



**Department of Health and Human Services  
Division of Child and Family Services  
Juvenile Justice Services**

**CALIENTE YOUTH CENTER  
STAFFING PLAN**

June 7, 2017

PREA standard § 115.313 requires facilities to have a plan in place that provides for adequate levels of staffing and video monitoring in order to protect youth against sexual abuse and sexual harassment. In calculating adequate staffing levels and determining the need for video monitoring, facilities will take into consideration, at a minimum, 11 elements, that are within this plan. This document details Caliente Youth Center's staffing plan in accordance with the PREA standard.

#### Generally Accepted Correctional Facility Practices

The U.S. Department of Justice and the National Institute of Corrections developed a Staffing Analysis, Workbook for Jails, which demonstrates generally accepted correctional facility practices. This workbook includes a staffing analysis process, including creating a profile of the facility; calculating work hours; developing a facility activity schedule; developing a staff coverage plan; completing a staff summary; developing a schedule; evaluating, revising and improving the plan; and preparing and implementing the report. This guidance will continue to be used at Caliente Youth Center.

The initial plan developed at Caliente Youth Center was in August 2016. Through recent meetings and discussions with the Deputy Administrator, Superintendent, Assistant Superintendent, PREA Coordinator, and PREA Compliance Manager, this group has begun to work on staffing challenges, ways to best meet PREA ratios, ways to best handle vacant shifts, the scheduling of less non-essential off-campus activities, utilizing overtime instead of comp time, discussing options that might provide more efficient ways to create a staff schedule, and streamlining the hiring process. These discussions will continue in order to promote meaningful and effective processes for Caliente Youth Center.

#### Facility Layout

Caliente Youth Center is a staff-secured medium-security facility that includes a campus-style setting with seven separate housing units, five units for male youth and two units for female youth. Each unit has 20 individual rooms. Each youth has a personal room.

The Caliente Youth Center has a maximum capacity of 140 youth ages 12-18. The facility is set within a rural setting surrounded by desert landscaping. The current population as of the writing of this report was 119, with 39 females and 80 males.

In addition to the seven separate housing units, there is an administration building, an infirmary, a full-service kitchen and laundry, maintenance, an accredited high school, a gymnasium, a football/soccer field, a baseball/softball diamond, and a workout room for aerobic, weightlifting, and cardio fitness.

Within each unit, there are several blind spots which can be cause for concern. Staff are trained to be aware of youth in these areas. The bathroom area is monitored at all times when it is in use. The bathroom area is a mandatory fire escape exit. The fire escape door out of the bathroom leads to a small hallway. At the end of the hallway is a door leading to the outside. This door is connected to a security system. This is an area of concern.

In the middle of each unit, there is a center support for the structure. On the far side of the center support is the kitchen area. From the front of the unit, there are blind spots when youth are in the kitchen as they can be behind the center support.

In the school area, there are various alcoves, corners, and closets, all of which can cause blind spots. Youth are not allowed to move within the school without staff awareness due to these concerns.

In the hallway leading to the kitchen, there are several doors that lead into smaller hallways. At the end of the "red line" hallway, there is a door leading back to the kitchen and laundry. These areas can be cause for concern and they require consistent staff awareness.

#### **Youth Composition**

Caliente Youth Center detains youth ages 12-18 who are appropriate for a medium-security, staff-secured correctional setting. Caliente Youth Center detains both males and females of diverse races, ethnicities, sexual orientations, risk levels, security levels, and family backgrounds. Many youth detained at Caliente Youth Center have mental health diagnoses and trauma that require medication and counseling treatment. Some youth have developmental disabilities that require specialized academic programming.

Caliente Youth Center detains youth with gang affiliations, poor impulse control, and violent tendencies. Considerations to these factors are taken into account when placing youth in housing and programmatic settings. Occasionally, Caliente Youth Center will receive a youth who requires 1:1 or 2:1 staffing ratios due to heightened security risks.

Within 72 hours of intake and periodically through their stay, youth are assessed on their risk to either be a sexual abuse predator or a sexual abuse victim. The Risk Assessment is completed by a mental health counselor and is shared with the PREA Compliance Manager, who can make informed decisions regarding youth housing, bed, program, education and work assignments, to ensure the most appropriate and safe placements are made.

#### **Staff Composition**

Caliente Youth Center's budgeted staff includes supervisory staff to include a Superintendent; an Assistant Superintendent; a Head Group Supervisor; a Director of Nursing; 5 Mental Health Counselors; 3 Nurses; an Administrative Services Officer and Accountant; an Administrative Assistant; 4 Maintenance staff; 5 Food Service staff; a Laundry staff; and direct-line security

staff including 5 Assistant Head Group Supervisors and 70 Group Supervisors, ranging from Group Supervisor I to Group Supervisor IV, based on experience.

In addition, Caliente Youth Center contracts with the Lincoln County School District to provide academic services. Approximately 30 Lincoln County School District staff work on the grounds during the school week.

Caliente Youth Center averages 7 vacant direct-line security staff at any given time. Challenges in staffing include the facility's rural location, which naturally reduces the pool of available and hireable workers, and the nature of work, which can be stressful.

### Placement of Staff

Caliente Youth Center places between 16-20 youth per housing unit. Depending on the number of youth, each unit will staff 2-3 Group Supervisors per unit. Every unit has an assigned Group Supervisor IV who acts as the supervisor of the unit. Each unit also has an assigned Group Supervisor III.

Caliente Youth Center has three shifts per day, including a day shift from 6:00 a.m.-2:00 p.m., a swing shift from 2:00 p.m.-10:00 p.m. and a night shift from 10:00 p.m.-6:00 a.m..

To provide back-up, roving staff are utilized to prevent PREA ratio deviations. Supervisors will also be called on to provide direct-line supervision. Overtime and comp time are also used to fill in staffing gaps due to position vacancies and staff on sick or annual leave.

At least one supervisory level person, which can include the Superintendent, Assistant Superintendent, Head Group Supervisor, Assistant Head Group Supervisor, and/or a Group Supervisor 4 (acting as the shift supervisor) will be on duty. At least one Administrator, including the Assistant Superintendent and/or the Head Group Supervisor will always be on call. On duty supervisory personnel are required to always be accessible to direct and oversee facility operations and safety, and respond to crisis situations.

Administrators and Supervisors can augment coverage, but they can only be considered in the staff-to-youth ratio when directly observing youth.

Direct-line security staff members are required to maintain line-of-sight supervision of youth at all times except when youth are in their individual sleeping rooms. Direct care staff members are required to carry a two-way radio at all times. Staff must complete a minimum of 40 hours of training annually, including training on the Handle with Care Behavioral Management System, the Prison Rape Elimination Act, Cross-Gender Pat-Down and Searches, the Forward Thinking Interactive Journaling Program, Child Abuse & Neglect Reporting, Use of Force, Shield of Care Suicide Prevention, and Medication Management.

### Staff-to-Youth Ratios:

The Caliente Youth Center adheres to DCFS policy which requires a minimum staff-to-youth ratios of 1:8 during waking hours and 1:16 during sleeping hours. Direct-line security staff and properly trained supervisory staff acting as direct-line security staff are the only staff counted towards these ratios. Current goals strive to have all shifts at the facility maintain these ratios.

Any time the minimum staffing ratios are not met, due to limited or exigent circumstances, these circumstances must be documented on a Deviations from Staffing Plan Report, which lists the reason for the deviation; the attempted solutions to regain compliance; the duration of time out of compliance; and whether overtime was used to stay in or regain compliance. The tracking of overtime will be used to identify future increases in staffing needs.

In addition, the Head Group Supervisor, Assistant Head Group Supervisor or designee, who is at least an intermediate supervisor, conducts unannounced rounds weekly, completing at least one review for each shift, to identify and deter youth-on-youth and staff-on-youth sexual harassment and sexual abuse. These reviews are documented on the Unannounced Round Log. As well, Caliente Youth Center staff are prohibited from alerting other staff members when unannounced rounds are occurring.

In practice, the Caliente Youth Center will continue to exceed generally accepted secure residential practices by having two (2) additional roving direct care staff assigned to augment coverage facility-wide five (5) days a week on day shifts, two (2) additional direct care staff assigned to augment coverage facility-wide five (5) days a week on the night shifts. These roving staff will only be considered in the staff-to-youth ratio when they are directly observing youth. In order to be counted in PREA staffing ratios, school teachers must receive appropriate training in the Handle with Care Behavioral Management System, the Prison Rape Elimination Act, the Forward Thinking Interactive Journaling Program, Child Abuse & Neglect Reporting, Use of Force, CPR/First Aid, and will augment coverage, but can only be considered in the staff-to-youth ratio when directly observing youth.

The Principal of C.O. Bastian High School is willing to have all teachers trained in the future, and the Superintendent is working on getting language mandating PREA training into the Lincoln County renewal contract. The Superintendent is also working towards getting the school funded for the facility's maximum youth ratio of 140, instead of a point-in-time ratio that has led to school underfunding.

### **Institutional Programs**

At the Caliente Youth Center, we employ a number of institutional programs. We contract with Lincoln County School District to run C.O. Bastian High School on the grounds of the Caliente Youth Center. The school hosts a number of educational programs including; textiles, graphic arts, culinary, hospitality management, horticulture, woodshop, and welding. The school also hosts a weekly intramural sports program revolving between basketball, football, volleyball, softball, and badminton.

CYC allows cottage staff to plan off-grounds recreational activities i.e., hiking, fishing, sporting events and service projects. These activities must be planned for, presented, and approved by the administration prior to occurring to ensure proper staffing coverage for safety and security.

### **Video Monitoring Systems**

The Caliente Youth Center does not have a video monitoring system. Built in the early 1960s, the facility cannot currently support the infrastructure of a video monitoring system. However, funding to install a video monitoring system has been requested through the 2017 legislative

process. This funding request includes the purchase and implementation of a video surveillance system and the network infrastructure improvements needed to support the system. DCFS completed a site assessment that was conducted by Diversified Communications Solutions, Inc. in March, 2016, to evaluate the state of the network and recommend improvements to support video applications. DCFS has received a proposal to complete the infrastructure improvements and now seeks funding to move forward. Once the network improvements are completed, a video surveillance system can be implemented. The network improvements will also set the stage for other bandwidth-intensive technologies to be implemented in the future.

### Prevalence of PREA Allegations

In calendar year 2016, Caliente Youth Center had 11 PREA allegations which resulted in two youth-on-youth substantiated sexual harassment investigations; two youth-on-youth unsubstantiated sexual abuse investigations; two youth-on-youth unsubstantiated sexual harassment allegations; one staff-on-youth unfounded sexual abuse investigation; and four youth-on-youth unfounded sexual abuse investigations.

The two substantiated youth-on-youth sexual harassment allegations both occurred within the Lincoln cottage, one at 8 a.m. and one at an undetermined time. The incident review team documented that one incident occurred during a point in time where the unit had a staffing level of 2:20, but that it was difficult to decipher whether a ratio of 3:20 would have prevented the incident. The other incident occurred at a time where PREA ratios were met and staff intervention was immediate.

The four unsubstantiated youth-on-youth sexual abuse and harassment allegations occurred at differing settings, including the Hamilton, Kimberly and Currie cottages and during an off-campus activity. Two occurred during the swing shift, one occurred during the day shift, and one occurred at a time unknown. The incident review team documented that one incident occurred during a time that the ratio was 2:20 and that a 3:20 ratio would have allowed better supervision; one incident occurred during a time when only one staff was present and increased staffing levels could have been beneficial; and two incidents occurred when PREA staffing ratios were met.

Caliente Youth Center is dedicated to prevent, detect and respond to sexual abuse and sexual harassment and will continue to work to reduce these incidents through staff and youth PREA training and adequate staffing levels.

### Applicable State Laws, Regulations, and Standards

The Caliente Youth Center adheres to all applicable laws, regulations, and standards that apply in a juvenile correctional facility; including the DCFS PREA Policy 300.09 and other DCFS facility policies and Caliente Youth Center procedures.

### Findings of Facility Inadequacies

The Caliente Youth Center is reviewed by a Quality Assurance Team from the Division of Child & Family Services through the Performance-based Standards program, the State of Nevada's

Legislative Counsel Bureau, and through a PREA audit. Any findings of inadequacy are addressed and corrected in a timely fashion through a Corrective Action Plan.

The State of Nevada contracts with a Certified PREA Auditor, Ms. Macilla Jager. Non-compliance was found in a PREA audit performed in 2016. The facility has worked towards compliance and performed a PREA audit in March of 2017. The Caliente Youth Center is currently in a corrective action period with the goal of full compliance.

The Caliente Youth Center is not currently subject to any internal, external, judicial or federal findings of inadequacy relative to staffing.

**Staffing Plan Review:**

This staffing plan will be reviewed annually by a panel of facility administrators, including the Superintendent, the Assistant Superintendent, and the Head Group Supervisor, in collaboration with the PREA Compliance Manager. The PREA Coordinator will also review the plan annually.

The annual review will assess, determine, and document whether adjustments are needed to the current staffing plan, including:

- 1) Prevailing staffing patterns;
- 2) Additional deployments of video monitoring systems and other monitoring technologies;
- 3) Additional resources the facility has available to commit to ensure adherence to the staffing plan;
- 4) Modifications made from Incident Review Team recommendations; and
- 5) Any other changes made or that are necessary.

This staffing plan is currently in place at the Caliente Youth Center, and it is maintained at all times. Any deviations from the staffing plan are documented by the shift supervisor on duty, and are reported to the Superintendent, the Assistant Superintendent, the Head Group Supervisor, the PREA Compliance Manager and PREA Coordinator.

  
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Bruce Burgess, Superintendent

6-7-17  
Date

  
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Tyler Petersen, Assistant Superintendent

6/7/17  
Date

  
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Justin Barrow, Head Group Supervisor/PCM

6/7/17  
Date

  
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Jennifer Simeo, PREA Coordinator

6-7-17  
Date