



***Northern Branch Jail Expansion Staffing Study  
for  
Santa Barbara County***

***FINAL REPORT***

**February 24, 2025**



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## Introduction

The Santa Barbara Sheriff’s Office opened the Northern Branch Jail (NBJ) in Santa Maria in early 2022. This new facility added 376 beds to the County jail system whose Main Jail location is in the city of Santa Barbara. The Main Jail is an outdated facility that has been expanded several times over the years and has become expensive to operate and to maintain.

The County of Santa Barbara commissioned Justice Planners to conduct a study to determine the staffing implications of closing the majority of the Main Jail, with the exception of the Intake Reception Center function and 120 Reception Housing beds and expanding the newly opened Northern Branch Jail in Santa Maria. County officials are evaluating three options for expanded housing at the NBJ which include the following:

Table 1: Expansion Options

NBJ Expansion Options	# of Additional Beds at NBJ	# of Jail Beds to Keep at Main Jail	Total Jail System Beds
Option 1: NBJ Construction of 1 Pod	256	120	752
Option 2: NBJ Construction of 1.5 Pods	384	120	880
Option 3: NBJ Construction of 2 Pods	512	120	1008

The staff coverage plan will include a recommended listing of all recommended sworn posts, control posts staffed by Sheriff Service Technicians (SST), and positions by job classification that includes each of these options.

## Regulatory Standards for Staffing Levels

To determine appropriate staffing levels for a detention facility, a review of jurisdictional regulations and authorities is essential in understanding state requirements. In addition, national standards are used as guides to determine staffing levels that fulfill Constitutional obligations relegated to each Sheriff and detention center administration.

The Sheriff has a duty to protect and meet the basic human rights of everyone under their care. Since the oldest portion of the current facility opened in 1992, the jail and detention industry has markedly changed, requiring more attention to an individual’s personal needs and rights. Until the late 1960’s, jails remained “out of sight, and out of mind” from the federal court system. There was little to no external oversight, and legal requirements were minimal. Following the 1971 Attica Prison Riot, the rights of inmates in jails and prisons came to the forefront in many eyes. Title 42, Section 1983 – “Federal Civil Rights Act of 1871” became the vehicle to involve the federal courts into civil rights litigation in correctional facilities regarding deplorable conditions and treatments of inmates.

The importance of meeting basic human needs of an inmate is essential in managing the behavior of the inmate population. Upon admission, arrestees routinely receive an intake screening via a questionnaire designed to identify medical or mental health needs. In most facilities, other

information such as vulnerabilities, substance abuse, past institutional adjustments, and overall protective needs are vetted during the intake process. With such assessments, staff can begin to understand how to protect the individual inmate through housing separation and observation status. When an inmate realizes his/her basic human needs (shelter, safety, feeding, and medical services) are being met, the easier it is for the individual to transition to the new environment.

#### **AUTHORITIES FOR STAFFING LEVELS**

This recommended staffing plan was formulated in accordance with applicable regulatory standards governing staffing requirements. There are three sets of regulatory standards which provided guidance for the staffing analysis. Those standards are provided by Title 15 Minimum Standards for Local Detention Facilities, the Prison Rape Elimination Act of 2003 (945 USC 15601) and the American Correctional Association. California detention centers must comply with the state's minimum standards, and the Prison Rape Elimination Act is federal law. The American Correctional Association standards are not binding but are recognized by most courts as correctional best practices.

**Title 15 Minimum Standards for Local Detention Facilities** has the following staffing requirements, in part.

#### **§ 1027. Number of Personnel.**

A sufficient number of personnel shall be employed in each local detention facility to ensure the implementation and operation of the programs and activities required by these regulations.

Whenever there is a person in custody, there shall be at least one employee on duty at all times in a local detention facility or in the building which houses a local detention facility who shall be immediately available and accessible to incarcerated people in the event of an emergency. Such an employee shall not have any other duties which would conflict with the supervision and care of incarcerated people in the event of an emergency. Whenever one or more females are in custody, there shall be at least one female employee who shall be immediately available and accessible to such females.

Additionally, in Type IV programs the administrator shall ensure a sufficient number of personnel to provide case review, program support, and field supervision.

In order to determine if there is a sufficient number of personnel for a specific facility, the facility administrator shall prepare and retain a staffing plan indicating the personnel assigned in the facility and their duties. Such a staffing plan shall be reviewed by the Board staff at the time of their biennial inspection. The results of such a review and recommendations shall be reported to the local jurisdiction having fiscal responsibility for the facility.

**§ 1027.5 Safety Checks.**

The facility administrator shall develop and implement policy and procedures for conducting safety checks that include, but are not limited to, the following:

- (a) Safety checks will determine the safety and well-being of individuals and shall be conducted at least hourly through direct visual observation of all people held and housed in the facility.
- (b) There shall be no more than a 60-minute lapse between safety checks.
- (c) Safety checks for people in sobering cells, safety cells, and restraints shall occur more frequently as outlined in section 1055, section 1056, and section 1058 of these regulations.
- (d) Safety checks shall occur at random or varied intervals.
- (e) There shall be a written plan that includes the documentation of all safety checks.

Documentation shall include:

- (1) the actual time at which each individual safety check occurred;
  - (2) the location where each individual safety check occurred, such as a cell, module, or dormitory number; and,
  - (3) Initials or employee identification number of staff who completed the safety check(s).
- (f) A documented process by which safety checks are reviewed at regular defined intervals by a supervisor or facility manager, including methods of mitigating patterns of inconsistent documentation, or untimely completion of, safety checks.

**§ 1028. Fire and Life Safety Staff.**

Pursuant to Penal Code Section 6030(c), effective January 1, 1980, whenever there is a person in custody, there shall be at least one person on duty at all times who meets the training standards established by the Board for general fire and life safety. The facility manager shall ensure that there is at least one person on duty who trained in fire and life safety procedures that relate specifically to the facility.

**PREA Standards**

The Prison Rape Elimination Act of 2003 (945 USC 15601) also known as PREA provided for a commission to develop standards to be adopted by the U.S. Attorney General to detect, prevent, and respond to rapes and sexual misconduct that take place in prisons and detention facilities. Standard § 115.13 of this act addresses staffing and sets forth the following provisions:

**§ 115.13 Supervision and monitoring.**

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

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

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

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

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

(d) Each agency operating a facility shall implement a policy and practice of having intermediate-level or higher-level supervisors conduct and document unannounced rounds to identify and deter staff sexual abuse and sexual harassment. Such policy and practice shall be implemented for night shifts as well as day shifts. Each agency shall have a policy to prohibit staff from alerting other staff members that these supervisory rounds are occurring, unless such announcement is related to the legitimate operational functions of the facility.

This standard also requires "adequate" staffing along with supervision of staff to ensure compliance.



The main focus of this standard is to provide enough security to be able to respond to sexual assaults with adequate numbers of staff in a timely manner and to provide adequate supervision to ensure that inappropriate relationships do not develop between staff and inmates.

**American Correctional Association Standards**

The American Correctional Association uses standard 5-ALDF-2A-13 as a performance-based standard and I-CORE-2A-09 as a minimum standard for meeting acceptable criteria for staffing. A recent U.S. Appeals Court decision (Cody v. Hillard) concluded that the ACA standards can be used to determine constitutional requirements.

The Core Standards for staffing are as follows:

**Sufficient Staff I-CORE-2A-09 (Ref. 5-ALDF-2A-14)**

Sufficient staff, including a designated supervisor, are provided at all times to perform functions relating to staff safety and the security, custody, and supervision of inmates as needed to operate the facility in conformance with the standards.

This standard requires a designated supervisor "at all times" along with a sufficient amount of correctional staff. Industry standard provides for 3 levels of supervision: line level staff, supervisory staff, and command staff. The number of staff that is deemed "sufficient" can be determined based on several factors, including the philosophy of operation and the programs provided. Other determining factors are the design of the facility's components, the types and frequency of internal inmate movement, and the various risks and needs of the inmate population.

A staffing plan for the correctional system should consider all these factors and provide staffing and supervision at a sufficient level to meet security and program objectives.

## Facility Profile

The NBJ is comprised of ten housing pods of various capacities and custody levels with a current capacity of 376 beds.

**Table 2: Current NBJ Housing**

Housing Unit	Capacity	Classification	Gender	Supervision Type
Pod A	32	Administrative Segregation	Male	Indirect
Pod B	64	General Population	Male	Direct
Pod C	64	General Population	Male	Direct
Pod D	64	General Population	Male	Direct
Pod E	40	General Population	Male	Direct
Pod F	16	Administrative Segregation	Female	Indirect
Pod G	32	Gen Po. & Protective Custody	Female	Indirect
Pod H	32	General Population	Female	Direct
Pod J & K	32	Behavioral Health	Male	Indirect

## POST PLAN DEVELOPMENT

Through interviews with the facility administration, the current post plan was assessed to manage the housing pods needed for the facility. In establishing the recommended number of full-time equivalents (FTE) for each security post, it is important to understand the tasks undertaken by housing officers. For example, the daily tasks for housing unit officers range from minor tasks to observation and supervision of individuals to managing and controlling poor behaviors. Housing Pod officers have a series of regular responsibilities throughout a shift including, but not limited to:

- counting inmates upon assuming custody,
- conducting security observation rounds as required,
- supervising inmate feeding and monitoring those with special dietary needs,
- inspecting and distributing inmate mail,
- distributing hygiene items,
- exchanging laundry (linens, blankets, towels),
- supervising the cleaning of housing areas,
- completing inventory control of chemicals, tools, and security items assigned to the post,
- answering questions and responding to complaints,
- distributing inmate requests and inmate grievance forms when necessary,
- supervising recreation periods,
- supervising programming and visitation,
- providing security for medical staff during medication distribution,
- conducting security and maintenance inspections of cells, dayrooms, showers, recreation areas, and all areas connected to the housing pod,

- searching inmates upon leaving and returning from the housing pod,
- distributing/supervising distribution of commissary items,
- documenting incidents and important information on each individual,
- maintaining a log of all activities, visitors, and unusual events in the housing unit,
- protecting individuals from abuse, and
- responding to emergency situations.

These daily activities become more challenging when inmates do not follow rules or do not cooperate with instructions. The responsibilities of the housing officer become compounded when inmates refuse to participate in activities and become resistant to the normal running of the housing pod. Inmate misbehavior takes valuable time away from an officer who is responsible for maintaining order and preventing inmates from disrupting the behaviors of others living in the same environment. Having the appropriate level of staff to manage difficult behavior and still complete required responsibilities is vital to the successful operation of a detention center.

## Staffing Relief and Methodology

Developing a staffing plan consists of more than determining the number of posts and the days/hours the posts will be staffed. The translation of posts to full-time equivalent FTE positions is made by applying an appropriate relief calculation to the recommended number of posts. Providing proper relief, or staff coverage, is critical in determining adequate staffing for detention operations. Unlike most other government or justice functions the jail is a 24-hour round-the-clock 365 days-a-year operation that has substantial security and life safety requirements. The security-related positions or posts in the detention center must be staffed even when the scheduled officer calls in sick, takes vacation or is away on required training.

The process used for conducting this staffing study and calculating a proper relief factor was based on the Staffing Analysis Workbook for Jails: Second Edition, produced by the National Institute of Corrections, and is considered to be the “industry standard” process for determining appropriate staffing for local corrections.

The following passage is an excerpt from the *Staffing Analysis Workbook for Jails: Second Edition*:

“Many staffing issues and problems jails face, such as high overtime costs, the inability to cover needed posts, or the inability to free staff from their posts for training can be attributed to inaccurate calculation of the actual number of hours staff is available to work in the jail. This critical step requires collecting and analyzing information that will provide an accurate depiction of the real number of staff hours that are available to be scheduled for each full-time position in the jail budget. It produces accurate net annual work hours (NAWH) for each position....

An accurate NAWH for each job classification requires information on all possible time-off categories. Different classifications of employees will have different NAWH,

because of the amount of vacation time or training time that is allotted and used.”

The NAWH has a direct impact on the number of staff needed to fill a post and the overall number of staff needed to operate the detention center. The more time staff are away from a post for leave time usage or for training, the more staff will be needed to fill a post.

It is important to point out that not every post or position requires relief. Relief is typically applied to security posts that must be staffed during certain shifts and work hours to maintain safe, critical operations. Typically, relief is not applied to administrative personnel or positions who are not directly responsible for the continuous observation and safety of the inmate population.

Three components must be calculated to develop a valid shift relief factor:

1. **The number of hours each post must be filled in a year.** Some posts must be filled continuously, while others may only need to be filled intermittently. The number of hours each post must be filled in a year was calculated for all posts.
2. **The number of hours in a year an average employee is assigned to work.** Most staff are scheduled to work 80 hours every 2 weeks. However, this can vary slightly in different shift structures.
3. **The number of hours in a year an average employee can work a post.** This calculation is known as the “net annual work hours,” and it takes into consideration that staff are not always able to work their scheduled shift for reasons explained earlier.

To describe/recommend appropriate staffing for the Santa Barbara County Sheriff, a proper NAWH was calculated for each security job classification to determine the number of staff that must be employed to efficiently fill all security posts, even when some staff are absent. “Time off” data was examined for all the time taken off by all employees in the last three complete years, from 2021 through 2023. While employees take time off for legitimate reasons, security posts must still be staffed to maintain the safety and security of the facilities. Therefore, the actual time off data is used to determine the proper amount of relief staff that must be hired to provide adequate coverage at all times.

Table 3: Net Annual Work Hours

Net Annual Work Hours (NAWH)		CD	SGT	LT	SST
1	Base Hours per employee (40 x 52.14)	2085.60	2085.60	2085.60	2085.60
2	ADM - Admin Leave	0.00	0.00	66.83	0.00
3	ALN -Authorized Leave Of Absence	2.55	0.00	0.00	0.98
4	FML - FMLAICFRA Family Leave 12 Weeks	24.86	59.53	9.11	37.25
5	HLB - Holiday Leave	1.09	3.50	1.78	103.04
6	HOL - Holiday Taken Off	17.23	22.74	86.22	10.00
7	HWK - Holiday Half Time	0.36	0.63	0.00	20.00
8	JUR - Jury Duty Leave	0.00	0.00	0.00	1.50
9	MED - Med Leave W/0 Pay	20.62	0.00	0.00	19.75
10	MIL - Military Duty Leave	5.33	0.00	0.00	9.88
11	OLV - Other Leave With Pay	15.30	0.97	0.00	0.00
12	OTT - Overtime Taken	124.10	127.96	0.00	71.73
13	PSL - Personal Sick Leave	18.45	27.72	1.00	13.19
14	PTL - COVID	0.00	0.00	0.00	0.00
15	SCK - Sick Leave	43.03	86.47	18.94	62.92
16	SWC - Safety Work Comp Leave	0.00	0.00	0.00	0.00
17	VAC - Vacation	88.51	154.33	224.56	106.63
18	WKC - Workers Comp. Leave	0.71	0.00	0.00	0.00
19	Field Training	0.71	0.00	0.00	0.00
20	Average Vacancy/Lost Time Hours	130.67	0.00	0.00	3.75
21	Subtotal Unavailability (Total lines 2 - 12)	-493.51	-483.85	-408.44	-460.61
24	<b>Total Available Hours</b>	<b>1525.75</b>	<b>1535.01</b>	<b>1677.16</b>	<b>1557.28</b>

With the calculation of a tailored NAWH, the relief factor can be derived by dividing the number of hours per year that a post must be staffed by the number of hours one officer is available to work in a year. Staffing requirements then are determined by multiplying each post by the required relief factor.

Table 4: Relief Factor

Relief Factor	CD	CDII	SGT	LT	SST
Hours per Year	8760	8760	8760	8760	8760
Coverage: Hours per Year Divided by NAWH	5.74	5.49	5.71	5.22	5.63
Relief Factor	1.44	1.37	1.43	1.31	1.41

Proper relief factors will vary depending upon the type of post/position in which they are applied. For example, a post that is staffed for 40 hours each week will require less staff (and relief) than a post that is staffed 24/7. What is important when determining the required relief for a particular job classification is to factor an accurate NAWH. The coverage factor for a Custody Deputy is 5.74. This means that to properly staff one security post 24 hours a day, 7 days a week requires 1.44 staff on each 12-hour shift for a total of 5.74 FTEs. For the staffing recommendations, relief factors for each position category shown have been appropriately applied in the recommended staffing calculations.

## Facility Expansion

As mentioned earlier the County is considering expanding the capacity of the NBJ by adding either 256 beds (Option 1), 384 beds (Option 2), or 512 beds (Option 3). The new housing pods will primarily operate under a direct supervision model.

## Custody Support Division

For all three options, the number of recommended sworn staff for the Custody Support Division remains the same, totaling 14 full-time equivalent (FTE) positions. These are detailed in the table below.

**Table 5: Custody Support Division Recommended Staffing**

Custody Support Division											
Custody Support Post/Position	Job Class	8 Hr Days	8 Hr Nights	10 Hr Days	12 Hr Days	12 Hr Nights	Days/Week	Relief Needed?	NAWH	Total Rec. FTEs	Rounded FTEs
<b>Executive Staff</b>											
Chief Custody Deputy	DC	1					5	No		1.00	
<b>Subtotal:</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				<b>1.00</b>	<b>1</b>
<b>Command Staff</b>											
Commander		1					5	No		1.00	
<b>Subtotal:</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				<b>1.00</b>	<b>1</b>
<b>Management Staff (LT)</b>											
Health Services	Lt	1					5	No		1.00	1
Resources	Lt	1					5	No		1.00	1
Compliance	Lt	1					5	No		1.00	1
<b>Subtotal:</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				<b>3.00</b>	<b>3</b>
<b>Supervisory Staff (SGT)</b>											
Continual Quality Assurance	Sgt	1					5	No		1.00	1
Classification/ ASB	Sgt	1					5	No		1.00	1
<b>Subtotal:</b>		<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				<b>2</b>	<b>2</b>
<b>Senior Line Staff (CDII)</b>											
Continual Quality Assurance (CQA) - MJ	CDII	1					5	No		1.00	1
Continual Quality Assurance (CQA) - NBJ	CDII	1					5	No		1.00	1
Alternative Sentencing	CDII	1					5	No		1.00	1
<b>Subtotal:</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				<b>3.00</b>	<b>3</b>
<b>Line Staff (CD)</b>											
Education/Vocation	CD	1					5	No		1.00	1
Alternating Sentencing Bureau (ASB)	CD	1					5	No		1.00	1
ASB Santa Barbara	CD	2					5	No		2.00	2
<b>Subtotal:</b>		<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				<b>4.00</b>	<b>4</b>
<b>Total Sworn Staff:</b>		<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>					<b>14</b>
<b>Total Recommended Staff for Custody Support:</b>											<b>14</b>

The sworn staff positions for the Custody Division are summarized in the Table 6 below.

Table 6: Custody Support Division Summary Recommendations

Custody Support Post/Position	Total Rec. FTEs	Rounded FTEs
Chief Custody Deputy	1.00	1
Commander	1.00	1
Lieutenant	3.00	3
Sergeant	2.00	2
Custody Deputy II	3.00	3
Custody Deputy	4.00	4
<b>Total Sworn Staff:</b>	<b>14.00</b>	<b>14</b>
<b>Total Recommended Custody Support Staff:</b>		<b>14</b>

### Main Jail

The recommended number of sworn staff and SST for the Main Jail also remains the same for all three options, totaling 85 full-time equivalent (FTE) positions. The recommended Classification Custody Deputy II positions have been moved from the Main Jail to the NBJ facility.

These staffing recommendations are based upon the understanding that all laundry services will be conducted at the NBJ facility. All dirty clothing and linens for the offender population will be collected from the Main Jail, transported and laundered at the NBJ, and returned to the Main Jail. This function will primarily impact non-sworn staff as there are no sworn staff assigned to the laundry function.

These staffing recommendations are also based upon the understanding that a small kitchen function will be maintained at the Main Jail. With the NBJ being located approximately 90 minutes from the Main Jail, it would be difficult to maintain proper food temperatures during a commute of this duration.

There are currently discussions of whether to maintain a kitchen operation at the Main Jail or to contract with a local vendor for meals. If such a contractual agreement is entered into, the Custody Deputies designated for the kitchen can be deleted from this staffing plan.

Table 7: Main Jail Recommended Staffing

Santa Barbara Main Jail											
Main Jail Post/Position	Job Class	8 Hr Days	8 Hr Nights	10 Hr Days	12 Hr Days	12 Hr Nights	Days/Week	Relief Needed?	NAWH	Total Rec. FTEs	Rounded FTEs
<b>Command Staff</b>											
Commander		1					5	No	0.00	1.00	
<b>Subtotal:</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				<b>1.00</b>	<b>1</b>
<b>Management Staff (LT)</b>											
Operations	Lt	1					5	No		1.00	
Transportation	Lt	1					5	No		1.00	
<b>Subtotal:</b>		<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				<b>2.00</b>	<b>2</b>
<b>Supervisory Staff (SGT)</b>											
Operations	Sgt				1	1	7	Yes	1535.01	5.71	
Transportation	Sgt	2					5	No		2.00	
<b>Subtotal:</b>		<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>				<b>7.71</b>	<b>8</b>
<b>Senior Line Staff (CDII)</b>											
Operations	CDII				1	1	7	Yes	1595.11	5.49	
Transportation	CDII	1					5	No		1.00	
<b>Subtotal:</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>				<b>6.49</b>	<b>6</b>
<b>Line Staff (CD)</b>											
<b>Main Jail / IRC</b>											
Receiving Module (RMO) (120 beds)	CD				2	2	7	Yes	1525.75	11.48	
Inmate Movement (IMO)	CD				1	0.5	7	Yes	1525.75	4.31	
Identification (IDO)	CD				1	1	7	Yes	1525.75	5.74	
Receiving (REC)	CD				2	2	7	Yes	1525.75	11.48	
Kitchen	CD				1	0.5	7	Yes	1525.75	4.31	
Transportation	CD			18			4	Yes	1525.75	24.60	
<b>Subtotal:</b>		<b>0</b>	<b>0</b>	<b>18</b>	<b>7</b>	<b>6</b>				<b>61.92</b>	<b>62</b>
<b>Total Sworn Staff:</b>		<b>6</b>	<b>0</b>	<b>18</b>	<b>9</b>	<b>8</b>					<b>79</b>
<b>Professional Staff</b>											
Central Control	SST				1	1	7	Yes	1557.28	5.62	6
<b>Subtotal:</b>					<b>1</b>	<b>1</b>				<b>5.62</b>	<b>6</b>
<b>Total Recommended Staff for Main Jail:</b>										<b>85</b>	

The sworn staff and SST positions for the Main Jail are summarized in Table 8 below.

Table 8: Main Jail Summary Recommendations

Main Jail Post/Position	Total Rec. FTEs	Rounded FTEs
Commander	1.00	1
Lieutenant	2.00	2
Sergeant	7.71	8
Custody Deputy II	6.49	6
Custody Deputy	61.92	62
<b>Total Sworn Staff:</b>	<b>79.12</b>	<b>79</b>
SST	5.62	6
<b>Total Non-Sworn Staff</b>		<b>6</b>
<b>Total Recommended Staff for Main Jail:</b>		<b>85</b>



## Northern Branch Jail: Option 1

Option 1 that the County is considering will add 256 beds to the existing NBJ facility. While the design has not been finalized at the time of this study, staff from the County's Capital Projects Division indicates this addition is planned for four new housing pods, each containing 64 offender beds. Under the direct supervision model of offender supervision, each housing pod will have one Custody Deputy stationed in the pod with the offenders. The County is planning, with these new housing pods, to remove the Custody Deputy when the offenders are secured in their cells for the evening. At this point the supervision model will switch to an indirect supervision model where SST staff will monitor any activity in the housing pods from an overwatch position that will be built on the upper level of the new addition. For Option 1, staff from the County's Capital Projects Division indicates there will be two overwatch posts. Each would be staffed with an SST during these hours. If the County should pursue an alternate configuration to these areas, the overwatch posts may be reduced to a single location instead of two.

With the addition of 256 beds at the NBJ, there are Custody Deputy positions that should be increased, such as Housing Officers. With an expanded facility the state of California will reportedly require in-person visitation which is not currently required. Therefore, a Visitation Officer post has been added to the recommended staff coverage plan.

The recommended number of sworn staff and SST for the NBJ for Option 1 is 190 FTE positions. The new posts added for this expansion option are shown in red text while recommended increased staff for current positions are shown in red.

Table 9: Option 1-NBJ Recommended Staffing

Santa Barbara - Northern Branch Jail - Option 1

NBJ - Post/Position	Job Class	8 Hr Days	8 Hr Nights	10 Hr Days	12 Hr Days	12 Hr Nights	Days/Week	Relief	NAWH	Total Required FTEs	Rounded FTEs
<b>Command Staff</b>											
Commander		1					5	No		1.00	
<b>Subtotal Commander:</b>		<b>1</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>5</b>			<b>1.00</b>	<b>1</b>
<b>Management Staff</b>											
Operations	Lt	2					5	No		2.00	
Population Management	Lt	1					5	No		1.00	
<b>Subtotal Lieutenant:</b>		<b>3</b>	<b>0</b>		<b>0</b>	<b>0</b>				<b>3.00</b>	<b>3</b>
<b>Supervisory Staff</b>											
Operations Shift Supervisor	Sgt				2	2	7	Yes	1535.01	11.41	
<b>Subtotal Sergeant:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>				<b>11.41</b>	<b>11</b>
<b>Senior Line Staff</b>											
Operations	CDII				2	2	7	Yes	1595.11	10.98	
Classification	CDII				5	4	7	Yes	1595.11	24.71	
Transportation	CDII	1					5	No		1.00	
Administration	CDII	1					5	No	1595.11	1.00	
<b>Subtotal Custody Deputy II:</b>		<b>2</b>	<b>0</b>		<b>7</b>	<b>6</b>				<b>37.69</b>	<b>38</b>
<b>Line Staff</b>											
Pod A (Ad Seg - 32 Beds) Indirect	CD				1	1	7	Yes	1525.75	5.74	
Pod B (64 Beds) - Direct	CD				1	1	7	Yes	1525.75	5.74	
Pod C (64 Beds) - Direct	CD				1	1	7	Yes	1525.75	5.74	
Pod D (64 Beds) - Direct	CD				1	1	7	Yes	1525.75	5.74	
Pod E (40 Beds) - Direct	CD				1	1	7	Yes	1525.75	5.74	
Pod F (Female Ad Seg - 16 beds) Indirect	CD				1	1	7	Yes	1525.75	5.74	
Pod G (Female GP & PC - 32 Beds) Indirect	CD				1	1	7	Yes	1525.75	5.74	
Pod H (Female GP - 32 Beds) Direct	CD				1	1	7	Yes	1525.75	5.74	
Pod J & K Behavioral Health (32 beds) Indirect	CD				2	2	7	Yes	1525.75	11.48	
New Unit 1 (64 Beds) - Direct	CD				1	0.5	7	Yes	1525.75	4.31	
New Unit 2 (64 Beds) - Direct	CD				1	0.5	7	Yes	1525.75	4.31	
New Unit 3 (64 Beds) - Direct	CD				1	0.5	7	Yes	1525.75	4.31	
New Unit 4 (64 Beds) - Direct	CD				1	0.5	7	Yes	1525.75	4.31	
New Overwatch Housing Control #1	CD				0	0.5	7	Yes	1525.75	1.44	
New Overwatch Housing Control #2	CD				0	0.5	7	Yes	1525.75	1.44	
Movement / Escort	CD				3	2	7	Yes	1525.75	14.35	
Intake	CD				3	3	7	Yes	1525.75	17.22	
Kitchen Supervision	CD				1	0	7	Yes	1525.75	2.87	
Medical	CD				1	0	5	Yes	1525.75	2.05	
Medical	CD	1					5	Yes	1525.75	1.37	
Visitation	CD				1	0	7	Yes	1525.75	2.87	
Resource Deputy (K9)	CD	2					5	No		2.00	
Jail Based Competency Training JBCT (NWB)	CD				1	0	7	Yes	1525.75	2.87	
<b>Subtotal NBJ Custody Deputy:</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>18</b>				<b>123.11</b>	<b>123</b>
<b>Total Sworn Staff:</b>		<b>9</b>	<b>0</b>	<b>0</b>	<b>33</b>	<b>26</b>					<b>176</b>
<b>Non-Sworn</b>											
Central Control	SST				2	2	7	Yes	1557.28	11.25	
New Overwatch Housing Control #1	SST				0	0.5	7	Yes	1557.28	1.41	
New Overwatch Housing Control #2	SST				0	0.5	7	Yes	1557.28	1.41	
<b>Total Non-Sworn Posts at the NBJ:</b>					<b>2</b>	<b>3</b>				<b>14.06</b>	<b>14</b>
<b>Total Recommended Staff for NBJ:</b>											<b>190</b>

The recommended sworn staff and SST positions for the NBJ for Option 1 are summarized in Table 10 below.

**Table 10: Option 1-NBJ Summary Recommendations**

NBJ - Post/Position	Total Rec. FTEs
Commander	1
Lieutenant	3
Sergeant	11
Custody Deputy II	38
Custody Deputy	123
<b>Total Sworn Staff:</b>	<b>176</b>
SST	14
<b>Total Non-Sworn:</b>	<b>14</b>
<b>Total FTEs:</b>	<b>190</b>

There are currently 247 funded positions for sworn staff in the jail system and 16 funded SST positions. The table below totals all recommended sworn and SST positions for the jail system (for Option 1) and compares the delta with the funded positions.

**Table 11: Option 1-Jail System Recommended Staffing**

Total Recommended Staff for the Santa Barbara Jail System	Total Rec. FTEs	Current FTEs	Delta
Chief Custody Deputy	1	1	0
Commander	3	3	0
Lieutenant	8	9	1
Sergeant	21	19	-2
Custody Deputy II	47	36	-11
Custody Deputy	189	179	-10
<b>Total Sworn Staff:</b>	<b>269</b>	<b>247</b>	<b>-22</b>
SST	20	16	-4
<b>Total Non-Sworn Staff</b>	<b>20</b>	<b>16</b>	<b>-4</b>
<b>Total Recommended Staff:</b>	<b>289</b>	<b>263</b>	<b>-26</b>

The recommended number of Sergeant positions is 21 compared to 19 current positions.

The recommended number of Custody Deputy II positions is 47 compared to 36 current positions.

The recommended number of Custody Deputy positions is 189 compared to 179 current positions.

The recommended number of SST positions is 20 compared to 16 current positions.

The total recommended sworn and SST positions for the jail system is 289, which is 26 positions more than is currently funded.

## Northern Branch Jail: Option 2

The second option the County is considering will add 384 beds to the existing NBJ facility. The staff from the County's Capital Projects Division indicates this addition is planned for six new housing pods, each containing 64 offender beds. As in Option 1, each housing pod will have one Custody Deputy stationed in the pod with the offenders during the day and early evening. At that point the supervision model will switch to an indirect supervision model where SST staff will monitor any activity in the housing pods from an overwatch position that will be built on the upper level of the new addition. For Option 2, there will be two overwatch posts that will be staffed with SST during the late evening and nighttime hours.

With the addition of 384 beds at the NBJ, there are other Custody Deputy positions that should be increased. These include Housing Officers, Movement/ Escort Officers, and Visitation Officers.

The number of recommended Operations Custody Deputy II positions has been increased by one on each shift due to the increased number of offenders that will be housed as have the Classification Custody Deputy II positions.

The recommended number of sworn staff and SST for the NBJ for Option 2 is 210 FTE positions. The new posts added for this expansion option are shown in red text while recommended increased staff for current positions are shown in red.

Table 12: Option 2-NBJ Recommended Staffing

Santa Barbara - Northern Branch Jail - Option 2

NBJ - Post/Position	Job Class	8 Hr Days	8 Hr Nights	10 Hr Days	12 Hr Days	12 Hr Nights	Days/Week	Relief	NAWH	Total Required FTEs	Rounded FTEs
<b>Command Staff</b>											
Commander		1					5	No		1.00	
<b>Subtotal Commander:</b>		<b>1</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>5</b>			<b>1.00</b>	<b>1</b>
<b>Management Staff</b>											
Operations	Lt	2					5	No		2.00	
Population Management	Lt	1					5	No		1.00	
<b>Subtotal Lieutenant:</b>		<b>3</b>	<b>0</b>		<b>0</b>	<b>0</b>				<b>3.00</b>	<b>3</b>
<b>Supervisory Staff</b>											
Operations Shift Supervisor	Sgt				2	2	7	Yes	1535.01	11.41	
<b>Subtotal Sergeant:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>				<b>11.41</b>	<b>11</b>
<b>Senior Line Staff</b>											
Operations	CDII				2	2	7	Yes	1595.11	10.98	
Classification	CDII				6	5	7	Yes	1595.11	30.20	
Transportation	CDII	1					5	No		1.00	
Administration	CDII	1					5	No	1595.11	1.00	
<b>Subtotal Custody Deputy II:</b>		<b>2</b>	<b>0</b>		<b>8</b>	<b>7</b>				<b>43.19</b>	<b>43</b>
<b>Line Staff</b>											
Pod A (Ad Seg - 32 Beds) Indirect	CD				1	1	7	Yes	1525.75	5.74	
Pod B (64 Beds) - Direct	CD				1	1	7	Yes	1525.75	5.74	
Pod C (64 Beds) - Direct	CD				1	1	7	Yes	1525.75	5.74	
Pod D (64 Beds) - Direct	CD				1	1	7	Yes	1525.75	5.74	
Pod E (40 Beds) - Direct	CD				1	1	7	Yes	1525.75	5.74	
Pod F (Female Ad Seg - 16 beds) Indirect	CD				1	1	7	Yes	1525.75	5.74	
Pod G (Female GP & PC - 32 Beds) Indirect	CD				1	1	7	Yes	1525.75	5.74	
Pod H (Female GP - 32 Beds) Direct	CD				1	1	7	Yes	1525.75	5.74	
Pod J & K Behavioral Health (32 beds) Indirect	CD				2	2	7	Yes	1525.75	11.48	
New Unit 1 (64 Beds) - Direct	CD				1	0.5	7	Yes	1525.75	4.31	
New Unit 2 (64 Beds) - Direct	CD				1	0.5	7	Yes	1525.75	4.31	
New Unit 3 (64 Beds) - Direct	CD				1	0.5	7	Yes	1525.75	4.31	
New Unit 4 (64 Beds) - Direct	CD				1	0.5	7	Yes	1525.75	4.31	
New Unit 5 (64 Beds) - Direct	CD				1	0.5	7	Yes	1525.75	4.31	
New Unit 6 (64 Beds) - Direct	CD				1	0.5	7	Yes	1525.75	4.31	
New Overwatch Housing Control #1	CD				0	0.5	7	Yes	1525.75	1.44	
New Overwatch Housing Control #2	CD				0	0.5	7	Yes	1525.75	1.44	
Movement / Escort	CD				4	3	7	Yes	1525.75	20.09	
Intake	CD				3	3	7	Yes	1525.75	17.22	
Kitchen Supervision	CD				1	0	7	Yes	1525.75	2.87	
Medical	CD				1	0	5	Yes	1525.75	2.05	
Medical	CD	1					5	Yes	1525.75	1.37	
Visitation	CD				1	0	7	Yes	1525.75	2.87	
Resource Deputy (K9)	CD	2					5	No		2.00	
Jail Based Competency Training JBCT (NWB)	CD				1	0	7	Yes	1525.75	2.87	
<b>Subtotal NBJ Custody Deputy:</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>27</b>	<b>20</b>				<b>137.46</b>	<b>137</b>
<b>Total Sworn Staff:</b>		<b>9</b>	<b>0</b>	<b>0</b>	<b>37</b>	<b>29</b>					<b>195</b>
<b>Non-Sworn</b>											
Central Control	SST				2	2	7	Yes	1557.28	11.25	11
New Overwatch Housing Control #1	SST				0	0.5	7	Yes	1557.28	1.41	
New Overwatch Housing Control #2	SST				0	0.5	7	Yes	1557.28	1.41	
<b>Total Non-Sworn Posts at the NBJ:</b>					<b>2</b>	<b>3</b>				<b>14.06</b>	<b>14</b>
<b>Total Recommended Staff for NBJ:</b>											<b>209</b>

The recommended sworn staff and SST positions for the NBJ for Option 2 are summarized in Table 13 below.

**Table 13: Option 2-NBJ Summary Recommendations**

NBJ - Post/Position	Total Rec. FTEs
Commander	1
Lieutenant	3
Sergeant	11
Custody Deputy II	43
Custody Deputy	137
<b>Total Sworn Staff:</b>	<b>195</b>
SST	14
<b>Total Non-Sworn:</b>	<b>14</b>
<b>Total FTEs:</b>	<b>209</b>

There are currently 247 funded positions for sworn staff in the jail system and 16 funded SST positions. The table below totals all recommended sworn and SST positions for the jail system (for Option 2) and compares the delta with the funded positions.

**Table 14: Option 2-Jail System Recommended Staffing**

Total Recommended Staff for the Santa Barbara Jail System	Total Rec. FTEs	Current FTEs	Delta
Chief Custody Deputy	1	1	0
Commander	3	3	0
Lieutenant	8	9	1
Sergeant	21	19	-2
Custody Deputy II	52	36	-16
Custody Deputy	203	179	-24
<b>Total Sworn Staff:</b>	<b>288</b>	<b>247</b>	<b>-41</b>
SST	20	16	-4
<b>Total Professional Staff</b>	<b>20</b>	<b>16</b>	<b>-4</b>
<b>Total Recommended Staff:</b>	<b>308</b>	<b>263</b>	<b>-45</b>

The recommended number of Sergeant positions is 21 compared to 19 current positions.

The recommended number of Custody Deputy II positions is 52 compared to 36 current positions.

The recommended number of Custody Deputy positions is 203 compared to 179 current positions.

The recommended number of SST positions is 20 compared to 16 current positions.

The total recommended sworn and SST positions for the jail system is 308, which is 45 positions more than is currently funded.

### Northern Branch Jail: Option 3

The third option the County is considering will add 512 beds to the existing NBJ facility. The staff from the County's Capital Projects Division indicates this addition is planned for eight new housing pods, each containing 64 offender beds. As in the first two options, each housing pod will have one Custody Deputy stationed in the pod with the offenders during the day and early evening. At that point the supervision model will switch to an indirect supervision model where SST staff will monitor any activity in the housing pods from an overwatch position that will be built on the upper level of the new addition. For Option 3, there will be two overwatch posts that will be staffed with SST during the late evening and nighttime hours.

With the addition of 512 beds at the NBJ, there are other Custody Deputy positions that should be increased. These include Housing Officers, Movement/ Escort Officers, and Visitation Officers.

The number of recommended Operations Custody Deputy II positions has been increased by one on each shift due to the increased number of offenders that will be housed as have the Classification Custody Deputy II positions.

The recommended number of sworn staff and SST for the NBJ for Option 3 is 224 FTE positions. The new posts added for this expansion option are shown in red text while recommended increased staff for current positions are shown in red.

Table 15: Option 3-NBJ Recommended Staffing

Santa Barbara - Northern Branch Jail - Option 3

NBJ - Post/Position	Job Class	8 Hr Days	8 Hr Nights	10 Hr Days	12 Hr Days	12 Hr Nights	Coverage Hours/Yr	Relief	NAWH	Total Required FTEs	Rounded FTEs
<b>Command Staff</b>											
Commander		1					2,086	No		1.00	
<b>Subtotal Commander:</b>		<b>1</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>261</b>			<b>1.00</b>	<b>1</b>
<b>Management Staff</b>											
Operations	Lt	2					4,171	No		2.00	
Population Management	Lt	1					2,086	No		1.00	
<b>Subtotal Lieutenant:</b>		<b>3</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>6,257</b>			<b>3.00</b>	<b>3</b>
<b>Supervisory Staff</b>											
Operations Shift Supervisor	Sgt				2	2	17,519	Yes	1535.01	11.41	
<b>Subtotal Sergeant:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>17519</b>			<b>11.41</b>	<b>11</b>
<b>Senior Line Staff</b>											
Operations	CDII				2	2	17,519	Yes	1595.11	10.98	
Classification	CDII				6	5	48,177	Yes	1595.11	30.20	
Transportation	CDII	1					2,086	No		1.00	
Administration	CDII	1					2,086	No	1595.11	1.00	
<b>Subtotal Custody Deputy II:</b>		<b>2</b>	<b>0</b>		<b>8</b>	<b>7</b>				<b>43.19</b>	<b>43</b>
<b>Line Staff</b>											
Pod A (Ad Seg - 32 Beds) Indirect	CD				1	1	8,760	Yes	1525.75	5.74	
Pod B (64 Beds) - Direct	CD				1	1	8,760	Yes	1525.75	5.74	
Pod C (64 Beds) - Direct	CD				1	1	8,760	Yes	1525.75	5.74	
Pod D (64 Beds) - Direct	CD				1	1	8,760	Yes	1525.75	5.74	
Pod E (40 Beds) - Direct	CD				1	1	8,760	Yes	1525.75	5.74	
Pod F (Female Ad Seg - 16 beds) Indirect	CD				1	1	8,760	Yes	1525.75	5.74	
Pod G (Female GP & PC - 32 Beds) Indirect	CD				1	1	8,760	Yes	1525.75	5.74	
Pod H (Female GP - 32 Beds) Direct	CD				1	1	8,760	Yes	1525.75	5.74	
Pod J & K Behavioral Health (32 beds) Indirect	CD				2	2	17,519	Yes	1525.75	11.48	
New Unit 1 (64 Beds) - Direct	CD				1	0.5	6,570	Yes	1525.75	4.31	
New Unit 2 (64 Beds) - Direct	CD				1	0.5	6,570	Yes	1525.75	4.31	
New Unit 3 (64 Beds) - Direct	CD				1	0.5	6,570	Yes	1525.75	4.31	
New Unit 4 (64 Beds) - Direct	CD				1	0.5	6,570	Yes	1525.75	4.31	
New Unit 5 (64 Beds) - Direct	CD				1	0.5	6,570	Yes	1525.75	4.31	
New Unit 6 (64 Beds) - Direct	CD				1	0.5	6,570	Yes	1525.75	4.31	
New Unit 7 (64 Beds) - Direct	CD				1	0.5	6,570	Yes	1525.75	4.31	
New Unit 8 (64 Beds) - Direct	CD				1	0.5	6,570	Yes	1525.75	4.31	
New Overwatch Housing Control #1	CD				0	0.5	2,190	Yes	1525.75	1.44	
New Overwatch Housing Control #2	CD				0	0.5	2,190	Yes	1525.75	1.44	
Movement / Escort	CD				5	4	39,418	Yes	1525.75	25.84	
Intake	CD				3	3	26,279	Yes	1525.75	17.22	
Kitchen Supervision	CD				1	0	4,380	Yes	1525.75	2.87	
Medical	CD				1	0	3,128	Yes	1525.75	2.05	
Medical	CD	1					2,086	Yes	1525.75	1.37	
Visitation	CD				1	0	4,380	Yes	1525.75	2.87	
Resource Deputy (K9)	CD	2					4,171	No		2.00	
Jail Based Competency Training JBCT (NWB)	CD				1	0	4,380	Yes	1525.75	2.87	
<b>Subtotal NBJ Custody Deputy:</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>22</b>	<b>232753</b>			<b>151.82</b>	<b>152</b>
<b>Total Sworn Staff:</b>		<b>9</b>	<b>0</b>	<b>0</b>	<b>40</b>	<b>31</b>	<b>256790</b>				<b>210</b>
<b>Non-Sworn</b>											
Central Control	SST				2	2	17,519	Yes	1557.28	11.25	11
New Overwatch Housing Control #1	SST				0	0.5	2,190	Yes	1557.28	1.41	
New Overwatch Housing Control #2	SST				0	0.5	2,190	Yes	1557.28	1.41	
<b>Total Non-Sworn Posts at the NBJ:</b>					<b>2</b>	<b>3</b>				<b>14.06</b>	<b>14</b>
<b>Total Recommended Staff for NBJ:</b>											<b>224</b>



The recommended sworn staff and SST positions for the NBJ for Option 3 are summarized in Table 16 below.

**Table 16: Option 3-NBJ Summary Recommendations**

NBJ - Post/Position	Total Rec. FTEs
Commander	1
Lieutenant	3
Sergeant	11
Custody Deputy II	43
Custody Deputy	152
<b>Total Sworn Staff:</b>	<b>210</b>
SST	14
<b>Total Non-Sworn:</b>	<b>14</b>
<b>Total FTEs:</b>	<b>224</b>

There are currently 247 funded positions for sworn staff in the jail system and 16 funded SST positions. The table below totals all recommended sworn and SST positions for the jail system (for Option 2) and the compares the delta with the funded positions.

**Table 17: Option 3-Jail System Recommended Staffing**

Total Recommended Staff for the Santa Barbara Jail System	Total Rec. FTEs	Current FTEs	Delta
Chief Custody Deputy	1	1	0
Commander	3	3	0
Lieutenant	8	9	1
Sergeant	21	19	-2
Custody Deputy II	52	36	-16
Custody Deputy	218	179	-39
<b>Total Sworn Staff:</b>	<b>303</b>	<b>247</b>	<b>-56</b>
SST	20	16	-4
<b>Total Professional Staff</b>	<b>20</b>	<b>16</b>	<b>-4</b>
<b>Total Recommended Staff:</b>	<b>323</b>	<b>263</b>	<b>-60</b>

The recommended number of Sergeant positions is 21 compared to 19 current positions.

The recommended number of Custody Deputy II positions is 52 compared to 36 current positions.

The recommended number of Custody Deputy positions is 218 compared to 179 current positions.

The recommended number of SST positions is 20 compared to 116 current positions.

The total recommended sworn and SST positions for the jail system is 323, which is 60 positions more than is currently funded.

## Summary

No matter which expansion option Santa Barbara County officials choose for the Northern Branch Jail, there will be a significant need for additional staffing. This need will not only come from the additional housing pods, but various support functions will need increased staff as well to deal with the additional offenders that will be housed. Table 18 shows the total recommended staffing need for each custody job classification, plus SSTs, for each option.

**Table 18: Option Comparison Summary**

Total Recommended Staff for the Santa Barbara Jail System	Current FTE	Option 1 Rec FTE	Option 2 Rec FTE	Option 3 Rec FTE
Chief Custody Deputy	1	1	1	1
Commander	3	3	3	3
Lieutenant	9	8	8	8
Sergeant	19	21	21	21
Custody Deputy II	36	47	52	52
Custody Deputy	179	189	203	218
<b>Total Sworn Staff:</b>	<b>247</b>	<b>269</b>	<b>288</b>	<b>303</b>
SST	16	20	20	20
<b>Total Professional Staff</b>	<b>16</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Total Recommended Staff:</b>	<b>263</b>	<b>289</b>	<b>308</b>	<b>323</b>

Tables 19, 20, and 21 show the total recommended staffing need for each custody job classification, plus SSTs, by division and the delta for each option.

**Table 19: Option 1 Recommended Staffing by Division/ Location**

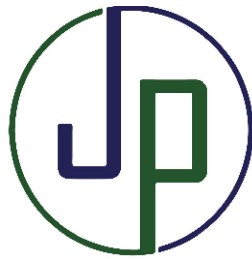
Option 1	Custody Division	Main Jail	NBJ	Total Rec. FTE	Current FTE	Delta
Chief Custody Deputy	1	0	0	1	1	0
Commander	1	1	1	3	3	0
Lieutenant	3	2	3	8	9	1
Sergeant	2	8	11	21	19	-2
Custody Deputy II	3	6	38	47	36	-11
Custody Deputy	4	62	123	189	179	-10
<b>Total Sworn Staff:</b>	<b>14</b>	<b>79</b>	<b>176</b>	<b>269</b>	<b>247</b>	<b>-22</b>
SST	0	6	14	20	16	-4
<b>Total Professional Staff</b>	<b>0</b>	<b>6</b>	<b>14</b>	<b>20</b>	<b>16</b>	<b>-4</b>
<b>Total Recommended Staff:</b>	<b>14</b>	<b>85</b>	<b>190</b>	<b>289</b>	<b>263</b>	<b>-26</b>

Table 20: Option 2 Recommended Staffing by Division/ Location

Option 2	Custody Division	Main Jail	NBJ	Total Rec. FTE	Current FTE	Delta
Chief Custody Deputy	1	0	0	1	1	0
Commander	1	1	1	3	3	0
Lieutenant	3	2	3	8	9	1
Sergeant	2	8	11	21	19	-2
Custody Deputy II	3	6	43	52	36	-16
Custody Deputy	4	62	137	203	179	-24
<b>Total Sworn Staff:</b>	<b>14</b>	<b>79</b>	<b>195</b>	<b>288</b>	<b>247</b>	<b>-41</b>
SST	0	6	14	20	16	-4
<b>Total Professional Staff</b>	<b>0</b>	<b>6</b>	<b>14</b>	<b>20</b>	<b>16</b>	<b>-4</b>
<b>Total Recommended Staff:</b>	<b>14</b>	<b>85</b>	<b>209</b>	<b>308</b>	<b>263</b>	<b>-45</b>

Table 21: Option 3 Recommended Staffing by Division/ Location

Option 3	Custody Division	Main Jail	NBJ	Total Rec. FTE	Current FTE	Delta
Chief Custody Deputy	1	0	0	1	1	0
Commander	1	1	1	3	3	0
Lieutenant	3	2	3	8	9	1
Sergeant	2	8	11	21	19	-2
Custody Deputy II	3	6	43	52	36	-16
Custody Deputy	4	62	152	218	179	-39
<b>Total Sworn Staff:</b>	<b>14</b>	<b>79</b>	<b>210</b>	<b>303</b>	<b>247</b>	<b>-56</b>
SST	0	6	14	20	16	-4
<b>Total Professional Staff</b>	<b>0</b>	<b>6</b>	<b>14</b>	<b>20</b>	<b>16</b>	<b>-4</b>
<b>Total Recommended Staff:</b>	<b>14</b>	<b>85</b>	<b>224</b>	<b>323</b>	<b>263</b>	<b>-60</b>



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