

DISTRICT COURT OF THE VIRGIN ISLANDS
DIVISION OF ST. CROIX

UNITED STATES OF AMERICA,	)	
Plaintiff,	)	
	)	Civil No. 86/265
v.	)	
	)	
TERRITORY OF THE VIRGIN ISLANDS, et al.,	)	
Defendants.	)	
_____	)	

**UNITED STATES' NOTICE OF OBJECTIONS TO STAFFING PLAN AND
REQUEST FOR A STATUS CONFERENCE**

The United States respectfully requests that this Court set a status conference with the parties and the Monitor, Mr. Kenneth Ray, to discuss the United States' objections to the Staffing Plan. Based on the Territory's representation that it needed additional time to revise the Staffing Plan, the parties agreed during the September 2015 compliance tour to a deadline of December 31, 2015, for approval of the Staffing Plan. *See* Ninth Compliance Monitoring Report at 20 (Nov. 30, 2015) (Dkt. No. 944). After several discussions with the Monitor and United States, the Territory submitted its final Staffing Plan on December 30, 2015. *See* Exhibit A. The parties held an hour-long conference call with the Monitor that afternoon. The United States voiced its continuing concerns with the Staffing Plan. During the conference call, the Monitor recommended that the United States file objections and seek a status conference with the Court, because judicial intervention might be necessary to ensure adequate staffing—a prerequisite to the Territory's ability to comply with the provisions of the Settlement Agreement.¹

¹ The Monitor also noted that staffing impacts civil rights and public safety. *See also* Ninth Compliance Monitoring Report at 6 (Nov. 30, 2015) (Dkt. No. 944) (“[P]risoners and staff remain dangerously exposed to actual and potential risk of harm due [to] serious staffing level shortages and staff and prisoner supervision and control.”); Monitor’s Fourth Assessment Report

FIRST OBJECTION: THE STAFFING PLAN DOES NOT ADDRESS OFFICER PAY.

The Monitor has reported that “[t]he single most salient issue that I can see based on my 39 years in this business, as well as the literature reviews that I did . . . , is pay.” 6/11/15 Tr. at 102:9-12. During the December 2015 status conference, the Monitor identified officer salaries as one of the two issues that pose the greatest obstacles to compliance, and noted that the issue of officer salaries impacts recruitment, morale, motivation, and attrition.² There appear to be at least two pay-related issues. First, the Bureau of Corrections does not have pay parity with other local law enforcement agencies, which has resulted in its losing recruits to the Virgin Islands Police Department. See 6/11/15 Tr. at 71:12-15; 9/25/14 Tr. at 14:13-16, 15:10-14 (Director Wilson: “[O]ur correctional officers are woefully underpaid. They’re the lowest paid safety officers in the Territory. . . . [I]t impacts our morale. It impacts the supreme core. And I think sometimes it may drive an otherwise honest person to do something to make some money on the side.”); 4/28/14 Tr. at 31:9-10. Second, the Territory allegedly owes back pay to current officers.

at 17 (Sept. 2, 2014) (Dkt. No. 843) (“Shifts continue to operate without a supervisor onsite and/or the assistance of off-site supervision. An extreme example of this problem is evidenced on May 11, 2014, the day before the escape. Investigation and incident reports for this escape document that the on-duty supervisor called the Assistant Warden for assistance due to that shift having a severe staffing shortage. Reports indicated that the Assistant Warden not only refused to provide this supervisor with any assistance to mitigate the staffing shortage, but reportedly told the requesting supervisor, ‘. . . *you are on your own* . . .’ This supervisor, having worked in excess of 20 consecutive hours, ultimately abandoned his or her post, reporting fatigue and concerns about an existing chronic disease being exacerbated by situational stress and no meal breaks during the shift. Incident reports also revealed that no other supervisors or leadership staff were available for assistance. This means that there were no officers or supervisors conducting adequate rounds in housing units during that shift, as required by this provision. The Territory’s failure to meet this requirement resulted in a serious security breach, and the alleged revictimization of a community member.”).

² The court hearing was held on December 16, 2015. The United States ordered a transcript of the hearing on December 18, 2015, and expects to receive the transcript in January.

See 6/11/15 Tr. at 71:16-25; 9/25/14 Tr. at 15:7-8.³ During the December 2015 compliance tour, the United States continued to receive reports from officers that they are not receiving the salary they are supposed to receive based on years of service; that they are unable to support a family on their current salary; and that, as a result, they are forced to work a number of overtime shifts. Officers reported that the high number of overtime shifts has led to stress, exhaustion, decreased morale, and little time to spend with family. The United States also received reports that some officers are actively looking for better paying employment.

Nonetheless, the Territory's final Staffing Plan contains no provisions that address the salary issue.⁴ During the conference call on December 30, 2015, the Monitor suggested that some form of judicial intervention may be necessary to resolve the salary issue. *See also* 6/11/15 Tr. at 20-21 (Monitor's request that the Court "establish[] a deadline to raise the wages of these correctional officers"). Without specific deadlines and documentation, the Monitor said, no progress will be made on this issue. Even if the Territory cannot commit to raising officer pay and paying any outstanding back pay by a date certain, the Staffing Plan provides no discussion of any steps that the Territory plans to take to address the serious salary issue, including, as the Monitor suggested during the conference call, a salary survey.

³ On August 25, 2015, the United States requested the pay scale for Golden Grove employees. A copy of the document produced to the United States by the Territory on September 21, 2015, is attached as Exhibit B.

⁴ There is one provision that states: "With respect to retention efforts, in either 2012 or 2013, the former Director, Julius Wilson went before the Legislature of the Virgin Islands and requested funds to increase the corrections officers' salaries. The Legislature appropriated about \$2 million; however, there were no funds available to satisfy this appropriation." Exhibit A at 6. During the December 30, 2015 conference call, the Territory stated that a one-time sum of \$1.9 million has been allocated to the Bureau of Corrections for officer pay. The Territory did not know how that money would be allocated, however, and acknowledged that it is not a permanent solution.

SECOND OBJECTION: THE STAFFING PLAN DOES NOT PROVIDE SUFFICIENT DETAIL REGARDING RECRUITMENT AND RETENTION EFFORTS.

The Staffing Plan also does not provide sufficient information about recruitment and retention efforts, and remains more retrospective than prospective. See Exhibit A at 4-6 (discussing “Past Recruitment/Retention Efforts”). The United States is especially concerned about ensuring that the Staffing Plan details expected activities in 2016. The Staffing Plan lists four “Recruitment/Retention Efforts Being Considered”:

- Continue discussions and potential memorandum of understanding prohibiting other law enforcement agencies from recruiting BOC cadets while in the POST Academy.
- Draft and implement an employment contract mandating that all incoming officer [sic] remain with the BOC for at least three years or else the [sic] will not receive a favorable recommendation for future employers.
- Exploring collaboration with the Department of Education (DOE) to assist with the development of corrections curricula/program to implement in all public high school for students to prequalify.
- Career Incentive Program to include relocation costs.

Exhibit A at 6.⁵ However, the Staffing Plan provides little information about each effort “being considered,” and gives no timeline for completion. The second bullet point also seems likely to impede recruitment efforts; it is not a positive measure for recruiting and maintaining the workforce.

⁵ A draft Staffing Plan submitted by the Territory on December 22, 2015, also included a bullet point for “Restructuring the hiring process.” See Exhibit C at 6. It is not clear whether this provision was inadvertently omitted from the Staffing Plan submitted on December 30, 2015, which was intended to make only a few minor revisions. See Exhibit D at 1-2. Nonetheless, that bullet point lacks the requisite specificity. It is not clear whether that bullet point was intended to address the parties’ discussion and discussion with the Court at the last status conference about the need to streamline the hiring process to avoid unnecessary delays.

The Staffing Plan contains two tables—one showing “different recruitment means” and another showing “[o]ther possible recruitment medium.” See Exhibit A at 11. Little information is provided of the latter, including when that “medium” will be completed. And the Staffing Plan states that “four (4) correction officers per fiscal year” will be recruited through such mediums. *Id.* That does not account for the *twelve* officers that, according to the Staffing Plan, must be hired each fiscal year to meet the Plan’s five-year goal. See *id.* at 10.

The tables at the end of the Staffing Plan also lists several “strategies” that relate to recruitment:

- 1.1 Initiate an online recruitment protocol
- 1.2 Revise the steps for completing the pre-employment process
-
- 3.1 Expand the Correction Officer recruiting plan
- 3.2 Establish an agency-wide, incentive-based recruiting program
- 3.3 Recruit within the territory with a cross section of recruiters from target populations
- 3.4 Recruit outside of the territory with a cross section of recruiters representing target programs
- 3.5 Increase advertisement for Correction Officers within the territory and outside of the territory

See Exhibit A at 20-24. Again, however, the Staffing Plan provides little information about each strategy, and no timeline is given for completion—the “Completion Date” for 1.1, 3.1, 3.2, 3.3, 3.4, and 3.5 is listed as “Ongoing.” *Id.* The “Completion Date” for 1.2 is listed as “July 2009,” *id.* at 20, and the “Status” of 3.2 is listed as “Done,” *id.* at 23.

During the conference call on December 30, 2015, the Monitor suggested some additional, specific avenues for recruitment efforts by identifying for the Territory publications

that corrections professionals read. The Monitor cautioned, however, that corrections professionals may be reluctant to apply once they see the offered salary and cost of living in St. Croix.

THIRD OBJECTION: THE STAFFING PLAN DOES NOT PROVIDE THE NECESSARY SPECIFICITY OVERALL OR EXPLAIN THE RELATIONSHIP BETWEEN THE PLAN’S STRATEGIES AND TIMEFRAME FOR COMPLETION.

Overall, the Staffing Plan lacks requisite specificity as to who will do what, and by when. During the December 30, 2015 conference call, the Monitor stated that language in the Staffing Plan, such as “being considered” and “[e]xploring collaboration,” see Exhibit A at 6, evidenced a hesitance to commit. Moreover, items in the tables at the end of the Staffing Plan lack specific completion dates. See *id.* at 20-24. In addition to the provisions discussed under the Second Objection, above, the Staffing Plan contains language such as: “BOC will strive to work towards the implementation of Direct Supervision.” Exhibit A at 9. It is unclear what that means. The Staffing Plan must set forth a specific supervision model and lay out how that model will be implemented. As the United States stated during its discussions with the Territory and Monitor during the December 2015 compliance tour, the United States supports implementation of a direct supervision model. Because there currently are not enough officers to implement this model, the United States recommended that the Territory phase the model in over time, starting with housing units with a problematic history. If the Territory chooses to pursue that course, the phase-in should be detailed in the Staffing Plan.⁶

⁶ The Monitor, during the December 2015 compliance tour, noted that the housing units are very hot, and that officers may not be able to stay in the units at all times, as the direct supervision model requires. Accordingly, it is critical that the Territory lower the temperature in the housing units to acceptable levels. See Ninth Compliance Monitoring Report at 82 (Nov. 30, 2015) (Dkt. No. 944) (“During this site visit we took random heat index reading[s] of some housing unit dayrooms and cells. The heat indices remain unacceptably high.”). Of course, the temperature in the units also places inmates at an unacceptable risk. See *id.* (“Most of the

Finally, the Staffing Plan states that “BOC will revisit the staffing levels after three years to see whether the goals of the staffing plan are being met in a five (5) year period verses over the originally suggested seven (7) year period.” Exhibit A at 10. The December 22, 2015, version of the Staffing Plan also said: “and whether additional years should be added to this Plan.” See Exhibit C at 10. The United States recognizes that the Territory made this revision in response to the United States’ grave concern that seven years is simply too long to wait for the facility to be adequately staffed, particularly given the October 2015 escape and other ongoing serious incidents placing inmates, staff, and the St. Croix community at continued risk of harm. Although the United States agrees that the Territory should revisit staffing levels before the five-year mark, the Territory also will need to revisit its recruitment and retention strategies to determine whether additional strategies need to be implemented.

* * * * *

On the Monitor’s recommendation, the United States respectfully requests that the Court schedule a status conference to discuss its objections to the Territory’s Staffing Plan. The United States is hopeful that, in the meantime, the parties and Monitor can finally resolve the Second and Third Objections.⁷ The Monitor, however, has stated that judicial intervention likely will be necessary to adequately resolve the First Objection, that the Staffing Plan cannot wait any longer to be finalized, and that he intends to recommend to the Court specific forms of intervention regarding the issue of officer pay.

housing unit exhaust fans remain inoperable. This is especially harmful for inmates unable to afford to purchase fans and inmates with serious mental illness on certain medications.”).

⁷ The Monitor also has requested that the Territory update the Staffing Matrix. See Exhibit D at 1. According to the Monitor, “[s]taffing levels shown on the [existing] matrix won’t likely resolve access to care and building security problems” in the Treatment Building that were discovered during the December 2015 site tour. *Id.* In addition, at the United States’ request, the Territory is checking whether its table of hirings and separations is current.

DATED this 31st day of December, 2015
Washington, District of Columbia

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CERTIFICATE OF SERVICE

I HEREBY CERTIFY that on December 31, 2015, I electronically filed the foregoing using the CM/ECF system, which will send electronic notification to the following:

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EXHIBIT A

GOVERNMENT OF THE VIRGIN ISLANDS



BUREAU OF CORRECTIONS

SEVEN YEAR RECRUITMENT PLAN

2015 - 2020

"SECURITY, CUSTODY, CONTROL"

Rick Mullgrav, Director Designee of BOC

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

SUBJECT: Recruitment Plan

PURPOSE: To establish a comprehensive recruitment program to ensure the Bureau of Corrections complies with state and federal equal employment opportunity and affirmative action guidelines.

RULE: The Government of the Virgin Islands and Bureau of Corrections (BOC) is governed by a strong commitment to equal employment opportunity and affirmative action, and this commitment is clearly expressed in its Recruitment Plan.

The Bureau of Corrections is committed to an environment which promotes equal access to employment opportunities for all employees and applicants and strives for a workforce composition that reflects the diversity of qualified candidates and ensures the safety and security of the Correctional system.

The Bureau of Corrections does not discriminate in any terms or conditions of employment, on the basis of race, creed, color, religion, sex, age, national origin, marital status, sexual orientation, citizenship status, disability or veteran status. The Bureau of Corrections will reasonably accommodate disabled employees and applicants as required by law.

STATEMENT

In an effort to develop an effective recruitment program, the Division of Personnel and the Bureau of Corrections hereby reaffirms and formalizes its commitment to the principle of equal employment opportunity. Furthermore, it has been a longstanding policy of the Division of Personnel and the Bureau of Corrections to employ and promote qualified personnel without discrimination against any employee or applicant for employment because of his or her protected category or any other non-job-related characteristic.

In developing the recruitment program, The Bureau of Corrections commits to:

- Recruiting, hiring, training, and promoting persons in all job classifications without regard to their protected category, or any other non-job-related characteristic.
- Ensuring decisions regarding selections and promotions are in accordance with equal employment opportunity, personnel rules and regulations and collective bargaining agreement requirements by imposing only valid, job-related requirements for such promotions.
- Ensuring all personnel actions relating to compensation, benefits, transfers, terminations, training, and educational attainment are administered in a nondiscriminatory and expedited manner.
- Conduct annual assessments to determine whether any adjustments are needed in accordance to the standards stipulated in the staffing plan.

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

SECTION I – RESPONSIBILITY

To ensure the Recruitment Plan is carried out through a good faith effort, the Bureau of Corrections has established various levels of responsibility to both direct and oversee its recruitment efforts.

The Human Resources Manager has been designated as the official responsible for the Bureau of Corrections recruitment efforts. The Human Resources Manager is responsible for monitoring recruitment efforts, providing equal opportunity training, and recommending the use of outside resources, where applicable to ensure the successful implementation of the plan. The Human Resources Manager also provides a critical link to the Government's Division of Personnel for human resource support.

Individual managers and supervisors are responsible for ensuring that their employment decisions comply with principles embodied in the Bureau of Corrections Recruitment Plan and all applicable Collective Bargaining Agreements, local laws, federal laws, and Bureau of Corrections Policies and Regulations.

SECTION II - DISSEMINATION OF POLICY

The Recruitment Plan and policies related to equal employment opportunities are considered to be open records, available for public inspection. In addition, the Bureau of Corrections will take proactive steps to ensure the public and other key stake holders know about the Bureau of Corrections recruitment program. Some of the methods used to inform the public are:

1. Internal Dissemination
 - a. The Recruitment Plan will be provided to each Department Director.
 - b. The statement that The Bureau of Corrections is an EEO/AA employer will be documented in the Employee Handbook.
 - c. The Human Resources Manager and each Department Director will stress the importance of the Recruitment Plan in meetings with employees.
 - d. The Recruitment Plan will be explained thoroughly in employee orientation and management training programs.
 - e. The Recruitment Plan will be made available to any interested individual upon request and on the Bureau of Corrections website. Employees will be made aware of its existence and the benefits available to them.
2. External Dissemination
 - a. All appropriate publications and printed materials will state the shortened version of the institution's Mission and Recruitment philosophy: "The Bureau of Corrections is an Equal Employment Opportunity and Affirmative Action Employer." The statement will be placed on all letterhead, envelopes, business cards or invitations.

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

- b. The Bureau of Corrections will regularly provide written information to schools, universities, employment organizations, veteran's groups, groups concerned with promoting the field of Corrections, etc.
- c. Recruitment information (including videos and other electronic media), position announcements, and advertising will contain the Bureau of Correction's mission and philosophy statement.

SECTION III - RESPONSIBILITY FOR IMPLEMENTATION

The Human Resources Manager of the Bureau of Corrections is responsible for the implementation and administration of the Recruitment Plan. As the chief administrator of the Recruitment Plan, the Human Resources Manager has delegated to the department directors, managers, and supervisors the authority and responsibility for carrying out this plan at each corresponding level. Each of these individuals is expected to commit himself/herself to the Recruitment Plan's success.

As specified in the Recruitment Plan, the Human Resources Manager is charged with the administrative responsibility for ensuring compliance in employment activities. In fulfilling these responsibilities, the Human Resources Manager will:

- 1. Serve as liaison between the Bureau of Corrections and outside regulatory/ enforcement agencies;
- 2. Prepare, review, and ensure all hiring and promotions prior to job offers being extended, for compliance purposes;
- 3. Review qualifications of all employees to ensure that minorities and women are given full opportunities for transfers and promotions.
- 4. Disseminate recruitment plan to all employees annually.

The Human Resources Manager and Department Directors of the Bureau of Corrections will:

- 1. Assist in identifying problem areas and establishing division or departmental objectives.
- 2. Work with schools, universities, employment organizations, veteran's groups, groups concerned with promoting the field of Corrections, etc.
- 3. Review and affirm on an annual basis the manpower needs of the Bureau of Corrections to ensure the recruitment practices are still relevant in principles and institutional plan of affirmative action.
- 4. Encourage all officers to participate in all the Bureau of Corrections sponsored community, educational and social activities.

SECTION IV- PAST RECRUITMENT/RETENTION EFFORTS

Division of Personnel

Division of Personnel is the recruiting agent for the V.I. Government and recruits through:

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

- Advertises via their website, press releases, on-line newspaper advertisements, radio announcements, and newspaper advertisements about the Correction Officer's entrance examinations quarterly schedules.
- In an effort to increase the pool of candidates, the Division of Personnel established a waiver from the entrance examination for applicants with degrees (e.g. associate, bachelor, and master level) from accredited institutions and military veterans who have served full military service with an honorable or general discharge.

In addition to local recruitment, the Division of Personnel has recruited from outside of the territory:

- Military Career Expo (08/2013 - 11/2013) – recruited veterans in the states of Virginia, Maryland, North Carolina, Texas & Florida
- USVI Alliance, Inc. Career Expo in Atlanta (May 21-22, 2014)

New media campaign: in collaboration with the Department of Tourism, launched a joint campaign on 11/12/15 aimed at recruiting Virgin Islanders and others living in the mainland United States with high school diplomas to relocate to the Virgin Islands. This campaign includes a website, social media and online newspaper sources.

Department of Labor

- Hosted a job fair on St. Croix on June 22, 2015.

Bureau of Corrections

Job Recruitment Efforts:

BOC participated in job/career fairs that targeted candidates between the ages of 21-45.

- Law Enforcement Career Day: BOC participated in this event starting from 2012-2015. The event was held at the University of the Virgin Islands and was open to college students and the general public. Other local/federal law enforcement agencies as well as public/private employers participated in the event.
- Hero2Hired Career and Education Fair: BOC participated in this event in 2013. The event was sponsored by the VI National Guard and was open to all services members, spouses, veterans and retirees. Other local/federal law enforcement agencies as well as public/private employers participate in the event.

Career Incentives Program:

BOC and the officer's Union has established a Career Incentive Program to offering pay differentials to classified corrections officers as a reward for furthering their education in fields which are related to the performance by the correction officer of present or possible future official duties with BOC. Each corrections officer is eligible to receive a pay differential equal to a percentage of his/her base compensation in accordance with the following schedule:

- Three percent (3%) increase for ten (10) semester hour credits or its equivalent in quarter units earned toward a baccalaureate or associate degree;

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

- A six percent (6%) increase for twenty-five (25) semester hour credits or its equivalent in quarter units earned toward a baccalaureate or an associate degree;
- A ten percent (10%) increase for forty (40) semester hour credits or its equivalent in quarter units earned toward a baccalaureate or an associate degree;
- A fifteen percent (15%) increase for an associate degree;
- A twenty (20%) percent increase for a baccalaureate degree;
- A twenty-five (25%) percent increase for a post graduate degree.

Recruitment/Retention Efforts Being Considered:

- Continue discussions and potential memorandum of understanding prohibiting other law enforcement agencies from recruiting BOC cadets while in the POST Academy.
- Draft and implement an employment contract mandating that all incoming officer remain with the BOC for at least three years or else they will not receive a favorable recommendation for future employers.
- Exploring collaboration with the Department of Education (DOE) to assist with the development of corrections curricula/program to implement in all public high school for students to prequalify.
- Career Incentive Program to include relocation costs.

With respect to retention efforts, in either 2012 or 2013, the former Director, Julius Wilson went before the Legislature of the Virgin Islands and requested funds to increase the corrections officers' salaries. The Legislature appropriated about \$2 million; however, there were no funds available to satisfy this appropriation.

SECTION V – STAFFING AND POSTS

Below are tables that prioritize the posts based on, among other things, population and high levels of violence:

Primary Posts (Mandatory Posts):

1	Central Control
2	X Dorm
3	Treatment Building (Medical Infirmary)
4	9/B & Kilo—Special Management and Mentally Ill
5	L & 9A-Lockdown
6	G & H/ 9C & 9D
7	R&D/RSAT/A-Dorm
8	I & J - Closed

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

Secondary Posts:

1	ACF and Detention
2	East Tower and West Tower
3	Roving Patrol, Patrol
4	Education, Recreation, Visit, Kitchen, Transportation
5	Warehouse, Car Repair shop and tool room
6	Main Entrance Security Point

Please refer to the Staffing Matrix as to corrections officers for each post (see Appendix A).

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

SECTION VI - STAFFING ANALYSIS

Prison Rape Elimination Act Staffing Analysis

(a) The agency shall ensure that each facility it operates shall develop, document, and make its best efforts to comply on a regular basis with a staffing plan that provides for adequate levels of staffing, and, where applicable, video monitoring, to protect inmates against sexual abuse. In calculating adequate staffing levels and determining the need for video monitoring, facilities shall take into consideration:

- (1) Generally accepted detention and correctional practices;
- (2) Any judicial findings of inadequacy;
- (3) Any findings of inadequacy from Federal investigative agencies;
- (4) Any findings of inadequacy from internal or external oversight bodies;
- (5) All components of the facility's physical plant (including "blind-spots" or areas where staff or inmates may be isolated);
- (6) The composition of the inmate population;
- (7) The number and placement of supervisory staff;
- (8) Institution programs occurring on a particular shift;
- (9) Any applicable State or local laws, regulations, or standards;
- (10) The prevalence of substantiated and unsubstantiated incidents of sexual abuse; and
- (11) Any other relevant factors.

(b) In circumstances where the staffing plan is not complied with, the facility shall document and justify all deviations from the plan.

(c) Whenever necessary, but no less frequently than once each year, for each facility the agency operates, in consultation with the PREA coordinator required by § 115.11, the agency shall assess, determine, and document whether adjustments are needed to:

- (1) The staffing plan established pursuant to paragraph (a) of this section;
- (2) The facility's deployment of video monitoring systems and other monitoring technologies; and
- (3) The resources the facility has available to commit to ensure adherence to the staffing plan.

(d) Each agency operating a facility shall implement a policy and practice of having intermediate-level or higher-level supervisors conduct and document unannounced rounds to identify and deter staff sexual abuse and sexual harassment. Such policy and practice shall be implemented for night shifts as well as day shifts. Each

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

agency shall have a policy to prohibit staff from alerting other staff members that these supervisory rounds are occurring, unless such announcement is related to the legitimate operational functions of the facility.

Security Staffing Analysis

A staffing analysis was conducted by Rod Miller, National Institute of Corrections Consultant, in July 2014, which identified all housing, special and split posts, a coverage plan, staffing levels requirement as well as various recommendations for the improvement of security and overall operations to include (see Appendix 1):

1. BOC will strive to work towards the implementation of Direct Supervision. An officer will be in each dayroom at all times—no exceptions. Coverage will enable this by providing three officers in each 2-unit building at all times. Two officers would be providing direct supervision and making rounds in the housing units; the third would be operating the control room and monitoring all movement in and out of the unit. The proposed plan will provide staffing to conduct searches of inmates whenever they return to a housing unit, as well as random searches of cell.
2. Reduction of inmate population in order to provide the best optimum security staff levels through “reverse engineer” the plan, calculating staff reductions that could be realized by reducing the number of inmates housed. The Bureau relocated some offenders to off-island facilities, thereby reducing the offender population and closing two (2) housing units. This closure reduced staffing demands by 4 security staff per shift 4 therefore, reducing by an average of 12 security officers per shift.
3. Change on shift schedule based on the peak time/level of activities during peak time period of the day. The changes from 8-4, 4-12, & 12-8 shift schedules to 6-2; 2-10; 10-6 shift schedules. These changes provide the increase level of offender supervision during offender movements during peak hours of operations. Change of shift schedule has also resulted in reduction in overtime worked due to absenteeism (e.g. scheduled leave, leave without pay).

With the implementation of the above- mentioned changes and the reduction of housed inmates and shift schedules, the Bureau revisited the Coverage Plan and developed a Staff/Post Matrix as of 12/14/15, which indicates the revised level of staffing requirements based on the current posts.

Moreover, funding is available for 18 correction officer positions for fiscal year 2016.

VI GGGACF STAFF/POST MATRIX – 12/14/2015

Security Positions	Intended Staffing Plan 2015	Actual Staffing as of 12/14/15	2015 Budget Authorized	2016 Budget Authorized	Staff Needed
Security Management	6	4	4	5	2
TC Command (Lt)	5	2	3	3	3
ATC Command (Sgt)	13	5	5	7	8
Officer	155	95	117	117	60
Total Security Staff	179	106	129	132	73

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

Based on the Staffing Plan dated July 2014, and the Staff/Post Matrix dated December 2015, the level of staffing has increased from 165.6 to 179 (due to security management post added) security staff needed for operations. The Bureau of Corrections and the Division of Personnel are committed to meeting the demands and begin the recruitment and employment efforts to acquire the additional corrections officers to meet the staffing levels of Staff/Post Matrix.

The Bureau proposes the staffing plan be implemented over a five (5) fiscal year period to be able to effectively recruit and retain officer while taking into consideration the replacement of officers due to attrition and retirement. BOC will revisit the staffing levels after three years to see whether the goals of the staffing plan are being met in a five (5) year period versus over the originally suggested seven (7) year period.

VI BOC/ GGACF Hiring Plan			Year 1	Year 2	Year 3	Year 4	Year 5	Total	
Security Positions	Staffing Plan as 12/2015	Staff Needed (vacancies)	F2016	F2017	F2018	F2019	F2020	2016-2020	Staff Needed
Security Management	4	2	1	1	0	0	0	2	100%
TC Command (Lt)	2	3	1	1	1	0	0	3	100%
ATC Command (Sgt)	5	8	2	2	2	2	0	8	100%
Officer	95	60	12	12	12	12	12	60	100%
Total Security Staff	106	73	16	16	15	14	12	73	100%

The chart below shows target staffing levels by security position 2016-2020:

VI BOC/ GGACF Hiring Plan			Year 1	Year 2	Year 3	Year 4	Year 5	Total
Security Positions	Overall Staffing Required	Actual Staffing as of 12/14/15	F2016	F2017	F2018	F2019	F2020	2016-2020
Security Management	6	4	5	6				6
% Staffing		67%	83%	100%				
TC Command (Lt)	5	2	3	4	5			5
% Staffing		40%	60%	80%	100%			
ATC Command (Sgt)	13	5	7	9	11	13		13
% Staffing		38%	54%	69%	85%	100%		
Officer	155	95	107	119	131	143	155	155
% Staffing		61%	68%	74%	81%	87%	100%	
Total Security Staff	179	106	122	138	153	167	179	179
% Staffing		59%	68%	77%	85%	93%	100%	

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

The Bureau of Corrections is committed to recruit at least four (4) correction officers per fiscal year through different mediums.

The chart below shows the different recruitment means to increase staffing pool F2016-F2020:

Measurable Outcomes	Job Fairs Sponsored:	# of Sponsored Job Fairs per Fiscal Year	Date of Job Fair	# of Job Fairs Anticipated Participation	# of Anticipated Registered Recruits	# of Actual Recruits
	Division of Personnel	2	Pending – STT & STX	2	45	TBD
	The University of the Virgin Islands Albert A. Sheen Campus	3	4/6/2016 – STX; 4/2016 – STT; & 10/2016 – STT	3	30 40 40	TBD TBD TBD
	Bureau of Corrections Recruitment Program	2	6/15/2016 - STT & STX	2	30	TBD
	Department of Labor	2	7/2016 – STT & STX	2	40	TBD

Other possible recruitment medium:

Measurable Outcomes	Other Recruitment Efforts	# of Interested Candidates Fiscal Year	# of Candidates Considered
	Post Vacancies on Department of Labor "VIEWS" website	TBD	TBD

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

Hiring/Separation for the BOC for the past six years (2009-2015)

New Hires & Separations:											
	Employee's		Hire Dates							Separation Date	Reason for separation
	Last Name	First Name	2015	2014	2013	2012	2011	2010	2009		
√	██████	██████	05/11/2015							Employed	In the Academy
√	████	██████	05/11/2015			N				Employed	In the Academy
√	██████	██████	05/11/2015			O					Dismissed from the Academy
√	██████	██████	05/11/2015								Dismissed from the Academy
√	██████	██████		01/27/2014						04/25/2014	Dismissed from the Academy
√	██████	██████		01/27/2014		H				Employed	
√	████	██████		01/27/2014		I				Employed	
√	██████	██████		01/27/2014		R				03/19/2014	Dismissed from the Academy
√	██████	██████		01/27/2014		E				Employed	
√	██████	██████		01/27/2014		S				09/08/2015	Resigned
√	████	██████		01/27/2014							Dismissed from the Academy
√	██████	██████		01/27/2014						Employed	
√	██████████	██████		01/27/2014						09/08/2014	Resigned
√	██████	██████		01/27/2014		T				05/08/2014	Resigned

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

	Employee's		Hire Dates							Separation Date	Reason for separation
	Last Name	First Name	2015	2014	2013	2012	2011	2010	2009		
√	██████	████		01/27/2014		H					Dismissed from the Academy
√	██████	██████				I					Transferred to VIPD
√	██████	██████				S					Transferred to VIPD
√	██████	██████		12/0 8/2014						Employed	In the Academy
√	██████	██████		12/0 8/2014						Employed	In the Academy
√	██████	██████		12/0 8/2014		Y				Employed	
√	██████	██████		12/0 8/2014		E				Employed	In the Academy
√	██████	██████		12/0 8/2014		A				12/15/2014	Resigned
√	██████	██████		12/0 8/2014		R				Employed	In the Academy
√	██████	██████		12/0 8/2014						Employed	
√	██████	██████			3/5/2013					Employed	Rehired
√	██████	██████			3/5/2013						Rehired
√	██████	██████								5/29/2014	Resigned
√	██████	██████					10/17/2011			Employed	
√	██████	██████					10/17/2011			8/9/2013	Resigned
√	██████	██████					10/17/2011			3/10/2014	Resigned
√	██████	██████					10/17/2011			Employed	
√	██████	██████					10/17/2011			7/5/2012	Resigned
√	██████	██████					10/17/2011			9/12/2012	Resigned
√	██████	██████					10/17/2011			4/3/2013	Resigned
√	██████	██████					10/17/2011			Employed	
√	██████	██████					10/17/2011			8/16/2012	Resigned
√	██████	██████					10/17/2011			7/28/2013	Resigned

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

	Employee's		Hire Dates							Separation Date	Reason for separation
	Last Name	First Name	2015	2014	2013	2012	2011	2010	2009		
√	██████	██████					7/5/2011			Employed	
√	██████	██████					7/5/2011			Employed	
√	██████	██████					7/5/2011			5/27/2012	Deceased
√	██████	██████					7/5/2011			10/24/2011	Resigned
√	██████	██████					7/5/2011			Employed	
√	██████	██████					7/5/2011			10/31/2011	Dismissed
√	██████	██████					7/6/2011				Pending dismissal
√	██████	██████					7/5/2011			11/9/2011	Resigned
√	██████	██████					7/5/2011			1/26/2011	Resigned
√	██████	██████					3/7/2011			6/20/2011	Dismissed
√	██████	██████					3/7/2011			10/3/2013	Dismissed
√	██████	██████					3/7/2011			2/4/2013	Resigned
√	██████	██████					3/7/2011			Employed	
√	██████	██████					3/7/2011			5/27/2014	Resigned
√	██████	██████					3/7/2011			10/31/2011	Dismissed
√	██████	██████						2/16/2010			Dismissal pending
√	██████	██████						2/16/2010		9/10/2012	Resigned
√	██████	██████						2/16/2010		Employed	
√	██████	██████						2/16/2010		Employed	
√	██████	██████						2/16/2010		2/21/2015	deceased

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

	Employee's		Hire Dates							Separation Date	Reason for separation
	Last Name	First Name	2015	2014	2013	2012	2011	2010	2009		
√	████	████						2/16/2010		Employed	
√	████	████						2/16/2010		8/12/2015	Resigned
√	████	████						2/16/2010		2/26/2014	Dismissed
√	████	████						2/16/2010		4/23/2012	Resigned
√	████	████						2/16/2010			Dismissal pending
√	████	████						2/16/2010		8/17/2015	Resigned
√	████	████						2/16/2010		Employed	
√	████	████						2/16/2010		8/30/2012	Resigned
√	████	████						2/16/2010		Employed	
√	████	████						2/16/2010		2/14/2013	Dismissed
√	████	████						2/16/2010		8/11/2014	Resigned
√	████	████						2/16/2010		3/12/2015	Dismissed
√	████	████						2/16/2010			No show
√	████	████						6/21/2010		Employed	
√	████	████						6/21/2010		3/9/2012	Dismissal
√	████	████						6/21/2010		Employed	
√	████	████						6/21/2010		1/29/2013	Resigned
√	████	████						6/21/2010		Employed	
√	████	████						6/21/2010		8/21/2014	Resignation
	████	████						6/24/2010		06/25/2010	Resignation
√	████	████						6/21/2010		5/30/2011	Resignation
√	████	████						6/21/2010			Dismissal pending

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

	Employee's		Hire Dates							Separation Date	Reason for separation
	Last Name	First Name	2015	2014	2013	2012	2011	2010	2009		
√	████	████						6/21/2010		employed	
√	████	██████						6/21/2010		employed	
√	██████	████						11/8/2010		5/5/2014	Resigned
√	████	████						11/8/2010			No Show
√	████	████						11/8/2010		12/6/2012	Resigned
√	██████	████						11/8/2010		employed	
√	██████	██████						11/15/2010		06/03/2011	Resigned
√	██████	████						11/8/2010		10/6/2012	Resigned
√	██████	██████						11/8/2010		6/20/2013	Dismissed
√	██████	████						11/8/2010		6/3/2011	Resigned
√	██████	████						11/8/2010		employed	
√	██████	██████						11/8/2010		employed	
	██████	████							2/23/2009		
√	██████	████							2/23/2009	employed	
√	██████	██████							2/23/2009	10/8/2012	Resigned
	████	██████							2/23/2009		Dismissed
√	██████	██████							2/23/2009		
√	██████	████							2/23/2009	8/29/2012	Resigned
√	██████	████							2/23/2009	employed	
√	██████	████							2/23/2009	employed	
√	██████	██████							2/23/2009	4/4/2013	Resigned
√	██████	██████							2/23/2009	10/7/2013	Dismissed
√	██████	██████							6/22/2009	3/24/2013	Resigned
√	██████	██████							6/22/2009	11/10/2014	Dismissed

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

	Employee's		Hire Dates							Separation Date	Reason for separation
	Last Name	First Name	2015	2014	2013	2012	2011	2010	2009		
√	██████	██████							6/122/2009	8/29/2012	Resigned
√	██████	██████							6/22/2009	employed	
√	██████	██████							6/22/2009	employed	
√	██████	██████							6/22/2009	employed	
√	██████	██████							6/22/2009	employed	
√	██████	██████							6/22/2009		Resigned
√	██████	██████							6/22/2009	employed	
√	██████	██████							6/22/2009	8/13/2012	Resigned

Breakdown by Year		
Year	Hires	Separations
2015	4	5
2014	18	13
2013	2	11
2012	0	9
2011	25	9
2010	39	2
2009	20	0

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

Applicant Tracking & Pass/Failure Report								
#	District	Exam Title	Company	Applicants Registered	Exam Date	Applicants Tested	Passed	Waived
5	STX	Law Enforcement Officer/Corrections Officer	TABE	72	1/16/2009	37	5	0
6	STX	Law Enforcement Officer/Corrections Officer	TABE	94	3/24-4/3/2009	53	10	2
7	STX	Law Enforcement Officer/Corrections Officer	TABE	96	6/22-29/2009	47	6	4
8	STX	Corrections Officer	CPS	105	11/14/2009	60	9	3
9	STX	Corrections Officer	CPS	61	3/6/2010	34	12	4
10	STX	Corrections Officer	CPS	192	8/6/2010	110	3 resent 13	7
11	STX	Corrections Officer	CPS	50	11/20/2010	34	1 transfer 1 resent 7	6
12	STX	Corrections Officer	CPS	71	3/15-18/11	47	3 resent 3	7

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

#	District	Exam Title	Company	Applicants Registered	Exam Date	Applicants Tested	Passed	Waived
13	STX	Corrections Officer	CPS	125	7/11-22/11	78	1 resent 13	11
14	STX	Corrections Officer	CPS	82	11/2-7/11	52	5	1
15	STX	Corrections Officer	CPS	115	12/18-27/12	42	1 resent 2	10
16	STX	Corrections Officer	CPS	199	10/01/12 - 09/30/13	72	7	24
17	STX	Corrections Officer	CPS	74	10/01/13 - 09/30/14	27	5	15
18	STX	Corrections Officer	CPS	214	10/01/14 - 09/30/15	94	11	32

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

Goal: To develop and implement a comprehensive fully integrated human resources system that will facilitate professional development, improved performance and ensure recruitment and the placement of civilian and sworn staff by 2015 while supporting the overall mission of the Bureau of Corrections.

Objective #1: The Bureau will recruit, hire, train and promote employees to implement a staffing plan that includes, relief factor and contingency plans, at levels to ensure a safe, secure, and humane environment for the Bureau's employees, inmates, and visitors

STRATEGIES	Status	START DATE	COMPLETION DATE	PERSONNEL RESPONSIBLE	OUTCOMES
1.1 Initiate an online recruitment protocol		Ongoing	Ongoing	Director of MIS - Vacant (Marsyvn David, System Programmer) Human Resources Manager (Yvonne Lawrence) Division of Personnel (Milton Potter, Director Designee)	Division of Personnel Website
1.2 Revise the steps for completing the pre-employment process;			July 2009	Human Resources Manager (Yvonne Lawrence) Administrative Services Staff - HR (Lynette Barnes, Eliza Joshua, Erica Smith)	An outline of the new hiring process
1.3. Develop and implement tracking mechanisms to alert Correction Officers who have arrived at age 55 to take annual examination;			Ongoing	Human Resources Manager (Yvonne Lawrence)	A tracking mechanism to alert Correction Officers;
1.4. Develop and implement tracking mechanisms to alert Supervisors of outstanding performance evaluations;		2016	2016	Director of MIS - Vacant (Marsyvn David, System Programmer) Human Resources Manager (Yvonne Lawrence)	A tracking mechanism to alert Supervisors;
1.5. Design and implement a revised sworn staff and civilian staff performance appraisal system aligned with the Bureau of Corrections performance standards and completion of the individualized professional development plan;		2016	2016	Warden (Mildred Trotter) Human Resources Manager (Yvonne Lawrence) Division of Personnel (Milton Potter, Director Designee) Unions	Measurable improvement in performance;
1.6. Design and implement an instrument to track professional development and aligning training to test data;		2015	2016	Warden (Mildred Trotter) Director of Training, Vacant (Yvonne Lawrence) Human Resources Manager (Yvonne Lawrence)	An instrument to monitor professional development achievements and deficits;

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

1.7. Revise and update HR policy and procedures manual;	In Progress	2015	Ongoing	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Warden (Mildred Trotter) Staff Division of Personnel (Milton Potter, Director Designee Office of Collective Bargaining (Acting Chief Negotiator Joss Springette, Esq.) – for review purposes	Written policies and standard operational procedures;
1.8. Provide training to personnel of the revised and updated policy and procedures		May 2015	Ongoing	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Warden (Mildred Trotter) Training Staff (Yvonne Lawrence and Deborah Samuel)	Training Schedule
1.9. Ensure Correction Officer compensation is comparable with other law enforcement positions		October 2015	Ongoing	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Collective Bargaining (Acting Chief Negotiator Joss Springette, Esq.)	New Corrections Officer contract

Objective #2: To increase the number of Correction Officers through hiring, promotions, education and professional development.

STRATEGIES	STATUS	START DATE	COMPLETION DATE	PERSONNEL RESPONSIBLE	OUTCOMES
2.1. Conduct Staffing Analysis to include Upper-Management (Warden, Assistant Warden, Chief), Mid-level Management (Lieutenants), First-Line Supervisors (Sergeants) and Line Staff (Correction Officers)		July 2014	July 2014	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Warden (Mildred Trotter) Chief (Shern Morris, Calvin Herbert) NIC Technical Consultant (Rod Miller)	Staffing Analysis completed and submitted to Monitor, USDOJ, and Federal Court
2.2. Establish minimum staffing levels for Custody (ACA standard for Inmate/Staff Ratio/Security Posts)		March 2015	March 2015	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Warden (Mildred Trotter) Chiefs (Shern Morris, Calvin Herbert) Human Resources Manager (Yvonne Lawrence)	Staffing Matrix

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

2.3. Develop system and format for Documenting: - Daily/Shift Staffing reports delineating Correction Officer's assignments at mandatory posts - Monthly Staffing Reports - Staffing deficiencies notification process		Implemented	Ongoing	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Warden (Mildred Trotter) Chiefs (Shern Morris, Calvin Herbert) Shift Supervisor Human Resources Manager (Yvonne Lawrence)	Standardize Forms & Reports
2.4. Develop a long-term (5yr) Hiring Plan - Target number of new hires (corrections officers) - Entrance examination administered every three (3) months; - On average 12 candidates successfully passing entrance exam and complete Bureau of Corrections pre-employment process to include criminal background investigation and hired per year - Over a five (5) year period we will be able to maintain the staffing plan as outlined by the Staffing Analysis. - Currently we have 106 security staff members. - Our goal is acquired a total of 179 security staff members which means we are in need of 73 new officers - Our plan is to meet this goal in 2020 after which time we will only be replacing officers due to 10% attrition and 3% retirement for the duration of the five (5) year plan. - Advertise and post vacancies - Establish timelines for interviews, job offers, start date, training		March 2015	September 2020	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Human Resources Manager (Yvonne Lawrence) Warden (Mildred Trotter) Office of Management & Budget (Nellon Bowry, Director Designee) Division of Personnel (Milton Potter, Director Designee) Office of the Governor (Kenneth E. Mapp, Governor)	Hiring Plan
2.5. Prepare line item Budget for Personnel	In progress		To be	Director, BOC (Rick Mullgrav), Assistant	Annual Budget

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

(5yrs)			submitted February of each fiscal year	Director, BOC (Everette Hansen) Human Resources Manager (Yvonne Lawrence) Office of Management & Budget (Nellon Bowry, Director Designee) Legislature of the VI (Neville James, (President)	
2.6. Secure Funding for Staffing Plan			Ongoing	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Human Resources Manager (Yvonne Lawrence) Office of Management & Budget (Nellon Bowry, Director Designee) Legislature of the VI (Neville James, (President) Office of the Governor (Kenneth E. Mapp, Governor)	Annual Budget

Objective #3: To increase the number of Correction Officers hired on an annual bases in the Bureau of Corrections through recruitment initiatives

STRATEGIES	STATUS	START DATE	COMPLETION DATE	PERSONNEL RESPONSIBLE	OUTCOMES
3.1. Expand the Correction Officer recruiting plan;			On going	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Warden (Mildred Trotter) Human Resources Manager (Yvonne Lawrence) Public Information Officer (Juel Anderson) Division of Personnel (Milton Potter, Director Designee)	Increased number due to the increased programs
3.2. Establish an agency-wide, incentive-based recruiting program	Done		On going	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Division of Personnel (Milton Potter, Director Designee); Human Resources Manager (Yvonne Lawrence); Office of Collective Bargaining (Acting Chief Negotiator Joss Springette, Esq.) Office of Management & Budget (Nellon Bowry, Director Designee)	Increase candidate pool with a built-in on the job mentor
3.3. Recruit within the territory with a cross section of recruiters from target programs;	In Progress	Ongoing	On going	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen)	Increased number due to the increased

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

				Warden (Mildred Trotter) Human Resources Manager (Yvonne Lawrence) Public Information Officer (Juel Anderson) Division of Personnel (Milton Potter, Director Designee)	programs
3.4. Recruit outside of the territory with a cross section of recruiters representing target programs;	In Progress		On going	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Human Resources Manager (Yvonne Lawrence) Public Information Officer (Juel Anderson) Division of Personnel (Milton Potter, Director Designee)	Increased number due to the increased programs
3.5. Increase advertisement for Correction Officers within the territory and outside of the territory;			Ongoing	Human Resources Manager (Yvonne Lawrence) Division of Personnel (Milton Potter, Director Designee)	Increase applicant pool by 15% per year;

Objective #4: To establish a new succession plan for Correction Officers to meet the needs of the Bureau of Corrections.

STRATEGIES	STATUS	START DATE	COMPLETION DATE	PERSONNEL RESPONSIBLE	OUTCOMES
4.1. Conduct a needs assessment to determine the impending changes in staffing due to retirement.		January 2016	March 2016	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Warden (Mildred Trotter) Human Resources Manager (Yvonne Lawrence)	Data from needs assessment Identifying Gaps in service and personnel
4.2. Develop and implement a succession plan based on the needs assessment.	In Progress	June 2016	2017	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Warden (Mildred Trotter) Human Resources Manager (Yvonne Lawrence) Division of Personnel (Milton Potter, Director Designee)	Staffing and professional development plan that aligns needs based, with the projected personnel separations from workforce.
4.3 Develop an Employee Satisfaction Survey	Done	2016	2016	Division of Personnel (Milton Potter, Director Designee) Human Resources Manager (Yvonne Lawrence)	Establish a base line on the employee morale
4.4 Develop relocation incentives for interisland and mainland recruits.				Office of Management & Budget	

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

4.5 Review Career Incentives Program				Division of Personnel (Milton Potter, Director Designee & Office of Management & Budget	
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EXHIBIT B

Office of Collective Bargaining

Corrections

Appendix A

TENTATIVE AGREEMENT										Scattergrape	
										Years	Corr. Officers
2002 Cost Increase	\$ 1,433,400	20.0%								0	13
2003 Cost Increase	\$ 317,001	3.7%								1	40
2004 Cost Increase	\$ 238,633	2.5%								2	13
2005 Cost Increase	\$ 211,000	2.1%								3	3
Package Deal	\$ 2,180,032	30.1%								4	5
Cost based on needs beginning at:										5	13
Salary Schedule:	CU 00	24,800								6	12
										7	2
										8	1
										9	4
										10	12
										11	11
										12	14
										13	5
										14	10
										15	1
										16	12
										17	13
										18	10
										19	6
										20	5
										21	2
										22	2
										23	5
										24	0
										25	0
										26	0
										27	0
										28	0
										29	0
										30	0
										31	0
										32	0
										33	0
										34	0
										35	0
										36	0
										37	0
										38	0
										39	0
										40	0
										41	0
										42	0
										43	0
										44	0
										45	0
										46	0
										47	0
										48	0
										49	0
										50	0
										51	0
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										54	0
										55	0
										56	0
										57	0
										58	0
										59	0
										60	0
										61	0
										62	0
										63	0
										64	0
										65	0
										66	0
										67	0
										68	0
										69	0
										70	0
										71	0
										72	0
										73	0
										74	0
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										77	0
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										80	0
										81	0
										82	0
										83	0
										84	0
										85	0
										86	0
										87	0
										88	0
										89	0
										90	0
										91	0
										92	0
										93	0
										94	0
										95	0
										96	0
										97	0
										98	0
										99	0
										100	0

James P. Hill
 James P. Hill, Assistant VP
 Sanborn International Union

Robert M. Anderson
 Robert M. Anderson, Chief Negotiator

William W. Farnsworth
 William W. Farnsworth, Governor

Date: 7/23/02

SIU- CORRECTION OFFICERS PAY PLAN (SCHEDULE A)

[illegible]

[Signature]
ELIZABETH BRON
SEAFARERS' INTERNATIONAL UNION
VICE-PRESIDENT

DATE 01/11/9

DATE 5/11/60

DR. VALDENAR A. HELL, JR.
CHIEF REGISTRAR

21/8/7

HOW TO GET THE MOST FROM YOUR DELOACH

0102/114/9

EXHIBIT C

GOVERNMENT OF THE VIRGIN ISLANDS



BUREAU OF CORRECTIONS

SEVEN YEAR RECRUITMENT PLAN

2015 - 2020

“SECURITY, CUSTODY, CONTROL”

Rick Mullgrav, Director of BOC

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

SUBJECT: Recruitment Plan

PURPOSE: To establish a comprehensive recruitment program to ensure the Bureau of Corrections complies with state and federal equal employment opportunity and affirmative action guidelines.

RULE: The Government of the Virgin Islands and Bureau of Corrections (BOC) is governed by a strong commitment to equal employment opportunity and affirmative action, and this commitment is clearly expressed in its Recruitment Plan.

The Bureau of Corrections is committed to an environment which promotes equal access to employment opportunities for all employees and applicants and strives for a workforce composition that reflects the diversity of qualified candidates and ensures the safety and security of the Correctional system.

The Bureau of Corrections does not discriminate in any terms or conditions of employment, on the basis of race, creed, color, religion, sex, age, national origin, marital status, sexual orientation, citizenship status, disability or veteran status. The Bureau of Corrections will reasonably accommodate disabled employees and applicants as required by law.

STATEMENT

In an effort to develop an effective recruitment program, the Division of Personnel and the Bureau of Corrections hereby reaffirms and formalizes its commitment to the principle of equal employment opportunity. Furthermore, it has been a longstanding policy of the Division of Personnel and the Bureau of Corrections to employ and promote qualified personnel without discrimination against any employee or applicant for employment because of his or her protected category or any other non-job-related characteristic.

In developing the recruitment program, The Bureau of Corrections commits to:

- Recruiting, hiring, training, and promoting persons in all job classifications without regard to their protected category, or any other non-job-related characteristic.
- Ensuring decisions regarding selections and promotions are in accordance with equal employment opportunity, personnel rules and regulations and collective bargaining agreement requirements by imposing only valid, job-related requirements for such promotions.
- Ensuring all personnel actions relating to compensation, benefits, transfers, terminations, training, and educational attainment are administered in a nondiscriminatory and expedited manner.
- Conduct annual assessments to determine whether any adjustments are needed in accordance to the standards stipulated in the staffing plan.

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

SECTION I – RESPONSIBILITY

To ensure the Recruitment Plan is carried out through a good faith effort, the Bureau of Corrections has established various levels of responsibility to both direct and oversee its recruitment efforts.

The Human Resources Manager has been designated as the official responsible for the Bureau of Corrections recruitment efforts. The Human Resources Manager is responsible for monitoring recruitment efforts, providing equal opportunity training, and recommending the use of outside resources, where applicable to ensure the successful implementation of the plan. The Human Resources Manager also provides a critical link to the Government's Division of Personnel for human resource support.

Individual managers and supervisors are responsible for ensuring that their employment decisions comply with principles embodied in the Bureau of Corrections Recruitment Plan and all applicable Collective Bargaining Agreements, local laws, federal laws, and Bureau of Corrections Policies and Regulations.

SECTION II - DISSEMINATION OF POLICY

The Recruitment Plan and policies related to equal employment opportunities are considered to be open records, available for public inspection. In addition, the Bureau of Corrections will take proactive steps to ensure the public and other key stake holders know about the Bureau of Corrections recruitment program. Some of the methods used to inform the public are:

1. Internal Dissemination
 - a. The Recruitment Plan will be provided to each Department Director.
 - b. The statement that The Bureau of Corrections is an EEO/AA employer will be documented in the Employee Handbook.
 - c. The Human Resources Manager and each Department Director will stress the importance of the Recruitment Plan in meetings with employees.
 - d. The Recruitment Plan will be explained thoroughly in employee orientation and management training programs.
 - e. The Recruitment Plan will be made available to any interested individual upon request and on the Bureau of Corrections website. Employees will be made aware of its existence and the benefits available to them.
2. External Dissemination
 - a. All appropriate publications and printed materials will state the shortened version of the institution's Mission and Recruitment philosophy: "The Bureau of Corrections is an Equal Employment Opportunity and Affirmative Action Employer." The statement will be placed on all letterhead, envelopes, business cards or invitations.

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

- b. The Bureau of Corrections will regularly provide written information to schools, universities, employment organizations, veteran's groups, groups concerned with promoting the field of Corrections, etc.
- c. Recruitment information (including videos and other electronic media), position announcements, and advertising will contain the Bureau of Correction's mission and philosophy statement.

SECTION III - RESPONSIBILITY FOR IMPLEMENTATION

The Human Resources Manager of the Bureau of Corrections is responsible for the implementation and administration of the Recruitment Plan. As the chief administrator of the Recruitment Plan, the Human Resources Manager has delegated to the department directors, managers, and supervisors the authority and responsibility for carrying out this plan at each corresponding level. Each of these individuals is expected to commit himself/herself to the Recruitment Plan's success.

As specified in the Recruitment Plan, the Human Resources Manager is charged with the administrative responsibility for ensuring compliance in employment activities. In fulfilling these responsibilities, the Human Resources Manager will:

- 1. Serve as liaison between the Bureau of Corrections and outside regulatory/ enforcement agencies;
- 2. Prepare, review, and ensure all hiring and promotions prior to job offers being extended, for compliance purposes;
- 3. Review qualifications of all employees to ensure that minorities and women are given full opportunities for transfers and promotions.
- 4. Disseminate recruitment plan to all employees annually.

The Human Resources Manager and Department Directors of the Bureau of Corrections will:

- 1. Assist in identifying problem areas and establishing division or departmental objectives.
- 2. Work with schools, universities, employment organizations, veteran's groups, groups concerned with promoting the field of Corrections, etc.
- 3. Review and affirm on an annual basis the manpower needs of the Bureau of Corrections to ensure the recruitment practices are still relevant in principles and institutional plan of affirmative action.
- 4. Encourage all officers to participate in all the Bureau of Corrections sponsored community, educational and social activities.

SECTION IV- PAST RECRUITMENT/RETENTION EFFORTS

Division of Personnel

Division of Personnel is the recruiting agent for the V.I. Government and recruits through:

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

- Advertises via their website, press releases, on-line newspaper advertisements, radio announcements, and newspaper advertisements about the Correction Officer's entrance examinations quarterly schedules.
- In an effort to increase the pool of candidates, the Division of Personnel established a waiver from the entrance examination for applicants with degrees (e.g. associate, bachelor, and master level) from accredited institutions and military veterans who have served full military service with an honorable or general discharge.

In addition to local recruitment, the Division of Personnel has recruited from outside of the territory:

- Military Career Expo (08/2013 - 11/2013) – recruited veterans in the states of Virginia, Maryland, North Carolina, Texas & Florida
- USVI Alliance, Inc. Career Expo in Atlanta (May 21-22, 2014)

New media campaign: in collaboration with the Department of Tourism, launched a joint campaign on 11/12/15 aimed at recruiting Virgin Islanders and others living in the mainland United States with high school diplomas to relocate to the Virgin Islands. This campaign includes a website, social media and online newspaper sources.

Department of Labor

- Hosted a job fair on St. Croix on June 22, 2015.

Bureau of Corrections

Job Recruitment Efforts:

BOC participated in job/career fairs that targeted candidates between the ages of 21-45.

- Law Enforcement Career Day: BOC participated in this event starting from 2012-2015. The event was held at the University of the Virgin Islands and was open to college students and the general public. Other local/federal law enforcement agencies as well as public/private employers participated in the event.
- Hero2Hired Career and Education Fair: BOC participated in this event in 2013. The event was sponsored by the VI National Guard and was open to all services members, spouses, veterans and retirees. Other local/federal law enforcement agencies as well as public/private employers participate in the event.

Career Incentives Program:

BOC and the officer's Union has established a Career Incentive Program to offering pay differentials to classified corrections officers as a reward for furthering their education in fields which are related to the performance by the correction officer of present or possible future official duties with BOC. Each corrections officer is eligible to receive a pay differential equal to a percentage of his/her base compensation in accordance with the following schedule:

- Three percent (3%) increase for ten (10) semester hour credits or its equivalent in quarter units earned toward a baccalaureate or associate degree;

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

- A six percent (6%) increase for twenty-five (25) semester hour credits or its equivalent in quarter units earned toward a baccalaureate or an associate degree;
- A ten percent (10%) increase for forty (40) semester hour credits or its equivalent in quarter units earned toward a baccalaureate or an associate degree;
- A fifteen percent (15%) increase for an associate degree;
- A twenty (20%) percent increase for a baccalaureate degree;
- A twenty-five (25%) percent increase for a post graduate degree.

Recruitment/Retention Efforts Being Considered:

- Continue discussions and potential memorandum of understanding prohibiting other law enforcement agencies from recruiting BOC cadets while in the POST Academy.
- Draft and implement an employment contract mandating that all incoming officer remain with the BOC for at least three years or else they will not receive a favorable recommendation for future employers.
- Exploring collaboration with the Department of Education (DOE) to assist with the development of corrections curricula/program to implement in all public high school for students to prequalify.
- Career Incentive Program to include relocation costs.
- Restructuring the hiring process.

With respect to retention efforts, in either 2012 or 2013, the former Director, Julius Wilson went before the Legislature of the Virgin Islands and requested funds to increase the corrections officers' salaries. The Legislature appropriated about \$2 million; however, there were no funds available to satisfy this appropriation.

SECTION V – STAFFING AND POSTS

Below are tables that prioritize the posts based on, among other things, population and high levels of violence:

Primary Posts (Mandatory Posts):

1	Central Control
2	X Dorm
3	Treatment Building (Medical Infirmary)
4	9/B & Kilo—Special Management and Mentally Ill
5	L & 9A-Lockdown
6	G & H/ 9C & 9D
7	R&D/RSAT/A-Dorm

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

8	I & J - Closed
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Secondary Posts:

1	ACF and Detention
2	East Tower and West Tower
3	Roving Patrol, Patrol
4	Education, Recreation, Visit, Kitchen, Transportation
5	Warehouse, Car Repair shop and tool room
6	Main Entrance Security Point

Please refer to the Staffing Matrix as to corrections officers for each post (see Appendix A).

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

SECTION VI - STAFFING ANALYSIS

Prison Rape Elimination Act Staffing Analysis

(a) The agency shall ensure that each facility it operates shall develop, document, and make its best efforts to comply on a regular basis with a staffing plan that provides for adequate levels of staffing, and, where applicable, video monitoring, to protect inmates against sexual abuse. In calculating adequate staffing levels and determining the need for video monitoring, facilities shall take into consideration:

- (1) Generally accepted detention and correctional practices;
- (2) Any judicial findings of inadequacy;
- (3) Any findings of inadequacy from Federal investigative agencies;
- (4) Any findings of inadequacy from internal or external oversight bodies;
- (5) All components of the facility's physical plant (including "blind-spots" or areas where staff or inmates may be isolated);
- (6) The composition of the inmate population;
- (7) The number and placement of supervisory staff;
- (8) Institution programs occurring on a particular shift;
- (9) Any applicable State or local laws, regulations, or standards;
- (10) The prevalence of substantiated and unsubstantiated incidents of sexual abuse; and
- (11) Any other relevant factors.

(b) In circumstances where the staffing plan is not complied with, the facility shall document and justify all deviations from the plan.

(c) Whenever necessary, but no less frequently than once each year, for each facility the agency operates, in consultation with the PREA coordinator required by § 115.11, the agency shall assess, determine, and document whether adjustments are needed to:

- (1) The staffing plan established pursuant to paragraph (a) of this section;
- (2) The facility's deployment of video monitoring systems and other monitoring technologies; and
- (3) The resources the facility has available to commit to ensure adherence to the staffing plan.

(d) Each agency operating a facility shall implement a policy and practice of having intermediate-level or higher-level supervisors conduct and document unannounced rounds to identify and deter staff sexual abuse and sexual harassment. Such policy and practice shall be implemented for night shifts as well as day shifts. Each

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

agency shall have a policy to prohibit staff from alerting other staff members that these supervisory rounds are occurring, unless such announcement is related to the legitimate operational functions of the facility.

Security Staffing Analysis

A staffing analysis was conducted by Rod Miller, National Institute of Corrections Consultant, in July 2014, which identified all housing, special and split posts, a coverage plan, staffing levels requirement as well as various recommendations for the improvement of security and overall operations to include (see Appendix 1):

1. BOC will strive to work towards the implementation of Direct Supervision. An officer will be in each dayroom at all times—no exceptions. Coverage will enable this by providing three officers in each 2-unit building at all times. Two officers would be providing direct supervision and making rounds in the housing units; the third would be operating the control room and monitoring all movement in and out of the unit. The proposed plan will provide staffing to conduct searches of inmates whenever they return to a housing unit, as well as random searches of cell.
2. Reduction of inmate population in order to provide the best optimum security staff levels through “reverse engineer” the plan, calculating staff reductions that could be realized by reducing the number of inmates housed. The Bureau relocated some offenders to off-island facilities, thereby reducing the offender population and closing two (2) housing units. This closure reduced staffing demands by 4 security staff per shift 4 therefore, reducing by an average of 12 security officers per shift.
3. Change on shift schedule based on the peak time/level of activities during peak time period of the day. The changes from 8-4, 4-12, & 12-8 shift schedules to 6-2; 2-10; 10-6 shift schedules. These changes provide the increase level of offender supervision during offender movements during peak hours of operations. Change of shift schedule has also resulted in reduction in overtime worked due to absenteeism (e.g. scheduled leave, leave without pay).

With the implementation of above- mentioned changes and the reduction of housed inmates and shift schedules, the Bureau revisited the Coverage Plan and developed a Staff/Post Matrix as of 12/14/15, which indicates the revised level of staffing requirements based on the current posts.

Moreover, funding is available for 18 correction officer positions for fiscal year 2016.

VI GGGACF STAFF/POST MATRIX – 12/14/2015

Security Positions	Intended Staffing Plan 2015	Actual Staffing as of 12/14/15	2015 Budget Authorized	2016 Budget Authorized	Staff Needed
Security Management	6	4	4	5	2
TC Command (Lt)	5	2	3	3	3
ATC Command (Sgt)	13	5	5	7	8
Officer	155	95	117	117	60
Total Security Staff	179	106	129	132	73

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

Based on the Staffing Plan dated July 2014, and the Staff/Post Matrix dated December 2015, the level of staffing has increased from 165.6 to 179 (due to security management post added) security staff needed for operations. The Bureau of Corrections and the Division of Personnel are committed to meeting the demands and begin the recruitment and employment efforts to acquire the additional corrections officers to meet the staffing levels of Staff/Post Matrix.

The Bureau proposes the staffing plan be implemented over a five (5) fiscal year period to be able to effectively recruit and retain officer while taking into consideration the replacement of officers due to attrition and retirement. BOC will revisit the staffing levels after three (3) years to determine whether the goals of the staffing plan are being met in a five (5) year period and whether additional years should be added to this Plan.

VI BOC/ GGACF Hiring Plan			Year 1	Year 2	Year 3	Year 4	Year 5	Total	
Security Positions	Staffing Plan as 12/2015	Staff Needed (vacancies)	F2016	F2017	F2018	F2019	F2020	2016-2020	Staff Needed
Security Management	4	2	1	1	0	0	0	2	100%
TC Command (Lt)	2	3	1	1	1	0	0	3	100%
ATC Command (Sgt)	5	8	2	2	2	2	0	8	100%
Officer	95	60	12	12	12	12	12	60	100%
Total Security Staff	106	73	16	16	15	14	12	73	100%

The chart below shows target staffing levels by security position 2016-2020:

VI BOC/ GGACF Hiring Plan			Year 1	Year 2	Year 3	Year 4	Year 5	Total
Security Positions	Overall Staffing Required	Actual Staffing as of 12/14/15	F2016	F2017	F2018	F2019	F2020	2016-2020
Security Management	6	4	5	6				6
% Staffing		67%	83%	100%				
TC Command (Lt)	5	2	3	4	5			5
% Staffing		40%	60%	80%	100%			
ATC Command (Sgt)	13	5	7	9	11	13		13
% Staffing		38%	54%	69%	85%	100%		
Officer	155	95	107	119	131	143	155	155
% Staffing		61%	68%	74%	81%	87%	100%	
Total Security Staff	179	106	122	138	153	167	179	179
% Staffing		59%	68%	77%	85%	93%	100%	

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

The Bureau of Corrections is committed to recruit at least four (4) correction officers per fiscal year through different mediums.

The chart below shows the different recruitment means to increase staffing pool F2016-F2020:

Measurable Outcomes	Job Fairs Sponsored:	# of Sponsored Job Fairs per Fiscal Year	Date of Job Fair	# of Job Fairs Anticipated Participation	# of Anticipated Registered Candidates	# of Actual Recruits
	Division of Personnel	2	Pending – STT & STX	2	45	TBD
	The University of the Virgin Islands Albert A. Sheen Campus	3	4/6/2016 – STX; 4/2016 – STT & 10/2016 – STT	3	30 40 40	TBD TBD TBD
	Bureau of Corrections Recruitment Program	2	6/15/2016 - STT & STX	2	30	TBD
	Department of Labor	2	7/2016 – STT & STX	2	40	TBD

The corrections officer examination period is January 25-29, 2016.

Other possible recruitment medium:

Measurable Outcomes	Other Recruitment Efforts	# of Interested Candidates Fiscal Year	# of Candidates Considered
	Vacancies Posted with Department of Labor	TBD	TBD

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

Hiring/Separation for the BOC for the past six years (2009-2015)

New Hires & Separations:											
	Employee's		Hire Dates							Separation Date	Reason for separation
	Last Name	First Name	2015	2014	2013	2012	2011	2010	2009		
√	██████	██████	05/11/2015							Employed	In the Academy
√	████	██████	05/11/2015			N				Employed	In the Academy
√	██████	██████	05/11/2015			O					Dismissed from the Academy
√	██████	██████	05/11/2015								Dismissed from the Academy
√	██████	██████		01/27/2014						04/25/2014	Dismissed from the Academy
√	██████	██████		01/27/2014		H				Employed	
√	████	██████		01/27/2014		I				Employed	
√	██████	██████		01/27/2014		R				03/19/2014	Dismissed from the Academy
√	██████	██████		01/27/2014		E				Employed	
√	██████	██████		01/27/2014		S				09/08/2015	Resigned
√	████	██████		01/27/2014							Dismissed from the Academy
√	██████	██████		01/27/2014						Employed	
√	██████████	██████		01/27/2014						09/08/2014	Resigned
√	██████	██████		01/27/2014		T				05/08/2014	Resigned

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

	Employee's		Hire Dates							Separation Date	Reason for separation
	Last Name	First Name	2015	2014	2013	2012	2011	2010	2009		
√	██████	████		01/27/2014		H					Dismissed from the Academy
√	██████	██████				I					Transferred to VIPD
√	██████	██████				S					Transferred to VIPD
√	██████	██████		12/0 8/2014						Employed	In the Academy
√	██████	██████		12/0 8/2014						Employed	In the Academy
√	██████	██████		12/0 8/2014		Y				Employed	
√	██████	██████		12/0 8/2014		E				Employed	In the Academy
√	██████	██████		12/0 8/2014		A				12/15/2014	Resigned
√	██████	██████		12/0 8/2014		R				Employed	In the Academy
√	██████	██████		12/0 8/2014						Employed	
√	██████	██████			3/5/2013					Employed	Rehired
√	██████	██████			3/5/2013						Rehired
√	██████	██████								5/29/2014	Resigned
√	██████	██████					10/17/2011			Employed	
√	██████	██████					10/17/2011			8/9/2013	Resigned
√	██████	██████					10/17/2011			3/10/2014	Resigned
√	██████	██████					10/17/2011			Employed	
√	██████	██████					10/17/2011			7/5/2012	Resigned
√	██████	██████					10/17/2011			9/12/2012	Resigned
√	██████	██████					10/17/2011			4/3/2013	Resigned
√	██████	██████					10/17/2011			Employed	
√	██████	██████					10/17/2011			8/16/2012	Resigned
√	██████	██████					10/17/2011			7/28/2013	Resigned

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

	Employee's		Hire Dates							Separation Date	Reason for separation
	Last Name	First Name	2015	2014	2013	2012	2011	2010	2009		
√	██████	██████					7/5/2011			Employed	
√	██████	██████					7/5/2011			Employed	
√	██████	██████					7/5/2011			5/27/2012	Deceased
√	██████	██████					7/5/2011			10/24/2011	Resigned
√	██████	██████					7/5/2011			Employed	
√	██████	██████					7/5/2011			10/31/2011	Dismissed
√	██████	██████					7/6/2011				Pending dismissal
√	██████	██████					7/5/2011			11/9/2011	Resigned
√	██████	██████					7/5/2011			1/26/2011	Resigned
√	██████	██████					3/7/2011			6/20/2011	Dismissed
√	██████	██████					3/7/2011			10/3/2013	Dismissed
√	██████	██████					3/7/2011			2/4/2013	Resigned
√	██████	██████					3/7/2011			Employed	
√	██████	██████					3/7/2011			5/27/2014	Resigned
√	██████	██████					3/7/2011			10/31/2011	Dismissed
√	██████	██████						2/16/2010			Dismissal pending
√	██████	██████						2/16/2010		9/10/2012	Resigned
√	██████	██████						2/16/2010		Employed	
√	██████	██████						2/16/2010		Employed	
√	██████	██████						2/16/2010		2/21/2015	deceased

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

	Employee's		Hire Dates							Separation Date	Reason for separation
	Last Name	First Name	2015	2014	2013	2012	2011	2010	2009		
√	████	████						2/16/2010		Employed	
√	████	████						2/16/2010		8/12/2015	Resigned
√	████	████						2/16/2010		2/26/2014	Dismissed
√	████	████						2/16/2010		4/23/2012	Resigned
√	████	████						2/16/2010			Dismissal pending
√	████	████						2/16/2010		8/17/2015	Resigned
√	████	████						2/16/2010		Employed	
√	████	████						2/16/2010		8/30/2012	Resigned
√	████	████						2/16/2010		Employed	
√	████	████						2/16/2010		2/14/2013	Dismissed
√	████	████						2/16/2010		8/11/2014	Resigned
√	████	████						2/16/2010		3/12/2015	Dismissed
√	████	████						2/16/2010			No show
√	████	████						6/21/2010		Employed	
√	████	████						6/21/2010		3/9/2012	Dismissal
√	████	████						6/21/2010		Employed	
√	████	████						6/21/2010		1/29/2013	Resigned
√	████	████						6/21/2010		Employed	
√	████	████						6/21/2010		8/21/2014	Resignation
	████	████						6/24/2010		06/25/2010	Resignation
√	████	████						6/21/2010		5/30/2011	Resignation
√	████	████						6/21/2010			Dismissal pending

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

	Employee's		Hire Dates							Separation Date	Reason for separation
	Last Name	First Name	2015	2014	2013	2012	2011	2010	2009		
√	████	████						6/21/2010		employed	
√	████	██████						6/21/2010		employed	
√	██████	████						11/8/2010		5/5/2014	Resigned
√	████	████						11/8/2010			No Show
√	████	████						11/8/2010		12/6/2012	Resigned
√	██████	████						11/8/2010		employed	
√	██████	██████						11/15/2010		06/03/2011	Resigned
√	██████	████						11/8/2010		10/6/2012	Resigned
√	██████	██████						11/8/2010		6/20/2013	Dismissed
√	██████	████						11/8/2010		6/3/2011	Resigned
√	██████	████						11/8/2010		employed	
√	██████	██████						11/8/2010		employed	
	██████	████							2/23/2009		
√	████	████							2/23/2009	employed	
√	████	██████							2/23/2009	10/8/2012	Resigned
	████	██████							2/23/2009		Dismissed
√	██████	██████							2/23/2009		
√	██████	████							2/23/2009	8/29/2012	Resigned
√	██████	████							2/23/2009	employed	
√	██████	████							2/23/2009	employed	
√	██████	██████							2/23/2009	4/4/2013	Resigned
√	██████	██████							2/23/2009	10/7/2013	Dismissed
√	██████	██████							6/22/2009	3/24/2013	Resigned
√	██████	██████							6/22/2009	11/10/2014	Dismissed

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

	Employee's		Hire Dates							Separation Date	Reason for separation
	Last Name	First Name	2015	2014	2013	2012	2011	2010	2009		
√	██████	██████							6/122/2009	8/29/2012	Resigned
√	██████	██████							6/22/2009	employed	
√	██████	██████							6/22/2009	employed	
√	██████	██████							6/22/2009	employed	
√	██████	██████							6/22/2009	employed	
√	██████	██████							6/22/2009		Resigned
√	██████	██████							6/22/2009	employed	
√	██████	██████							6/22/2009	8/13/2012	Resigned

Breakdown by Year		
Year	Hires	Separations
2015	4	5
2014	18	13
2013	2	11
2012	0	9
2011	25	9
2010	39	2
2009	20	0

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

Applicant Tracking & Pass/Failure Report								
#	District	Exam Title	Company	Applicants Registered	Exam Date	Applicants Tested	Passed	Waived
5	STX	Law Enforcement Officer/Corrections Officer	TABE	72	1/16/2009	37	5	0
6	STX	Law Enforcement Officer/Corrections Officer	TABE	94	3/24-4/3/2009	53	10	2
7	STX	Law Enforcement Officer/Corrections Officer	TABE	96	6/22-29/2009	47	6	4
8	STX	Corrections Officer	CPS	105	11/14/2009	60	9	3
9	STX	Corrections Officer	CPS	61	3/6/2010	34	12	4
10	STX	Corrections Officer	CPS	192	8/6/2010	110	3 resent 13	7
11	STX	Corrections Officer	CPS	50	11/20/2010	34	1 transfer 1 resent 7	6
12	STX	Corrections Officer	CPS	71	3/15-18/11	47	3 resent 3	7

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

#	District	Exam Title	Company	Applicants Registered	Exam Date	Applicants Tested	Passed	Waived
13	STX	Corrections Officer	CPS	125	7/11-22/11	78	1 resent 13	11
14	STX	Corrections Officer	CPS	82	11/2-7/11	52	5	1
15	STX	Corrections Officer	CPS	115	12/18-27/12	42	1 resent 2	10
16	STX	Corrections Officer	CPS	199	10/01/12 - 09/30/13	72	7	24
17	STX	Corrections Officer	CPS	74	10/01/13 - 09/30/14	27	5	15
18	STX	Corrections Officer	CPS	214	10/01/14 - 09/30/15	94	11	32

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

Goal: To develop and implement a comprehensive fully integrated human resources system that will facilitate professional development, improved performance and ensure recruitment and the placement of civilian and sworn staff by 2015 while supporting the overall mission of the Bureau of Corrections.

Objective #1: The Bureau will recruit, hire, train and promote employees to implement a staffing plan that includes, relief factor and contingency plans, at levels to ensure a safe, secure, and humane environment for the Bureau's employees, inmates, and visitors

STRATEGIES	Status	START DATE	COMPLETION DATE	PERSONNEL RESPONSIBLE	OUTCOMES
1.1 Initiate an online recruitment protocol		Ongoing	Ongoing	Director of MIS - Vacant (Marsyvn David, System Programmer) Human Resources Manager (Yvonne Lawrence) Division of Personnel (Milton Potter, Director Designee)	Division of Personnel Website
1.2 Revise the steps for completing the pre-employment process;			July 2009	Human Resources Manager (Yvonne Lawrence) Administrative Services Staff - HR (Lynette Barnes, Eliza Joshua, Erica Smith)	An outline of the new hiring process
1.3. Develop and implement tracking mechanisms to alert Correction Officers who have arrived at age 55 to take annual examination;			Ongoing	Human Resources Manager (Yvonne Lawrence)	A tracking mechanism to alert Correction Officers;
1.4. Develop and implement tracking mechanisms to alert Supervisors of outstanding performance evaluations;		2016	2016	Director of MIS - Vacant (Marsyvn David, System Programmer) Human Resources Manager (Yvonne Lawrence)	A tracking mechanism to alert Supervisors;
1.5. Design and implement a revised sworn staff and civilian staff performance appraisal system aligned with the Bureau of Corrections performance standards and completion of the individualized professional development plan;		2016	2016	Warden (Mildred Trotter) Human Resources Manager (Yvonne Lawrence) Division of Personnel (Milton Potter, Director Designee) Unions	Measurable improvement in performance;
1.6. Design and implement an instrument to track professional development and aligning training to test data;		2015	2016	Warden (Mildred Trotter) Director of Training, Vacant (Yvonne Lawrence) Human Resources Manager (Yvonne Lawrence)	An instrument to monitor professional development achievements and deficits;

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

1.7. Revise and update HR policy and procedures manual;	In Progress	2015	Ongoing	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Warden (Mildred Trotter) Staff Division of Personnel (Milton Potter, Director Designee Office of Collective Bargaining (Acting Chief Negotiator Joss Springette, Esq.) – for review purposes	Written policies and standard operational procedures;
1.8. Provide training to personnel of the revised and updated policy and procedures		May 2015	Ongoing	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Warden (Mildred Trotter) Training Staff (Yvonne Lawrence and Deborah Samuel)	Training Schedule
1.9. Ensure Correction Officer compensation is comparable with other law enforcement positions		October 2015	Ongoing	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Collective Bargaining (Acting Chief Negotiator Joss Springette, Esq.)	New Corrections Officer contract

Objective #2: To increase the number of Correction Officers through hiring, promotions, education and professional development.

STRATEGIES	STATUS	START DATE	COMPLETION DATE	PERSONNEL RESPONSIBLE	OUTCOMES
2.1. Conduct Staffing Analysis to include Upper-Management (Warden, Assistant Warden, Chief), Mid-level Management (Lieutenants), First-Line Supervisors (Sergeants) and Line Staff (Correction Officers)		July 2014	July 2014	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Warden (Mildred Trotter) Chief (Shern Morris, Calvin Herbert) NIC Technical Consultant (Rod Miller)	Staffing Analysis completed and submitted to Monitor, USDOJ, and Federal Court
2.2. Establish minimum staffing levels for Custody (ACA standard for Inmate/Staff Ratio/Security Posts)		March 2015	March 2015	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Warden (Mildred Trotter) Chiefs (Shern Morris, Calvin Herbert) Human Resources Manager (Yvonne Lawrence)	Staffing Matrix

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

2.3. Develop system and format for Documenting: • Daily/Shift Staffing reports delineating Correction Officer's assignments at mandatory posts • Monthly Staffing Reports • Staffing deficiencies notification process		Implemented	Ongoing	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Warden (Mildred Trotter) Chiefs (Shern Morris, Calvin Herbert) Shift Supervisor Human Resources Manager (Yvonne Lawrence)	Standardize Forms & Reports
2.4. Develop a long-term (7yr) Hiring Plan • Target number of new hires (corrections officers) - Entrance examination administered every three (3) months; - On average 12 candidates successfully passing entrance exam and complete Bureau of Corrections pre-employment process to include criminal background investigation and hired per year - Over a five (5) year period we will be able to maintain the staffing plan as outlined by the Staffing Analysis. - Currently we have 99 security staff members. - Our goal is acquired a total of 179 security staff members which means we are in need of 73 new officers - Our plan is to meet this goal in 2020 after which time we will only be replacing officers due to 10% attrition and 3% retirement for the duration of the five (5) year plan. • Advertise and post vacancies • Establish timelines for interviews, job offers, start date, training		March 2015	September 2022	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Human Resources Manager (Yvonne Lawrence) Warden (Mildred Trotter) Office of Management & Budget (Nellon Bowry, Director Designee) Division of Personnel (Milton Potter, Director Designee) Office of the Governor (Kenneth E. Mapp, Governor)	Hiring Plan
2.5. Prepare line item Budget for Personnel	In progress		To be	Director, BOC (Rick Mullgrav), Assistant	Annual Budget

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

(7yrs)			submitted February of each fiscal year	Director, BOC (Everette Hansen) Human Resources Manager (Yvonne Lawrence) Office of Management & Budget (Nellon Bowry, Director Designee) Legislature of the VI (Neville James, (President)	
2.6. Secure Funding for Staffing Plan			Ongoing	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Human Resources Manager (Yvonne Lawrence) Office of Management & Budget (Nellon Bowry, Director Designee) Legislature of the VI (Neville James, (President) Office of the Governor (Kenneth E. Mapp, Governor)	Annual Budget

Objective #3: To increase the number of Correction Officers hired on an annual bases in the Bureau of Corrections through recruitment initiatives

STRATEGIES	STATUS	START DATE	COMPLETION DATE	PERSONNEL RESPONSIBLE	OUTCOMES
3.1. Expand the Correction Officer recruiting plan;			On going	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Warden (Mildred Trotter) Human Resources Manager (Yvonne Lawrence) Public Information Officer (Juel Anderson) Division of Personnel (Milton Potter, Director Designee)	Increased number due to the increased programs
3.2. Establish an agency-wide, incentive-based recruiting program	Done		On going	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Division of Personnel (Milton Potter, Director Designee); Human Resources Manager (Yvonne Lawrence); Office of Collective Bargaining (Acting Chief Negotiator Joss Springette, Esq.) Office of Management & Budget (Nellon Bowry, Director Designee)	Increase candidate pool with a built-in on the job mentor
3.3. Recruit within the territory with a cross section of recruiters from target programs;	In Progress	Ongoing	On going	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen)	Increased number due to the increased

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

				Warden (Mildred Trotter) Human Resources Manager (Yvonne Lawrence) Public Information Officer (Juel Anderson) Division of Personnel (Milton Potter, Director Designee)	programs
3.4. Recruit outside of the territory with a cross section of recruiters representing target programs;	In Progress		On going	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Human Resources Manager (Yvonne Lawrence) Public Information Officer (Juel Anderson) Division of Personnel (Milton Potter, Director Designee)	Increased number due to the increased programs
3.5. Increase advertisement for Correction Officers within the territory and outside of the territory;			Ongoing	Human Resources Manager (Yvonne Lawrence) Division of Personnel (Milton Potter, Director Designee)	Increase applicant pool by 15% per year;

Objective #4: To establish a new succession plan for Correction Officers to meet the needs of the Bureau of Corrections.

STRATEGIES	STATUS	START DATE	COMPLETION DATE	PERSONNEL RESPONSIBLE	OUTCOMES
4.1. Conduct a needs assessment to determine the impending changes in staffing due to retirement.		January 2016	March 2016	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Warden (Mildred Trotter) Human Resources Manager (Yvonne Lawrence)	Data from needs assessment Identifying Gaps in service and personnel
4.2. Develop and implement a succession plan based on the needs assessment.	In Progress	June 2016	2017	Director, BOC (Rick Mullgrav), Assistant Director, BOC (Everette Hansen) Warden (Mildred Trotter) Human Resources Manager (Yvonne Lawrence) Division of Personnel (Milton Potter, Director Designee)	Staffing and professional development plan that aligns needs based, with the projected personnel separations from workforce.
4.3 Develop an Employee Satisfaction Survey	Done	2016	2016	Division of Personnel (Milton Potter, Director Designee) Human Resources Manager (Yvonne Lawrence)	Establish a base line on the employee morale
4.4 Develop relocation incentives for interisland and mainland recruits.				Office of Management & Budget	

**U.S. Virgin Islands Bureau of Corrections
Security Staffing & Recruitment Plan 2015 - 2020**

4.5 Review Career Incentives Program				Division of Personnel (Milton Potter, Director Designee & Office of Management & Budget	
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EXHIBIT D

From: Kenneth Ray [ken@rjsjusticeservices.com]
Sent: Wednesday, December 30, 2015 2:24 PM
To: 'Shari D'Andrade'; Lomio, Rita (CRT); Myrthil, Marlysha (CRT); Coon, Laura (CRT); Njoku, Anthony (CRT); 'Kenneth Ray'
Subject: RE: Cross Walk with changes
Attachments: Security Post Staffing from VI 031615.xlsx

Thank you, Shari – note the attach staffing matrix referred to in the Plan remains unattached. It's format requires updating and we need to discuss treatment building staffing issues revealed during the recent visit. Staffing levels shown on the matrix won't likely resolve access to care and building security problems discovering then. Looking forward to discussing this further. Ken



P.O. Box 1481
 Ashland, KY 41105
 606.694.3031

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*"Dedication to Public Safety
 and Community Wellness"*

From: Shari D'Andrade [mailto:Shari.D'Andrade@doj.vi.gov]
Sent: Wednesday, December 30, 2015 1:46 PM
To: Rita Lomio <Rita.Lomio@usdoj.gov>; Marlysha Myrthil <Marlysha.Myrthil@usdoj.gov>; Laura Coon <Laura.Coon@usdoj.gov>; Anthony Njoku <Anthony.Njoku@usdoj.gov>; Kenneth Ray <ken@rjsjusticeservices.com>
Subject: Fwd: Cross Walk with changes

See below and attached.

Sent from my iPhone

Begin forwarded message:

From: "Yvonne Lawrence" <ylawrence@boc.vi.gov>
To: "Shari D'Andrade" <Shari.D'Andrade@doj.vi.gov>
Subject: Cross Walk with changes

Greetings Shari,

Please find some changes that was overlooked in the prior submission.

Cross Walk of changes		
Old	New	Page

Other possible recruitment medium: Vacancies Posted with Department of Labor	Post Vacancies on Department of Labor "VIEWS" website	p. 11
Objective #2: 2.4. Develop a long-term (7yr) Hiring Plan - Target number of new hires (corrections officers) - Entrance examination administered every three (3) months; - On average 12 candidates successfully passing entrance exam and complete Bureau of Corrections pre-employment process to include criminal background investigation and hired per year - Over a seven (7) year period we will be able to maintain the staffing plan as outlined by the Staffing Analysis. - Currently we have 99 security staff members. - Our goal is acquired a total of 179 security staff members which means we are in need of 73 new officers - Our plan is to meet this goal in 2020 after which time we will only be replacing officers due to 10% attrition and 3% retirement for the duration of the seven (7) year plan.	2.4. Develop a long-term (5yr) Hiring Plan - Target number of new hires (corrections officers) - Entrance examination administered every three (3) months; - On average 12 candidates successfully passing entrance exam and complete Bureau of Corrections pre-employment process to include criminal background investigation and hired per year - Over a five (5) year period we will be able to maintain the staffing plan as outlined by the Staffing Analysis. - Currently we have 106 security staff members. - Our goal is acquired a total of 179 security staff members which means we are in need of 73 new officers - Our plan is to meet this goal in 2020 after which time we will only be replacing officers due to 10% attrition and 3% retirement for the duration of the five (5) year plan.	p. 22
2.5. Prepare line item Budget for Personnel (7yrs)	Prepare line item Budget for Personnel (5yrs)	p. 22

Yvonne D. Lawrence, MS HRM

Human Resources Manager

VI Bureau of Corrections
 81A & B Krondprindsens Gade
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