NEW JERSEY CIVIL SERVICE COMMISSION

2022 COUNTY CORRECTIONAL POLICE LIEUTENANT

SUPPLEMENTAL EXAMINATION MATERIAL

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Introduction

The following material is intended for use with the NJ Civil Service Commission’s County Correctional Police Lieutenant examination. The situational judgment questions contained in the examination will reference the fictitious Allanburg County Correctional Facility. The contents of this material include an organizational chart, staff biographies, a facility floorplan, and general facility information which includes standard operating procedures. The material is not intended to be comprehensive or exhaustive, nor is it the sole source of answers to the situational judgment questions.

The purpose of the situational judgment questions found in the examination is to measure abilities such as supervision, decision making, problem solving, etc. The purpose of this supplemental material is to provide candidates with a uniform set of standards to abide by, as well as a context for which to answer the scenarios presented in the situational judgment questions in the examination for County Correctional Police Lieutenant.

This material should ONLY be used to answer the situational judgment questions contained in the examination booklet.
Correctional Facility
Alpha and Bravo Shifts

Alpha Shift (0700-1900)

Carlos Martinez
Shift Commander
Bravo Shift

Gustavo Welsh
County Correction
Sergeant
Housing Units

Kendra Rainey
County Correction
Sergeant
Female/Medical Units

Carlos Martinez
Shift Commander
Bravo Shift

Sofia Vargas
County Correction
Officer

Jane Sheppard
County Correction
Officer

Kendra Rainey
County Correction
Sergeant
Female/Medical Units

Bravo Shift (1900-0700)

Joanne Phillips
Commander
Custody Operations

You
Shift Commander
Alpha Shift

Steven Mitchell
County Correction
Sergeant
Housing Units

Mary Thomas
County Correction
Officer

Erica Jackson
County Correction
Officer

Charlie Doon
County Correction
Sergeant
Female/Medical Units

Brian Webster
County Correction
Officer

Mary Thomas
County Correction
Officer

Charlie Doon
County Correction
Sergeant
Female/Medical Units

Erica Jackson
County Correction
Officer

Charlie Doon
County Correction
Sergeant
Female/Medical Units

Brian Webster
County Correction
Officer

Steven Mitchell
County Correction
Sergeant
Housing Units

Joanne Phillips
Commander
Custody Operations

You
Shift Commander
Alpha Shift

Carlos Martinez
Shift Commander
Bravo Shift

Sofia Vargas
County Correction
Officer

Jane Sheppard
County Correction
Officer

Kendra Rainey
County Correction
Sergeant
Female/Medical Units

Carlos Martinez
Shift Commander
Bravo Shift

Sofia Vargas
County Correction
Officer

Jane Sheppard
County Correction
Officer

Kendra Rainey
County Correction
Sergeant
Female/Medical Units

Carlos Martinez
Shift Commander
Bravo Shift

Sofia Vargas
County Correction
Officer

Jane Sheppard
County Correction
Officer

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Female/Medical Units

Carlos Martinez
Shift Commander
Bravo Shift

Sofia Vargas
County Correction
Officer

Jane Sheppard
County Correction
Officer

Kendra Rainey
County Correction
Sergeant
Female/Medical Units

Carlos Martinez
Shift Commander
Bravo Shift

Sofia Vargas
County Correction
Officer

Jane Sheppard
County Correction
Officer

Kendra Rainey
County Correction
Sergeant
Female/Medical Units
General Facility Information

The Allanburg County Correctional Facility was built in 1995 and was designed to house a maximum of 500 minimum, medium, and maximum security male and female inmates.

Layout (refer to facility floorplan on page 4)
- Housing Units: The facility contains four housing units.
  - The west side of the facility contains Housing Units North and South, each containing four blocks (North A-D, South A-D).
  - The east side of the facility contains a disabled inmate/female inmate housing unit on the north side. This area also contains a medical wing which is staffed by a doctor and nurses and is available for all inmates to use. The east-south side is for new inmate intake and contains pre-hearing and disciplinary detention blocks.
  - Each of the four housing units contains four secure blocks and one center control pod. The pods are manned at all times by one correctional police officer (CO) who controls the doors to the housing unit and each of the four blocks. The area between the pod and the housing blocks is called the moat. Access to the pods is locked at all times, and control pod COs can only allow access into the pod when there are no inmates present in the moat.
  - Access to each of the blocks within a housing unit is made via sally ports. Access from the moat to a housing block is controlled through a series of two doors, one of which is always closed. Under no circumstances can both doors to the sally port be open at the same time. Meals and medical prescriptions are given to inmates through serving holes cut into the sally ports, known as pass-thrus, so that doors only have to be opened and closed during inmate transport.
  - Most housing unit blocks contain: 20 cells which can sleep up to two inmates each; tables and chairs in the dayroom area; a set of pay phones; and a restroom/shower area at the back of the block. The exception to this is the east-north housing unit. In addition to the medical wing, which contains six large medical cells, this housing unit also contains a block of 10 cells for use by medically or developmentally disabled inmates.
  - Each housing unit area (east and west) contains a(n):
    ■ Response Closet – For storing items used for intra-facility tactical operations. It is accessible by those of sergeant rank or higher. The key to each response closet is kept in the north control pods of each housing unit (east and west). Each response closet contains: 10 riot shields, 10 batons, 10 helmets with face shields, 10 pairs of handcuffs, 5 pairs of foot shackles, 10 flashlights, and 10 containers of oleoresin capsicum (pepper) spray.
    ■ Sergeant’s Office – Custody sergeants use this designated office to draft reports and to confer with and counsel COs.
    ■ Attorney Visits – This area is designated for inmates to have private meeting sessions with their attorney.
    ■ Restrooms – For use by facility staff only.
- Other important areas:
  - Intake – This area contains a garage, an armory (for firearms storage), and a booking station to process newly-arrived inmates. Intake is also responsible for releasing inmates and transferring them to outside areas (e.g., court or hospital).
  - Outdoor Rec Yard – The north side of the facility contains an outdoor recreation yard which is used by all facility inmates. The yard is surrounded by an inner 8’ high chain-link fence and outer 12’ high chain-link fence topped with barbed wire.
• Indoor Rec – An inmate gymnasium which can host recreation and other activities that the classroom cannot support.
• Visitation – Visitation is located adjacent to the Lobby and contains two access points: one for inmates and one for visitors. Visitors enter via the Lobby and inmates are escorted by COs to the visitation room during the designated inmate visitation times.
• Kitchen – Meals are prepared for inmates in this area. Meals are sent to each of the housing blocks during meal time via wheeled, stackable trays.
• Officer Dining Room – Custody staff eat meals in this room.
• Laundry – Inmate clothes are washed and dried here.
• Temporary (Temp.) Holding – Inmates that need to be temporarily separated from the general inmate population can be placed here until a new housing assignment is created for them.
• Master Control – All doors to the secure (non-administrative) areas of the facility are operated here. Access to each of the housing unit blocks is done via each control pod, but can be operated from master control as well. This area is manned at all times by a CO. Master Control coordinates all security and communication functions within the facility.
• Shift Commander’s Office – The supervising lieutenant or captain is stationed here. It should be manned at all times by the custody Captain or Lieutenant on-duty.
• Classroom – A multipurpose room used by inmates for classes, meetings, etc.
• Administration – Offices for the facility’s administrative staff, including the warden and civilian staff.
• Social Services – Inmates receive mental health care and counseling services in this area.
• Lobby – The entry point for facility staff and visitors. This area is manned by COs who are responsible for searching visitors, assigning visitor badges, and directing visitors to Visitation.

General Personnel Information (refer to organizational chart on page 5)
- Please note that the organizational chart listed on page 5 is for reference purposes in regard to your position. It is NOT comprehensive and does not represent the full staffing of the Allanburg County Correctional Facility.
- Custody Staff/Administration Staff
  • Staff in charge of inmate incarceration and well-being are known as custody staff. You have been assigned to a custody staff position at this facility.
  • Staff in charge of the day-to-day facility operations are known as administration staff. They work eight-hour days, five days per week.
- Custody staff work a set 0700 hour – 1900 hour or 1900 hour – 0700 hour shift, with an alternating two days on, two days off, three days on, three days off, two days on, etc.
- Custody staff are allowed to trade shifts with each other and work overtime at the discretion of their immediate supervisors.
- Under no circumstances may any custody staff work more than sixteen hours during a shift or work more than six days in a row.
- Staff may not bring cell phones into the facility; this is considered a serious violation punishable by immediate suspension.
- All facility staff should let their immediate supervisor know if a member of their family or extended family, friend, or acquaintance has been incarcerated at Allanburg County Correctional Facility.
General Inmate Information
- New inmates are brought into the facility and placed into the intake unit until classified into one of three security levels. Inmates can be reclassified for changes in behavior or violating facility rules/procedures.
  - Minimum Security – These inmates wear green jumpsuits and can be granted level two trustee status. Minimum Security inmates are placed in Housing Unit North.
  - Medium Security – These inmates wear blue jumpsuits and can be granted level one trustee status. Medium Security inmates are placed in Housing Unit North or South, depending on availability of cells.
  - Maximum Security – These inmates wear red jumpsuits and cannot be granted trustee status. Maximum Security inmates are placed in Housing Unit South.
- Some inmates can take on jobs in order to decrease their time at the facility. These inmates are designated as trustees. Trustees with level one status must remain in their housing unit area (east/west), but can assist with meal distribution and act as runners within the housing unit area. Trustees with level two status can work in the kitchen and laundry areas and can also assist with general facility improvement, such as cleaning and painting.
- Cell assignments
  - A maximum of two inmates can be assigned to one cell.
  - Inmates under medical disability status are assigned to the Disabled Housing Unit, which houses one inmate per cell.
  - Inmates in pre-hearing and disciplinary detention are housed one per cell, unless there is an overflow issue. In that case, they can be assigned two to a cell.

Standard Operating Procedures (SOPs)
- Codes
  - This facility utilizes codes to designate different situation statuses:
    o Code Purple – A fight is in progress
    o Code Red – A fire is in progress
    o Code Gray – A natural disaster is in progress
    o Code Blue – Medical emergency
    o Code Orange – Inmate escape
    o Code Green – All clear
- Probe team/reaction team
  - During a Code Purple, two teams assemble near the action area.
  - An initial probe team made up of three COs from the neighboring housing unit (north or south) assembles outside of the affected area ready to assist the CO who initiated the code.
  - A reaction team made up of five COs from the far side housing unit (east or west) assembles near the response closet and equips themselves with riot shields, helmets, pepper spray, and batons to assist the probe team if necessary.
  - A Code Blue should be initiated if there is serious risk to the health of an individual (e.g., difficulty breathing, fainting, chest pain, uncontrolled bleeding, sudden weakness, etc.).
  - A Code Blue alerts both medical and custody staff to respond to a medical emergency.
  - During a Code Blue, the probe team will assist with clearing out non-affected inmates and locking them into their cells (reaction teams are not utilized for a Code Blue).
- Control Pods (Pods)
  - Pods control access to the sally ports of each housing unit block, as well as the housing unit itself.
  - Pods control access to all of the cells within a given housing unit block.
  - Pods in the north housing units contain keys to the response closet and doors of the offices in its associated housing unit.
  - Pod COs monitor activity within housing units and blocks via cameras and monitors.
  - Pods must be manned by a CO at all times, no exceptions.
  - Pod doors must be secured at all times, with the exception of allowing access into and out of the pod. Pod doors should never be opened while inmates are in the moat, as this could compromise the security of the facility.

- Meal checks
  - Inmate meals take place at 0530 hours, 1130 hours, and 1730 hours.
  - Meals are prepared in the kitchen and preparation is overseen by a civilian staff member.
  - A CO is assigned to the kitchen at all times.
  - Meals are brought to the housing units and distributed by runners to inmates in each block via pass-thrus in each of the housing unit block’s sally ports.
  - COs stand next to the serving trays and observe meal distribution for each block.

- Counts
  - A formal count of the inmate population takes place several times in a 24-hour period: 0700 hours, 1200 hours, and 1900 hours for daytime shifts, and every 30 minutes from 2200 hours to 0600 hours.
  - During counts, inmates must be locked into their individual cells and remain there until the end of count.
  - Counts are taken by COs working in the housing units who give their counts to the housing unit sergeant. The housing unit sergeant inputs the counts into the computer log and the counts are confirmed by the shift commander.
  - The shift commander confirms the count report and forwards the report to administration.
  - Any count discrepancies must be resolved immediately. Count discrepancies sometimes occur because some inmates may be out of the facility at court or may have been released from the facility before the computer system updates. These discrepancies are usually resolved by reaching out to administration and having them confirm inmates who are out to court or released.
  - Discrepancy resolution should be handled by the chain of command; a CO or sergeant should not reach out to administration to resolve count issues.

- CO Posts (Refer to facility floorplan on page 4)
  - Each housing unit area (east/west) is assigned one sergeant and nine COs.
  - An “x” on the floor plan designates CO posts.
  - One CO is assigned to the hallway across from the entrance to the housing unit area. This CO logs all movement going in and out of the housing unit area. This CO will also occasionally escort inmates to various areas of the facility when necessary.
  - Three COs are assigned as roamers within each housing unit. They patrol the moat and each housing unit block throughout the day. They also escort inmates to different areas of the facility. The (x) on the floor plan indicates this dynamic, roaming patrol.
  - In an event of a minor incident where a code is not initiated, roamers should be called first to respond as backup.
  - One CO is assigned to each control pod in each housing unit area.
- Tours
  • Sergeants are expected to complete a thorough inspection (tour) of their operational area at least twice per day.
  • During a tour, the sergeant should check doors, window grates, gates, shower heads, fixtures, nozzles, etc., for tampering or weakness.
  • All tour times must be logged into the computer system.
  • Any abnormalities (e.g., loose gates, fixtures, etc.) must be resolved immediately and, if necessary, an investigation started into the cause of the abnormality.
  • Captains and lieutenants should also conduct a tour of the facility at least once during their shift.

- Medical Dispensary
  • Medications are distributed by a member of the medical staff to inmates within each housing unit block at the same time.
  • Inmates line up at the sally port and receive their medication from the medical staff member while being supervised by a CO.
  • COs are to observe each inmate taking their assigned medication.

- Logs/reports
  • Reports of CO and inmate movement and activities are kept by computer logs.
  • COs in the housing unit hall post and in each control pod are expected to maintain their logs throughout the day. COs should input activity as it happens or as close to as it happens as possible.
  • Sergeants are responsible for keeping activity logs.
  • Near the end of each shift, sergeants review their assigned COs’ logs and forward them to their lieutenant, who in turn reviews the reports for accuracy and signs off on them.
  • Lieutenants forward all compiled logs to their captain, who reviews them for accuracy and signs off on them.

- Intake
  • Suspects brought to the facility by law enforcement agencies should be brought immediately to the facility intake area for processing.
  • Suspects who voluntarily surrender to the facility on their own should have their identities confirmed inside the lobby before being escorted to the facility intake area.

- Terminology
  • Trustee – An inmate granted special status and assigned to work details. Inmates can lose this status when their security level changes due to violation of the rules.
  • Bunky – Used to describe an inmate’s cell mate.
  • Bagger – An inmate who has been or who is just about to be discharged from the facility. Baggers are out of the facility’s area of responsibility.
  • Runners – A term used to describe trustees who perform general-purpose, “on-the-spot” assistance on an as-needed basis. They usually assemble in the moat area of a housing unit and wait for orders.
  • Pass-thru – A waist-high 2’ x 1’ area within each housing block’s sally port that allows inmates to access food and medication. This allows items to be given to an inmate without having to continuously open the housing block doors.
  • Pod – The Control Pod is the area within each housing unit that monitors inmate activity within each block within that housing unit. It is manned by a CO at all times.
  • Moat – Area between the pod and the housing blocks. This is an area patrolled by COs, and runners assemble here for their work assignments. Food and medication are also brought into this area for distribution into each block’s sally port.
Staff Biographies

Listed below is information regarding *some* of the staff members who work at the Allanburg County Correctional Facility. This information is not intended to be comprehensive, but rather give you a general picture of some of your facility coworkers. Please refer to the organizational chart on page 5 for additional information.

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Years of Experience in Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>You</td>
<td>Shift Commander, Alpha Shift</td>
<td>Less than one year</td>
</tr>
<tr>
<td></td>
<td>You are a newly-promoted county correctional police lieutenant. You command Alpha Shift, which is made up of two sergeants and eighteen COs. Your shift is 0700 hours – 1900 hours.</td>
<td></td>
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<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Years of Experience in Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Captain Joanne Phillips</td>
<td>Commander, Custody Ops</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Captain Phillips commands custody operations and is your direct supervisor.</td>
<td></td>
</tr>
</tbody>
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<table>
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<tr>
<th>Name</th>
<th>Position</th>
<th>Years of Experience in Rank</th>
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</thead>
<tbody>
<tr>
<td>Lieutenant Carlos Martinez</td>
<td>Shift Commander, Bravo Shift</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Lieutenant Martinez has worked at the facility for nine years. He is your Bravo Shift counterpart. You meet with him for fifteen minutes at the start and end of your shifts to review the day’s information.</td>
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<tr>
<th>Name</th>
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</thead>
<tbody>
<tr>
<td>Sergeant Steven Mitchell</td>
<td>Alpha Shift, Housing Units</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Sergeant Mitchell has worked at the facility for fifteen years. He is a very experienced officer and is an above-average supervisor. He has recently returned to work after taking paternity leave.</td>
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<tr>
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<th>Years of Experience in Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sergeant Charlie Dixon</td>
<td>Alpha Shift, Female/Medical Units</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sergeant Dixon has worked at the facility for ten years. He is the facility’s newest sergeant. He was an exceptional officer; however, he is struggling with taking charge in his new supervisory role.</td>
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</tbody>
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<tr>
<th>Name</th>
<th>Position</th>
<th>Years of Experience in Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO Kelvin Nelson</td>
<td>CO, Housing Unit North Pod</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>CO Nelson is a relatively new CO to the facility. He is conscientious and makes an effort to perform well at his job. His performance reviews have been above average.</td>
<td></td>
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</tbody>
</table>

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<tr>
<th>Name</th>
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<th>Years of Experience in Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO Erica Jackson</td>
<td>CO, Housing Unit North</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>CO Jackson is a veteran officer. Her performance reviews have been average, and she is a dependable officer.</td>
<td></td>
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</tbody>
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<tr>
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</tr>
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<tbody>
<tr>
<td>CO James Hurley</td>
<td>CO, Housing Unit North</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>CO Hurley is an officer with some experience. He is known for being strict when it comes to enforcing facility rules and regulations and lacks proper interpersonal skills when interacting with inmates. His performance reviews have been average.</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
<td>Years of Experience in Rank</td>
</tr>
<tr>
<td>--------------------</td>
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</tr>
<tr>
<td>CO Ian Avalone</td>
<td>CO, Housing Unit North</td>
<td>7</td>
</tr>
<tr>
<td>CO Avalone is a veteran officer. His performance reviews used to be consistently outstanding until this past year. He has been open about the stress of the job getting to him and attributes that to his recent poor performance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
<td>Years of Experience in Rank</td>
</tr>
<tr>
<td>CO Tonya Phelps</td>
<td>CO, Hallway</td>
<td>5</td>
</tr>
<tr>
<td>CO Phelps is a veteran officer. Her performance reviews have been average. In her current post, CO Phelps is responsible for coordinating and escorting inmates from housing units to and from the medical unit as well as legal/personal visits.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
<td>Years of Experience in Rank</td>
</tr>
<tr>
<td>CO Alice Treadway</td>
<td>CO, Housing Unit South Pod</td>
<td>3</td>
</tr>
<tr>
<td>CO Treadway is an officer with some experience. Her performance reviews have been below average, but her performance is not bad enough to warrant any major concern. She has a tendency of complaining about the facility and being at work.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
<td>Years of Experience in Rank</td>
</tr>
<tr>
<td>CO Aaron Rome</td>
<td>CO, Housing Unit South</td>
<td>10</td>
</tr>
<tr>
<td>CO Rome is a veteran officer. His performance reviews have been above average, and he enjoys mentoring new officers.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
<td>Years of Experience in Rank</td>
</tr>
<tr>
<td>CO Peter Perez</td>
<td>CO, Housing Unit South</td>
<td>2</td>
</tr>
<tr>
<td>CO Perez is a relatively new CO to the facility. His performance reviews have been outstanding, and he has expressed desire to move up in rank.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
<td>Years of Experience in Rank</td>
</tr>
<tr>
<td>CO Anthony Diaz</td>
<td>CO, Housing Unit South</td>
<td>0</td>
</tr>
<tr>
<td>CO Diaz is a rookie and has been on the job for six months. He is on track for an average performance review.</td>
<td></td>
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</tbody>
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**Current Events at Allanburg County**

The following is a list of recent incidents and current affairs at the facility.

- There has been an increase in reported incidents of inmate sexual harassment and assault. The warden has asked staff to be extra vigilant of signs of sexual harassment and assault.
- There has been an increase in inmate overdoses. The warden has asked staff to be extra mindful of inmates acting like they are hiding something and to continue to respond quickly when inmates are having a medical emergency.
- Mental health of staff and inmates has been a major focus at the facility recently.
- A visiting attorney was recently detained after trying to gain access to his client with a pen filled with marijuana on his person.
- According to facility COs, inmates from rival gangs that grew up together are spending a great deal of time together.
- The facility recently switched from Braxton Group as their primary food vendor to Patterson Food Services in an effort to save the facility money and still provide quality food to inmates.
- Custody staff were recently all required to take a de-escalation training.
- Inmate complaints regarding use of force increased by 7% in 2021.