

9-19-17
16F P+1

GOLDBERG GROUP ARCHITECTS, PC



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September 19, 2017

Woodbury County Board of Supervisors
620 Douglas Street
Sioux City, IA 51101

Re: Staffing Analysis / Summary
Re: Woodbury County Detention Center

Dear Supervisors:

Please find attached, our staffing Analysis for the Woodbury County Adult Detention Center, representing our considered conclusions from participating in the preparation of the February 12, 2017 Jail Master Plan and numerous discussions with Sheriff David Drew and his Jail management staff.

Our staffing conclusions are based upon the County's continued commitment to implementing our Master Plan, which effectively addresses a number of physical and operational deficiencies contained within the current Detention facility. Without these improvements, we respectfully suggest that a higher number of Jail Staff would be necessary. We are confident that the physical and operational improvements we have developed with County officials and Jail staff members, will provide Woodbury County with an improved, safer and more efficient facility for years to come – at a cost substantially less than building a new facility.

We are pleased to be of service to Woodbury County and look forward to visiting with the Board of Supervisors in this regard.

Sincerely,
Goldberg Group Architects PC



Lawrence Goldberg, AIA, NCARB

- CC: Sheriff David Drew
- Kenny Schmitz, Facilities
- Delbert Jones, IA Jail Standards
- Shane Albrecht / Baker
- Kevin Roast
- File

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16F Pt. 2

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ARCHITECTURE, INTERIORS & PLANNING

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Memo

Date: September 19, 2017
Project: Woodbury Co. Jail Renovations
Topic: Preliminary Staffing Assessment
To: Sheriff Dave Drew
From: L. Goldberg / GGA
CC: Matthew Ung, Co. Board Chairman
Tony Wingert, Jail Administrator
Kenny Schmitz, Facilities Dir.
Shane Albrecht, Baker Group
Joe Weber / GGA
File

Third Draft
Revised 9/19/17

Gentlemen:

This memo is intended to serve as an initial staffing assessment for the subject facility, as we move forward with Phase One (Booking & Intake) and Phase Two (Classification & Medical), the issue being – to what extent if any, are additional Jail Staff required to accommodate our proposed Master Plan renovations and improvements to the current Woodbury Co. Detention Center;

1. Context – Master Plan

First: our overall objective has been to identify improvements, upgrades and renovations to the current facility which (a.) extend its effective lifespan and (b.) promote improved safety, our Master Plan which was developed over the past 8-10 months, and adopted by the Woodbury Co. Board of Supervisors on Feb 12, 2017 successfully meets these two objectives; thereby avoiding the immediate necessity for building a replacement facility we estimate at an overall cost of \$30-35,000,000.

Nonetheless, we cannot fully address certain basic deficiencies of the present facility, i.e.: the existing structure, (external) site-restrictions and overall distribution of space(s), without substantial logistical difficulties associated with extensive renovations to the already-occupied Detention space(s) involving excessive project costs; in other words,

Housing pods, Control Rooms and major Support are(s) such as Kitchen, Laundry and Courtrooms are assumed to remain in their present locations;

As a consequence finding available square footage within the existing Building envelope for additional operating functions – such as Booking, Intake & Classification, requires use of Ground Floor area(s), hence use of the current under-utilized, drive-in (versus drive-through) vehicular sallyport as a new Intake area, makes sense and is proposed to occur at the logical point on the present site, where prisoners are already brought into the Jail; other possible locations were considered, such as towards the rear of the building, under the Housing Pods and are too remote from existing elevators;

2. Current Staffing

The following analysis utilizes Iowa Code Section 356.5(6) and ACA Standards ALDF 4-4051 which require adequate jail staff to observe and monitor prisoners 24 hrs. /day and that the jurisdiction develops and implements a staffing plan (ratio) to do so. Presently, the Woodbury Co. Detention Center employs a total of 57 correctional officers or 13-14 Correctional officers (“C.O.”) at any given time, using 12-Hr. shifts; while our own staffing analysis supports this staffing level, our discussions with the Sheriff and his jail management staff, indicates a consistent level of 9-10 jailers/shift – which we consider to be inadequate – based upon Post assignments for the proposed upgraded – Master Plan layout; in our experience, jail staff attendance “slippage,” no longer represents poor working habits, but instead, indicates modern employment conditions where State-imposed Training & Certification requirements, accrued vacation, illness, military leave, long-term disability and (family-) medical leave, all contribute to a widening gap between total staff employment and daily attendance; this is increasingly acute with high-risk multiple-shift employment for Correctional officers, Police, Firemen and EMT staff, where externally – imposed, often emergency work conditions elevate stress and likelihood of illness and injury.

In our experience therefore, if attendance slippage becomes too large, i.e.: where daily operations are adversely affected by a widening gap between total available staff vs. staff on duty; then the employment “peaking factor”, used to calculate jail staff is insufficient. We normally employ a factor of 4.85-5.25/post depending upon benefits, which refers to the number of actual personnel needed to occupy a specified position or “post”, within the institution. For each post therefore, it requires 4.5 – 5.25 actual personnel, to fill that position on a 24-hour, 7-days/week, 365-days/per year, basis, including holidays, weekends, training and customary time-off or *time-lost* such as bereavement and sickness. These last employment conditions may vary widely from one institution to another.

Larger institutions regularly use 5.15-5.25 as a peaking factor, smaller ones use 4.5-4.75; previous staffing analysis we were given a copy of, uses 4.68 which we respectfully consider too low – hence our adjusted factor of 4.85, which results in a staffing expansion of 3-5 officers, as shown below. Use of non-sworn personnel, such as Booking clerks was suggested and may be helpful for reducing overall salary costs as well; use of (2) clerks at Intake/Booking is included in our remarks later in this Report and has been discussed on a positive basis with Jail staff in recent meetings;

Downstairs – Ground Fl.

- (4) Intake/Booking

Upstairs



- (1) Visitation
- (1) Kitchen/Laundry
- (1) Holding/Med
- (2) Gen. Pop. – rovers

Factor	(12) x 5.15 = 62	More Conservative Factor
	(12) x 5.25 = 63	
Prior report	(12) x 4.68 = 56	Prior Staff Analysis Report
Adjusted	(12) x 4.85 = 58	Moderate/average GGA Factor

C.O.'s there by (1) officer, although range of capabilities – i.e.: duress response is more limited, obviously.

Another perspective: attrition/absenteeism of four (4) officers per shift/team (12-4= 8 officers) suggests per-Team staffing at 16 officers (16-4= 12), based upon operating minimum of 12 officers per Team (16x4=64 officers); hence 64 officers, such that an average absenteeism of 4 officers/Team of shifts will allow a minimum of 12 officers to remain at-post within the facility.

3. Conclusions

Three inter-related conditions for Woodbury Co. contribute to the staffing analysis noted above:

- First, notwithstanding the substantive improvements to the current facility our Master Plan will make the layout is still relatively “spread-out” and contains limited square-footage for expansion;
- Secondly, prisoner (census) totals have steadily increased, from a relative low of 146 early in 2017 to present levels of 200-210, adding dates;
- Thirdly, existing Jail Codes and Standards have been significantly augmented by PREA (945 USC 15601), requiring minimum standards for staff response to assaultive incidents, etc.

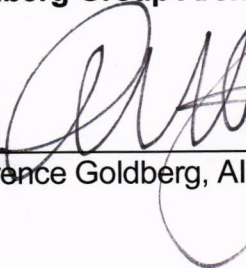
Hence, our recommendations we certainly understand that fiscal constraints may prevent all eight (8) jailers from being hired at one time, suggesting that new Intake staff (and clerks) be acquired first around March 2018, so they may be properly trained over 5-6 mos., for occupancy of the new Intake unit.

These are our initial thoughts, we appreciate the input and guidance from Jail Staff, Sheriff, Facilities Project Management and Supervisors in attendance at our August 14, 2017 meeting.

We are available to answer whatever questions may arise from the foregoing comments.

Respectfully submitted,

Goldberg Group Architects, PC

A handwritten signature in blue ink, appearing to read "Lawrence Goldberg", is written over a circular professional seal. The seal contains the text "THE GOLDBERG GROUP ARCHITECTS, PC" around the perimeter, "CORPORATE" in the center, and "AIA NCARB IASCA" at the bottom. A horizontal line is drawn across the signature and seal area.

Lawrence Goldberg, AIA, NCARB, IASCA