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OPERATIONAL STUDY

for

MILLHAVEN MAXIMUM SECURITY INSTITUTION

Canadian Penitentiary Service (Ontario)

APRIL 1978

FINAL SUBMISSION

to

Regional Steering Committee

APPENDIX A

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OPERATIONAL STUDY

FOR THE

MILLHAVEN MAXIMUM SECURITY INSTITUTION

CANADIAN PENITENTIARY SERVICE (ONTARIO)

Approved by Millhaven Users' Committee
December 6, 1977

Reviewed by Steering Committee
January 5, 1978

Final Approval by Steering Committee

April 14, 1978

Final Issue

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INTRODUCTION 1.0

1.0 INTRODUCTION

1.1 Study Terms of Reference and Authority

1. The terms of reference specific to this institution were contained in an undated briefing document produced by the Region entitled "Alterations and Additions - Various Buildings - Millhaven Maximum Security Institution". Since the Institution opened in 1971, new programs for staff and inmates, together with the appearance of various operating inadequacies have given rise to the following projects:

   A. Addition to or alteration of "U" Building in order to add a Kitchen, a storage area for stores, maintenance workshops as well as more laundry and janitorial facilities.

      1) The Kitchen is to include food services administration, fruit, vegetable, baking and meat preparation, cooking, plating, food cart loading, storage and washing, dish and pot washing, janitor storage and dining for kitchen staff.*

      2) The stores addition is to include provision for supply administration, shipping and receiving, lockable storage, records, security check, holding and inspection.

      3) The maintenance addition is to include administration, garbage collection,general maintenance shops and woodwork, paint, masonry, plumbing, electrical, maintenance engineering, metal, ornamental grounds and labour maintenance shops as well as materials, tool, records and janitor storage and changeroom/lockers.

      4) The S.I.S. alterations include space for inmate laundry sorting, repair, storage, distribution/control; staff clothing storage, cleaning, linen storage, laundry shipping/receiving, services administration, barber, general storage, staff clothing distribution and search/control.

   B. Addition to "T" Building in order to obtain the required office facilities including cafeteria expansion, armoury expansion, Keeper's Office expansion, inmate effects expansion, etc.

   ** C. Conversion of the existing Kitchen to a Regional Food Preparation Unit. This facility would permit all Ontario Kitchens to close their bake shops, butcher shops and vegetable preparation areas. A small make-up kitchen would be provided at Millhaven where everything would be received in a ready-to-cook state. [Conflicts with item #1 A. which called for a full preparation area in the Millhaven Kitchen.]

* RSC Meeting 15 December lead to addition of inmate dining to this section.
** RSC Meeting 15 December lead to this item being moved into Bath program.

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D. Construction of a multi-purpose building in #2 Courtyard to provide hobbycraft and other social and recreational facilities which are now inadequate or non-existent. Construction of an addition to the gymnasium to provide room for weight-lifting, viewer gallery as well as more court space for games.

2. The scope of work was further defined as part of the Department of Supply and Services contract dated July 11, 1977 and signed by the Consultant on October 5, 1977, as follows:

   At the conclusion of the work, the Consultant is to provide 10 copies of a final typewritten building program which is to describe in detail all the requirements of the Institution by quantifying the area and quality of all spaces related to it. The building program shall include an organization chart identifying each position and its classification, a brief set of job descriptions, a list of all equipment and spaces required by each functional unit, a detailed accommodation schedule listing space requirements, a description of the quality of each space, environment standards and the estimated cost of construction of the Institution.

   The second part of the program should cover the requirements governing security, special functional requirements (e.g. communications fire protection and easy maintenance), site work including existing and required services, geographic and topographic conditions and special site work such as landscaping restrictions.

   Finally, the Consultants are responsible for collaborating with the architects responsible for design and construction during the preliminary drawings stage to ensure translation of the Building Program into an acceptable architectural concept.

3. The content of the overall program was further defined in the Consultant's proposal of March 14, 1977 and was to include the following:

   (1) Overview (Operational Study)

   a) Philosophy - aims, objectives, trends and priorities.
   b) Inmate Data - forecasts and traffic flow.
   c) Activities & Programs - outline including description and participants.
   d) Operating Systems - identification of major systems such as security, movement, etc.
   e) Staffing - numbers, functions, organization and location; additional requirements, staffing issues and alternatives.

1.0 INTRODUCTION

f) Standards - clarification of CPS and DPW standards where applicable.
g) Other Institutions & Outside Groups - where applicable introduce information obtained from visits to relevant institutions and interviews with outside groups.
h) Operating During Construction - policy and approach for coping with security, material flow, worker access and and other construction-related problems.
i) Project Guidelines - establishment of the management parameters (e.g. timing, budget, staff).
j) Overview Draft - draft report for review by Regional Steering Committee.

(2) Facility Relationships and Organization (Activity Space Data)

a) Facilities List - preliminary list of facilities required to accommodate the programs and activities.
b) Organization & Facility Data - description of activities, sizes, users, proximity, flow diagrams, etc.
c) Relationship Diagrams - optimum movement patterns, nature and purpose of desired relationships.
d) Arch. Feasibility - requirements adjusted in accordance with constraints of the site and existing structures.
e) Site Information - requirements and constraints on site planning and design. Collection of site surveys, etc.
f) Space Summary - tabulation including reconciliation to CPS standards and policies.
g) Operating During Construction - diagrams showing temporary adaptations required to accommodate construction.

(3) Environment, Services, Equipment and Furnishings

a) Data Sheets - information on finishes, access, atmosphere, illumination, acoustics, etc.
b) Capital Cost Estimate - budget for buildings, alterations, services, site work and landscaping.
c) Equipment Summary - summaries of all equipment and furnishings.
d) Equipment Cost Estimate - cost of items included in item (c).

In addition, the Consultants will prepare a fourth report summarizing the foregoing data and commenting on implementation requirements.

1.0 INTRODUCTION

4. Finally, the Consultant's initial presentation to the Regional Steer-Committee (July 28/77) was concerned with terms of reference questions. It was recommended that the Regional Food Preparation Unit be programmed only after a feasibility study involving R.F.P.U. "customers" better defines the project and substantiates its viability. It was also recommended that service assumptions for the Regional Laundry, establishment of a sub-regional stores operation and the industrial and training operation at Millhaven all receive further study by C.P.S. or their consultants. These recommendations are presently being acted upon.

1.2 Purpose of the Operational Study

The objectives of this building program are to provide:

1. The architect who will be designing the facility improvements with a comprehensive statement of user requirements, such that later communication with users for purposes of clarification or amplification is minimal. The programming process should be sufficiently thorough and ordered so as to minimize changes in requirements during the design process and unsuitable facilities in the years following occupancy. The program document should be comprehensive while also being clear, concise and capable of ready implementation.

2. The user institution, the Region, CPS Headquarters, and Treasury Board with clear and unequivocal justification for facility improvement expenditures based on a forecast and analysis of objectives and policies, programs and activities, staffing, workload, facility requirements and costs.

3. The user institution, the Region and CPS Headquarters with a statement of the operating policy applicable to the new institution which can be used as the framework for an operating manual and a system of management. This objective is to be achieved so that the expertise and authority which rests with each of these three organizations is involved in a systematic and co-operative combination.

This study is the introductory document in a series of four reports which comprise the building program. Its purpose is to provide a broad overview of the Institution from a management and administrative viewpoint. This broader context is important in order to identify policy and operational considerations which may initially appear to be peripheral to the physical spaces involved. In this way it is often possible to foresee a number of possible changes in approach, and to reflect these trends and directions in the program of requirements, thereby minimizing the disruptiveness of changes likely to occur in future.

1.0 INTRODUCTION

The Operational Study also provides data on the Institution's users - staff, inmates, visitors and off-site operations/resources - which provide a starting point for the establishment of usage statistics for most of the facilities. It also defines all identifiable operations within the Institution and outlines their objectives, operation, timing/duration, personnel and operational relationships. Finally, the Operational Study also establishes the overall study terms of reference and the approach to programming used by the Consultants.

1.3 Assumptions

In the course of preparing this study the Consultants have acted on the basis of a number of assumptions. They are noted here in order to clarify the situation and to make the program a useful document on a continuing basis.

1. This program covers the areas referred to in 1.1 and does not make specific reference (apart from identifying basic linkages) and taking cognizance of surplus space to the following areas which are outside the terms of reference:
   - all areas which relate directly to the Special Handling Unit
   * - plant operation and vehicle maintenance
   - occupational development
   - industries
   - chaplaincy
   - physical security (with the exception of selected areas which are necessarily part of the program)
   - inmate accommodation (incl. Dissociation)
   - medical/dental/psychiatric services
   - outdoor facilities incl. recreation, landscaping, kennels, garbage disposal site
   - regional operations on-site
   - exterior fence and entrance points

2. Any reference to Special Handling Unit responsibilities, staffing, activities or space which affect the facility outside of the Special Handling Unit area will be included in this Program when provided by C.P.S. in a fully programmed state, approved by Regional Steering Committee. No explicit reference to S.H.U. responsibilities, staffing, activities or space has been made in this document as it currently stands.**

3. Beyond 1982 Millhaven's population of inmates requiring protective custody will diminish substantially, with the establishment of a special institution elsewhere to accommodate them.

* RSC meeting 15 Dec. lead to these items being moved into Bath program.
** RSC meeting 15 Dec. lead to SHU implications on Millhaven taking the form of a separate section.

1.0 INTRODUCTION

* 4. Programming for the Regional Food Preparation Unit (item 1.1.C) will be undertaken in a separate report once the feasibility study under way by the Region is complete. Should the R.F.P.U. not proceed after all, fundamental changes will be required in the program for the Bath and Millhaven Kitchens, (vegetable, baking, meat preparation, storage, etc.). These will be programmed as a substitution.

5. It is assumed that a policy study and program for Industries and Occupational Development at Millhaven will be done by other parties and that information on available space, etc., will be provided to the Consultants for use in programming the building addition.

6. This program is concerned with problem definition and the detailing of requirements. It also identifies solutions which are generally feasible and costs the project accordingly. It does not, however, detail one particular physical solution as this is not a programming responsibility but is the role of the design architect when appointed.

7. Special management consulting study may be required to resolve questions of the re-organization of the common service operation for the Bath/ Millhaven site and the provision of Regional operations on-site such as sub-regional stores. The results of such study will be incorporated in the program, if it is specially authorized.

8. An appropriate space will be programmed for open visits as a result of recent changes in policy.

1.4 Process

1.0 of this report ("Introduction") was based on documentation supplied to the Consultant by the Contracting Authority and on the Consultant's previous programming experience.

2.0 ("Institutional Overview") was prepared from studies, weekly reports, special surveys conducted by the Consultant and general observation.

8.0 'A' ("Operational Descriptions") consists of a series of forms describing the various operations of Millhaven. These were prepared following interviews with key administrative and management staff of the Institution. These forms were then reviewed with the personnel involved, amended where necessary, and sent back for authorization. The authorized forms, with additional amendments, where appropriate, are included herein and will also be viewed by the Millhaven Users' Committee and the Regional Steering Committee. The remaining reports will follow a similar pattern of preparation.

* RSC meeting 15 December lead to this item being moved into Bath program.

INSTITUTIONAL OVERVIEW 2.0

2.0 INSTITUTIONAL OVERVIEW

2.1 Current Philosophy, Objectives and Issues

The following broad statement of basic principles is as applicable to the Millhaven Institution as it is to any Federal Penitentiary:

> The offender is ultimately responsible for his criminal behaviour. The sentence of the court constitutes the punishment. The community is a responsible participant in the correctional process. Federal corrections are responsible for the provision of an environment with appropriate measures of security, conducive to active participation in program opportunities. Federal corrections are responsible for the provision of adequate procedural safeguards designed to protect the rights of the offender. The offender is responsible for earning and maintaining his privileges.

The following objectives can be derived from the foregoing basic principles:

- to manage and administer the sentence imposed by the court.
- to confine and control the offender for that period of time designated by the court.
- to provide program opportunities designed to assist the offender in developing and adopting more acceptable conduct norms.
- to manage and control the re-integration of the offender into the community.
- to promote public awareness, understanding and acceptance of programs and activities within Federal corrections.
- to promote and contribute to the development of an effective criminal justice system in Canada.

Apparently a more specific set of objectives has not been established for Millhaven Institution.

Another approach to examining factors which could affect facilities over the long term is to identify major policy issues in the field of corrections. While the ultimate resolution of the issues is presently unclear, the priorities, emphasis and general direction is clear and can usefully be considered in the provision of new facilities. A number of these issues currently include:

1. Staffing - problems between staff, inmates and management emphasize the need for proper personnel training, staff amenities, protection, etc.

2.0 INSTITUTIONAL OVERVIEW

2. Inmates - growing incidence of hostage-taking problems together with continuance of emphasis on "human rights". Subtle shift from rehabilitation to responsibility. Growing involvement of public, judiciary, legal community.

3. Social Interaction - desire to maximize it in prison life. Need for regular contact between staff and inmates (daily operations), between inmates themselves (common dining) and between inmates and visitors (contact visiting). Inmates should spend as much time as possible outside their cells.

4. Inmate Programs vs Security - frequent antagonism between security and program staff. Difficulty in assigning staff to dual roles.

5. Pace of Change Generally - prison system under the public eye, rapid changes in legislation, crime, organization and in the expectations of the public and the correctional community. Unpredictable change in a variety of directions is possible.

2.2 Operating Problems

Millhaven Institution opened in May 1971 in an atmosphere of violence following the Kingston Riot in which a group of inmates killed 2 fellow inmates and severely beat 16 others. Nearly 400 inmates were transferred to Millhaven in a period of 3 - 4 days and subsequently, the Institution has experienced 20 major incidents in its 6 years of existence. New Director appointments have been made on a regular basis at Millhaven.

Millhaven has had to accommodate an unusually high proportion of unhappy, hostile and violent inmates. Confrontation has ensued between Inmate Committees, the Public Service Alliance of Canada local, and management, particularly after several acquittals of inmates charged by staff with offences. Walkouts and overtime bans have been threatened by staff and hunger strikes by inmates. It has been alleged in the past that large numbers of the staff have generally resisted authority, failed to carry out routine and necessary procedures, and have not co-operated in the area of inmate programs. Mostly recently, $200,000 damage was done by the inmates to 161 cells during October 1976, and further damage occurred a year later when an inmate was killed while attempting to scale the outer fence.

The physical facilities have also presented the administration with a number of problems as programs changed, staffing increased, and inmate security requirements were necessarily tightened up. A number of the major alterations and the year in which they occurred, are listed below:

2.0 INSTITUTIONAL OVERVIEW

1972
- Reinforced all block walls in the cell blocks.
- Metal clad the service ducts in many of the cell blocks.
- Installed serveries in three cell block passageways.
- Moved Sally-Port controls to #3 Tower.
- Exterior fire protection measures - mains and hydrants.
- Straightened fence behind S building (visibility problem).
- Installed security device above all cell doors.
- Improved perimeter security lighting.
- Installed Burka-wire on fence-tops.

1973
- Air conditioned the Kitchen Steward's Office, all control units, the Environmental Control Area and the Hospital.
- Filled in the service ducts in cell blocks.
- Metal clad the outside of the serveries.
- Re-arranged wood-working shop and added welding shop.
- Interior finishing on field house.
- Changed security fence lighting.
- Restored G Block after damage.

1974
- Added 3 trailers to provide office space.
- Constructed storage building beside maintenance centre.
- Added upstairs space to maintenance building (surveillance area).
- Metal clad corridor side of cell blocks.
- Constructed barrier gates to control movement around 3 control posts.
- Constructed armoury at T control.
- Constructed control barrier at T foyer.
- Enlarged V & C area.

1975
- Constructed Search and Control Building.
- Extended central heat plant fence.
- Constructed four new towers.

1976
- Improved perimeter security fence lighting.
- Altered school and new T.V. monitoring system.
- Installed inmate cell call system.
- Installed Control Barrier in U Building corridor.
- Emergency lighting upgraded.
- Control barriers added in T passage.

1977
- New telephone system.
- S.H.U. into operation.

This list makes very plain the importance of security controls, staffing forecasts and design standards, to the planning of any new facilities at Millhaven.

2.0 INSTITUTIONAL OVERVIEW

2.3 Inmates

The data on Table 1 was extracted from the "Weekly Inmate Population Return" and the "Supervisor's (Daily) Report". The former shows the count as of 12:00 midnight Tuesday nights while the latter indicates the count as of 8:00 A.M. Wednesday mornings.

"Inmates Not In Ranges" as shown on Graph 1 includes "Absences" (Those in mental institutions, other outside hospitals, unlawfully at large, escapees in outside custody as well as those in court, on bail, temporary absences, day parole and other absences), "Medical Ward" (Those temporarily accommodated in the medical unit as a result of illiness) and "Dissociation" (Those temporarily isolated in this holding area usually as a result of misdemeanours.)

"Inmates in Transit" includes transfers in, transfers out and releases during the week preceding the day shown.

Graph 1 indicates that Millhaven's inmate count has ranged between 220 and 360 during the past two years, with the count in the 275 - 325 range most frequently. Following a substantial reduction in November 1975, the numbers have gradually increased to a peak in September 1976, falling steadily thereafter. Of this number, 5 - 12 inmates are normally "absent", 3 - 7 are usually housed in the Medical Unit, and 10 - 15 are usually in dissociation, at least for the past year.

Releases have averaged less than two per week while transfers in and out, to and from other institutions are somewhat erratic in size, frequently involving three or fewer inmates weekly each way and just as frequently involving ten - twenty inmates.

It is assumed that these numbers will continue to prevail in future and that the operation of the Special Handling Unit will function at the 75 - 100 inmate level while reducing the general population to 225 - 250 inmates.

Of this number, Millhaven normally accommodates 30 - 50 inmates classified as "protective custody" - Those believed to be in physical danger from their fellow inmates. This group includes sexual offenders and those marked for revenge. These people are in grave danger when penitentiary controls break down, as in a riot. It is assumed that all of Millhaven's protective custody population will be transferred to a special institution during the next five years.

TABLE 1 MILLHAVEN INSTITUTION - INMATE COUNTS

Date (Midnite Day Start)	Total Inmate Pop'l.	Inmates Not In Ranges				Inmates In Transit*				Total in Ranges (Excludes Transit)
		Ab-sent	Med-ical	Diss.	Total	Trans. In	Trans. Out	Re-leases	Total	
Aug.13/75	298	4	9	14	27	5	1	0	6	265
Aug.20/75	302	4	8	10	22	8	2	2	12	268
Aug.27/75	296	5	4	15	24	1	5	2	8	264
Sep. 3/75	298	5	5	16	26	8	4	2	14	258
Sep.10/75	302	10	6	9	25	9	5	1	15	262
Sep.17/75	305	10	4	10	24	10	5	2	17	264
Sep.24/75	302	22	3	8	33	5	5	3	13	256
Oct. 1/75	302	23	5	8	36	9	6	3	18	248
Oct. 8/75	305	12	5	9	26	6	2	1	9	270
Oct.15/75	300	7	11	8	26	4	6	3	13	261
Oct.22/75	300	11	5	8	24	6	3	3	12	264
Oct.29/75	294	8	3	13	24	5	9	2	16	254
Nov. 5/75	298	10	5	15	30	9	1	4	14	254
Nov.12/75	225	5	6	6	17	0	71	2	73	135
Nov.19/75	230	5	3	6	14	7	1	1	9	207
Nov.26/75	225	7	5	2	14	5	9	1	15	196
Dec. 3/75	222	7	7	3	17	3	4	2	9	196
Dec.10/75	224	6	4	0	10	7	1	4	12	202
Dec.17/75	223	6	3	5	14	4	3	2	9	200
Dec.24/75	225	7	3	0	10	7	1	4	12	203
Dec.31/75	229	7	3	0	10	7	3	0	10	209
Jan. 7/76	231	7	2	2	11	4	2	0	6	214
Jan.14/76	231	8	4	2	14	3	1	2	6	211
Jan.21/76	229	8	4	3	15	3	4	1	8	206
Jan.28/76	235	10	5	7	22	13	4	3	20	190
Feb. 4/76	238	13	6	2	21	5	0	2	7	210
Feb.11/76	244	10	6	8	24	10	3	1	14	206
Feb.18/76	249	10	7	2	19	7	2	0	9	221
Feb.25/76	253	11	4	5	20	8	4	0	12	221
Mar. 3/76	267	11	6	5	22	24	6	4	34	211
Mar.10/76	268	9	6	11	26	8	7	0	15	227
Mar.17/76	265	10	5	11	26	9	12	0	21	218
Mar.24/76	273	10	5	10	25	16	8	0	24	224
Mar.31/76	269	9	5	9	23	11	13	2	26	220
Apr. 7/76	286	10	5	7	22	23	9	1	33	231
Apr.14/76	285	8	5	4	17	11	11	1	23	245
Apr.21/76	281	8	6	8	22	7	10	1	18	241
Apr.28/76	304	8	4	12	24	30	7	0	37	243
May 5/76	312	9	5	7	21	15	7	0	22	269
May 12/76	318	8	7	5	20	12	5	1	18	280
May 19/76	315	9	5	7	21	3	5	1	9	285
May 26/76	313	11	4	6	21	1	2	1	4	288
Jun. 2/76	309	8	5	4	17	3	5	2	10	282
Jun. 9/76	309	10	5	2	17	6	4	2	12	280

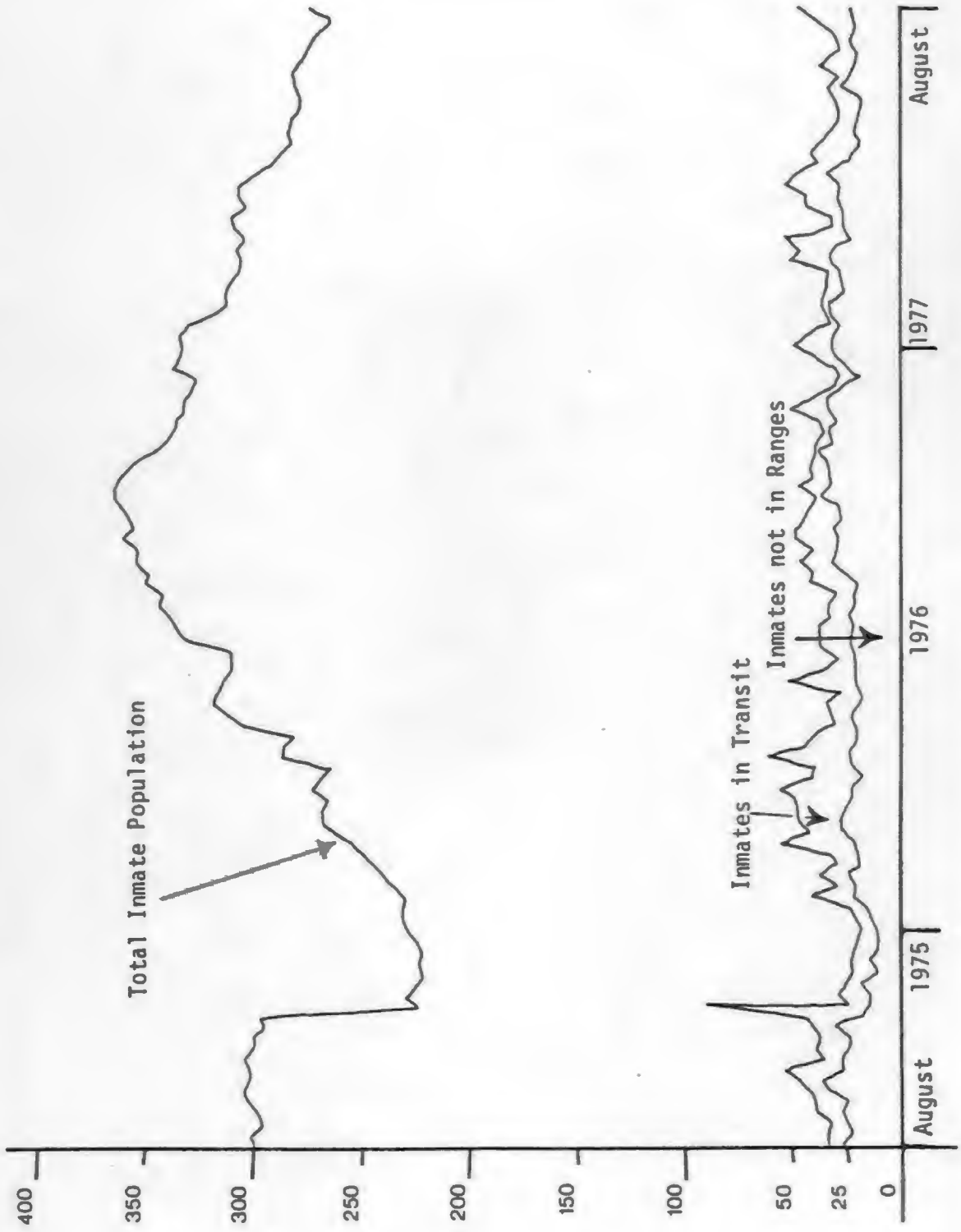
TABLE 1 MILLHAVEN INSTITUTION - INMATE COUNTS (Cont'd)

Date (Midnite Day Start)	Total Inmate Pop'l.	Inmates Not In Ranges				Inmates In Transit*				Total in Ranges (Excludes Transit)
		Ab-sent	Med-ical	Diss.	Total	Trans. In	Trans. Out	Re-leases	Total	
Jun.16/76	310	9	4	7	20	4	2	1	7	283
Jun.23/76	331	9	4	7	20	27	2	4	33	178
Jun.30/76	334	8	5	5	18	10	7	0	17	299
Jul. 7/76	338	8	6	7	21	6	2	0	8	309
Jul.14/76	343	8	6	9	23	10	3	1	14	306
Jul.21/76	341	9	4	9	22	7	8	1	16	303
Jul.28/76	350	9	6	9	24	11	1	1	13	313
Aug. 4/76	349	10	5	6	21	6	5	2	13	315
Aug.11/76	352	8	5	8	21	8	4	1	13	318
Aug.18/76	351	7	6	6	19	5	5	1	11	321
Aug.25/76	359	8	6	13	27	11	3	0	14	318
Sep. 1/76	354	9	7	15	31	2	5	2	9	314
Sep. 8/76	355	10	8	12	30	9	6	2	17	308
Sep.15/76	358	12	6	11	29	7	4	0	11	318
Sep.22/76	363	12	4	14	30	12	5	2	19	314
Sep.29/76	361	10	7	9	26	10	12	0	22	313
Oct. 6/76	359	11	9	7	27	7	5	4	16	316
Oct.13/76	355	9	11	16	36	0	1	3	4	315
Oct.20/76	348	7	9	16	32	0	5	2	7	309
Oct.27/76	340	11	7	15	33	3	10	1	14	293
Nov. 3/76	336	12	5	15	32	2	4	2	8	296
Nov.10/76	335	13	9	16	38	1	0	2	3	294
Nov.17/76	332	11	4	16	31	0	2	1	3	298
Nov.24/76	331	11	6	16	33	2	2	1	5	293
Dec. 1/76	328	9	6	14	29	1	2	2	5	294
Dec. 8/76	326	12	6	15	33	1	2	1	4	289
Dec.15/76	336	11	7	16	34	14	2	2	18	284
Dec.22/76	334	10	6	13	29	5	7	0	12	293
Dec.29/76	333	8	5	6	19	1	0	2	3	311
Jan. 5/77	334	9	4	12	25	2	0	1	3	306
Jan.12/77	329	10	6	14	30	3	5	3	11	288
Jan.19/77	319	10	6	16	32	4	12	2	18	269
Jan.26/77	311	11	6	8	25	6	13	1	20	266
Feb. 2/77	312	12	4	7	23	2	1	0	3	286
Feb. 9/77	310	14	4	14	32	0	0	2	2	276
Feb.16/77	306	15	6	12	33	0	0	4	4	269
Feb.23/77	305	13	5	7	25	4	4	1	9	271
Mar. 2/77	307	13	6	3	22	7	3	2	12	273
Mar. 9/77	304	12	6	6	24	2	4	1	7	273
Mar.16/77	308	11	9	14	34	11	5	2	18	256
Mar.23/77	310	9	8	14	31	9	5	2	16	263
Mar.30/77	303	10	6	16	32	7	9	5	21	250
Apr. 6/77	306	9	7	11	27	4	0	0	4	275
Apr.13/77	306	11	6	10	27	2	1	1	4	275

TABLE 1 MILLHAVEN INSTITUTION - INMATE COUNTS (Cont'd)

Date (Midnite Day Start)	Total Inmate Pop'l.	Inmates Not In Ranges				Inmates In Transit*				Total in Ranges (Excludes Transit)
		Ab-sent	Med-ical	Diss.	Total	Trans. In	Trans. Out	Re-leases	Total	
Apr.20/77	297	10	4	13	27	4	11	2	17	253
Apr.27/77	292	11	4	14	29	5	10	0	15	248
May 4/77	286	9	6	13	28	10	11	5	26	232
May 11/77	281	10	9	15	34	2	7	0	9	238
May 18/77	284	7	5	12	24	9	6	0	15	245
May 25/77	281	7	4	11	22	8	9	2	19	240
Jun. 1/77	278	6	5	8	19	7	6	4	17	242
Jun. 8/77	277	7	5	9	21	5	5	1	11	245
Jun.15/77	280	6	3	11	20	6	2	1	9	251
Jun.22/77	281	6	4	8	18	6	5	0	11	252
Jun.29/77	279	6	5	7	18	5	7	0	12	249
Jul. 6/77	275	6	6	15	27	1	3	2	6	242
Jul.13/77	271	6	3	15	24	0	3	1	4	243
Jul.20/77	267	7	3	11	21	6	10	0	16	230
Jul.27/77	267	6	5	10	21	4	3	1	8	238
Aug. 3/77	263	4	5	15	24	1	5	0	6	233
Aug.10/77	262	5	4	13	22	5	5	1	11	229
Aug.17/77	276	4	5	13	22	20	1	5	26	228

*During Preceding Week



Millhaven Institution - Weekly Inmate Counts
Graph 1

2.0 INSTITUTIONAL OVERVIEW

The majority of Millhaven's inmates have been exposed to Minimum and Medium Security Institutions and have either failed to adjust to their programs or have been transferred to Millhaven for breaches of discipline or for security reasons. Inmates are initially placed in Millhaven for reasons including: very long sentences, first degree murder convictions, crimes of violence, high security risks, etc.

The Maximum security classification is generally for those offenders considered likely to attempt to escape and, if at large, to be dangerous to the public; and for hostile and dangerous offenders requiring close and constant supervision.

2.4 Staffing

In preparing this building program, the Consultants are working with an existing Institution, organization structure and staff establishment and have not undertaken to recommend re-organizations or establishment changes based on management review. The staff establishment is a constantly changing and shifting number but can be summarized as follows:

	Nov.77 Establ.	Nov.77 Casual	Total Staff*	Total Staff (This Program)
Senior Management Unit	13	1	14	17
Technical Services	65	15	80	53
Finance	4	1	5	5
Organization & Administ.	9	2	11	12
Socialization	34	0	34	40
Security	230	0	230	260
Industries	21	0	21	22
Occupational Develop.	10	3	13	16
Personnel	2	1	3	3
Medical	9	1	10	11
	397	24	421	439

The organizational structure which has been programmed appears on the next page.

It should be noted that there has been a tendency in the past for the number of staff and at Millhaven and elsewhere to increase. This growth springs from the development of new inmate programs; increases in the number of boards,

*establishment plus casual staff, part-time staff and anticipated staff increases.

2.0 INSTITUTIONAL OVERVIEW

commissions, hearings and review procedures; increases in the number of security posts as a result of union and other pressures, etc. This growth can be expected to slow as public pressure on Federal expenditures continues to mount; however, there is a declared need to reduce overtime, increase training, place greater emphasis on planning and management and to continue to attack the recidivism problem. These pressures all call for more staff despite the expectation that Millhaven's inmate population will not grow, and it is important for Millhaven to be planned with the capacity to accommodate some increase in staff.

A more detailed breakdown of the Staff follows. This identifies the staff that will be operating from the S.H.U.

STAFFING	NOV.77 ESTABLISH -MENT	NOV.77 CASUAL	TOTAL	TOTAL STAFF REQUIRED IN THIS PROGRAM
Senior Management Unit Director, Divisional Heads, Clerks and Secretaries (Increase of 4 (12.0)-secretary for A.D. O.D., A.D. Ind., A.D.T.S., and A.D. Security) (Existing casual position - clerk to A.D.T.S. New positions required - 3 secretaries)	13	1	14	17
Organization and Administration (Increase of 3 - Messenger for Records (22.0) Receptionist and one part time typist for Office Services (21.0). (Existing casual positions - one clerk and one typist - office services). Also existing casual position messenger in Works and Engineering.	9	2	11	12
Personnel Services Increase of 1 - Clerk/Typist (101.0). Existing casual position - Clerk/typist. Increase of 2 Unit Clerks	2	1	3	5
Finance Increase of 1 - Inmate Liaison Officer Existing casual position - Inmate Liaison Officer.	4	1	5	5
Technical Services (Food Services) Existing casual positions - 3 FOS-6 Food Service Officers, 4 Kitchen Helpers FOS-3, and 4 Part Time Officers Cafeteria helpers FOS-3 - total 9 positions.	18	11	29	18
Technical Services (S.I.S.) Increase of 4 - Cleaners for security areas and S.H.U. Existing casual positions - 3 cleaners for security areas.	5	3	8	9

STAFFING	NOV.77 ESTABLISH -MENT	NOV.77 CASUAL	TOTAL	TOTAL STAFF REQUIRED IN THIS PROGRAM
Technical Services (Stores) Increase of 1 - Storeman for increased security supervision.	4	0	4	5
Technical Services (Works and Engineering) Decrease of staff - 10 engineers not required due to Central Heating Plant at Bath Institution - also other common services such as grounds keeping and transport to be taken over by Bath Institution. Also some decrease in trades help due to less area to maintain. Existing Casual position - messenger to move to O & A in new program. Decrease of 1 Engineering Officer.	38	1	39	20
Technical Services Total	65	15	80	52
Industries Three new positions required - Instructors for Special Handling Unit Shops - space to be provided in Activity Building. Two less positions required for A & J program.	21	0	21	22
Occupational Development Increase of 6 staff - 4 teachers, for existing and expanded school program - to be accommodated in existing space. 1 teacher for S.H.U. program to be accommodated in S.H.U. Activity Building. 1 trades instructor for new automotive repair program - to be accommodated in existing space in U Building. Existing casual staff - 1 clerk to be terminated 31 Dec. 1977. 2 personal contract teachers to be terminated 31 March 1978.	10	3 (1 casual, 2 personal services)	13	16

STAFFING	NOV.77 ESTABLISH -MENT	NOV.77 CASUAL	TOTAL	TOTAL STAFF REQUIRED IN THIS PROGRAM
Socialization Increase of 6 positions - One classification officer to bring total to 11 including supervisor in line with ratio of 1 classification officer to 35 inmates. Two to three of these positions will be designated for the S.H.U., but will have officers in the Administration Building. Interview areas are provided in the S.H.U. living unit. One (1) Co-ordinator inmate purchases - new activity to look after and co-ordinate all inmate trust fund and hobbycraft purchases. One (1) Psychologist clerk for S.H.U. Will have office in S.H.U. living unit 1H range, space provided. One (1) librarian/Hobbycraft Co-ordinator for S.H.U. - space provided in 1H range of S.H.U. One (1) Library Clerk to assist Institutional Librarian. One Recreation Officer for S.H.U. Space to be provided in S.H.U. Activity Building.	34	0	34	40
Health Care Medical Services One (1) term clerk CR-2 existing casual position. Increase of two (2) staff. One (1) clerk to carry out duties of above casual clerk, and one (1) additional Health Care Officer for S.H.U. Space is available in the S.H.U. for this position and space is also available in the hospital office area for the clerk.	9	1	10	11

STAFFING	NOV.77 ESTABLISH -MENT	NOV.77 CASUAL	TOTAL	TOTAL STAFF REQUIRED IN THIS PROGRAM
Security Additional security staff will be required for operation of S.H.U. and S.H.U. Activity Building when activity program begins. Difficult to envision the numbers required until the actual architectural concept and operation is developed and the S.H.U. Activity building with observation and controls will probably require 5 posts with additional two to three posts for control of movement in living unit to work and crecreation areas. Also this program may need additional security posts - perimeter surveillance - extra towers depending on implementation, additional observation in kitchen, dining, gymnasium and social development areas. The number of additional staff may not reach 260 but will approximate this figure.	230 (8 over staffing)	0	238	260 (approx.)
TOTAL	397 8 over-staffing 405	24	421 8 over-staffing 429	440

In addition to the above, we have one additional over-staffing position in Technical Services - Shift Engineer who will retire 08 March 1978.

Of the 24 casual positions, 2 are personal service contract teacher positions.

Of the 397 established positions, 6 are presently being filled with term employees while the position is being staffed. These casual positions are not reflected in the casual position column.

2.0 INSTITUTIONAL OVERVIEW

The staff establishment is a constantly changing and shifting number, however the institutional user committee has identified the expected staff establishment for this building program. Additional staff requirements for the Special Handling Unit Activities Building are still not finalized. The one largely unknown area is security and for this reason we have identified 230 +/- 260 positions for this activity.

Technical Services establishment is reduced largely due to Engineering services to be supplied by Bath Institution and the co-ordination of other common services - transport and grounds maintenance.

2.5 Visitors and Off-Site Operations/Resources

Millhaven is part of the Penitentiary System and has some relationship - in terms of two-way inmate flow - to other Federal Penitentiaries in Ontario and across Canada. Inmates are brought to it from Provincial and Federal Institutions - both minimum, medium and maximum security - normally via the Regional Reception Centre in Kingston. This inmate flow is escorted by the O.P.P. or R.C.M.P.* The Institution receives policy direction from CPS Headquarters in Ottawa and administrative support and co-ordination from RHQ in Kingston.

The security fence which surrounds Millhaven Institution can be penetrated at two points - the I.D. Control Centre at the front of the complex and the vehicle sally port at the rear. Based on a brief survey (late August date) of the records at these posts, it is concluded that 15 - 25 persons normally pass through I.D. control daily. Most of these are inmate visitors - particularly on weekends - including those participating in special inmate groups. CPS staff visiting from the Region and other Institutions are also commonplace, while a small number of visits relate to police, medical personnel, lawyers and construction workers. Generally, the visitors' destination is V & C, Administration or the Hospital. The police visit to take inmates to court, discuss inmates prior to release, etc. During a disturbance police come in larger numbers followed by lawyers and doctors after the disturbance. 15 - 20 trucks normally enter the vehicle sally port daily. This includes 5 - 9 food services trucks daily, one garbage truck, 4 - 5 maintenance trucks on occasion, and the occasional vehicle for stores/laundry, inmate discharge and construction.

The citizen participation program at Millhaven includes eight groups meeting on a weekly basis for about three hours with volunteers from the community (e.g. "Upstart" - promotion of self-understanding; "Lifers" - life sentence inmates assisting mentally retarded patients on a one-to-one basis; "Quarter-Century" - inmates with 25+ year sentences communicating and preparing briefs on prison programs; "Ten Plus" - inmates with 10+ year sentences emphasizing

* Also Institutional Officers from Millhaven and other institutions.

2.0 INSTITUTIONAL OVERVIEW

discussion and harmony; "Native Brotherhood" - inmates of Native Ancestry working closely with the local A.I.M.S. organization; "Black Cultural Group" - learning and promoting Black Culture; "French Cultural Group" - understanding the culture of French Canada and "Alcoholics Anonymous" with emphasis on alcoholic rehabilitation.) The Millhaven Citizen Advisory Committee has been meeting monthly.

2.6 TIME TABLE

2.6.1 Normal Routine for Inmates Housed in A and J Units - Similar Routine for S.H.U.

0630 - Reveille
0700 - Breakfast
0800 - Work activities begin - inmates to shops (school, training, production, services, socialization, recreation, cleaning). This time will also be utilized for inmate maintenance activities - clothing, canteen, medical care, counselling, visits, interviews, etc.
1130 - End of morning work period - inmates go to dining area.
1130 - 1230 - Lunch
1230 - Work activities begin - inmates to shop, as above.
1600 - End of work period inmates return to cell.
1630 - 1730 - Dinner
1730 - 2300 - Evening leisure time activities - outside exercise, gymnasium, common rooms, TV, games, showers, hobbycraft, library, outside groups, drama, music, etc.

On Weekends and holidays normal work activities are suspended and a recreation program similar to evening leisure time activities is substituted. It will be during this time that outside teams may be invited to the Institution. The Arts and Crafts and library programs are basically support programs for inmates who will carry out most of these activities in their leisure time in their cells. Some expansion to evening activities in these areas where inmates may go to these facilities may be considered at a later date. However, a few inmates will be employed in these areas to assist in maintaining these operations.

2.6.2 Programs

As already noted, the Building Programmer was not asked to do a study of Industries and Occupational Development. However, we have covered all other major program areas and have identified the operation, space, staff, equipment and performance data required. We have not identified extra security posts which can only be done in the Implementation report (additional controls may be required). In developing a program for the Industries and Occupational Development areas, careful consideration has been given to a viable program for maximum security inmates. The programs are as follows.

Industries Program
Occupational Development Program
Social Development

2.7 ENGINEERING APPRAISAL (Based on briefing documents)

2.7.1 General

The building utilization study for Millhaven consists of studying the possibility of:

(a) Expansion of "T" Building (Administration), either vertically or horizontally to provide additional office type space.

(b) To provide building space adjacent to, or included in "U" Building for stores, maintenance centre and an area for cleaning and janitorial operations.

(c) The construction of a multi-purpose building, and modified recreation facilities in the vicinity of 'S' building.

In addition to the above, an expansion of the Bath Light-Medium Security Institution is to be included when considering the overall requirements of the site and site services.

It is important to recognize the need to maintain security during construction, which involves access to the building site of both construction workers and materials. Also the implementation of a building program where demolition or changes to the existing facilities necessitates disruption to the present day-to-day operations.

It should also be noted when designing additions to buildings, the requirements for direct line vision from towers and perimeter security patrols must be maintained.

These aspects are discussed in more detail for each of the sections which follow, and will be recognized by the Consultant during the development of the facility program.

2.0 INSTITUTIONAL OVERVIEW

2.7.2 Site Services

2.7.2.1 General

This section deals with the main site services, namely, incoming electrical power, water for domestic use and fire protection, and the discharge of storm and sanitary wastes. Also the steam generating plant which supplies steam and hot water for all of the facilities at Millhaven and Bath.

2.7.2.2 Electrical Power

Power is supplied to a substation located on the site. The substation comprises two 1500 KVA transformers, supplemented by a stand-by emergency power diesel generator. The existing transformers have been over-sized to provide power for future building programs, and the emergency power diesel generator set has sufficient capacity in the event of a power failure to handle the important electrical services and also the anticipated future mechanical needs. The two transformers are interlocked whereby, in the event of a failure in one transformer, the second transformer automatically takes over the total power load requirements.

The monthly KW demand billings for the past twelve months were obtained from Mr. Conners (Millhaven), the lowest months reading (July) was 784 KW and the highest reading (January) was 1060 KW. From these readings it is obvious that surplus transformer capacity is available, and the present facilities are using only 30% of the installed transformer capacity.

On the assumption that the current policy of having two transformers, each one capable of carrying the full load requirements is to be maintained, it is unlikely that the proposed building expansions will require more than 20% of the present installed capacity, in which case, one transformer will still have the capacity to carry the total electrical load.

A more accurate estimate of the additional power requirements can be made when the proposed building programs have been established.

2.0 INSTITUTIONAL OVERVIEW

2.7.2.3 Main Water Supply

The main water supply is obtained from an elevated water tank located in Bath. Two 12" dia. water mains have been installed from the elevated tank, one is terminated and capped off for future building additions, and the other serves the existing facilities.

The incoming water main also feeds into an 8" dia. ring fire main. The fire main is sized to accommodate future building requirements.

2.7.2.4 Sanitary and Storm Sewers

Sanitary and storm sewers are all over-sized to accommodate future building requirements, and therefore should present no problems when adding additional washroom facilities and roof areas.

There has been a history of abnormal infiltration of debris into the sanitary sewer lines, and it is suspected that the debris is introduced in the sanitary system by inmates via water closets. If any new washroom facilities are contemplated, the sanitary connections should be oversized with sufficient slope to clear the debris. It might also be advisable to have the rate of flow measured at different parts in the system to identify where the blockages occur, and if necessary install screens at strategic points where they can be easily cleaned out.

2.7.2.5 Central Heating Plant

The existing central heating plant consists of three 150 PSIG steam boilers rated at 15,000, 30,000, and 30,000 lbs./hr.

Space has been provided in the central heating plant to add an additional 30,000 lbs./hr. boiler, which, if installed, would allow for the doubling of the existing space now occupied at Millhaven and Bath Institutions.

The existing boiler plant is not operating at full capacity, and it could be safely assumed that the heating of the proposed additional facilities could be accommodated without installing a new boiler. This assumption should be carefully checked out when the plant expansions have been determined and the additional heating load is known.

2.0 INSTITUTIONAL OVERVIEW

2.7.3 Administration - "T" Building

2.7.3.1 General

The Millhaven Institution was constructed during 1971-72 and occupied in the summer of 1972. The Administration Building ("T" Unit) is part of the original complex and comprises of a single storey approximately 15,800 sq.ft. (gross) of office type space. The basic construction consists of reinforced concrete columns and beam structure, with a concrete hollow core roof slab deck. The floor is a reinforced concrete slab over a crawl-space, and the exterior wall is made up of windows and precast concrete wall panels. Interior partitions are of concrete block and stud and drywall. Heating is by hot water radiation with ventilation through a central air system to selected areas. The building generally is in excellent condition.

Copies of "as-built" drawings for this building were obtained from DPW Ontario Region (Mr. Bigelow), these drawings do not reflect any changes which may have taken place since the original building was completed.

2.7.3.2 Architectural and Structural

One solution to providing additional administration space, is to consider building a second storey onto the existing building as shown on the attached Sketch "A". To consider this possibility, the existing structure must be carefully checked out to determine if the footings and structural members are capable of carrying the additional loading of a second floor.

From the drawings, it would appear that the foundations were poured on bedrock and this is confirmed by Mr. Finerty of the DPW Ontario Region Building Department. If this were the case, then the existing building foundations would be adequate to support the new second floor.

It is assumed that soil tests were taken prior to the original building design, and it will be essential to locate the soils report, or if not carry out probe holes adjacent to the building to confirm that the footings were in fact carried down to bedrock level.

2.0 INSTITUTIONAL OVERVIEW

Copies of the structural shop drawings and design calculations have been obtained from Stanley Structures (the precast concrete supplier), and we have confirmed that the existing precast roof slab can be used as the floor for the second storey, providing the floor live load does not exceed fifty lbs./sq.ft.

We have also confirmed that the existing precast concrete columns can support the new extension, but it may be necessary to design the new roof structure with light steel members and adopting small bays.

The existing building design has included shear walls to resist earthquake forces and wind loads. These may have to be strengthened or additional shear walls added due to increasing the height of the building. This would be most difficult to do as the shear walls must extend down to and tie-in with foundations. A more detailed engineering study to determine the requirements for shear walls will be necessary when the extent of the second floor expansion is known.

The existing passage "Q" adjacent to unit "T" would be subject to snow pile up if a second floor is added, resulting in the possible need to reinforce the existing roof structure of passage "Q". This also will require a more detailed engineering study.

If it is decided to expand the existing building by adding a second storey, consideration will have to be given to emergency exits on the second floor. The length of the existing building is close to 300 ft. therefore stairwells will be necessary at both ends of the building as well as a centre main stairway. The code requires that exit doors be within 100 feet of a stairwell and at least two means of emergency exit from a second floor level. All stairwells and emergency exits would need to be enclosed and fire-rated.

It should also be noted that the existing hollow core concrete slab roof deck which will act as the second storey floor will have to be checked for fire-rating with the possibility of having to apply additional fire-rating material on the underside of the hollow core concrete slabs.

The existing administration building is not sprinklered, but it is possible that the Department of Labour may insist on the total building being sprinklered if a second storey were to be added.

2.0 INSTITUTIONAL OVERVIEW

2.7.3.3 Heating, Ventilating & Air-Conditioning

The existing Administration Building is heated by hot water radiation units, with ventilation to a central air system ductwork in selected areas. The existing control room in the centre of the building, is air-conditioned from a unit located in the mechanical room, and the Visits and Correspondence areas are also air-conditioned from roof-mounted units. It is our understanding that in a future expansion program, all the Administration areas should be considered for air-conditioning as well as any new space created. A number of exhaust units are located on the existing roof, which, if a second floor is added, will need to be extended up to a second storey roof, this will need to be considered when laying out the second floor.

The present hot water heating system is fully utilized, but additional heat exchanges could be installed in the mechanical rooms to convert the steam to hot water as the heating source.

2.7.3.4 Construction Feasibility and Constraints

From the foregoing, it is evident that a number of structural items must be checked out before a final decision can be made as to the feasibility of adding a second storey to the existing administration building.

The implementation of constructing a second floor would be most difficult, particularly as the centre section of the existing building is devoted to the main entrance, visits and central control, all of which would have to be kept functional during the construction period.

Assuming as mentioned previously, that the existing structure and roof deck can accommodate a second floor, difficulties would arise in the extension of present columns at the perimeter of the building and tying the new columns at the second floor level in with the existing ones. This can be done with steel strapping, but certain areas of the existing roof would need to be cut out in order to get at the existing columns, thereby creating a leaking situation to the facilities below. The building of new stairways from the first floor up to the second floor would also create disruption to the operations on the first floor. Noise would also be a factor in considering the disruption of existing facilities.

2.0 INSTITUTIONAL OVERVIEW

An easier solution might be to consider one or two additional wings built on the front of existing Administration Building, extending out towards the main gate, leaving the existing main door and control centre where it is and not disrupting this entrance. The new building space could be created without disruption to the present operations and when completed, the present exterior south wall could be dismantled or renovated in such a way as to open up the two areas without a major upheaval.

This alternative may also simplify the security arrangements during the construction period, as most of the construction workers and materials would be confined to the open area in front of the existing building and in full view of the control towers.

Whereas, the construction of a second storey would mean that workers would need constant access to the first floor areas used by the inmates, thereby creating a security problem.

In comparing the cost to create new space on a second floor versus building additional ground floor space, it would appear that the second floor space may be a cheaper alternative. However, to implement this proposal may necessitate the relocation of costly areas such as the Central Control Unit and Visit area which would then make it a very costly program. Program constraints may, in addition, make it unsuitable.

2.7.4 "U" Building

2.7.4.1 Construction Feasibility and Constraints

The existing "U" Building consists of approximately 69,400 sq.ft. of single storey industrial type building, which physically could be expanded on three sides. There are, however, limitations to expanding this building on the south side, the building is in close proximity to the fence, and at the present time a "dead space" between the south-east corner of the building and the fence is creating a security problem, as this is hidden from control tower number 3. Any expansion in this direction would require the relocation of the fence.

On the north side of the building, there is limited space between the building and exercise field fence. Therefore, the east side would appear to be the only logical area large enough

to include the proposed expansion for the additional facilities, stores, maintenance centre, cleaning and janitorial operations. The implementation of a building program in this location presents several problems. The main one would be in maintaining the sally-port and only truck entrance to the institution, and the increased security precautions that would be required during the construction period.

A simpler solution would be to convert the existing shop area into a stores, maintenance centre, cleaning and janitorial services centre, and replace the workshops with a new building north of control unit "A" attached to the north-west side of "U" Building. In this proposal, consideration would have to be given to blocking of the windows in C range for security reasons.

As mentioned previously under "T" Unit, all site services could be extended to include any expansion contemplated for "U" Building.

2.7.5 "S" Building

2.7.5.1 Construction Feasibility and Constraints

The courtyard area is locked in by surrounding inmate facilities. However, even though construction conditions would not be ideal, work could proceed with relatively few interruptions, as access to the area could be made through the stair tower at the end of E range, adjacent to S building, and materials hoisted over the building at the end of G range adjacent to S building. This would mean that activities in the exercise yard outside G range would have to be temporarily suspended. Another alternative to this proposal, would be to provide additional space in the gymnasium to this project.

Expansion of the gymnasium has been considered as a building addition on the north side of Unit "S".

2.0 INSTITUTIONAL OVERVIEW

The existing "S" Building consists of 21,300 sq. ft. plus part second storey of 8,400 sq. ft. It is constructed with precast reinforced concrete columns and beams, and precast concrete exterior walls and roof slabs.

An addition of similar design can be added to the existing building.

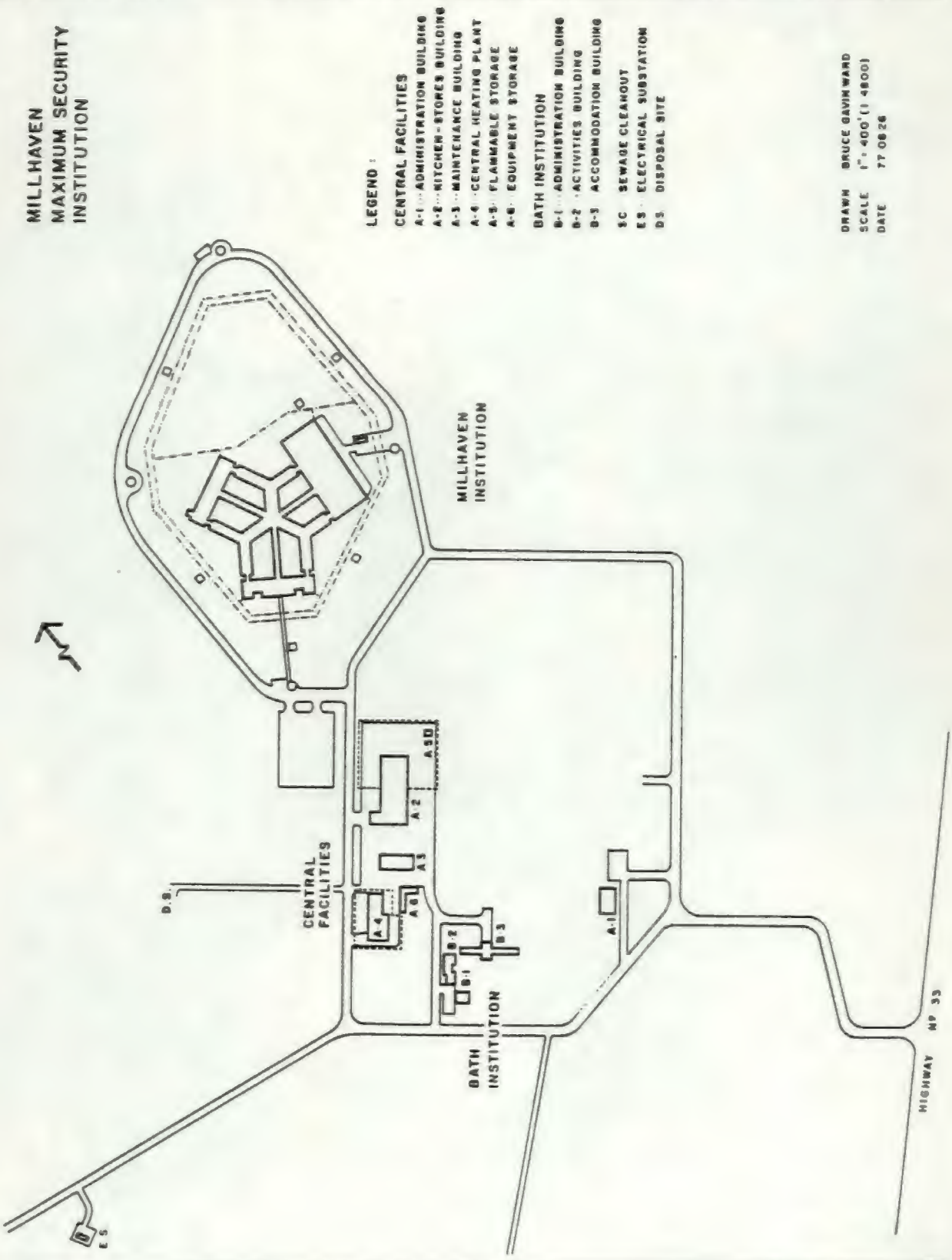
Entrance to this site can be made via the access road beginning at "U" Building and following around to "S" Building. This road is between the buildings and the main exercise yard, but this occurs normally during the evening in good weather and would not present a problem. If it were necessary to institute a program of exercise during the day, the movement of construction workers and materials could be scheduled around the inmate movement. In this proposal, consideration would have to be given to restricting the vision from tower #2 into the back of "S" Building.

A detailed examination of the Program requirements in relation to the existing structures and the specific implementation proposals are contained in Section 4 Implementation Considerations.

Immediately following this section is a series of drawings showing the existing fabric in detail.

MILLHAVEN - FACILITY PROGRAM
CANADIAN PENITENTIARY SERVICE

M7754

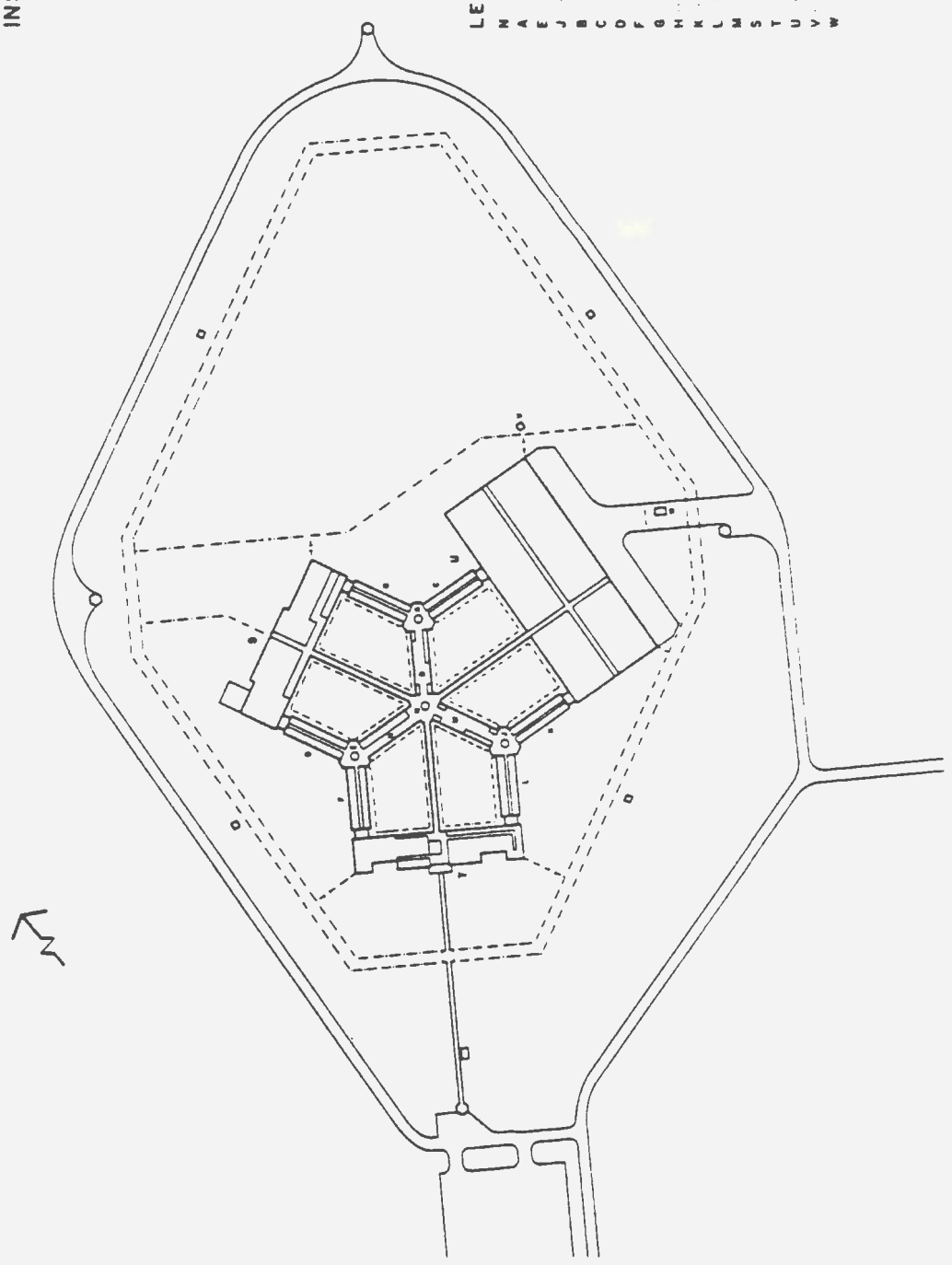


Meek, Klausen architects
Servage, Walker engineers

MILLHAVEN - FACILITY PROGRAM
CANADIAN PENITENTIARY SERVICE

M7754

MILLHAVEN
MAXIMUM SECURITY
INSTITUTION

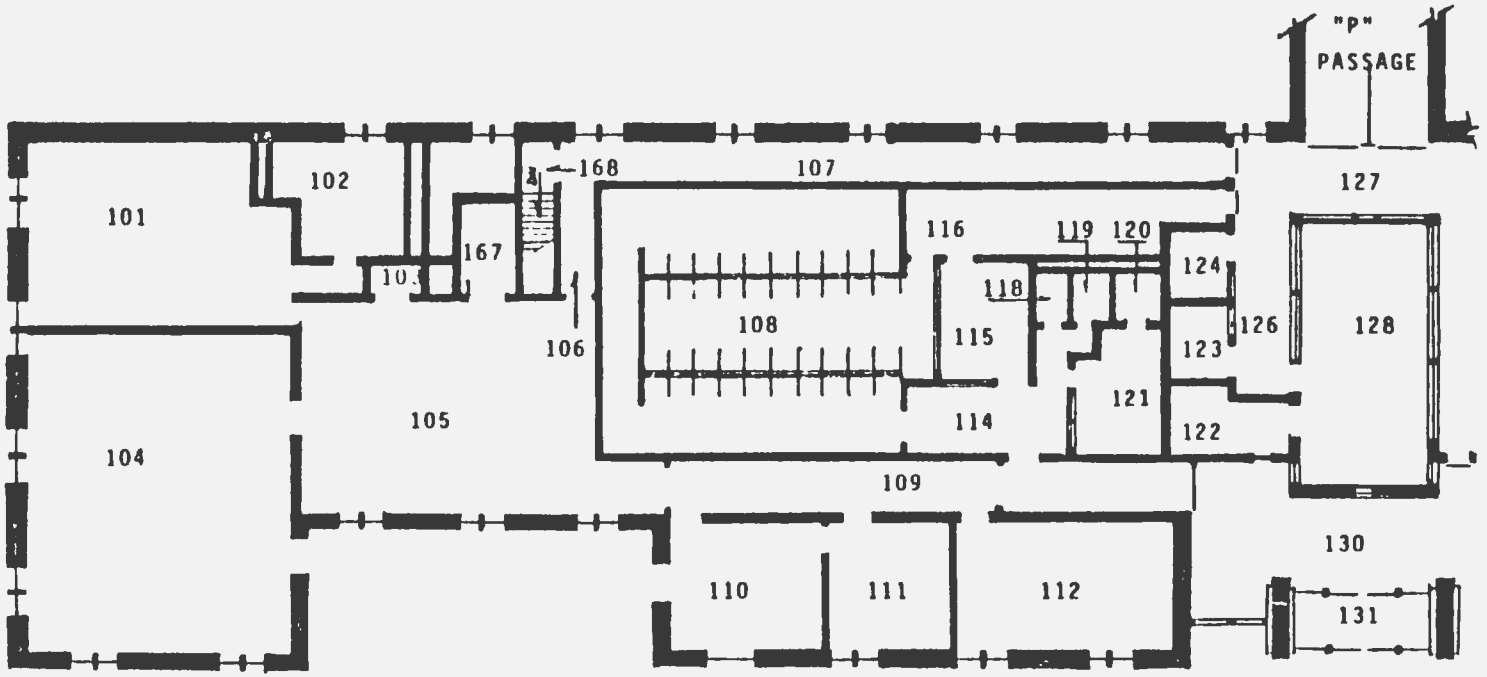


Meek, Klausen architects
Servage, Walker engineers

Meek, Klausen
Servage, Walker

architects
engineers

101 - Keepers' Hall
102 - Washroom
103 - Janitor
104 - Cafeteria
105 - Lounge
106 - Corridor
107 - Corridor
108 - Visiting
109 - Corridor
110 - Director
111 - Director's Secretary
112 - A.D. Org. and Admin.
114 - Visitors' Waiting
115 - V&C Office
116 - Inmate Waiting
118 - Washroom
119 - Washroom
120 - Washroom
121 - Supervisor V&C
122 - Armoury
123 - Interview Room
124 - Interview Room
126 - Corridor
127 - Corridor
128 - "T" Control
130 - Lobby
131 - Entry



MILLHAVEN - FACILITY PROGRAM
CANADIAN PENITENTIARY SERVICE

M7754

Meek, Klausen
Servage, Walker

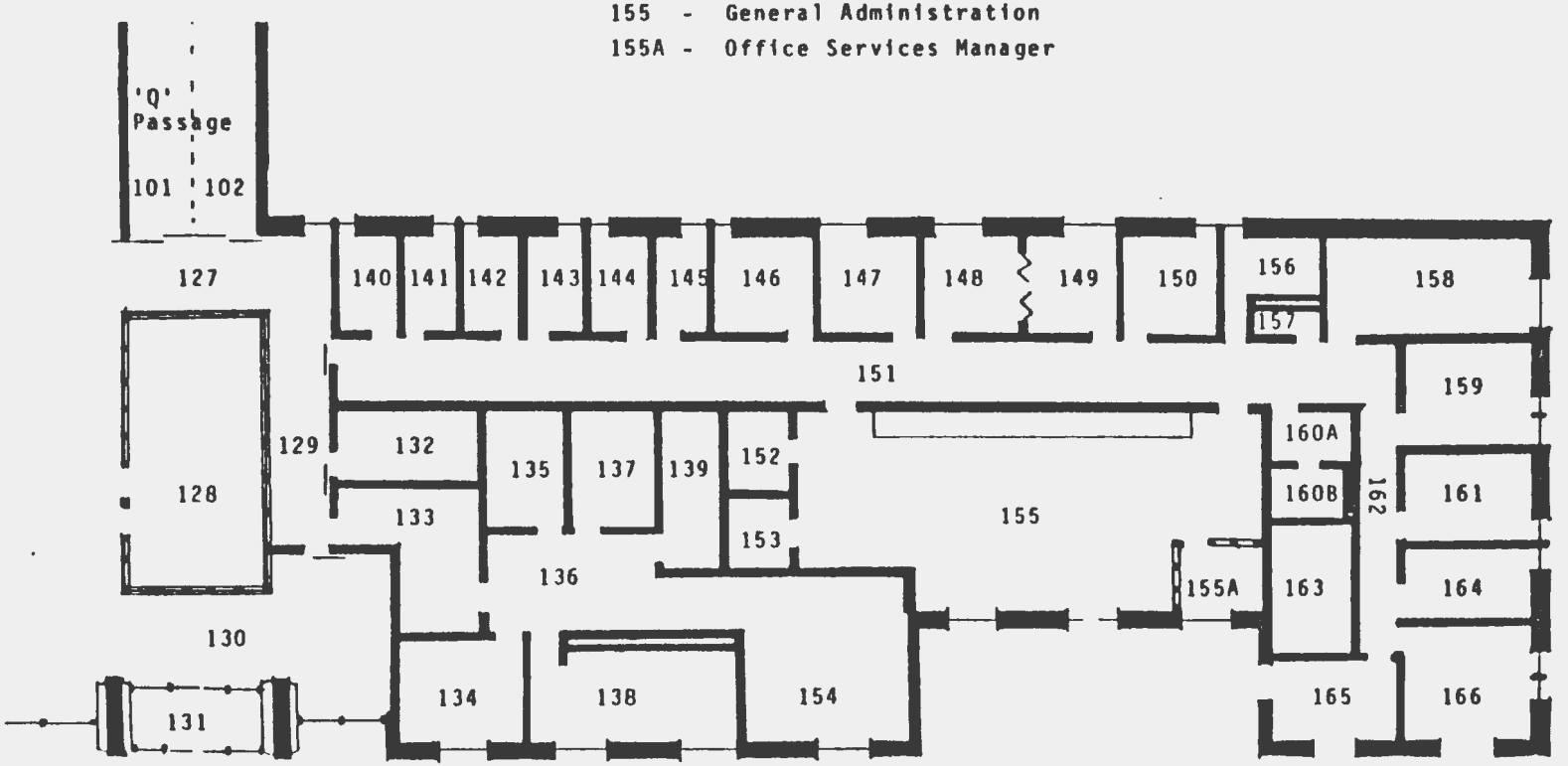
architects
engineers

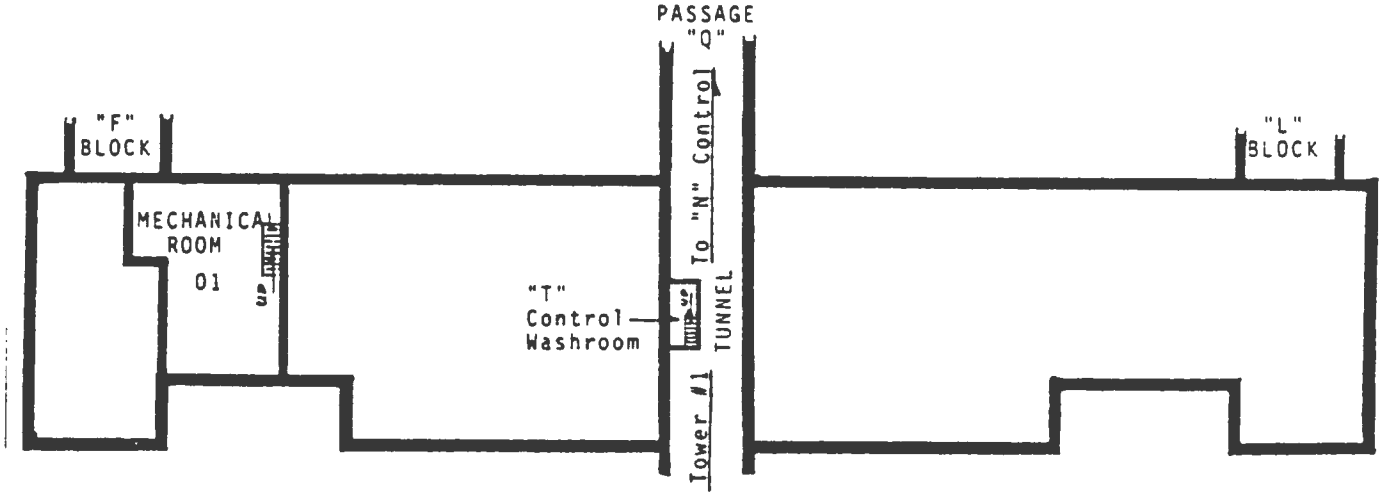
MILLHAVEN - FACILITY PROGRAM

CANADIAN PENITENTIARY SERVICE

M7754

101 - Corridor
102 - Corridor
127 - Corridor
128 - "T" Control
129 - Corridor
130 - Lobby
131 - Entry
132 - Inmate Waiting
133 - Reception Waiting
134 - Supervisor Reception and Discharge
135 - Photo Room
136 - Corridor
137 - Storage
138 - Ablution Room
139 - Storage
140 to 147 - Classification and Psychologists Offices
148 & 149 - A.D. Socialization
150 - Sentence Administrator
151 - Corridor
152 - Vault
153 - Radio Room
154 - Storage
155 - General Administration
155A - Office Services Manager
156 - Washroom
157 - Janitor
158 - Mechanical Equipment
159 - A.D. Tech. Services
160A - Lounge
160B - Washroom
161 - A.D. Security Clerk
162 - Corridor
163 - Armoury Officer
164 - A.D. Security Clerk
165 - CX-8 Office
166 - A.D. Security Office




PASSAGE "O"
"F" BLOCK
MECHANICAL ROOM 01
"T" Control Washroom
To "N" Control Tower #1 TUNNEL
"L" BLOCK

MILLHAVEN - FACILITY PROGRAM

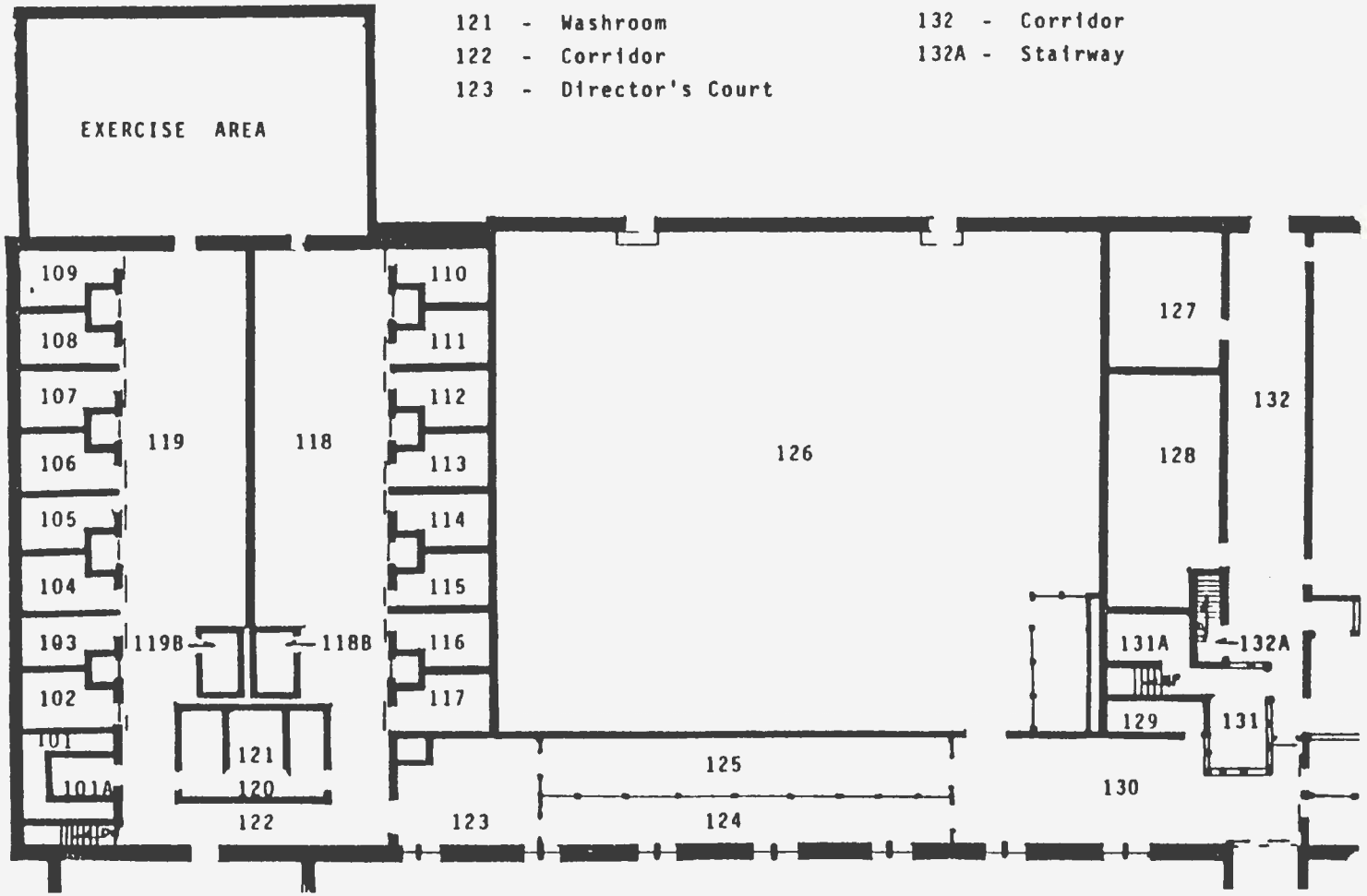
CANADIAN PENITENTIARY SERVICE

M7754

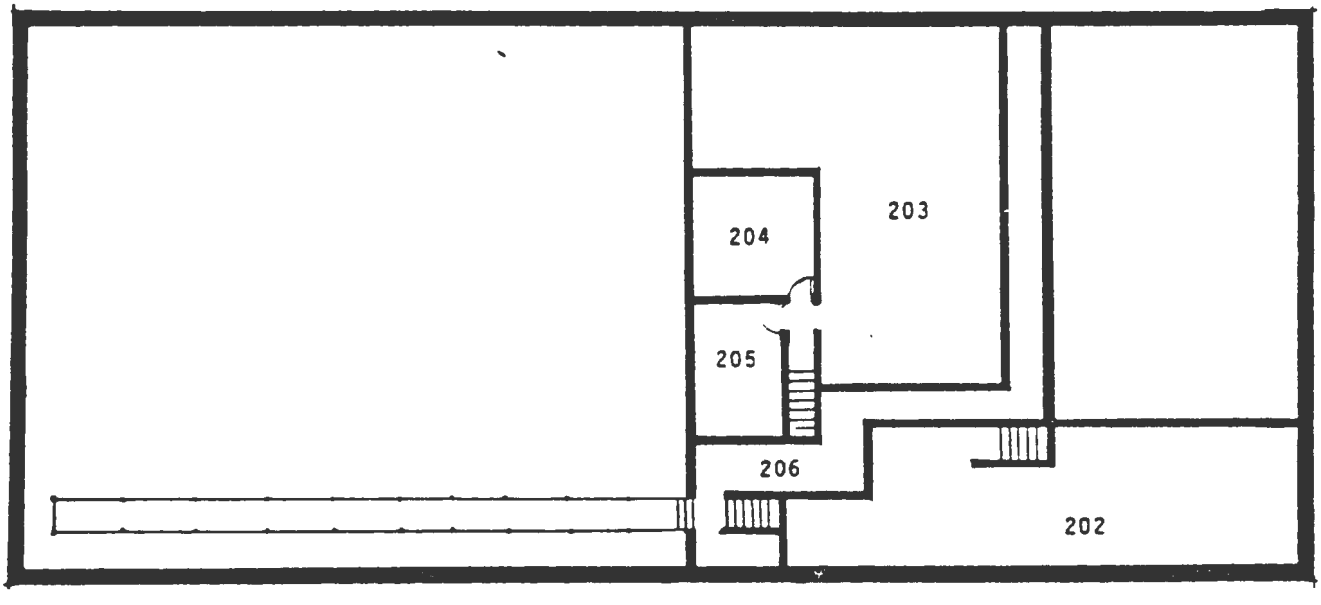
Meek, Klausen
Servage, Walker

architects
engineers

101 - Mechanical Equipment Room
101A - Inmate Effects Stores
102 to 109 - Cellular Units
110 to 117 - Cellular Units
118 - Exercise Area
118B - Ablution Facility
119 - Exercise Area
119B - Ablution Facility
120 - E.C.A. Control
121 - Washroom
122 - Corridor
123 - Director's Court
124 - Corridor
125 - Corridor
126 - Recreation Hall
127 - Recreation Stores & Issue
128 - Recreation Stores
129 - Electrical Panel Room
130 - Control Corridor
131 - "S" Control
131A - Washroom
132 - Corridor
132A - Stairway



202 - Hobbycraft Storage
203 - Mechanical Area
204 - Projection Room
205 - Recreation Office
206 - Security Walkway



"S" BUILDING 2nd FLOOR PLAN

MILLHAVEN - FACILITY PROGRAM
CANADIAN PENITENTIARY SERVICE

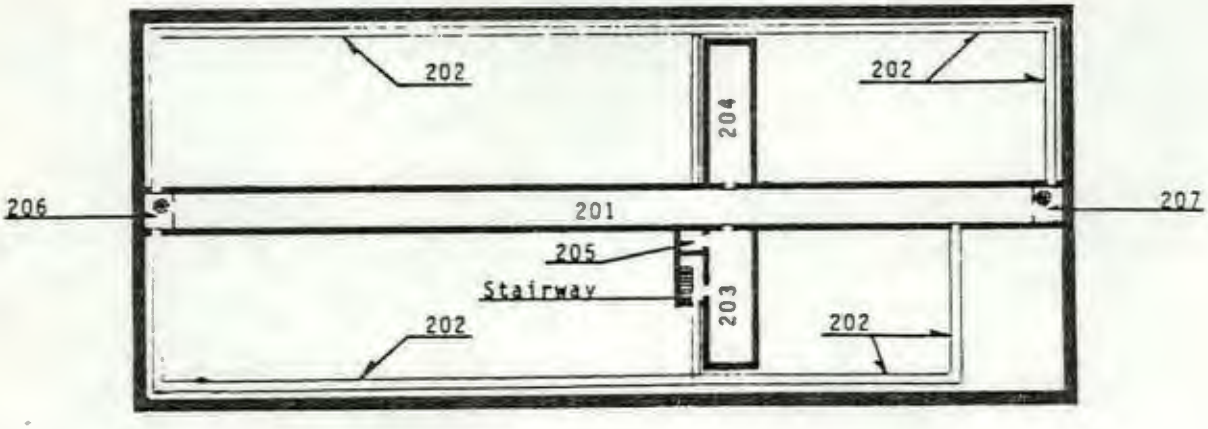
M7754

101 - Corridor
102 - Vestibule & Stairway
103 - Maintenance Shops
104 - Electrical Vault
105 - Barber Shop
106 - Related Training Room
107 - Corridor
108 - Classroom
109 - Classroom
110 - Classroom
111 - Teacher
112 - Supervisor Education
113 - Stock Room
113A - Stock Room
114 - Janitor
115 - Washroom
116 - Washroom
117 - Barber's Office
118 - School Office
119 - School Office
120 - General Office
121 - A.D. Soc. Development
122 - A.D. Production
123 - Classroom
124 - Classroom
125 - Classroom
126 - Change Room
126A - Storage
126B - Stock Room
127 - Storage
128 - Office
129 - "P" Passage
130 - Stairway
131 - Washroom
132 - "U" Control
155 - Corridor
155A - Garbage Can Washroom
156 - Tool Room



Meek, Klausen architects
Servage, Walker engineers

201 - Gallery
202 - Service Walkway
203 - Mechanical Room
204 - Mechanical Room
205 - Washroom
206 - Service Stairway
207 - Service Stairway



"U" BUILDING 2nd FLOOR PLAN

S.H.U. BACKGROUND 3.0

3.0 SPECIAL HANDLING UNIT BACKGROUND

Currently one third of the Institutional Accommodation is allocated to a Special Handling Unit - S.H.U. There are additional facilities proposed to be associated with this. The S.H.U. is a separate program and while some reference is made to it in this program, all queries and comments concerning it should be made to the Chairman of the S.H.U. Steering Committee or to the Regional Chief Facilities Planning.

The Solicitor General at the time of the abolition of Capital Punishment agreed with the P.S.A.C. to construct Special Handling Units in the various regions throughout the country. At Millhaven the approach taken was to form a committee of staff members to develop an S.H.U. program. Only one member, Mr. R. Baird was not a P.S.A.C. member, all the remaining members were members of P.S.A.C. with two of them members of the executive at that time.

For the most part the recommendations for this report were accepted by the Commissioner and generally form the operating procedures for the Special Handling Unit at this point in time.

The committee members developed a program which ensured a very restricted, controlled environment for inmates housed in the S.H.U. The inmates sent to this unit because of their aggressive violent nature do have to be controlled, at least for a period of time. Provision of all normal activities and services involving food, clothing, canteen, medical care, exercise, common rooms, visits, correspondence, counselling and interviews, and all other activities concerned with rehabilitation and maintenance of the inmates are administered in a very careful, controlled manner with the emphasis on moving the services to the inmate either in his cell or somewhere else in the living unit. The inmate is moved out of the unit only for visits to the Institution hospital for certain medical care, visits to the V & C area for visiting purposes, visits to the interview area at T Control for certain types of interviews (lawyers, etc) and for outside of the institution escorts.

Even with bringing all these services to the inmates, the administering of same poses a problem in that only one activity can occur at a time within the unit. If inmates are being moved to the exercise yard, then all other activities such as clothing or canteen issue have to cease until movement is over. Only a very limited number of inmates are allowed to move at any one time and if he (the inmate) is under escort he has to be escorted by two officers. An activity such as a 15 minute interview may take up to two hours to complete, because the interviewer could not gain access to the inmate because of the restricted, controlled movement. There is also the matter of the two escort security officers - sometimes two are not available and the activity has to wait until proper escort is available.

- At the present time all activities which occur in the S.H.U. are provided and monitored by regular institution staff who provide the same services to the remaining living units in the institution. This is the intended procedure - we have already had a good deal of experience with this process as this living unit has housed segregated inmates for a number of years and the same program and procedures have been applied in a more or less modified approach for some time. The fact that it has to be done and that it will probably take two to three times as long, has to be accepted. However, this does put a strain on the time frames of staff who must also provide services to the other living units who are expected to function on a routine 6-7 hour work day.

  The living unit itself has all the necessary activity areas to provide the type of program now existing with a minimum of movement to other parts of the institution. This ensures a minimum of contraband being passed to this living unit although it still happens. The program calls for an Activity Building which will provide three (3) industrial type shops - mail bag repair, wood sanding, etc, one (1) classroom for academic education and a gymnasium. Additional security staff have been identified in the expected staff positions for the main institution. It is felt that the staff establishment would not exceed the total number identified as expected staff. However, any staff increase would not provide an undue strain on the facilities identified in this program.

  The feature of the S.H.U. is that all activities (wherever possible) must occur within the Living unit and the Activities Building. The work, recreation and exercise activities will be provided by staff who have work stations in this unit, most other services must be provided by staff who have work stations in other parts of the institution who must provide the same service to A & J living units. In the building program, the provision of food services is established as being prepared and plated in the staff food services area. The principle underlying thought here is to keep the passing of contraband to a minimum.

  It may be noted that the Technical Services program now provides for the services of the S.H.U. and will also provide for the Activity Building. Any additional positions have been identified and are included in this program.

— S.H.U. Program - Number and Allocation of Inmates

(a) Industries

(1)	Sanding Shop	10	
(2)	Mail bag repair	12	
(3)	Furniture Assembly or some other activity	13	
	TOTAL		35

(b) Occupational Development

(1)	Classroom	10	
	TOTAL		10

(c) Socialization

(1)	Recreation	5	
	TOTAL		5

(d) Outdoor exercise and maintenance activities - clothes change, canteen, medical care, interview, counselling, visits, etc. 50

TOTAL 100

OPERATIONAL DESCRIPTIONS 4.0

4.0 OPERATIONAL DESCRIPTIONS

4.1 Introduction

The forms on the following pages are designed to provide summary information required to understand the functioning and operation of Millhaven's basic organizational units (or at least those which relate to the Consultant's terms of reference).

This information does not relate directly to physical space requirements but it is the first link in the chain of logic through which the Consultant will systematically assess alternatives and develop these requirements.

The following listing indicates the operations which are included in this section. Items marked with a double asterisk (**) have not been included as they lie outside the Consultant's terms of reference. Those marked with a single asterisk (*) have been partially covered as necessary to provide an understanding of the functioning of the overall Institution.

10.0	INSTITUTIONAL DIRECTORATE
11.0	Directorship
12.0	Senior Management
20.0	ORGANIZATION & ADMINISTRATION
21.0	Office Services
22.0	Records Handling
23.0	Sentence Administration
24.0	Admissions/Discharge/Inmates Effects
25.0	Staff Services
30.0	FINANCE
31.0	Institutional Finances
40.0	TECHNICAL SERVICES
41.0	Works and Engineering
42.0	Building Maintenance
43.0	Food Services
44.0	Supply & Institutional Services
45.0	Stores
** 46.0	Plant Operation
50.0	OCCUPATIONAL DEVELOPMENT
** 51.0	Academic Training
** 52.0	Vocational Training
** 53.0	Occupational Development Administration

4.0 OPERATIONAL DESCRIPTIONS

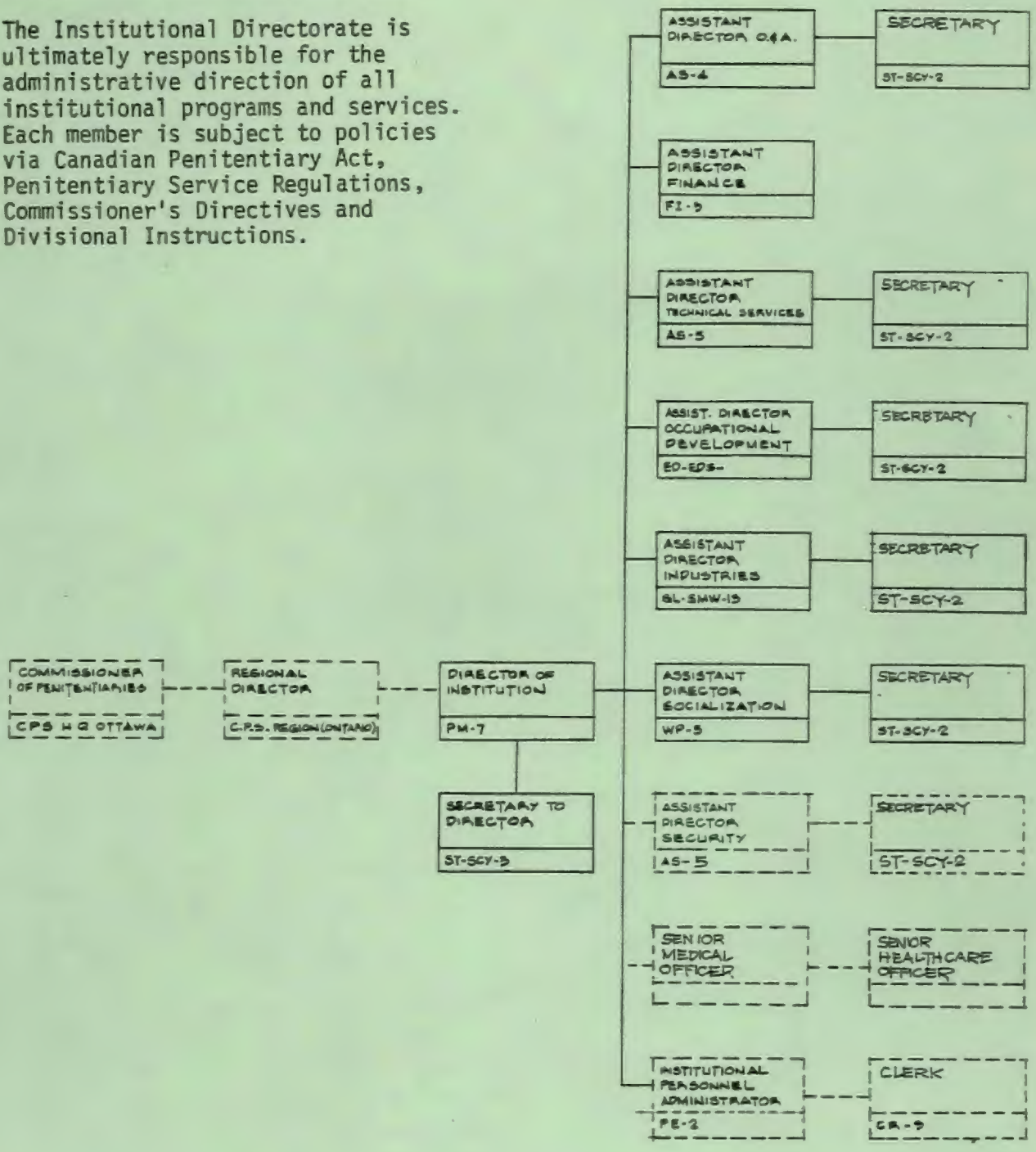
**	60.0	INDUSTRIES
	70.0	SOCIAL DEVELOPMENT
	71.0	Social Development Administration
	72.0	Classification
	73.0	Counselling - Therapy
*	74.0	Chaplaincy Services
	75.0	Visiting and Correspondence
	76.0	Library
	77.0	Arts and Crafts
	78.0	Physical Fitness/Recreation
	80.0	SECURITY
	81.0	Administrative Security
*	82.0	Physical Security
	83.0	Main Entrance
**	84.0	Inmate Accommodation
	90.0	MEDICAL HEALTH CARE SERVICES
**	91.0	Medical/Dental/Psychiatric Services
	100.0	PERSONNEL
	101.0	Management/Staff Liaison
	102.0	Staff Training

4.2 Operational Data Sheets

The enclosed Operational Data Sheets have been developed, reviewed and approved by appointed CPS personnel. All information presented was collected based upon the institutional objectives noted in Section 2.1 of this report.

10.0 INSTITUTIONAL DIRECTORATE

The Institutional Directorate is ultimately responsible for the administrative direction of all institutional programs and services. Each member is subject to policies via Canadian Penitentiary Act, Penitentiary Service Regulations, Commissioner's Directives and Divisional Instructions.



approved by USER COMMITTEE date 7 APRIL 1978	revised by ST. COMMITTEE date 14 APRIL 1978	approved by date

11.0 DIRECTORSHIP

1.0 OBJECTIVES

1.1 To plan and direct the administration of all divisional programs and services within the institution.

1.2 To ensure interdivisional working relationships and communication in policy matters.

1.3 To establish a public relations and information programme with local communities to solicit public support for new resocialization programs.

1.4 To provide liaison service with various visitors, post-release agencies, police forces, C.P.S. regional and Headquarters, press services.

2.0 OPERATIONS

2.1 Meetings with inmates, staff and visitors.

2.2 Provision for senior management responsibilities associated with the efficient "day-by-day" operation of the institution.

2.3 Administers internal disciplinary actions (staff/inmates).

2.4 Co-ordinates operations of Assistant Directors.

3.0 TIMING/DURATION

3.1 8 hours/day; 5 days/week.

3.2 24 hours/day emergency requirements.

4.0 PERSONNEL

1 Director of Institution	PM-7
1 Secretary to Director	ST-SCY-3

5.0 RELATIONSHIPS

Administrative Security	- co-ordinating security involvement with the divisions of the institution
Senior Management	- divisional policy development, problem solving.
Main Entrance	- reception of visitors.

approved by	USER COMMITTEE	revised by	ST. COMMITTEE	approved by
date	19 NOV. 77	date	15 JANUARY 1978	date

12.0 SENIOR MANAGEMENT

1.0 OBJECTIVES

1.1 To provide managerial and organizational directives for the efficient operation of their divisional resources.

1.2 To prepare operating budgets and program forecasts.

1.3 To maintain interdivisional working relationships and communication.

1.4 To advise the Director on all policy matters regarding their division's operation and interdivisional issues.

2.0 OPERATION

2.1 Meetings with inmates, staff and visitors.

2.2 Provision of senior management responsibilities associated with the planning, co-ordination and organization of each operational division.

2.3 Attending committee meetings to determine policy and operation of institution.

2.4 Meeting to resolve interdivisional issues.

2.5 Acting as Director in his absence; acting as Duty Officer (rotational basis).

2.6 Liaising with regional counterparts to maintain regional conformity of operation.

3.0 DURATION

3.1 8 hours/day; 5 days/week.

4.0 PERSONNEL

* 1 Assistant Director, Security	AS5
1 Assistant Director Socialization	WP5
1 Assistant Director O & A	AS4
1 Assistant Director Technical Services	AS5
1 Assistant Director Industries	GL-SMW-13
1 Assistant Director Occupational Development	ED-EST-4
1 Assistant Director Finance	FI3

(cont'd)

approved by	revised by	approved by
USER COMMITTEE	ST. COMMITTEE	
date 29 NOV. 77	date 15 JAN. 78	date

4.0 PERSONNEL (cont'd)

* 1 Senior Health Care Officer	
* 1 Institutional Pers. Administrator	PE2
** 6 Clerks/Secretaries	CR-3

5.0 RELATIONSHIPS

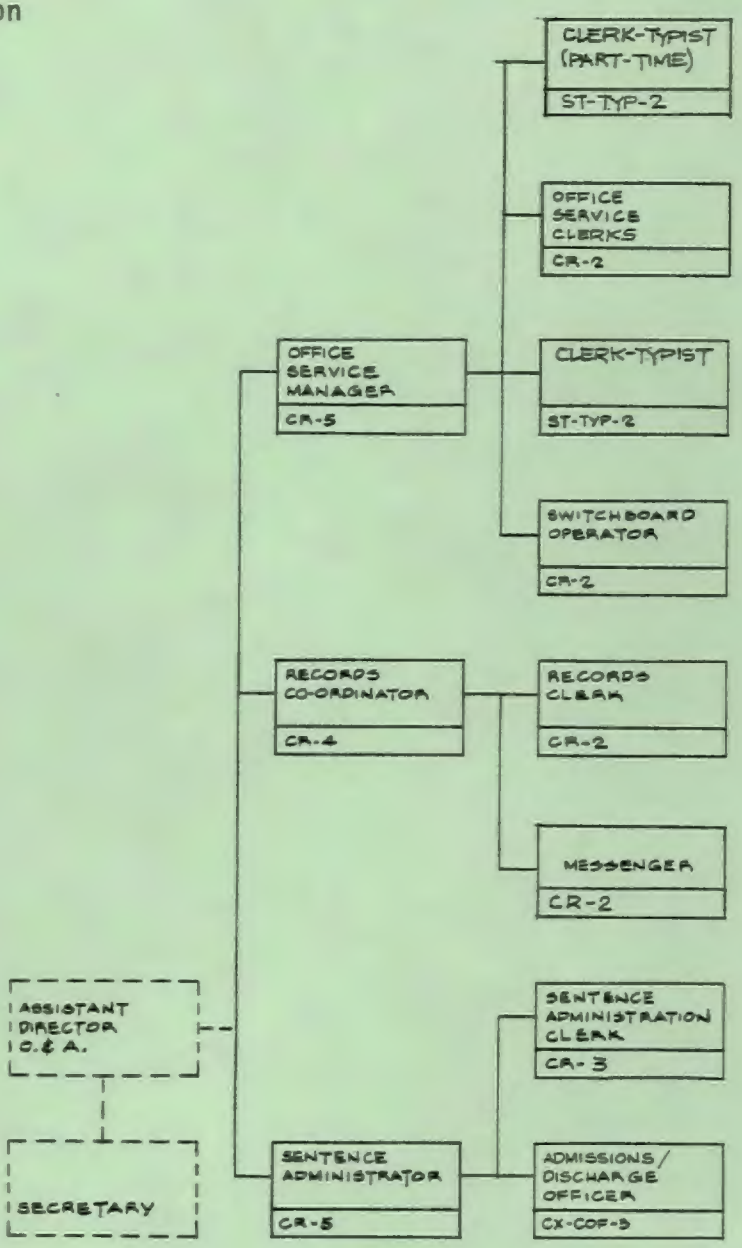
Director	- divisional policy development, problem solving.
Administrative Security	- constant liaison to ensure programs and decisions will not comprise basic security operations.
Socialization	- divisional policy, and daily operational supervision.
O & A	- " " "
Technical Services	- " " "
Industries	- " " "
Occupational Development	- " " "
Finance	- " " "
Personnel Admin.	- " " "

* These positions are identified in their section.
** One secretary associated with A. D. Security

approved by	USER COMMITTEE	revised by	ST. COMMITTEE	approved by	
date	7 APRIL 1978	date	14 APRIL 1978	date	

20.0 ORGANIZATION AND ADMINISTRATION

The Organization and Administration Division provides administrative support services (e.g. typing records, sentence computation) associated with each division within the Institution.



approved by USER COMMITTEE date 7 APRIL 1978	revised by ST. COMMITTEE date 14 APRIL 1978	approved by date

21.0 OFFICE SERVICES

1.0 OBJECTIVES

1.1 To provide administrative support services to all divisions within the institution. This includes supplies and equipment.

1.2 Distribute documentation.

2.0 OPERATION

2.1 Managing administrative support services; typing and stenographic pool, reproduction and distribution, and storage of administration supplies and equipment.

2.2 Co-ordinating communication within the institution (telephone, telex, mail pick-up/delivery/distribution of directives).

3.0 DURATION

3.1 8 hours per day, 5 days per week

4.0 PERSONNEL

1 Office Service Manager	CR5
1 Office Service Clerk	CR2
1 Typist	ST-TYP-2
1 Switchboard Operator	CR2
1 Receptionist	CR2
1 Typist	ST-TYP-2 (Part Time)

5.0 OPERATIONAL RELATIONSHIPS

Classification	Typing Overload
Security	Typing Overload
All institutional divisions administrative units	General administrative support (typing, clerical reprographic)
Department Services and Supply	Obtaining equipment
Regional/National H.Q.	Issue of Directives
Outside Campaign Agencies	Staff participation

approved by / date	revised by / date	approved by / date
USER COMMITTEE 7 APRIL 1978	ST. COMMITTEE 14 APRIL 1978	

22.0 RECORDS HANDLING

1.0 OBJECTIVES

1.1 To provide an efficient updating, secure storage and disposal of both inmate and administrative records.

2.0 OPERATION

2.1 Receiving, processing, classifying, distributing of both inmate and administrative records in accordance with C.P.S. directives.

2.2 Storing of inmate and certain administrative records securely.

2.3 Meeting to review classified files with semi-authorized persons.

2.4 Classifying incoming correspondence for distribution.

3.0 TIMING/DURATION

3.1 Files are issued during normal working hours, 8 hours per day, 5 days per week.

4.0 PERSONNEL

1 Records Co-ordinator	CR4
1 Records Clerk	CR2
1 Messenger	CR2

5.0 OPERATIONAL RELATIONSHIPS

Sentence Administration	Access to Files
Classification/Socialization	Access to Files
Office Services	Photocopying, delivery/pick-up files, shredder
Outside Agencies	Viewing Inmates Files
Director/Division Heads	Access to Files

approved by	revised by	approved by
USER COMMITTEE	ST. COMMITTEE	
date 7 APRIL 1978	date 14 APRIL 1978	date

23.0 SENTENCE ADMINISTRATION

1.0 OBJECTIVES

1.1 To provide the legal documentation required for each incarcerated inmate.

2.0 OPERATION

2.1 Assisting regarding sentence status, and all legal documentation affecting sentence; length, interpretation and implementation, and ultimately discharge.

2.2 Obtaining inmate's file; identifying inmate, files data for inmate's file. e.g. photographs, fingerprints, lists of effects brought into the Institution and purchased in the Institution; issuing data to R.C.M.P., O.P.P. and other bodies on discharge or transference.

2.3 Meeting with inmates to advise if any variations in sentence. Meets with parole officers, police and lawyers on matters concerning the inmate's sentence.

3.0 TIMING

3.1 Counseling, meetings and documentation occur during normal working hours.

3.2 8 hours/day, 5 days/week.

4.0 PERSONNEL

1 Sentence Administrator	CR5
1 Sentence Administration Clerk	CR3

5.0 OPERATIONAL RELATIONSHIPS

Major Circulation Area	Access by Inmates/Visitors
Records	Inmates Files
Admission/Discharge/Effects	Data Gathering
Socialization	Use of Files
Outside Agencies	Review of Sentence

approved by USER COMMITTEE date 27 NOV. 1977	revised by ST. COMMITTEE date 15 JANUARY 1978	approved by date

-24.0 ADMISSION/DISCHARGE/INMATE EFFECTS

1.0 OBJECTIVES

1.1 Implement admission and discharge requirements suitable to the maximum security rating of the institution.

1.2 Provision for secure storage and control of inmate personal effects under the supervision of the Sentence Administrator's supervision.

2.0 OPERATION

2.1 Verifying warrants upon arrival.

2.2 Recording personal statistics (finger prints, photographs).

2.3 Supervising strip, search.

2.4 Storing of personal effects, recording and issuing.

2.5 Arranging medical examination.

2.6 Issuing clothing and permissible items,utensils, personal hygiene, purchased item

3.0 TIMING

3.1 Transfers in, out and releases as required, normally 3 - 26 inmates/ week. (1/4 - 1 hour (inmate) Initial; listing, etc. 1 - 4 hours).

3.2 Issue effects 8 hours/day 5 days/week, purchased items 1 day/week.

4.0 PERSONNEL

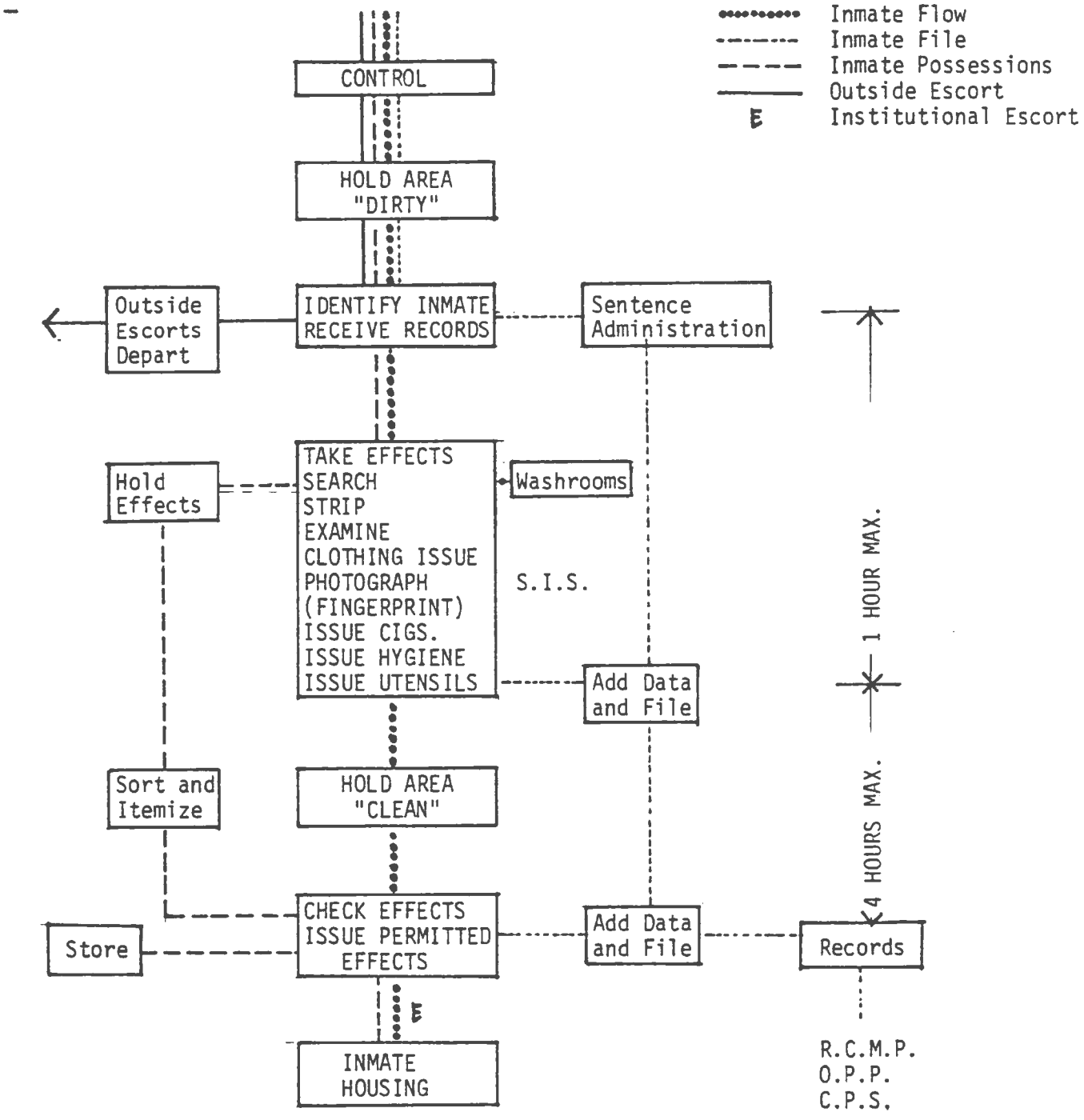
1 Admissions/Discharge Officer	CX-COF-3

5.0 OPERATIONAL RELATIONSHIPS

Major Inmate Circulation Area	Inmate Access
Sentence Administration	Clerical Assistance/Data provision to A. & D. Officer.
S.I.S.	Supply of new inmate clothes,utensil,etc
Medical & Health Care Services	Doctor to assist in medical examination.
Records	Issue of inmate records.
Socialization	Inmate Purchases.

approved by USER COMMITTEE	revised by ST. COMMITTEE	approved by
date 27 NOV. 1977	date 15 JANUARY 1978	date

24.0 ADMISSIONS/INMATE EFFECTS



approved by	USER COMMITTEE	revised by	ST. COMMITTEE	approved by	
date	27 NOV. 1977	date	15 JANUARY 1978	date	

25.0 STAFF SERVICES

1.0 OBJECTIVES

To provide staff support services daily.

2.0 OPERATIONS

2.1 Provision of staff dining facilities and staff lounge.

2.2 Provision of assembly facilities for casual or small group activities.

2.3 Provision of change/shower/locker facilities to enable all staff to store and change clothing on entry to and exit from the institution.

2.4 Provision of washrooms, male and female, as required.

2.5 Provision of female restrooms.

3.0 TIMING/DURATION

3.1 Dining facilities used for lunch only and access to vending machines.

3.2 Staff assembly space will be used by security staff at shift changes and generally available at lunch and other times for general staff use.

3.3 Change/Shower/Locker Facilities primarily used at all shift changes by security staff. The instructors and cleaners will be significant day shift users.

3.4 Washrooms as required.

3.5 Restrooms as required.

(cont'd)

4.0 PERSONNEL

Organizational Area	Total Staff*	This Program Expected* M	F	Current Establ'mt	Shift
Senior Management Unit	14	10	7	13	Std.day shift Mon.-Fri.
Organiz. & Admin.	11	4	8	9	Std.day shift Mon.-Fri.
Finance	5	3	2	4	Std.day shift Mon.-Fri.
Technical Services					
- S.I.S.	8	9	0	5	Std.day shift Mon.-Fri.
- Stores	4	5	0	4	Std.day shift Mon.-Fri.
- Food Services	29	18	0	18	
- Works & Eng'g	28	20	1	28	Std.day shift Mon.-Fri.
- Engineering	11			10	To Bath program
- Total	80	52	1	65	
Socialization	34	36	4	34	See Note 2.
Personnel	3	1	2	2	Std.day shift Mon.-Fri.
Security	230	258	2	230	See Note 3.
Occupational Develop.	13	16	0	10	Std.day shift Mon.-Fri.
Industries	21	22	0	21	Std.day shift Mon.-Fri.
Medical Health Care	10	5	6	9	See Note 4.
Total	421	407	32	397	

This reflects the projected staff deployment under this program and does not consider the existing staff allocation under the present program.

Notes

1. Two staff members will work regular day shift Monday - Friday 0800-1630 hours, Food Services Supervisor and clerk. The remaining 16 staff will rotate through 2 shifts, seven days per week with an average of 5 on each shift. Early shift starts at 0500 hours and ends at 1300 - late shift begins at 1000 hours and ends at 1800 hours. As these shifts overlap, there will be approximately 10-11 on duty over the noon meal hour each day.

2. Some areas work 7 days per week on a two shift basis, usually completing at 2300 hours. The Classification and Psychology staff work a normal day shift.

3. 228 Male staff members, rotate through shifts and posts seven days per week, 3 shifts per day as per the following schedule: morning - 26; day - 54; evening - 43. 5 staff are employed on a standard day shift basis.

* Including casual staff, on strength Nov./77.

approved by USER COMMITTEE	revised by ST. COMMITTEE	approved by
date 7 APRIL 1978	date 14 APRIL 1978	date

4.0 PERSONNEL

4. Duties are shared by 4 male and 5 female employees on a rotating basis. Difficult to predict specific allocations of male/female employees on each shift.

5.0 RELATIONSHIPS

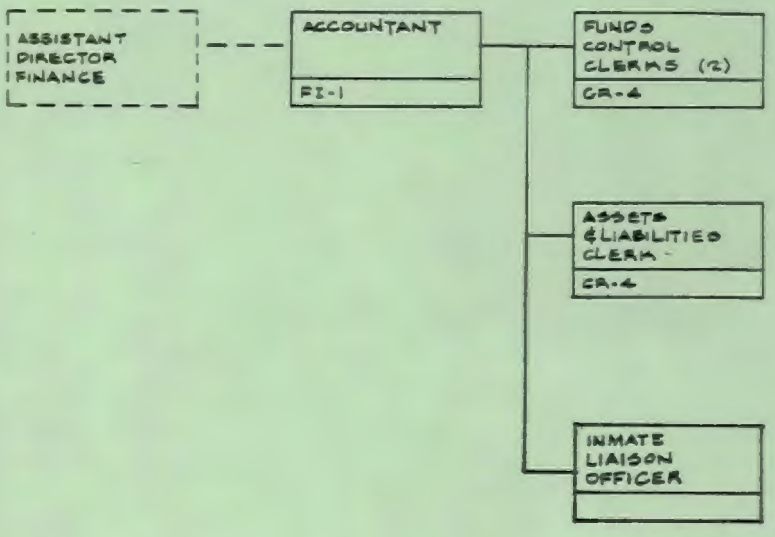
Main Entrance)
Admin.Security) Access to facilities before and after starting work.

Senior Management Unit)
Organization & Admin.)
Finance)
Socialization) concentrations of users to be
Personnel) accounted for separately.
Security)
Industries)
Medical Health Care Services)

approved by USER COMMITTEE date 29 NOV. 1977	revised by ST. COMMITTEE date 14 APRIL 1978	approved by date

30.0 FINANCE

The Finance Division is responsible for all Institutional and inmate financial matters, relating to: (e.g. cash, material and property transactions, annual estimates).



approved by	USER COMMITTEE	revised by	ST. COMMITTEE	approved by	
date	29 NOV. 77	date	15 JAN. 78	date	

31.0 INSTITUTIONAL FINANCE

1.0 OBJECTIVES

1.1 To maintain supervision of institutional finances; daily operating budgets, assist in developing programs' financial forecasts.

1.2 To provide and monitor accounting services for each inmate's financial affairs while incarcerated.

2.0 OPERATIONS

2.1 Administering all institutional financial matters; financial directives, petty cash, travel warrants, accounts/inventory audits, etc., issue pay cheques.

2.2 Obtaining secure storage of petty cash and financial records.

2.3 Administrating inmate financial affairs, canteen pay, inmate accounts.

2.4 Investigating inmate account upon queries.

2.5 Issuing inmate monies for approved purchases.

3.0 TIMING

3.1 8 hours/day, 5 days/week.

4.0 PERSONNEL

1 Accountant	F1-1
2 Funds Control Clerks	CR-4
1 Assets & Industrial Costing Clerk	CR-4
1 Inmate Liaison Officer	

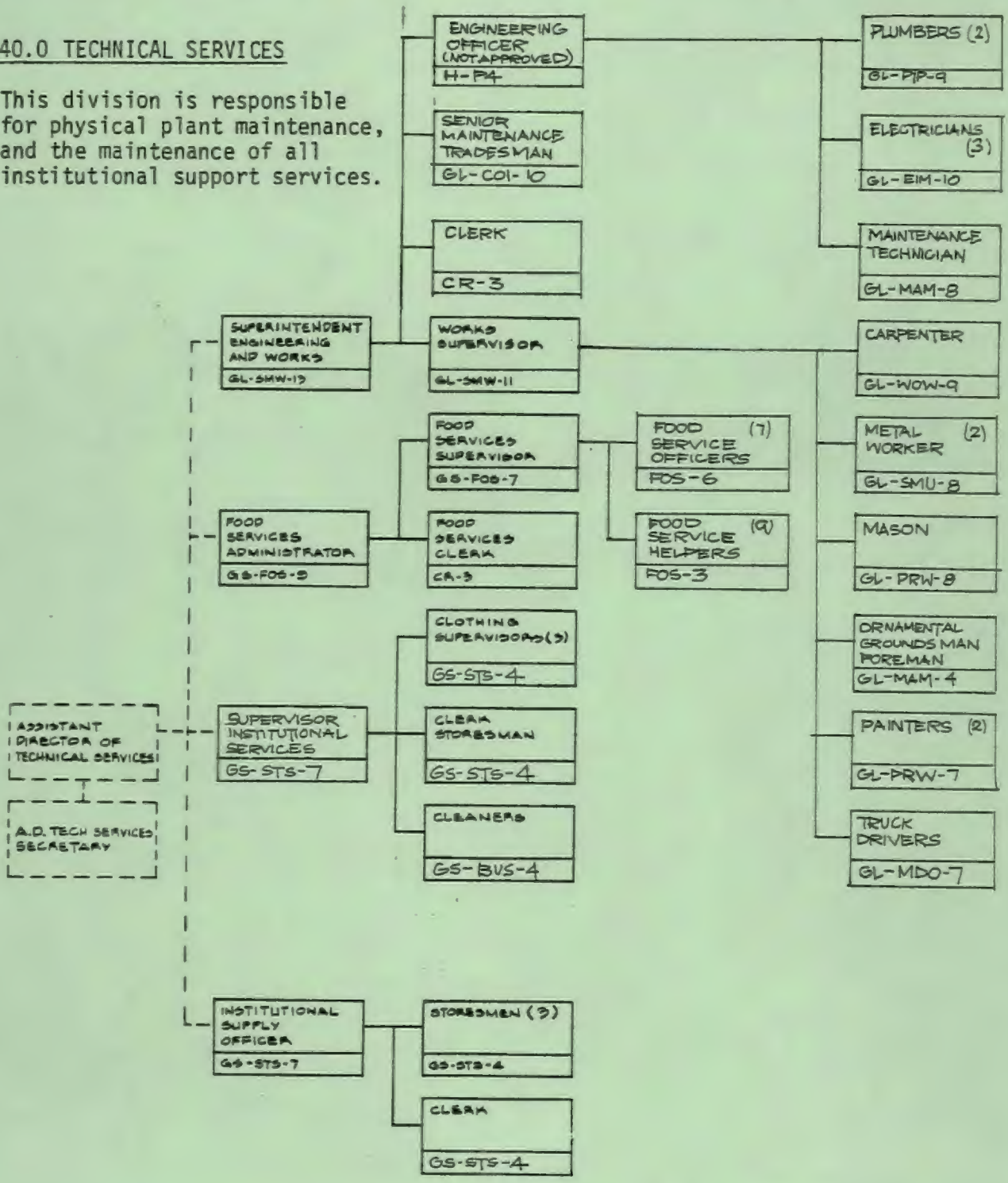
5.0 OPERATIONAL RELATIONSHIPS

Entrance	Issue of travel money
Institutional Directorate	Financial Advice
Physical Security (Inmate Interview)	Contact with Inmates

approved by	USER COMMITTEE	revised by	ST. COMMITTEE	approved by
date	29 NOV. 1977	date	15 JANUARY 1978	date

40.0 TECHNICAL SERVICES

This division is responsible for physical plant maintenance, and the maintenance of all institutional support services.



approved by	USER COMMITTEE	revised by	ST. COMMITTEE	approved by
date	7 APRIL 1978	date	14 APRIL 1978	date

41.0 WORKS & ENGINEERING

1.0 OBJECTIVES

To ensure the efficient operation of energy systems, building and grounds maintenance.

2.0 OPERATIONS

2.1 Co-ordinating availability of materials and services and manpower for grounds and building maintenance.

2.2 Maintaining efficient availability of power and light to the institution.

2.3 Authorization of procurement of supplies and equipment for the institution's Works and Engineering.

2.4 Co-ordination of vehicles and drivers for institutional use.

2.5 Providing a fire protection program.

3.0 TIMING/DURATION

Administrative Functions occur 8 hours/day, 5 days/week.

4.0 PERSONNEL

1 Superintendent Engineering and Works	GL-SMW-13
1 Clerk Engineering and Works	CR-3
Engineering Officer	HP-4
Works Supervisor	GL-SMW-11
1 Senior Maintenance Tradesman	GL-CO1-10

5.0 RELATIONSHIPS

Technical Services Facilities	Accessibility

approved by	USER COMMITTEE	revised by	ST. COMMITTEE	approved by	
date	29 NOV. 1977	date	16 MARCH 1978	date	

42.0 BUILDING MAINTENANCE

1.0 OBJECTIVES

1.1 - to supervise regular preventative maintenance programs for all institutional facilities and services.

1.2 - to provide an "in-house" service for damaged or malfunctioning services or equipment.

1.3 - to maintain the grounds of the institution.

1.4 - to operate minor construction works.

1.5 - to ensure that transportation is available for vital services.

2.0 OPERATION

2.1 Maintaining the institution in terms of Painting, Carpentry, Metal Working, Masonry, Grounds Maintenance, Plumbing, Electrical Repair, Heating and Ventilating, Air-conditioning and Refrigeration, Fire Fighting Equipment & vehicles

2.2 Storing materials and tools used by tradesmen within our shop.

2.3 Receiving shipped items to be used within Building Maintenance program from the stores.

2.4 Delivering food as required. Moving garbage, mail, supplies & passengers.

3.0 TIMING/DURATION

- 8 hours/day, 5 days/week for routine maintenance.

- exceptions will include emergency repair requirements. (Temporary repairs will be conducted on an emergency basis, permanent repair will follow during regular work hours.)

4.0 PERSONNEL

- 1 Maintenance Technician	GL-MAM-8
- 2 Painters	GL-PRW-7
- 1 Carpenter	GL-WOW-9
- 2 Metal Workers	GL-SMU-8
- 1 Mason	GL-PRW-8
- 1 Ornamental Groundsman/Foreman	GL-MAN-4
- 2 Plumbers	GL-PIP-9
- 3 Electricians	GL-EIM-10

(cont'd)

4.0 PERSONNEL (cont'd)

- 3 Truck Drivers	GL-MDO-5
- 10 Inmate Assistants	

5.0 RELATIONSHIPS

- Stores	- for central receipt of delivered materials.
- Works and Engineering	- directives for work tasks.
- Maintenance Facility	- base of operations.
- Food Services Operation	- main use of service.

approved by	USER COMMITTEE	revised by	ST. COMMITTEE	approved by	
date	7 APRIL 1978	date	14 APRIL 1978	date	

43.0 FOOD SERVICES

1.0 OBJECTIVES

1.1 To provide hot nutritious meals to the inmates to a pre-determined menu in an edible condition.

1.2 To provide full hot nutritious lunch for prison staff.

2.0 OPERATIONS

2.1 Administering the program.

2.2 Receiving pre-prepared food from R.F.P.U. and Main Kitchen/disposal of wastes.

2.3 Check for contraband.

2.4 Cooking Food/preparation of raw foods/in event of non supply of pre-prepared food.

2.5 Storing pre-prepared foods/re-usable food items.

2.6 Separating cooked food into Staff, S.H.U., E.C.A. segregation and Hospital Inmates/Inmate bulk stocks.

2.7 Plating Food/loading into carts in event of dining room shut down for transfer to remote serveries.

2.8 Plating Food/loading into carts for S.H.U., E.C.A. segregation and Hospital.

2.9 Serving foods to inmates in dining room.

2.10 Serving foods to staff in dining room.

2.11 Washing utensils - trays and food carts.

3.0 TIMING/DURATION

3.1 Emergency preparation facilities would have infrequent use, winter only.

3.2 Remote serveries will only be used if dining rooms are non-operative.

43.0 FOOD SERVICES (cont'd)

3.3 Inmate meals are provided 3 times/day, 7 days/week up to 276 per meal period, to the dining room servery.

3.4 Inmate meals are provided 3 times/day 7 days/week for 170 inmates in the S.H.U., E.C.A. segregation and Hospital.

3.5 Staff meals are provided 1/day for 225 staff sandwiches for shift changes.

4.0 PERSONNEL

4.1

1	Food Services Supervisor	FOS-9
2	Assistant Food Services Supervisors	FOS-7
5	Food Services Officers	FOS-6
9	Food Services Helpers	FOS-3
26	Inmate Assistants	
1	Clerk	CR-3

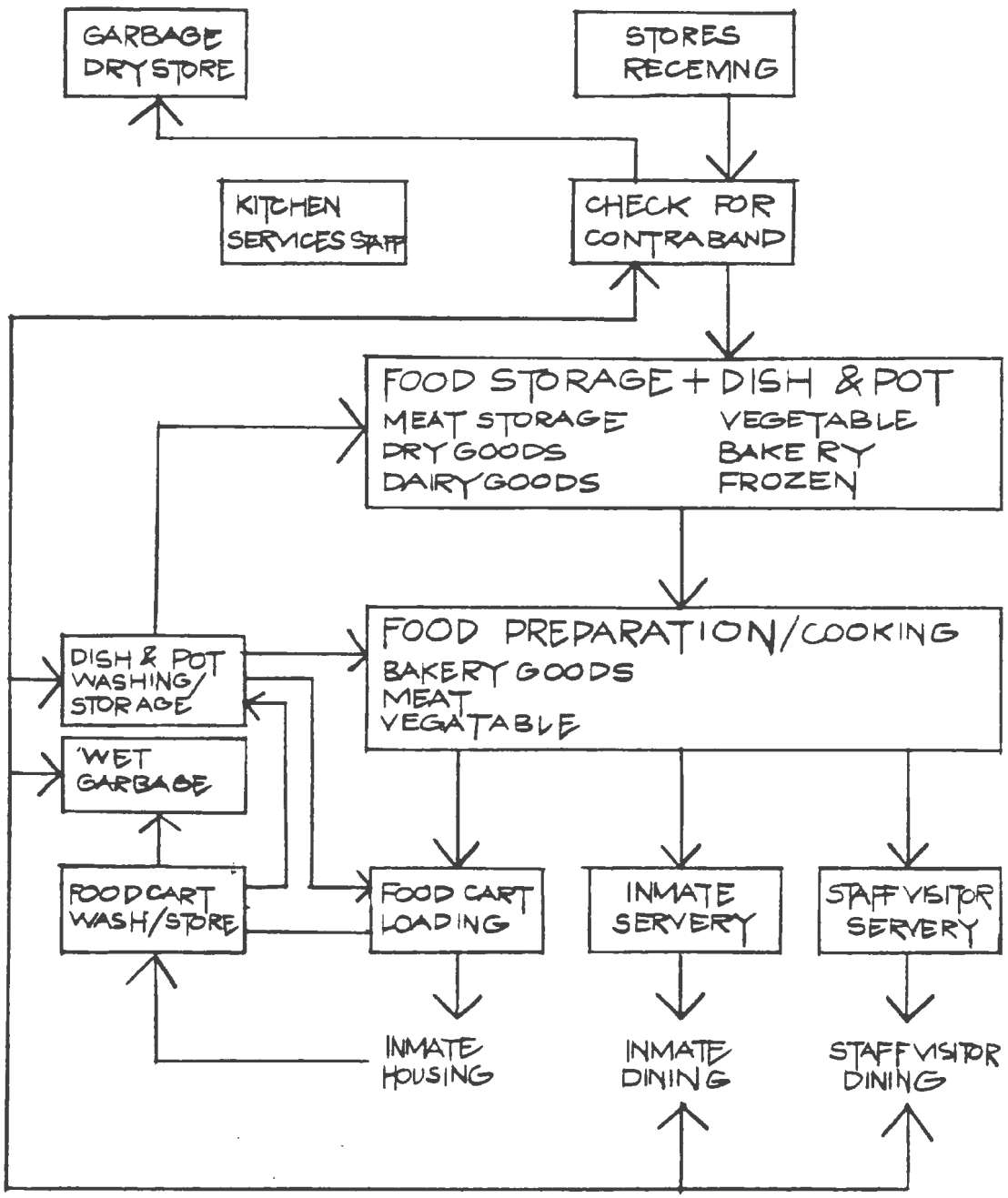
4.2 Guards for supervision may be required in the kitchen.

4.3 Guards will be required for dining room supervision or for servery supervision.

5.0 RELATIONSHIPS

Point of consumption of food	To maintain quality of food.
Point of access to Millhaven compound	To minimize security problems.
Inmate accommodation	Inmate access.

43.0 FOOD SERVICES



approved by USER COMMITTEE date 29 NOV.1977	revised by ST. COMMITTEE date 15 JANUARY 1978	approved by date

43.0 INMATE DINING FACILITY

1.0 OBJECTIVES

1.1 To provide for inmate dining in controllable groups.

1.2 To minimize inmate/inmate contact problems.

1.3 To minimize any potential disruption to the Institution during meal times by disrupting circulation.

1.4 To subdivide inmates into working and non working groups by unit A & J.

2.0 OPERATIONS

* 2.1 Frisking inmates out of work/occupation area.

* 2.2 Movement of inmates to cells.

* 2.3 Count inmates into cells.

2.4 Movement of inmates to dining facility

2.5 Serving of food to inmates.

2.6 Transfer of food and inmates to the dining room.

2.7 Consumption of the food by inmates.

2.8 Disposal of wastes and utensils.

* 2.9 Movement of inmates to their work/occupation area.

* 2.10 Count inmates into their program.

2.11 Surveillance of inmates.

3.0 TIMING/DURATION

3.1 Inmate meals provided 3 times/day, 7 days/week, 250 per sitting.

3.2 See attached sheets.

* These operations are existing

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43.0 INMATE DINING FACILITY (cont'd)

4.0 PERSONNEL

4.1 Inmates will serve the food, see 43.0, with kitchen staff supervision.

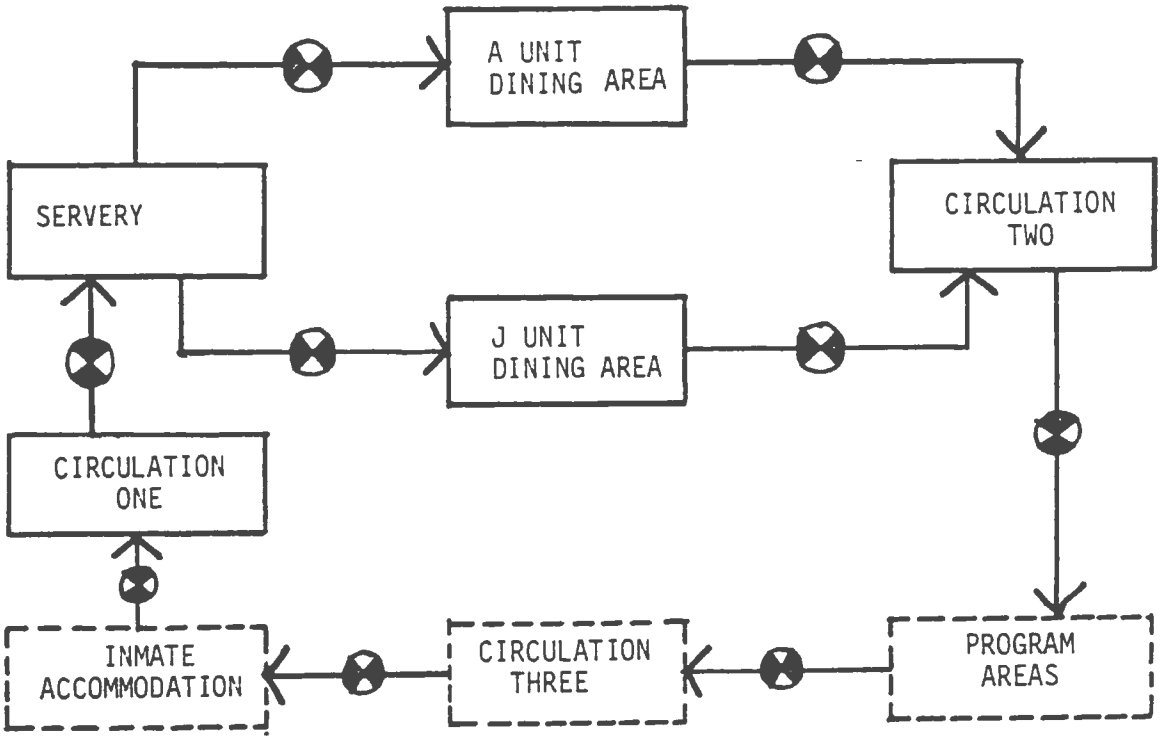
4.2 Correctional staff will be required to supervise the inmates. These will be drawn from other posts.

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OPERATIONAL DIAGRAM

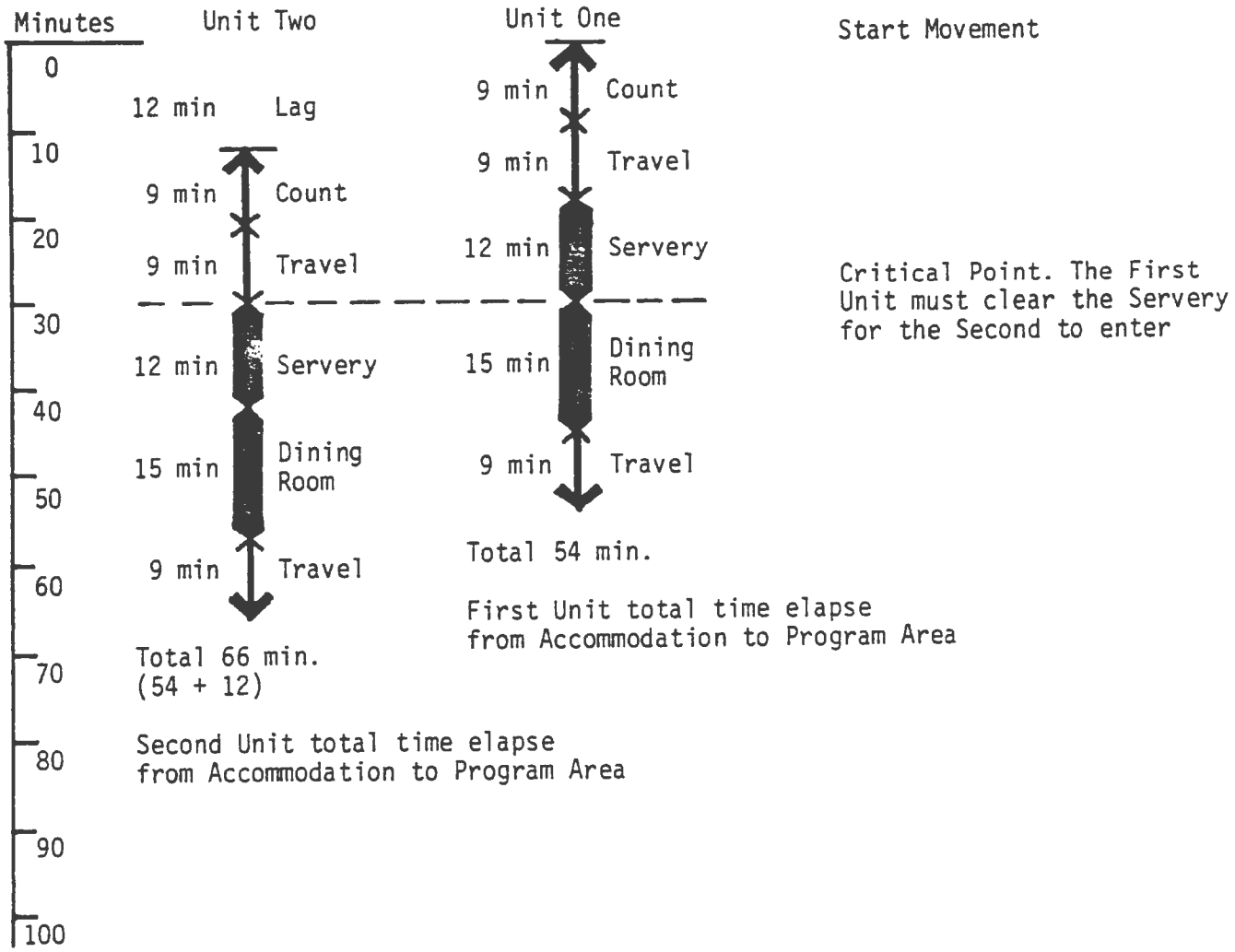
At present at Millhaven the inmates from A and J Units are separated for security reasons.

To maintain this situation in the dining rooms, it will be necessary to provide separate dining areas. This provision will also assist in the event of the First Unit attempting to disrupt the meal of the Second Unit. Problems in dining areas usually occur in the dining hall itself and not the Servery, so it will not be necessary to provide separate serveries. It is probably advisable to arrange for separate access and egress to and from the dining areas so that problems in one will not impede the progress of the other.



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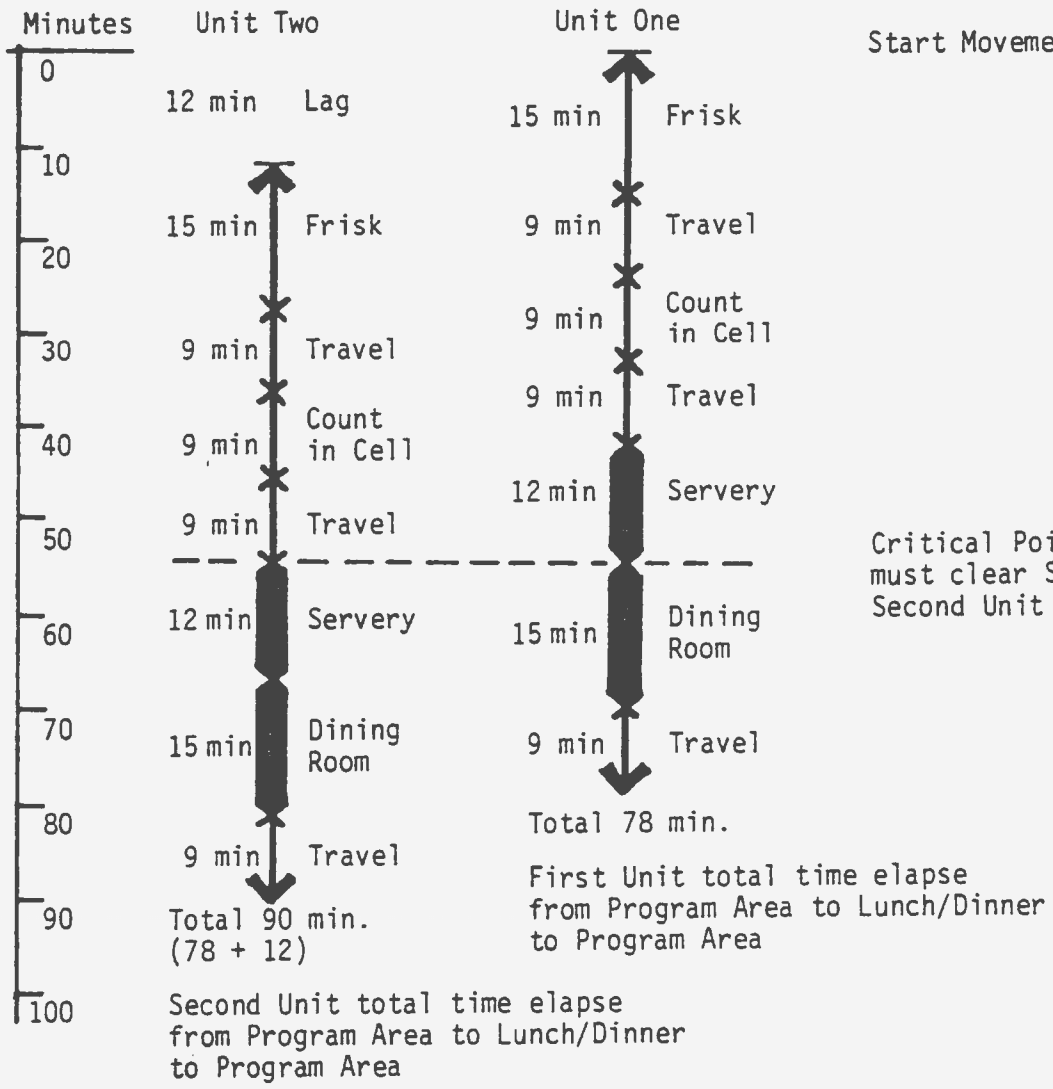
_ DURATION OF BREAKFAST



These figures are estimates based on current Millhaven operationg practice and Prince Albert experience.

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DURATION OF LUNCH AND DINNER



These figures are estimates based on current Millhaven operating practice and Prince Albert experience.

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USERS 7 APRIL 1978		

44.0 INSTITUTIONAL SERVICES

1.0 OBJECTIVES

Providing janitorial, sanitation and laundry services to the Institution. Issuing material to the institutions staff and administrative activities, For Millhaven and the S.H.U.

2.0 OPERATIONS

2.1 Maintaining as required supplies and equipment for the performance of the janitorial functions required in the institution. Assisting with a safety program.

2.2 Garbage collection and disposal.

2.3 Instituting as required pest control measures for the institution.

2.4 Collecting, sorting of laundry. Recording of this operation.

2.5 Issuing new clothing to staff and inmates; repair and alteration of these items. Storage prior to issue.

2.6 Issue of office and inmate furniture and equipment.

2.7 Issue of cell furnishings, sheets, blankets, etc.

3.0 TIMING/DURATION

Services are provided 8 hours per day, 5 days per week - Millhaven

4.0 PERSONNEL

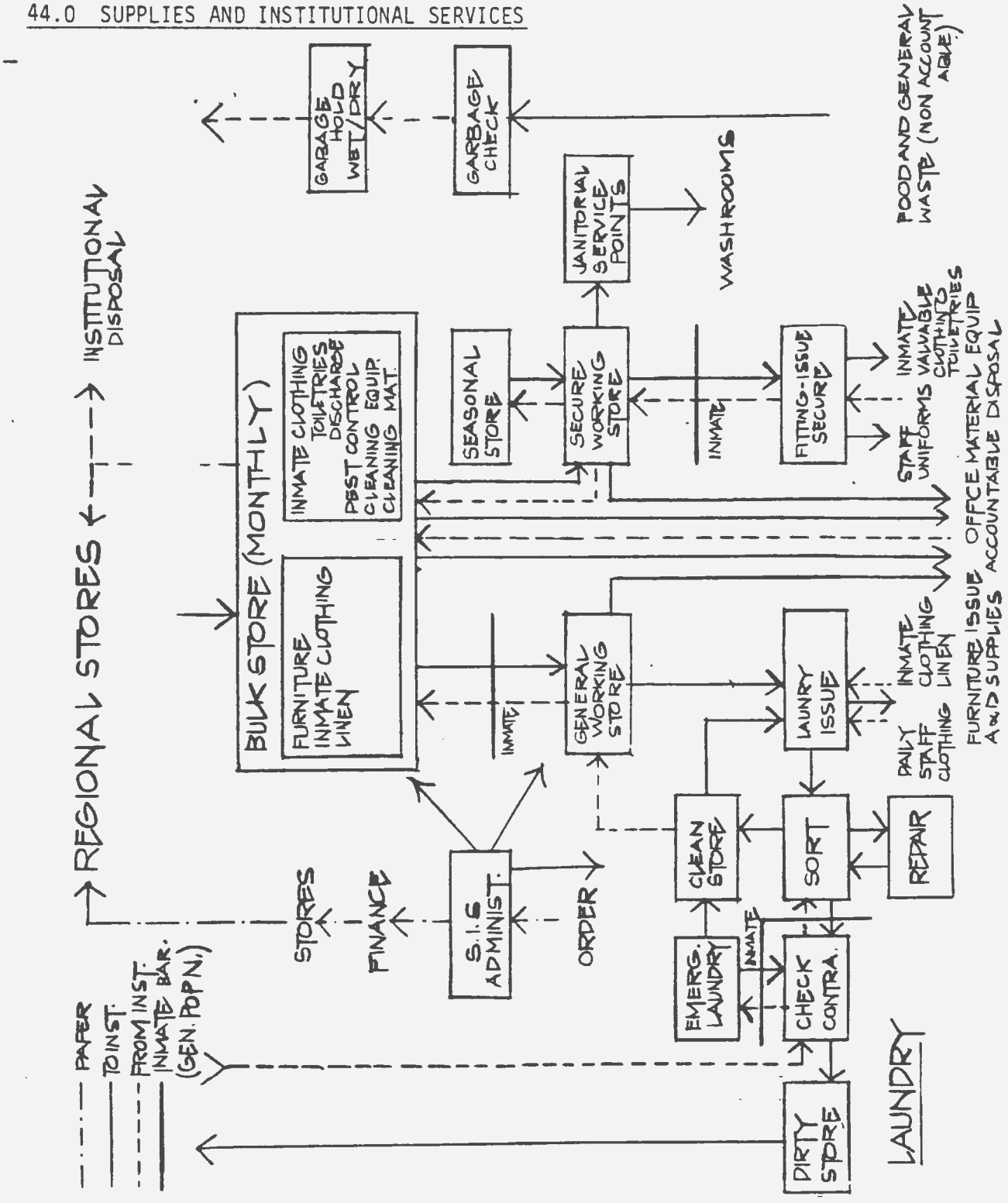
1	Supervisor Institutional Services Office	GS-STS-7
3	Clothing Supervisors	GS-STS-4
1	Clerk Storesman	GS-STS-4
4	Cleaners	GS-BUS-4
20	Inmate Assistants	

5.0 RELATIONSHIPS

Stores	Receiving supplies, disposal of garbage.
Administrative Offices	Provision of material.
Living Units	Provision of linen.

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USER COMMITTEE	ST. COMMITTEE	
date 7 APRIL 1978	date 14 APRIL 1978	date

44.0 SUPPLIES AND INSTITUTIONAL SERVICES



approved by USER COMMITTEE	revised by ST. COMMITTEE	approved by
date 29 NOV. 1977	date 15 JANUARY 1978	date

45.0 STORES

1.0 OBJECTIVES

Receiving and issuing all material to the institution.

2.0 OPERATIONS

2.1 Accounting for recording of flow of material.

2.2 Shipping and receiving.

2.3 Holding/inspection for contraband.

2.4 Storing of material. Attractive items, other items.

2.5 Distributing of material to user subdivisions.

3.0 TIMING/DURATION

Normal work hours 8 hours/day, 5 days/week.

4.0 PERSONNEL

1 Institutional Supply Officer	GS-STS-7
1 Clerk- Storesman	GS-STS-4
3 Storesmen	GS-STS-4

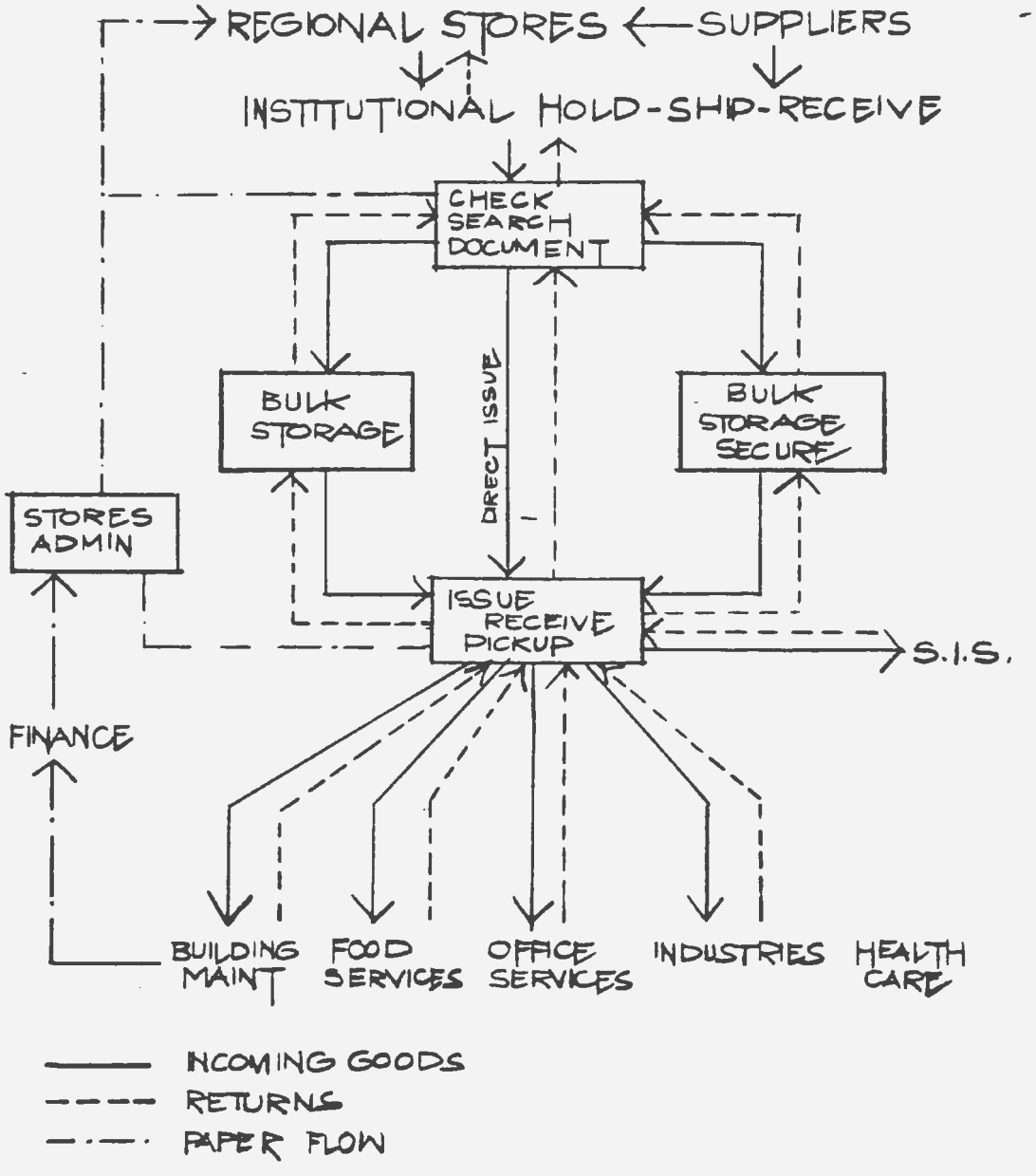
5.0 RELATIONSHIPS

Building Maintenance	Issue of Stores.
Services	" " "
Food Services	" " "
Organization & Admin.	" " "
Access to Site	Intake of Stores

* Regional Stores administers canteen issue

approved by USER COMMITTEE date 7 APRIL 1978	revised by ST. COMMITTEE date 14 APRIL 1978	approved by date

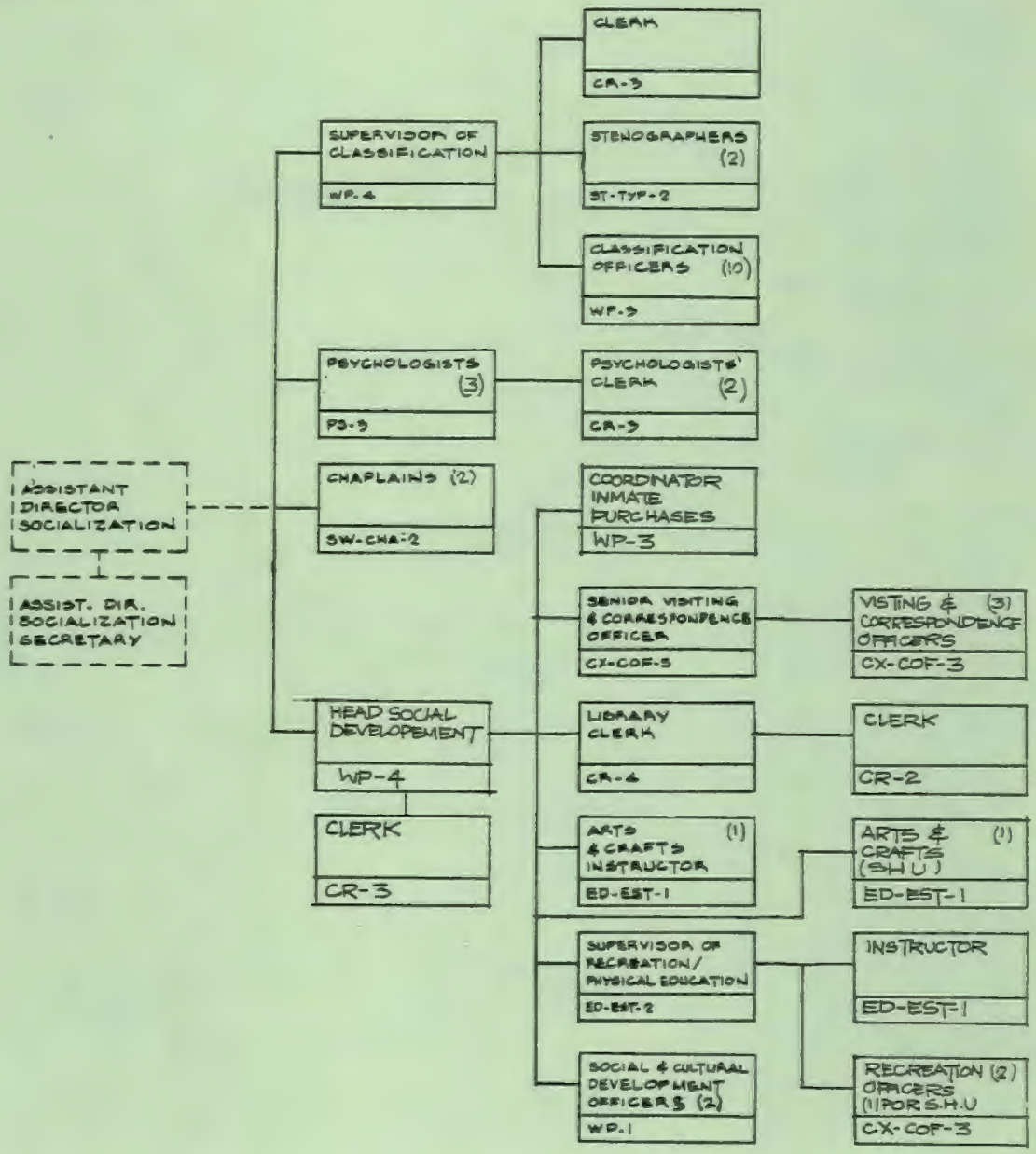
45.0 STORES



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date	29 NOVEMBER 1977	date	14 APRIL 1978	date	

70.0 SOCIALIZATION

Socialization is responsible for developing and maintaining various programs assisting inmates towards social rehabilitation.



approved by USER COMMITTEE date 7 APRIL 1978	revised by ST. COMMITTEE date 14 APRIL 1978	approved by date

71.0 SOCIAL DEVELOPMENT ADMINISTRATION

1.0 OBJECTIVES

1.1 To administer and co-ordinate the Inmate Socialization Program which is designed to improve and develop the social skills of the inmates within the Institution.

2.0 OPERATIONS

2.1 Administering the library, visiting and correspondence arts and crafts, physical fitness and recreation.

2.2 Meeting with external organizations concerning inmates; co-ordinating Social Development Meetings for inmates; Organizing sports events with visiting groups; Organizing entertainment for inmates involving outside groups.

2.3 Purchase and distribution of inmate requisitions from trust accounts and welfare funds.

3.0 TIMING/DURATION

8 hours/day, 5 days/week

4.0 PERSONNEL

1 Head Social Development	WP4
1 Coordinator Inmate Purchases	WP3
1 Clerk to Head Social Development	CR3
2 Social and Cultural Development Officer	WP1

5.0 RELATIONSHIPS

Classification	Supervision & Monitoring of Operations.
Counselling - Therapy	" " " " "
Worship	" " " " "
Visiting & Correspondence	" " " " "
Library	" " " " "
Arts and Crafts	" " " " "
Physical Fitness	" " " " "
Organization & Administration	Facilities Use.

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-72.0 CLASSIFICATION

1.0 OBJECTIVES

To counsel inmates, establishing a relationship and identifying their problems and attempting to direct them into social or vocational programs or lower-security institutions likely to be beneficial to them. In this respect, files are maintained on all inmates in terms of their relationship to the institution, its staff and programs.

2.0 OPERATIONS

2.1 Liaising with psychologists, chaplains, security staff, industries, parole Board, Assistant Directors at Millhaven and various social agencies. Counselling inmates and meeting with lawyers/relatives and representatives. Arranging for private sessions between inmate and lawyer.

2.2 Making up file information/reports/minutes for various boards.

2.3 Meeting with inmates informally in the living units.

3.0 TIMING/DURATION

These operations occur 8 hours/day, 5 days/week.

4.0 PERSONNEL

1 Supervisor of Classification	WP4
1 Clerk	CR3
2 Typists	ST-TYP-2
10 Classification Officers	WP3

5.0 RELATIONSHIPS

Living Units) Major Inmate Circulation Area)	Inmate Access
Entrance	Accessibility to some outside visitors.
Records	Regular Access
Psychologists	Occasional Discussions
CX6's & CX8's	Telephone Discussions
A.D. Socialization	Supervision
Chaplains	Occasional Discussions
Director and A.D.'s	" "
Inmate Accounts	Regular Contact
Board Room	Regular Meetings

approved by USER COMMITTEE date 1 MARCH 1978	revised by ST. COMMITTEE date 15 MARCH 1978	approved by date

73.0 COUNSELLING - THERAPY

1.0 OBJECTIVES

To diagnose disorders, evaluate prognostic indications and identify treatment and rehabilitation needs.

2.0 OPERATIONS

2.1 Maintaining case files on inmates to evaluate their position, liaison with senior personnel to provide advice and obtain information.

2.2 Conducting tests and producing reports on inmates; and interviewing potential staff.

2.3 Relating to inmates for individual and group therapy.

3.0 TIMING/DURATION

- Normal operations 8 hours/day 5 days/week

4.0 PERSONNEL

2 Psychologists	PS3	
1 Psychologist's Clerk	CR3	(1 in S.H.U.)

5.0 RELATIONSHIPS

Living Units/Major Inmate Circulation Area	Access to Inmates.
Classification	For discussion with Classif.Officers.
Records	For reference to files.
Medical Health Care Services	Psychiatric Facilities.
Correctional Officers	CX2's views on inmates

approved by USER COMMITTEE	revised by ST. COMMITTEE	approved by
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74.0 CHAPLAINCY SERVICES

1.0 OBJECTIVES

1.1 To assist all inmates' religious and personal requirements while incarcerated.

1.2 To maintain family, friends and other community contacts to assist an inmate on post-release programs.

2.0 OPERATION

2.1 Providing individual spiritual support to most inmates on a non-scheduled basis.

2.2 Counselling through scheduled group or individual sessions - (re: treatment programs, community involvement, other religious assistance, etc.)

2.3 Conducting religious services every Sunday or special religious days.

2.4 Scheduling interviews with family, friends, etc., during visits to the institution or in their communities.

3.0 TIMING/DURATION

Individual spiritual support during regular day or in special cases as required.

Scheduled counselling will be conducted during evenings and weekends.

4.0 PERSONNEL

1 Protestant Chaplain	SW-CHA-2
1 Roman Catholic Chaplain	SW-CHA-2

5.0 RELATIONSHIPS

Living Units	- Informal spiritual support
Classification	- Comments upon inmates's progress, assist classification reports.
Counselling-Therapy	- Assist prescribed therapy programs.
Visits & Correspondence	- Assist with liaison with friends, family & inmates.

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75.0 VISITING AND CORRESPONDENCE

1.0 OBJECTIVES

1.1 To accommodate visits and correspondence services between inmates and their security-approved families, friends and various agencies; assist in encouraging social contacts with community thereby easing post-release pressures.

2.0 OPERATIONS

2.1 Establishing and maintaining inmates' visiting lists, recording lists of valuables issued/received through visits.
Checking mail for contraband in and out of the living units.

2.2 Providing for and supervising of, open visits or closed visits with approved visitors, checking of visitors prior to the occurrence of the meeting with the inmates.

3.0 TIMING/DURATION

9:00 to 16:00 every day

4.0 PERSONNEL

1 Senior V & C Officer	CX-COF-5
3 V & C Officers	CX-COF-3

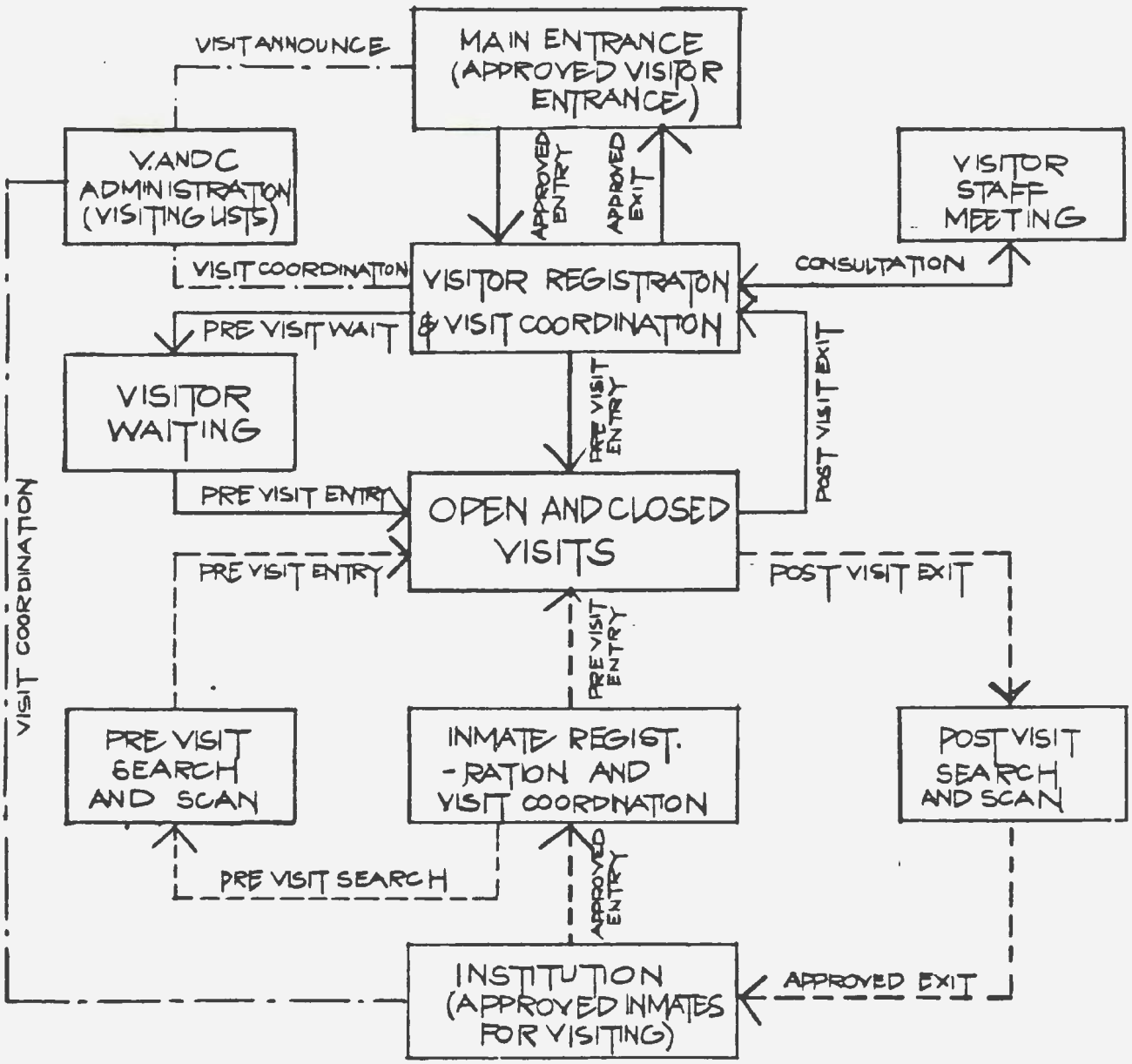
5.0 RELATIONSHIPS

Major Inmate Circulation Area	Inmate Access
Major Entrance Area	Visitor Access/Control
Arts & Crafts	Supply of display items

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- 75.0 VISITS AND CORRESPONDENCE

TELEPHONE
VISITOR MOVEMENT
INMATE MOVEMENT



approved by	USER COMMITTEE	revised by	ST. COMMITTEE	approved by	
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76.0 LIBRARY

1.0 OBJECTIVES

1.1 To assist in the Social Development of the inmate.

1.2 To provide educational and recreational reading material, current awareness publications for inmate use.

2.0 OPERATION

2.1 Selecting and procuring books, liaison with inter-library load system.

2.2 Providing traditional library services including book loads, reading, and readers referral.

2.3 Storing & displaying available reading material and index files.

2.4 Transporting requested reading material to inmates unable to utilize library service.

3.0 TIMING/DURATION

- regular week day hours. (8 hours/day, 5 days/week.)

4.0 PERSONNEL

1 Library Clerk	CR4
1 Clerk	CR1
1 Librarian/Hobby Craft Officer	CR4 for S.H.U.
Inmate Assistants	(3)

Social Development Administration	- Approvals for ordering and paying for new books.
Major Inmate Circulation Zone	- Accessibility to library for reading selections.
Academic Training	- Selection assistance for new books.
Vocational Training	- " " " " "
Arts and Crafts	- " " " " "

approved by / date	revised by / date	approved by / date
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-77.0 ARTS AND CRAFTS

1.0 OBJECTIVES

1.1 To assist in the social development of the inmate.

1.2 To impart the fundamental principles and practices of various arts and crafts (e.g. leather, fly tying, painting, petit point), for use during inmate leisure time.

2.0 OPERATION

2.1 Instructing inmates (individual groups) in arts and crafts techniques.

2.2 Supervising work, tools and materials used by inmates approved for arts and crafts and supervise inmates who have approval for the use of potentially dangerous materials.

2.3 Selling marketable arts and crafts and doing related paperwork.

2.4 Selecting and procurring hobby craft materials and tools for the arts and crafts program.

3.0 TIMING/DURATION

3.1 Instruction during normal week day hours. Flexible time table adopted.

4.0 PERSONNEL

1 Arts & Crafts Instructor	ED-EST-1

5.0 RELATIONSHIPS

Custody	Establishing inmate entitlements.
Library	Ordering instructional reading material.
Living Units	Inmate Accessibility.
Store	Supply of materials/tools.
Visiting & Correspondence	Take materials up, pick up letters and materials.
Admission & Discharge	Movement of hobby craft materials as a result of inmate transfer-list preparation, one half-day per week.
S.H.U.	Picking up and delivering hobby supplies.

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USER COMMITTEE	ST. COMMITTEE	
date 29 NOV. 77	date 15 JAN. 1978	date

-78.0 RECREATION/PHYSICAL EDUCATION

1.0 OBJECTIVES

1.1 To use recreational activities (passive and active), to maintain the health of each inmate and to provide assistance in their social development.

1.2 To promote community involvement with inmate population.

2.0 OPERATIONS

2.1 Testing and monitoring of inmates fitness levels, including follow-up study on the initial testing done at the Assessment Centre.

2.2 Instructing inmates in physical education.

2.3 Developing inmate sports skills through special clinics (e.g. football, tennis) in order to further their leisure-time engjoyment.

2.4 Offering Coaching development courses to officials (e.g. referee and umpire clinics).

2.5 Counselling individual inmates on sports, fitness, nutrition, etc., and offering classes to groups of inmates.

2.6 Operating a variety of clubs (e.g. bridge, cards, jogging, weight lifting, fitness).

2.7 Organizing staff recreational opportunities (e.g. tournaments, volleyball, & weight-lifting).

2.8 Encouraging community involvement in the institution through outside teams and instructors.

2.9 Organize passive activities, e.g. T.V., cards, bingo, movies.

2.10 Assisting and co-ordinating inmate organizing recreational activities.

3.0 TIMING/DURATION

Day-time instruction	8:30 A.M. - 4:00 P.M.
Inmate free time	6:00 P.M. - 11:00 P.M. weekdays)staff involve- 8:30 A.M. - 11:00 P.M. weekends)ment limited.
Staff use	11:00 A.M.- 1:00 P.M. 4:00 P.M.- 6:00 P.M.

(cont'd)

4.0 PERSONNEL

1 Supervisor of Recreation and Physical Fitness ED-EST-2
1 Recreation & Physical Fitness Instructor ED-EST-1
3 Recreation Officers (one position temp.vacant) CX-COF-3
Additional security staff are required for supervision of large groups of inmates.

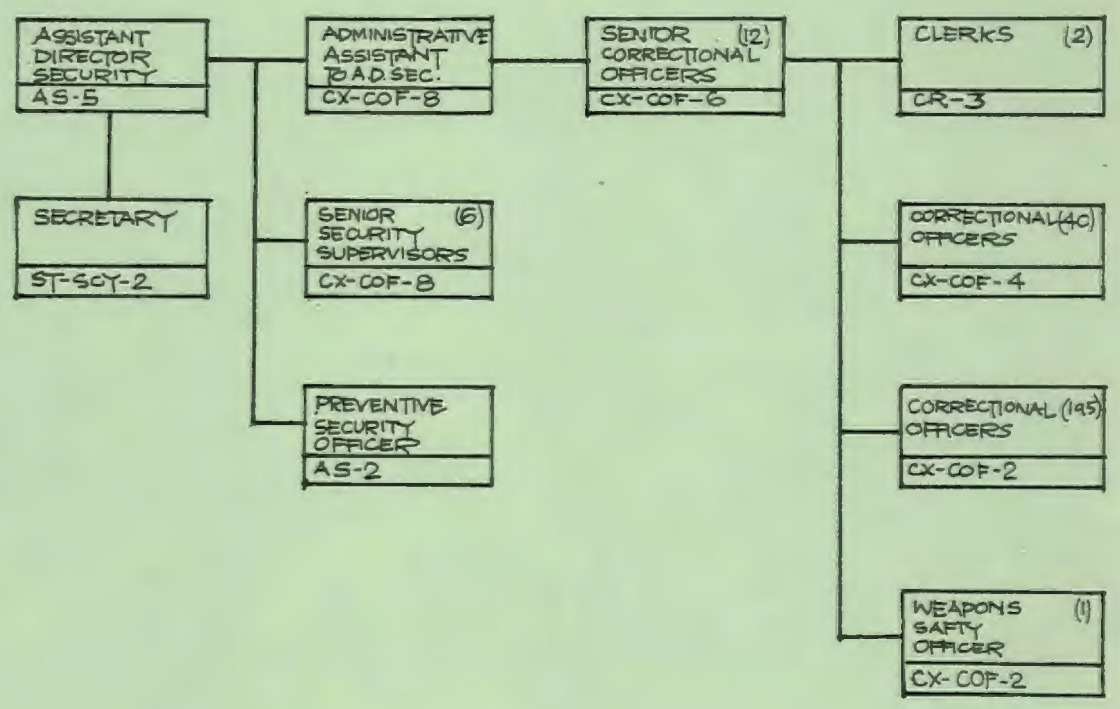
5.0 RELATIONSHIPS

Outdoor Recreational Areas	- staff/inmate access
Living Units	- inmate access
Visitor Entrance	- access to outside teams/personnel

approved by	USER COMMITTEE	revised by	ST. COMMITTEE	approved by	
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80.0 SECURITY

The Security division develops and maintains all programs ensuring the security of the institution and the safety of each inmate. Perimeter, dynamic and preventative security responsibilities are co-ordinated by this division.



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81.0 ADMINISTRATIVE SECURITY

1.0 OBJECTIVES

To ensure that the inmates are accounted for at all times. To ensure that all precautions and anticipatory measures are taken to prevent escapes or the infiltration of contraband into the institution. To take precautions against external attack on the institution.

2.0 OPERATIONS

2.1 Advising the Director and the senior personnel as to the security problems of the Institution.

2.2 Liaising with Municipal, Provincial and Federal police agencies and the D.N.D. to develop contingency plans to cope with escapes, uprising and sabotage or attack.

2.3 Evaluating the security arrangements/security staffing arrangements/ information distribution security.

2.4 Building data banks on inmates and their correspondents to develop an intelligence system to assist in anticipating problems.

2.5 Administering inmate count and a central reference file of the whereabouts of all inmates assigned to Millhaven.

2.6 Developing systems for and expediting movement of prisoners outside the complex.

2.7 Administering security staff for O.T./leave/sickness.

2.8 Meeting with inmates to obtain data hearing complaints. Meeting with members of other divisions to monitor security arrangements.

3.0 TIMING/DURATION

Administrative/Clerical Functions 8 hours/day 5 days/week.
Inmate Administrative Functions 24 hours/day 7 days/week.
Counts by guards at 12 P.M., 6 P.M., 8 A.M., 12 P.M., 4 P.M., 8 P.M., 11 P.M.

(cont'd)

approved by	USER COMMITTEE	revised by	ST. COMMITTEE	approved by	
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81.0 ADMINISTRATIVE SECURITY (Continued)

4.0 PERSONNEL

1 Assistant Director Security	AS-5
1 Secretary	ST-SCY-2
1 Clerk/Secretary	CR3
1 Clerk/Secretary	CR2
1 Administrative Assistant to Assistant Director	CX-COF-8
6 Senior Security Supervisors	CX-COF-8
1 Preventative Security Officer	AS2
12 Team Supervisors	CX-COF-6 (split between shifts)
1 Weapons Safety Officer	CX-COF-2

5.0 OPERATIONAL RELATIONSHIPS

Major Inmate Circulation Area	Access to Inmates
Organization and Administration	Use of services - liaison with the Director.
Social Development	Liaison with the administration of social development.

*Also shown under Section 12.0

approved by USERS	revised by ST. COMMITTEE	approved by
date 7 APRIL 1978	date 14 MARCH 1978	date

82.0 PHYSICAL SECURITY

1.0 OBJECTIVES

1.1 To provide for the confinement of the inmate population within the confines of the institution.

1.2 To provide protection for the institution from outside attack.

1.3 To provide operational security measures from the protection of inmates, staff and visitors.

2.0 OPERATION

2.1 Exterior surveillance of institutional grounds, roads to prevent escapes or assaults with dogs and mobile patrols.

2.2 Maintenance of centralized security command to monitor all inmate movement, co-ordinate contingency plans, supervise effective security programs.

2.3 Conduct all contraband searches at key entry or circulation points.

2.4 Control and separation of institution into divisable parts that can be segregated during disturbances.

2.5 Control and supervision of all vehicles, goods of personnel coming into or leaving the institution.

2.6 Responsibilities involved with disciplinary proceedings (Institutional Disciplinary Board) taken against inmates during their incarceration (wardens court, disassociation).

2.7 Co-ordination of staff training programs to insure "state-of-the-art" knowledge of security requirements/procedures.

3.0 TIMING/DURATION

3.1 24 hours/day; 7 days/week.

3.2 Each day is divided into three 3-hour shifts.

4.0 PERSONNEL (Split between Shifts and Posts)

40 Senior Correctional Officers	CX4
195 Correctional Officers	CX2

5.0 RELATIONSHIPS

- All Major Circulation Areas - surveillance of movement

approved by USER COMMITTEE	revised by ST. COMMITTEE	approved by
date 7 APRIL 1978	date 14 MARCH 1978	date

83.0 MAIN ENTRANCES

1.0 OBJECTIVES

1.1 To provide and maintain controlled access into and out of the institution for people, vehicles and supplies.

1.2 To provide secure positions to supervise, control and record all movement into and out of the institution.

1.3 To provide emergency access into the institution.

1.4 To provide for the storage, maintenance and distribution of daily and emergency arms and riot equipment.

1.5 To provide a co-ordination control with perimeter control towers.

2.0 OPERATION

2.1 Supervision and control of all vehicles transporting inmates to and from Admission and Discharge areas.

2.2 Supervision, control and inspection of all supply and service vehicles entering and leaving the institutional confines.

2.3 Supervision, registration, control and inspection of all pedestrian movement entering and leaving institutional area.

2.4 Co-ordination and maintenance of daily arms and their issue.

2.5 Distribution of support equipment during disturbances or emergencies.

2.6 Co-ordination and assistance with perimeter security operations.

2.7 Reception, co-ordination and security clearance of institutional visitors.

3.0 TIMING/DURATION

3.1 Continuous operation 24 hours/day, 7 days/week.

4.0 PERSONNEL

40 Senior Correctional Officers	CX4
195 Correctional Officers	CX2

(Continued)

approved by	USER COMMITTEE	revised by	ST. COMMITTEE	approved by	
date	7 APRIL 1978	date	14 APRIL 1978	date	

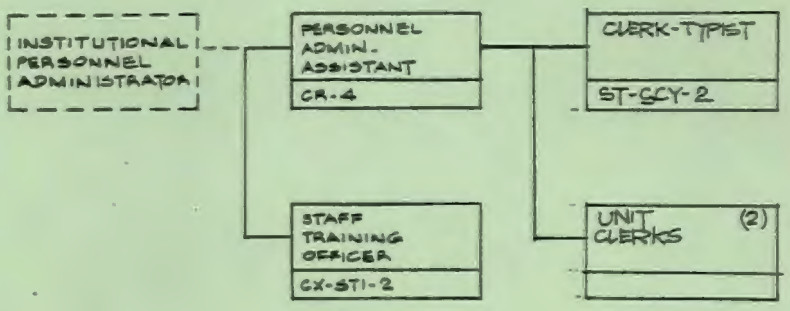
83.0 MAIN ENTRANCES (Continued)

5.0 RELATIONSHIPS

Service Road	Identification of vehicle access and supplies delivery.
Institutional Directorate	Visitor access.
Organization and Administration	Staff, Visitor, Inmate and delivery access.
Security	General operation.
Visiting and Correspondence	Visitor access.

100.0 PERSONNEL

Personnel is responsible for planning, advising and controlling of all matters relating to staff: (e.g. pay, promotion and training).



approved by date	revised by date	approved by date

101.0 MANAGEMENT/STAFF LIAISON

1.0 OBJECTIVES

To provide advice to division heads and individual staff members concerning their problems in staff relations and pay.

2.0 OPERATIONS

2.1 Advising division heads and managers on staffing matters - C.P.S. policies on hiring, disciplining, co-ordination grievance meetings.

2.2 Co-ordinating staff performance analysis.

2.3 Advising individual staff members on matters concerning pay/leave/ competitions, meal allowances, etc.

2.4 Maintaining staff files.

3.0 TIMING/DURATION

These operations occur 8 hours/day, 5 days/week.

4.0 PERSONNEL

1	Institutional Personnel Administrator	PE-2
1	Clerk to Personnel Administrator	CR3
	Clerk/Typist	ST-SCY-2 (1) Casual

5.0 RELATIONSHIPS

Administration elements all divisions	Normal working relationship.
Security Administration	Pay queries, transfer requests.
Food services	High staff turnover.
Organization & Administration	Staff Photographs/high staff turnover.
Staff training	Subsidiary operation.
Meeting Facilities	Access to staff grievance meetings. Meet with regional personnel.

approved by USER COMMITTEE	revised by ST. COMMITTEE	approved by
date 29 NOV. 1977	date 15 JAN. 1978	date

102.0 STAFF TRAINING

1.0 OBJECTIVES

1.1 To maintain ongoing information training operation to all staff in their speciality. To provide for a cross information flow to familiarize staff with all other operations in the institution.

2.0 OPERATIONS

2.1 Developing training plans and files on staff training activities and reports on their response to training.

2.2 Weapons training - safety/operation.

2.3 Arranging training seminars, basic new staff orientation training.

2.4 Maintaining a staff reference library.

3.0 TIMING/DURATION

Operations take place 8 hours/day 5 days/week.

4.0 PERSONNEL

1 Staff Training Officer	CX-ST1-2

5.0 RELATIONSHIPS

Security Administration	Guard training/library.
Office Services	Staff training requirements.
Major Entrance Area	Visitors, D.N.D.,R.C.M.P.
Social Development	Ref. Library

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