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Santa Barbara County Sheriff's Department

Proposal for

Santa Barbara County Jail Northern Branch



Response to California Department of Corrections and Rehabilitation,
Corrections Standards Authority Request for Proposals for
Construction or Expansion Of County Jails

Submitted: March 18, 2008



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**TAB 1 :
“Section 1: Project Information”**



DEPARTMENT OF CORRECTIONS AND REHABILITATION
CORRECTIONS STANDARDS AUTHORITY

**2007 LOCAL JAIL CONSTRUCTION
FUNDING PROGRAM
PROPOSAL FORM**

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SECTION 1: PROJECT INFORMATION

A: APPLICANT INFORMATION

COUNTY NAME Santa Barbara	AMOUNT OF STATE FUNDS REQUESTED \$ 56,295,019
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SMALL COUNTY (200,000 OR UNDER GENERAL COUNTY POPULATION) <input type="checkbox"/>	MEDIUM COUNTY (200,001 - 700,000 GENERAL COUNTY POPULATION) <input checked="" type="checkbox"/>	LARGE COUNTY (700,001+ GENERAL COUNTY POPULATION) <input type="checkbox"/>
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B: TYPE OF PROJECT

FACILITY NAME Santa Barbara County Jail Northern Branch			
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NEW FACILITY <input checked="" type="checkbox"/>	EXISTING FACILITY <input type="checkbox"/>	FACILITY TYPE (II, III or IV) II	REGIONAL JAIL PROJECT <input type="checkbox"/>
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STREET ADDRESS Southwest Corner of Black Road and Betteravia Road (unincorporated area)

CITY Santa Maria	STATE CA	ZIP CODE 93458
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C: BRIEF PROJECT TITLE

Santa Barbara County Jail Northern Branch

D. SCOPE OF WORK – JAIL CONSTRUCTION (CHECK ONE)

<input checked="" type="checkbox"/> BUILDING NEW FACILITY	<input type="checkbox"/> RENOVATION/REMODELING OF EXISTING FACILITY <u>AND</u> ADDING BEDS	<input type="checkbox"/> ADDING BEDS AT EXISTING FACILITY
WILL THE PROPOSED PROJECT BE USED TO REPLACE AN EXISTING FACILITY? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		

E. NET BED GAIN, COUNTY-WIDE

Include the TOTAL number of CSA-rated beds and non-rated special use beds FROM ALL DETENTION FACILITIES COUNTY-WIDE that will be added, eliminated or gained as a result of the project. (+BEDS ADDED -BEDS ELIMINATED =BEDS GAINED)

	No. of rated beds added	No. of rated beds eliminated	No. of rated beds gained
MINIMUM SECURITY BEDS	0	0	0
MEDIUM SECURITY BEDS	272	0	272
MAXIMUM SECURITY BEDS	32	0	32
SPECIAL USE BEDS	No. of non-rated beds added 0	No. of non-rated beds eliminated 0	No. of non-rated beds gained 0
COUNTY-WIDE TOTAL	No. of beds added 304	No. of beds eliminated 0	No. of beds gained 304

F: APPLICANT'S AGREEMENT

By signing this proposal, the authorized person assures that: a) the county will abide by the laws, regulations, policies and procedures governing this funding, and b) certifies that the information contained in this proposal form, budget, narrative and attachments is true and correct to the best of his/her knowledge.

NAME AND TITLE OF PERSON AUTHORIZED TO SIGN AGREEMENT (SHERIFF, DIRECTOR OF CORRECTIONS, OR BOARD OF SUPERVISORS' CHAIR)

Bill Brown, Sheriff-Coroner

AUTHORIZED PERSON'S SIGNATURE

DATE

G: DESIGNATED COUNTY CONSTRUCTION ADMINISTRATOR

This person shall be responsible to oversee construction and administer the state/county agreements. (Must be county personnel, not consultants or contractors, and must be identified in the Board of Supervisors' resolution.)

COUNTY CONSTRUCTION ADMINISTRATOR

Grady Williams, PE

DEPARTMENT

Capital Projects Division, General Services

TELEPHONE NUMBER

(805) 568-3083

STREET ADDRESS

1100 Anacapa Street - Courthouse Annex

FAX NUMBER

(805) 568-3249

CITY

Santa Barbara

STATE

CA

ZIP CODE

93101

E-MAIL ADDRESS

gwilliams@countyofsb.org

H: DESIGNATED PROJECT FINANCIAL OFFICER

This person is responsible for all financial and accounting project related activities. (Must be county personnel, not consultants or contractors, and must be identified in the Board of Supervisors' resolution.)

PROJECT FINANCIAL OFFICER

Douglas A. Martin, CPA

DEPARTMENT

Santa Barbara Sheriff's Department

TELEPHONE NUMBER

(805) 681-4293

STREET ADDRESS

4434 Calle Real

FAX NUMBER

(805) 681-4322

CITY

Santa Barbara

STATE

CA

ZIP CODE

93110

E-MAIL ADDRESS

dam3695@sbsheriff.org

I: DESIGNATED PROJECT CONTACT PERSON

This person is responsible for project coordination and day-to-day liaison work with CSA. (Must be county personnel, not consultants or contractors, and must be identified in the Board of Supervisors' resolution.)

PROJECT CONTACT PERSON

Cdr. Tom Jenkins

DEPARTMENT

Santa Barbara Sheriff's Department

TELEPHONE NUMBER

(805) 681-4249

STREET ADDRESS

4434 Calle Real

FAX NUMBER

(805) 681-4216

CITY

Santa Barbara

STATE

CA

ZIP CODE

93110

E-MAIL ADDRESS

tlj0488@sbsheriff.org

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TAB 2:
“Section 2: Cost and Budget Summary”

SECTION 2: COST AND BUDGET SUMMARY

A. COST SUMMARY

Indicate the amount of state funds requested and the amount of cash match and in-kind match the county is contributing in defining the total eligible project cost. The amount of state funds requested cannot exceed 75% of the total eligible project cost or the respective capped state dollar amounts as shown below, whichever is the smaller amount, regardless of county size. (Any county meeting the minimum cash match requirement will receive points for cash match; greater points will be given to those projects with more cash match when computed as a percentage of the total state funds requested.) Small counties may request a reduction of in-kind match. See below.

FUND SOURCE	AMOUNT	% OF TOTAL
State Funds Requested: (May not exceed: \$100,000,000 for large counties; \$80,000,000 for medium counties; \$30,000,000 for small counties).	\$ 56,295,019	75.00%
Cash Match: (large counties - 10% minimum) (small & medium counties - 5% minimum)	\$ 13,560,435	18.07%
In-Kind Match*: (large counties – 15% maximum) (small & medium counties - 20% maximum*)	\$ 5,204,572	6.93%
TOTAL ELIGIBLE PROJECT COST:	\$ 75,060,026	100 %

*SMALL COUNTIES REQUESTING MATCH REDUCTION:

Counties under 200,000 in population may petition the Corrections Standards Authority (CSA) Board for a reduction in the percentage of in-kind match contribution. (Small counties must still contribute a minimum of 5% cash match.) Counties have two options for submitting a petition for a reduction in match as detailed below. Counties may not petition after funding award.

1. **Advance notice.** Counties interested in petitioning the CSA Board at the earliest possible Board meeting date, and prior to submittal of a proposal by the March 18, 2008 deadline, must contact CSA staff as soon as possible to make arrangements.
2. **Concurrent with the submittal of the proposal.** Counties may submit a petition with their proposal and request that their petition go before the CSA Board at the next possible Board meeting date.

If your county has or will be petitioning the CSA Board for a reduction in in-kind match, please check the appropriate box below and provide the requested details.

- Advance Notice** – Please indicate the date of the CSA Board meeting in which your petition was heard, the outcome of the petition request, and the in-kind match percentage the county must now contribute:

- Concurrent with Submittal of Proposal** – Please state your in-kind match reduction needs and request, including the request for the petition to be heard at the next possible CSA Board meeting:

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B. BUDGET SUMMARY

Consistent with the Cost Summary in Section 2, indicate the amount of state funds, cash match and in-kind match allotted to each budget category. In the space below the table, provide a brief explanation of line items as requested.

LINE ITEM	STATE FUNDS	CASH MATCH	IN-KIND MATCH
1. Construction (No moveable Equipment/Furnishings)	\$ 56,295,019	\$ 6,524,386	\$
2. Architectural		\$ 4,610,096	\$
3. CEQA		\$ 300,000	\$
4. Construction Management		\$ 2,125,953	\$
5. Audit of Grant			\$ 20,000
6. Site Acquisition (Cost or Current Fair Market Value)			\$ 3,500,000
7. Needs Assessment			\$ 70,000
8. County Administration			\$ 1,414,572
9. Transition Planning			\$ 200,000
TOTAL PROJECT COST:	\$ 56,295,019	\$ 13,560,435	\$ 5,204,572

Provide line item descriptions, including how state funds and match dollar amounts have been determined and calculated, and how budget items are linked to scope of work. Describe how funding sources are maximized for this construction project:

(please see next page for our line item descriptions)

Line item descriptions for budget summary (continued from Proposal Form, page 5)

1. Construction – Footprint and gross space requirements were determined for each program component of the new facility. A parametric estimate was performed on the project using recent cost data from a similar jail in Colorado, a prison in Lompoc, California, and the new Juvenile detention facilities in Santa Maria and Ventura, California. The estimate has been factored for location and escalation. Costs were validated by comparing the gross square foot cost to other correctional projects in the region.
2. Architectural fees are estimated at 7.7 percent of construction value plus reimbursables (this includes an allowance for design contingency).
3. CEQA fees are based on actual and historical costs.
4. Construction Management fees are based on 2.5 percent of the construction value.
5. Estimated value of independent audit.
6. Site acquisition is based on appraised land value, acquisition costs, and current eminent domain negotiations. Land acquisition does not include the cost of land to be utilized for the State's reentry facility.
7. Needs assessment costs are actual costs.
8. County Administration Costs are based on 2.0 percent of the construction value and specific costs for printing, postage and archiving.
9. Transition Planning fees are based on an estimate of the level of effort necessary to do transition planning times actual administrative costs.

In-Kind Match and Funding Sources – Scope of work, needs assessment and operational resources and costs have been reconciled to the resulting scope of work. The County will be able to fund the matching portion of the project, staff the facility and pay the debt and operational costs.

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**TAB 3:
“Section 3: Project Timetable”**

SECTION 3: PROJECT TIMETABLE

Prior to completing this timetable, the county must consult with all appropriate county staff (e.g., county counsel, general services, public works, county administrator, etc.) to ensure that dates are achievable and that the county has reviewed the state agreement requirements portions of the RFP, including project scope and timeline impact due to the State Public Works Board process. Complete the table below indicating start and completion dates for each key event, and including comments if desired. Construction must be complete within three years from Notice to Proceed, and occupancy must occur within 90 days of construction completion.

KEY EVENTS	START DATES	COMPLETION DATES	COMMENTS
Schematic Design with Operational Program Statement	5/30/2008	9/29/2008	AE Selected; in progress
Design Development with Staffing Plan	11/11/2008	5/27/2009	Preliminary staffing plan for a 304 bed facility already prepared
Staffing/Operating Cost Analysis	3/4/2009	5/27/2009	Preliminary Operating Cost plan available in several staffing iterations
Construction Documents	5/27/2009	2/8/2010	9 months to complete
Construction Bids	5/5/2010	7/5/2010	Fast track bids - 35 days
Notice to Proceed	9/3/2010	9/3/2010	
Construction	9/6/2010	2/27/2013	30 month construction period
Occupancy	2/27/2013	4/30/2013	Two (2) months after construction completion

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**TAB 4:
“Section 4: Narrative”**

A. ABSTRACT

Over the past 20 years, SBC has been subject to a court-ordered consent decree for jail overcrowding. A Sheriff-empanelled 2007/2008 Blue Ribbon Commission recommended a blended approach of enforcement (confinement), prevention and intervention to resolve overcrowding and to address the projected demand for additional jail capacity. In addition to continuing existing alternatives to incarceration, the Commission recommended building a 300 bed jail along with the development of further programming options. Although current alternatives to incarceration are generating a success rate of greater than 90%, SBC is pursuing additional programming options. The plan to add a Secure Community Reentry facility, combined with expanded jail programs, is expected to reduce the need for additional jail capacity in both the short and long term. SBC cannot afford to limit its option to only new construction and can best maximize its resources through this combined approach.

Based on this need, Santa Barbara County (SBC) intends to build a 304 bed Type-II county Jail, with the necessary supporting infrastructure. The facility will house both male and female inmates, in a mix of medium security, high security and isolation cells. The design is intended to be expandable to meet the projected future needs of the county justice system. The number of beds addresses: (1) immediate bed needs, (2) court orders to reduce overcrowding, and (3) the need to mitigate existing stipulations for early release of sentenced inmates. Use of alternatives to incarceration that already exist will continue, as well as plans for expanded programs to mitigate some of the forces driving the need for future expansion. The facility is sited for the north county, which is the source of 55 percent of the county jail population. This is in close proximity to its largest city.

The proposed project is estimated to have a total cost of \$80.2 million, \$5.1 million of which is not eligible for this proposal. It will be managed by an experienced team of selected county staff and management consultants. SBC has already put into practice certain preliminary transition steps to meet and exceed necessary project requirements. Final completion and occupancy of the facility is targeted for April of 2013.

B. PROJECT NEED

B.1. State the conclusions of your needs assessment.

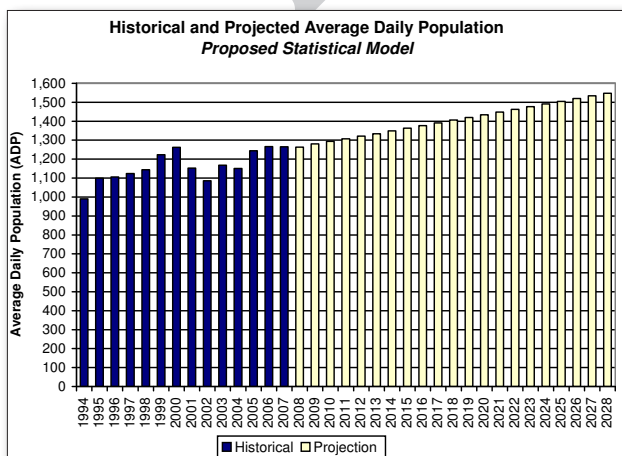
Projections indicate SBC will need 360 additional rated beds (for a total of 1,210) by the year 2011. SBC’s current custody facilities consist of 850 CSA approved beds (818 rated beds and 32 beds which were granted a variance by the CSA in 1984). This number does not meet SBC’s current need. SBC’s recent Needs Assessment anticipates a Main Jail ADP of 967 in 2008, rising to 1,029 in 2011 in the Main Jail. It is likely these numbers are understated. The population numbers have been contained at an artificially low number due to an average of 149 inmates being released early each month to prevent reaching or exceeding the court-ordered capacity limits of 605 male and 101 female inmates in the Main Jail.

SBC’s Sheriff has been aggressive in the use of programs aimed at reducing recidivism of the inmate population, and in the implementation of alternative programs using community-based sanctions for those offenders perceived to pose the least risk to public safety. The Sheriff has also implemented an early release program which resulted in lower-risk sentenced inmates being released prior to completing the sentence imposed by the courts. These programs helped mitigate the need for an increase in jail beds. Population increases and changing demographics are escalating the urgency to add new jail beds.

There is a need for a full service Type-II Jail in the north county. In 2007, 55% of the in-custody inmates were from the north county region where there are currently only 17 long-term jail beds available. This has been the case for several years, and the county growth trends are predominately in the north.

B.2. Provide the information and statistical data to support the needs assessment conclusions.

SBC has experienced crowding in its jail system for the past 30 years. Lawsuits have been filed



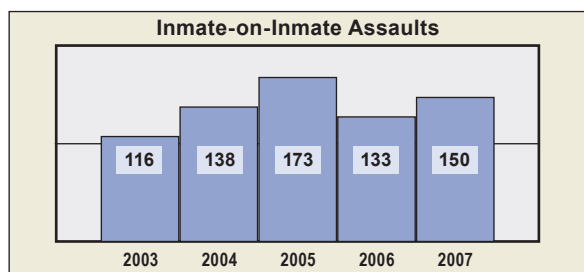
against the Sheriff due to the overcrowding and the negative impact on jail inmates. More than 20 Grand Jury reports have emphasized the need for a new jail, and judges have issued numerous court orders beginning in the early 1980s demanding a resolution to the overcrowding. Inmate population is capped per judicial order and inmates are routinely released after serving only a portion of their sentence. The majority

of all misdemeanants are released on citations and only the most severe are detained. The percentage of felons in custody, in relation to total population, has increased, as well as the number of violent offenders. In a one-day snapshot the main jail conducted in 2007, it indicated that 77 percent of those incarcerated were there for felony charges, while 57 percent were there for serious violent offenses. There has been a significant increase in population and urbanization in the north county and with this has come serious increases in crime. This trend is projected to continue and clearly points to the need for additional jail space and related services in this part of Santa Barbara County. Needs assessments performed in 1999, 2005, and 2008 vividly demonstrate the county must provide additional housing for inmates. The Sheriff has taken many steps over the years to try and lessen the severity of this condition, but jail capacity remains at 120 percent. An outline of steps taken to reduce jail overcrowding is included in Section C.1.

The average daily population (ADP) in the SBC jail system has increased overall from 924 inmates in 1994, to a maximum of 1,364 in 2000. Increased alternatives to jail and demands by the court have helped reduce that population to 1,265 inmates in November 2007. This still is a net increase of 27.8 percent. The recent needs assessment indicates that ADP in the custody division, even with alternatives in place, is expected to increase 3.3 percent between 2007 and 2011. Without additional capacity in the jail system, this crisis will only worsen and present greater challenges for the Sheriff to meet the needs of public safety, the requirements of the court, and the needs of inmates. Further detailed information is included in the 2008 Jail Needs Assessment.

B.3. Identify security, safety or health needs (if any).

SBC’s current facilities are old with mostly linear beds which must be operated as indirect supervision housings. Linear bed arrangements are inherently difficult to supervise; these problems are covered in some detail in the attached Needs Assessment. There has been an increase of inmate-on-inmate assaults which may be somewhat attributed to the overcrowded conditions. SBC’s current linear



style of construction makes it impossible for the officer to observe activity in the housing unit unless the officer is standing directly in front of the unit. Most assaults do not take place in an officer’s direct view and investigating these assaults is typically futile – victim(s), suspect(s)

and witness(es) are often unwilling to speak to investigators. SBC's proposed facility will create direct supervision housing units allowing officers to spend more time supervising inmates, thus preventing assaults.

Most "minimum security" inmates are released to one of the supervised programs. SBC has implemented changes to increase security at the old Honor Farm and has upgraded it to a Medium Security Facility (MSF). The MSF is currently used to house "medium security" inmates beyond its designed and rated capacity. The MSF facility is constructed of wood, requiring alarmed exit doors (leading to the exercise yard at the end of each barracks) to remain unlocked at all times. This creates serious issues with keeping the medium security inmates contained. In addition, the current facility's plumbing and sewer systems have recently been examined and (on a scale of 1 to 10) were rated as a 1 or 2. Failure is considered likely in the near term if not repaired. This will lead to a severe health security and safety problem.

B.4. Identify program and service needs (if any).

The lack of an adequate north county facility is a primary service need. Currently, the majority (55 percent) of inmates live in the north county; projections indicate this will only increase. Continuing education and treatment programs are concentrated in the Main Jail located in the south county. The long-term success of inmates from the north is limited by lack of access to programs near their homes.

During the past 15 years, SBC has developed "best practice" programs for its existing facilities. SBC's services work in conjunction with the detention alternatives as an integrated transition plan for all inmates as they enter the community. As numerous studies have shown, sanctions without services have a minimal effect on recidivism. SBC plans to develop and implement institutional programs in the north county facility including: (1) Drug/Alcohol Treatment; (2) Educational Programming (Adult Basic Ed, GED, Adult High School classes, Basic Computer Skills, English as a Second Language); (3) Vocational Training for medium security inmates (Culinary Arts, Maintenance, Welding, Print Shop); (4) Life Management Skills; (5) Family Reintegration and Support Groups; (6) Job Readiness and Employment; and (7) Cognitive Behavioral Intervention. Program space will also be utilized for a library, medical provision, and mental health treatment services.

Programs developed for the new jail will include a computerized learning center where inmates

may participate in an array of educational activities. In addition, a number of learning activities will occur in multi-purpose rooms integrated into the living units. The library will function primarily as a legal reference library supported by a CD-ROM legal library in each living unit. The centralized library will serve as a storage/checkout area for recreational reading materials.

Design concepts for SBC's new jail will include programming spaces within the housing units to limit unnecessary inmate movement, and reduce ongoing operational cost. SBC's plan is to provide services within each unit when possible. Groups training from the Sheriff's Treatment Program (STP), and others, can be held within each unit. Mental health services may be provided within the units as part of the continuum of care for mental health clients as they transition to the community. Sick call will take place in the living units. Mental health and medical services that cannot be provided within each unit would take place in the centralized medical location. Other programs, including education classes, will occur in the computerized learning centers and a centralized library will allow all units to access this area, with minimal movement of offenders.

SBC's dedicated programming space is estimated at: 1,170 SF for multipurpose and education space; 390 SF for the library; 2,080 SF for vocational and industry; and 390 SF for the commissary. In addition, 6,900 SF has been dedicated for medical/mental health use within the facility.

B.5. Describe litigation, court ordered caps or consent decrees related to crowding or conditions of confinement.

SBC has been under court order to reduce overcrowding since 1982. In this class action lawsuit against the Sheriff's Department, counsel for Petitioner inmates claim the Sheriff's Department has been in violation of at least one of the Court's orders for the past 22 years. This claim is based on the fact that there continue's to be inmates who sleep on the floor. The latest motion made by the Petitioners is to find the Sheriff in contempt of court due to continued jail overcrowding.

The Sheriff has stipulated to a population capacity limit (CAP) of 605 males and 101 females. The Sheriff has also stipulated to various programs and taken actions to reduce the jail population, including the following: (1) restricted warrant booking to bails below certain thresholds; (2) cite releasing misdemeanor arrestees with the exception of selected offenders; (3) releasing inmates from 7 to 21 days before completion of their sentence (depending on the daily count); and (4) significant expansion of alternatives to incarceration.

B.6. List non-compliance findings or recommendations from state and local authorities such as the CSA, health department, fire marshal, Grand Jury, building inspectors, or others.

Despite their age, overcrowding and condition, SBC's jail facilities are operated satisfactorily, and managed and maintained in a manner consistent with all relevant laws and regulations. However, more than 20 Grand Jury reports produced during the past three decades highlight the need for a new jail. The 2006-2007 SBC Civil Grand Jury reports state: "Aging facilities cannot be brought into compliance with new standards. Changing demographics and population growth, especially in the north county, have increased the need for space."

Despite SBC's past ability and efforts to comply with these requirements, it is very unlikely that the facilities will continue to be able to meet the vast number of emerging State laws and regulations. The age, condition and size of the current custody facilities has a continuously escalating negative impact on the Sheriff's ability to adequately provide for inmates.

Significant staff time and money are spent each year in order for SBC facilities to continue to pass safety and health inspections. In October 2007, a full inspection was done of the plumbing and sewer system(s) serving the Santa Barbara custody facilities campus. Serious problems were noted, which if not addressed soon, could render major portions of these facilities inoperable. This is further compounded by the lack of any alternative location within the County to house inmates in the event of a system failure.

B.7. Discuss your Average Daily Population (ADP) as compared to system capacity.

SBC's average daily population (ADP) for 2007 exceeded our facilities' rated capacities. The following numbers reflect SBC's ADP/rated capacity by facility for 2007:

- » Main Jail – 683 ADP/618 rated beds;
- » Medium Security Facility (MSF) – 265 ADP/161 rated beds;
- » Santa Maria Jail (as Type-II) – 25 ADP/23 rated beds;
- » Alternative Sentencing – 254 ADP/Capacity of 152 (based on staff/participant ratios)

Prior to the last six months of 2007, the Santa Maria Jail operated as a Type-I facility. Modifications were made to the Santa Maria Jail qualifying it as a Type-II facility so that SBC could move some inmates in the continuing effort to mitigate floor-sleepers; this added 17 Type-II rated beds. The Santa Maria Jail ADP remains low due to the facility primarily operating as a remote booking location in

a community approximately 70 miles north of the Main Jail. There have been unrated beds added to many of the Main Jail housing units. To prevent floor-sleepers, unrated beds are currently being used at SBC's MSF resulting in a continuous state of overcrowding.

B.8. Describe expected future growth (up to 5 years) and the accommodations you have made for the expected growth.

Currently, the system-wide ADP is 1,259. By 2013, it is projected to grow to 1,334, a 6.0 percent increase. SBC will continue to work on the development of alternatives to incarceration programs. These programs will help alleviate additional overcrowding issues in two specific areas: (1) the establishment of a Day Reporting Center, and (2) development of Transitional Reentry Programs.

Since September 2007, the SBC Sheriff's Office has been collaborating with the Probation Department, and the Alcohol, Drug, and Mental Health Services (ADMHS) to design and implement a Day Reporting Center (DRC) in SBC. The Sheriff's Transition and Reentry Center (STaR) will provide a highly structured program for the reentry of offenders into the community, accompanied by specialized treatment with supervision. The DRC will be added to the existing continuum of alternative sanctions programs in SBC. The DRC will (1) allow for a transition from the jail into the community while still under the Sheriff's supervision, (2) allow participants to attend day and evening treatment programs, and (3) allow offenders to work full time and participate in community service programs.

The DRC and STaR are intensive programs that include offenders who may not otherwise be appropriate for participation in the existing electronic monitoring program. We believe that offenders who participate in "step-down" transition are less likely to return to jail. Therefore, proactive measures to reduce recidivism, including (1) continued expansion in jail treatment, and (2) linking offenders to services upon release, reduce the need for additional jail beds in the future. The focus on treatment and reentry services will be strengthened using a multi-agency approach with Probation, ADMHS, and community based services.

B.9. Indicate the extent to which your ADP consists of long-term (routine) contract beds.

The only long-term (routine) contract beds are provided by ADMHS. Up to eight (8) beds are to be contracted for mentally ill offenders who require more intensive 24-hour mental health treatment and supervision.

B.10. To the degree possible, provide the latest available demographic data, including trend data if applicable, with respect to: (a) County population estimates; (b) County crime statistics; (c) Crowding and bed need estimates; and (d) Detention facility population data as reported to CSA in the latest Jail Profile Survey that includes: (1) Inmates with felony versus misdemeanor charges; (2) Inmates with violent versus non-violent offenses; (3) Pre-trial/pre-adjudicated versus convicted/adjudicated offenders; (4) Any additional data to support your state funding request.

a) County Population Estimates: SBC population in 2007 was estimated at 424,000 residents, an increase of 1.1% from the previous year. Population growth has been slow and steady, increasing 8.5% over the past 10 years. SBC population is projected to reach 434,497 in 2010; and 459,500 by the year 2020.

b) County Crime Statistics: The California Attorney General's statistics for the years 1996 – 2005 show a moderate drop in the crime rate per 100,000 population. In 2005, there were 397.4 violent crimes (homicide, forcible rape, robbery, aggravated assault) compared with 440.4 violent crimes per 100,000 county residents in 1996. This drop is consistent with a similar drop in property crimes (1210.9 in 2005; 1594.6 in 1996) and larceny (1558.5 in 2005; 2293.1 in 1996). However, arson-related crimes increased: 24.1 in 2005, compared with 19.6 in 1996.

c) Crowding and Bed Need Estimates: The Main Jail ADP for the 4th quarter of 2006 is 964 inmates, with available housing for no more than 850 inmates. The 2008 Needs Assessment projects Main Jail ADP of 967 inmates in 2008, rising to 1039 in 2011.

d) Detention Facility Population Data: The table on the next page is calculated from 4th Quarter Monthly Data submitted to CSA for 2007. Projections for 2011 estimate 824 unsentenced and 484 sentenced inmates; and 1,005 inmates with felony charges and 303 inmates with misdemeanor charges, totaling 1,308 inmates ADP.

A snapshot of the Main Jail population in late summer 2007 shows 263 inmates charged with violent offenses vs. 361 inmates charged with non-violent offenses, totaling 634 inmates for that day. SBC does not routinely report violent vs. non-violent crime ADP data to CSA. Additional data and detailed demographic information are available in the 2008 Jail Needs Assessment, Section F.

	2007 – 4th Quarter				TOTALS
	Non-Sentenced		Sentenced		
	Males	Females	Males	Females	
Main Jail	409	64	151	34	658
MSF	98	21	129	21	269
Santa Maria Jail	19	1	2	0	22
ADP Totals	526	86	282	55	949
* Felony Inmates	460		146		606
* Misdemeanor Inmates	197		146		343
TOTAL					949

* Daily Average

C. DETENTION ALTERNATIVES

C.1. Demonstrate that all appropriate steps to reduce crowding have been undertaken.

Since the 1970s, SBC has vigorously sought options that reduce crowding. In 2002, an electronic monitoring program was developed; utilization of this program continues to increase in response to jail population growth. SBC’s first Jail Overcrowding Committee initiated additional recommendations to alleviate overcrowding in 1985. With court authorization in 1989, SBC’s Sheriff instituted an early release program. In addition, in October 2005, the Sheriff implemented a procedure citing and releasing all misdemeanor bookings prior to housing (with certain exceptions). Most recently, the Sheriff’s Blue Ribbon Commission on Jail Overcrowding 2007-2008 recommended the creation of a Criminal Justice Coordinating Council to assess and address criminal justice procedures affecting overcrowding. The Commission’s final report and recommendations are available at [www.sbsheriff.org/FullFinalIBRCReport\[1\].pdf](http://www.sbsheriff.org/FullFinalIBRCReport[1].pdf).

Jail overcrowding has been a significant problem since the early 1980’s. The Sheriff’s Department continues to be aggressive in the use of Detention Alternatives. The table below shows significantly increased participation in alternative programs since the 1999 Needs Assessment.

YEAR	Sheriff’s Work Alternative Program	Electronic Monitoring	Honor Farm / MSF	Total in Sheriff’s Alternatives
	Participants/Success Rate	Participants/Success Rate	Participants/Success Rate	Participants/Success Rate
1999	1,425 / 92%	210 / 93%	138 / N/A	1,773 / 92%
2007	1,494 / 94%	797 / 94%	265 / N/A	2,556 / 94%

SBC's current and former Sheriffs have been creative in the use of jail space to provide additional beds. Various construction projects have been completed over the past 25 years:

- » 1983 – Female Housing - 22 beds added, (0 rated)
- » 1987 – Northwest - 136 beds added (104 rated)
- » 1989 – “Pre-trial Honor Farm” - 60 beds added (40 rated)
- » 1994 – FCAP addition - 26 beds added (17 rated)
- » 1994 – IRC Facility Built – added 128 beds (128 rated)
- » 1999 – East addition - 14 violent offender beds added (14 rated)
- » 1999 – Northwest 4 violent offender beds added (4 rated) remodeled storage area
- » 2006 – Northwest SVP/Civil cell 4 beds added (0 rated) remodeled storage area

In an effort to address the problem of floor-sleepers, the Sheriff has added bunks to several housing units in the jail (unrated beds) as well as using temporary/portable bunks.

C.2. Describe programs, existing or new, designed to reduce recidivism.

Contrary to the trend that many jails provide only custody, SBC has been a leader in offering programming designed to assist offenders in addressing criminogenic needs, thereby reducing recidivism. SBC fully understands the impact that the provision of specific types of offender programming has upon recidivism. Based on 25 well-researched cognitive-behavioral treatment programs for general adult offenders, research finds that such programs could be expected to reduce recidivism rates by an average of 8.2 percent¹. The Sheriff's Department has actively participated in reentry training for several years including programs offered by the American Jail Association. SBC is a key participant in the National Institute of Corrections Transition from Jail to Community Project, a three-year plan to develop a reentry model for jails across the United States.

Most research on reentry indicates that participation in substance abuse counseling is critical to the offender's successful transition into the community. Since 1989, SBC has contracted with treatment providers to deliver substance abuse counseling and release planning; unique women's programs using evidence-based programming were implemented in 1997. The programs provide intensive treatment for offenders with addiction issues as preparation for transition into the community when necessary. To support offender rehabilitation, SBC staff provide transportation of the offenders to treatment facilities

upon release from jail. SBC partners with Santa Barbara City College (SBCC) for instructional programs to inmates. A new Multi-Media Learning Center allows for an interactive personalized learning experience. Educational classes offered include (1) Adult Basic Education; (2) General Education Diploma training (GED); (3) English as a Second Language (ESL); (4) Adult High School Instruction; (5) Basic Computer Skills; (6) Life Management Skills; and (7) vocational programs in the areas of culinary arts, maintenance/welding, and print shop. SBCC also offers a special STEP/Jail Program Advisor who counsels inmates on the availability of post-release educational/vocational opportunities.

The SBC Jail is one of only two jail facilities in the state of California designated as an official GED testing site. In addition to the above mentioned programs, SBC's Reentry project, a collaborative effort between law enforcement agencies, private citizens, and justice representatives, provides a structured program for the reentry of state prison inmates identified with certain needs.

Mentally ill people are admitted to US jails at an alarming rate, and the SBC jail is no exception. During FY 06/07, there were 1,038 mental health episodes in the SBC Jail facilities, caused by 755 offenders. Numerous efforts have been made by the Sheriff's Department and ADMHS to address this growing issue. In June 1996 the Jail Overcrowding Task Force published a study titled "The Santa Barbara County Community-Based Punishment Planning Project" highlighting problems with the large population of mentally ill inmates within the Jail. A research study immediately followed titled "The Mentally Ill in Santa Barbara County Jail; An Exploratory Study by the Santa Barbara Mental Health Association." Since 1990, the County's Mental Health Assessment Team has aided law enforcement in providing early identification and emergency treatment of the mentally ill. The Sheriff's Department and County ADMHS have worked closely and cooperatively to bring basic treatment to mentally ill offenders in the jail. Key to this collaboration is a contract between the Sheriff's Department and ADMHS for direct transfer of inmates to the County's Psychiatric Health Facility for hospitalization. This continued partnership is critical in the efforts to improve reentry and reduce recidivism rates.

ADMHS' substance use treatment system has been successful in serving substance-using offenders; this is demonstrated by a 56% admission rate of referrals from the local criminal justice system. In an effort to reduce recidivism and substance abuse among non-violent offenders, SBC implemented a Substance Abuse Treatment Court in 1995. This court provides (1) early, continuous, and

judicially supervised treatment, (2) mandatory drug testing, and (3) graduated rewards and sanctions in a rehabilitative program that hold participants accountable for their actions. The outcome measures monitored by the University of California, Santa Barbara, show that the SBC Treatment Courts have demonstrated an 87% success rate. Similarly, the Mental Health Treatment Court offers an alternative sentencing for mentally ill offenders to receive treatment in lieu of jail. In addition, three Probation staff have been assigned specialized case loads of mentally ill offenders, providing them with (1) intensive case management, (2) medication monitoring, (3) field and office visits, (4) group support, (5) alcohol and drug treatment and testing, and (6) supported housing and employment assistance.

ADMHS also has regional crisis intervention centers called CARES (Crisis and Recovery Emergency Services) to provide crisis stabilization, intake, evaluation, and alternative placement location. Due to the distance from the County's psychiatric health facility (60 miles), the CARES facility in Santa Maria also includes a short-term crisis residential center that offers 12 beds for up to a 30-day length of stay. Continuing care, including on-going treatment services and regular reporting for mental health clients within the north county, is provided by the SBC Mental Health Services. All of these programs are designed to divert mentally ill offenders from jail and provide them with the services to overcome or manage their substance use and/or mental illness.

C.3. Demonstrate efforts to implement a risk-based detention system (or other appropriate model) related to the decision to incarcerate or not incarcerate offenders.

SBC uses a wide array of risk-based assessment tools that provide pre-trial and post-incarceration release options for inmates at the jail. Upon booking, all inmates are given ample opportunity to make bail arrangements and are screened for citation release or are referred for review by the Court Services Own Recognizance unit for release under Court authority. Once it is determined that an individual will remain in custody, a risk assessment is completed on each offender to determine security level and jail placement (see "Project Decision Tree" on Appendix page 9).

SBC has developed a risk-based system in order to move offenders back into the community under the Sheriff's supervision. The early release program provides for advanced discharge of offenders based on the census of the jail and inmate's ability to meet specific low-risk criteria. Mental health assessments are conducted on identified offenders to determine the risk for violence/victimization and referral to

inpatient psychiatric care. SBC Jail utilizes the Addiction Severity Index as an assessment tool when an offender enters the substance use treatment program within the facility; the California Outcome Measure System, completed upon entry and release, assesses the offender's progress within the program.

The Sheriff's Work Alternative Program (SWAP) and the electronic monitoring program (risk-based detention alternative programs) allow offenders to serve their sentence while living in the community. The SBC Jail has been able to work towards a significantly reduced jail ADP through the use of these nonincarcerative options.

C.4. Provide a history of actions taken to alleviate crowding.

In addition to the actions outlined in section C.1., numerous studies have been initiated by the SBC Sheriff's Department to address the issue of crowding and explore the use of alternatives to detention.

These studies include:

1. Analysis of Projected Detention System Bed Space Requirement, by Hughes, Heiss and Associates, 1990;
2. North county Santa Barbara Correctional Master Plan, by Patrick Sullivan Associates, June 1992;
3. Santa Barbara County Adult Custody Needs Assessment, by Rosser International, March 1999;
4. Update to the Santa Barbara County Adult Custody Needs Assessment, by Rosser International, 2005;
5. County of Santa Barbara, New Jail Planning Study, by Santa Barbara County Executive's Office and Sheriff's Department, December 2005;
6. County of Santa Barbara – Office of the Sheriff, Jail Needs Assessment Study, by Rosser International, February 2008 (Note: Copy provided as separate document.)
7. The Blue Ribbon Commission on Jail Overcrowding completed their report in February 2008.

In 2006, the Sheriff submitted a request for a Justice System Assessment (JSA) to the National Institute of Corrections Jail Center. Recommendations included the need for an objective classification system to provide (1) a valid risk assessment tool; (2) a need for suitable mental health beds in the community; (3) a need for a facility in the northern part of the county; and (4) a recommendation for implementing a day reporting center program with a strong treatment component.

Since September 2007, the Sheriff's Office has been collaborating with the Probation Department,

and ADMHS to design and implement a Day Reporting Center. The Sheriff's Transition and Reentry (STaR) Center is planned to provide a highly structured program for the reentry of offenders into the community accompanied by specialized treatment with supervision. This program includes utilization of a 24-hour crisis center for mental health and drug and alcohol treatment services. SBC is also exploring implementation of a work furlough program focused on treatment, and expansion the electronic monitoring program to utilizing a state-of-the-art GPS system that would decrease the risk to the public and allow additional offenders to participate.

In addition, SBC proposes to implement a 12-month institution-based model of reentry services for inmates, designed around the eight evidence-based principles of reentry programming proposed by Taxman, Young, Holsinger and Anspach² (see Appendix page 10 for listing of eight principles).

Considering Secure Reentry Centers in CA³ will be the basis for structuring this program. A continuum of care from the institution to structured reentry, and finally to community reintegration, will be designed in collaboration with key stakeholders. These key stakeholders will form a team to provide support, guidance, rewards and sanctions.

Research shows that certain areas of treatment have the greatest impact on recidivism rates for inmate populations. These critical treatment areas are identified by the "What Works" theory of Paul Gendreau and Don Andrews, as well as recent studies by Edward Latessa. Latessa's studies indicate that sanctions without services have a minimal effect on recidivism. Therefore, the proposed SBC program will focus on these five major areas of treatment: (1) Cognitive Behavioral/Life Skills groups (Thinking for a Change); (2) Substance Abuse groups (A New Direction, Matrix Model, etc.); (3) Job Readiness and Employment; (4) Educational programs (Learning Center Concept); and (5) Housing & Community Reintegration Planning.

Participants will work through the four phases of programming: (1) Orientation and Screening; (2) Intensive Treatment, Education and Vocational Training; (3) Reentry Programming; and (4) Release Planning and Transition. In an effort to address the mental health services of parolees, SBC proposes to offer a system of care following the principles of the public health model of correctional care – providing mental health services within the first days of incarceration and continuing into the community upon release. The model features five major elements: (1) Early detection and assessment; (2) Prompt and

effective treatment at a community standard of care; (3) Prevention measures; (4) Comprehensive education; and (5) Continuity of care in the community via collaboration with local providers.

Replicating some of the existing components of the current County collaborative, state inmates will receive screening, evaluations, medication, assistance in filing for benefits, and other supportive services while in the institution. Upon release, the CARES program and the north county Continuing Care, both located in Santa Maria, will provide the ongoing link to mental health services and other necessary providers for parolees.

C.5. Identify how long various programs have been in place and how successful they have been in reducing reliance on confinement.

Early release for population control has been in existence since 1989. In the past eight years (1999-2007), 14,150 inmates have been released early. As a result, 93.5% (13,223 inmates) have been successfully released; 6.5% (927 inmates) were considered failures. In addition, the Electronic Monitoring program has been in effect since 2002. During 2007, 1,784 offenders participated; 95.2% (1,698 offenders) were successful; 4.8% (86 offenders) were failures. Failures include new arrests or program rule violation.

Since 1984, SWAP allowed 1,494 offenders to work at local job sites and reside at home during 2007; 94.4% (1,410 offenders) were successful; 5.6% (84 offenders) were considered failures. The attached Needs Assessment provides additional information regarding the success of these programs in reducing reliance on confinement. A substance abuse treatment court, implemented in 1995, has demonstrated an 87 percent success rate.

C.6. Describe current population management measures and how effective they have been.

The Sheriff's Department has undertaken great efforts to manage the overcrowding situation in their jails over the past 30+ years. Several of these efforts have been outlined in C.1. These programs are continually assessed to measure their effectiveness in population management and are redesigned, as needed, to better achieve the goal of reducing overcrowding. The original work furlough program of the 1970's evolved into the Electronic Monitoring of the new millennium. The program alternatives have been expanded to include offenders who have up to 90 days left to serve. Continual collaboration with Probation, ADHMS, and other agencies maximizes efforts to ease overcrowding. In addition, SBC Courts have implemented intensive supervision programs, drug court, and other alternative incarceration

programs. All of these programs have been designed around national best practice research.

As the Needs Assessment demonstrates, even with the numerous efforts made by the Sheriff's Department and other members of the criminal justice system, ADP is projected to continue to rise. The Sheriff's Department is committed to public safety, while providing for the custody and care of offenders. As noted in *Considering Secure Reentry Centers in CA*¹, in order for population management measures to be effective, they need to address three phases of reentry programming: (1) institution; (2) structured reentry; and (3) community reintegration. SBC has developed program components in all three phases and continues exploring ways to enhance this effort.

D. SCOPE OF WORK AND PROJECT IMPACT

D.1. Describe the proposed scope of work specifically payable from state funds, cash match and in-kind match.

The new SBC Jail will be a stand alone, 304 bed, LEED eligible facility on a currently undeveloped site. The project will include the following:

- » **Housing**: The proposed facility will house 304 inmates in primarily double occupancy cells. All beds will be rated medium or maximum security, with no dormitory space. Construction will use the most cost effective materials available while maintaining necessary security. Housing is currently planned to be arranged in 72-bed or 80-bed pods. 80-bed pods will include double- and single-occupancy cells. Housing will be single-story with mezzanines.
- » **Housing Expansion**: The facility will be designed to allow the integration of future housing expansion. Housing expansion will use similar configurations for economical operations.
- » **Medical**: Medical facilities will be integrated into the new jail and sized appropriately for the proposed 304 beds. Medical facility design will be expandable to allow future housing.
- » **Kitchen/Laundry**: Kitchen and laundry facilities will be integrated into the new jail and sized only for the bed count currently being proposed for State Jail funding.
- » **Kitchen and Laundry Expansion**: Kitchen and laundry facilities will be designed to allow for future expansion. Expanded kitchen and laundry facilities may eventually support the future reentry facility which is programmed for the same site.
- » **Vocational Programs**: Vocational and programs space may be designed to be integrated into the

main facility, or a portion may be built with a secure connection as a stand alone building using less expensive construction materials.

- » Intake, Release, Public and Administrative Space: Intake, Release, Public and Administrative spaces will be integrated into the facility and designed in the most efficient manner to reduce square footage and permit ease of operation. The design will consider the possibility of reducing costs by using less expensive construction materials for the administration space.
- » Sitework: The new jail facility will include necessary parking to support County staff and the public, and will include minimal landscaping.
- » Architecture: Although the County has budgeted a very economical facility, it is important to construct an attractive building that will enhance the community. The building exterior will utilize architectural schemes that conform with the surrounding community. Several elements will be designed for future expansion. No costs for future expansion are included in the project budget.

D.2. Define whether the project expands an existing facility or if it creates a new one.

This project will create a new facility.

D.3. Indicate if the county already owns the site.

SBC has identified a 50-acre site for a new jail project in an unincorporated area of the north county, near the city of Santa Maria and will soon own the site. The owner first proposed the sale of the property to the County in November of 2007, and the County has been in discussion with the owner since that time. For this project, at this site, an Environmental Impact Report (EIR) pursuant to the California Environmental Quality Act (CEQA) has been performed, public review and comment have been completed, and the EIR was certified by the County Board of Supervisors (BOS), as lead agency, on March 11, 2008. Due diligence has been performed, an appraisal of the property has been completed and an offer was made to purchase the property on January 31, 2008. The owner did not accept the offer and the County BOS adopted on March 11, 2008, a Resolution of Necessity to initiate eminent domain. Approximately ninety days later (mid June, 2008), the County will control the site under a pre-judgment order of possession, including undisturbed right of access. Upon final judgment, SBC will hold fee simple title to the property.

D.4. Describe how the scope of work will meet identified needs, or mitigate/remedy/improve conditions.

The proposed addition of 304 beds to the current total of in-custody beds addresses SBC needs based upon a collective review of the facts.

The Sheriff impaneled a Blue Ribbon Commission on Jail Overcrowding in 2007 to review the state of the County, the justice system, and options available to attack overcrowding in a systematic and effective strategy. That Commission made its recommendations to the Board of Supervisors on February 12th, 2008. The Commission recommended a blended approach to attack jail overcrowding, which includes additional jail bed capacity and additional programs to reduce recidivism and the projected need for additional beds. The Commission's recommendation includes building a 300 bed facility in north Santa Barbara County. That recommendation is based upon the implementation of the additional programs, and the combination of the cost of: (1) capital construction; (2) operations, and (3) debt service payments. The operational cost of this facility alone will have a significant impact on other discretionary programs in the county, and a project greater than 304 beds is not considered financially feasible at this time. More effort to mitigate the growth in demand of jail beds and the recidivism that feeds that growth is considered a more responsible approach. The scope of this project reflects that philosophy.

Current use of alternatives to incarceration will not end. The most recent Needs Assessment shows the local alternatives have a success rate in the high 90% range over the years. This rate of success indicates that they are valid, and their use should continue even if overcrowding were not a concern. Some opportunities to balance or modify those uses will be available with the added bed capacity. A State contracted, county-operated Secure Community Reentry Facility and its included programs will further mitigate demand for existing jail beds, and reduce the projected demand for additional jail beds.

D.5. Contrast pre-construction conditions with post-construction conditions, including, if applicable, construction project impact on: (a) law; (b) compliance with regulations; (c) conditions of confinement; (d) facility programming; (e) continuum of community care; (f) safety; (g) security; (h) health issues; and (i) program space intended for rehabilitative programs and services designed to reduce recidivism.

Following construction completion, the Sheriff's Office will operate a new facility in the north county, where a great number of potential inmates live and their pending cases will be heard. Due to the new location, there will be an immediate positive impact (savings) to transportation and staffing costs.

The addition of 304 beds into the local justice system will significantly mitigate the impact of overcrowding in the current jail, thus assuring compliance with the court order. During 2007, the County averaged 20 male and 3 female inmates sleeping on the floor of the Main Jail and operated at 120 percent of capacity; this happened in spite of overcrowding mitigation efforts. Additional beds from the proposed project will significantly reduce the floor-sleepers in our facilities and allow the facility to be operated within capacity. In an effort to deal with overcrowding, most misdemeanor offenders are immediately citation-released from the facility. Persons with outstanding in-county arrest warrants below certain thresholds are not accepted into custody. Current early release procedures allow inmates to be released from 7 to 21 days prior to the completion of their sentence. The proposed project will allow inmates to serve their full sentence which serves to improve the function of criminal justice as a deterrent to crime.

SBC's previously designated Honor Farm was converted to a Medium Security Facility (MSF) in 2006. Since then the county has been forced to house up to 285 inmates in a space rated for 161. The MSF is a dormitory that now houses inmates of a higher classification. Additional capacity achieved by this project will allow the MSF to return to its designated use.

The Main Jail was built around 1970. Although the building has been maintained and repaired, recent examinations have shown that the existing infrastructure is in need of significant upgrade and replacement. However, with the Main Jail housing units in constant use, performing upgrades and/or replacements is not possible. As additional capacity is added by this project, some necessary repairs could be accomplished during short term closures.

The Santa Maria Jail currently has 39 beds, 21 of which are available for extended stay inmates. However, to be accepted, inmates must meet minimal housing standards, and lack any significant medical issues. Currently, the majority of families that visit inmates must travel to the opposite part of the County, approximately 70 miles from Santa Maria. Visitors are limited to those who have transportation and finances available to make the trip. Others must use mail or the inmate telephone system as their only source of contact. Families of inmates with medical problems are always required to commute. SBC's proposed location for the new facility will decrease the distance family members must travel, resulting in an increase of family visits as an inmate support system. The proposed location of the new facility will improve programming outcomes for inmates and allow for additional types of family reintegration

programs to reduce recidivism.

A new Santa Maria area facility reduces impacts to the justice system in other ways. Inmates attending court appearances in Santa Maria currently ride a bus for more than one hour each way, a 140 mile round trip. There are usually two round trips per day to the Santa Maria Courts to accommodate all the inmates, and at least one trip each day to the Lompoc Court (100 miles round trip). The proposed location of the new facility will allow for shorter trips, resulting in reduced system transportation costs and limit potential liability from accidents, mechanical failures, and escape opportunities.

Given the facility's current location, inmates with north county court dates must often leave very early in the morning and do not return from court until late afternoon. In one instance, the number of hours on the road and lack of sleep was used by an inmate to successfully argue that he was unable to adequately prepare for, and participate in, his own defense. This proposed project will eliminate this problem.

Public defenders and attorneys have complained that they do not have adequate access to their clients from the north county. The new facility will allow attorneys access to their clients at more convenient times as needed. Attorneys have argued that if the facility were closer, the number of court appearances would be reduced and the speed of case resolution would be improved.

Placement of the new jail is intended to be adjacent to the proposed State Secure Community Reentry Facility. The infrastructure elements of the new jail could be expanded to support both facilities. This expansion would make the operation of both facilities more cost effective. More importantly, SBC intends to share the costs of certain programming staff and provide these staff services to jail inmates. In addition to the programs in the Main Jail, new services will include: (1) family reunification; (2) housing integration; (3) life skills; and (4) other mutually beneficial programs. The availability of expanded programs to reduce recidivism may reduce the projected need of jail beds beyond the construction of the proposed new jail facility. SBC believes this is a more proactive effort to reducing overall bed demand.

Assaults between inmates in the Jail have increased from 2003 to 2007. This may be attributable to overcrowding in the facility. The proposed new jail facility will help reduce overcrowding, resulting in improved safety of the inmates and of the staff working in the facility.

Finally, SBC intends for our design to be a direct supervision facility. This design will improve the impact of our programs on the participating inmates and have a positive impact upon recidivism.

We believe using this style of supervision will reduce the levels of assaults in the facility and improve the safety of the inmates and the staff. Establishing this style of supervision – which has not been implemented by SBC to date – will help establish new practices to be implemented into older facilities as they are renovated.

D.6. Describe the extent to which the facility will be “green.”

The new jail facility will be designed to be compliant with county ordinance 4522 which sets forth sustainable features in new buildings with the elements of LEED Silver certification as a minimum. A LEED worksheet will be generated and used as a tracking tool to insure that LEED criteria are implemented into the project from the very beginning. Among those criteria, the design will consider site orientation of the facility to maximize the use of passive solar energy and sunlight access as well as other sustainable features.

The General Services Department will inspect and verify that both interior and exterior water conservation measures are included in the plans. Water conservation will be accomplished via the use of reclaimed water on exterior landscaping to the extent possible. Landscaping will include vegetation that will eventually naturalize and require minimal irrigation. On-site landscaping will be designed to provide natural cooling. The new facility will practice all existing recycling programs currently in place in existing SBC facilities. In addition to publicly available containers for recyclable and/or refundable materials, these practices include the staff and facility collection of plastics, cardboard, and paper goods for recycling. Space will be provided for the placement of bins and other containers for institutional use. SBC will implement a biannual monitoring program to ensure a 35-50% minimum participation rate in recycling of overall waste disposal. A green waste recycling program will also be implemented.

This project will apply the carbon emission targets set forth in AB32 and has been planned to reduce estimated emissions of ozone precursors by reducing the number of court bus trips from the Santa Barbara area to Santa Maria. This reduced number of trips will decrease SBC fuel consumption by approximately 16,000 gallons per year, in addition to reducing the number of visitor vehicle trips to Santa Barbara. SBC will also work with the local transit authority to develop additional bus routes that directly serve the facility, and will provide on-site bus shelters where needed.

The proposed project site is zoned industrial (M2). However, the site will be leased for row-crop

farming, its present use, until notice to proceed with construction. At that time, the new jail facility will provide a wildlife movement corridor (150' wide) designed for local biological resources near the property. Appropriate wildlife avoidance, capture and/or relocation programs for eligible species that might migrate onto the site will be conducted prior to – and during – construction with the assistance of a County approved biologist.

Detention basins will have a volume of 0.10 acre-feet per developed acre, and will limit discharge of contaminated runoff to downstream waters. A parking lot cleaning program will also be implemented on site, including the removal of litter, clearing of drains and basins, and the cleaning of fuel and oil leaks.

E. ADMINISTRATIVE WORK PLAN

E.1. Describe the current stage of the planning process.

SBC is prepared to proceed immediately if awarded funds through the AB900 Grant Process. Currently, there is a letter of intent (dated October, 2005) on file with the Corrections Standards Authority (CSA) describing a prior effort to build a new 808 bed jail facility. The CSA recognizes SBC's continued and urgent need to build a facility and will receive a follow-up letter describing the new location and the scaled-down size of the facility, along with Sheriff Brown's commitment to support reentry planning at both the State and County level. SBC intends to vigorously pursue educational and substance abuse treatment options identified by the Sheriff's Blue Ribbon Commission in an effort to reduce future bed needs.

The latest Jail Needs Assessment was completed in February, 2008. SBC has also completed the Supplemental Environmental Impact Report on the property recently identified as the preferred location for a new facility. An AB900 Project Committee, comprised of representatives from key county departments, and an Executive Steering Committee, have been in existence for the past two months.

For the past two years a collaborative group known as the Santa Barbara County Reentry Project has been working to contact and assist State Prison inmates who will be returning to our communities. The group's goal is to form plans and establish relationships with community service providers in an effort to reduce recidivism and improve reintegration into the community.

As part of the overall planning process there have been several recent meetings with the California

Department of Corrections and Rehabilitation (CDCR) to establish a collocated Secure Community Reentry Facility and Jail. The Sheriff has instructed staff, in coordination with a team of planners and architects, to develop facility design concepts which provide (1) secure, safe housing, (2) education, (3) employment, (4) rehabilitative programs, and (5) services to inmates. Based on these efforts, SBC is ready to quickly move forward with overall site design and complete schematic design of the new SBC Jail Northern Branch.

Design of a new jail facility began in 1994. The firm LM&R Consultants was selected to perform the architectural and operational programming, and schematic design. The firm is a joint venture of the local firm Lenvik & Minor and the firm Rosser International. The work was completed for a 512-bed facility. After scaling the project down to 304 beds, modifications to the program and schematic design are needed. A conceptual site plan of the new design is shown on Appendix page 1, with a schematic design of typical 72 and 80 bed modules shown on Appendix page 2.

E.2. Describe the plan for project design.

The facility will be designed so the infrastructure will accommodate the currently planned 304 beds, as well as allow for future expansion in the most economical manner. Kitchen, laundry and medical service areas will be designed for easy expansion to support additional jail beds in the future. Overall design objectives for the Santa Barbara north county Jail Program are to:

1. Ensure that the design meets current needs, within budget constraints.
2. Accommodate inmates, staff, and visitors in a safe, secure, and humane environment.
3. Allow for future expansion of housing and program areas.
4. Ensure that the design will, to the extent possible, minimize undesirable grouping of inmates.
5. Minimize the number of staff required to operate the facility without compromising safety/security, and the delivery of services/programs.
6. Ensure provision of adequate support programs and spaces for staff and inmates.
7. Ensure that the design will facilitate positive communications between staff and inmates, staff and visitors, and between inmates; and provide an environment that encourages positive behaviors and discourages negative behaviors.
8. Achieve cost and energy efficiency in operations and maintenance.

9. Ensure that the design will allow for flexibility of operations and management.
10. Ensure the design conforms to all mandatory standards for adult detention facilities.

Under management of SBC's Project Manager (PM), the architect will complete programming and schematic design changes, and proceed to design development and construction documents after needed approvals from CSA. The PM will manage all design work using a team of county staff, stakeholders and consultants. A construction management firm (CM) will be hired early in the design phase to assist the design effort. The CM's primary role will be to perform daily field activities on behalf of the PM during construction; however, the CM will also be tasked to perform peer review of the design, value engineering, contractibility review of the construction documents, cost estimating and scheduling during the design phase of the project. The AE will contractually be held to keep his design within 10% of the construction budget as estimated by the CM. The AE will also be tasked to provide additive and/or deductive alternates that allow cost flexibility to control the budget in a way that doesn't reduce project scope agreed to with the CSA. A commissioning firm will be selected early in the design development phase to perform commissioning planning.

Membership of the design review team will typically follow recommendations from *Jail Planning and Expansion*⁴. Design reviews will utilize the design checklists provided in *Jail Design Handbook*⁵ and will check compliance with Title 15 and Title 24 requirements. Appendix page 4 provides an organization chart and membership of the design team. The design team will meet every two weeks, or more frequently when necessary, and the Oversight Committee will meet quarterly.

E.3. Provide the project time line and milestones.

A project Gantt chart is provided on Appendix pages 7 and 8 (single sheet), indicating major tasks and milestones. The schedule shows occupancy occurring in April of 2013 – 24 months for planning and design, and 30 months for construction, with occupancy two (2) months after completion of construction.

E.4. Describe the plan for project management (including key staff names and titles).

The SBC Project Manager (PM) and Construction Administrator will be Grady Williams, P.E., Manager of SBC's Capital Projects Division. Mr. Williams has a Master of Science degree in Civil Engineering and is a licensed Professional Engineer in the state of Washington. He has previously worked

for the US Army Corps of Engineers and helped manage projects of similar value. Mr. Williams will be responsible for organizing the teams required to plan, finance, design, and construct the new jail. Mr. Williams will hire a construction management firm (CM) that is an expert in the design and construction of detention facilities in the state of California to assist with the daily field activities of the construction and related services.

As PM, Mr. Williams will have authority and responsibility for: (1) selecting, negotiating and contracting with consultants; (2) managing the planning and design process; (3) permitting and contract preparation; (4) bidding; (5) executing and administering construction contracts; (6) payments; (7) change orders; (8) claim settlement; (9) time extensions, and (10) project close-out. Mr. Williams will be assisted by Celeste Manolas, a senior project manager who recently worked for the state of California managing large building projects. Ms. Manolas has a degree in architecture.

Mr. Williams will report to the project Oversight Committee (OC). Its membership will be as shown in the table below.

PROJECT OVERSIGHT COMMITTEE	
Committee Member	Title
Mike Brown	County Executive Officer (CEO), Co-Chair
Bill Brown	Sheriff-Coroner, Co-Chair
Ann Deitrich	Alcohol, Drug, and Mental Health Services
Mike Ghizzoni	Chief Deputy County Counsel
Sue Paul	Director, Human Resources and Assistant CEO
Bob Nisbet	Director, General Services Department
Scott McGolpin	Director, Public Works Department
Tim Ness	City Administrator, Santa Maria

The Sheriff Department’s project coordinator, Commander Thomas Jenkins, will manage all communication and reviews with the CSA, and will provide and manage resources of the Sheriff’s department for the benefit of the PM. Commander Jenkins will also manage the transition plan and process.

E.5. Describe the plan for project administration (including key staff names and titles).

In addition to the project administration organization chart illustrated below, organization charts depicting the planned project administration as it applies to both design and construction, are shown on

Appendix pages 4 and 5. For this project the PM will be overseen, and will be given authority and resources by, the oversight committee. In addition to required state approvals, SBC BOS will be required for certain authorizations.

The PM is also the designated Construction Administrator (CA) for SBC. He will be assisted by a team of county staff and consultants. A construction management firm (CM) will be hired to carry-out the daily construction activities in the field. Two of SBC’s Capital Project Division’s construction employees will work as field staff under the supervision of the CM.

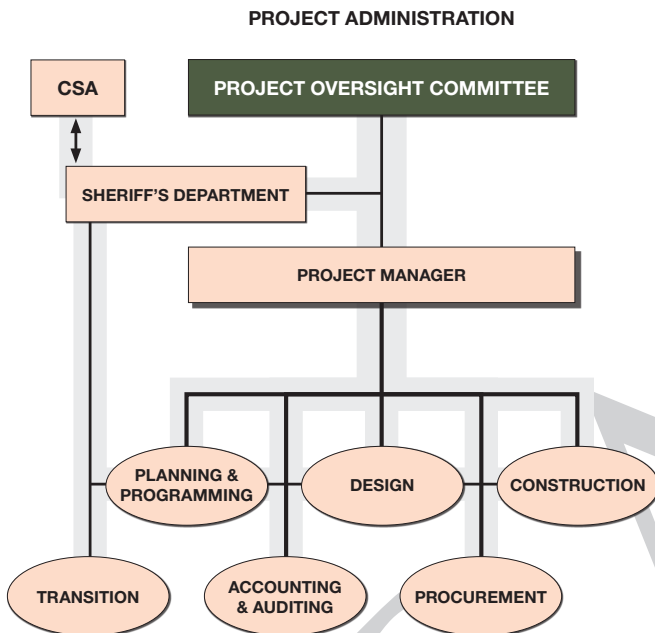
This will provide integration between CM and SBC

County which will reduce costs and provide a way to enhance retention of institutional knowledge for future warranty and facility maintenance work. The two staff, John Green and Todd Morrison, worked as project coordinator and inspector for the recently constructed SBC’s Juvenile Detention facility.

A description of some of the key components of the PM/CA program follows; other key components, describing monitoring and controls, are shown in section E10:

Planning: All stakeholders will be brought together to interactively review the project plans, identify potential concerns, develop resolutions, and establish working relationships among the participants to better resolve issues that arise in the future. Planning activities include development, review, and approval of all plans, policies and procedures including quality, safety, dispute resolution, commissioning, etc. These documents will form the basis of how the project will be managed so that all participants are operating under the same instruction.

Scheduling: CPM and milestone schedules will be developed using Primavera software.



Primavera will also be used to review and comment on the designer's and contractor's timing details. Schedule performance will be monitored monthly; if significant variances are identified, the PM/CA, with the help of the CM, will work with the designer and/or contractor to identify the root cause and develop corrective action.

Safety: Maintaining a safe working environment for all personnel and site visitors will be a number one priority to the PM/CA team. A Safety Plan will be developed at onset of the project. All project personnel will be trained on its requirements and the PM/CA will make sure (1) safety is incorporated into all bid packages, (2) regular site safety meetings are conducted, (3) periodical site safety inspections are performed, and (4) any incident is corrected immediately and reported.

Commissioning Planning: A commissioning plan for the new jail facility will be prepared by a hired commissioning firm early in the design process. The Commissioning Plan will incorporate input from the designer, the construction manager, the State, the Sheriff's operations team, and SBC facility maintenance to plan logistics for accessibility, efficient operability, and low cost maintainability. To ensure coordination with bid packages, the Commissioning Plan will focus on the design, construction, start-up, testing, and on-going performance of the mechanical, electrical, and low-voltage systems.

Commissioning: During construction, the PM/CA will manage the commissioning activities, including start-up documentation, test procedure acceptance, and plan and document training. The CM will assist the PM/CA in this effort, and will be tasked to develop an asset management database. This database will be created from the electronic submittals and O&M Manuals that are used to track costs as well as operational, parts and vendor information for facility maintenance. The commissioning firm will evaluate the working effectiveness and operation of the systems' seasonal performance, control systems settings, response times and logic, and interactions with the life/safety systems.

RFI Processing: The PM/CA's team will perform timely, complete, and accurate responses to RFIs to avoid delay claims and control costs. Although the AE will provide the clarification and interpretation, the CM will be involved in RFI management to prioritize issues and minimize response time. The CM will review a contractor's RFI to ascertain its validity before sending to the AE. Response times will be constantly monitored and the RFI log will be reviewed at the weekly project meetings. When the CM receives the AE's reply, the CM will review it for completeness and will determine the cost and schedule

impacts before returning it to the contractor. If the response involves additional cost or time, the CM will review the solution with the AE to try to identify any lesser or non-impact alternatives. If there are none, the CM will work with the PM/CA and the entire project team to quickly arrive at the fairest price and/or time extension.

Submittal Processing: The CA will require the contractor to identify all submittals on their baseline schedule. This schedule is provided to the AE with a composite submittal forecast that indicates the volume and timing of anticipated submittals. With this information, the PM/CA team will have sufficient reviewers available to handle peak workloads. As with the RFIs, a proactive approach will be taken when validating the submittal's completeness, monitoring the AE's review time, and reviewing the AE's response. Submittals will be tracked by the CM using Prolog or a similar system. The submittal log will be reviewed at the weekly project meetings to identify critical items and any potential impact on other bid packages.

Dispute Resolution: The PM/CA will identify questions and issues early in the project, as opposed to letting them simply occur. When problems arise, the PM/CA will work collaboratively to gather information, form alternatives, and guide decisions that result in solutions. The PM/CA's field team will attempt to resolve issues on site. If this is unsuccessful, the field team will elevate it to the PM/CA who will attempt to negotiate a resolution. Higher levels of authority and expertise will be brought in until a resolution is achieved. In all cases, the PM/CA will provide notification of a potential claim, provide analysis of the dispute facts, and recommend a follow-up course of action.

Claims Mitigation: The PM/CA's entire management approach – from start to finish – will be done with a fundamental focus on claims avoidance and mitigation. The CM will be a key component of this process. Claims prevention will involve clear communication, prompt conflict resolution, prompt response to contractor's submittals, and the implementation of solid management and administrative practices. If the CM suspects a problem exists that may make SBC liable to receive a claim, the CM will be tasked to gather all key team members to (1) evaluate the risk, (2) explore alternatives for resolving the problem with the contractor, (3) prepare supplemental guidance for issuance to the contractor to clarify contract requirements when directed, and (4) if appropriate, initiate a change order to compensate the contractor for changed conditions. The CM will be tasked with keeping a "potential claim file" to capture all correspondence, reports, meeting minutes, and other documents relevant to the issue.

E.6. Describe how SBC will translate the proposal into a completed project.

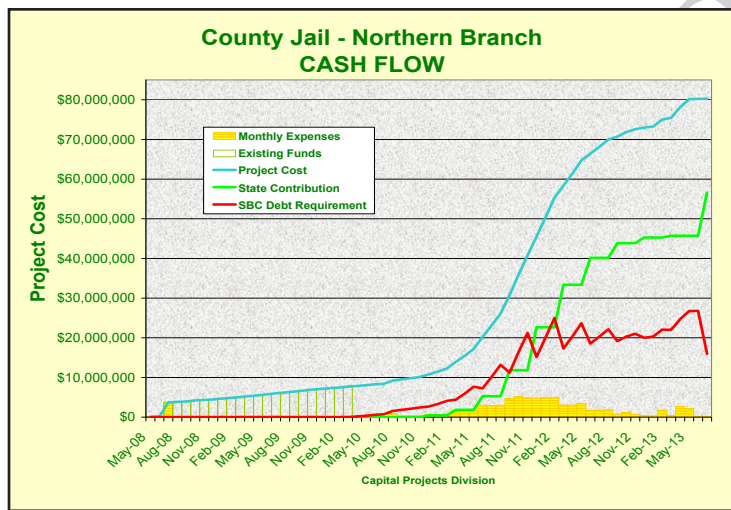
The major elements of the project are: (1) planning and financing; (2) land acquisition; (3) CEQA study and documentation; (4) infrastructure development; (5) design; (6) construction, and; (7) transition and occupancy. SBC has completed most of the planning effort and has developed this proposal for the AB900 program based on those plans. Upon notice of intent by the State to award SBC the desired funding, SBC is ready to move immediately to begin implementation of the plan. The following summarizes the work remaining to turn the plan into an operating facility:

- » Land: The BOS has adopted a Resolution of Necessity to acquire the site by eminent domain and SBC will have pre-judgment possession of the property by July of this year. The land will be owned and available for construction within the time line required by the RFP.
- » CEQA: An EIR has been completed and certified.
- » Infrastructure: SBC has analyzed and estimated the work necessary to bring needed infrastructure to the building. The cost, although not part of the matching funds is included the County's construction budget. This work is envisioned to occur independent of the main project with completion prior to when these utilities will be needed at the site.
- » Design: SBC selected an AE prior to this RFP. They have performed the architectural and operational programming and have begun schematic design. SBC has included a two year design period which will provide adequate time to ensure that the design is complete, coordinated and meets the functional needs of the Sheriff's Department. SBC will select a Construction Management consultant to review the design and prepare for construction.
- » Construction: SBC intends to award a construction contract to the lowest qualified bidder in September of 2010. Prior to this, SBC will employ rigid cost control measures to ensure the design is in conformance with budget and is awardable. SBC will market the project to ensure adequate competition from pre-qualified contractors, suppliers and subcontractors. Construction is planned for 30 months. SBC hired a Construction Management firm to help develop the proposed budget and time line, and considers it reasonable for the project scope.
- » Occupancy: SBC Sheriff has formed a transition team which will plan operational testing of the New Jail, plan for the transition to the New Jail and develop operational procedures to be employed when

the New Jail goes into operation. This team will be involved in the project from the start of design until occupancy. The transition team, in concert with the Project Manger, his staff and his support will ensure that the promises of the proposal are achieved as described.

E.7. Describe what SBC will do to demonstrate their readiness to proceed.

The need for expanded jail capacity in the County of Santa Barbara was identified 30 years ago. Overcrowding lawsuits have been filed against the county and more than 20 Grand Jury reports have pressed the need for a new jail. SBC has been placed under numerous court orders beginning in the early 1980’s, demanding a resolution to the overcrowding. Needs assessments performed in 1999, 2005, and



2008 vividly demonstrate SBC must provide additional housing for inmates. Four Sheriffs have taken many steps over the years to try to lessen the severity of the condition, but today’s low-risk sentenced offenders are being released early or not detained at all, and our facility remains at 120% of capacity. A special Blue Ribbon Commission published its findings last month, and makes a compelling argument that a

new 304-bed facility must be built immediately. Finally, a crescendo has been reached and the SBC Board of Supervisors has voted to support the County’s participation in the AB 900 program to build a new jail.

SBC has appropriated funds, moved to acquire the building site, completed the CEQA documentation, and expended nearly \$1 million in programming and schematic design. With AB 900 funding, SBC is ready to finance the match and complete the project. Historically, bond issuances by the County have enjoyed an A1 credit rating by Moody and an AA- by Standard and Poor from years of financing through certificates of participation, and SBC has more than sufficient property to demise for purposes of financing this project. SBC is willing to provide documentation supporting the above. SBC currently has a skilled, highly experienced team of staff to manage the planning, design and construction of the proposed project, and County officials at all levels are prepared to meet with CSA to provide demonstration of this.

SBC enters into the AB 900 program with its eyes wide open. SBC staff has carefully studied the capital and operational costs of the proposed project, its match obligation, and the State's conditions on its participation. Staff has analyzed the cash flow requirement imposed by these, and presents them graphically on Appendix page 9. As shown in the chart, SBC has sufficient existing funds to complete purchase of the site and nearly all of the design effort. The "Debt Requirement" (red line in chart) shows the amount of debt proceeds that will be utilized to cover the project's costs at certain given times under the cost-versus-state reimbursement requirements. The proceeds issuance would not occur before March of 2010, to comply with IRS proceeds spending regulations. This point in time coincides with the depletion of existing funds, and provides a continuum of cash flow for the project.

E.8. Demonstrate the financial Capacity and ability to staff the facility within 90 days of its completion.

SBC has included the cost of operating the new jail in the evaluation of project scope and the operational benefits of siting a new facility in North County. While SBC appreciates that it is eligible for additional funding from the AB 900 program, the County has been realistic about the size of the facility it can afford to operate. This has been reconciled with County needs and other programs implemented and envisioned to reduce recidivism. Funds and staff to operate the new Jail will come from the following sources:

- » Over Hire Positions: SBC has shown a pattern of using over hiring as a means to meet staffing challenges. As a result of that, SBC is at full strength; a rarity among California law enforcement and custody agencies. In the last three years SBC has hired 147 positions, out of the total 487 sworn personnel positions in the department. It should also be noted that the Sheriff's Training Bureau developed a Correctional Academy in 2007, and has the ability to operate multiple academies in advance of facility training.
- » Diversion of Funds from other Programs: The Board of Supervisors has committed to building and operating a new Jail. The cost of ongoing operational expenses is planned to be supported through realignment of existing discretionary funds, as directed by the BOS, if new revenue streams are not identified first.
- » New Revenue streams: The County is evaluating a number of new revenue streams to help cover the operation of the New Jail. These include possible revenue from new development, earmarked

specifically to generate revenue for public safety and realistic public safety ballot initiatives. There is a lot of synergy for a Public/Private partnership to generate operating revenue.

The Santa Barbara Board of Supervisors and Sheriff's Department are absolutely committed to building and operating the New Jail, and the public is expressing support as well. Although additional revenue sources would ease the financial burden of funding the operation, SBC has committed to funding the new jail operation independent of these sources. The cost of operating the New Jail has been analyzed and is understood.

E.9. Describe the functions and responsibilities of project staff/contractors.

Organization charts depicting the project team are provided on Appendix page 3; please also see Appendix pages 4 and 5 for Project Design and Project Construction organization charts. These charts provide additional names of key team staff members not detailed in this section.

- » Sheriff's Department: Commander Jenkins is the project champion and will represent the Sheriff in day-to-day matters, provide staff and fund resources to the PM, and provide CSA a single point of contact. Commander Jenkins will manage Sheriff resources working on the project and be responsible for Transition Plan development and execution.
- » Project Manager: The PM is responsible for ensuring the successful completion of the new jail facility, on time and on budget. The PM reports to the Oversight Committee (OC) and ensures fulfillment of Sheriff Department requirements. The PM will coordinate the work of staff from all County departments and outside agencies, and manage all work of hired consultants and contractors. The PM serves as SBC's Construction Administrator (CA).
- » Assistant Project Manager: The Assistant Project Manager will assist the PM in all work, but only the PM will provide authorizations involving cost and time.
- » Oversight Committee: The OC monitors the work of the PM/CM, ensures the PM's success, provides all resources and authorities needed to complete the project, and lobbies local legislative bodies as needed.
- » Project Financial Officer: The Project Financial Officer (PFO) is responsible for overseeing debt financing, revenue generation and County budgeting and accounting required to provide project funds and cash flow. The PFO assists the PM with accounting and cash flow reports, and reports to the

Sheriff and the OC.

- » Procurement Team: The Procurement Team performs professional services, obtains supplies, and oversees purchasing contracts. The team assists the PM/CA and reports to the Director of General Services.
- » Planning and Programming Team: The Planning and Programming Team performs architectural and operational programming, and prepares staff and transition plans. This team coordinates with Commander Jenkins and reports to the PM.
- » Design Team: The Design Team includes the AE design firm, the Design Review Team, and intermittently, the Commissioning and CM firms. The Design Team performs all design work and reports to the PM/CA.
- » Design Review Team: The Design Review Team performs review of all design submittals, and reports to the PM.
- » Construction Team: The Construction Team includes the contractor, CM, Architect and Commissioning firm. The Construction Team reports to the PM/CA through the CM.
- » Accounting and Auditing Team: The Accounting and Auditing Team performs project budget monitoring, cost accounting and reporting, invoice payment management and auditing of project and contractor files. The team reports to the PM/CA in its accounting and contractor audit duties, and to the SBC Auditor-Controller when auditing the project.

E.10. Describe the monitoring/control protocols that will ensure successful project completion.

Construction Meetings: Construction Meetings between the PM/CA and the general contractor, key subcontractors, construction manager and the architect will occur weekly on site.

Document Control: At the beginning of the project, the PM/CA will establish and maintain a Document Control System, including an asset management database. The system will be set up to provide electronic and hard-copy files as needed. A password-protected project web site will be established that will allow SBC and CSA personnel, and selected stakeholders, to access project documents online. This system will be a key component of the claim process system.

Daily Force and Activity Reports: The Contractor will be required to prepare a Daily Force and

Activity Report. This report will include contractor's material deliveries, tests, weather conditions and other significant events. Each report will be reviewed by the CM and will be compared to SBC's records. Significant information potentially impacting cost and time will be summarized and reviewed by the PM/CA daily.

Quality Control/Assurance: The contract will require the contractor to provide and document continuous quality control (QC). The PM/CA will be responsible for making sure the contractor has met this requirement through an active quality assurance (QA) program. This will involve the development of a Quality Plan at the beginning of the project and the review of contractor's quality methodologies to ascertain compliance. During construction, the PM/CA will monitor any inspection non-conformances and oversee the implementation of corrective action by the contractor. The CM will provide inspection of the corrections to assure proper implementation.

Performance Monitoring and Control: Cost and schedule performance reports will be provided to the PM/CA on a monthly basis by the CM. If a potential problem or negative trend is indicated, immediate action will be taken to identify the cause and implement a solution.

Schedule Maintenance: Once construction begins, the PM/CA will monitor work progress and regularly analyze the contractor's base schedule and updates for each bid package with assistance from the CM. As delays or conflicts are identified, the CM will be tasked to analyze the contractor's recovery plans and provide recommendations to prevent schedule slippage. If the contractor requests a time extension for any change order, the CM will provide an analysis to the PM/CA of any fragments for validity of the request.

Change Control: It is the PM/CA's responsibility to minimize change orders during the construction phase of the project. Although some change orders are to be expected, it is the PM/CA's job to manage and control them. The PM/CA will accomplish this by: (1) including a thorough and detailed scope of work in the contractor's contract; (2) conducting constructability reviews; (3) ensuring cost-conscious and comprehensive RFI responses; (4) ensuring complete submittal and shop drawing reviews; (5) instituting a pre-approved change control processing approach; (6) ensuring expeditious review and processing of all change order requests; and (7) only incorporating changes that are absolutely necessary. The hired CM firm will assist the PM/CA with these tasks.

Prevailing Wage Monitoring and Control: An organization such as the Center for Construction Compliance will be included as part of the team to help the CM ensure compliance.

Auditing: Occasionally, and at the determination of the PM/CA, the SBC Auditor-Controller will perform audits of the contractor given a 24-hour advanced written notice and during normal business hours, to all contractors books, records, accounts, documents, financial information, certified payroll records, and any other relevant information for the purposes of inspection, audit, and copying.

Oversight Committee: The PM/CA will provide a progress report and presentation to the OC once per quarter for their monitoring and control of the project. The OC will review the methods and results of the PM/CA, and provide additional direction and resources as needed to make the project successful.

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¹Washington Institute for Public Policy. (January 2006).

²Taxman, Young, Holsinger and Anspach. (2002).

³Lin and Turner. (2007). *Considering Secure Reentry Centers in CA*

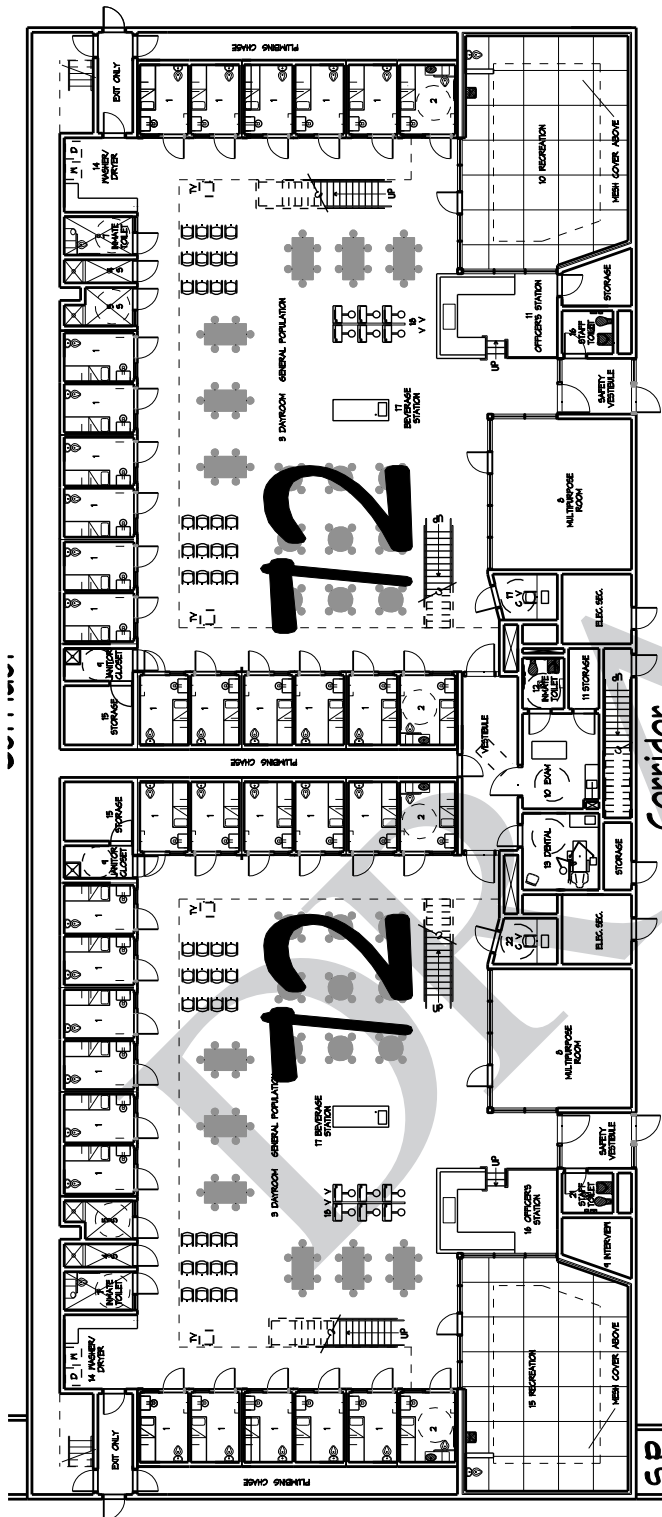
⁴James Robertson. US DOJ. (2003). *Jail Planning and Expansion*

⁵Mark Goldman. US DOJ (2003). *Jail Design Handbook*

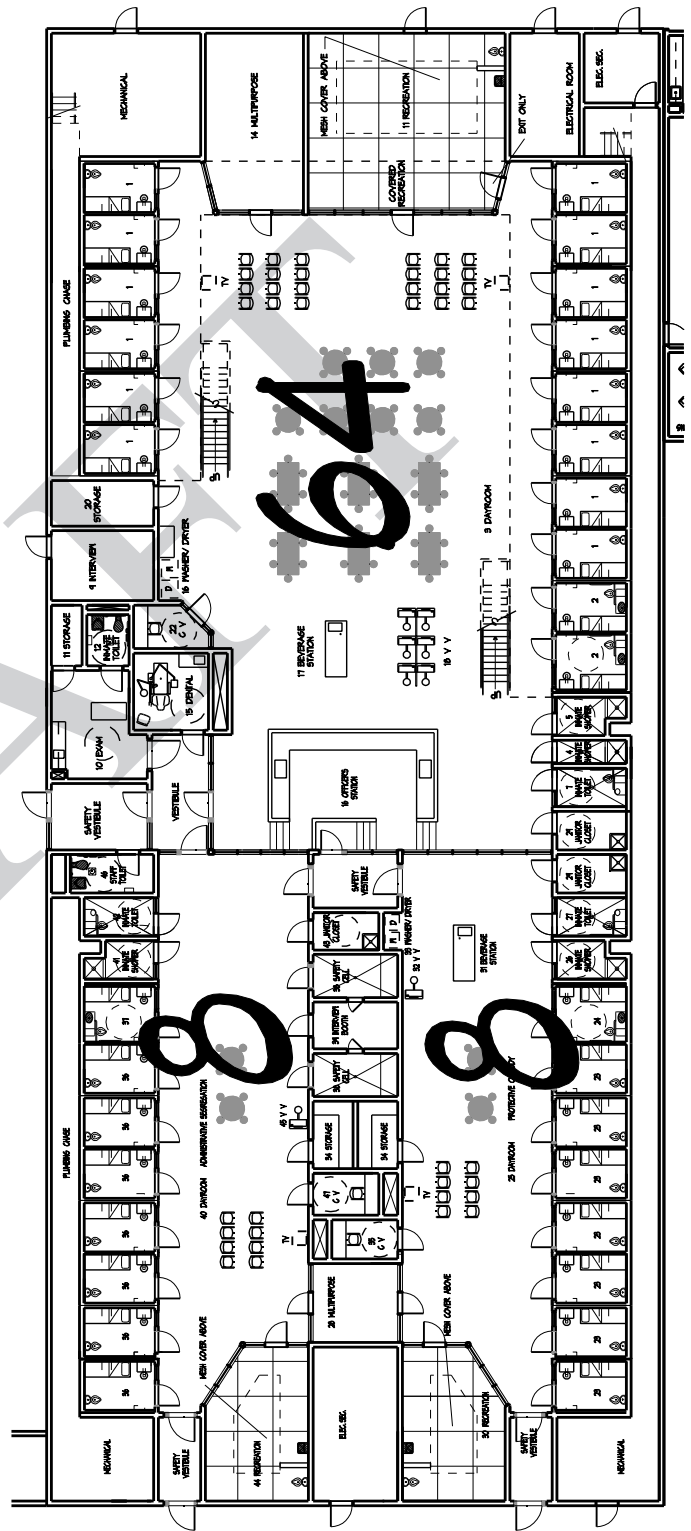
APPENDICES

PROPOSED CONCEPTUAL SITE DESIGN



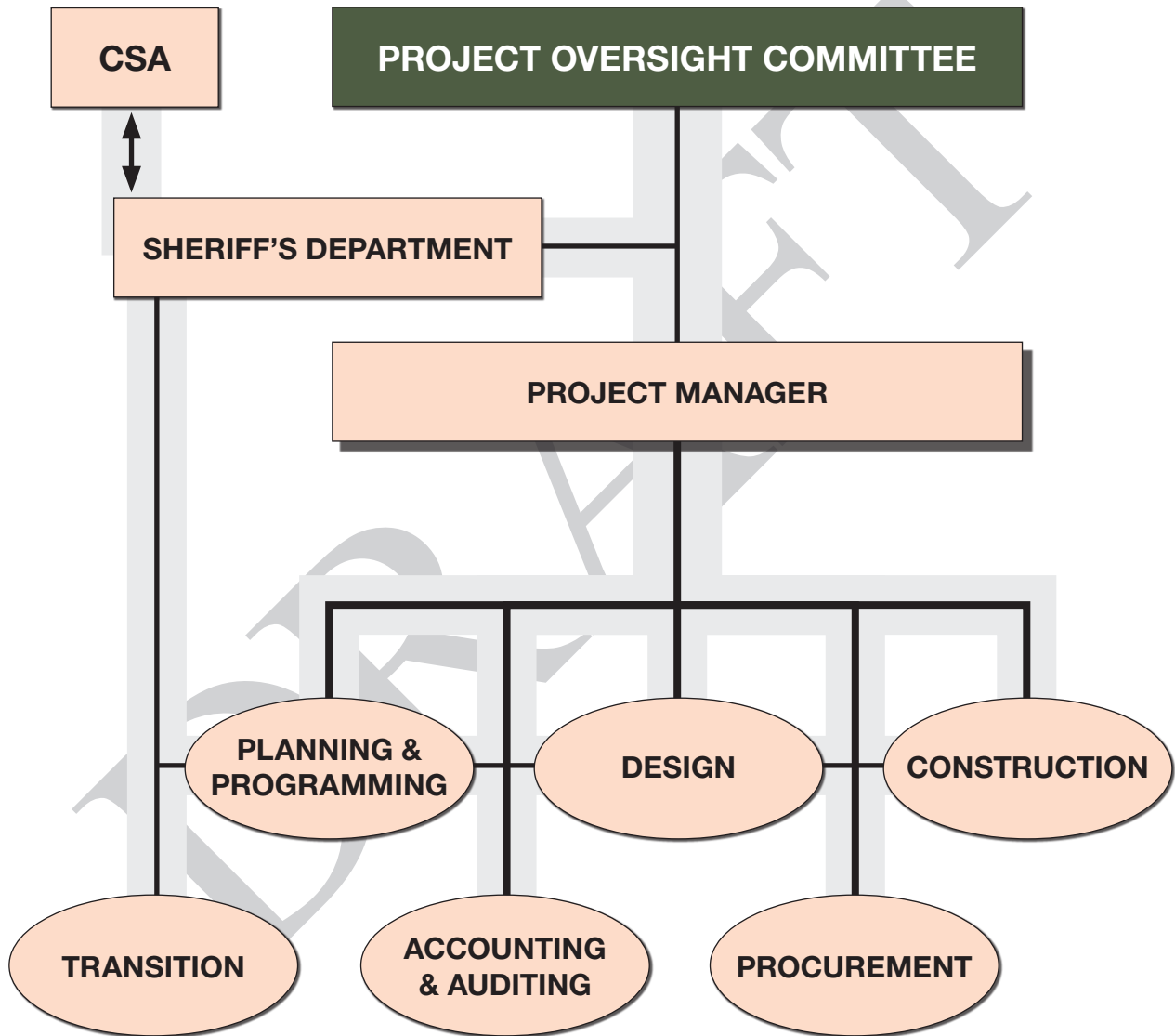


72 BED UNITS

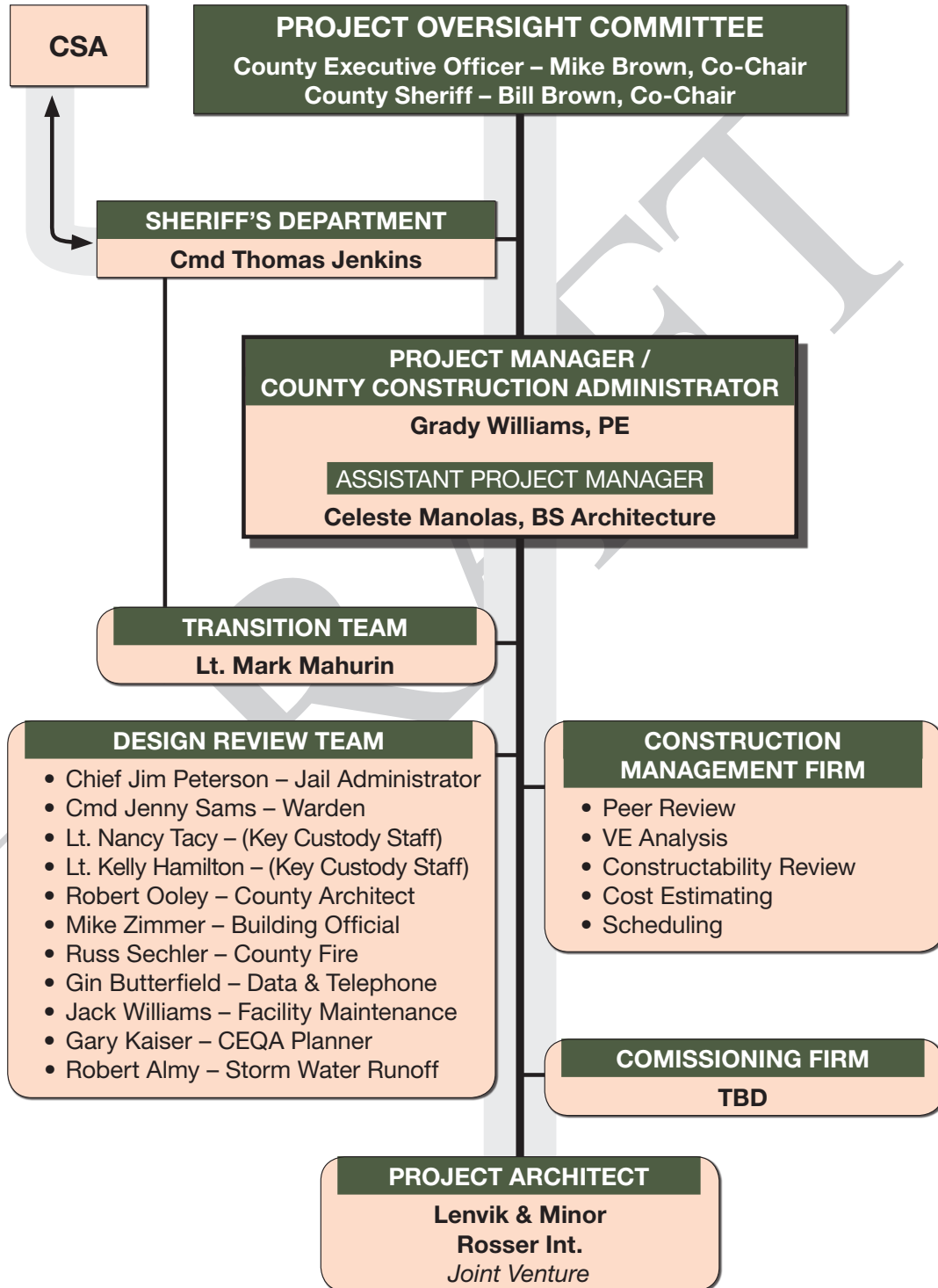


80 BED UNIT

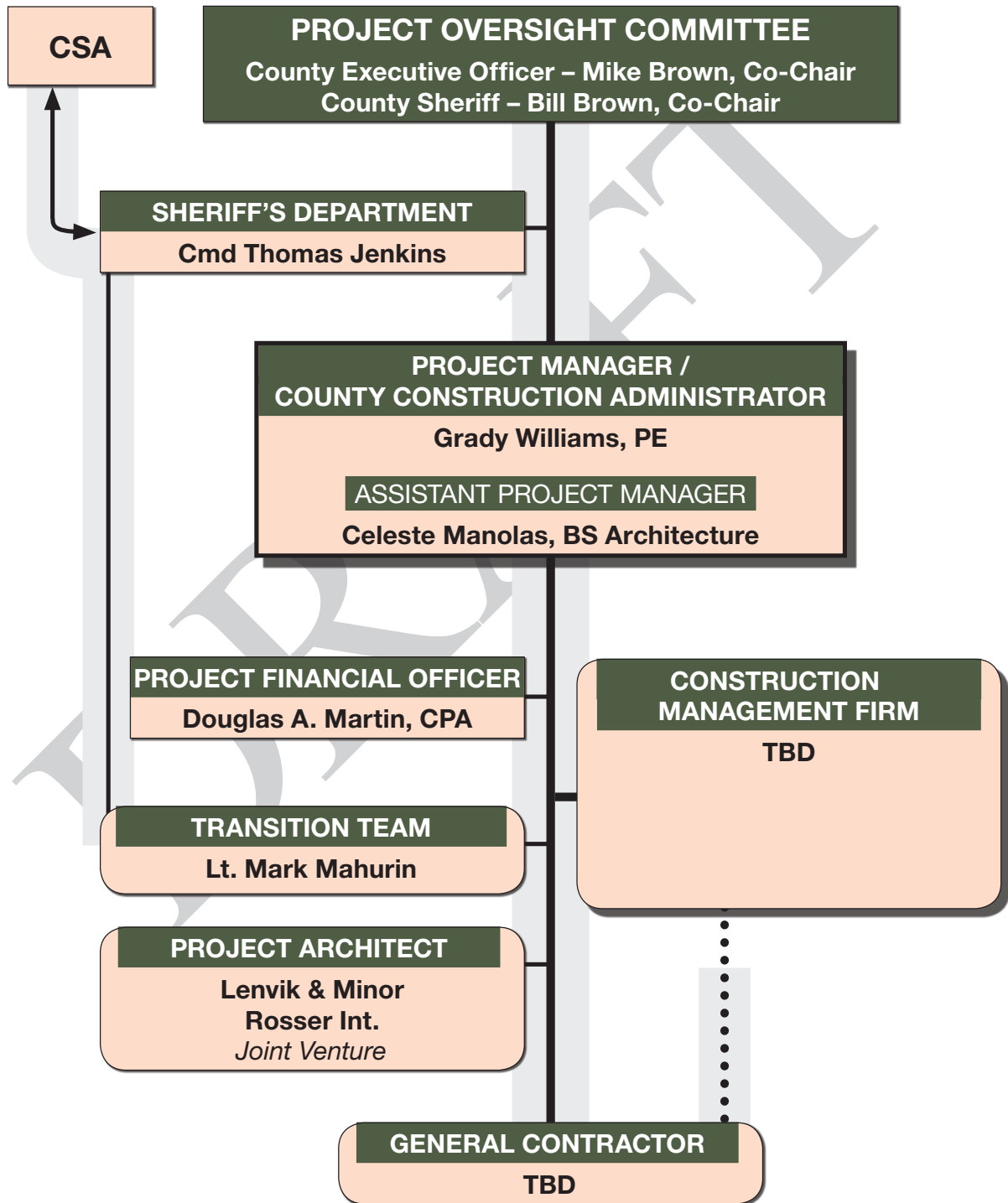
PROJECT ADMINISTRATION

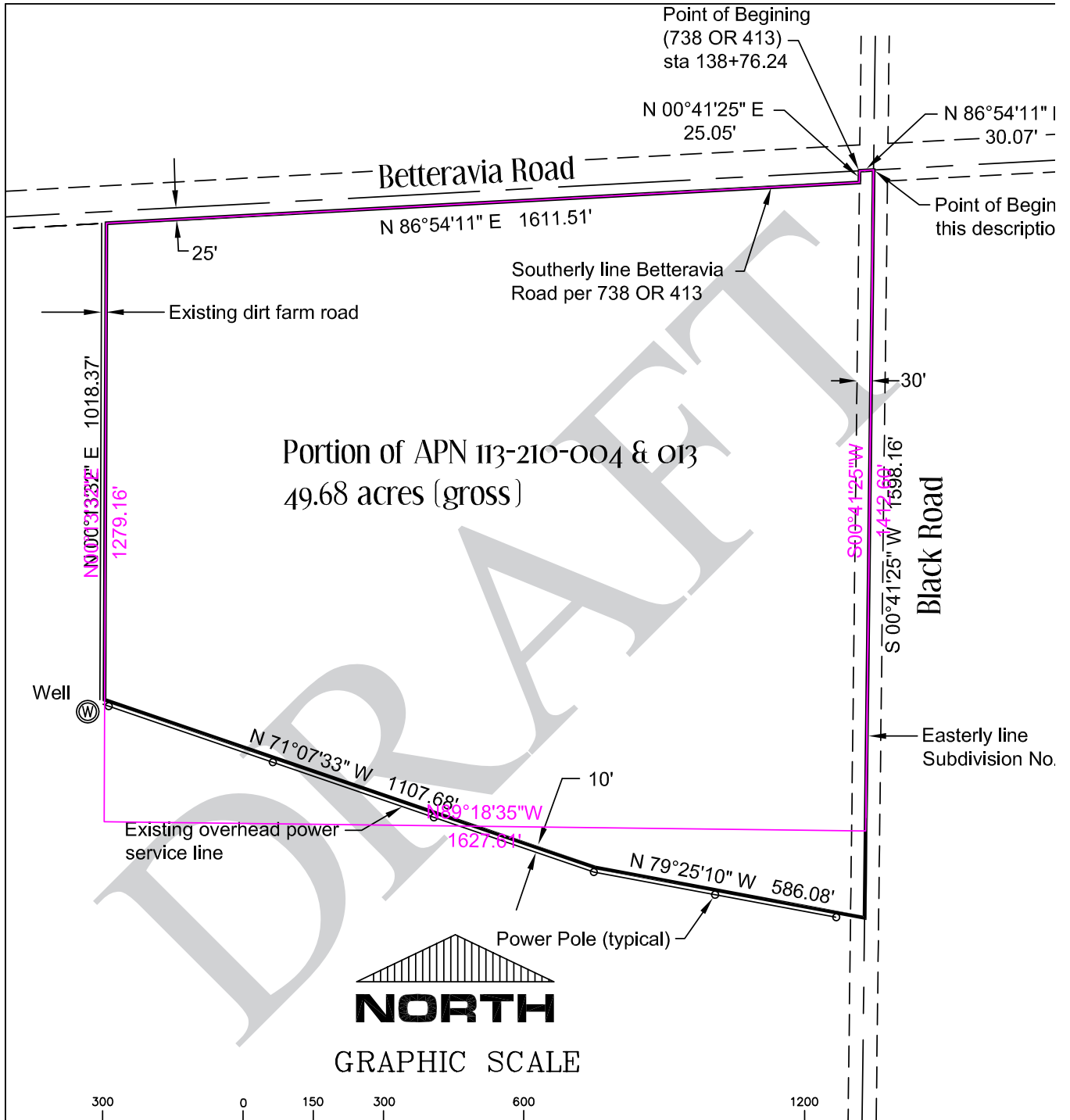


DESIGN MANAGEMENT



CONSTRUCTION MANAGEMENT





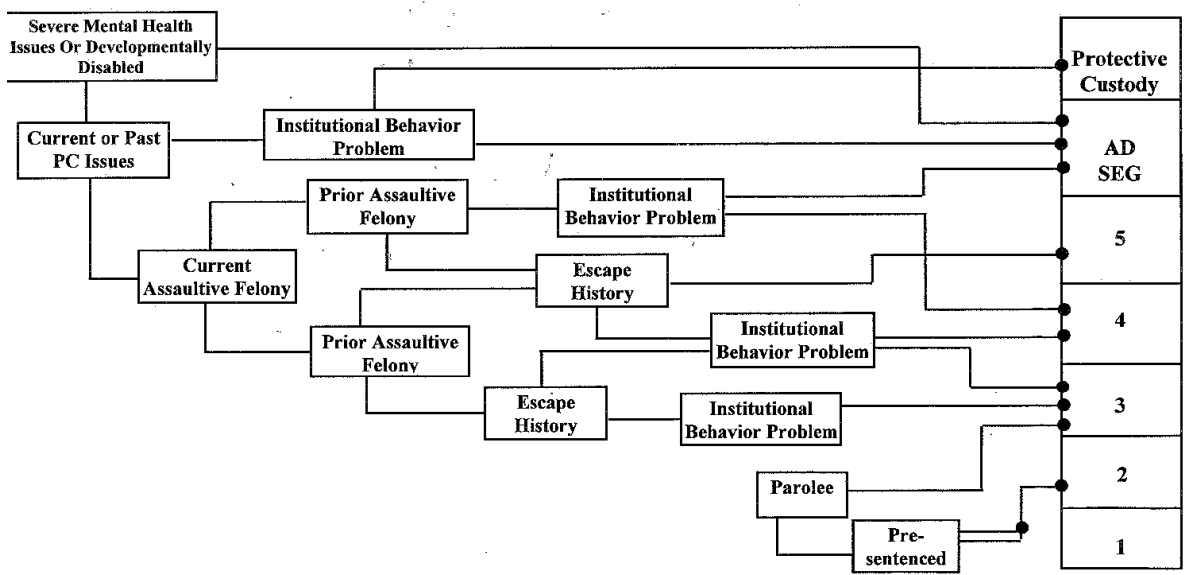
(IN FEET)
1 inch = 300 ft.

Exhibit B

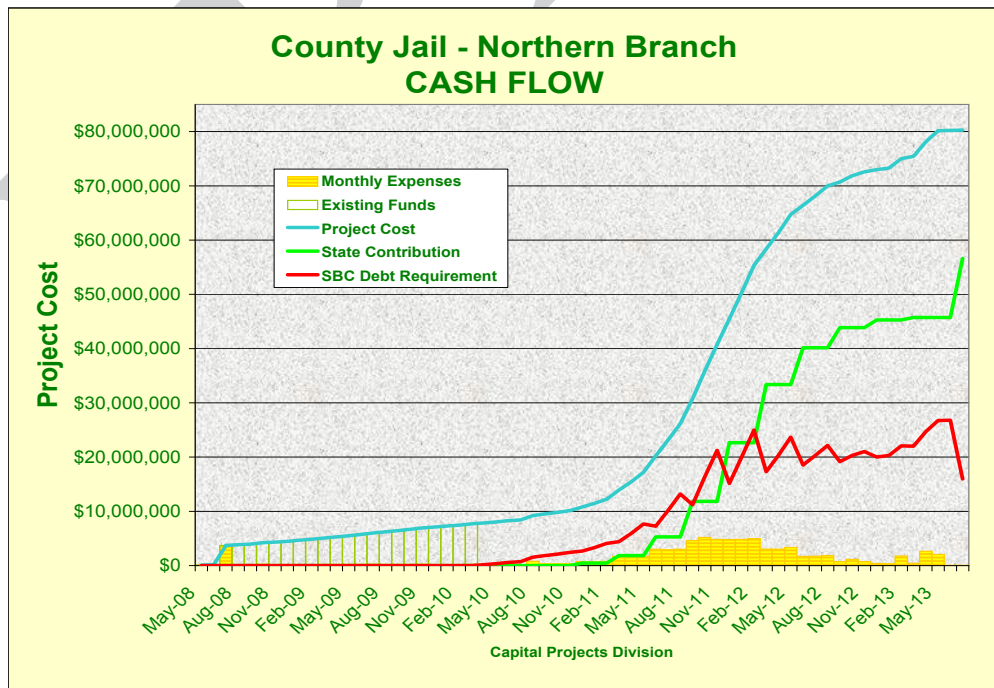


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PROJECT DECISION TREE



PROJECT CASH FLOW PROJECTIONS



Support for the new Santa Barbara County Jail Northern Branch

The following groups support the addition of a new jail and will coordinate with the Sheriff's Office in planning for the new facility:

Local Governmental Agencies

- » Community Colleges: Allan Hancock Community College; Santa Barbara City College (G.E.D. Training, increased use of local -educational resources, Adult Education Programs)
- » Alcohol, Drug, and Mental Health Services
- » Police Departments (Santa Barbara; Santa Monica; Lompoc; Guadalupe)
- » Public Health Department (Communicable disease treatment, extended health services to inmates)
- » Public Defender; District Attorney; Superior Court; Probation;
- » California Highway Patrol

Community Based Organizations

- » C.A.R.E.S. (Mental Health)
- » Reentry Steering Committee (Intergovernmental Program Grant-Prison/Jail to Community Transition)
- » Good Samaritan Services, Inc. (Drug and Alcohol Treatment, Homeless Services)
- » Casa Esperanza (Homeless Services)
- » Casa Serena (Women's Recovery)
- » Alcoholics Anonymous; Narcotics Anonymous
- » Salvation Army (Men's Recovery)
- » Zona Seca
- » Bethel House
- » Santa Barbara Rescue Mission

Private Corporations

- » Prison Health services (Inmate Medical care)

8 Evidence Based Principles of Reentry Programming – Taxman, Young, Holsinger and Anspach (2002)

1. Informal social controls (i.e., family, peers, community) have a more direct effect on offender behavior than formal social controls.
2. Duration of intervention is critical to offender outcomes.
3. Intensity and frequency ("dosage") of the intervention is critical to change.
4. Comprehensive, integrated, and flexible services are critical to address the myriads needs and risk factors that affect long-term success.
5. Continuity in behavior-change interventions is critical. Interventions, either in prison or in the community, should build upon each other.
6. Communication of offender responsibility and expectation (often through a behavioral contract) is necessary.
7. Support mechanisms (i.e., family, community, and informal organizations) are critical to long-term success.
8. Offender accountability and responsibility are key. A system of sanctions and incentives must ensure that the offender understands expectations and rules; the offender should take part in the process of developing these accountability standards.

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**TAB 5:
“Section 5: Funding Preferences”**

SECTION 5: FUNDING PREFERENCES

AB 900 legislation (Chapter 7, Statutes of 2007), Government Code Sections 15820.907(b) and 15820.907(c) require that jail construction funding preference be given to counties that assist the state in siting reentry facilities; and/or assist the state in siting mental health day treatment and crisis care services to parolees; and/or provide a continuum of care to parolees at the conclusion of their period of parole. Applicants may choose to meet any one or more of these funding preferences. Check the boxes for all that apply.

A. REENTRY FACILITY SITING PREFERENCE (300 POINTS)

Counties that agree to assist the state in siting a reentry facility will receive a gradation of points within the 300 point range. A resolution from the County Board of Supervisors must accompany the proposal (see Section 6 for requirements and specified resolution language). Each county participating in a regional state reentry facility siting will be qualified for the preference points afforded for that assistance.

Yes. 1. 150 points (minimum) – The County has signed an Agreement to Cooperate with the California Department of Corrections and Rehabilitation and in the Board of Supervisors' resolution, stipulates that a Reentry Planning Team is planned or existing, and is evidenced through providing copies of local meeting/planning documents (i.e., letters providing notification of meeting dates and team membership).

Yes. 2. 300 points (maximum) – The identified reentry facility site location(s) is stipulated in the Board of Supervisors' resolution, accompanied by a resolution from the City Council if the site is owned by the city, and includes those components named in number 1 above.

No. The county is not applying for jail construction funding preference under this criterion.

B. PAROLEE MENTAL HEALTH SERVICES PREFERENCE (100 POINTS)

Counties that agree to assist the state in siting mental health day treatment and crisis care services to parolees; and/or counties who agree to provide a continuum of care to parolees at the conclusion of their period of parole will receive a gradation of points within the 100 point range. A resolution from the County Board of Supervisors must accompany the proposal (see Section 6 for requirements and specified resolution language).

Yes. 1. 50 points (minimum) – The County agrees to assist the state in siting mental health day treatment and crisis care for parolees, and/or the County agrees to provide a continuum of care for mental health and substance abuse treatment so that parolees can continue to receive services at the conclusion of their period of parole.

Yes. 2. 100 points (maximum) – The County has identified a physical location at which the mental health day treatment and crisis care services may be provided to parolees; and includes the components of number 1 above.

No. The county is not applying for jail construction funding preference under this criterion.

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**TAB 6:
“Section 6: Board of Supervisors Resolution”**

BOARD OF SUPERVISORS
OF THE
COUNTY OF SANTA BARBARA,
STATE OF CALIFORNIA

A Resolution of the County of Santa Barbara, California Authorizing the Submission of an Application for Local Jail Construction Grant Funds, and Providing Other Assurances.

RESOLUTION NO. _____

WHEREAS, the County of Santa Barbara's population has increased steadily for several decades, and the population's arrest rate has also increased; and whereas these factors have caused a significant demand upon the jail system that is projected to continue in the future; and

Whereas both 1999 and 2008 jail needs assessments have indicated the need for more than 500 additional jail beds in the County by 2010; and

Whereas, the County of Santa Barbara has been under court order to reduce overcrowding since 1982, and has stipulated to various programs and actions to reduce the jail population, including restricting bookings into the jail, releasing inmates before completion of their sentence, and imposing a population cap; and

Whereas the National Institute of Corrections conducted a Justice System Assessment in April of 2006 and recommended a new jail in north Santa Barbara County; and

Whereas the County of Santa Barbara lacks an adequate jail facility in the North County, and that 54% of the inmates in custody during 2007 in the Santa Barbara Jail were from the North County; and

Whereas the County of Santa Barbara has identified a 50-acre site for a new jail project in the North County, has an Environmental Impact Report certifiable by the County Board of Supervisors, and, has taken steps to ensure possession of the property can be obtained before July of 2008; and

Whereas the County of Santa Barbara has the ability and willingness to secure Certificates of Participation on other County owned properties to secure the necessary capital funding match of 25% as required by the California Department of Corrections to Qualify for AB 900 funding; and, is willing to commit to provide the additional necessary funding for the net increase in operating costs through a variety of means; and

WHEREAS, therefore, the assurances and agreements reflected herein are contingent on award and receipt of AB900 funding; and

Whereas the County of Santa Barbara understands that the State of California's Corrections

Standards Authority (CSA), which is an interested party in the matters in this resolution, has not yet completed certain required agreements between the County of Santa Barbara and state entities; and, whereas negotiations of these agreements is ongoing by the involved parties and those parties understand either party may not finalize said agreements, necessitating a rescission of any previously negotiated obligations by all parties;

BE IT RESOLVED that the Board of Supervisors of the County of Santa Barbara hereby:

Approves the submission of an application to the State of California Corrections Standards Authority for local jail construction grant funds; and

Appoints Sheriff Bill Brown as the County official authorized to sign the applicant's agreement and submit the proposal for funding, Commander Thomas Jenkins as the Project Contact Person for the State, Grady Williams as the County Construction Administrator, and Doug Martin as the County Project Financial Officer; and

Assures that the County will adhere to State requirements and terms of the agreements between the County, the California Department of Corrections and Rehabilitation, the Corrections Standards Authority, and the State Public Works Board in the expenditure of State funds and County match funds; and

Assures that the County of Santa Barbara will appropriate, after conditional project award but before State/County funding agreements, \$18,765,007 as match from the County borrowing program; and that said matching funds do not supplant funds otherwise dedicated for construction activities; and

Assures the County of Santa Barbara will fully and safely staff and operate the facility that is being constructed (consistent with Title 15, California Code of Regulations) within 90 days after project completion; and

Assures that the County is in current negotiation for the site and will have long term possession of the site within 90 days of intent to award, and assures that the County of Santa Barbara will have project site control through fee simple ownership or by order of pre-judgment possession, with possession and undisturbed right of access, to the project within ninety (90) days following the Corrections Standards Authority's notice of Intent to Award; and

Assures that once a site is acquired, the County of Santa Barbara will not dispose of, modify the use of, or change the terms of the real property title or other interest in the site of the facility subject to construction, or lease the facility for operation to other entities, without permission and instructions from the Corrections Standards Authority; and

Attests to the current fair market value of the selected land site for the proposed new jail facility as \$3.3 million; and

Agrees to work with the California Department of Corrections and Rehabilitation toward achieving the goal of improving successful reintegration of adult offenders into the communities of the County; and

Assures that the County has signed an agreement to cooperate with the California Department

of Corrections and Rehabilitation and that a reentry planning team has been developed for the purpose of working collaboratively with the California Department of Corrections and Rehabilitation, as evidenced by the attached documents; and

Assures that the reentry facility will be co-located on the property adjacent to the proposed newly constructed jail at Black and Betteravia Roads in the unincorporated areas of the Santa Maria Valley; Assessor Parcel Numbers 1113-210-004 and,1113-210-014; and

Agrees to fully cooperate with the State in siting, locating and providing mental health day treatment and crisis care for parolees; and

Agrees to provide a continuum of care for mental health and substance abuse treatment so that parolees can continue to receive services at the conclusion of their period of parole; and

Agrees to provide the physical locations of 212 Carmen Lane and 500 W. Foster Road, both in Santa Maria, CA at which the mental health day treatment or commensurate intensive treatment services and crisis care services will be provided to parolees so that they can continue to receive services at the conclusion of their period of parole; and

Authorizes Sheriff Bill Brown to sign the local jail construction grant assurance statement and submit the County of Santa Barbara's application for funding.

On motion of Supervisor _____, seconded by Supervisor _____, the foregoing resolution was PASSED AND ADOPTED at a regular meeting of the Board of Supervisors of the County of Santa Barbara, State of California held on this _____ day of _____ 2008, by the following vote:

AYES:
NOS:
ABSTAIN:
ABSENT:

By _____
Salud Carbajal, Chair
Board of Supervisors

ATTEST:
CLERK OF THE BOARD

By: _____
Michael Allen
Chief Deputy Clerk

APPROVED AS TO FORM:
DANIEL J. WALLACE
COUNTY COUNSEL

APPROVED AS TO FORM:
AUDITOR-CONTROLLER

By: _____
By Kevin E. Ready, Sr.
Senior Deputy County Counsel

By: _____

DRAFT

**AGREEMENT OF COOPERATION
BETWEEN
CALIFORNIA DEPARTMENT OF CORRECTIONS AND
REHABILITATION
AND THE
COUNTY OF SANTA BARBARA, CALIFORNIA**

PURPOSE

WHEREAS, the County of Santa Barbara and the California Department of Corrections and Rehabilitation are committed to work cooperatively to the fullest extent, consistent with state law, to reduce crime and combat the effects of recidivism by allocating resources to ensure comprehensive parolee reentry supervision and continuing services for returning parolees; and

WHEREAS, State law generally requires that a parolee return to serve his or her parole to the "county of last legal residence" prior to incarceration; and

WHEREAS, approximately 1700 inmates in prisons under the jurisdiction of the California Department of Corrections and Rehabilitation reside in the County of Santa Barbara, California; and

WHEREAS, approximately 1137 parolees under the jurisdiction of the California Department of Corrections and Rehabilitation, Division of Adult Parole Operations reside in the County of Santa Barbara, California; and

WHEREAS, recidivism by parolees has a significant negative impact on public safety.

NOW THEREFORE THE PARTIES HEREBY AGREE:

THAT the County of Santa Barbara is an appropriate location in which to place a California Department of Corrections and Rehabilitation secure reentry facility, in cooperation with the Santa Barbara County Sheriff's Department; and

THAT the facility constructed pursuant to this agreement shall be specifically designed to combat the root causes of parolee recidivism through the application of evidence-based methodologies proven to enhance parole success; and

THAT reducing the causes and negative effects of recidivism will increase public safety and reduce the number of parolees from the County of Santa Barbara who must be returned to California Department of Corrections and Rehabilitation institutions; and

THAT the County of Santa Barbara Sheriff's Department will work in cooperation with the California Department of Corrections and Rehabilitation to address jointly issues of

parole success and recidivism in a proactive manner, thereby providing a unique opportunity to enhance public safety.

PROGRAM INTRODUCTION AND OBJECTIVES

This is a commitment by the undersigned to advance the following conceptual agreement in the mutual interest of improving public safety:

1. The number of adult offenders returning to the County of Santa Barbara (the "County") from state prison in calendar year 2005 was approximately 900 (*California Department of Corrections and Rehabilitation (CDCR) Offender Information Service Data Report*). Many of these returning offenders were in need of improved programs and services in order to reintegrate successfully into their communities. The number of adult offenders returning to the County during calendar year 2006 will likely be the same or more. During the first year of parole, the recidivism rate for County offenders returning to prison with new prison terms is 15%, and the rate of parole revocations is 47% (*Source: CDCR Facts*). These recidivists now pass through the Santa Barbara Jail and contribute to jail overcrowding.
2. There is a current need to increase the level of programs and services within the County and within state prisons housing returning offenders, including guidance, direction, training, housing, employment, intervention and preventative counseling, transportation, and supervision to enable adult offenders to be successful in their reentry into the communities of the County.
3. The CDCR and the Office of the Santa Barbara Sheriff's Department shall work together toward the following goals:
 - a. Improve the reintegration of returning adult offenders from prison and from jail to the communities in the County of Santa Barbara, thereby reducing crime and recidivism.
 - b. Improve the coordination of current resources, services and programs to cause more effective and efficient deliveries of human services to the returning offenders.
 - c. Improve the intensity and quality of planning, placement and supervision of parolees in order to ensure offender accountability.
 - d. Increase, where necessary, services and programs, including but not limited to, needs and risk assessments, pre-employment training, employment placement, substance abuse prevention and intervention, group and individual counseling, interim and long term housing, transportation services to work and to prevention programs, mental health counseling, treatment and related support, and levels of supervision or surveillance.
4. The CDCR and the Office of the Santa Barbara Sheriff's Department intend to jointly plan for a state constructed secure reentry facility, in conjunction with a new Santa Barbara County Jail, to house adult offenders. The facility should be designed and constructed to:

- a. House medium-level custody to lower level custody offenders;
 - b. Provide a maximum of 500-beds, both celled and dormitory style housing;
 - c. Support ample programming space for greatly improved reentry and reintegration services and programs;
 - d. Provide administration and office support space for various critical intervention needs of the housed offenders;
 - e. Provide space for medical, dental and psychiatric treatment in compliance with court-mandated standards;
 - f. Share infrastructure costs and services, to be determined at a later date by mutual agreement.
5. The CDCR will be responsible for securing the necessary legislative authority and funding associated with the planning, design and construction of such a facility, as well as for resources necessary to provide enhanced state supervision to parolees in Santa Barbara County.
6. This Agreement of Cooperation is not intended to be legally binding or to impose legal obligations on either party.

BROOKS FIRESTONE
Chair,
Board of Supervisors
County of Santa Barbara

ATTEST:

MICHAEL F. BROWN
Clerk of the Board

BILL BROWN
Sheriff, County of Santa Barbara

JAMES E. TILTON
Secretary
California Department of Corrections and Rehabilitation

DRAFT

**TAB 7:
“Formal Needs Assessment Study”**



TABLE OF CONTENTS

Acknowledgements

Executive Summary

Purpose of the Needs Assessment Study	ES-1
Methodology	ES-1
Elements of the System	ES-2
Operational Design Philosophy	ES-2
Overcrowding and Litigation, a Historical Perspective	ES-2
Facility Assessment	ES-4
The Current Inmate Population	ES-5
Characteristics of the Population	ES-6
Classification System	ES-7
Program Needs	ES-9
Program Needs of the Existing Facilities	ES-9
Sheriff's Treatment Program (STP)	ES-9
Sheriff's Treatment Program (STP) – 2007 GED Participants	ES-10
Detention Alternatives	ES-11
Programs in Development	ES-11
Staffing Levels	ES-12
Corrections System Trends and Characteristics	ES-12
Population Data for Santa Barbara County	ES-12
Historical and Projected Average Daily Population	ES-13
Projected ADP by Gender – Proposed Model	ES-14
Ability to Provide Visual Supervision	ES-15
Adequacy of Record Keeping	ES-15
History of the System's Compliance with Standards	ES-16
Unresolved Issues	ES-16



A. Elements of the System

Introduction	A-1
1. Facility Type	A-1
Facility Summary Requirements	A-2
2. Single Occupancy Cells	A-3
3. Double Occupancy Cells	A-3
4. Dormitories	A-3
5. Dayrooms	A-3
6. Intake / Release / Processing	A-3
7. Visiting	A-4
8. Program Space	A-4
Library	A-4
Vocational Training	A-4
9. Medical and Mental Health Services	A-5
10. Outdoor Exercise	A-5
11. Attorney Interview Rooms	A-5
12. Confidential Interview Rooms	A-5
13. Central and Other Control Rooms	A-6
14. Administration	A-6
15. Staff Stations	A-6
16. Public Areas	A-6
17. Kitchen / Food Services	A-7
18. Laundry	A-7
19. Receiving Space	A-7
20. Maintenance Space	A-7
21. Storage	A-8

B. Operational Design Philosophy

The Department's Operational and Design Philosophy	B-1
Overcrowding and Litigation, A Historical Perspective	B-3
Overcrowding	B-3
Litigation	B-4
Design of the Existing Facility	B-7



Facility Assessment.....	B-8
Main Jail	B-8
Inmate Reception Center	B-9
Main Jail (Existing).....	B-11
Northwest	B-14
Violent Offender Unit	B-15
Basement Dorms.....	B-15
Medium Security Facility.....	B-16
Facility Specific Observations.....	B-17

C. The Current Inmate Population

Introduction	C-1
Santa Barbara County Custody Division -	
Historical Average Daily Population	C-2
Historical Monthly Average Daily Population (ADP) 1994 – 2007.....	C-2
Historical Annual Average Daily Population (ADP) 1994 - 2007.....	C-3
Santa Barbara County Custody Division -	
ADP by Facility (2006).....	C-4
Historical ADP, Santa Barbara County Custody Division (2003-2007).....	C-5
Custody Division ADP, by Facility and Gender: 2006.....	C-6
Santa Barbara County Custody Division -	
In-Custody ADP by Gender (2006).....	C-7
Santa Barbara County Jail -	
In-Custody ADP by Sentence Status (2006)	C-8
Santa Barbara County Custody Division -	
In-Custody ADP by Classification Level	C-9
Santa Barbara County Custody Division -	
In-Custody Average Length of Stay (ALOS)	C-10
Santa Barbara County Custody Division -	
ADP Snapshot by Booking Offense Type as of 12/13/2007	C-11

**D. Classification System**

Description	D-1
Five-Level System of Classification	D-2
Custody Assessment Synopsis	D-4
Inmate Classification (decision tree)	D-5

E. Program Needs

Program Needs of the Existing Facilities	E-1
Detention Alternatives	E-3
Current Programs	E-3
Community Based Alternative Programs	E-6
Early Release	E-6
Substance Abuse Treatment Court (SATC)	E-7
Own Recognizance (OR) Release	E-8
Sheriff's Work Alternative Program (S.W.A.P.)	E-9
County Parole	E-10
Electronic Monitoring (EM)/House Arrest Program	E-11
Population Control Releases (1999-2007)	E-12
Other Program	E-12
Programs in Development	E-13
Day Reporting Center	E-13
Work Furlough	E-14
GPS System for Electronic Monitoring	E-14
Criminal Justice Coordinating Council	E-14
Summary	E-15

F. Corrections System Trends and Characteristics

Introduction	F-1
California Historical and Projected Population	F-2
Population, 2000 – 2006 Percent Change – California, Santa Barbara and Comparable Counties	F-3
Santa Barbara County Projected Population by Ethnicity	F-4
Santa Barbara County Crime Trends	F-5



Trends in Major Crimes of Comparable California Counties (2004-2006) F-5

Adult Arrest Rates of Comparable California Counties (2004-2006)..... F-7

Historical and Projected Average Daily Population of the
Santa Barbara County Custody Division F-9

 Proposed Statistical Model F-9

Projected Average Daily Population of the Santa Barbara County
Custody Division - by Gender..... F-10

Projected Average Daily Population of the Santa Barbara County
Custody Division - by Facility..... F-11

Projected Average Daily Population of the Santa Barbara County
Custody Division - by Sentence Status F-12

Projected Average Daily Population of the Santa Barbara County
Custody Division - by Gender (Female) and by Sentence Status..... F-13

Projected Average Daily Population of the Santa Barbara County
Custody Division - by Gender (Male) and by Sentence Status..... F-14

Projected Average Daily Population of the Santa Barbara County
Custody Division - by Gender (Female) and by Offense Level..... F-15

Projected Average Daily Population of the Santa Barbara County
Custody Division - by Gender (Male) and by Offense Level..... F-16

Projected Average Daily Population of the Santa Barbara County
Custody Division - by Gender (Female) and by Classification Level F-17

Projected Average Daily Population of the Santa Barbara County
Custody Division - by Gender (Male) and by Classification Level F-19

G. Staffing Levels

Description G-1

Staffing Tables and Graph..... G-1

 Hires – Separations by Job Class (including promotions and demotions) G-1

 Graph (Hires – Separations by Job Class 2004-2008)..... G-2

 Department Positions and Vacancies (1-7-08) G-2

**H. Ability to Provide Visual Supervision**

Introduction	H-1
Photographic Documentation	H-2
Conclusion	H-3

I. Adequacy of Record Keeping

Introduction	I-1
Current Practice	I-1
Records and Reports.....	I-2
Inmate Records.....	I-2
Incident Reports	I-3
Classification Records.....	I-3
Medical Records	I-3
Summary.....	I-4

J. History of the System’s Compliance with Standards

History	J-1
---------------	-----

K. Unresolved Issues

Unresolved Issues.....	K-1
------------------------	-----

Appendix**Appendix A App-A**

Sample Room/Space Physical Attributes and Furniture/Equipment Requirements Sheets – Housing and Main Jail	App-A1
--	--------

Appendix B App-B

NIC – Santa Barbara County – The Justice System Assessment dated April 4-6, 2006.....	App-B1
County of Santa Barbara New Jail Planning Study.....	App-B2
Cap Criteria – “Early release procedure”	App-B3
SB County Jail Assessment Survey 12/28/2007.....	App-B4



Appendix DApp-D
Santa Barbara County Custody Division Unit Policy.....App-D1

Appendix E.....App-E
Sheriff’s Implementation Directive (October 11, 2005 letter from
Jim Anderson, Sheriff-Coroner, with “Educational/Vocational
Programs” attachment)App-E1

Appendix I.....App-I
California Code (“26202”)App-I1
Records Procedures (SBC Board Agenda Letter
re: Destruction of Records)App-I2
Prison Health Services Incorporated PoliciesApp-I3
Sample JMS Record (Inmate Review for: John Doe, etc.).....App-I4

Appendix J.....App-J
Adult Type I, II, III and IV Facilities –
Local Detention Facility Health Inspection ReportApp-J1
I. Environmental Health Evaluation - Adult Type I, II, III and IV Facilities –
Santa Barbara County Main JailApp-J2
III. Medical/Mental Health Evaluation - Adult Type I, II, III and IV Facilities –
Santa Barbara Main Jail.....App-J3
State of California – Fire Safety Correction Notices:
Santa Barbara County Main Jail,
Santa Barbara County Honor Farm, and
Santa Barbara County Reception Center.....App-J4