

CROUT & SIDA
CRIMINAL JUSTICE CONSULTANTS, INC.

Orange County Jail Assessment Project

OCJAP – July to November 2008

6 Expert Evaluators

All 5 County Jail Facilities

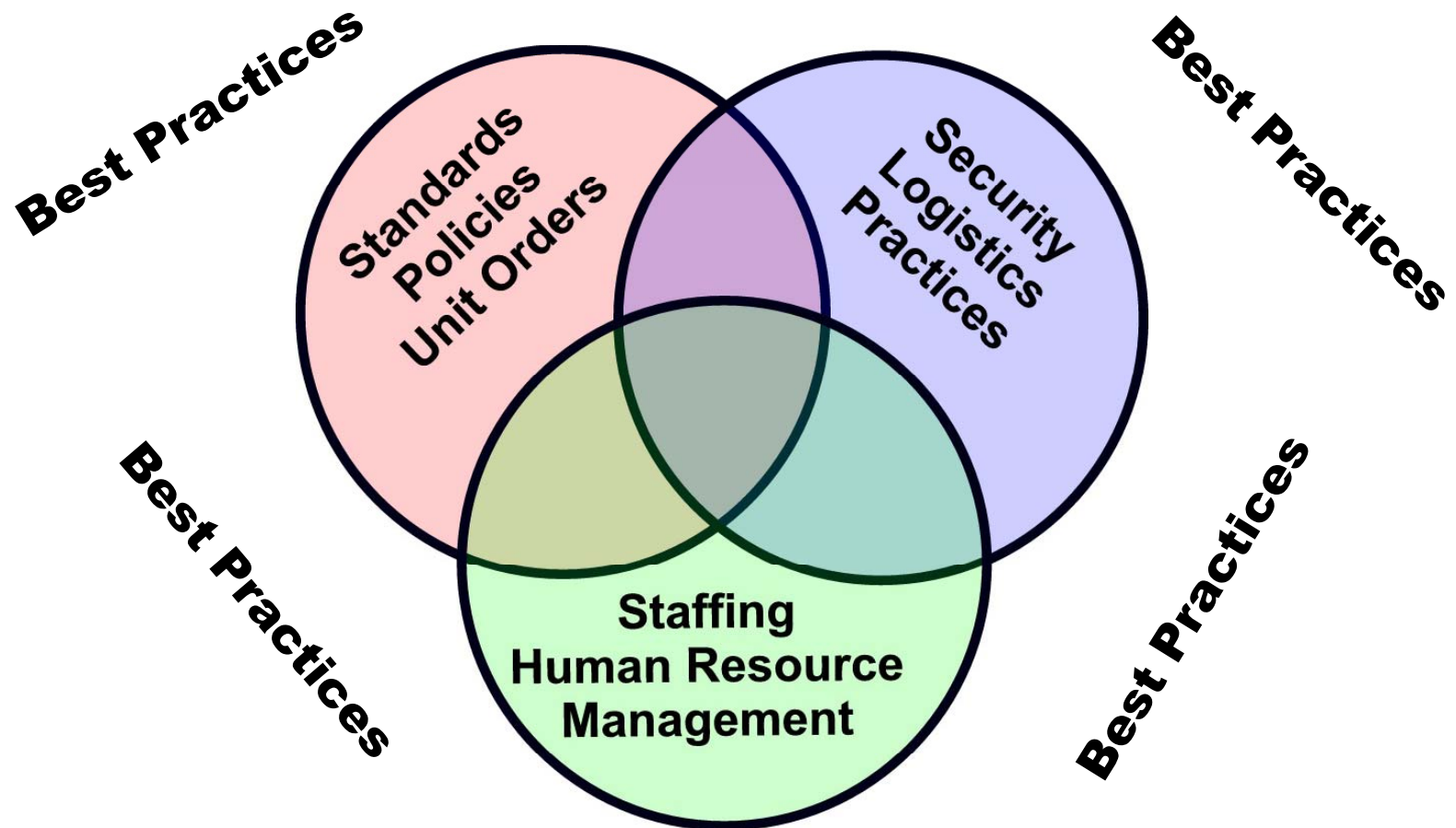
Each Area Visited During All Shifts

OCJAP Based on 4 Criteria Used For The Assessments

1. Standards Assessment
2. Policy Assessment
3. Security Assessment
4. Staffing Analysis
5. Best Practices Model

Assessment Based on Title 15,
California Code of Regulations

All Areas of the Jail Assessment Overlap



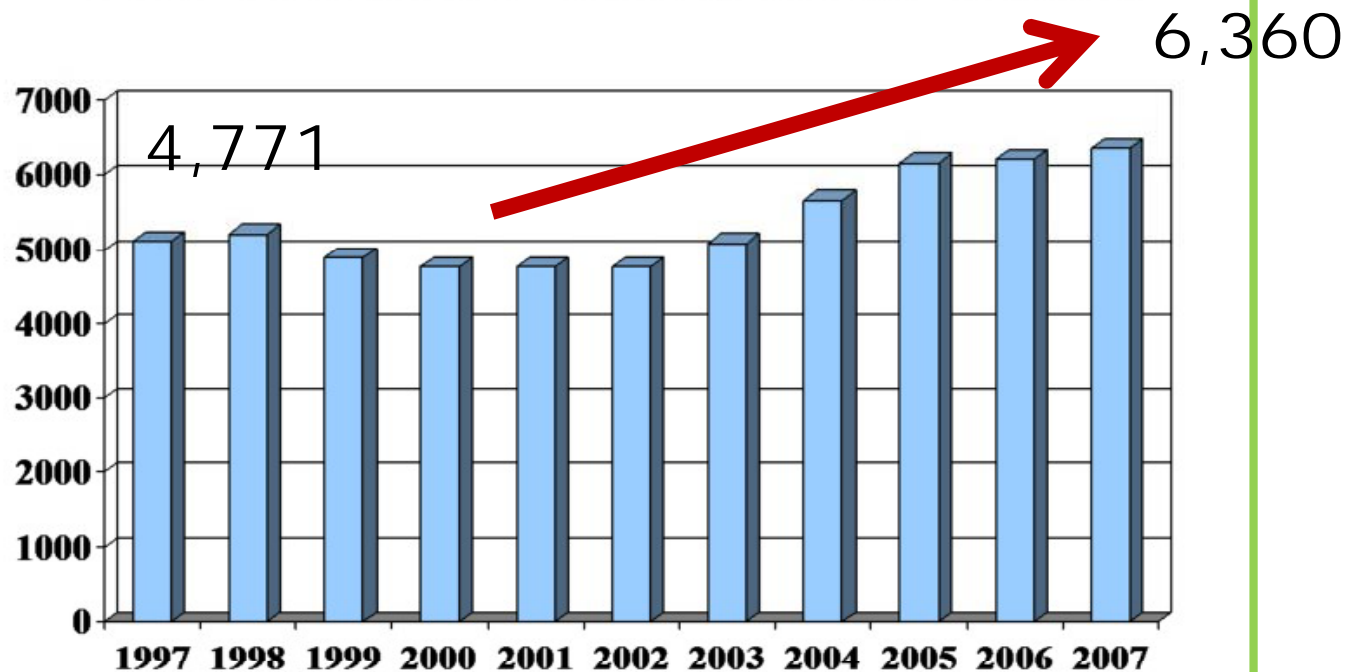
A More Challenging Inmate Population

Poor Health
Mentally Ill
Drug Addicted
Violent
Gang Influence



Inmate Population Trends

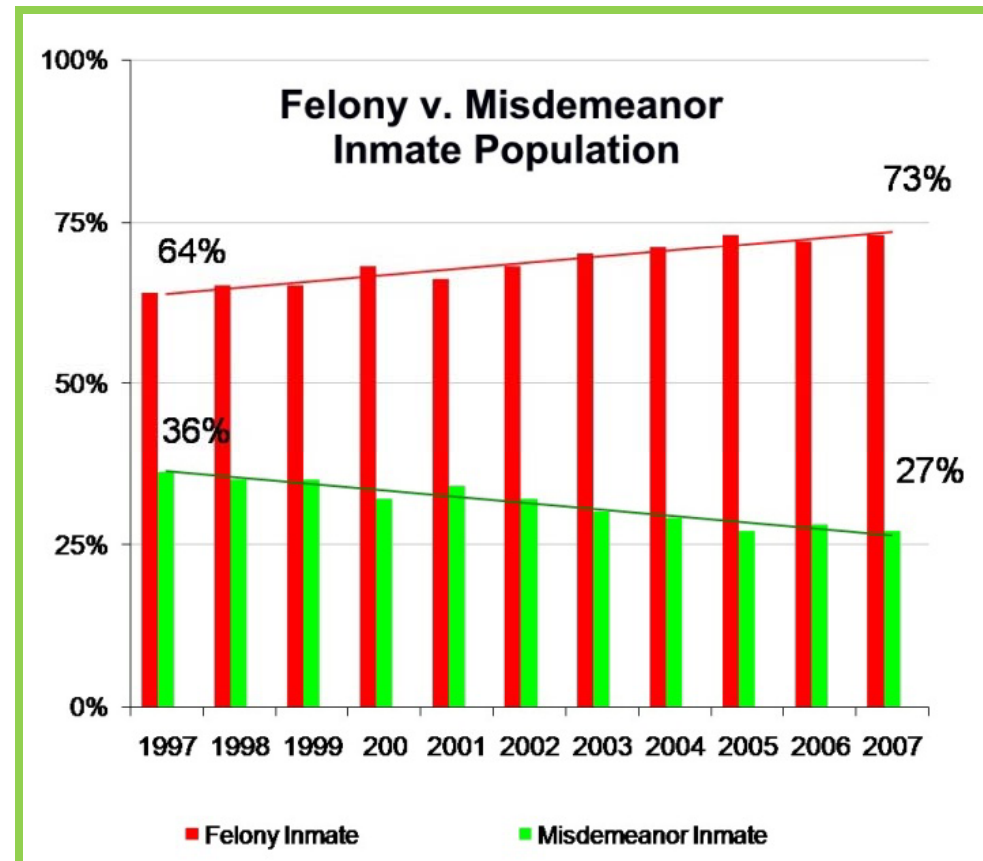
OCSD Jail Facilities - Average Daily Population



Inmate Population Trends

Fewer
Sentenced
Inmates

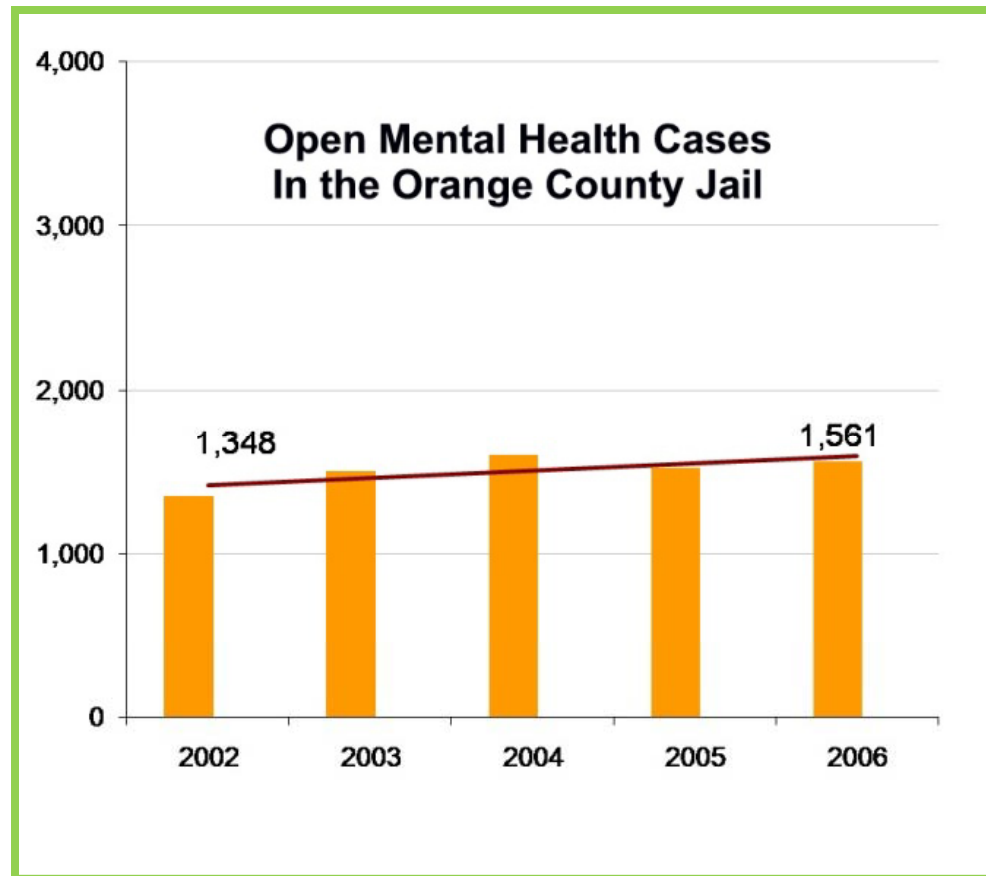
More Felons
Fewer
Misdemeanors



Inmate Population Trends

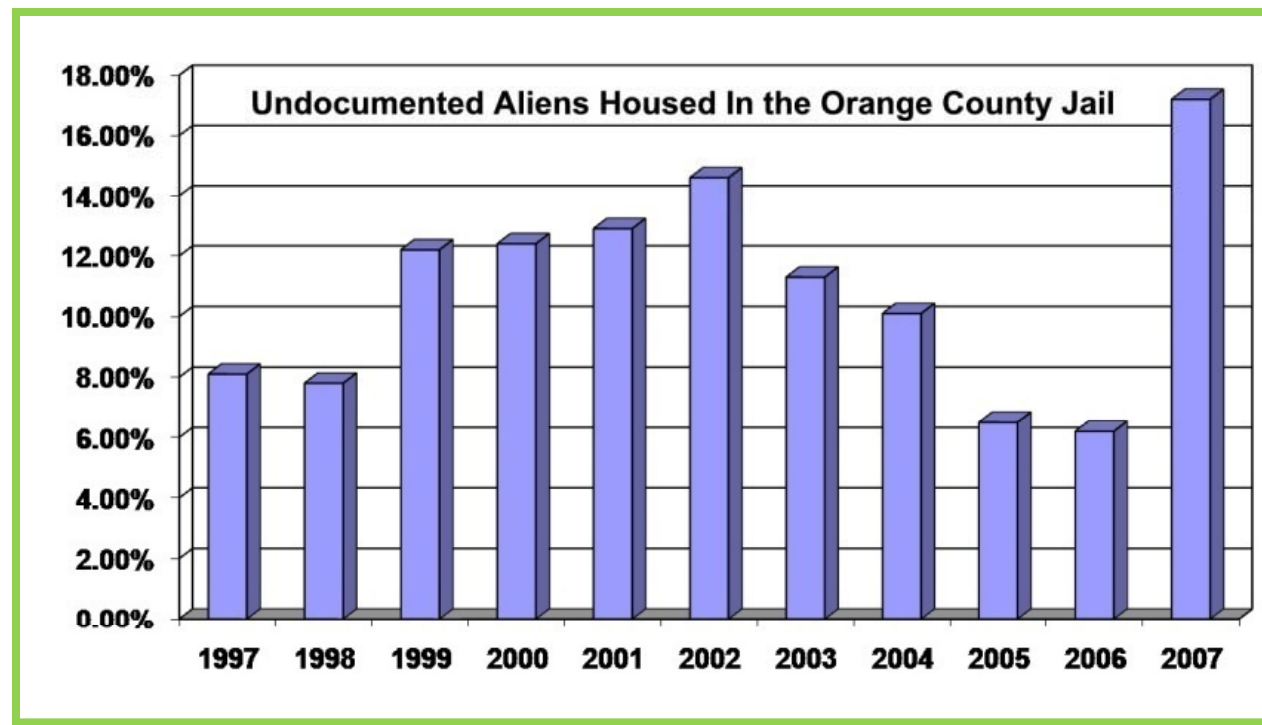
Mentally Ill
Inmates
Increasing

Care of
Mentally Ill
In Jail is
Expensive



Inmate Population Trends

Spike in Identified Criminal Aliens
Due to Better Screening – I.C.E.



Outdated Jail Facilities Need For New Facility

Surge in the Size of the
Unsentenced Population

Current Jail Capacity
Cannot Handle Peak Periods

A Percentage of Vacant Jail Space Needed
To Accommodate Inmate Classifications

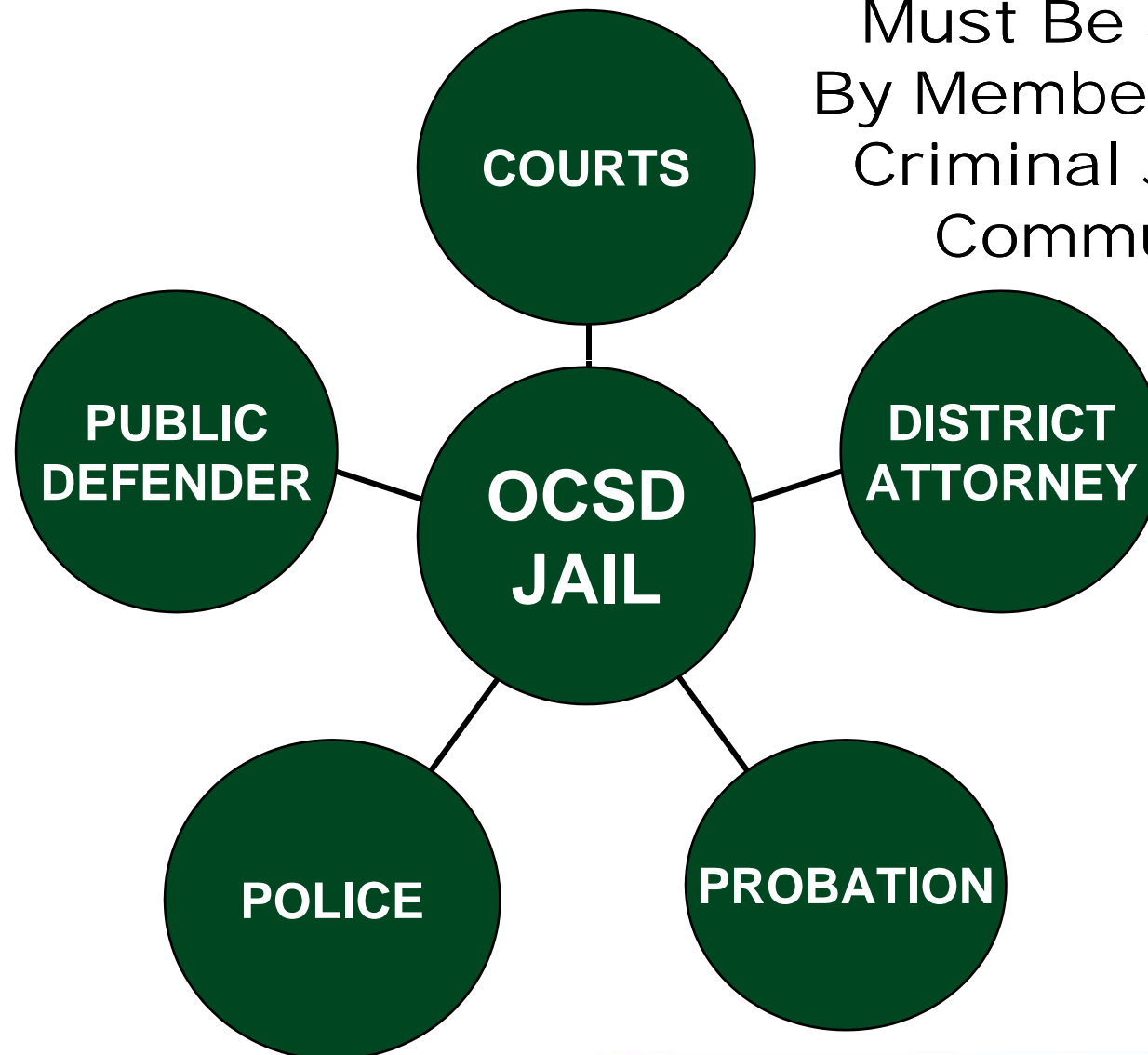
Reliance on Minimum Security
Inmates for System Maintenance

Outdated Jail Facilities James A. Musick Facility



The Tent Structures Must Go!

Management of the Jail
Must Be Shared
By Members of the
Criminal Justice
Community



Staffing Analysis for the OC Jail

Who Should Work in the Jail?

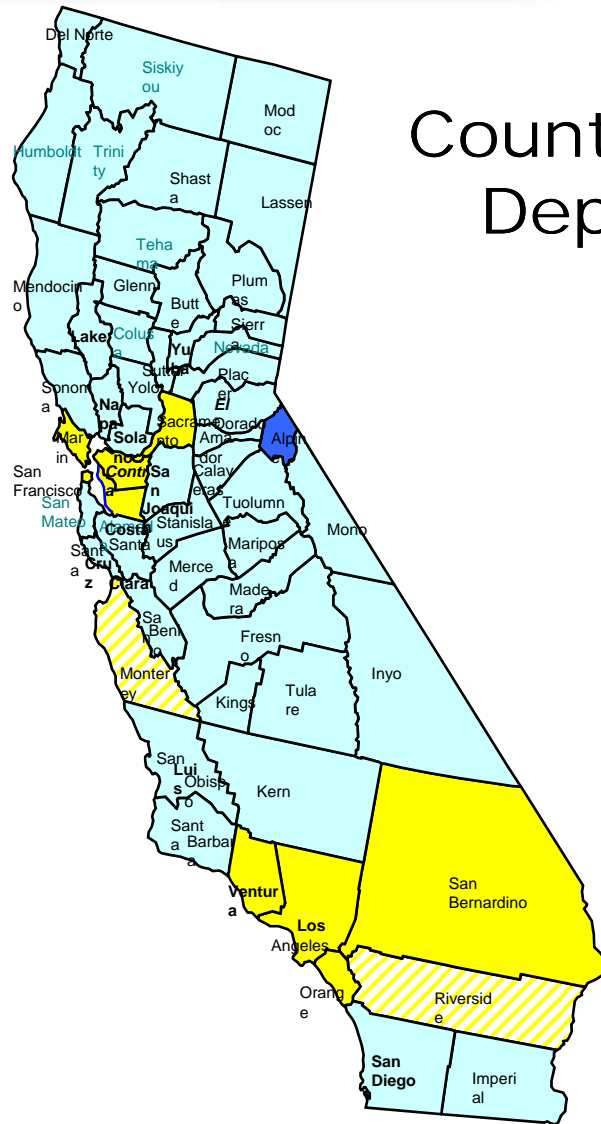
30 Year Shift in the Use of Co's v. Deputies

Primary Factor has been Economics

Cost Savings have Mostly Evaporated

CO's and Deputies are drawn from the

Same Employee Pool



Counties that Primarily Utilize Deputy Sheriffs in the Jail

Los Angeles
Orange
San Bernardino
Ventura
San Francisco
Alameda
Contra Costa
Sacramento

Relevant Staffing Issues

CO's Limited in Arrest Powers

CO's Limited Use of Force Options

Sheriff has a Broad Responsibility to
Protect the Public

Orange is a Large Urban Environment

Recommendations

Reduce the number of different
Classification of Jail Employee from
Current 3 Positions to 2 Different
Classifications

Utilize Deputies Assisted by Public
Officers in the Jail

Staffing Analysis for the OC Jail

Calculating Jail Staffing
is a Complex Undertaking
And Influenced By

Jail Design
Size of the Jail
Classification of Inmates
Single Story or Multi-Story
Location of the Jail
Jail Management Philosophy

Security and Safety in Jails

Provided with Two Essential Resources

Facility Design – Bricks & Mortar

The Staff Who Operate The Jail

Staffing Analysis for the OC Jail Methodology

Step One

Development of a
Shift Relief Factor
(SRF)

Step Two

Onsite Evaluation of
Jail Activities at Each Post

How a SRF is Developed for Each Employee Classification

1. ID Actual Leave Usage (FY 2007/2008)
2. Determine Exact Number Of Personnel
3. Determine "Non-Productive Hours"
4. Determine Shift Pattern Base Hours
5. Find "Productive Hours"
6. Divide Base Hours by Productive Hours
7. The Result will be the Number of
Personnel necessary to staff a defined
Post Position

Shift Relief Factors

Post Positions

What Are They?

Why Is This Important?

Sample SRFs

Deputy Sheriff I

24 Hour Post – No break

5.06 Personnel/24 Hours.

Deputy Sheriff II

24 Hour Post – No Break

5.24 Personnel/24 Hours

Deputy Sheriff I

24 Hour Post with Break

5.28 Personnel/24 Hours

Issues Impacting Staffing Recommendation

Theo Lacy Modules P, Q and R
Staffing Plan 40 Deputies Short
Staff Taken from Other Posts

Currently No Built In Shift Relief Factor
Incorporated in OC Jail Staffing

Staffing Analysis Findings

Recommend Addition
of 454.65 Staff

304.34 Positions for a
Shift Relief Factor for
Existing Post Positions

150.31 For Additional
Post Positions

Strategies to Reduce Staffing

Service of 1 Hot Meal Per Day

Change in Shift Staffing Pattern
12/84 Hour Shift

Other Observations and Recommendations

- ▲ Confidential Medical Screening
- ▲ Strip Search Policy
- ▲ Inmate Classification System
- ▲ Weekender Program
- ▲ Shift Pattern Configuration
- ▲ Short Interval Training

Recommendations For Additional Study or Implementation

- ▲ Criminal Justice Information System
- ▲ Inmate Tracking System RFID
- ▲ Video Visiting
- ▲ Video Surveillance
- ▲ Personnel Administration
- ▲ Mobile Search Teams

Final Thoughts on the OCJAP

- ▲ Operation of the Jail is at Times Overly Complicated.
- ▲ OCSD Staff are Top Notch.
- ▲ Staff are Anxious to Regain their Reputation after a Very Stormy Period.
- ▲ We Thank the OCSD for their Cooperation with the OCJAP

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