



**Department of Health and Human Services**

**Division of Child and Family Services**

**Juvenile Justice Services**

**NEVADA YOUTH TRAINING CENTER**

**STAFFING PLAN**

May 25, 2017

This document details the staffing plan currently in place for Nevada Youth Training Center in accordance with the Prison Rape Elimination Act (PREA) Standard 115.313: Supervision and Monitoring. Nevada Youth Training Center has committed resources available to ensure adherence to the staffing plan.

**Generally Accepted Juvenile Correctional Facility Practices**

This staffing plan was created by adapting best practices from juvenile detention and correctional/secure residential practices.

Nevada Youth Training Center has established a staff-to-youth ratio of 1:8 during waking hours and 1:16 during sleeping hours as per the facility's Standard Operating Procedure. These ratios were established using many resources, including the Department of Justice's Juvenile Facility Standards 28 C.F.R. Part 115; the Desktop Guide to Quality Practice for Working with Youth in Confinement; the agency's statewide PREA Policy 300.09, and the Nevada Youth Training Center Standard Operating Procedure 13. This ratio allows the facility to be in the best position to prevent, detect and respond to sexual abuse and sexual harassment.

**Judicial, Federal, Internal and External Finding of Inadequacy**

Nevada Youth Training Center has not had any judicial, Federal, internal or external findings of inadequacy related to staffing and supervision.

**Physical Plant**

Nevada Youth Training Center is a staff-secured, campus-style facility that sits on 440 acres. The facility has a maximum bed capacity of 160. As of the date of revision, the facility population was 60, the legislatively funded capacity for the Nevada Youth Training Center.

Within the campus, Nevada Youth Training Center currently has housing units with a bed capacity of 20 and 3 housing units with a bed capacity of 18 each, making the total capacity of Nevada Youth Training Center 114 beds. However, Nevada Youth Training Center is currently legislatively funded for 60 beds, and will admit and maintain no more than 60 youth at this time. Should the budget change to increase the bed capacity, changes to the staffing plan will be made.

There are a total of 12 buildings at Nevada Youth Training Center, including:

1. A gymnasium which is used for physical education, recreation, NIAA sports, morning physical training, and facility special events.
2. An education building Independence High School, which contains 12 classrooms for instruction and an education administration area. The education administration area contains offices for educational staff, Treatment Department staff, an infirmary and Nursing Department, a conference room, and additional offices for staff. There are currently cameras mounted throughout the school, but no infrastructure in this area. Youth are only permitted in this area with the supervision of staff.
3. An administration building which contains many different departments within this main building, including Fiscal department, NYTC Investigative Officer, Training Officer, Head Group Supervisor, Assistant Head Group Supervisors, Superintendent, Assistant Superintendent and two administrative assistants. While there are cameras mounted in the administration area, there is no infrastructure for video monitoring. No youth are allowed access into the administration area without staff supervision.
4. Six housing units total with three units holding 18 and another 3 units holding 20 youth. The seventh housing unit is utilized as a visitation cottage which is direct line sight supervision at all times. All housing units are direct line sight supervision at all times.
5. Multi-purpose building/Kitchen-Dining Room/Laundry which contains restrooms that are off limits to youth and 1 storage room that is locked at all times which is off limits as well. The kitchen area has three staff while there is three youth in the morning and three youth in the afternoon. The kitchen has 2 restrooms which the youth can use one at a time. All youth are on direct line sight supervision. The dining hall at all times is direct line sight supervision. The laundry area has 1 staff with no youth unless accompanied by a staff member.
6. A Warehouse which is used for supplying the facility with everyday supplies. The warehouse has a freezer for the kitchen which is all off limits to youth without direct line supervision from a supervisor.

7. A Maintenance Building/CTE Shops The Maintenance Shop, which has 1 bay door and a restroom, this area is off limits to youth without direct line supervision from a supervisor. The CTE shops which has 5 bay doors and three restrooms. These areas are direct line sight supervision with the exception of the restrooms which is one at a time.

When youth are in the infirmary area, there are no infrastructure for camera views of the hallway. In areas where there are no camera views, such as the medical examination rooms, Group Supervisors stand outside of the room while the youth are seen by the medical practitioner. The medical practitioner is always accompanied by a nurse.

Within the facility's physical plant, all areas of Nevada Youth Training Center, which youth have access to, will be viewed via the camera system once the infrastructure is in place.

To further decrease abuse occurring, there is also an Assistant Head Group Supervisor who are constantly roving around the facility.

### **Composition of Youth**

Nevada Youth Training Center houses male youth between the ages of 13-20. The facility is defined as a "staff secured" Juvenile Correctional facility. Based on this fact, Nevada Youth Training Center houses youth that are assessed at a medium-high risk to offend and have demonstrated a propensity for violence, as well as a vast history of delinquent behaviors. Nevada Youth Training Center also takes those youth that have charges that involved the use of a weapon.

As Nevada Youth Training Center is located in Elko, NV. The majority of the youth population tends to be residents of Las Vegas, Reno, and Rural Areas of Nevada.

### **Staff-to-Youth Ratios**

As stated above, Nevada Youth Training Center requires a minimum direct-care security staff to youth ratio of 1:8 during waking hours and 1:16 during sleeping hours. These minimum ratios must be met at all times except in the case of limited or exigent circumstances.

Any time the minimum staffing ratios are not met, these circumstances must be documented on a Deviations from Staffing Plan Report form that lists the reason(s) and the duration that the minimum staff-to-youth ratio was not met, as well as any actions taken to correct the situation, including the use of overtime. The tracking of overtime will be used to identify future increases in staffing needs.

### **Staff Supervision of Youth**

Direct care security staff must receive appropriate training in the following training courses before being permitted to supervise youth and be included in the PREA ratio:

- Medication Management
- Shield of Care (Suicide Prevention Training)
- Use of Force (training about the Use of Force Policy)
- Civil Rights
- Handle with Care (De-escalation and Physical Restraint training)
- Child Abuse Reporting
- NV Information Security Awareness
- Juvenile Rights
- CPR/First Aid
- Sexual harassment
- HIPPA and Confidentiality Awareness
- Defensive Driving
- Prison Rape Elimination Act (PREA 101)
- PREA: Your Role Responding to Sexual Abuse
- 80 hours of field or on the job training

Staff must also complete a minimum of 40 hours of training annually.

Direct care 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 security staff members are required to carry a two-way radio at all times, and are required to call-in all moves and get permission to move a youth prior to proceeding.

### **Supervisory Personnel**

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 Superintendent, 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.

In addition, the Head Group Supervisor, Assistant Head Group Supervisor 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, Nevada Youth Training Center staff are prohibited from alerting other staff members when unannounced rounds are occurring.

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

### **Number and Placement of Staff**

When considering the number of supervisory staff on each shift, Nevada Youth Training Center follows best practices to ensure that staffing ratios are maintained at 1:8 during waking hours and 1:16 during non-waking hours.

The direct care security staff, called Group Supervisors, provide the direct supervision and care for the youth in the facility. There are also 4 Assistant Head Group Supervisors who have the responsibility of overseeing the shifts each day.

The Group Supervisors of Nevada Youth Training Center work an 8 hour a day, 5 days a week schedule. The shift compositions are 7am-3pm, 3pm-11pm, and 11pm-7am. Each Supervisor during the 7am-3pm and 3pm-11pm work a combination of these times. All group supervisors that work the 11pm-7am work only at that time. The Group Supervisor 3's are divided up among the 7am-3pm and 3pm-11pm shifts. The Group Supervisor 1-2's are assigned various shifts as follows:

- 7 positions on average assigned to the 11pm-7am shift
- 10 positions on average assigned to the 7am-3pm shift
- 10 positions on average assigned to the 3pm-11pm shift

There are a total of 6 Group Supervisor 4 positions, which are assigned to a particular cottage or housing unit. All of the Group Supervisors are assigned to the unit, with the exception of one Group Supervisor 4 who is assigned to Use of Force Investigations.

Should an emergency incident occur, all staff, including supervisory staff, will respond to the incident.

### **Institutional Programming**

There are several programs that take place at Nevada Youth Training Center on a daily basis. Programs typically consist of the following: Education, NIAA Sports, Forward Thinking, Substance Abuse classes, etc. Education occurs throughout the traditional weekday and all other programs typically occur after school hours.

During education hours, the teachers are not counted as part of our staffing ratio. Teachers are not permitted to move youth from one class to another on their own, with the exception of CTE teachers. Should a youth need to move from one class to another, a Group Supervisor will escort the youth.

All other programming that occurs, such as classes taught by outside vendors/volunteers will have a Nevada Youth Training Center staff present to ensure that the PREA ratio is maintained. For example, should a NIAA sport have a total of 16 youth participating, there will be 2 Group Supervisors assigned to supervise the group.

### **PREA Allegations**

Since October 2016, Nevada Youth Training Center has had three PREA investigations, two were unfounded and occurred on weekend mornings. The third was substantiated in which Nevada Youth Training Center took steps by separating the youth to other housing units. All allegations occurred in the housing units.

In the three allegations, two staff were present and youth ratios were met. The current ratio appears to be adequate at this time. In the future, if incidents of sexual abuse or sexual harassment were to increase, started to occur at specific times or in specific places within the facility, ratios and oversight would be adjusted accordingly.

### **Video Monitoring Systems**

Nevada Youth Training Center does not currently have an operational video monitoring system. While all necessary cameras were installed throughout calendar year 2016, the fiber optic cables and computer infrastructure have not been completed. When the system is fully operational all housing unit public areas will be visible as well as other areas where youth are assigned or allowed. The exceptions include private staff offices, medical and dental exam rooms, and all bathrooms. The video monitoring system will have a built-in automatic recording and storage function. If necessary, past camera recordings can be accessed and recorded on to a DVD for analysis. The review of video footage will be used in PREA investigations to increase the credibleness in findings.

In areas such as dental and medical exam rooms, a staff member escorts youth to this area and remains in sight of both dental and medical staff. IN situations where privacy is needed, a nurse always accompanies the medical practitioner. Staff will be positioned outside of these offices in camera site.

In preparation for Nevada Youth Training Center video surveillance system operation, the infrastructure for this system will undergo a massive upgrade to become operational. Specifically, the computer hardware and software used to operate the surveillance system will be installed to supported levels. The cameras were installed as part of the first phase. Upgrading the infrastructure is considered to be in the second phase. During this phase, new servers and workstations will be purchased and configured with modern operating systems, anti-virus protection, and enterprise backup software. Additionally, the video surveillance software used to operate the system and record videos will be updated to the current version.

Funds have been requested in the 2017 Legislature for the second phase of needed improvements, which involves replacing (if necessary) cameras and upgrading network infrastructure.

### **Applicable Laws, Regulations, and Findings**

Nevada Youth Training Center is reviewed by a Quality Assurance Team from the Division of Child & Family Services, the Performance-Based Standards program, the Legislative Counsel Bureau of the State of Nevada, and various other agencies. The State of Nevada contracts with a

Certified PREA Auditor, Ms. Macilla Jager, regarding the Prison Rape Elimination Act as this facility is subject to the United States Department of Justice Juvenile Facility Standards 28 C.F.R. Part 115.

Nevada Youth Training Center adheres to all applicable laws, regulations, and standards that must be met in a juvenile correctional facility; including staffing. Any findings of inadequacy must be addressed and corrected in a timely fashion through a Corrective Action Plan. As state or local laws, regulations, and standards change, so shall the staffing plan for Nevada Youth Training Center.

### 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 staffing plan will also be provided to the PREA Coordinator at least annually. The staffing plan review will be documented and recommendations for modification to the staffing plan implemented as applicable and appropriate. For compliance with PREA, the staffing plan review must consider:


- 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 Nevada Youth Training 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, and the PREA Compliance Manager. Deviations are also reported to the PREA Coordinator on a monthly basis.

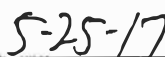
  
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Greg Thornton, Superintendent


  
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Date

  
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Tom Smith, Assistant Superintendent

  
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Date

  
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Chet George, Head Group Supervisor

  
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Date

  
Henrietta Willer, Training Officer/PCM

5/25/17  
Date

  
Jennifer Simeco, PREA Coordinator

10-8-17  
Date

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Revised on May 25, 2017