

**PCSD
2012**

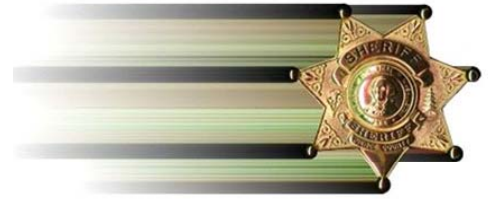


The Five Year Plan for Corrections Staffing

PIERCE COUNTY SHERIFF'S DEPARTMENT

Paul A. Pastor
Sheriff

THE FIVE YEAR PLAN FOR CORRECTIONS PLANNING



INTRODUCTION

There is a duty which attends positions of public trust. This duty involves providing the public with a frank assessment of what it takes to do the job properly. For the past several years, at budget time, the Department has requested additional resources in order to operate the jail properly.

Four factors drive our need for additional resources. The first factor is the proper basic operational considerations which accompany a professionally run corrections facility. Next, there are developments in law regarding corrections including the federal lawsuit in which Pierce County was a respondent and the requirements which it imposes on jail operation. The third factor is the rapid growing Pierce County population and accompanying growth in crime. The fourth factor is the new jail which has yet to be fully opened.

Stepping up to our responsibilities to meet demand and operate a safe, secure facility continues to be a challenge. To meet the challenges - - -to do the job right - - - additional resources are needed. Some of these resources have been forthcoming. Staffing has increased as the new jail incrementally opened additional units.

However, staffing ratios for the jail have continually fallen below the standard of a minimum of six per assigned post - - - the staffing required to properly fund a 24/7/365 fixed-post reliant operation. This has resulted in extremely high overtime expenditures in the jail budget and a need to require staff to work longer hours.

In seeking to meet these challenges, County budgets have focused on the short term: on what we need to meet an immediate need. To be truly successful, our approach needs to adopt a long-term perspective.

I believe that we need to re-focus and consider what will be needed to do the job right. The purpose of the material in this document is to go beyond what is desperately needed "this year:" to think beyond the boundaries of "what we can afford to spend right now." The purpose of this document is to focus on where the Corrections Bureau of the Pierce County Sheriff's Department needs to be in the next five years to properly serve the people of Pierce County and their criminal justice system. The purpose of this document is to get us to think beyond the issues of the moment and to lay out a plan to have the resources to do the job right.

Paul A. Pastor
Sheriff of Pierce County

2008: YEAR ONE

Unit/Function	# of Beds	Posts	FTE's	Cost	Total Cost
3 South F Main Jail *	12				
Housing Unit Officer		1	6.0	\$ 63,040	
Programs/Court Lt.		1	1.0	\$ 102,910	\$ 102,910
Operations Sgt.		1	6.0	\$ 81,950	\$ 491,700
Court Officer		1	1.0	\$ 63,040	\$ 63,040
Supply Officer		1	1.0	\$ 63,040	\$ 63,040
Corrections Technician		1	1.0	\$ 55,380	\$ 55,380
Meals (inmate & staff)					\$ 15,858
Medical/Hospital/Drugs					\$ 2,000
General Supplies					\$ 1,000
TOTAL 3 SOUTH F			16.0		\$ 1,173,168
* - Maximum Security Beds					

2008 – (Year 1)

The first year would allow us to increase our supervisory and logistics staff to appropriate levels in order to meet the needs of future inmate population levels. Between 2003 and 2007, we focused simply on staffing Officer posts for housing units. We have reached the maximum output for our current supervisory and logistics staff to the level of current inmate population.

We would start by providing a Lieutenant for Court Security which would provide a mid-level manager for the judicial staff and allow the Court Sergeant to monitor the 28 Officers in the courts more closely. In addition, a Court Officer would be added to assist in decreasing the almost daily overtime needed to staff courts to a proper level.

A second Operations Sergeant post would be added to the Main Jail in order to achieve a more acceptable ratio of supervisors to Officer. Currently that ratio is one Sergeant to 19 Officers.

To alleviate gridlock in the maximum security section of the Jail, we would staff the Officer post for the new 12 bed maximum security housing unit that was built in the recent second phase of the Jail remodel. Those inmates who continue to create behavioral problems within the Jail can bring a facility to a standstill if there is not vacant bed space to separate these problem inmates from each other. Over the past year, we have had to resort to opening this housing unit on an overtime basis due to the large number of behavioral problem inmates that were in-custody.

A second Supply Officer is needed to process, monitor and transport large shipments of supplies throughout the Jail that are needed on a continual basis to maintain the Jail operation. The Jail is a virtual small city that is a 24/7 and 365 day operation.

The Correctional Technician oversees the inmates working within the laundry. The amount of inmate clothing, bedding and assorted other items has reached the point where we need to have the laundry facilities running seven days a week. This position would act as a cover position and help to reduce overtime issues until a second position can be hired at a later time.

COURT SECURITY LIEUTENANT: Mid level manager for the judicial staff – allows Court Sergeant to monitor our 28 Officers in the courts more closely.

COURT ESCORT OFFICER: Add a Court Escort Officer to assist in decreasing the almost daily overtime needed to staff courts to a proper level.

SUPPLY OFFICER: A second Supply Officer is needed to process, monitor and transport large shipments of supplies throughout the jail that are needed on a continual basis to maintain a jail operation.

OPERATIONS SERGEANT: Add to the Main Jail in order to achieve a more acceptable ratio of supervisor to Officer. The current ratio is 1 Sergeant to 19 Officers. It requires six Sergeants to staff one 24 hour post.
















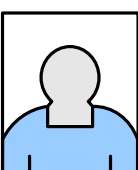
CLUSTER OFFICER POST: Staff the Officer post for the new 12 bed maximum security housing unit to alleviate gridlock in the maximum security section of the Jail. It requires six Officers to staff one 24 hour post.

CORRECTIONAL TECHNICIAN: An additional Correctional Technician is needed to oversee the inmates working within the laundry. This position would be a cover position and help reduce overtime issues until a second position can be hired at a later time.

Assignments for Year One

2008

To staff one 24 hour post requires six (6) Officers, Sergeants, etc.

	Lieutenant Assigned to Court Security		Corrections Officer Assigned to Clusters
	Sergeant Assigned to Operations		Corrections Officer Assigned to Clusters
	Sergeant Assigned to Operations		Corrections Officer Assigned to Clusters
	Sergeant Assigned to Operations		Corrections Officer Assigned to Clusters
	Sergeant Assigned to Operations		Corrections Officer Assigned to Clusters
	Sergeant Assigned to Operations		Corrections Officer Assigned to Clusters
	Sergeant Assigned to Operations		Corrections Officer Assigned to Court Escort
	Corrections Officer Assigned to Supply		Correctional Technician Assigned to Laundry

Again, six (6) people staff one 24 hour post

2009: YEAR TWO

Unit/Function	# of Beds	Posts	FTE's	Cost	Total Cost
4T Main Jail **	60				
Housing Unit Officer		1	6.0	\$ 63,040	\$ 378,240
Medical Transport Officer		1	1.0	\$ 63,040	\$ 63,040
RN		1	1.0	\$ 81,540	\$ 81,540
LPN		2	2.0	\$ 60,180	\$ 120,360
MHP		1	1.0	\$ 57,270	\$ 57,270
Inmate Coordinator Officer		1	1.0	\$ 63,040	\$ 63,040
Court Escort Officer		2	2.0	\$ 63,040	\$ 126,080
Classification Officer		1	1.0	\$ 63,040	\$ 63,040
Pre-Trial Screener		2	2.0	\$ 63,720	\$ 127,440
Meals (inmate & staff)					\$ 64,667
Medical/Hospital/Drugs					\$ 40,000
General Supplies					\$ 8,000
TOTAL 4T			17.0		\$ 1,192,717

** - 4T in the Main Jail would need remodel work; transfer females from 5 West to 4T Creates 90 bed housing for Level 3 male inmates in 5 West.

2009 (Year 2)

We would focus on remodeling and opening the last large housing unit within the Main Jail. This 70-90 bed housing unit is currently not built to even medium security standards as it was used to house the Work Release program in the early 1980's. At this time we do not have an estimate on what a remodel would cost.

We would increase our supervisory and logistical staff levels to meet the needs of the inmate population and maintain a level of compliance to the Federal Court order on staffing levels. In the medical area, this would include a Medical Transport Officer that is responsible for getting the inmates to outside medical appointments in the community which could include an area between Seattle and Olympia. RN and LPN nursing staff would also be needed in order to maintain court mandated staffing. A Mental Health Professional would also be added.

A Classification Officer as well as Pre-Trial Screeners would be needed in order to process and determine housing levels for inmates as they are arrested and preparing for their court appearance. We also must review classifications on all inmates every 30-90 days.

With the increase in the number of courts due to the County/City building remodel, two additional Court Escort Officers will be needed.

An Inmate Programs Officer is needed to assist with the workload of the Officer in this position. At any one time, we have approximately 150 Inmate Workers being utilized in various areas of the Jail or out in the community. It is a constant process to hire these Inmate Workers, create work schedules and recruit potential workers. There are also inmate programs that are revenue generators for jails. However, this comes down to staff resources in order to initiate and monitor these programs.

HOUSING UNIT OFFICER: This Officer is required to staff the newly remodeled 70-90 bed 4T Main Jail Unit. It requires six Officers to staff one 24 hour post.

MEDICAL TRANSPORT OFFICER: In the medical area we would require an additional Medical Transport Officer that is responsible in getting our inmates to outside medical appointments in the community which could include an area between Seattle and Olympia.

RN AND LPN NURSING STAFF: RN and LPN nursing staff would also be needed in order to maintain court mandated staffing that we have been unable to fill since prior to 2002.

RN AND LPN NURSING STAFF (MENTAL HEALTH PROFESSIONAL): A Mental Health Professional would also be added to maintain court mandated staffing.

CLASSIFICATION OFFICER: Classification Officer needed to process and determine housing levels for inmates as they are arrested and preparing for their court appearance.

PRE-TRIAL SCREENER: Needed to process and determine housing levels for inmates as they are arrested and preparing for their court appearance.








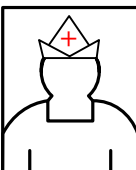

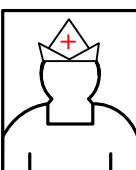

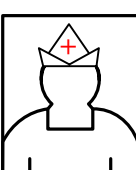





COURT ESCORT OFFICER: With the increase in the number of courts due to the County/City Building remodel upon the vacancy of the Tacoma Police Department, two (2) additional Court Escort Officers would be needed.

INMATE PROGRAMS OFFICER: An Inmate Programs Officer is needed to assist with the workload of our one Officer in this position. At any one time, we have approximately 150 Inmate Workers being utilized in various areas of the Jail or out in the community. It is a constant process to hire these inmate workers, create work schedules and recruit potential workers.

Assignments for Year Two

2009

*To staff one 24 hour post requires six (6) Officers,
Sergeants, etc.*

	Corrections Officer Assigned to the Housing Unit		Corrections Officer Assigned to Inmate Programs
	Corrections Officer Assigned to the Housing Unit		Corrections Officer Assigned to the Court Escort
	Corrections Officer Assigned to the Housing Unit		Corrections Officer Assigned to Court Escort
	Corrections Officer Assigned to the Housing Unit		Registered Nurse
	Corrections Officer Assigned to the Housing Unit		Licensed Practical Nurse
	Corrections Officer Assigned to the Housing Unit		Licensed Practical Nurse
	Corrections Officer Assigned to Medical Transport		Mental Health Professional
	Corrections Officer Assigned to Classification		Pre-Trial Screener
			Pre-Trial Screener

2010: YEAR THREE

Unit/Function	# of Beds	Posts	FTE's	Cost	Total Cost
<i>Clinic Wing</i>	24				
Housing Unit Officer		1	6.0	\$ 63,040	\$ 378,240
RN		2	2.0	\$ 81,540	\$ 163,080
LPN		4	4.0	\$ 60,180	\$ 240,720
Meals (inmate & staff)					\$ 28,152
Medical/Hospital/Drugs					\$ 20,000
Medical Equipment					\$ 28,270
Medical Supplies					\$ 18,000
General Supplies					\$ 4,000
TOTAL CLINIC WING			12.0		\$ 880,462

2010 (Year 3)

The Clinic Wing would be scheduled for opening in year 3. This 24 bed unit would allow us to house our more serious medical patient inmates in one location with 24 hour medical care monitoring in the unit. Currently, we use this housing as little as possible as we do not have the security or medical staff to monitor inmates. Any time that it is utilized, it is done on an overtime basis.

There are some medical equipment costs that would be incurred along with medical supplies. Staff related costs would be the Housing Officer post as well as a total of six RN and LPN Nurses.

CLINIC WING HOUSING OFFICER:

Part of the costs involved in opening the Clinic Wing is the staffing of the housing unit. It requires six Officers to staff one 24 hour post.


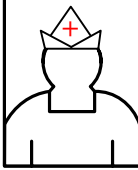

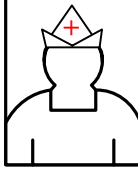

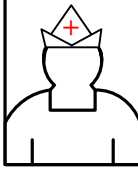

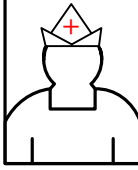

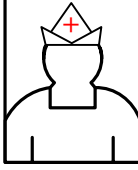

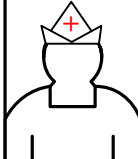
RN and LPN NURSING STAFF:

In addition to the above associated costs, an additional total of **six (6)** RN and LPN nurses are required to staff the Clinic Wing.

Assignments for Year Three

2010

*To staff one 24 hour post requires six (6) Officers,
Sergeants, etc.*

	Corrections Officer Assigned to the Clinic Wing		Registered Nurse
	Corrections Officer Assigned to the Clinic Wing		Registered Nurse
	Corrections Officer Assigned to the Clinic Wing		Licensed Practical Nurse
	Corrections Officer Assigned to the Clinic Wing		Licensed Practical Nurse
	Corrections Officer Assigned to the Clinic Wing		Licensed Practical Nurse
	Corrections Officer Assigned to the Clinic Wing		Licensed Practical Nurse

2011: YEAR FOUR

Unit/Function	# of Beds	Posts	FTE's	Cost	Total Cost
4D (Female) New Jail	84				
Housing Unit Officer		1	6.0	\$ 63,040	\$ 378,240
Sergeant		1	6.0	\$ 81,950	\$ 491,700
4th Floor Escort (Day & Swing)		2	4.0	\$ 63,040	\$ 252,160
Corrections Technician		1	1.0	\$ 55,380	\$ 55,380
MHP		1	1.0	\$ 57,270	\$ 57,270
Meals (inmate & staff)					\$ 88,982
Medical/Hospital/Drugs					\$ 50,000
General Supplies					\$ 8,000
TOTAL 4 D			18.0		\$ 1,381,732

2011 (Year 4)

The female population continues to rise as it is in most jails around the country. We have been increasing the number of female inmate compliance releases simply because we do not have the housing. We continue to contract with the City of Fife to house their female inmates as their jail facility has no female housing. Opening an 84 bed unit in the New Jail should handle the female population for the foreseeable future.

As we open the housing units on the 4th floor of the New Jail, per agreements with the Union and Federal attorneys, we need to staff not only for the Housing Officer post but for the Floor Sergeant post and the first of two Floor Officer posts.

As our inmate population grows, we would add an additional Correctional Technician in order to expand the laundry service to seven days per week. We would also add one additional Mental Health Professional.

HOUSING OFFICER POST: Each housing unit opened on the 4th floor of the New Jail will require staffing of Officer post per shift. It requires six Officers to staff one 24 hour post.

FLOOR SERGEANT: One Floor Sergeant post is required when the Female Housing Unit is opened on the 4th floor of the New Jail. This one post will require a total of **5.16** Sergeants to staff each of the three shifts. It requires six Sergeants to staff one 24 hour post.

CORRECTIONAL TECHNICIAN: As our inmate population grows, we would require an additional Correctional Technician in order to expand the laundry service to seven days per week.















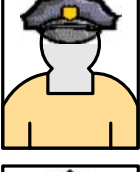
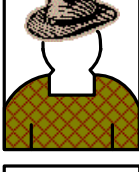

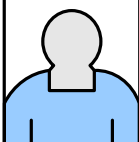
4th FLOOR ESCORT: As we open the housing units on the 4th Floor of the New Jail we need to staff the first of two Floor Escort Officer posts. This staff would be working Day and Swing shifts.

MENTAL HEALTH PROFESSIONAL: As our inmate population grows we would also require one additional Mental Health Professional.

Assignments for Year Four

2011

*To staff one 24 hour post requires six (6) Officers,
Sergeants, etc.*

	Sergeant Assigned to the Floor		Corrections Officer Assigned to the Housing Unit
	Sergeant Assigned to the Floor		Corrections Officer Assigned to the Housing Unit
	Sergeant Assigned to the Floor		Corrections Officer Assigned to the Housing Unit
	Sergeant Assigned to the Floor		Corrections Officer Assigned to 4 th Floor Escort
	Sergeant Assigned to the Floor		Corrections Officer Assigned to 4 th Floor Escort
	Sergeant Assigned to the Floor		Corrections Officer Assigned to 4 th Floor Escort
	Corrections Officer Assigned to the Housing Unit		Corrections Officer Assigned to 4 th Floor Escort
	Corrections Officer Assigned to the Housing Unit		Mental Health Professional
	Corrections Officer Assigned to the Housing Unit		Correctional Technician Assigned to Laundry

2012: YEAR FIVE

Unit/Function	# of Beds	Posts	FTE's	Cost	Total Cost
4B New Jail	84				
Housing Unit Officer		1	6.0	\$ 63,040	\$ 378,240
4th Floor Escort		1	6.0	\$ 63,040	\$ 378,240
Court Escort Officer		1	1.0	\$ 63,040	\$ 63,040
Classification Officer		1	1.0	\$ 63,040	\$ 63,040
LPN		1	1.0	\$ 60,180	\$ 60,180
Meals (inmate & staff)					\$ 87,861
Medical/Hospital/Drugs					\$ 40,000
General Supplies					\$ 8,000
TOTAL 4B			15.0		\$ 1,078,601

2012 (Year 5)

The population continues to rise as it is in most jails around the country. The opening of the unit is intended to reduce compliance releases. Opening an 84 bed unit in the New Jail should accomplish this.

As we open the housing units on the 4th floor of the New Jail, per agreements with the Union and Federal attorneys, we need to staff not only for the Housing Officer post but for the Floor Sergeant post and the first of two Floor Officer posts.

As our inmate population grows, we would add an additional Correctional Technician in order to expand the laundry service to seven days per week. We would also add one additional Mental Health Professional.

As we look to the future, we need to also realize that we will need to increase our housing for Level 1, 2 and 3 offenders.

HOUSING OFFICER POST: Each housing unit opened on the 4th floor of the New Jail will require staffing of Officer post per shift. It requires six Officers to staff one 24 hour post.

4th FLOOR ESCORT: As we open the housing units on the 4th Floor of the New Jail we need to staff the second of two Floor Escort Officer posts. This staff would be working Day and Swing shifts.

CLASSIFICATION OFFICER: Classification Officer needed to process and determine housing levels for inmates as they are arrested and preparing for their court appearance.















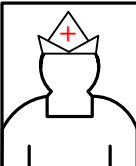
COURT ESCORT OFFICER: With the increase in the number of courts due to the County-City Building remodel upon the vacancy of the Tacoma Police Department **one (1)** additional Court Escort Officer would be needed.

LPN NURSING STAFF: LPN Nursing staff would also be needed in order to maintain court-mandated staffing that we have been unable to fill prior to 2002.

Assignments for Year Five

2012

*To staff one 24 hour post requires six (6) Officers,
Sergeants, etc.*

	Corrections Officer Assigned to the Housing Unit		Corrections Officer Assigned to 4 th Floor Escort
	Corrections Officer Assigned to the Housing Unit		Corrections Officer Assigned to 4 th Floor Escort
	Corrections Officer Assigned to the Housing Unit		Corrections Officer Assigned to 4 th Floor Escort
	Corrections Officer Assigned to the Housing Unit		Corrections Officer Assigned to 4 th Floor Escort
	Corrections Officer Assigned to the Housing Unit		Corrections Officer Assigned to 4 th Floor Escort
	Corrections Officer Assigned to the Housing Unit		Corrections Officer Assigned to 4 th Floor Escort
	Corrections Officer Assigned to Classification		Corrections Officer Assigned to Court Escort
	Licensed Practical Nurse		

