

Santa Barbara County Sheriff's Office

Jail Staffing Assessment Shift Pattern Review and Analysis



January 31, 2013

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EXECUTIVE SUMMARY

The consulting firm of Crout & Sida Criminal Justice Consultants (CSCJC) was commissioned by the Santa Barbara County Sheriff's Office to conduct a staffing study to determine if the jail facilities operated by the Sheriff's Office are adequately staffed. It is the intent of this analysis to provide the Sheriff and the Santa Barbara County decision makers with an objective staffing analysis, in order for the Office to safely operate the jail facilities and in a manner that meets statutory, regulatory and constitutional minima.

CSCJC is an experienced consulting company that provides consulting services to local correctional agencies, specifically issues relative to safety, security, minimum standards for the operation of jail facilities and selection and training of custody staff. As a matter of process in the development of this jail staffing analysis CSCJC evaluators engaged in the following activities that supported the development of this staffing study including recommendations for additional custody staff. Areas of the staffing study included but were not limited to:

- Onsite inspection of facilities and work areas.
- Interviews with line and supervisory staff.
- Literature review of policies, procedures and other written documentation used in the jail facilities.
- Development of a rational Shift Relief Factor (SRF) was based upon actual Santa Barbara County Sheriff's leave documents and logs.

The staffing analysis revealed the following significant issues that impact the staffing of the jail and include:

- The jail consists of several generations of buildings that, combined, present significant staffing challenges.
- Current jail staffing is insufficient to properly conduct all of the activities identified in policy and procedure and other recognized jail standards (e.g., consistently staffed and adequate number of security posts).
- Some staffing practices pose a distinct hazard to staff and the security of the facility (Basement Dorms).

This staffing study involved only supervisory and line personnel. Based upon the documentation provided, when the Shift Relief Factor is applied to the current mandatory post positions, there is a need for additional personnel (FTEs) to be added to the payroll. Additionally, this number is reliant

on the continuation of the current 12/80 shift pattern. The following table provides the number of personnel identified:

12/80 Staffing

Positions	Current Funded FTE's	FTEs Needed with SRF Applied	New FTEs needed to Meet SRF Formulas
Custody Sergeants	16 C Sgts.	18.08 C Sgts	2.08 C Sgts
Custody Deputies II	29 CD IIs	31.04 CD IIs	2.04 CD IIs
Custody Deputy	135 CDs	134.3 CDs	-0.7 CDs
Additional FTEs Needed for Current Post Positions (12/80) for SRF			3.42 Total FTEs

It is our professional opinion that the number of post positions designated as "mandatory positions" for the jail, **as identified in the above table** is inadequate to safely operate the jail.. **Consequently, we recommend adding the following post positions identified on the next table to meet minimum safe staffing levels.**

New Recommended Post Position	Day Shift	Night Shift	Total	SRF	Number of Additional FTEs
IRC Reception Module Officer	1	1	2	2.68	5.37 CDS
Main Jail Male Basement Module Movement	1	1	2	2.68	5.37 CDs
Main Jail and South - Central Rover	1	1	2	2.68	5.37 CDs
Main Jail and East - East/West Rover	1	1	2	2.68	5.37 CDs
Medical Escort/Facility Rover Medical Escort Officer	1	0	1	2.57	2.57 CDs
Additional FTEs Needed for recommended Additional Post Positions 12/80					24.05 FTEs

By combining both tables, if all recommended post positions are approved and the 12/80 SRF is used, **an additional 27.47 FTEs need to be added to the Jail System's staffing level.**

This report recommends that the Santa Barbara Sheriff's Office adopt a new shift schedule known as the 12/84 for most of the post positions in the jail. Some positions will need to continue to be the traditional 8-5 shift pattern (eight-hours per day/five-days per week) and others such as transportation, can continue to be the 10-4 shift patterns (ten hours/four days per week). Still other positions, particularly administration positions, may adopt the 9/80 shift pattern (eight nine hour days and one eight-hour day every two weeks). The key is choosing a given shift pattern is for Jail Administrators to choose the one that optimally covers the position with the least cost to the County.

¹ as of January 1, 2013

Rather than having employees work a total of 80 hours every two weeks using a combination of 12-hour and one eight-hour days, the 12/84 shift pattern has each employee working a total of 84 hours every two weeks (seven, 12-hour days). The extra four hours of time per employee could be paid in straight time or overtime depending on negotiations between the County and the employees. We recommend this shift pattern for a majority of the positions because we feel it covers the needed post positions in the most economic way. Adopting the 12/84 shift pattern would reduce the number of FTEs that have been identified in previous tables (marked with the 12/80 shift pattern.) The following tables illustrate the differences between the 12/80 and the 12/84 shift patterns.

12/84 Staffing

Positions	Current Funded FTEs	FTEs Needed with SRF Applied	New FTEs needed to Meet SRF Formulas
Custody Sergeants	16 C Sgts.	17.4 C Sgts	1.4 C Sgts
Custody Deputies II	29 CD IIs	29.74 CD IIs	0.74 CD IIs
Custody Deputy	135 CDs	128.6 CDs	-6.4 CDs
FTEs Needed for Current Post Positions (12/84) for SRF			-4.26 Total FTEs

Consequently, the difference between the 12/80 staffing table on the previous page and the above 12/84 table shows a **decrease of 7.68 FTEs** needed to staff the current minimum post positions by adopting the 12/84 shift pattern.

The following table shows new recommended post positions if the **12/84 shift pattern were adopted**

New Recommended Post Position	Day Shift	Night Shift	Total	SRF	Number of Additional FTEs
IRC Reception Module Officer	1	1	2	2.53	5.06 CDs
Main Jail Male Basement Module Movement	1	1	2	2.53	5.06 CDs
Main Jail and South - Central Rover	1	1	2	2.53	5.06 CDs
Main Jail and East - East/West Rover	1	1	2	2.53	5.06 CDs
Medical Escort/Facility Rover Medical Escort Officer	1	0	1	2.42	2.42 CDs
Additional FTEs Needed for recommended Additional Post Positions 12/84					22.66 FTEs

Consequently, the difference between the 12/80 staffing table and the above 12/84 table shows a **decrease of 9.07 FTEs** needed to staff the additional recommended post positions and the current minimum jail staffing by adopting the 12/84 shift pattern.

The following table consolidates and summarizes the above six tables.

Additions FTEs by Type	Custody Sgts	Custody Dep II	Custody Dep	Total
Additional FTEs Needed for Current Post Positions (12/80) for SRF	2.08	2.04	-0.7	3.42
Additional FTEs Needed for recommended Additional Post Positions 12/80	0	0	24.05	24.05
TOTALS for 12/80	2.08	2.04	21.96	27.47
Additional FTEs Needed for Current Post Positions (12/84) for SRF	1.4	.74	-6.4	- 4.26
Additional FTEs Needed for recommended Additional Post Positions 12/84	0	0	22.66	22.66
Totals for 12/84	1.4	.74	16.26	18.4

If all of the recommendations are adopted, and the Hybrid 12/84 shift pattern (discussed in summary) is adopted, then there will be **18.4 FTEs** that will need to be added to the Santa Barbara Sheriff's Office payroll. Detailed discussions and justifications for these recommendations can be found in the body of the report.

It must be noted that AB 109 (realignment) has had, and will continue to have, a significant effect on the workload of the jail. Jail populations throughout the state are increasing as additional former state inmates flood the local facilities. In my opinion, because the Average Length of Stays for these former state inmates is much longer than the typical county inmate, the population level of Santa Barbara Jail System will not only continue to escalate, but the overall classification level of inmates will increase to a more serious level as well.

Recently, the jail received funding from AB109 that was used to add critical post positions to Classification Unit and the Alternative Sentencing Unit for the GPS program. In my opinion, this additional funding is very welcoming but falls short of meeting the immediate needs for adequate jail staffing levels as detailed in this report.

INTRODUCTION

Crout & Sida Criminal Justice Consultants was contracted to develop a rational staffing analysis for the Santa Barbara County Jail and make recommendations based upon a comprehensive staffing study. A key component of this study involved the development of a shift relief factor (SRF). The “relief factors” for supervisory and line correctional staff was analyzed and is documented in this report. All post-positions were examined for complexity of function, current staffing levels, workloads, hours of staffing, and span of control. Policies, procedures and post-orders were examined for their impact on staffing needs.

Staffing in a jail is an extremely important and complex issue that affects many aspects of the county. It affects the county treasury because staffing in a jail facility is extremely costly; it affects the inmates, because staffing directly relates to their level of safety and security while in jail; it affects the staff that works in the jail because similarly, it can mean the difference between working in a safe environment, or not; it affects the Sheriff’s management because they must allocate precious resources to meet their many obligations.

If a staffing plan is too lean then the jail becomes an unsafe environment that can result in injury to staff and inmates and may lead to costly litigation. Conversely, a jail too richly staffed results in the unnecessary expenditure of limited resources with no objective evidence that additional resources materially improve the conditions in the jail facility. So the balancing act associated with jail staffing involves providing the correct number of staff to safely operate the jail and meet the legal requirements in the supervision of inmates.

Well-meaning individuals, groups or associations who recommend various ways to determine the number of staff needed to operate a jail, often confuse decision makers as they try to determine the optimal staffing ratio by pointing to other jails in order to develop an “inmate-to-staff ratio”. Others may simply guess – “If the present number of staff is not working then perhaps add X number of additional staff and see if it works.” Still others may compare their jurisdiction against other jurisdictions with similar sized jail systems. “If county Y which has as many inmates as we have, has twice the staff that we have, then we must be understaffed and need twice the staff to make us safe.” We believe that all three of these methods are largely ineffective and costly remedies.

As policy makers wade into the issues involving jail staff it is important to remember that jails are individually unique; no two jails, even in the same jail “system” are exactly alike. Some of the variables involved in staffing decisions must take into account the following:

- Each jail has a different design (physical plant) that was constructed using the technology of the time.
- Jails are different sizes and hold different classifications of inmates.
- Jails may be single story or multiple-stories.
- Jails are located in urban centers, suburban areas, and rural environments.
- The philosophy of managing the jail differs from one jurisdiction to the next and often between one facility and another in the same jail system.

Consequently a one-size-fits-all jail ratio is not an effective or accurate method of determining what the staffing levels should be. A pre-determined ratio does not meet the test of accurately determining the minimum number of staffing needed to safely operate a given jail. The truth is that there is no simple way to accurately determine the exact number of staff needed without a detailed analysis of each facility.

The objective measurement that we use in determining the minimum number of staff required to safely operate a jail is quite simply this –The number of staff adequate to effectively carry out all of the requirements of the community standard (good correctional practices) for operating jails. If staff in a jail is consistently unable to meet the requirements set forth in laws and minimum jail standards², then the jail is most likely understaffed.

Jails provide security and safety with essentially two resources – the physical plant and number of staff who operate the jail. A jail with a poor physical plant design may still be safely managed if there is sufficient staff in place to effectively operate it by meeting the requirements in law and regulations. Conversely, a jail with a good physical plant design will take much fewer staff to safely operate it. It really comes down to the issue of balance. The goal is to find the correct number of staff needed to supervise inmates being held in the individual physical plant.

Early in this project, CSCJC made the decision to be conservative, whenever possible in relation to recommendations for additional staffing. We believe that making pragmatic recommendations for incremental changes is the best method to realistically address security and staffing problems in the Santa Barbara County Jail.

We believe that the recommendations contained in this report will mitigate safety and security issues resulting from the design and use of the Santa Barbara County Jail. It is our aim to develop the right staffing plan that strikes a balance between economy and the ability of the sheriff's management and staff to effectively meet all good correctional practices.

² Title 15, California Code of Regulations (minimum jail standards) guide the operation of jails in California

We also recommend, that a staffing needs assessment including a shift relief factor, be updated at least every two years. A reassessment at recommended intervals will assist the Office in the identification of emerging issues and changes in the inmate profile and demographics. The reassessment will provide good indicators relating to the efficacy of added or reduced staff and the impact on public safety.

BACKGROUND

The Santa Barbara County Sheriff's Office Jail System is comprised of three facilities, two of which are - the Main Jail Facility (MJ) and the Medium Security Facility (MSF) are located next to each other. The jail system also operates a remote facility in Santa Maria which was not operating full time at the time of this study, but is slated to reopen in the future. As of November 2011, the Santa Barbara County jail facilities (Main Jail and MSF) contain a total of 788 Board of State and Community Corrections (BSCC), formerly the Corrections Standards Authority, rated jail beds with an average daily population of 893 inmates. Additionally, it is reported that the current average daily population is at these facilities is over to 950 inmates.

The Main Jail, which includes the IRC, is the central receiving center where law violators are received into the custody of the jail from arresting agencies and are booked for charges ranging from serious felonies to misdemeanor offenses. The Main Jail houses pretrial detainees and some sentenced inmates in a variety of housing types. Several generations of jail additions have contributed to a facility that has both old linear designed housing units as well as newer podular designed units. These different housing types have exacerbated the ability to safely staff the facility. The Medium Security Facility consists of a 161 BSCC-rated bed medium security housing dorms. The actual number of beds in the MSF is 285. These dorms were originally designed as a minimum security "honor farm" however more serious offenders are now housed there.

Like many jails throughout the nation the Santa Barbara County Jail facilities suffer from crowded conditions. Additionally, staff reports that inmates appear to be sicker, more mentally ill, drug addicted and violent than in the past³. This information is consistent with empirical reports from other local jails in the United States.

One of the impacts of a more difficult inmate population, including crowded conditions, is a need to have adequate staffing to meet all of the daily requirements necessary to operate a jail facility. Some of these required activities are enumerated in minimum jail standards Standards generally cover such topics as safety, security, health (medical/mental), sanitation, programs and administrative guidelines.

In order to determine a minimum adequate staffing level, the Sheriff's Office called upon the consulting services provided by CSCJC to evaluate the jail system and make staffing

³ *Do the Crime Do the Time? Maybe not in California*, 2006, report on statewide local jails commissioned by the California State Sheriff's Association

recommendations that quantify the exact numbers of staff needed to safely operate the Santa Barbara County jail system.

On October 4, 2011 CSCJC began work to assess staffing levels in the Santa Barbara County Jail System and make recommendations on those findings. During the onsite portion of the assessment, CSCJC toured the jail facilities and interviewed staff to identify issues related to staffing. Additionally, offsite work involved a literature review of relevant policies, jail documents and the development of a shift relief factor based upon actual staff leave times.

The following analysis identifies minimum staffing levels and provides recommendations as a result of this study.

RECOMMENDED SHIFT RELIEF FACTORS BY SHIFT AND EMPLOYEE CLASSIFICATION METHODOLOGY

Our methodology for the development of the Santa Barbara County Jail Staffing Analysis is one that has been used by the Board of State and Community Corrections (formally the Corrections Standards Authority) for many years in California, and is largely based on the National Institute of Corrections (NIC) model. This method uses a two-part formula to determine the appropriate number of staff needed to effectively operate a jail facility.

The first part of the study involves the determination of the *shift relief factor (SRF)* for the facility/agency that is subject to the audit. This SRF represents a mathematical formula, based on actual leave absences, which determine the "net annual leave hours" for each person taken during a one year (or 364 day)⁴ period of time. For this report we used data provided by the Santa Barbara County Sheriff's Office to first determine the number of deputies that are actually working in the jail (based on monthly data) in order to determine the actual number of people that need to adequately to staff all of the "post positions."

Next we determined the exact number of leave hours that staff for the Santa Barbara County Jail System has taken for a one-year period of time to determine staff availability. CSCJC obtained the monthly staffing logs for the jail system that included all shifts for the custody division by job classification. Logs for the second half of 2010 and the first half of 2011 (July 1, 2010 to June 30, 2011), for a period of 364 days were examined. A detailed spreadsheet was developed that captured all periods of time (leave) that staff were not available to fill a post-position. Finally, all the staff working for a given unit for the monthly period was counted and analyzed. When the gross number of leave hours taken was divided by the number of staff, we were then able to identify the "average number of leave hours per staff" schedule (see Appendix A & B). A separate calculation was performed for Custody Sergeants, Custody Deputies II, and Custody Deputies.

CSCJC was also conservative when interpreting the logs to ensure that there was no chance that the leave time would be inflated in any way. While this conservative approach may result in understating the final numbers, CSCJC felt that it was an important component of this report to ensure its credibility.

Once the average number of leave per staff was developed, a mathematical calculation was performed that provided the *Shift Relief Factor (SRF)* for each job classification. In

⁴ 364 days were used (7 days X 52 weeks) to be consistent with actual leave usage numbers provided.

addition, the different SRFs were developed for the different types of shifts (e.g. 8-5, 12 hour) used in the jail. The SRF provides us with the number of personnel that are needed to staff a post-position for a given period of time. For example, a post-position that must be filled 24 hours per day by a Custody Deputy who works 12-hour shifts needs 2.68 people, assuming that the post must be continuously staffed. Specialty posts such as the Classification and Transportation Sergeants positions receive a SRF of 1.0, meaning that they are not relieved when the sergeant is not at work. (see Appendix A & B).

The resulting Shift Relief Factors for the Santa Barbara County Jail System are as follows:

**SHIFT RELIEF FACTORS
(USING NET ANNUAL WORK HOURS)**

SUMMARY - CURRENT

Position	Shift Relief Factor	
12-80 Shift Pattern	12 Hr.	24 Hr.
Custody Deputy with No Break Relief	2.57	5.14
Custody Deputy with 30 Minute Break Relief	2.68	5.37
Custody Deputy II with No Relief	2.67	5.34
Custody Deputy II with 30 Minute Break Relief	2.79	5.57
Custody Sergeant with No Relief	2.71	5.41
8-5 Shift Pattern	8-5 Schedule	
Custody Deputy with No Break Relief (8-5)	1.18	
Custody Deputy II with No Break Relief (8-5)	1.22	
Custody Sergeants with No Break Relief (8-5)	1.24	

The second part of this analysis involved visiting each posted position and interview staff in order to determine their assignment and workload. To meet this requirement of the staffing analysis, CSCJC toured the Santa Barbara County Jail and MSF on October 4 and 5, 2011. Schematic drawings were provided of the physical plant and each post-position was visited. CSCJC interviewed as many staff at their post as possible to determine their duties and workload. CSCJC were also able to observe how the jail operated and the dynamics that results from the jail being crowded.

We were told that most times, the jail system operates at minimum (or mandatory) staffing level. Any time overtime is used to cover a post position, the supervisor must provide justification on why the staffing is needed. Many times we find that when an excess of overtime is needed to minimally

staff a jail, there may be no assigned to each post positions. The organization is merely trying to operate with the number of staff that was approved. Consequently we applied the mandatory minimum staffing level to the actual SRF and found that there are an inadequate number of people on the roster as CSgts, CDIs and CDs to operate the facility.

The following table identifies the current mandatory post positions with the SRF applied to each post.

Staffing Table – Santa Barbara County Jail

EXISTING MANDATORY POST POSITIONS

POST	Day Shift	Night Shift	Total	S.R.F	Number of Required Positions	Notes
Mandatory Posts						
Main Jail and IRC						
Main Jail Supervisor	1	1	2	2.71	5.41 CSgt	
IRC Supervisor	1	1	2	2.71	5.41 CSgt	
Main Control Room	1	1	2	2.68	5.37 CDs	
IRC Control	1	1	2	2.68	5.37 CDs	
Reception Module Officer (RMO)	1	1	2	2.68	5.37 CDs	
North West Control Room (NCO)	1	1	2	2.68	5.37 CDs	

<i>Continued</i> POST	Day Shift	Night Shift	Total	S.R.F	Number of Required Positions	Notes
Identification Deputy (ID)	1	1	2	2.68	5.37 CDs	
Receiving Deputy (REC)	1	1	2	2.68	5.37 CDs	
Inmate Movement Officer (IMO)	1	1	2	2.79	5.57CD II	CDII Position
Tower Visitation	1	0	1	1.18	1.18 CDs	Day Shift (Except Wed) 40 hours per week
East Module (EMO)	1	1	2	2.68	5.37 CDs	
East Module Movement (EMO-M)	1	1	2	2.68	5.37 CDs	
West Module Officer (WMO)	1	1	2	2.68	5.37 CDs	
West Module Officer Movement (WMO-M)	1	1	2	2.68	5.37 CDs	
North West Module Officer (NWO)	1	1	2	2.68	5.37 CDs	
North West Module Officer Movement (NWO-M)	1	1	2	2.68	5.37 CDs	
Central Module Officer (CMO)	1	1	2	2.68	5.37 CDs	

<i>Continued</i> POST	Day Shift	Night Shift	Total	S.R.F	Number of Required Positions	Notes
South Module Officer (SMO)	1	1	2	2.68	5.37 CDs	
Male Basement Module Officer (MBO)	1	1	2	2.68	5.37 CDs	
Female MSF Officer	1	1	2	2.68	5.37 CDs	
Medium Security Facility (MSF)						
Supervision	1	0	1	1.24	1.24 CSgt	8-5 position
Control Room	1	1	2	2.67	5.34 CDII	CDII Position
Security (Male)	2	2	4	2.68	10.72 CDs	
Basement Prowler	1	1	2	2.57	5.14 CD	
Transportation Unit						
North County Transportation Supv.	1	0	1	1.0	1.0 CSgt	9/80 Position
South County Transportation Supv.	1	0	1	1.0	1.0 CSgt	9/80 Position

<i>Continued</i> POST	Day Shift	Night Shift	Total	S.R.F	Number of Required Positions	Notes
Santa Barbara Court Holding Facility	1	0	1	1.22	1.22 CD II	Flex Positions 40 Hrs/wk
Santa Barbara Bus	2	0	2	1.18	2.36 CDs	Flex Positions 40 Hrs/wk
Superior Court Security	2	0	2	1.18	2.36 CDs	Flex Positions 40 Hrs/wk
Santa Barbara Van	2	0	2	1.18	2.36 CDs	Flex Positions 40 Hrs/wk
Special Transports	2	0	2	1.18	2.36 CDs	Flex Positions 40 Hrs/wk
Santa Maria Court Holding Facility	1	0	1	1.22	1.22 CDII	Flex Positions 40 Hrs/wk
Santa Maria AM Bus	2	0	2	1.18	2.36 CDs	Flex Positions 40 Hrs/wk
Santa Maria Van	2	0	2	1.18	2.36 CDs	Flex Positions 40 Hrs/wk
Santa Maria PM Bus	2	0	2	1.18	2.36 CDs	Flex Positions 40 Hrs/wk
Lompoc Court Holding	1	0	1	1.18	1.18 CD	Flex Positions 40 Hrs/wk
Lompoc Bus	2	0	2	1.18	2.36 CDs	Flex Positions 40 Hrs/wk

<i>Continued</i> POST	Day Shift	Night Shift	Total	S.R.F	Number of Required Positions	Notes
Alternate Sentencing Unit						
ASU Supervisor	1	0	1	1.0	1.0 CSgt	9/80 Position
GPS Program	2	0	2	1.0	2.0 CDs	9/80 Position
Security - South County Office	2	0	2	1.18	2.36 CDs	9/80 Position
Security - North County Office	2	0	2	1.18	2.36 CDs	9/80 Position
Security - Population Control Officer	1	0	1	1.18	1.18 CD	9/80 Position
Classification						
Supervisor	1	0	1	1.0	1.0 CSgt	
Classification Deputies	2	2	4	2.67	10.68 CDII	
Intelligence /Investigations	1	1	2	2.0	4.0 CD II	2.0 SRF reflects 24/7 staffing without relief positions (2X 1.0 SRF = 2.0)
Training/IA/HR						
HR Deputy	1	0	1	1.0	1.0 CDII	8-5 Position
Training Deputy	1	0	1	1.0	1.0 CDII	8-5 Position

<i>Continued</i> POST	Day Shift	Night Shift	Total	S.R.F	Number of Required Positions	Notes
Maintenance						
Custody Supervisor	1	0	1	1.0	1.0 CSgt	8-5 Position
Inmate Services						
Inmate Svs Deputy	1	0	1	1.18	1.18 CD	8-5 Position
Santa Maria Jail⁵						
Jail Sergeant	1.	0	1	1.0	1.0 CSgt	
Asst Jail Supervisor	1	0	1	1.0	1.0 CDII	
Jail Deputies	2	0	2	1.18	2.36 CDs	

⁵ Santa Maria Jail information added Jan 2013

CURRENT STAFFING SUMMARY NEEDS - BY POSITIONS - BY SRF 12/80

Position	Positions with SRF of 2.57	Positions with SRF of 2.68	Positions with SRF of 2.67	Positions with SRF of 2.79	Positions with SRF of 2.71	Positions with SRF of 1.0
Custody Sergeant					10.84 (4)	6.0 (6)
Custody Deputy II			16.02 (6)	5.58 (2)		7.0 (7)
Custody Deputy	5.14 (2)	96.48 (36)				2.0 (2)

Position	Positions with SRF of 1.18	Positions with SRF of 1.22	Positions with SRF of 1.24	TOTAL STAFF NEEDED ⁶	TOTAL STAFF FUNDED ⁷
Custody Sergeant			1.24 (1)	18.08 CSgts	16 CSgts
Custody Deputy II		2.44 (2)		31.04 CDII's ⁸	29 CDII's
Custody Deputy	30.68 (26)			134.3 CDs	135 CDs

The above table represents the currently identified post assignments, times the SRF for each class of employee.

As can be observed from the above summary, the totals needed exceed the actual number of funded staff for the Sergeant's and Custody Deputy II's positions. We were advised that as of January 15, 2013, there are 16 funded CSgt. positions, 29 funded CD II positions and 135 funded CD positions.

It needs to be noted that although this table would indicate that there are adequate staff to fill all of the mandatory post positions for custody deputies identified in the above table, we believe that additional post positions need to be added to the jail. The next chapter will provide recommendations for additional post positions.

⁶ Does not include additional recommended staff

⁷ As of January 15, 2013

⁸ CD IIs are occasionally used to fill sergeant vacancies

RECOMMENDATIONS - ADDITIONAL POST POSITIONS

A number of factors entered the decision making process for CSCJC during the analysis of the appropriate number of post-positions necessary to meet the work requirements of the jail and support a safe working environment. The recommendations in this report are conservative in our analysis in as much as CSCJC took great pains to avoid giving the “optimum” number of post-positions, as opposed to what we determined to be the “minimum” number of post-positions needed. Based upon our analysis we recommended adding post-positions only to the areas that we felt were significantly understaffed and where an issue of safety and security needed to be addressed. The SRF also added the dimension of providing credible staffing numbers needed to operate the jail. This section will describe the functional use areas where additional staff is critically needed and prioritized in more detail.

INTAKE RELEASE CENTER (IRC)

Post	Day Shift	Night Shift	Total	SRF	Number of Additional Staff Recommended
Reception Module Officer	1	1	2	2.68	5.37 CDs

The IRC is one of the most dynamic and busy areas of the jail. All newly arrested inmates and inmates who are being released are processed through this space. If this were the only functions occurring here, there would not be such a critical need for additional staff. The other dynamic of this space is four housing pods that are located on the outer walls of this building. Each of these four pods contains 32 inmates. Three of the pods contain "general population" inmates and one contains inmates classified into administrative segregation who are deemed to be problematic and high risk offenders.

Although the RMO is assisted by other deputies in this general area, including being observed by the IRC Control, those other deputies have very busy posts as well and are not always in a position to assist the RMO. Consequently, the single RMO is responsible for all functions within these four housing units including safety checks, which are a critical function in every jail. While we were told that safety checks (well-being checks) are occurring within the minimum required by Title 15 California Code of Regulations (CCR) - hourly - we are not confident that the quality of the checks are always sufficient. In this regard making the required rounds are not in and of themselves representative of a competent well-being check. Rather the frequency of the check must be coupled with the manner in which the check (observation) is made and documented.

In the literally hundreds of jails that we have inspected, we have rarely observed a post-position that requires an additional needs more staff as is the case as this one. Having only one deputy enter a housing pod at regular intervals (at least hourly) creates a potentially unsafe situation. While there is no magic staff to inmate ratio, it is generally recognized that one staff for 64 inmates is reaching the edge of the ability for that staff to safely supervise the inmates they are responsible for. Here, there is one staff for 128 inmates. Consequently we recommend adding one 24 hour post at this location.

MAIN JAIL BASEMENT

Post	Day Shift	Night Shift	Total	SRF	Number of Additional Staff Recommended
Male Basement Module - Movement	1	1	2	2.68	5.37 CDs

The Basement Dorms are located in a remodeled portion of the Main Jail basement. It was originally intended to house minimum-security inmate workers with direct access to the intake parking lot. These units (Dorms 1 and 2) are poorly ventilated and very crowded. The use of this area to detain inmates reflects the extremes that Sheriff’s Office has had to go to in order to find adequate space to house inmates in this jail facility. Even with the many innovative fixes to increase the number of beds that the Sheriff’s Office has made, the jail is still crowded. There are currently 70 inmates in two dorms including 16 in Dorm 1 and 54 in Dorm 2. These are higher security inmates with some being classified as “Protective Custody.”

There is currently one post position allocated to supervise the inmates located in this post. The post itself is separated from the inmates within the dorm by a wire security screen. This post is isolated from the rest of the jail as there is only one other post position in the general area - that of the "basement prowler" who is responsible for the kitchen and adjacent areas. With no immediate backup, this deputy cannot respond to any type of incident inside of the dorms without waiting for additional deputies from another level of the jail to arrive on-scene. There is no way for this deputy to enter the dorms to conduct security inspections for contraband without receiving additional help from other post positions. As stated earlier, the other posted positions in the jail are stretched so thinly that assisting other posts results in leaving their post uncovered and vulnerable.

DORM #3

At the time of this report, Sheriff’s Staff were in the process of opening Dorm #3 in the adjacent area to Dorms 1 and 2. This remodeled space has some very poor sight lines, but was the only secure portion of the jail where secure housing space could be added. When this unit is opened, it will contain up to 50 inmates in a space that has been completely remodeled including new

ventilation. It will be especially necessary to open this unit given the pressure of housing additional inmates at the Main Jail in response to AB 109 - Jail Realignment.

We recommend that this post be staffed 24/7 with at least one CD to ensure the visual supervision of the inmates. The *Male Basement Module - Movement Staff* (identified above) could be used to support this area as well. After this unit is opened, consideration should be given to a review of the staffing level in Dorm #3 given its inmate population classification level. We feel that it may be necessary to add a post assignment to this dorm in addition to those that have already been recommended.

MAIN JAIL CENTRAL AND SOUTH

Post	Day Shift	Night Shift	Total	SRF	Number of Additional Staff Recommended
Central Rover	1	1	2	2.68	5.37 CDs

The old “Main Jail” is attached to the IRC via a secure hallway. This structure, originally constructed in 1971, currently contains housing units for males and females, a kitchen, exercise yards, and administrative areas. While the IRC generally reflects an efficient design, the old portion of the jail is quite the opposite. It is a labyrinth of narrow hallways leading to even narrower corridors that are lined with very small cells. It is extremely difficult for staff to supervise inmates in these cells due to their linear design. Staff must be in front of each cell to view its occupants and their activities. Exacerbating this problem, visibility was reduced into the cells because perforated metal plates, which are difficult to see through, were attached to the bars. This was necessary due to inmates reaching through the bars and grabbing staff who happened to be walking by. The corridors are so narrow that the staff could not avoid this contact.

This portion of the jail also contains multiple-occupancy cells that share common dayrooms; however these too are arranged in a linear fashion that was popular in jail construction from the 1800s to the late 1970s. Consequently due to this antiquated design, inmates housed in these areas are difficult to supervise and it is staff-intensive.

Central and South are two portions of this old generation jail. Currently, there is only one post (Deputy) for each of these two areas, which are in relatively close proximity to each other. Staff assigned to these post positions have the difficult responsibility of supervising inmates of all classification types in antiquated spaces. We are of the opinion that the duties required for the staff assigned to each of these posts exceeds their ability to perform them in any meaningful way and clearly their ability to meet minimum jails standards is questionable.

We recommend adding one post assignment that will assist both the Central and South areas of the jail. This position would be responsible for assisting the deputies with all tasks. Frequently, staff is pulled from the entire jail to perform several tasks such as preparing inmates for transportation to and from court. This post position could be utilized for this purpose as well as relieving staff for their meal and personal breaks. Currently no jail staff is designated for this function.

MAIN JAIL EAST AND WEST

Post	Day Shift	Night Shift	Total	SRF	Number of Additional Staff Recommended
East/West Rover	1	1	2	2.68	5.37 CDs

Similar to the physical plant described above, the East and West post positions are handicapped by an antiquated jail design that makes inmate supervision extremely difficult. On paper, the two post positions assigned to each of these areas appears to be minimally adequate. However, during our onsite visits and through our interviews with staff, we became aware that having two deputies in each of these spaces rarely occurs.

We see this problem frequently in understaffed jail facilities where jail staff are assigned to a 12 - hour shift on a given post position, however that person is regularly utilized to perform other actions in the jail which are also critically needed but unstaffed. Essentially, one deputy is expected to fill two or three post positions where only one post position is designated. For example, while we were on-site, the East movement deputy was "pulled off" to provide break relief, escort inmates and remain with them during medical calls, escort and search inmates both going to and returning from the court.

We were also told that staff is frequently "pulled" to transport inmates on medical transportation to a hospital. When this occurs, the deputy rarely returns during their shift to fill their position. Further staff report that "pulling" a deputy for another function is more the rule than the exception. Consequently, while staffing may appear adequate on paper, it misrepresents the actual staffing level. The appropriate analysis is to determine the activities that need to be formed and the manner in which they need to be performed in order to identify the correct staffing need.

Clearly, assigning a deputy to a post assignment, then having that deputy be removed for long periods of time to perform other functions, leaves the original post assignment unfilled. In essence, this one deputy is actually filling multiple post assignments.

Adding one more post position to be shared by both of these areas will not completely solve the problem of pulling deputies for other tasks, it will contribute to a much safer environment for staff, inmates and the public.

MEDICAL ESCORT/FACILITY ROVER

Post	Day Shift	Night Shift	Total	SRF	Number of Additional Staff Recommended
Medical Escort Officer	1		1	2.57	2.57 CDs

Recent penological studies confirm that inmates currently housed in jails nation-wide are more drug addicted, violent, sicker and mentally-ill than at any point in recent history. Many sources estimate that about 20 to 25 % of the inmate population is seriously mentally ill. The result of this disturbing trend is that medical and mental health contacts between inmates and medical/mental health staff are needed in an ever increasing number and Santa Barbara County is no exception.

The need for daily escort and supervision of inmates while these medical and mental health services are being provided is a daily drain on staff and is often the reason that staff are "pulled" from their post positions. This problem will be exacerbated by the additional inmates to be confined at the Santa Barbara County Jail System due to the Jail Realignment for AB 109. It is anticipated that the additional population of inmates being relocated from the prison system to this facility will result in an increase of Medical and Mental Health services due to the longer terms that the inmates will spend in this facility.

Consequently, we recommend one post position to perform this task. On the rare occurrences where their services are not needed, they can supplement the other jail staff in a variety of functions. These functions include searching, yard movement, court movement and assistance in the IRC for bookings.

SUMMARY

We are aware of the deep fiscal impact that the current economy has had to all government institutions including jails. With this in mind, we attempted to be conservative in our approach to the staffing levels in the Santa Barbara County Jail System. Despite our desire to keep our estimates as low as possible it is an unfortunate truth that operating a jail is very staff intensive and as a result, expensive to operate.

As we have mentioned many times in this report, the inmate population in jails, nation-wide and specifically in Santa Barbara has become more problematic because the inmate population is sicker, more mentally ill and most importantly more violent. This comes as no surprise to jail administrators, because most of the "non-violent" low security inmates have been released from jails and placed on alternate sanctions in order to make room in the jail for these problem inmates. The more that correctional professionals use the release of so-called "non-problematic inmates" into the community, the higher the percentage of problematic inmates are left in the jail. When we reduce staffing of the jail in response to economic needs, there comes a tipping point where the jail becomes a dangerous place for both staff and inmates. We believe that if the Santa Barbara jail system has not already reached this point, it is very close.

Usually a "staffing analysis" reflects a point in time need for staffing. We based our initial numbers on the point in time as being November, 2011. Additional staff has been added since that date, and the Santa Maria Jail has been opened. Consequently, we updated the report to reflect the most current numbers.

At this point, we have one additional major concern about the proper staffing level for the Santa Barbara Jail System, and it revolves around the state realignment with AB 109. We are concerned with the overcrowding, how much the Average Daily Populations will increase and the probability of the changing classification of inmates. All of these factors and more will have a direct impact on the number of staffing needed to safely operate this jail system. The Sheriff's Office Administration must be flexible in quickly identifying staffing deficiencies as they arrive, make changes quickly and ensure that the Board of Supervisors is also aware of the changing needs. Finally, a staffing analysis update should be performed biennially to track these changes in the jail system and provide County Decision Makers with the most current information.

One bright event on the horizon is the planned North County Jail. We anticipate that with a much newer designed jail, staffing should be much more efficient. This will result in increased safety for both staff and inmates. This jail would also minimize the number of transportation "runs" between Goleta and Santa Maria resulting in fewer staff being needed for the transportation function.

SUMMARY TABLE

The following table consolidates and summarizes the report recommendations.

Additions FTEs by Type	Custody Sgts	Custody Dep II	Custody Dep	Total
Additional FTEs Needed for Current Post Positions (12/80) for SRF	2.08	-6.64	-6.8	-11.36
Additional FTEs Needed for recommended Additional Post Positions 12/80	0	0	24.05	24.05
TOTALS for 12/80	2.08	-6.64	17.25	12.26 FTEs
Additional FTEs Needed for Current Post Positions (12/84) for SRF	1.4	-7.3	-12.4	-18.3
Additional FTEs Needed for recommended Additional Post Positions 12/84	0	0	22.66	22.66
Totals for 12/84	1.4	-7.3	10.26	4.36 FTEs

SHIFT SCHEDULE ASSESSMENT

As part of this Staffing Analysis commissioned by the Santa Barbara Sheriff's Office, CSCJC was asked to examine shift schedules to determine if there is a more efficient schedule that can be applied to staffing the jail system. Whatever shift pattern is employed, it must both be acceptable to the employees and provide the optimum staffing solution to effectively and efficiently operating the Jail System. This chapter will examine the shift schedules that we are aware of that may mitigate the staffing shortages for this agency.

EIGHT HOUR/FIVE DAYS SHIFT PATTERN

This shift pattern of 8-hour shifts-5-days per week reflects the traditional approach in staffing jail facilities. Schedules for jails are typically based on the requirements contained in Title 15, CCR and is a practical assessment that fewer staff may be needed during sleeping hours. Therefore, there are 16 hours where a given number of staff is needed, and 8 hours (sleeping hours) where much fewer numbers of staff are required. Unfortunately, we observed sufficient activity within the jail that would not allow for staff reductions during "sleeping hours." The simple truth is, jails are busy 24-hours a day and need to be staffed accordingly.

Many agencies that have traditionally used the 8-5 schedule for all staff (all agencies continue to use 8-5 for specialty positions) have moved to some type of 12-hour schedule. This is especially true where staff is not able to afford to purchase a home near the location of the jail, but must commute long distances to work. By adopting a 12-hour shift pattern, the agency has reduced the number of times that staff must commute to work each week.

Alternately, the 12-hour staffing pattern may be difficult for some employees to manage without becoming fatigued. Some employees enjoy working the traditional work day in order to meet their individual off-duty priorities. Additionally, it is usually easier to fill any temporary staffing vacancies with employees how are not working longer shifts. We have found that even though many jails use the 12-hour shift patterns, these same jails also use 8-hour shifts for specialized staff resulting in a "hybrid staffing pattern."

NINE/EIGHTY SHIFT PATTERN

The nine/eighty shift pattern is one where the staff work eight nine-hour days and one eight hour day every two weeks. This would give them an extra day off every two weeks and provide an extra hour of work hours for eight of ten days every two weeks.

Any shift pattern that provides overlap, such as the 9/80 pattern, is not generally practical in the custody environment. Post positions such as module officers, intake officers, rovers and central control (to name a few) need to be filled 24 hours per day. By having an overlap of an hour per person this would mean that 3 hours per post, per person would be double staffed. This staffing is an inefficient and economically unjustified pattern to be used in fixed posts required to be staffed 24 hours per day.

The 9/80 shift pattern does have an appropriate and acceptable place in jail staffing patterns when it comes to specialized positions. For example, positions such as the Alternative Work Program, Transportation, Records, and Classification may be appropriate locations for the 9/80 shift pattern to be used. Indeed, these post positions may be more efficiently operated if flexibility in scheduling is allowed where the correct shift pattern is applied to the needed workload.

FOUR/TEN SHIFT PATTERN

The four/ten shift pattern is one where the employee works four ten-hour shifts per week thereby giving the employee an extra day off every week. These schedules became popular with patrol functions in the 1980s where staff could be scheduled during the busiest part of a 24 hour period and a minimum staffing level be allowed for the non-busy periods of time. This shift pattern can allow either an overlap during extremely busy periods of time or allow the traditional non-overlap where 20 hours in a 24 hour day are covered.

Similar to the 9/80 shift pattern, the four/ten shift patterns generally do not work well in a custody environment for line staff. Any overlap is inefficient and the truth is that there is really no slow time in a jail environment. For example, inmates may be sleeping, but they still require hourly (or more frequent) safety checks. Processing of new arrestees occurs around the clock. Staff may need to catch up on logistics of operating and maintaining a jail during slower hours, but they must always be available to respond. In our experience, we know of no jails (nationally) that use the 10-hour shift pattern for custody staff, simply because it has been tried and has shown that it does not work.

Similar to the discussion on the 9/80 shift pattern, the four/ten may be a good fit for specialized positions in the jail. For example, the four/ten is currently working very well for Transportation in covering their duties. These daily duties may require working longer than the eight hour day (for court transportation for example) where the ten hour shift would suffice. The employees spread out their extra day off during the week to ensure that Mondays and Fridays are adequately covered. This flexibility allows the Transportation Deputies to perform their work in the most cost effective manner for the jail.

TWELVE-HOUR SHIFT SCHEDULE

The twelve-hour shift pattern is one where employees work four, 12-hour shifts one week, take three days off, then work three, 12-hour days the next and take four days off. Two variations to this shift pattern involve only working eight hours one of the work days, thereby equaling 80 hours every two weeks. This schedule is known as the 12/80 Shift Pattern

The other option for those agencies that frequently have staff vacancies is for staff to work all twelve hour shifts and compensate for four hours of overtime every two weeks, or in some cases (with employee organizations agreement), compensate for 84 hours of "straight time" for each two-week period. This pattern is known as the 12/84 Shift Pattern

The twelve-hour shift schedule has become a very popular staffing pattern for many jails in California and elsewhere around the nation. The reason for this is that the activity level in jails tends to be much more constant, even during early morning hours, and therefore there are more post positions that need to be filled 24 hours per day. The most compelling argument that can be made for the 12-84 hour shift pattern is the lower Shift Relief Factor (SRF) that is necessary to fill the same number of posts. In other words, the extra four hours on duty every two weeks that each employee works, allows fewer FTEs to be on payroll to fill the needed posts.

We believe that the 12-hour shift patterns - both the 12/80 and the 12/84 - are the most efficient in a custody environment. While these patterns are popular for jail staff, the benefits are really in support of the efficient operation of the jail. In this regard, one advantage is that there are two shift changes instead of three. This means that the first 30 minutes of the shift in which staff are briefed and settle in to their post positions is reduced from three (in the 8 hour mode) to two. With 18 post positions, the daily savings in productive work hours is approximately 9 hours per day or 3276 hours annually, which represents a saving of two positions.

One of the other benefits of the 12-hour shift pattern is the ability of "platooning" of staff. For example, staff would be assigned to one of four platoons during a period of time (usually three to four months). Each platoon has supervisors and lead deputies (CDIIs) assigned to supervise that platoon. This allows staff to work with the same co-workers for a period of time as well as being supervised by the same sergeants. This has shown to increase the consistency of how jobs in the jail are performed and stability in how each post is operated.

Santa Barbara currently uses the 12-80 variant of the 12-hour shift pattern. Here, staff work 48 hours one week and 32 hours the next. The weakness with this shift pattern is that one of the work days must be an 8-hour shift. We received anecdotal information by staff that these 8-hour days are popular to take off when possible that resulted in an additional 4 hours for these days if jail staff is held over on overtime to cover these absences.

Many jails use the 12-84 shift pattern, and as discussed above this involve staff working four 12-hour shifts one week and three 12-hour shifts the next. As another example, San Diego County uses a pattern where the employee works five 12-hour shifts one week and two 12-hour shifts the next. Most counties, however that use the 12/84 shift pattern use three days working one week (with four days off) and four days the following week (with three days off). For some counties, the extra 4 hours worked every two weeks is paid at "straight time" - thus saving the cost of overtime (a 33% savings for four hours/every two weeks/employee) which can result in significant savings. Other agencies will simply pay the extra 4 hours each two weeks at time and one-half. The difference probably will need to be negotiated with the employee's labor representatives.

If Santa Barbara Sheriff's Office would use the 12-84 schedule versus any shift pattern that uses 80 hours per two week period of time, the Shift Relief Factor for each class of employee could be reduced. This is because there are more net annual work hours per employee within each relief factor. We calculated the differences with the current SRFs under the 12-80 and the 12-84 shift patterns and found the following:

12-84 SHIFT PATTERN

Position	Shift Relief Factor	
	12 Hr.	24 Hr.
12-84 Shift Pattern		
Custody Deputy with No Break Relief	2.42	4.84
Custody Deputy with 30 Minute Break Relief	2.53	5.06
Custody Deputy II with No Relief	2.51	5.02
Custody Deputy II with 30 Minute Break Relief	2.62	5.24
Custody Sergeant with No Relief	2.54	5.08

12-80 CURRENT SHIFT PATTERN

Position	Shift Relief Factor	
	12 Hr.	24 Hr.
12-80 Shift Pattern		
Custody Deputy with No Break Relief	2.57	5.14
Custody Deputy with 30 Minute Break Relief	2.68	5.37
Custody Deputy II with No Relief	2.67	5.34
Custody Deputy II with 30 Minute Break Relief	2.79	5.57
Custody Sergeant with No Relief	2.71	5.41

You can see the significant reduction in the SRF for each class of employee. We applied the 12-84 shift pattern to the current (mandatory) staffing needs and found the following:

PROPOSED STAFFING SUMMARY NEEDS - BY POSITIONS - BY SRF - 12/84 SHIFT PATTERN

Current Post Positions

Position	Positions with SRF of 2.42	Positions with SRF of 2.53	Positions with SRF of 2.51	Positions with SRF of 2.62	Positions with SRF of 2.54	Positions with SRF of 1.0
Custody Sergeant					10.16 (4)	6.0 (6)
Custody Deputy II			15.06 (6)	5.24 (2)		7.0 (7)
Custody Deputy	4.84 (2)	91.08 (36)				2.0 (2)

Position	Positions with SRF of 1.18	Positions with SRF of 1.22	Positions with SRF of 1.24		TOTALS
Custody Sergeant			1.24 (1)		17.4 CSgts
Custody Deputy II		2.44 (2)			29.74 CDIIIs
Custody Deputy	30.68 (26)				128.6 CDs

TOTALS 12-84
17.4 CSgts
29.74 CDIIIs
128.6 CDs

TOTALS 12-80
18.08 CSgts
31.04 CDIIIs
134.3 CDs

STAFF SAVINGS 12-84 vs. 12-80
0.68 CSgts
1.3 CDIIIs
5.7 CDs
Total = 7.68 FTEs

There will be a savings of (7.68 FTEs) personnel if the 12-84 shift pattern is adopted by Santa Barbara County. Even if additional staff is not hired to fill the current deficit, the coverage will be better for the staff currently employed. Of course, these are not "free hours", the county must pay either straight time or time and a half for 4 hours every two weeks for each person assigned to this shift. I strongly suspect that the current overtime being used will offset this additional cost. Regardless, under this shift pattern, the county will not have to pay benefit packages to the 12 staff identified above.

RECOMMENDATION

Ultimately, the most cost-efficient and effective shift pattern for the Santa Barbara County Sheriff's Office is a "Hybrid" model that may consist of all of the shift patterns that have been presented. We strongly urge the *Decision Makers* to adopt the 12/84 shift pattern for custody staff who is assigned to post positions that must be staffed 24/7. In addition, each specialty position such as Transportation, Alternative Work Program, Records, Classification and Administration is provided with the shift pattern that most effectively utilizes the personnel assigned to that unit. Despite the shift patterns that are ultimately adopted, jail administrators are always challenged to closely monitor and manage the use of leave time to control staffing costs. The key to being efficient is the flexibility to make incremental changes to meet changing needs.

APPENDIX – A

SHIFT RELIEF FACTOR CALCULATIONS – EXISTING SHIFT TYPES

**CUSTODY DEPUTY
12 HOUR SHIFT SCHEDULE - NO BREAKS
12/80**

Leave Types per Officer	Hours
A – Scheduled days off 182 X 12 Hours + 26 X 4	2288.00
B - Holidays	80.00
C – Personal Sick Leave Time	3.39
D - Sick Time	18.91
E - Training	41.18
F – Safety Workman's Comp	52.84
G – Workman's Comp	23.94
H - Vacation	157.24
I - Military Leave	3.39
Total	2668.89
Base Hours 12 X 364	4368.00
Hours Not Available	2668.89
Availability (Net Annual Work Hours)	1699.11
12 Hour SRF	2.57
24 Hour SRF	5.14

N= 123.923

Data gathered from actual leave hours – July 1, 2010 to June 30, 2011

**CUSTODY DEPUTY
12 HOUR SHIFT SCHEDULE - WITH BREAKS
12/80**

Leave Types per Officer	Hours
A – Scheduled days off 182 X 12 Hours + 26 X 4	2288.00
B - Holidays	80.00
C – Personal Sick Leave Time	3.39
D - Sick Time	18.91
E - Training	41.18
F – Safety Workman's Comp	52.84
G – Workman's Comp	23.94
H - Vacation	157.24
I - Military Leave	3.39
Total	2668.89
Base Hours 12 X 364	4368.00
Hours Not Available	2668.89
Sub Net Annual Work Hours	1699.11
Minus 30 minute break/12 hours	70.80
Availability - Net Annual Work Hours	1628.31
12 Hour SRF	2.68
24 Hour SRF	5.37

N= 123.923

Data gathered from actual leave hours – July 1, 2010 to June 30, 2011

**CUSTODY DEPUTY II
12 HOUR SHIFT SCHEDULE - NO BREAKS**

12/80

Leave Types per Officer	Hours
A – Scheduled days off 182 X 12 Hours + 26 X 4	2288.00
B - Holidays	80.00
C – Personal Sick Leave Time	23.40
D - Sick Time	41.05
E - Training	41.96
F – Safety Workman's Comp	47.28
G – Workman's Comp	0
H - Vacation	210.85
I - Military Leave	0
Total	2732.54
Base Hours 12 X 364	4368.00
Hours Not Available	2732.54
Availability - Net Annual Work Hours	1635.46
12 Hour SRF	2.67
24 Hour SRF	5.34

N= 29.23

Data gathered from actual leave hours – July 1, 2010 to June 30, 2011

**CUSTODY DEPUTY II
12 HOUR SHIFT SCHEDULE - WITH BREAKS
12/80**

Leave Types per Officer	Hours
A – Scheduled days off 182 X 12 Hours + 26 X 4	2288.00
B - Holidays	80.00
C – Personal Sick Leave Time	23.40
D - Sick Time	41.05
E - Training	41.96
F – Safety Workman's Comp	47.28
G – Workman's Comp	0
H - Vacation	210.85
I - Military Leave	0
Total	2732.54
Base Hours 12 X 364	4368.00
Hours Not Available	2732.54
Sub Net Annual Work Hours	1635.46
Minus 30 minute break/12 hours	68.14
Availability - Net Annual Work Hours	1567.32
12 Hour SRF	2.79
24 Hour SRF	5.57

N= 29.23

Data gathered from actual leave hours – July 1, 2010 to June 30, 2011

**CUSTODY SERGEANT
12 HOUR SHIFT SCHEDULE - NO BREAKS
12/80**

Leave Types per Officer	Hours
A – Scheduled days off 182 X 12 Hours + 26 X 4	2288.00
B - Holidays	80.00
C – Personal Sick Leave Time	16.17
D - Sick Time	44.12
E - Training	69.0
F – Safety Workman's Comp	23.63
G – Workman's Comp	12.43
H - Vacation	219.88
I - Military Leave	0
Total	2753.23
Base Hours 12 X 364	4368.00
Hours Not Available	2753.23
Availability - Net Annual Work Hours	1614.77
12 Hour SRF	2.71
24 Hour SRF	5.41

N= 15.92

Data gathered from actual leave hours – July 1, 2010 to June 30, 2011

**CUSTODY DEPUTY
8 HOUR - 5 DAY SHIFT SCHEDULE - NO BREAKS
WEEKENDS AND HOLIDAYS OFF**

Leave Types per Officer	Hours
A – Scheduled days off 52 X 2 =104 X 8	N/A
B - Holidays	N/A
C – Personal Sick Leave Time	3.39
D - Sick Time	18.91
E - Training	41.18
F – Safety Workman's Comp	52.84
G – Workman's Comp	23.94
H - Vacation	157.24
I - Military Leave	3.39
Total	300.89
Base Hours 8 X 364 = 2912 - 832 - 80=	2000.00
Hours Not Available	300.89
Availability (Net Annual Work Hours)	1699.11
8 Hour SRF	1.18

N= 123.923

Data gathered from actual leave hours – July 1, 2010 to June 30, 2011

**CUSTODY DEPUTY II
8 HOUR - 5 DAY SHIFT SCHEDULE - NO BREAKS
WEEKENDS AND HOLIDAYS OFF**

Leave Types per Officer	Hours
A – Scheduled days off 52 X 2 =104 X 8	N/A
B - Holidays	N/A
C – Personal Sick Leave Time	23.40
D - Sick Time	41.05
E - Training	41.96
F – Safety Workman's Comp	47.28
G – Workman's Comp	0
H - Vacation	210.85
I - Military Leave	0
Total	364.54
Base Hours 8 X 364 = 2912 - 832 - 80=	2000.00
Hours Not Available	364.54
Availability (Net Annual Work Hours)	1635.46
8 Hour SRF	1.22

N= 29.23

Data gathered from actual leave hours – July 1, 2010 to June 30, 2011

**CUSTODY SERGEANT
12 HOUR SHIFT SCHEDULE - NO BREAKS**

Leave Types per Officer	Hours
A – Scheduled days off 52 X 2 =104 X 8	N/A
B - Holidays	N/A
C – Personal Sick Leave Time	16.17
D - Sick Time	44.12
E - Training	69.0
F – Safety Workman's Comp	23.63
G – Workman's Comp	12.43
H - Vacation	219.88
I - Military Leave	0
Total	385.23
Base Hours 8 X 364 = 2912 - 832 - 80=	2000.00
Hours Not Available	385.23
Availability (Net Annual Work Hours)	1614.77
8 Hour SRF	1.24

N= 15.92

Data gathered from actual leave hours – July 1, 2010 to June 30, 2011

APPENDIX – B SHIFT RELIEF FACTOR CALCULATIONS – 12 – 84 SHIFT PATTERN

CUSTODY DEPUTY 12 - 84 HOUR SHIFT SCHEDULE - NO BREAKS 12/84

Leave Types per Officer	Hours
A – Scheduled days off 182 X 12 Hours	2184.00
B - Holidays	80.00
C – Personal Sick Leave Time	3.39
D - Sick Time	18.91
E - Training	41.18
F – Safety Workman's Comp	52.84
G – Workman's Comp	23.94
H - Vacation	157.24
I - Military Leave	3.39
Total	2564.89
Base Hours 12 X 364	4368.00
Hours Not Available	2564.89
Availability (Net Annual Work Hours)	1803.11
12 Hour SRF	2.42
24-Hour SRF	4.84

N= 123.923

Data gathered from actual leave hours – July 1, 2010 to June 30, 2011

**CUSTODY DEPUTY
12-84 HOUR SHIFT SCHEDULE - WITH BREAKS
12/84**

A – Scheduled days off 182 X 12 Hours	2184.00
B - Holidays	80.00
C – Personal Sick Leave Time	3.39
D - Sick Time	18.91
E - Training	41.18
F – Safety Workman's Comp	52.84
G – Workman's Comp	23.94
H - Vacation	157.24
I - Military Leave	3.39
Total	2564.89
Base Hours 12 X 364	4368.00
Hours Not Available	2564.89
Sub Net Annual Work Hours	1803.11
Minus 30 minute break/12 hours	75.13
Availability - Net Annual Work Hours	1727.98
12 Hour SRF	2.53
24 Hour SRF	5.06

N= 123.923

Data gathered from actual leave hours – July 1, 2010 to June 30, 2011

**CUSTODY DEPUTY II
12-84 HOUR SHIFT SCHEDULE - NO BREAKS**

12/84

Leave Types per Officer	Hours
A – Scheduled days off 182 X 12 Hours	2184.00
B - Holidays	80.00
C – Personal Sick Leave Time	23.40
D - Sick Time	41.05
E - Training	41.96
F – Safety Workman's Comp	47.28
G – Workman's Comp	0
H - Vacation	210.85
I - Military Leave	0
Total	2628.54
Base Hours 12 X 364	4368.00
Hours Not Available	2628.54
Availability - Net Annual Work Hours	1739.46
12 Hour SRF	2.51
24 Hour SRF	5.02

N= 29.23

Data gathered from actual leave hours – July 1, 2010 to June 30, 2011

**CUSTODY DEPUTY II
12-84 HOUR SHIFT SCHEDULE - WITH BREAKS
12/84**

Leave Types per Officer	Hours
A – Scheduled days off 182 X 12 Hours	2184.00
B - Holidays	80.00
C – Personal Sick Leave Time	23.40
D - Sick Time	41.05
E - Training	41.96
F – Safety Workman's Comp	47.28
G – Workman's Comp	0
H - Vacation	210.85
I - Military Leave	0
Total	2628.54
Base Hours 12 X 364	4368.00
Hours Not Available	2628.54
Sub Net Annual Work Hours	1739.46
Minus 30 minute break/12 hours	72.45
Availability - Net Annual Work Hours	1667.01
12 Hour SRF	2.62
24 Hour SRF	5.24

N= 29.23

Data gathered from actual leave hours – July 1, 2010 to June 30, 2011

**CUSTODY SERGEANT
12-84 HOUR SHIFT SCHEDULE - NO BREAKS
12/84**

Leave Types per Officer	Hours
A – Scheduled days off 182 X 12 Hours + 26 X 4	2184.00
B - Holidays	80.00
C – Personal Sick Leave Time	16.17
D - Sick Time	44.12
E - Training	69.0
F – Safety Workman's Comp	23.63
G – Workman's Comp	12.43
H - Vacation	219.88
I - Military Leave	0
Total	2649.23
Base Hours 12 X 364	4368.00
Hours Not Available	2649.23
Availability - Net Annual Work Hours	1718.77
12 Hour SRF	2.54
24 Hour SRF	5.08

N= 15.92

Data gathered from actual leave hours – July 1, 2010 to June 30, 2011