	0	181.5
Burton III, J.	17/18	1/8/18*	3/7/18*	0	0	0	0	0	0	0	0	0
Carpenter, J.	17/18	8/7/17*	11/17/17*	0	0	0	0	0	0	0	0	0
Carrizales, S.	16/17	6/14/17*		0	0	0	0	0	0	0	0	0
	17/18		7/10/17*	0	0	0	0	0	0	0	0	0
Carter, J.	17/18	1/9/18*	1/11/18*	0	0	0	0	0	0	0	0	0
Cashion, W.	16/17	5/27/14	11/16/16*	0	94.53	39.39	0	0	0	0	0	133.92
Chandler, R.	17/18	5/7/18*		0	0	63	0	0	0	0	0	63
	18/19			0	12	84.5	0	0	36	0	0	132.5
Coffey, J.	16/17	1/24/17*		0	0	28.52	0	28.08	0	0	0	56.6
	17/18			0	96	157.25	0	0	0	0	0	253.25
Coffey, K.	16/17	11/4/16*		0	0	56.51	0	0	0	0	0	56.51
	17/18			0	96	195	0	0	0	0	0	291
	18/19			0	48	107	0	0	0	0	0	155
Collins, L	18/19	9/17/18*	12/27/18*	0	0	24	0	0	5.5	0	0	29.5
Condra, L	18/19	6/17/19*		0	0	0	0	0	0	0	0	0
Cruey, C	18/19	11/26/18*	12/1/18*	0	0	0	0	0	0	0	0	0
Cruz, F.	17/18	2/19/18*	10/5/18*	0	0	33.18	0	0	0	0	0	33.18
	18/19			0	0	36	0	0	0	0	0	36
Daniels, M.	16/17	10/19/15		0	48	116.5	0	0	0	0	0	164.5
	17/18		8/13/19	0	144	93	0	0	0	0	0	237
	18/19			0	96	94	0	0	0	0	0	190
Davis, J.	16/17	6/12/17*	7/2/17	0	0	0	0	0	0	0	0	0
Dean, S.	16/17	11/4/16*	3/28/17*	0	0	51.6	0	0	0	0	0	51.6
Drinnon, T.	16/17	10/19/15	10/19/16*	0	19.73	83.85	0	0	0	0	0	103.58
Drum, D.	16/17	9/15/14	8/28/17	0	140	107	0	0	0	0	0	247
Dunlap, C	18/19	6/19/19*		0	0	0	0	0	0	0	0	0
Edmonton, S.	16/17	10/17/16*	4/21/17*	0	0	140.53	0	0	0	0	0	140.53
Elmore, J.	16/17	3/21/16	1/6/17*	0	0	146.48	0	0	0	0	0	146.48
Estes, R	18/19	9/24/18*	9/25/18*	0	0	0	0	0	0	0	0	0
Ferrell, B.	16/17	9/15/14	9/27/17	0	96	72	0	0	0	0	0	168

Jail Staffing Analysis Hamblen County Jail

Name	FY	Hire Date	Left Date	Military	Vacation	Sick	FMLA	Workmens Comp.	Bereavement	Suspension	Training	Total Time Off
Fleming, T	18/19	4/1/19*	7/28/19	0	0	0	0	0	0	0	0	0
Foster, C.	16/17	7/25/11		0	72	76	0	0	0	0	0	148
	17/18			0	127.5	101	0	0	24	0	0	252.5
	18/19			0	104	154	0	0	0	0	0	258
Fowler, D.	16/17	5/13/10		0	68	132.5	0	0	0	0	0	200.5
	17/18		1/2/19*	0	80	109	0	0	0	0	0	189
	18/19			0	112	48	0	0	0	0	0	160
Fox, K	18/19	2/18/19*	1/3/20	0	48	1	0	12	0	0	0	61
Garretson, R.	16/17	6/12/17*		0	0	0	0	0	0	0	0	0
	17/18		2/18/18*	0	0	112.79	0	0	0	0	0	112.79
Gilmer, L	18/19	6/17/19*		0	0	0	0	0	0	0	0	0
Goodman, G.	16/17	11/14/11		0	60	9	0	0	0	0	0	69
	17/18			0	60	80	0	0	24	0	0	164
	18/19			0	12	56	0	0	0	0	0	68
Gori, W.	16/17	6/19/17*		0	0	0	0	0	0	0	0	0
	17/18		1/6/18*	0	0	92.21	0	0	0	0	0	92.21
Gray, S	18/19	4/1/19*	7/31/19	0	0	1	0	0	0	0	0	1
Harris, T.	16/17	3/2/15	4/5/17*	0	62.8	180.21	0	0	8.5	0	0	251.51
	17/18	9/25/17*	4/12/18*	0	176.08	127.47	0	0	0	0	0	303.55
Hart, B.	17/18	2/5/18*	11/7/18*	0	0	38.75	0	0	0	0	0	38.75
	18/19			0	48	80.5	0	0	0	0	0	128.5
Harville, J.	16/17	3/16/15		0	12	216	0	0	36	0	0	264
Hayde, W.	16/17	10/17/16*		0	0	90.89	0	0	0	0	0	90.89
	17/18		3/3/18*	0	71.22	42.29	0	0	0	0	0	113.51
Hayes, L.	17/18	9/25/17*		0	0	44.24	0	0	0	0	0	44.24
	18/19			0	12	84.75	0	0	0	0	0	96.75
Helton, Z.	17/18	11/27/17*	10/1/18*	0	0	81.11	0	0	0	0	0	81.11
	18/19			0	0	12	0	0	0	0	0	12
Henry, T.	16/17	10/17/16*		0	0	0	0	0	0	0	0	0
	17/18			0	60	51	0	0	0	0	0	111
	18/19			0	96	156	0	108	36	0	0	396
Hibbard, D.	16/17	12/1/06	12/2/16*	0	28.26	80.06	0	0	0	0	0	108.32
Hicks, R.	16/17	5/11/15	10/31/16*	0	0	35.61	0	0	0	0	0	35.61
Hodge, J.	16/17	10/19/15	10/20/16*	0	0	140.13	0	0	0	0	0	140.13
Hodges, G.	17/18	11/27/17*	11/24/19	0	0	121.67	0	0	0	0	0	121.67
	18/19			0	60	157	0	0	0	0	0	217
Houston, J.	16/17	7/1/13		0	96	155.5	0	0	0	0	0	251.5
	17/18			0	60	333	0	0	0	48	0	441
	18/19			0	48	304.75	0	0	36	0	0	388.75
Ivey, C.	16/17	10/17/16*	5/7/17*	0	0	124.06	0	0	0	0	0	124.06
Jinks, E	18/19	2/18/19*	3/27/19*	0	0	0	0	0	0	0	0	0
Johnson, J	18/19	4/1/19*	4/5/19*	0	0	0	0	0	0	0	0	0
Johnston, D.	16/17	3/6/17*		0	0	48.35	0	0	0	0	0	48.35
	17/18			0	0	130	0	0	0	0	0	130
	18/19			0	68	99	288	0	0	0	0	455
Johnston, J.	16/17	2/20/17*		182	0	0	0	0	0	0	0	182
	17/18		1/18/18*	0	0	47.88	0	0	0	0	0	47.88
Keller, M.	17/18	10/10/17*	10/11/17*	0	0	0	0	0	0	0	0	0
King, K.	17/18	8/7/17*	9/20/17*	0	0	0	0	0	0	0	0	0
Kitts, R.	16/17	2/27/17*		0	0	0	0	176.61	0	0	0	176.61
	17/18			0	0	48	0	720	36	0	0	804
Kyle, R.	16/17	2/13/17*	2/20/17	0	0	0	0	0	0	0	0	0
Lane, J	18/19	11/13/18*	11/15/18*	0	0	0	0	0	0	0	0	0
Lawson, Cl.	18/19	6/17/19*		0	0	0	0	0	0	0	0	0

Jail Staffing Analysis Hamblen County Jail

Name	FY	Hire Date	Left Date	Military	Vacation	Sick	FMLA	Workmens Comp.	Bereavement	Suspension	Training	Total Time Off
Lawson, Co.	18/19	2/18/19*	9/27/19	0	0	12	0	0	0	0	0	12
Lowe, C.	16/17	6/12/17*		0	0	0	0	0	0	0	0	0
	17/18		2/11/18*	0	0	116.28	0	0	0	24	0	140.28
Lynch, C.	16/17	2/22/16		0	0	132	0	0	0	0	0	132
	17/18		11/30/17*	0	0	28.63	0	0	0	0	0	28.63
Mahon, A.	16/17	9/15/14	9/27/16*	0	49.21	0	0	0	98.43	0	0	147.64
Malone, C	18/19	8/20/18*		0	0	14.75	0	0	0	0	0	14.75
Marsee, J.	16/17	11/4/13		0	45	89.5	0	0	0	0	0	134.5
	17/18			0	88	90	0	0	0	0	0	178
	18/19			0	104	78	0	0	0	0	0	182
Mayes, T	18/19	6/17/19*		0	0	0	0	0	0	0	0	0
McCarter, C.	17/18	5/7/18*	9/15/18*	0	0	0	0	0	0	0	0	0
	18/19			0	0	12	0	0	0	0	0	12
McDaniel, M.	17/18	5/7/18*	8/3/18*	0	0	0	0	0	0	0	0	0
	18/19			0	0	12	0	0	0	0	0	12
McFarland, B.	16/17	2/27/17*	4/20/17*	0	0	82.64	0	0	0	0	0	82.64
McGee, W.	16/17	6/12/17*		0	0	0	0	0	0	0	0	0
	17/18		4/24/18*	0	0	60.02	0	0	0	0	0	60.02
McLain, A.	16/17	10/17/16*		0	0	34.09	0	0	0	0	0	34.09
	17/18			0	24	208	0	0	0	0	0	232
	18/19		8/15/18*	0	0	285.65	0	0	0	0	0	285.65
Mooneyham, R	16/17	3/16/15		0	54	182.5	0	0	0	0	0	236.5
	17/18		4/23/19*	0	96	79	0	0	0	0	0	175
	18/19			0	48	120.5	0	0	0	0	0	168.5
Moore, J	18/19	4/1/19*		0	0	9.5	0	0	0	0	0	9.5
Moore, Mi	17/18	9/25/17*		0	58.99	111.22	0	0	0	0	0	170.21
	18/19			0	17	75.25	0	0	0	0	0	92.25
Morton III, J.	16/17	3/7/16	4/26/18	0	0	175.5	0	0	0	0	0	175.5
Mowl, J	18/19	9/17/18*	5/13/19*	0	48	16	0	0	0	0	0	64
Mowl, T	18/19	2/4/19*		0	0	36	0	0	0	0	0	36
Partin, E.	17/18	11/27/17*		0	0	99.7	0	0	0	0	0	99.7
	18/19			0	96	230.5	0	0	0	0	0	326.5
Paxton, J.	16/17	7/18/16*		0	0	60.83	0	0	0	0	0	60.83
	17/18		5/14/18*	0	55.09	80.35	0	0	0	0	0	135.44
Peoples, M	18/19	4/8/19*	9/12/19	0	0	0	0	0	0	0	0	0
Perry, M	18/19	11/26/18*	11/26/18*	0	0	0	0	0	0	0	0	0
Rainbolt, J	18/19	8/13/18*	10/17/18*	0	0	12	0	0	0	0	0	12
Rainey, P.	16/17	4/29/11		0	96	118	0	0	0	0	0	214
	17/18			0	132	139.75	0	0	0	0	0	271.75
	18/19			0	84	132	0	0	0	0	0	216
Ramsey, B.	16/17	1/5/09		0	144	118.5	0	0	0	0	0	262.5
	17/18		6/19/19*	0	108	135	0	0	0	0	0	243
	18/19			0	132	231.5	0	0	0	0	0	363.5
Ray, D	18/19	1/14/19*	1/18/19*	0	0	0	0	0	0	0	0	0
Reed, Sa.	17/18	11/27/17*	11/16/18*	0	0	59.99	0	0	0	0	0	59.99
	18/19			0	0	0	0	0	0	0	0	0
Reed, S	18/19	8/13/18*	2/25/19*	0	48	3	0	0	24	0	0	75
Reed, Sh.	17/18	2/5/18*	11/16/18*	0	0	60	0	0	0	0	0	60
	18/19			0	0	0	0	0	0	0	0	0
Rice, E.	16/17	5/19/10		0	89	122	0	0	72	0	0	283
Rich, D.	16/17	7/8/02		0	116	52	0	0	0	0	0	168
	17/18		11/3/17*	0	231.75	252.02	0	0	0	0	0	483.77
Richards, K	18/19	1/7/19*		0	0	38.5	0	0	0	0	0	38.5
Richardson, M.	17/18	8/7/17*	2/27/18*	0	0	106.83	0	0	0	0	0	106.83

Jail Staffing Analysis Hamblen County Jail

Name	FY	Hire Date	Left Date	Military	Vacation	Sick	FMLA	Workmens Comp.	Bereavement	Suspension	Training	Total Time Off
Ringley, M.	16/17	2/13/17*		0	0	0	0	0	0	0	0	0
	17/18		10/17/19	0	0	88	0	0	0	0	0	88
Roe, D	18/19	11/26/18*	1/7/19*	0	0	0	0	0	0	0	0	0
Roper, C	18/19	3/2/15		0	80	56	0	0	16	0	0	152
Russell, B.	16/17	3/2/15		0	36	140.75	0	0	0	0	0	176.75
	17/18		6/18/18*	0	124.08	120.46	0	0	0	0	0	244.54
Russell, M.	16/17	5/19/14		0	60	65.25	0	0	0	0	0	125.25
	17/18			0	84	2	0	0	0	0	0	86
	18/19			0	96	72	0	0	0	0	0	168
Shelton, B.	16/17	4/3/17*	4/17/17*	0	0	0	0	0	0	0	0	0
Simmons, S.	16/17	5/19/14		0	50	147.5	0	0	12	0	0	209.5
	17/18			0	48	88.5	0	0	0	0	0	136.5
	18/19			0	0	51	0	0	0	0	0	51
Simonds, E.	16/17	4/3/17*		0	0	0	0	0	0	0	0	0
	17/18		10/11/18*	0	48	104	0	0	0	0	0	152
	18/19			0	0	13	0	0	0	0	0	13
Sinkhorn, A	18/19	11/26/18*	12/3/18*	0	0	0	0	0	0	0	0	0
Smelcer, J	18/19	7/9/18*	7/12/18*	0	0	0	0	0	0	0	0	0
Spurlock, J	18/19	6/17/19*		0	0	0	0	0	0	0	0	0
Srock, J.	16/17	7/18/16*	4/6/17*	0	0	16.65	0	0	0	0	0	16.65
Srock, N.	16/17	12/16/16*	2/6/19	0	0	22.23	0	0	0	0	0	22.23
Stanaway, C.	17/18	2/19/18*	3/23/18*	0	0	0	0	0	0	0	0	0
Stephenson, R.	16/17	7/18/16*	6/29/17*	0	0	17.73	0	0	0	0	0	17.73
Tate, J	18/19	2/22/16		0	68	142.5	0	0	36	0	0	246.5
Taylor, Ch.	16/17	2/22/16		0	0	0	0	106	0	0	0	106
	17/18			0	0	71.5	0	192	0	0	0	263.5
Taylor, C	18/19	7/9/18*		0	0	113.5	0	180	24	0	0	317.5
Tharp, B	18/19	10/6/08		0	48	122	0	0	0	0	0	170
Towers, G.	16/17	10/6/08		0	130	136.5	0	0	0	0	0	266.5
Towers, G.	17/18	10/10/17*	12/31/19	0	16.59	166.6	0	0	0	0	0	183.19
	18/19			0	24	50.5	0	0	0	0	0	74.5
Vineyard, A.	17/18	10/10/17*	12/31/19	0	0	50.46	0	0	0	0	0	50.46
	18/19			0	0	30	0	0	36	0	0	66
Walker-Buchan	18/19	7/18/16		0	96	167	0	0	0	0	0	263
Whitt, A.	16/17	7/18/16*		0	0	97.02	0	19.93	37.76	0	0	154.71
	17/18			0	24	132.5	0	48	0	0	0	204.5
	18/19			0	0	0	0	0	0	0	0	0
Witt, B.	17/18	2/5/18*	3/15/18*	0	0	0	0	0	0	0	0	0
Yount, M	18/19	2/5/18	11/16/18*	0	0	0	0	0	0	0	0	0
Total				182	6455.82	14104.94	288	1590.62	634.19	72	0	23327.57
Average				.91	32.12	70.17	1.43	7.91	3.16	.36	0	116.06
Food Service												
Frazier, K.	16/17	11/9/15		0	0	0	0	0	0	0	0	0
	17/18			0	90	0	0	0	0	0	0	90
	18/19			0	70	0	0	0	0	0	0	70
Miller, A.	16/17	6/6/12		0	112	101	0	0	0	0	0	213
	17/18			0	80	84	0	0	0	24	0	188
	18/19			0	80	76	0	0	0	0	0	156
Seal, L.	16/17	8/11/14		0	70	20	0	0	0	0	0	90
	17/18			0	110	40	0	0	0	0	0	150
	18/19			0	80	35	0	0	0	0	0	115
Total				0	692	356	0	0	0	24	0	1072
Average				0	76.89	39.56	0	0	0	2.67	0	119.11

